



Alumni Reflections

A Note on These Pages

When alumni registered for National Instruments' 50th Anniversary celebration, we asked three simple questions about their years at NI. The responses poured in from a community that joined NI across nearly five decades, from its earliest days in 1976 through 2023.

What follows is a selection of those reflections, gathered here as a keepsake. Read together, they tell a remarkably consistent story: of brilliant and generous colleagues, of a founder and a culture that treated people like family, of work that genuinely mattered, and of friendships and lessons that have lasted a lifetime.

Responses appear largely as they were submitted, with only light cleanup of formatting and spelling. Each is attributed by first name. Our thanks to everyone who took a moment to share what NI has meant to them.

ONE

What Made NI Special

“In your opinion, what made NI special?”

To be at forefront of technology. At the same time we are all in this together, the family feeling. Best Places to Work is a testament for this.

— William

The family feeling.

— Rik

The incredibly smart, thoughtful collaborative people combined with the long-term innovation culture centered around the 100-year plan.

— Scott

Everyone has a lifelong friend they met while working at NI and from my perspective, that doesn't happen at every company.

— Brande

A vision driven, founder created collaborative culture that included a lot of smart people and an excellent management and individual focused culture

— Murali

The fact NI cared about the development of the individual employee and created a special family like atmosphere. I didn't realize just how special this was until I left and was exposed to so many other companies in my career.

— Shane

Its people had the highest IQ per capita in the engineering world for such a long time. Amazing collection of talent and creativity.

— Chris

What made NI special was the combination of the inspiring vision, the smart and generous people you got to work with and a culture that empowered everyone to do their best work every day.

— Eloisa

The Genius of the And! Being the most optimistic and pesomestic at the same time! Teaching engineers how to fish. Smart people working to change the world for good.

— John

The people, the culture, the closeness, the network — that's what made it so special. There was a time when it truly felt like I knew everyone at National Instruments. It wasn't just a workplace; it was a community where connections mattered, friendships grew, and everyone had a shared sense of purpose.

— Kelly

The people - smart, ethical, fun, kind

— Shelley

The people: (Dr.T, Jeff K., Don Nadon, Pete Zogas, Tony Vento, Ash Razdan, Arleene Porterfield and so many more) the “can do attitude” & the open mind ... and was OK to have fun!

— *Michael*

Easy - the culture, operating in a value-based system versus rules-based, allowed the Company to make decisions on a case-by-case basis, not let's do it like we did the last time.

— *Tom*

Family feel! The celebrations on-site, bring a kid to work day, Willie Nelson's ranch

— *Rushika*

I came from Motorola, the fact that the CEO and VPs were nice to the file clerks was telling. Also at NI they let you grow. I started as a file clerk and now work in Quality along side Engineers.

— *Susan*

People, people, people. You expect everyone you encounter to be smart and dedicated.

— *Chris*

Without question; the people! From my very first experience at NI as an intern, I was struck by how talented, supportive, and genuinely invested people were in each other's growth. I remember thinking: if I work here, I will learn and grow so much. That belief turned out to be true year after year. NI attracts people who care deeply about doing meaningful work and who come together to build and deliver truly impressive products!

— *Michelle*

It's not one job. It's a series of projects, a series of coworkers, a series of managers. At each step along the way, I enjoyed the work I was doing, I liked my coworkers, and I looked forward to what was next. It took many people over many years to create an environment that healthy and welcoming, that stayed healthy and welcoming even through tougher times, so employees like me would want to stay for our career.

— *Naji*

Dr T was a constant and a father figure to us all. His vision to hire the best and brightest, create a work environment that he loved, and fosters the talent that we hired truly created a special culture that thrived during his time there. Work was a fun place to be, and we all loved it.

— *Kristin*

I think that what really made NI special was the people-centric nature of the culture. The idea that you can break us-them siloes by assuming others are doing what they think is right, they just may not have all the same data as you. And that goes both ways. It is a great culture to work in. The company seems more like a partner with the employees, not someone that has to "manage" us.

— *Terry*

The 100-year plan. The mission of empowering scientists and engineers. The innovation we delivered and the breakthroughs that enabled

— *Adam*

Caring about employees and having a 100-year plan. Triangles. Ooch. Sense of humor.

— *Douglas*

We prioritize solving meaningful world problems, and founders whose moral compasses are made of gold.

— *Rich*

100% the values of the company and the people up & down. I had done six high-tech internships before joining NI. I knew IMMEDIATELY during the NI info session before interviews that THIS company was different. Not many companies have a "soul", but NI was definitely one of them - we worked hard, played hard and respected each other. The company triangle said it all.

