

This monthly article highlights one of our branch members. We hope that you enjoy knowing a little more about your fellow members and the interesting life they have had. If you have someone you would like to nominate or if you would like to help author an article, please email the editor, Ron Nakamoto, at [ron.nakamoto\(at\)yahoo.com](mailto:ron.nakamoto(at)yahoo.com).

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You know and meet him at our monthly luncheons, often manning the Travel Activity table or reporting on our monthly travel activity at our BEC meetings. He always dresses well in a sports coat and tie and presents a pleasant demeanor when you strike up a conversation with him. But, did you know that this pleasant fellow was a senior Naval officer and part of an Inspector General team that downsized Navy fleets and changed the way the Navy selected and trained Aircraft Carrier Captains. He retired as a Navy Captain and carved out another full career as a captain of industry serving as a Corporate Vice President, CEO, Director with a worldwide consulting firm and is Principal Author of the annual report “China Impact on the Semiconductor Industry”. This accomplished and learned fellow is Ed Pausa, your Travel Activity Chair. Here is his story:

“Can you remember what it means to be born a first-generation American Prune Picker? *(Editor’s note: Did you know in the 1930-50’s the dominant agricultural crop in the Napa area were prunes? At that time prune orchards surrounded the city of Napa.)* I was born in South Gate California, the son of an Austrian Vienna-trained pastry chef and an Irish au pair. My father had worked his way through Russia, much of Europe, and came to America just before WW I. My father prepared many meals in Hollywood during the heyday of MGM adding to the ambiance of the dining experience with hand-carved ice

sculptures which he did at every event. His specialty was Austrian apple strudel that was always in demand. Mother had first come to the USA as a young maid to work for a prominent Irish family in Boston, returned to England, and immigrated to the USA after finishing secondary school. Her family was all Royal Navy and as a result I have uncles who were officers in the British, Australian, and Canadian navies.

“Growing up, I was more into academics, music and custom cars. I played piano for 4-5 years, then played oboe for the Sheriff’s Boy’s Band, the Elks 99 Boys Band, the Los Angeles All City High School Orchestra, marched in two Rose Parades, played in a couple of Hollywood movies and played in at least one pro-football game. My high school had a very strong custom car culture, as South Gate was the home of the Barris Custom Shop. (*Editor’s note: George Barris was an American designer and builder of many famous Hollywood custom cars, most notably the Munster Koach and the original TV series Batmobile.*) We all enjoyed the fun of chopping and channeling cars. I also managed to fit in tennis amongst my other pursuits. I graduated as Valedictorian from South Gate High School and competed and qualified for an appointment to West Point as well as a Navy ROTC scholarship. Unfortunately, I failed the physical requirements due to a dental overbite which took me two years to correct. In the interim, I enrolled at UCLA and served in both the Air Force ROTC and California National Guard. Commuting to UCLA was tedious so as soon as my braces were off, I applied again for the NROTC scholarship. I had also just passed the UC required Engineering Junior State Exam (which was instituted just after WW II to avoid an expected surplus of engineering graduates) and transferred to UC Berkeley in the fall of 1950 as a junior with a full NROTC scholarship. I joined the ABRACADABRA chapter of the Delta Chi fraternity which was one of the three original fraternities at Berkeley and the one which President Robert Gordon Sproul, (the first U.C. system-wide President) was a member. At Berkeley, I was editor of the “Cal Engineer magazine”; worked half time as delivery driver for Capwell’s department store and later as an associate with the UC Institute for Engineering Research. I earned my B.S. in Engineering in 1953, my M.S. in Physical Metallurgy in 1954 and was commissioned an Ensign in the US Navy the same year.

“I met my future wife, Janice during this period. She belonged to a sorority that had volunteered to help with a homecoming float. My fraternity had done the same and we met while decorating the float. I gathered up my courage to ask for a date and we hit it off immediately. After courting for several years we were married in 1955. We have been happily married for some 56 years until she passed away in 2011 from congestive heart failure. Our lives have been blessed with two sons and two grandchildren.

