
NEWSLETTER

WOODS HOLE
OCEANOGRAPHIC INSTITUTION



SEPTEMBER 1993

Institution Kicks Off \$50 Million Capital Campaign October 14

A celebration of the success of the Institution and announcement of the public phase of the Institution's \$50 million capital campaign will be held October 14 at the Joseph V. McKee, Jr. Ball Field behind Clark Lab on the Quissett Campus.

Invitations have been sent to all staff, students, Trustees, Members of the Corporation and special guests. Replies are due by October 7. The celebration is being made possible by special donations from members of the Trustees Capital Campaign Committee.

"This event will be a celebration of those who are committed to the Institution and who have contributed to it and its success through the years," Acting Director Bob Gagosian said. "That includes the staff, retirees, and the Trustees and Corporation Members who volunteer their time and energy to the Institution. It is intended solely to be a celebration of our success in the quiet phase of the campaign the past few years and to inform the WHOI community as to where we are and where we go from here."

Trustees and Corporation Members will be meeting at WHOI October 14 and 15. "The kick-off celebration will be an opportunity for Trustees and Members to meet the staff and students. It is a way for the Capital Campaign Committee members to share their enthusiasm and excitement about the Institution with those who participate in the Institution on a daily basis," Bob added. "The Trustees Capital Campaign Committee is funding the October 14 celebration, in addition to other campaign commitments already made by its members, because they want to share that success with everyone who has made it possible."

The \$50 million capital campaign actually began in 1990. A "quiet phase" has been underway the past three years, during which approximately \$22 million has been committed to date, nearly half of the \$50 million goal. The October 14 event celebrates that success and begins an ongoing educational process to keep the staff and WHOI community informed about

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Photo by Terr Corbett



Research Assistant Peter Mills of the Geology and Geophysics Department works on a sediment core at the Seafloor Samples Laboratory in McLean.

"The capital campaign will make us more competitive. It will not replace present funding, but will enable us to move forward and diversify by providing new opportunities. It is a stabilizing factor, a form of insurance in a sense. It will put us in a position where we can do new things, open new doors at the frontier again. That's exciting, and it will benefit us all."

Acting Director Bob Gagosian

WHOI Creates a Gopher Server to Provide Information Access

The Internet Gopher is public domain software designed and developed at the University of Minnesota to implement a Campus-Wide Information Service (CWIS). While Gopher was originally intended to provide access to local information, it has evolved into a system that allows access to information servers throughout the world.

WHOI is now visible on the Internet in the form of its own Gopher Information Server.

The Gopher software has two parts:

- * server software that runs on a computer and allows an organization like WHOI to offer information to any Gopher client, and
- * client software that is installed on a PC or workstation and allows access to any Gopher server on the Internet.

Once a Gopher client is installed on a PC or workstation, any Gopher server can be chosen. Information is presented in a simple menu format. Select from the menu to either read the information online and/or copy selections to a computer. Gopher selects and uses telnet, FTP, or whatever application it needs to retrieve the information.

Many people at WHOI have used Gopher to gain access to information at other institutions. The WHOI Gopher server now provides a means for the Oceanographic Institution to distribute public information, scientific databases and internal WHOI information that are of general interest. Information that is available only on the WHOI Gopher server includes:

- * WHOI personnel listing with phone numbers and e-mail addresses
- * index to International Marine Science Funding Guide
- * connection to CLAMS
- * WHOI Stockroom inquiries
- * index to *Alvin* bibliography
- * description and format for archived ships' drift data
- * index to WHOI job postings
- * WHOI Appointment and Promotion Procedures Manual
- * WHOI Current Grants and Contracts
- * Community Facilities and Capabilities by Department.

Other information located on "outside" Gophers and made available via the WHOI Gopher server includes:

- * Massachusetts weather forecasts and regional weather for the U.S.
- * connections to other Gopher servers including MBL, USGS, NMF, NSF, NIH, MIT
- * federal agency announcements, including DOE, ONR, NASA, NSF
- * access to program guidelines and reports at NSF
- * access to the Library of Congress
- * electronic books and journals
- * White House press releases
- * State Department travel advisories.

Data that ISC hopes to add to the WHOI Gopher server in the near future include:

- * *WHOI Newsletter*
- * *ISC Newsletter*
- * *WHOI Weekly Calendar*
- * MBL/WHOI Library resources.