— *Julia*

NI Culture, The People. Work hard, Play hard & Teaming! Being able to BELIEVE in a dream (sometimes seemingly impossible) and having the support and passion of the entire NI team to achieve it!

— *Archana*

The people and the meaningful nature of what we work on. The people at NI are truly standout. Not only are they smart, but over the years we attracted a certain type of person who is motivated, who treats their work as more than just a job, and who cares about the people that they work with. Our work makes a difference in the world, we've had impact in more ways than any one person even knows about. I know that the world is a better place today because NI is in it.

— *Christy*

The people, no question. The people are what brought me to NI in the first place: My colleagues were wicked smart AND people who I enjoyed hanging out with outside of work. That is what keeps me at NI still. My current team of FAEs is amazing, the best team I have ever been a part of at NI.

— *Craig*

The people! I loved witnessing Dr T really excitedly discussing some new product in the hallways.

— *Susan*

The Dr. T vision and the 100-year plan.

— *Bruno*

The people. The sharp and passionate folks that work here are the core of what makes NI great. Dr T was a wonderful founder, and cast a long shadow on the culture here.

— *McKay*

NI had a unique, strong culture with minimal bureaucracy, a strong emphasis on teamwork and idea sharing, and a good work-life balance and stability!

— *Vesna*

NI'ers solve important problems, or help engineers do the same. We attracted people who wanted to make their mark on science and engineering, and who shared that passion with each other.

— *Scott*

NI attracted very talented people who actually cared that their work mattered to the world. We didn't have the highest salaries or the flashiest amenities but we were doing important work and not just selling ads better like other tech companies.

— *Scot*

The people. It's the only company I've found where the leaders/managers really care about employees' personal and professional development and growth. Also, ELP was the most brilliant program for new grads. It allowed us to have a very strong support system both, personally and professionally, as we embarked into our professional lives, often far away from home.

— *Sylvia*

The time and place in which it was born.

— *scott*

In R&D, you had real ownership of your projects and great collaboration between team members and other R&D groups. Working with really smart people on really challenging projects.

— *Jeff*

The pride we all took in this local company really made it feel more like an extended family than a workplace.

— *Joie*

What made National Instruments special is they treated the employees like family.

— *Tammy*

The Deck Parties to celebrate our achievements as a company, and the Holiday Parties were really great, and lets not forget the Barbecues at Reunion Ranch, and Six Flags in San Antonio - pretty great times for everyone at NI!

— *Michael*

It was really a work hard play hard environment, nothing was impossible. It was much more than just work, lifelong friendships were made there. The culture was exceptional, we were supporting each other in and outside of work. The people, the leadership made it so special. As it changed, the culture has changed as well.

— *zsolt*

What makes NI special is how it combines innovative technology with a strong, people-focused culture. We have smart, kind, and collaborative coworkers who genuinely support each other. There are always interesting, meaningful challenges, and many projects contributed to solving real-world engineering grand challenges. That sense of purpose—knowing your work could make a difference—set NI apart from many other companies.

— *Christophe*

It was a crazy pirate ship, staffed by a group of people who were thoroughly competent. Virtually every task was a learning opportunity.

— *Ed*

The people, of course. And how helpful "the software is the instrument" concept is for education. And by improving how students can learn, it gave me an opportunity to have a true impact on the world.

— *Lisa*

The people! Smart, entrepreneurial, and able to debate a topic from all sides to find the best outcome and maintain a positive culture.

— *Lee*

Top-notch engineering talent infused through the Engineering Leadership Program paired up with an innovation-driven CEO.

— *Serges*

— Engineering Culture: A focus on collaborative problem-solving and technical excellence that felt like a global family. — The People: Working alongside a diverse, high-caliber talent pool where multicultural perspectives were valued as a strategic advantage.

— *Victor*

NI was built to last. I miss the triangles. What an amazing place to start a career and grow. We were lucky. We had great engineering talent and work ethic. It was OK to have fun!

— *Alejandro*

Strong engineering culture. We took time to really understand technical problems. Second, the collegiate atmosphere. You could explore a problem or solution across analog, mechanical, and software domains in a single afternoon.

— *Tim*

While Dr. T was at the helm, NI was all about the passion of engineering. I remember fondly him talking about tackling the engineering grand challenges of the world.

— *Alejandro*

No question - #1 great people. #2 great opportunities to learn and grow.

