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Folder Record

Title: Ken Olsen Collection

Author: Olsen, Kenneth H.

Arrangement: Series I: Letters to/Letters from

Imprint: 1963

Subjects:

Description: One folder

Notes: Letters from

Folder contains correspondence (3 letters) dated 1962, between Ken Olsen and Wesley Clark discussing issues to do with the LINC computer.

Summary: Jan 23 to Institute of Radio Engineers: reference for membership for Stan Olsen

Jan 28 to Norman Taylor, Itek Corp.: price quote on quantity discount for PDP-1 computers

Feb 15 to Henry Hansen, Honeywell Electronic Data Processing: request for license to use Honeywell device in DEC tape transport system

Feb 15 to Prof. Peter Elias, Dept. of Electrical Engineering, MIT: offer of additional equipment for previously installed PDP-1 at a value of \$10,300

Feb 18 to Henry W. Fitzpatrick, Lincoln Laboratory: offer to loan PDP-1 computer to Lincoln Lab

Mar 6 to Robert W. Hughes, Data Trends, Inc.: letter in the form of a Q&A raising and answering questions which might be asked by any prospective DEC customer; questions and answers provide an excellent snapshot of Digital's operations

Apr 26 copy of letter to Loren Prentice from Paul Rawson of Van Dyck Corp., industrial designers: discussing work accomplished and to be done on PDP-6

Jun 19 to Ivan Sutherland: invitation to visit DEC at Maynard and present paper and film on Sketchpad

Jul 24 to General Doriot: suggestions on how to respond to invitation to form relationship with Dupont

Sep 17 to Ivan Sutherland: acknowledging comments and suggestions regarding PDP-6 (attached to letter)

Oct 14 to Ted Johnson in Munich, Germany: possible communication methods between Munich and Maynard; Olsen's decision to concentrate exclusively on

the lab module line because "computers have caught the imagination of the rest of the company"

Oct 22 *memo* to Stan Olsen and Jack Atwood: regarding module sales literature and how to highlight new and special features of lab modules

Dec 26 to various DEC staff: 14 invitations to first 5-year service awards presentation luncheon

December 30, 1963

Superintendent of Documents
Government Printing Office
Washington, D. C. 20402

Gentlemen:

Enclosed please find \$.40 for a copy of the BLS Bulletin
No. 1387.

Your prompt attention will be appreciated.

Sincerely,

(Miss) Elsa C. Holmes
Secretary to the President

Enclosure

December 26, 1963

C
Mr. Theodore Johnson
Adalbert Strasse 18
8 Munchen 13, West Germany

O
Dear Ted:

P
The Officers of the Corporation request the pleasure of your company at the first presentation of Five-Year Service Awards and at a buffet luncheon to follow on Tuesday, the thirty-first of December, at twelve o'clock in the President's office.

Sincerely,

Y
Kenneth H. Olsen

KHO:ech

December 26, 1963

Mrs. Gloria M. Porrazzo
33 Sudbury Street
Maynard, Massachusetts

Dear Gloria:

The Officers of the Corporation request the pleasure of your company at the first presentation of Five-Year Service Awards and at a buffet luncheon to follow on Tuesday, the thirty-first of December, at twelve o'clock in the President's office.

Sincerely,

Kenneth H. Olsen

KHO:ech

December 26, 1963

Mrs. E. Linda Brown
54 Manning Street
Hudson, Massachusetts

Dear Linda:

The Officers of the Corporation request the pleasure of your company at the first presentation of Five-Year Service Awards and at a buffet luncheon to follow on Tuesday, the thirty-first of December, at twelve o'clock in the President's office.

Sincerely,

Kenneth H. Olsen

KHO:ech

December 26, 1963

**Mrs. Hazel Patterson
Box 93
Gleasondale, Massachusetts**

Dear Hazel:

The Officers of the Corporation request the pleasure of your company at the first presentation of Five-Year Service Awards and at a buffet luncheon to follow on Tuesday, the thirty-first of December, at twelve o'clock in the President's office.