The WHOI Gopher server allows WHOI staff to search for useful information on the Internet with a common tool. It provides access to a structured collection of relevant oceanographic information and begins to identify important information resources at WHOI that are of general use.

The WHOI Gopher server is available as gopher.who.edu (port 701). If you have any questions about Gopher, how to get software installed on your PC or workstation, or if you have data or other information that you would like to add to the WHOI Gopher server contact Julie Allen (jallen@who.edu) at ext. 2357.

ABE Chosen for Engineering Award

The Autonomous Benthic Explorer (ABE), designed and developed by the Applied Ocean Physics and Engineering Department, has been chosen by the editors of *Popular Mechanics* to receive a 1994 Design & Engineering Award.

All the winners will be featured in the magazine's January 1994 issue. The award presentation will be held January 8, 1994 at the Henry Ford Museum in Dearborn, Michigan. Principal investigators for ABE are Dana Yoerger, Al Bradley and Barrie Walden.

The Newsletter is published monthly for employees, students and members of the Woods Hole Oceanographic Institution community. Copy deadline is the 25th of the month. Ideas for stories, photos, and items of interest to the community are welcome and should be sent to: Editor, Newsletter, News Office, Woods Hole Oceanographic Institution, Woods Hole, MA 02543. Telephone 508-457-2000 ext. 2270 or 3340.

Editor: Shelley M. Lauzon
Staff Support: Kathleen Patterson

Improvement Implementation Team Makes First Recommendation

The Improvement Implementation Team (IIT) is recommending that WHOI adopt a new credit card program designed to make the travel advance and reimbursement processes painless and to increase the speed and ease of many purchases of items costing less than \$300. In addition to the benefits to travelers and purchasers, the new program has the potential to save the Institution money by reducing the steps in the current purchasing and travel processes.

The recommendation was presented to several groups within WHOI last week and was endorsed, in principle, by Acting Director Bob Gagorian, the Continuous Improvement Council (CIC) — the group that chartered the IIT (see July Newsletter) — and by the Associate Directors and Department Chairs.

In those meetings IIT members reported that an earlier study by the CIC's Procurement Process Improvement Team found that at least 50 percent of the items purchased through the current WHOI P.O. process cost less than \$300. The IIT team has determined that processing local P.O.s may cost as much as \$100 each and notes that if Institution staff who are authorized to purchase can use a credit card, some of those costs can be saved and the purchases, especially those using local P.O.s, can occur more quickly.

In addition, the IIT team has determined that processing each travel advance and reimbursement check costs the Institution a minimum of \$50. The new credit card program has the potential to eliminate most travel advances by permitting travelers to use ATMs to obtain cash — not from their personal accounts but as an advance against the credit card. Reimbursement after a trip would be simplified through direct payment of the credit card bill by WHOI, rather than through payment to the traveler.

"The credit card program, combined with an on-line travel authorization and reporting package, goes a long way toward meeting Institution goals of making it easier for staff members to do their work, of eliminating steps that do not add value, and of making work more interesting for our employees," noted Larry Ladd, Associate Director of Institution Operations.

IIT members noted that the recommendation, the first of many they expect to make over the next several months, meets the principles in their charge: *To recommend fundamental improvements in business services quickly with no increase in overhead, applying principles of:*

- customer satisfaction
- process-oriented change, and
- employee empowerment.

The IIT team is continuing to develop the details of both the credit card recommendation and a "paperless" travel authorization and reporting system and has chartered several groups to work with it on implementation. The first is a Paperless Technology Team (PTT) chartered by the IIT to make recommendations for the technology necessary for the new systems to be accessible to all Institution staff. The PTT includes Chris Hammond, John Krauspe and George Powers, all from ISC, and Karen Carmichael from the Controller's Office. IIT member Carl Wirsén from Biology serves as liaison with the PTT.

The IIT team expects to have more complete information about the new "paperless" travel program and details about the credit card's use and availability before the end of the year.

Some Major Benefits of Recommended Credit Card Program

Reduces need to use personal money to pay costs while waiting for reimbursements

Reduces cost and problems associated with travel cash advances

Reduces time and effort needed to make purchases in amounts of less than \$300 (estimated at between 50 and 75 percent of all purchases)

Reduces WHOI labor and associated Institution costs

Includes carefully defined control procedures

Year-End Purchase Reminder

All purchase order items must be received at Distribution (formerly Shipping & Receiving) by December 31, 1993 in order to be paid with 1993 funds.