— *Kitt*

The focus on the customer and our employees (the NI family) at the same time. The priority to solve grand challenges and engineering problems using great technology with less focus on only making a profit and prioritizing business over people.

— *Christian*

NI takes existing technologies and stuffs them into places they don't belong.

— *Rich*

Working for Dr. T. We are both from the same hometown Columbus, TX

— *Kerry*

TWO

The Impact It Had

“What impact did working at NI have on you?”

I think I learned more at NI than in University

— William

NI changed my life, a small town, awkward nerdy kid from Kansas, I have had countless opportunities to grow as an adult leader, learn from the brightest minds, and travel the world.

— Scott

It shaped my professional career and taught me how big an impact building the right tools can shape the world.

— Jacob

Made me realize how workplace and companies should look and feel like. Taught me to expect better when I see sub-standard culture in other places. Met some awesome co-workers and customers in my years there.

— Murali

I knew I was a part of something special, and that we were making a difference in the way engineers around the world did their jobs! During my whole career at NI, I was involved in recruiting and sharing the NI story to so many potential employees. I loved seeing others get hired and grow in their careers at NI and also feel the impact of developing products that helped engineers in their jobs.

— Heidi

The values of the old NI , customer centricity, leadership and passion for taking technology to market have been an intrinsic part of my journey as I became CEOs of other publicly listed companies

— Chandran

NI exposed me to accounting, finance, HR, sales, customer service, marketing, e-commerce, data warehousing, technical leadership, project management, and people management in the decade I was there. It exposed me to the cultures of multiple countries and let me work and travel all over the world. I will forever be grateful and recognize how blessed I was to work there.

— Shane

I grew up at NI. I learned camaraderie, respect, and teamwork. Most of all, I learned what I'm capable of.

— Daniel

If I am what I am now, it's because of my time at NI. I often realize I was so lucky to be there at the right time!

— Augusto

It was much more than work. We changed the world of instrumentation, helped many customers, made the world a better place, and had a good time doing it.

— Tony

Made me technically dangerous and business dangerous. Inspired me pursue a next career in engineering education. To many I'm now Professor Hanks.

— *John*

Working at National Instruments shaped me in ways that go far beyond a job. It taught me the value of people — not just as coworkers, but as a true community. The culture showed me what it means to support one another, to take pride in shared goals, and to build something bigger than yourself. It strengthened my belief in teamwork, connection, and purpose. I learned that success isn't just measured by what you produce, but by the relationships you build along the way. Even now, I carry that sense of closeness and network with me — a reminder that the best part of any journey is the people you share it with.

— *Kelly*

The perfect Thrill; in the end I managed to retire from NI in 2022, at the age of 65 years. My personal achievements: no Heart-attack & still Maries to my wife Birgit; two kids; four Grand children

— *Michael*

It gave me the confidence and understanding of how to start my own business after NI. We use many of the NI sayings and principles in my company still today.

— *Richard*

Not only did it bring me to Austin, but it trained me as an engineer with a broad and deep set of technical skills that has served me well once I left. I can't believe how well prepared I was compared to many other similar engineers who worked at other places

— *Eric*

Built strong friendships and became a lifelong learner and risk taker!

— *Rushika*

It has shaped me in a million ways - but mainly a dedication to the quest to find technology solutions that provide a 10x productivity / impact gain for our customers.

— *Charles*

Hard to quantify - I've worked here almost 60% of my life. It's introduced me to some of my great friends. And the strategy, management, and problem-solving skills I've learned and matured at NI have greatly benefited the multiple non-profits that I work with.

— *Chris*

NI helped me define a good balance of work, family, and public service. I loved the weekend Habitat for Humanity builds with the NI team I worked with.

— *Steven*

NI gave me a career doing a job I enjoy, one that also enabled the other aspects of my life.

— *Naji*

NI allowed me to move around from customer support to test engineering to software engineering to system engineering and to management. All of that made me a very well-rounded engineer and coworker, and I don't think I could have had that degree of exposure anywhere else.

— *Michael*

Profound. Allowed me to come to USA and build my life and family.

— *Michel*

My husband used to joke with me that I could never stay in a job for more than 2 years. NI broke that streak. I have been here for 25 years and will likely retire from here.

— *Terry*

It has spoiled me in life - I expect everyone I interact with to be caring and competent

— *Evan*

I've spent my whole career here (more than half my life), raised a family, worked as an expat, shipped many products, and more!

— *Adam*

I started my career in the telecom area. Working at NI made me change my mind. I have been working with testing since then, almost 30 years.