Sincerely,

Kenneth H. Olson

KHO:ech

December 26, 1963

Mrs. Olga Stokes
Great Road
Stow, Massachusetts

Dear Olga:

The Officers of the Corporation request the pleasure of your company at the first presentation of Five-Year Service Awards and at a buffet luncheon to follow on Tuesday, the thirty-first of December, at twelve o'clock in the President's office.

Sincerely,

Kenneth H. Olsen

KHO:ech

December 26, 1963

**Mr. Lee Butterworth
Old Marlboro Road
Maynard, Massachusetts**

Dear Lee:

The Officers of the Corporation request the pleasure of your company at the first presentation of Five-Year Service Awards and at a buffet luncheon to follow on Tuesday, the thirty-first of December, at twelve o'clock in the President's office.

Sincerely,

Kenneth H. Olsen

KHO:ech

December 26, 1963

Mr. Paul Green
253 Great Road
Maynard, Massachusetts

Dear Paul:

The Officers of the Corporation request the pleasure of your company at the first presentation of Five-Year Service Awards and at a buffet luncheon to follow on Tuesday, the thirty-first of December, at twelve o'clock in the President's office.

Sincerely,

Kenneth H. Olsen

KHO:ech

December 26, 1963

Mr. George Lord
75 18th Street
Lowell, Massachusetts

Dear George:

The Officers of the Corporation request the pleasure of your company at the first presentation of Five-Year Service Awards and at a buffet luncheon to follow on Tuesday, the thirty-first of December, at twelve o'clock in the President's office.

Sincerely,

Kenneth H. Olson

KHO:ach

December 26, 1963

Mr. Maynard Sandler
Bigelow Street
Marlboro, Massachusetts

Dear Maynard:

The Officers of the Corporation request the pleasure of your company at the first presentation of Five-Year Service Awards and at a buffet luncheon to follow on Tuesday, the thirty-first of December, at twelve o'clock in the President's office.

Sincerely,

Kenneth H. Olson

KHO:ech

December 26, 1963

**Mr. Jonathan Fadiman
Bolton Road
Hervard, Massachusetts**

Dear Jon:

The Officers of the Corporation request the pleasure of your company at the first presentation of Five-Year Service Awards and at a buffet luncheon to follow on Tuesday, the thirty-first of December, at twelve o'clock in the President's office.

Sincerely,

Kenneth H. Olsen

KHO:ech

December 26, 1963

Mr. Robert A. Hughes
Wilshire Street
Sudbury, Massachusetts

Dear Bob:

The Officers of the Corporation request the pleasure of your company at the first presentation of Five-Year Service Awards and at a buffet luncheon to follow on Tuesday, the thirty-first of December, at twelve o'clock in the President's office.

Sincerely,

Kenneth H. Olson

KHO:ech

December 26, 1963

Mr. John F. Smith
Cetrinan Drive
Marlboro, Massachusetts

Dear Jack:

The Officers of the Corporation request the pleasure of your company at the first presentation of Five-Year Service Awards and at a buffet luncheon to follow on Tuesday, the thirty-first of December, at twelve o'clock in the President's office.

Sincerely,

Kenneth H. Olsen

KHO:ech

December 26, 1963

Mr. Robert J. Reed
5 Whittemore Road
Framingham, Massachusetts

Dear Bob:

The Officers of the Corporation request the pleasure of your company at the first presentation of Five-Year Service Awards and at a buffet luncheon to follow on Tuesday, the thirty-first of December, at twelve o'clock in the President's office.

Sincerely,

Kenneth H. Olsen

KHO:ech

December 26, 1963

Miss Alma E. Pontz
54 Howard Street
Waltham, Massachusetts

Dear Alma:

The Officers of the Corporation request the pleasure of your company at the first presentation of Five-Year Service Awards and at a buffet luncheon to follow on Tuesday, the thirty-first of December, at twelve o'clock in the President's office.