WHOI Staff Participate In Easter Seals Softball Game

A team of Cheryl Daniels, Lisa DiPalma, Dave Dubois, Mick Hurst, Bill Lambert, Joe Milner, Laurie Murphy, Charlie Olson and Mike Toner raised \$1,080 in donations and tied a Christmas Tree Shops team 20-20 in the 13th annual Easter Seals Softball game. The event raises funds for adults and children with disabilities.

Capital Campaign

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the process, what has been done during the "quiet phase" and what will be done in the next three years of the public phase of the campaign, which runs through 1996.

"WHOI is financially healthy, but we need a capital campaign to preserve our competitiveness, flexibility and leadership," Bob Gagosian said. "It will provide us with fiscal stability, allow for a continuing innovative environment and help in the recruitment and retainment of staff. It will also preserve our private status, which gives us a distinct advantage over our competitors. The campaign will raise funds for people, not for buildings. People are our greatest asset."

The Process: 1989 to 1992

The process leading to the October 14 kick-off officially opening the \$50 million capital campaign began in the late 1980s, when the Board of Trustees decided that the Institution's endowment, now approximately \$130 million, needed to be substantially increased to ensure financial stability. In 1989 and 1990, numerous meetings of the Trustees, Members of the Corporation, senior management staff and the scientific

departments were held to discuss what the staff felt was needed. The result was a list of items with a total cost ranging between \$81 million and \$105 million.

Bob Gagosian and Director of Development Jacquie Suitor then met with the scientific departments, setting priorities based on what was most needed. Funding to support people topped the list. The list of needs was also discussed at the two management retreats in 1990 and 1991.

At the same time, the Development Office was looking at what was being raised and the prospect pool. The Office did an analysis of those prospects and other potential sources of funds and felt that a \$50 million capital campaign was the most feasible and realistic in the six-year time frame of the campaign, 1990 to 1996.

After looking at the identified needs and priorities set by the scientific departments, it was decided that the top priorities would be included in the \$50 million campaign. The remaining set of priorities would be met in non-campaign fund-raising efforts in the 1996-2000 time frame.

"During this time period, 1990 to 1992, the Institution experienced a decrease in income from endowment

as interest rates fell," Bob Gagosian explained. "Our limited unrestricted income fell at the same time there was an increase in 'unallowable' expenses resulting from changes in the federal audit system. These changes further increased the demand on and need for unrestricted funds, both for endowment and for current research." In 1982 the Institution had 10 percent of its budget available in unrestricted funds; in 1992 that total had decreased to six percent.

Most capital campaigns are not announced publicly until about forty percent of the total funds have been raised. Although this campaign is not the first WHOI has conducted, it is the largest devoted to raising endowment for people.

"To this point, we have asked all of our Trustees and many of our Honorary Trustees to support the capital campaign. We are pleased to announce that 100 percent of our current Trustees have contributed to the campaign and roughly half of the dollars committed to date are from Trustees and Honorary Trustees," Jacquie Suitor said. "That clearly shows the level of commitment from our Trustees and their belief in this Institution and its staff."

What Happens Next?

In the months following the October 14 kick-off celebration, the Development Office and senior management will continue efforts to secure additional funds for the campaign from other members of the WHOI community, such as Members of the Corporation, Associates and those who have contributed to the Institution in the past.

"Opportunities will be available for anyone who wishes to make a contribution to the campaign, at any level of giving," Suitor said. "While we fully understand the difficult economic times we all face, some members of the staff may have the financial means to contribute and

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Members of the Employee Capital Campaign Committee:

Jim Broda
Ernie Charette
Hovey Clifford
Mindy Hall
George Hampson
Charlie Innis
Shelley Lauzon
Jake Peirson
Ken Prada
Dave Ross
Carl Swanson
Sue Volkmann
Jean Whelan
Barbara Wickenden
Amy Donner, Development (ex officio)

Members of the Trustees Capital Campaign Committee:

Philip L. Bernstein
John R. Bockstoce, Chairman
James M. Clark
Charles A. Dana, III
Cecil H. Green, Honorary Chairman
Frank W. Hoch
Guy W. Nichols
John E. Sawyer
Robert C. Searmans, Jr.
Walter A. Smith

Capital Campaign

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may wish to include WHOI among their philanthropic priorities. There are many ways that can happen, and we want everyone to understand the options available if they wish to do so, such as planned giving, gifts through friends and relatives, and possible in-kind donations. However, we also respect the economic pressures facing us all and are not asking staff to contribute financially just because they work here."