— *Euclides*

What impact -didn't- NI have on me over three decades?! I feel like I have minors in Business, Finance, Management, Organizational Psychology, Political Science, and Philosophy all from my interactions over the years. I found confidence in myself, I found not to fear failure. I found friends for a lifetime. I found a company I am very proud to work for.

— *Rich*

I learned early on that if you had good ideas, you should always speak up. I met some of my BEST, long-term life friends at NI. The ability to move both lateral and upward has enabled me to constantly develop and grow throughout my career. I have been able to stay challenged (sometime very uncomfortably) and learned to trust and be confident in myself and in the process.

— *Julia*

Better Human Being and Happy! Have Given back in so many times and so many ways, GirlStart, Introduce a Girl to Engineering at UT - Gold Award for supporting 17 years of STEM Girl Day Support, Code2College Hackathons, Habitat for Humanity, Central Texas Food Kitchen and many, many more!

— *Archana*

NI reshaped my perspective on what defines a technical role. When I came to NI out of school, I thought I would end up in R&D with some sort of design job. NI opened me the concept of a customer facing technical role and I've been part of the customer facing technical team my entire career at NI. NI also showed me how important it was to be part of the local community promoting volunteer activities to help make our community a better place to live.

— *Craig*

Having worked there for half of my life by the time I left, the impact was immeasurable. Not a day goes by that I don't remember a story or experience that I often share with my team.

— *Jonathan*

I interned at NI and it was my first job out of school. I learned from exceptional coworkers. It set me up for success in subsequent roles.

— *Mahesh*

I used NI products my entire career from summer intern until retirement. Although I only worked at NI for 18 years, I continued to be a part of the NI family as a customer, LabVIEW fanatic, and NI Week attendee for many years.

— *Crystal*

Lifelong friendships (including my spouse!), travel, and technical achievements that I will be proud of for the rest of my life.

— *Scot*

It's been my life's work.

— *Brad*

One of the best things that has happened to me. From forming lifelong friendships and giving me the opportunity to live in different countries, to making the world a better place. Truly, NI products do make the world a better place (the purpose).

— *Sylvia*

Accelerated my learning as a systems engineer and business leader. Gave me a "Chicago street rules" MBA

— *Keith*

It instilled the culture of customer obsession that I still carry today and the respect for the impact of all individuals within an organization as well as the importance of building a strong culture in teams.

— *Michael*

I started out of college, it was a great base and I am able leverage my 'technology used to make a better world and customer view' into almost everything I have done. The "genius of the AND". Great leadership from Tony Vento, Ash Razdan, John Graff, Pete Zogas, Jeff K, and of course Dr T - and the countless others that bought into the philosophies.

— *Patrick*

My heart is always with NI. I worked at a different company now for almost 3 years, and I still say sometimes I work at NI accidentally. It's a habit that I have hard time changing

— *Peter*

NI was the only company I worked for after graduating from UT. It offered incredible growth opportunities and a rich variety of technical challenges. I can't ever remember being bored during my 35 years.

— *Jeff*

Working with such like minded people that have always been goal oriented and driven for success by doing things sometimes (or a lot of times) outside of the box. This really helped lay the foundation with the approach to developing products that everyone's voice would be heard, and its ok to come up with ideas and ask questions because it showed the willingness of the NI owners that they valued all of its employees to share in NI successes. For me, it was noticing that Dr T was listening to a lot of ideas, and incorporating them into the 100 year plan, which would be different than say other companies not listening to their employees ideas and then providing a more narrow and shorter vision plan. It helped shift my focus on wanting to be more involved in my own success, so that I was contributing to the success of NI as a whole. Needless to say, I've worn 6 different "Hats" during my tenure here.

— *Michael*

NI is how I learned and established fundamental practices for how I lead product and people today. Inspiration from Built to Last, First Break All the Rules, Profit from the Core were put into practice everyday at NI and continue to shape my thinking -- even beyond the walls of NI.

— *Jen*

Gave me purpose and has taken care of my family.

— *David*

NI had a meaningful impact on me both professionally and personally. Professionally, it helped me grow a lot—working on challenging problems pushed me to expand my technical skills and think more creatively as an engineer. The environment encouraged continuous learning, which really shaped how I approach problem-solving today. On a personal level, one of the most lasting impacts was the relationships I built. I found genuine friendships with people who were not only incredibly smart but also kind and supportive.

— *Christophe*

It's been my entire career. I've never had any other full-time job.

— *Ed*

Gave me an unbelievable career where I went from Support to Product Marketing to Manufacturing to Sales to Services while working at a Fortune 500 company.

