

## Richard C. Waters

ACM Distinguished Scientist

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1999–, President and CEO, Mitsubishi Electric Research Labs (MERL).

As president of MERL, Dr. Waters leads the 80-person North American research and development operation of Mitsubishi Electric Company. His central challenge is creating a culture that leads to results that are both scientifically significant and of significant economic benefit to MERL's parent company. Under his guidance, MERL has been transformed from a geographically dispersed collection of small labs into a single unified lab with much greater impact on Mitsubishi Electric. Because MERL is a stand-alone company, Dr. Waters oversees independent HR and financial operations (including a licensing program) as well as research.

1998–00, Director, MERL Cambridge Research Lab.

Directly supervising a research staff of 25, Dr. Waters guided the long-range research arm of MERL toward greater impact on the parent company.

1991–98, Senior Research Scientist, then Research Fellow, MERL.

Dr. Waters was a founding member of MERL and contributed to the management of MERL as a whole from its inception. However, his initial focus was leading research on distributed virtual environments for education and collaboration—computer systems where multiple users interact in real time over the Internet in 3D visual and audio environments. The key results were the development of the Scalable Platform for Large Interactive Networked Environments (SPLINE) and a ground breaking demonstration environment called Diamond Park (1995), which foreshadowed the Internet-based, massively multi-player, virtual environments that now attract millions of users.

1978–91, Research Scientist, then Principal Research Scientist, MIT AI Laboratory.

Co-principal investigator, Programmer's Apprentice project. The goal of this project was the creation of a system that could assist programmers in developing and maintaining computer programs.

Supervised 2 PhD, 8 MS and 7 BS theses. Obtained 15 research grants. Consulted to 9 companies.

### Publications and Patents

83 publications: 1 book as author, 2 books as editor, 21 papers in refereed Journals, 18 papers in refereed conference proceedings, 11 book chapters, and 30 articles in non-refereed publications. 12 granted patents plus several more pending. (For full details see "www.rcwaters.org".)

### Selected Additional Activities

President, John L. and Geraldine R. Weil Memorial Charitable Foundation, 1999–.

Board of Trustees, The Carroll School (Lincoln MA), 2010–. (Chairman 2015–.)

Board of Directors, YMCA of Greater Boston, 2006–2015. (Treasurer, 2011–2014.)

General co-chair, Computing Research Association Snowbird Conference, Snowbird Utah, 2012 & 2004.

Board of Directors, Computing Research Association, 2002–2011. (Executive Committee, 2005–07.)

ACM Job Migration Task Force (lead author, chapter on the globalization of IT research), 2004–05.

Editorial board, *Presence: Teleoperators and Virtual Environments*, MIT Press, 1998–2005.

Industrial Advisory Board, Graphics, Visualization & Usability Center, Georgia Inst. of Tech., 1996–2001.

Editorial board (founding member), *Automated Software Engineering*, Kluwer Academic Press, 1992–98.

General co-chair, First Working Conference on Reverse Engineering, Baltimore MD, May 1993.

Major technical contributor, ANSI Common Lisp standard (X3J13), 1987-90.

### Education

1978, PhD in Computer Science (specialization in Artificial Intelligence; minor in linguistics), MIT.

1973, MS in Applied Mathematics (specialization in Computer Science), Harvard.

1972, BS in Applied Mathematics (specialization in Computer Science), Brown.

A life-long resident of New England, Dr. Waters is married with four children.