Both Bob Gagosian and Jacquie Suitor stress that individual employees can contribute to the capital campaign by serving as ambassadors of the Institution and sharing their excitement with others.

"We want everyone to participate in this campaign. Participation comes in a number of ways, not just financial contributions. Sharing your enthusiasm for what you do and your own pride in the Institution helps broaden our community and enables more people to participate in the success of the Institution," Bob Gagosian added. "It helps build a larger base of support for the Institution and increases the Institution's stature in the local community as well as in the national and international community."

An Employee Capital Campaign Committee has been formed to provide guidance and advice as to how Institution staff and students can participate in the campaign. The committee met for the first time August 27 and briefly met with the Trustees Capital Campaign Committee September 17. It met again September 23 to discuss how employees will participate in the October 14 campaign kickoff and in future activities. Suggestions and feedback are encouraged from all members of the WHOI community and should be directed to any member of the committee (see list on page 4).

Campaign Priorities 1993 - 1996

- * Support for Assistant Scientists
- * Senior Scientist Chairs
- * Education Activities
- * Instrumentation Acquisition
- * Competitive Research Awards
- * Centers and New Research Areas
- * Ongoing Projects

1996 - 2000

Non-campaign time period during which fund-raising efforts will continue for remaining endowment priorities.

Capital Campaign Goals

\$31.8 million endowment
15.0 million lab program,
current support
3.2 million unrestricted

\$50 million total

Why Does WHOI Need A Capital Campaign?

- * Preserve competitiveness/flexibility/leadership
- * Fiscal stability
- * Allow for continuing innovative environment
- * Recruitment and retainment of staff
- * Preserve our private status/advantage

A special edition of the WHOI *Newsletter* devoted to the capital campaign will be distributed shortly before the October 14 kick-off celebration. Copies will also be available at the celebration and after October 14 from the News and Information Office, Co-op.

The International Committee: Resources for Sponsors and Guests

The International Committee now provides several services to help guests from other cultures "settle in" and assist busy hosts/sponsors of these visitors in dealing with some of the mentoring tasks necessary to facilitate a smooth transition and productive stay.

The committee suggests that a one-page flyer, containing some basics on what to expect, be sent to all guests during the planning stage of their visit. It is available from department administrators. A checklist will soon be available clarifying the responsibilities of sponsors to their guests. A more detailed handbook listing resources for how to solve common problems (like how to get a driver's license) and access to community resources (schools, medical facilities, etc.) is due out later this year.

A helpline is now in operation at extension 2135 or by

dialing direct 457-2135. Questions received on this line are answered by Human Resources personnel or will be referred to the appropriate resource person.

Human Resources also has a list of volunteers who are eager to assist WHOI's international visitors and guests in avoiding some of the bumps in the process. Sponsors can also request the assignment of a Community Helper for their visitor.

International cafes are now held on a bimonthly schedule (see *Weekly Calendar* for listings). The cafes meet alternately in the village and on the Quissett Campus at Fenno House and are an additional opportunity for visitors to ask questions and become informed of the resources available to them. The international cafe is open to everyone.

Accounting Operations Helpful Hints

Payroll

To clarify the charge and use of Emergency Leave, refer to the following from the Personnel Practices and Procedures manual (5.10):

Emergency Leave:

A. The Director, Associate Directors, Department Chairs and Administration Managers are authorized to grant to regular employees paid emergency leave. This emergency leave is in addition to vacation and sick leave and will be granted only to cover absences associated with death in the immediate family or household.

B. To insure equal treatment for all employees and consistency among supervisors in granting emergency leave, the following categories will be used as guidelines. Questions of application should be addressed to the Human Resources Manager.

Category A

(up to five days)

Spouse
Son/Daughter
Mother/Father
Brother/Sister
Step-Mother/Father
Step-child

Category B

(up to three days)

Grandmother/Father
Mother/Father-in-law
Brother/Sister-in-law
Daughter/Son-in-law
More distant relatives
residing in the home

Travel

To avoid delays when arranging travel, remember to provide estimated costs on the Advance Request and Travel Authorization form in the box headed "Estimated Cost" at the lower left corner of the form:

Estimated Cost	
Airfare: _____	**
Car Rentals: _____	
Hotels: _____	
Meals: _____	
Other _____	
Total: _____	**

** Travel Office will provide

Travel Reservations Via Electronic Mail

Reservations for travel can now be sent to Garber Travel by electronic mail. Garber Travel's e-mail address is garber@whoi.edu. Travel Authorization forms must still be completed.