— *Serges*

It inspired me to want to learn as much as I could from the engineers I worked with to be a better marketer. Likewise, it's also important to share that knowledge and learnings with your colleagues. At NI there was a great spirit of collaboration and teamwork. Wherever you land, I believe every day is a great learning opportunity. So glad to be connected to NI again now through Emerson.

— *Linda*

— Strategic Discipline: It refined my ability to manage complex \$100M+ budgets and large-scale operations with a data-driven mindset. — Global Perspective: Managing three continents taught me that while technology is universal, its application is deeply cultural. — Purpose-Driven Investing: My work with Planet NI directly informed my current focus as an angel investor in CleanTech and social impact startups.

— *Victor*

I made many lifelong friendships during my time at NI, and they've carried forward in meaningful ways. In fact, about half of the TREW Marketing team are former Nlers. There's a reason for that: we share a common work style, culture, and set of values that just works. NI also shaped how I lead today. The "Built to Last" mindset, the willingness to experiment, and a culture that truly embraced failing forward — those lessons stuck. They still guide how I run my business and stay connected to this industry.

— *Wendy*

I saw real engineering, and did real engineering at a level most people in tech never do.

— *Tim*

It taught me how to decide if something was worth doing. It taught me how to solve cross team or even cross company issues. It taught me how to get a start-up initiative off the ground. It taught me what true innovation looks like.

— *Mike*

NI's vision has directly influenced my personal vision: A world where every engineer is unlocked — freed from unnecessary friction so their full creative and intellectual capacity can be aimed at problems that matter. I've modeled much of my career after the example NI set.

— *Chris*

NI was a very formative environment. I learned not only technical and business matters but how a company can do right by people.

— *Anita*

Traveling to multiple NI sites around the world broadened my perspective and had a lasting positive impact on both my professional approach and personal growth. It gave me a deeper appreciation for the diversity of our teams, the complexity of our operations, and the importance of strong cross-site collaboration. These experiences challenged my assumptions, strengthened my adaptability, and ultimately made me more effective in navigating global projects and driving alignment across organizations.

— *Carla*

Working with so many intelligent people over the has deflated my head by at least two sizes.

— *Rich*

THREE

Favorite Stories

“What are your favorite memories from working at NI?”

Demoing LabVIEW at tradeshow in the 90-ies! It was mind blowing, many people gathered around the demo.

— William

Dr. T dropped off a stack of printouts on my desk in the morning, after he had been Googling the previous night, and then trying to figure out what he was thinking.

— Jacob

1. I remember going down to the manufacturing basement at Bridgepoint to pack boxes to fill the end-of-quarter rush. 2. The LabVIEW Halloween demos were a blast, especially when we had wines around the world as the theme. I remember demoing to Dr. T, Tim Dehne etc after imbibing a bit too much and hoping that I was sounding coherent. 3. Those Ray Almgren revival meetings at the Riverbend church, PCID !!

— Murali

I loved the early years in the late 1980's when you knew everyone in the company and we celebrated all the early milestones.

— Heidi

I met my wife (of 23 years) at NI! I made lifelong friends. I traveled the world. I worked 54 hours straight upgrading Tokyo's IT systems...and loved it.

— Shane

The lake parties for the release of DAQmx 7, beer:30 with the MIO team, Vineet's rap videos. Presenting X Series at NIWeek, working on NIWeek demos until 3am, like Mr. Potato Head, and the amazing friends I made along the way.

— Daniel

The sales teams from all over the world gathering together during NI WEEK, and the great time spent at CERN and with the Big Physics Team - I really felt part of something bigger. And that long night in Rome strolling around the Vatican City with Dr. T and talking about cold fusion.. priceless!

— Augusto

Here are my favorite LabVIEW releases: LabVIEW 2 LabVIEW 1 was cool though had issues including no wire stretching (one had to remove wires to move icons), no complier, no color. LabVIEW 2 added these features. LabVIEW really became a product. We got 57 front covers. LabVIEW 3 LabVIEW ported to Windows. Our timing was very good as we then grew with Windows. For completion, LabVIEW was also ported to the Sun. LabVIEW 5 Undo, multithreaded. LabVIEW 5.1 LabVIEW Real-Time and new targets. LabVIEW 7 Express VIs, LabVIEW FPGA, solid release LabVIEW 8.20 20 years of LabVIEW. Project worked better. LabVIEW 8.5 Multicore. Many were surprised than an instrument company could be so innovative. LabVIEW 2020 Community Edition, which was a free version LabVIEW 2023 Q3 Zoom LabVIEW 2025 Q3 Nigel AI

— Tony

NIWeek — all of them. Once each year, people came from all over the world to celebrate National Instruments and the outstanding products we built. Over time, those people

became more than coworkers or visitors — they became family. All the hard work it took to pull together such an incredible event was worth every snack cube and every late night spent making it all happen.

