

CHEMICAL HERITAGE FOUNDATION

**SHERRY BARTOLUCCI**

Transcript of an Interview  
Conducted by

Arnold Thackray and David C. Brock

at

The Gordon E. and Betty I. Moore Foundation  
San Francisco, California

on

5 January 2005

(With Subsequent Corrections and Additions)

CHEMICAL HERITAGE FOUNDATION  
Oral History Program  
FINAL RELEASE FORM

This document contains my understanding and agreement with Chemical Heritage Foundation with respect to my participation in an audio recorded interview conducted by Arnold Thackray and David C. Brock on 5 January 2005.  
I have read the transcript supplied by Chemical Heritage Foundation.

1. The audio recording, corrected transcript, photographs, and memorabilia (collectively called the "Work") will be maintained by Chemical Heritage Foundation and made available in accordance with general policies for research and other scholarly purposes.
2. I hereby grant, assign, and transfer to Chemical Heritage Foundation all right, title, and interest in the Work, including the literary rights and the copyright, except that I shall retain the right to copy, use, and publish the Work in part or in full until my death.
3. The manuscript may be read and the audio recording(s) heard by scholars approved by Chemical Heritage Foundation subject to the restrictions listed below. The scholar pledges not to quote from, cite, or reproduce by any means this material except with the written permission of Chemical Heritage Foundation.
4. I wish to place the conditions that I have checked below upon the use of this interview. I understand that Chemical Heritage Foundation will enforce my wishes until the time of my death, when any restrictions will be removed.

**Please check one:**

a. \_\_\_\_\_

**No restrictions for access.**

**NOTE:** Users citing this interview for purposes of publication are obliged under the terms of the Chemical Heritage Foundation Oral History Program to obtain permission from Chemical Heritage Foundation, Philadelphia, Pennsylvania.

b.  \_\_\_\_\_

**Semi-restricted access.** (May view the Work. My permission required to quote, cite, or reproduce.)

c. \_\_\_\_\_

**Restricted access.** (My permission required to view the Work, quote, cite, or reproduce.)

This constitutes my entire and complete understanding.

(Signature) \_\_\_\_\_

Sherry Bartolucci

(Date) \_\_\_\_\_

8/28/06

This interview has been designated as **Semi Restricted Access**.

One may view the oral history with the permission of CHF.  
However, the permission of the interviewee is required to quote from, cite, or reproduce the oral history.

*Please contact CHF to request permission.*



Chemical Heritage Foundation  
Oral History Program  
315 Chestnut Street  
Philadelphia, Pennsylvania 19106



The Chemical Heritage Foundation (CHF) serves the community of the chemical and molecular sciences, and the wider public, by treasuring the past, educating the present, and inspiring the future. CHF maintains a world-class collection of materials that document the history and heritage of the chemical and molecular sciences, technologies, and industries; encourages research in CHF collections; and carries out a program of outreach and interpretation in order to advance an understanding of the role of the chemical and molecular sciences, technologies, and industries in shaping society.

## ABSTRACT

**Sherry Bartolucci** begins the interview session with a description of her secondary school experience and her strong personal motivation to excel. She describes her early introduction to business management at AT&T and explains her decision to join the Peace Corps in Peru as part of a desire to participate globally and exercise leadership. Bartolucci then attended a graduate program in Psychology, afterwards beginning a management career leading to posts in the human resources departments at Crocker Bank and Bank of America. Following a merger of Bank of America with Nations Bank, Bartolucci managed SLB Farms in the foothills of Penn Valley, California before becoming Chief Administrative Officer at the Gordon E. and Betty I. Moore Foundation. As a member of the Management Committee, she helped design an “outcome-based” grantmaking strategy that retains the ideals of Gordon E. and Betty I. Moore while insisting on quantifiable progress from grantees. Bartolucci has helped unify the culture of the Moore Foundation, which sponsors a wide range of results-driven projects conducted by academic institutions and NGOs. Bartolucci concludes the interview with reflections on her professional and life experiences which have culminated in her current position in the Moore Foundation.

## INTERVIEWERS

**Arnold Thackray** is president of the Chemical Heritage Foundation. He majored in the physical sciences before turning to the history of science, receiving a Ph.D. from Cambridge University in 1966. He has held appointments at Oxford, Cambridge, Harvard, the Institute for Advanced Study, the Center for Advanced Study in the Behavioral Sciences, and the Hebrew University of Jerusalem. In 1983 he received the Dexter Award from the American Chemical Society for outstanding contributions to the history of chemistry. He served on the faculty of the University of Pennsylvania for more than a quarter of a century. There, he was the founding chairman of the Department of History and Sociology of Science, where he is the Joseph Priestley Professor Emeritus.