Ross System Replacement Update

The process to find a new administrative computing system was begun in January 1993 with the hiring of the Kaludis Consulting Group to help WHOI with its analysis leading towards possible replacement of the Ross system.

Joe Agius, Manager of Management Information Systems reports that the period from January until June consisted of the interviewing of WHOI personnel to find out specific needs that would be required from a new system. During this period, considerable data was collected and analyzed, resulting in a Phase I report completed in June and distributed throughout the Institution. The report was refined and generated a set of system requirements 42 pages long.

A project team was formed to select several vendors who could qualify with the necessary system for WHOI. The project team members are Joe Agius, Buddy Bruner (Kaludis), Patty Duffy, Larry Ladd, Karen Lauritzen, Mo Moniz, Claire Reid and Barbara Wickenden.

During the analysis phase, a database of 640 possible vendors who provide financial systems was analyzed. Of these vendors, 42 were chosen by the project team as those who had a fund accounting capability that WHOI could use. A system requirements document was sent to these vendors asking them to review it thoroughly and make a judgement as to whether their systems could satisfy most of the documented needs at WHOI.

This process narrowed the field to 12 vendors, who were then asked to complete two additional qualification forms. After discussing the qualifications with each of the vendors and reviewing their systems specifications and documentation, the project team chose the following five vendors as finalists: Bi-Tech Systems, Computer Associates, Computer Software Packages - CSP (Prophecy), Eden Systems, and Interactive Systems.

These vendors were asked to give detailed demonstrations of their systems to the team and to other personnel in various parts of the Institution.

Two vendors, Bi-Tech Systems and CSP (Prophecy), have been invited to come to WHOI and install their system on a test basis for review and further analysis. Plans are in place to have these systems installed before the end of September and to complete the evaluation by the end of October.

New Items at the WHOI Stockroom (Partial List)

35058 Wire wrap I.D. label, #ID8-100
55032 Solder, no clean #245 sn63PB37 Cor 50 .031
61285 Power supply cord, 3 Cond. Beld#17250 7'
61482 Tape, Elec. 2" 3M #88
63120 Mouse Pad, blue with white WHOI logo
65037 Letter tray, smoke plastic, #LTR-SM 21001
65039 Wall file, smoke plastic, #WF-SM 21401, 2/BX
65056 Desk Caddy, smoke plastic, #DC-5 66820

New Faces



Ben G. Allen
Research Engineer
AOP&E
Bigelow 308
Ext. 2930
C. Von Alt



Mead A. Allison
Postdoctoral Scholar
G&G
Clark 257A
Ext. 2467
D. Aubrey



Marie-Jossée Nadeau
Visiting Investigator
G&G
McLean 241
Ext. 2446
R. Schneider



John G. Proakis
Guest Investigator
AOP&E
Smith 208
Ext. 2446
J. Catapovic



George Seaver
Guest Investigator
PO
Clark S176A
Ext. 4816
R. Millard



Li Shu
JP Student
Bigelow G-3
Ext. 2317
S. Rajan



Milica Stojanovic
Postdoctoral Scholar
AOP&E
Smith 208
Ext. 3511
J. Catipovic

Congratulations

— to Peter and Deborah Marena on the birth August 10 of daughter Carly at Falmouth Hospital. Carly weighed 7 lbs. 12 ozs. and joins brother Nicholas at home. Peter is a senior carpenter in Facilities.

— to Sean and Jo-Ann Kery on the birth of their daughter, Mary Elizabeth, August 20 at Tobey Hospital in Wareham. Mary Elizabeth weighed 9 lbs. 1 ozs. and joins sister Rachel at home. Sean is an engineer in the AOP&E Department.

— to John Porteous and Kathie McComiskey on their wedding August 28 at the Fenno House rose garden. John is a photographer in Graphic Services.

— to Sam and Lillian Lomba on the birth of their first child, Denzel John, September 13 at Falmouth Hospital. Denzel weighed 6 lbs. 13 ozs. Sam is a senior stockroom clerk.