— *Kelly*

My first week happened to coincide with NIWeek 1999. No other new employee training could compare to the excitement of working at NI after that first week.

— *Richard*

I enjoyed building global relationships and getting to know how the employees in the branches and how our culture worked across Europe, Asia and South America. Understanding and helping them solve issues and put together processes that led to higher retention and morale. Also, researching the options for the manufacturing facility in Penang was a once in a lifetime opportunity. Hiring the Pioneer Team, working with them as expats in Austin and seeing those efforts result in fruition and success long-term was particularly satisfying.

— *Tom*

The innovation and opportunity to bring new technology to scientists and engineers positively impacting the world. GPIB, DAQ, PXI LabVIEW FPGA, C Series, Instruments - It was always something new and differentiated.

— *Keith*

Volleyball games, boot camp at the gym, nitech pizza parties, niweek demo madness, cubicles filled to with equipment, dr T walking around to see what people were working on, super tacos?, deck parties

— *Eric*

Everyone coming together to get things done! We worked on significant challenging projects in-house, hired talented people and worked hard and played hard. Arleene Porterfield was an amazing mentor.

— *Rushika*

Getting a van donated to help with my quintuplets. Also, the hot dog on the saw stop demo.

— *Jayson*

Being a wide-eyed intern challenged by the most brilliant engineers I had met; Launching the Suite 6 and VST; Every brainstorming meeting around a white board.

— *Charles*

I started as a file clerk. All the file clerks worked in a room with multiple fax machines and we spent our day sending and receiving faxes for the most part. Every morning an older gentleman would stop by and at least say hello. I had no idea who he was but didn't think much of it because he wore a t-shirt and jeans each day. I later found out that was Dr. T the CEO and founder.

— *Susan*

Working with Ash and team, college recruiting, spending 3 months in Newbury as an AE (back when Rob Morton was an ISR), working with Ron to birth STS, leadership meetings where we all cheered our success and faced our challenges together

— *Chris*

Coming into the office and finding Dr. T standing in my cube, one of my prototypes in his hand, talking to my boss, and my boss's boss (positively!) about the project.

— *Naji*

Shortly after starting at NI, I was having lunch by myself in the cafe and Jeff K. walked up, asked if this seat was taken, and sat across from me and engaged a new engineer in great conversation about my interests, what I'm working on, and my thoughts in general. It was the moment that cemented my adoption of NI as family not just a company.

— *Michael*

being part of the journey from day 1 has been amazing. both on a personal and professional level. The personal connections you made with people made the work enjoyable and you all had the same passion for the work you did and the company. It was very rewarding.

— *Helena*

1) The drop of the cRIO chassis from the roof of Bldg C. to check its robustness. Low tech quality assessment, it works! 2) The quick news we always got from the Company regarding the safety and status of global employees when disasters hit. It really made it feel like we were all one big family that cared about each other. 3) The incredible variety of products that I have been able to contribute to over my tenure here. 4) NITech! Pick a year, any year, they are all good. Great to have an internal event like this. Not other company I have worked for has done this.

— *Terry*

Goofy moments like drinking margaritas in the stairwell during a tornado warning or running over prototype boards at a release party

— *Evan*

Handing my resume to Dr. at the UT Career Fair booth. Releasing the first product powered by LabVIEW-FPGA. The early days of CompactRIO

— *Adam*

The rooftop parties at Courtyard Dr overlooking Lake Austin and Loop 360 bridge. And the groundbreaking at MoPac campus.

— *Jeannell*

late hours with committed team members working with Jeff K to use channel wires in Sound and Vibration Sample Projects everybody banding together to take a voluntary pay cut in 2008/9 so that we could make it through that downturn together (tough times, but we did it together). **Favorite** because the leadership team took an earlier cut and a deeper cut, and that demonstrated that this was truly a great place to work watching Pete Zogas zing a volleyball across the court in a 'friendly' game of dodgeball

— *Doug*

Golf tournaments. Fiesta Texas. Deck parties. Libations guild. SignalExpress! Halloween demos and celebration. Sodexo and Delia! Jon Bellin calling people out.