Sincerely,

Kenneth H. Olsen

KHO:ech

December 17, 1963

Dr. James R. Killian, Jr.
Chairman
National Academy of Sciences
2101 Constitution Avenue
Washington 25, D. C.

Dear Dr. Killian:

Thank you for the invitation to join in the discussion on the problems of recruitment and utilization of scientific and engineering manpower on the evening of December 30th.

I would be very happy to take part in this discussion and I look forward to joining you then.

Sincerely yours,

Kenneth H. Olsen

KHO:ech

C

O

P

Y

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

MEMORANDUM

Date.....

To..... **Mr. Olsen**.....

The enclosed questions and issues
are in lieu of the paper mentioned
in Dr. Killian's letter of Dec. 11.

From..... **PW Cherington**.....

Paul W. Cherington
12-26-63

National Academy of Sciences
Committee on the Utilization of
Scientific and Engineering Manpower

Questions and Issues for Discussion at
Meeting of December 30, 1963, on
the Utilization of Scientific and Engineering Manpower 6:30
Club of Odd Volumes, 77 Mt. Vernon Street, Boston, P.M.

1. Is there an overall shortage of scientific and engineering (S&E) manpower? Or are shortages confined to particular geographic areas, or particular skills?
2. Are there shortages of S&E manpower in the greater Boston area? In what fields?
3. It is sometimes said that there is now, and perhaps always will be, a shortage of really outstanding S&E personnel and that the utilization of this small group of outstanding people is the key problem to which attention should be directed. Do you agree? What steps does your company take to assure that high quality personnel are well utilized?
4. In competing either for top quality S&E personnel or for those with special training and skills, are smaller R&D oriented companies at an advantage or disadvantage relative to large "system manager" type companies? What are the advantages or disadvantages?
5. The term "brochuremanship" has attained considerable currency as a general description of the activities of defense and space firms in the pre-contract period. It refers essentially to the preparation of

"brochures" or proposals which are primarily of sales rather than scientific or engineering value. The claim is sometimes made that a significant proportion of top quality talent is consumed in "brochuremanship." Do you believe that this in general is the case? Is it true with respect to your company?

6. Another point of view is that work done in drawing up proposals and securing contracts is often beneficial from a scientific or engineering standpoint and that to the extent that "brochuremanship" exists and absorbs a certain amount of S&E talent, it is a fully justified cost of a competitive system. Those who hold this viewpoint believe that the present system of essentially free and open competition for contracts should not be altered, although some applaud effort to screen out less qualified bidders early in the competition. How does your company view this problem?

7. It is alleged by some that certain defense and space contractors "hoard" or "backlog" S&E personnel so as to be able to show ample available technical manpower for contracts on which they are proposing. The charge is that these backlogged personnel are assigned as "surplus" personnel on other on-going projects, pending the receipt of new contracts. In your experience is this in fact a problem in either R&D-oriented or large system contractors? What is the source of manning for new projects?

8. Under Secretary McNamara a variety of new controls have been imposed on defense contractors, designed to secure closer adherence to contract cost, schedule and performance targets. What is your company's experience with these controls? Have they accomplished their purpose in whole or in part? Do they absorb an appreciable number of S&E personnel? Do you have suggestions as to how contractual targets could be reached through alternative means?

9. Some companies claim that a high proportion of their top technical talent is absorbed in briefings, meetings, etc., with the government which are essentially unnecessary. What is the experience of your company in this regard?

December 5, 1963

Mr. Arnold Snyder
National Manager of Election Coverage
ABC Television
7 West 66th Street
New York, New York

Dear Mr. Snyder:

We were interested to hear of your desire to obtain computers for the 1964 election reporting. After some consideration, it is very clear that we do not have the facilities or personnel to do a job on this scale. We, therefore, suggest that you do not consider us any further for this project.

Sincerely yours,

Kenneth H. Olsen
President

KHO:ech

December 5, 1963

**Mr. Kermit Fischer
President
Fischer & Porter Company
Warminster, Pennsylvania**

Dear Mr. Fischer:

We were very pleased to have you visit with us and have the opportunity to show you what we are doing. If there is anything else we can do to help you make your decision, please feel free to call on me.