Promotions

Gregory J. Cohen (G&G)
to Engineer II (8/2/93)

Nancy J. Copley (Biology)
to Sr. Research Assistant I (8/9/93)

Robert J. Grieve (*Alvin* Operations)
to Chief Pilot (7/9/93)

J. Patrick Hickey (*Alvin* Operations)
to Expedition Leader (7/9/93)

Rui Xin Huang (PO)
to Associate Scientist w/Tenure (8/9/93)

Yoshiaki Kaoru (MPC)
to Associate Scientist (9/1/93)

Timothy C. Kenna (MC&G)
to Research Assistant III

Ann P. McNichol (G&G)
to Research Specialist (8/25/93)

Lawrence J. Pratt (PO)
to Associate Scientist w/Tenure (8/9/93)

Ship Notes

ATLANTIS II/ALVIN

R/V *Atlantis II* and DSV *Alvin* are continuing diving operations on the Juan de Fuca Ridge off the coast of Washington and Oregon. The vessels departed Astoria, Oregon, September 8 to conduct 13 *Alvin* dives and are due back at Astoria September 24. They will depart again September 25 for a series of seven *Alvin* dives before returning to Astoria October 4.

The ship and sub will depart October 7 for 15 *Alvin* dives on the newly discovered geological events on the Juan de Fuca Ridge, where earthquakes and new lava flows have been detected in recent months. *Atlantis II* and *Alvin* will return to Astoria October 25. A shipyard period is planned after the cruise.

KNORR

R/V *Knorr* has been at the dock since August 11 undergoing Navy inspection, minor repair and maintenance. Work included sound abatement to the HVAC (heating, ventilating and air conditioning) system. The ship is scheduled to depart Woods Hole September 25 for a geological cruise to the Blake-Bahama Escarpment. *Knorr* is due at Jacksonville, Florida, October 27. The ship will depart Jacksonville November 1 for a geology cruise, returning to Woods Hole November 19.



Keeping fit aboard *Atlantis II*

OCEANUS

R/V *Oceanus* departed Woods Hole September 16 on Voyage #261 for analyses of acoustic wave propagation. The vessel is due back in Woods Hole September 23 and will depart September 27 for a bioacoustics cruise, returning to Woods Hole October 6. *Oceanus* will depart October 8 to test new chemical sampling equipment and will return to port October 10 to begin a mid-life refit and overhaul.

Bids are due and will be opened October 1 for the scheduled mid-life overhaul. Five shipyards were sent bid information and one has indicated it would not respond. The shipyard work is expected to last through April 1994, with *Oceanus* returning to Woods Hole around May 1, 1994. Due to tight funding for the federal academic research fleet *Oceanus* will be laid up at the WHOI dock for the remainder of 1994. While at Woods Hole post-shipyard work will be undertaken.

In Memoriam

The Institution announces with great sorrow the death of former employee Donald Foster August 23 in Norwich, CT, at age 72.

Foster attended schools in Milton and Worcester and received a bachelor's degree in biology and chemistry from Tufts College. He served as a naval aviator with the U.S. Marine Corps in the South Pacific in World War II. He joined the WHOI staff in 1949, working with Bostwick Ketchum. He was recalled to military service in the Korean War and took a leave in 1952, returning to WHOI in 1954. A few months later he was reassigned to the U. S. Fish & Wildlife Service. He was re-employed by WHOI in 1957 as an administrative assistant to Brackett Hersey, leaving in 1963 to join the management staff at Ocean Research Equipment Inc. He left Falmouth in 1970 to become assistant to the administrator at the Marine Sciences Institute, University of Connecticut, at Avery Point. He is survived by his wife, Jane (Allen) Foster; two sons, Donald Allen Foster of Lakeville and Robert Chesley Foster of Woods Hole; two granddaughters; and two sisters.

The Institution has also received word of the recent death of former employee Angela Sousa Keir in Germany, where she had moved with husband Robin. She was a graduate of Cranston (RI) High School and attended Johnson & Wales Business School. Sousa began working at WHOI in 1977 as a secretary in the Geology and Geophysics Department working primarily with John Ewing and John Milliman. She transferred to Ocean Engineering in 1980 to work as a research assistant with Bob Ballard, Bill Grant and Marshall Orr. She left the Institution in December 1981 to move to California. In addition to her husband she leaves two children, John Picerno of Kansas and Lisa Sousa of Los Angeles.