— *Patrick*

My time as an ELP intern and ELP full-time employee were priceless. It felt like a mix of college, bootcamp, and a career all mixed together. It still makes me happy to see ELPers from that era.

— *Travis*

Seeing the Cap10k team grow and thrive over 21 years, championing fitness and health for all. Seeing Dr. T out watching the race on Mile 4 on our team's 10th anniversary! Dean

Kamen's keynote at NIWeek. Building and releasing Volume License Manager 1.0 with my teammates.

— *Rich*

Being picked from a group of Leadership Program participants to be considered for a Marketing Communications role - it changed my career and the opportunities I was exposed to. At first I didn't understand why an engineer would make this type of move. But I couldn't come up with a good reason to NOT do it. So I took a leap of faith and it turned out for the BEST. I learned to keep an open mind and take chances. Also, trying to plan how we could get a trapeze rig outfitted with cDAQ measurements set up on the keynote stage of NI Week. LOL

— *Julia*

My first onstage appearance at an NIWeek keynote was truly memorable. Presenting in that venue is an experience in itself, complemented by some incredible demos—from Vineet beatboxing on R-Series to DAQ enabling a mind-controlled wheelchair. I also have many fond memories of working with Dr. T. His depth and breadth of knowledge across our products, technologies, and teams were remarkable. Yet, he was always approachable—whether chatting in the café or via "sneaker management". It was clear he genuinely cared for his people, and we had immense respect and appreciation for him too. I'd say that sentiment extends to many leaders across NI. I will also never forget getting a tour of the NASA Langley facility when I was teaching LabVIEW onsite in my first year. The scale of the facility and the experiments underway far exceeded what I had imagined.

— *Kristi*

The All Hands meetings (The Matrix was my first one), the boat parties, the deck parties, even the overnight Go Live work sessions, so many fond memories. I gave the campus tours to new hires for 15 years, I loved sharing how it all started and the different aspects of each building.

— *Andy*

Everyone working in Manufacturing side by side to ship in Q4 to enable profit sharing for entire company! Teamwork makes the dream work across NI!

— *Archana*

1) ELP Happy Hours every Friday afternoon. 2) Supporting some crazy applications in my early AE days that included climbing to the top of a wind turbine in West Texas to instrument it with an early cRIO prototype and trouble-shooting a high-channel count PXI DSA system on a natural gas rig in the North Sea.

— *Craig*

The time an iPhone bandit was caught red-handed by system set up with a computer camera and some NI Vision software. NI products solve real-life problems!

— *Susan*

Working at the strip mall on Technology Blvd where we had to do so many things - tech support, copying computer disks, making labels, and shipping them to customers. We became so close because everyone knew everyone and we really depended upon each other. The Shiner on Friday afternoons was a great way to end each week. Watching the building of the Bridge Point Pkwy headquarters and getting to choose my new office there. I held many different roles while there and even worked "up the hill" for a few years. Watching the current headquarters off Mopac being built and getting my dream job of being

on the LabVIEW development team. It was magical working with Jeff K and the amazing team I'd admired for so many years.

— *Crystal*

I met my wife at NI! Playing foosball with colleagues in the Aachen office, visiting salt mine with colleagues in the Cluj office, seeing elephants with colleagues in the Bangalore office, playing hockey and broomball with colleagues in the Austin office. NXG release parties, including armadillos, Deloreans, Olympics, and dance clubs.

— *Jesse*

Dr. T making everyone feel welcome, appreciated, and respected. Just a genuinely nice man who was everybody's friend.

— *Bruce*

Making the first cellular test measurement and hear the customer said: that's the fastest thing I have ever seen!

— *Gerardo*

Being a "Rebel", leading ComponentWorks and CompactRio aka MicroDAQ, Dr. T banging the table at the MicroDAQ concept exit shouting Where do I sign?

— *Keith*

1) NI Week and working with customers and hearing feedback. 2) Collaborating with all the different branches 3) Working with Ash and all the acquisitions and company integrations (Digilent, Electronics Workbench, AWR) 4) Collaboration on the academic side with universities, partners and industry.

— *Patrick*

The energy and excitement around the NIWeeks at the Austin Convention Center. Staffing the demo floor then joining for dinners and parties after. The billion dollar bash, and seeing Dr. T get up on stage to give a really heartfelt speech.