I would feel very proud if you would accept the enclosed paper weight.

Sincerely yours,

Kenneth H. Olsen

KHO:ech

Enc.

November 20, 1963

Mr. Kermit Fischer
President
Fischer & Porter Company
Warminster, Pennsylvania

Dear Mr. Fischer:

I was pleased to hear that you will be up to visit us on Monday, December 2nd. I am enclosing a map of the Boston area which will show you how to come to our place.

We look forward to meeting with you.

Sincerely yours,

Kenneth H. Olsen

KHO:eh

Enc.



F I S C H E R & P O R T E R C O .

WARMINSTER, PENNSYLVANIA, U. S. A.

TELEPHONE: AREA 215, OSBORNE 5-6000; CABLE ADDRESS: FISHPORT; TWX: 675-4582

KERMIT FISCHER
PRESIDENT

11 November 1963

Mr. Kenneth H. Olsen
President
Digital Equipment Corporation
Maynard, Massachusetts

Dear Mr. Olsen:

Thank you for your note of 6 November. How would it suit you if I visited you on Monday morning, 2 December? It perchance you do not like to have visitors on the first day of the week, I could come on Tuesday, the 3rd just as well.

If perchance the week of the 2nd is not satisfactory in toto, then would the week of the 9th be satisfactory?

With best thanks,

Sincerely,

KF:kvh

November 22, 1963

Mr. Vernon R. Alden
29 Park Place
Athens, Ohio

Dear Vern:

We would like to invite you and Mrs. Alden to join us at dinner on December 9, following our Board of Directors meeting. We have arranged for the wives to tour our production facility while it is in operation. This tour will begin at 4:30 from the Main Street entrance. You may want to mention to your wife that a minimum tour still involves considerable walking. Cocktails and dinner will be served at the LaPetite Auberge restaurant, 17 Summer Street, Maynard beginning at 6 p.m.

We look forward to seeing you then.

Sincerely,

Kenneth H. Olsen

R.S.V.P.

November 22, 1963

Mr. John Barnard, Jr.
Mass. Investors Trust
200 Berkeley Street
Boston 16, Massachusetts

Dear Jack:

We would like to invite you and Mrs. Barnard to join us at dinner on December 9, following our Board of Directors meeting. We have arranged for the wives to tour our production facility while it is in operation. This tour will begin at 4:30 from the Main Street entrance. You may want to mention to your wife that a minimum tour still involves considerable walking. Cocktails and dinner will be served at the LaPetite Auberge restaurant, 17 Summer Street, Maynard beginning at 6 p.m.

We look forward to seeing you then.

Sincerely,

Kenneth H. Olsen

R.S.V.P.

November 22, 1963

Mr. Wayne P. Brobeck
5028 Westpath Terrace
Washington 16, D. C.

Dear Wayne:

We would like to invite you and Mrs. Brobeck to join us at dinner on December 9, following our Board of Directors meeting. We have arranged for the wives to tour our production facility while it is in operation. This tour will begin at 4:30 from the Main Street entrance. You may want to mention to your wife that a minimum tour still involves considerable walking. Cocktails and dinner will be served at the LaPetite Auberge restaurant, 17 Summer Street, Maynard beginning at 6 p.m.

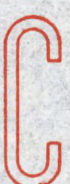
We look forward to seeing you then.

Sincerely,



Kenneth H. Olsen

KHO:ncs
R.S.V.P.

November 22, 1963

 Mr. William H. Congleton
American Research and Development Corp.
200 Berkeley Street
Boston 16, Massachusetts

Dear Bill:



We would like to invite you and Mrs. Congleton to join us at dinner on December 9, following our Board of Directors meeting. We have arranged for the wives to tour our production facility while it is in operation. This tour will begin at 4:30 from the Main Street entrance. You may want to mention to your wife that a minimum tour still involves considerable walking. Cocktails and dinner will be served at the LaPetite Auberge restaurant, 17 Summer Street, Maynard, beginning at 6 p.m.

