



# VALLEY OF THE GIANTS

*"When I want to understand  
what is happening today  
or  
try to decide what will happen  
tomorrow,  
I LOOK BACK."*

OLIVER WENDELL HOLMES

**RALPH C. LENZ**  
SENIOR ASSOCIATE  
Technology Futures, Inc.

Mr. Lenz authored *Technological Forecasting*, one of the earliest publications in this discipline and the first to define and use the specific term "technological forecasting." This report was widely distributed in the United States and several foreign countries. He lectures internationally on methods of technological forecasting, has published several articles on this topic, and his original works are often cited by other specialists in forecasting. Over the past three years, he has worked intensively on the application of technological forecasting in telecommunications, including cellular radio.

Mr. Lenz has done technological forecasting and consulting for several industrial clients, including Ameritech, GTE, Kodak, 3M, DuPont, IBM, Martin-Marietta, NYNEX, New York Telephone, Owens Corning Fiberglas, Southwestern Bell, U.S. West, and Westinghouse. Forecasts and research have been done for, or supported by, many government agencies, including the National Science Foundation, the Air Force Flight Dynamics Laboratory, the Air Force Aeronautical Systems Division, the Army Research Institute, the International Telecommunications Union, and the National Aeronautics and Space Administration (NASA).

Mr. Lenz was responsible for technology planning and forecasting studies at the University of Dayton Research Institute (UDRI) from 1975 to 1987. While serving as Senior Research Scientist at UDRI, he was Principal Investigator on the following research projects:

1. A study on the diffusion of innovations
2. A survey of innovative concepts for new aircraft
3. A projection of developments in satellite broadcast communications
4. Forecasts of developments in flight vehicle technology
5. A forecast of the R&D required to support future developments in Army Aviation training
6. A study of productivity growth resulting from research and development
7. Several proprietary forecasts for industrial clients.

For the past ten years, in addition to his work with the University of Dayton, he has been a Senior Associate with Technology Futures, Inc., Austin, Texas, a consulting research, and industrial education firm specializing in technology forecasting and advanced technology management techniques.

Prior to the above, Mr. Lenz served as Assistant Deputy for Development Planning at the Aeronautical Systems Division, Wright-Patterson Air Force Base, Ohio, and in other positions involving aerospace technology planning from 1954 to 1974.

Mr. Lenz was awarded a Sloan Fellowship at MIT in 1958 and National Honorary Membership in Triangle Fraternity in 1976. He is an Associate Fellow in the American Institute of Aeronautics and Astronautics, and is a member of Sigma Xi and the International Institute of Forecasters. His academic background includes the following:

- B.S., Aeronautical Engineering, University of Cincinnati
- M.S., Industrial Management, Massachusetts Institute of Technology, 1959
- Senior Executive Course, Federal Executive Institute, 1970.

