My Life at Stanford Computer Science

• **Graduate student: 1977–1981**
  - failed the AI qualifying exam!

• **Assistant Professor: 1983–1984**
  - life as the “department random”
Since I left...

- MIT, research scientist: 1981-1983
- MIT, faculty: 1984--
Robots?
Europe - 1950

(Population: 349.8 million)

Europe - 2000

(Population: 451.4 million)

Two Revolutions

- **Was**
  - large corporate back room operation
  - automation slow and by specialized engineers

- **Now**
  - personal machines
  - office workers automate their own work and increase their own productivity
Workplace of Tomorrow

The Personal Robot

- Increase worker productivity
- Empower the workers to automate and manage their own work