We look forward to seeing you then.

Sincerely,

 Kenneth H. Olsen

R.S.V.P.

November 22, 1963

C
Mr. Arnaud de Vltry
P. O. Box 41
Villars-sur-ollon
Vaud, Switzerland

Dear Arnaud:

O
We would like to invite you and Mrs. de Vltry to join us at dinner on December 9, following our Board of Directors meeting. We have arranged for the wives to tour our production facility while it is in operation. This tour will begin at 4:30 from the Main Street entrance. You may want to mention to your wife that a minimum tour still involves considerable walking. Cocktails and dinner will be served at the LaPetite Auberge restaurant, 17 Summer Street, Maynard, beginning at 6 p.m.

P
We look forward to seeing you then.

Sincerely,

Y
Kenneth H. Olsen

R.S.V.P.

November 22, 1963

**Mr. Jay W. Forrester
11 Holden Wood Road
Concord, Massachusetts**

Dear Jay:

We would like to invite you and Mrs. Forrester to join us at dinner on December 9, following our Board of Directors meeting. We have arranged for the wives to tour our production facility while it is in operation. This tour will begin at 4:30 from the Main Street entrance. You may want to mention to your wife that a minimum tour still involves considerable walking. Cocktails and dinner will be served at the LaPetite Auberge restaurant, 17 Summer Street, Maynard beginning at 6 p.m.

We look forward to seeing you then.

Sincerely,

Kenneth H. Olsen

R.S.V.P.

November 22, 1963

Mr. Henry W. Hoagland
American Research and Development Corp.
200 Berkeley Street
Boston 16, Massachusetts

Dear Harry:

We would like to invite you and Mrs. Hoagland to join us at dinner on December 9, following our Board of Directors meeting. We have arranged for the wives to tour our production facility while it is in operation. This tour will begin at 4:30 from the Main Street entrance. You may want to mention to your wife that a minimum tour still involves considerable walking. Cocktails and dinner will be served at the LaPetite Auberge restaurant, 17 Summer Street, Maynard, beginning at 6 p.m.

We look forward to seeing you then.

Sincerely,

Kenneth H. Olsen

R.S.V.P.

November 22, 1963

General Georges F. Doriot
American Research and Development Corp.
200 Berkeley Street
Boston 16, Massachusetts

Dear General Doriot:

We would like to invite you and Mrs. Doriot to join us at dinner on December 9, following our Board of Directors meeting. We have arranged for the wives to tour our production facility while it is in operation. This tour will begin at 4:30 from the Main Street entrance. You may want to mention to your wife that a minimum tour still involves considerable walking. Cocktails and dinner will be served at the LaPetite Auberge restaurant, 17 Summer Street, Maynard, beginning at 6 p.m.

We look forward to seeing you then.

Sincerely,

Kenneth H. Olsen

R.S.V.P.

November 22, 1963

Miss Dorothy E. Rowe
American Research and Development Corp.
200 Berkeley Street
Boston 16, Massachusetts

Dear Dorothy:

We would like to invite you to join us at dinner on December 9, following our Board of Directors meeting. Cocktails and dinner will be served at the LaPetite Auberge restaurant, 17 Summer Street, Maynard, beginning at 6 p.m.

We look forward to seeing you then.

Sincerely,

Kenneth H. Olsen

R.S.V.P.

November 19, 1963

Mrs. Irja Elizabeth Jarvi
8 Summit Street
Maynard, Massachusetts

Dear Mrs. Jarvi:

C
I was pleased to hear how much you appreciate your job on the Mother's Shift. This shift has been very difficult to maintain. It would be easier to simply eliminate these jobs but, because we knew most of the girls appreciated them, we worked hard to maintain them.

O
P
However, we have been quite conscious of the problems. We've had to draft fellows to come in here at night and do a job which is quite different from their normal job. As a result, we have allowed working habits and attitudes to develop which we wouldn't tolerate during the day. Rather than turn off the Mother Shift, we have tried to correct these conditions.