— *Paul*

- 2000 NIOlympiad Company Meeting (I have the video!) - CU recruiting team - Playing bridge at lunch with Jon Bellin, Kyle Evans and Kim Williams - Deck parties @ Bridgepoint - Early days @ Technology Blvd

— *Jeff*

Many of the original NI employees were laid back and really smart. It made it really easy to have casual conversations mixed in with technical topics too. So, seeing the spirit of the NI culture in action like at the company meetings that included themed events with comedy skits, videos made my upper management, etc. was a lot of fun because many other corporate companies in our field weren't doing things like that for their employees.

— *Michael*

1. one of last visits of dr.T in Debrecen - after all day events I was sitting in small bar with my colleagues from calibration team and - drT came in company - forgot who was joining - and we ordered palinka shots for them and they joined. Just sitting with dr.T at the table in small town bar and chatting was a memory to last. 2. preparing for NI Days events in Poland when Poland was still not part of EU and me begging and filling out tones of papers and explanations for one NI screwdriver so that custom clearance - clears our entire demo set (probably worth like 0.5M USD - one day before scheduled event. (screwdriver was not

listed on invoice :D) 3. Austin in August - sales conference - steam hot outside, cold as hell inside CC and extraordinary conversation

— *Paulina*

When I was in CustOps, I took a call from Mrs. T, asking if I could locate Dr. T, because she was locked out of the house and couldn't find the key.

— *David*

Standing in the cafe line on the first day and learning that the t-shirt & jeans man behind me is the founder CEO of the company

— *Serges*

Celebrating so many incredible accomplishments across the company at the company meetings was so inspiring. Of course, there was the company band. However, I don't think anything at a company meeting could ever top Chad Chesney and Charles Schroeder in a skit as Danny and Sandy from Grease.

— *Lisa*

Being able to work at NI when there were less than 100 employees and knowing everyone! Then also working at NI and celebrating their going public and much more. Dr T was a great leader

— *Linda*

AE Awards Dinners were the best, back in the day when we could have a keg and just let the stragglers finish it! All the work that went into NI Week Keynotes! Dr T just dropping by my desk in the morning to ask what I'm working on!

— *Mike*

I met my wife and proposed at the company Christmas party! We've been married almost 28 years.

— *Nathan*

Some of my favorite memories from my time at NI come from helping shape NIWeek in its early years. I had the privilege of overseeing the event as it grew from a few hundred attendees to more than 5,000. By the early 2000s, trade shows had become full productions. Our theater presentations weren't just about great content — they had to be LOUDER than Agilent (now Keysight). We obsessed over building the coolest demos, gave away what were arguably the best promo items (there are definitely still NI screwdrivers out there), and made sure our booth was the most fun place to be.

— *Wendy*

Working on projects that had an impact for the world. I got to travel, for work, to the Large Hadron Collider more than once and even go down into the tunnel.

— *Alejandro*

Working at the intersection between customers, their applications and our products. Spending most of my time helping customers solve their challenges using NI products. Traveling all over the world to see customers and NI offices. Going to CERN to work on the Large Hadron Collider. Spending time in Armenia and Korea. Spending several months in Austria helping to setup the first office. Moving back to Germany to onboard a couple of new companies.

— *Christian*

Demoing LabWindows at my first tradeshow, with the announcement of LabWindows and hanging with Dr. T, the late Don Nadon, Mike Santori, and Melodie Summerset

— *Preston*

Working out difficult problems on the walking trails. Watching the construction of Mopac C from the Mopac B balcony. The DSA team enjoying tequila shots with Dr. T. Customer interaction at NIWeek and elsewhere.

— *Anita*

Working on crazy NI week demos. Like a levitating ball based on RT IO control with IMAQ and PID feedback loops

— *Brad*

Meeting Dr. T on day one. Sales conferences sketch comedy skits including Hanz and Franz.

— *Brian*

In chronological order: seeing a classmate at university for three years and then only meeting him on my first day at NI; *still* not meeting another classmate after 24 years; Omid singing “Funkytown”; Phil Carmichael recruiting people after a Thursday night Quake3 game to shoot the “NI Timecards” video; JeffK admitting he still edits text files with ed, and may be a closet VEE fan; sending an email to every NI engineer in Austin, at 3am, from the office, during COVID, to thunderous acclaim. And every beef I picked, and lost, or occasionally won.

— *Rich*

Dr. T was sitting with us at lunch one day, and the intern in our group asked who he was, and Dr. T just said “Jim”. moving into building C. having three dozen friends in seven different departments.

— *Scott*

the people. Lunchroom conversations with dr. t and jeff and 1000 other people. Customer visits all over the world.

— *Jeff*

*Here's to 50 years —
and to the people who made them.*