**David C. Brock** is a senior research fellow with the Center for Contemporary History and Policy of the Chemical Heritage Foundation. As an historian of science and technology, he specializes in oral history, the history of instrumentation, and the history of semiconductor science, technology, and industry. Brock has studied the philosophy, sociology, and history of science at Brown University, the University of Edinburgh, and Princeton University (respectively and chronologically). His most recent publication is *Understanding Moore's Law: Four Decades of Innovation* (Philadelphia: Chemical Heritage Press), 2006, which he edited and to which he contributed.

## TABLE OF CONTENTS

- 1 Education  
High School. Personal Motivation. Introduction to Management. Importance of Leadership. AT&T. Gender Discrimination. Peace Corps in Peru. Graduate Study in Psychology. Return to Corporate Management.
- 5 Early Career  
Interstate Restaurant Supply. Superscope/Marantz. Human Resources at Crocker Bank. Emphasis on Multicultural Cooperation. Human Resources at Bank of America. Merger of Bank of America with Nations Bank.
- 10 Establishment of the Gordon and Betty Moore Foundation  
Interview with Gordon E. Moore. Lewis W. Coleman. Development of the Gordon and Betty Moore Foundation. Representing Ideals of Gordon E. and Betty I. Moore. Role of President in Moore Foundation Formation. Human Resources Challenges. Process of Grantmaking.
- 21 Operations of the Gordon and Betty Moore Foundation  
Management Committee. Culture of the Moore Foundation. Policymaking Committees. Outcomes-Based Grant Process. Edward Penhoet. Role of External Consultants. Frank M. Jordan. Bay Area Initiative. Nursing Initiative. Mick Seidl. Kenneth G. Moore. Funding Strategies.
- 32 Index

## INDEX

### **B**

Bartolucci, Sherry

Brother of, 2

Competitive nature, 3

Early interest in business, 2

Early work experience, 2, 4, 6, 7, 8, 9

Early years, 2

Educational background, 2, 5

Experiences with sexual harassment, 6

Father-in-law of, 6

Feelings about being at the Moore Foundation, 31

Feelings about Gordon and Betty Moore Foundation, 11

Husband of, 5

Parents of, 2, 3

Peace Corps experience, 4

Personality of, 3

Relationship with David Coulter, 8

Relationship with Gordon Moore, 10, 11

Relationship with Lewis W. Coleman, 8, 9, 10, 11, 12

Responsibilities at Gordon and Betty Moore Foundation, 15

Son of, 6

Tuberculosis, 4, 5

### **C**

Cole, Nancy, 10, 13

Coleman, Lewis W., 8, 10, 11, 12, 13, 16, 17, 18, 19, 20, 21, 22, 30

Relationship with Frank M. Jordan, 28

Relationship with Gordon Moore, 18

Coulter, David, 8

### **D**

David and Lucile Packard Foundation, 17

### **F**

Ford Foundation, 17

### **G**

Gordon and Betty Moore Foundation

Bay Area program, 29

Board meetings, 31

Challenges to, 17, 19, 24, 25, 26  
Counsel staff, 21  
Early days of, 15, 16, 17  
Endowment of, 14, 19  
Grantee Perception Survey, 17  
Growth limitations, 26  
Initiatives, 23, 26  
Investigations, 23  
Leadership group, 22  
Management Committee, 22, 23  
Masthead, 27  
Office facilities, 14, 21  
Organizational structure of, 22  
Outside resources, 21  
Portfolio effect, 23  
Reduction of staff size, 27, 28  
Relationship with McKenzie & Company, 28  
Relationship with Redstone, 28  
Staff, 13, 14, 16  
Staff training, 24  
Values of, 17, 19  
Website, 29  
Green, William G., 22

## **I**

Intel Corporation, 10, 25

## **J**

Jordan, Frank M., 28, 29  
    Relationship with Lewis W. Coleman, 28

## **M**

Moore, Betty, 16, 26, 29, 30  
Moore, Gordon, 10, 11, 15, 16, 18, 19, 21, 23, 28, 30  
    Relationship with Lewis W. Coleman, 18  
Moore, Ken, 18, 30  
Moore, Steve, 30

## **P**

Penhoet, Edward, 22, 27, 29

## **R**

Redstone, 28  
Rockefeller Foundation, 17

Ruth, Alice, 13, 20, 22

**S**

Seidl, John M., 22, 29, 30

**Y**

Yoon, Ed, 13