Y
We know that these conditions are the result of the lack of supervision and not at all the fault of the women. However, I am sure that you realize that we have to continue a good business practice.

Sincerely yours,

Kenneth H. Olsen

KHO:eh

Nov. 12, 1963

Gentlemen; I work on
the Mother's Shift where
I have been employed
for two years this
coming Nov. 27th. My
pay check has proven to
be a good supplement
added to my husband's
earnings. My first year
enabled me to help
finance our oldest daughter
Ther Chandler's business
school and today she is
happily employed at
General Radio in Concord.

The Tongue lacing given
us last Thursday evening
prompted me to write in
our defense. It was
richly deserved but not
entirely justified. We now

have five different super-²
visors with five versions
of how to do the same job.
Sometimes, it seems to me,
their only apparent interest
is the four hours over-
time. The one in charge
is neither skilled nor
trained to cope with her
responsibilities. It's hard
to believe that all the
rejects come from the
mother's shift. True, we
are supposedly mature
women, but at times
have behaved like children,
although we do have some
legitimate complaints that
seem very real to us.
Silk screening and air
hose are thoroughly

disliked, understandably so,³
but a fair rotation plan
and a better understanding
of why we seem to do so
badly in that department,
would, I believe, solve
this problem.

I am interested in my
job and would greatly re-
gret losing it also sorry if
we are proving to be only a
headache and a source of
embarrassment to management.

I realize my writing to
you is highly irregular and
very presumptuous on my
part but please accept my
sincere apology.

Respectfully,
Iya Elizabeth Jawi
Mother's Gift
Digital

November 27, 1963

Mr. Otto Stein
Harvard Road
Stow, Massachusetts

Dear Mr. Stein:

We want to thank you for taking the time to show us your farm. We enjoyed this very much and we were particularly pleased to see how proud you were of the work you have done. We are now trying to consider all of the many factors involved in making a decision.

We do want to thank you for giving us this opportunity. Enclosed is one of the pictures we took which we thought you might like to have.

Sincerely,

Kenneth H. Olsen
President

KHO:mc
Enc: Picture

November 19, 1963

Mr. T. L. Dmochowski
Vice President
ITT
Data and Information Systems Division
P. O. Box 285
Paramus, New Jersey

Dear Mr. Dmochowski:

I am sorry that we didn't answer your letter with regard to patent on the sequence break system. We feel that the sequence break system was developed before the contract was signed with ITT and, therefore, wouldn't be under the contract. However, this is not an important point any more because the patent office did not accept our claims and we have dropped the patent application.

There's also some doubt as to whether or not this idea was proposed earlier at MIT as far as part of the TX-2 computer at MIT. Because of Ben Gurley's unfortunate death last week, it is not convenient to pursue this question any further.

We now have no patents or patent applications on equipment developed during or near the period of time of the contract we had with ITT.

Sincerely yours,

Kenneth H. Olsen

KHO:eh



DATA AND INFORMATION SYSTEMS DIVISION

POST OFFICE BOX 285

PARAMUS, N. J.

TWX 201-262-0421

07652

201 CO 2-8000

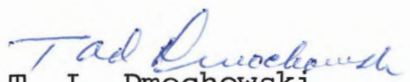
November 7, 1963

Mr. Kenneth Olsen
President
Digital Equipment Corporation
Maynard, Massachusetts

Dear Ken:

On September 27, 1963, I wrote you regarding the Multiple Channel Data Processing System and the patent application associated with it. I have not as yet had the privilege of hearing from you. I can, however, appreciate that there could be any number of reasons for this. I would be grateful to you if you could advise me of the status of this particular item.

Sincerely,


T. L. Dmochowski
Vice President

Olsen

November 18, 1963

Mr. Robert Everett
Vice President
Mitre Corporation
Bedford, Massachusetts

Dear Bob:

I enjoyed spending last Tuesday afternoon and evening with you and I look forward to having lunch with you on Tuesday the 26th. If that time becomes at all inconvenient, please feel free to postpone it.