“Immediately after my USN commissioning, I entered active duty. I did two years as Combat Intelligence Center (CIC) Officer on the USS Montrose (APA 2120) cruising Vietnam and elsewhere in the Pacific and one year as Engineering Officer on the USS Gull (MHC 46) operating out of Long Beach, CA. I remained in the Navy Reserve for more than twenty years, serving in a variety of units and responsibilities, attended both the Armed Forces Staff College and Naval War College and retired as a Captain. The most satisfying service was my last six years with the

Commander U.S. Pacific Fleet (CINCPACFLT) Management Assistance Unit, where we were able to tell various naval commands how to consolidate, improve efficiency, and make difficult changes that no regular career officer would dare recommend. I recall having to define the plan to consolidate the First and Third fleet, dealing with the admirals and officers that would be reduced in force and studying and recommending a remedy for the fleet-wide low aircraft carrier readiness ratings which was subsequently instituted.

“After my USN active duty I entered the civilian work force, joining U.S. Steel in Pittsburg, CA as a manufacturing trainee, and stayed two years serving as combustion engineer in the Open Hearth Department. A friend at U.S. Steel and I answered a recruiting advertisement for a start-up in Mountain View and I accepted a job with Fairchild Semiconductor in Mountain View in May 1959. (The offer was based upon my experiences growing single crystals at UC.) That turned out to be the start of a 35-year career in the semiconductor industry which included 25 years of experience at the corporate officer level in all four segments of the industry: Integrated Device Manufacturer (IDM), Semiconductor Equipment and Materials (SEMI), Semiconductor Manufacturing Services (SATS), and Fabless Semiconductor (FSA). During my career I directed 33 plants and subsidiary companies in 18 foreign countries along with 11 plants in six states. As part of the job, I negotiated and executed six multi-million-dollar international joint ventures and contracts in Europe, Asia and Africa, and managed over 12,000 employees. I would definitely say that my military experience was an asset instilling a disciplined organizational structure and dealing with people and complex, multi-national challenges. I joined National Semiconductor Corporation where I served as Corporate Vice President of International Manufacturing and Services with responsibilities including manufacturing operations in Hong Kong, Indonesia, Japan, Malaysia, Philippines, Singapore and Thailand. After that, I completed long-term assignments as Vice President Operations for Power Integrations Inc., Vice President of Alphatec Group and served as a Director of Coopers & Lybrand Consulting.

“After retiring in 1990 I became a consultant and focused my practice on assisting high-tech companies in the development and implementation of business strategies and continuous improvement policies and practices. During this period, I was able to assist with transitioning a Venture Capital financed, high-tech start-up company into a successful Initial Public Offering. This fabless IC company focused on developing and implementing the Supply Chain Management (SCM) capabilities to sustain 40% year-year growth as a “virtual company”. I was also able to create two multinational joint venture semiconductor- manufacturing companies in China and Thailand for a high technology conglomerate group where I initially served as founding CEO for and later served as a Director for each company. As a consultant and expert in the area I also provided many companies with assistance managing their business processes, improving their manufacturing cycle times, executing benchmark programs, and conducting technical, management, performed business evaluations for a number of high tech manufacturing companies throughout the world. I also assisted international investments funds in their due diligence evaluation of proposed investments, refinancing, acquisitions, and divestitures. Since 2004 I have been the principal author

of Price-Waterhouse, Coopers (PwC} annual report “China Impact on the Semiconductor Industry”. Did you know that China consumes over 50% of the world’s semiconductors and plans to manufacture over 70% of that consumption within the next 7-8 years?

“I had, on average, travelled in excess of 100,000 miles every year for over 20 years so volunteered to serve as the Travel Activity Chair for the Branch when they needed my service. I along with Walter Weber served this need for more than 15 years until now, when it is time for me to step down.

“My life experience and my parting message is this: Through my many years of management service I have learned that almost everyone wants to do a good job and a successful manager’s task is to provide them the opportunity, tools, and rewards to do so. As the French say, ... Bon Voyage (enjoy the rest of your journey).”