I would feel very proud if you would accept the enclosed paper weight.

Sincerely yours,

Kenneth H. Olsen

KHO:eh

Enc.



October 30, 1963

Mr. Ted Johnson
Adalbert Strasse 18
8 Munchen 13
West Germany

Dear Ted:

We are pleased to get so many letters from you. One thing you may want to do to save a little on your letter writing is to send one general letter here and give a list of the people that you would like to have it duplicated for.

While we are getting organized and trying to develop lines of communications and feelings of confidence between here and the European office, do feel free to use the telex and telephone when it is useful.

I asked Jim Myers to let you know every time we ship something over to Europe so that you won't have to expedite it. If you do not get good results let him know directly.

When it becomes clear in your mind on what should be done in Europe, I would be perfectly happy for you to go right ahead and do it. If we should let our German man go I'd let you make the decision. If you want to let him go with a six or twelve month's pay, if necessary, that is not an impossibility. If you want to open a competitive office in Hamburg, Paris or Brussels, I would go along with that too. Be sure you keep your eye open for other men.

Jon will be over there in a couple of weeks so you should save up all your ideas and make that a most worthwhile session. Sometime I toy with the idea of going over for a few days during the Paris show.

Sincerely,

Kenneth H. Olsen
President

KHO:ncs

November 8, 1963

**Mr. Dan Friel
DuPont
Wilmington, Delaware**

Dear Mr. Friel:

We have given considerable thought to your proposal and we felt very flattered with your interest in DEC and we were most pleased with the people that we met from DuPont. However, after carefully considering this we have come to the conclusion that we have so many projects and ideas of our own that it would be wrong for us to take on a project like the one you propose that would take such a large portion of the time of our key technical people.

We do want to thank you for considering us for this project and we do want to tell you that it was not without serious consideration that we give this negative answer.

Sincerely yours,

**Kenneth H. Olsen
President**

KHO:jb

November 8, 1963

**Mr. Newton I. Meyers
62 Orme Street
Marblehead, Massachusetts**

Dear Mr. Meyers:

I am responding to your letter of November 1 to Mr. Anderson regarding a position at DEC.

We have reviewed your experience relative to our present needs and feel that there is no way at the present for us to use your extensive background effectively.

We appreciate your considering DEC and I am sorry to have to respond negatively to you.

Sincerely,

**W. R. Hindle, Jr.
Assistant to the President**

WRH:jb

November 8, 1963

Mr. Richard Puritan, Sr.
Amphenol, Inc.
11 Muzzey Street
Lexington, Massachusetts

Dear Mr. Puritan:

I was pleased to see your interest in our need for a connector with more than the 22 pins which we are now using. We are now able to fit more and more onto our modules and we will soon be using some micro modules on our modules. We are already limited by the number of pins we have and as things get smaller we feel we want to take advantage of them. The competition is largely using the Elco connectors but I wouldn't want to have anything to do with those.

I am not very happy with the 225 series because it doesn't have a solid soldering tab such as we are used to. We have had very good experience with the high contact pressure on the tuning fork type connector and so I would like to stay with that one. I have some samples of a National Connector Company modular connector which uses the tuning fork principle and has nylon bushings for each contact. I believe that Malco and Amphenol offer the same style. National offers these units on .150" centers which would make it possible to build up a connector with almost 44 contacts that would replace our present connector. The obvious next question is to ask whether Amphenol could mold a plug in socket using this type contact. The male contact is thinner stock and the tuning fork is much more narrow so that they could be fit closer together. I would think that we would want two rows of contacts in a staggered pattern. The by-product of this is that we may end up with a unit which would lend itself to wire wrap.

I would like to hear your reactions to this idea.

Sincerely yours,

Kenneth H. Olsen
President

KHO:jb

November 6, 1963

Mr. Samuel Jurich
J. C. M. Associates
7133 Derby Street
Reseda, California

Dear Mr. Jurich:

I have been thinking about your telephone call yesterday when you offered to develop a digital receiver for DEC, and I feel that I should give you a negative answer. The law in these matters is not always black and white in practice but the intent is quite clear. As I understand it, one has a right to copy something which someone else is producing and selling on the market as long as it is not patented. However, it is illegal and definitely against the intent of the law to hire someone from the company which developed it in order to obtain the know-how. It makes little difference as to whether the developer has already made more than normal profit on the item or whether the people who had worked on it had been compensated in proportion to the results.

Because we want to stay well within the intent of law I feel we should give you a negative answer. However, we do often use consultants and we would like to keep in touch with you to know what you may have to offer in other areas.

Sincerely yours,

Kenneth H. Olsen
President

KHO:jb

cc: Gordon Bell
Nick Mazzaresse
Stan Olsen
L. A. Office
Ken Larsen - San Francisco Office

November 6, 1963

**Mr. Arthur B. Williams, President
Electroplex, Inc.
644 Young Street
Santa Ana, California**

Dear Mr. Williams:

We were pleased to hear that you are interested in having your organization make ties with DEC. However, we were unhappy to hear that you have not had the overwhelming success so that you would be disinterested in making ties.

At times we toy with the idea of merging with other organizations but after we considered this a short while, we again came to the conclusion that we have so many projects started and to be started in our own organization that we feel sure it would be wrong to spend our time and capital and so we have to give you a negative answer right now.

We wish you the best of luck.

Sincerely yours,

**Kenneth H. Olsen
President**

KHO:jb

**cc: Mr. Crawford Cooley
Draper, Galther and Anderson**

November 6, 1963

**Mr. Kermit Fischer, President
Fischer & Porter Company
Warminster, Pennsylvania**

Dear Mr. Fischer:

We were very pleased to hear of your interest in DEC. We would like very much to work with your organization and we were particularly pleased to hear that you would like to visit with us. Please call me when you are going to be up this way and I'm sure that we can arrange to show you what we are doing.

Sincerely yours,

**Kenneth H. Olsen
President**

KHO:jb

**cc: Stan Olsen
Nick Mazzaresse**

November 4, 1963

C
Mr. Horace Ford
100 Memorial Drive
Cambridge, Mass.

Dear Mr. Ford:

O
We are very pleased to enclose this certificate for 250 shares of DEC stock. I am not sure that you realized how much of a positive contribution you made early in the life of DEC. We are very happy that you are now taking this part in DEC.

P
We would be very proud to show you our plant and what we are doing. If you would like to come out anytime, we would be very happy to supply transportation.

Sincerely yours,

Y
Kenneth H. Olsen
President

KHO:jb
Enclosure

October 30, 1963

**Mr. Melvin J. Gardner
Baird, Stearns and Company
1 Wall Street
New York 5, New York**

Dear Mel:

We have had no experience with MAC Panel Computer tape manufactured by Adams Mills Corporation and so we can give you no ideas as to their quality or reputation.

Sorry we couldn't help you.

Sincerely,

**Kenneth H. Olsen
President**

KHO:ncs

October 23, 1963

Mr. John Barnard, Jr.
Gaston, Snow, Motley and Holt
82 Devonshire Street
Boston 9, Massachusetts

Dear Mr. Barnard:

Several years ago, we gave each of the directors a module as a paper-weight or a desk decoration. During the years, the quality and looks of the modules have improved significantly and so I would like to take this opportunity to ask you to throw away the old one.

We are sending the new module under separate cover.

Sincerely,

Kenneth H. Olsen
President

KHO:jb

October 23, 1963

**Mr. Robert Slater, Vice President
John Hancock Mutual Life Insurance Company
200 Berkeley Street
Boston 16, Massachusetts**

Dear Bob:

For a long time I've noticed the IBM module on your desk. I would feel flattered if you would also show off the DEC modules.

Sincerely,

**Kenneth H. Olsen
President**

**KHO:ms
Enc: Module**

C

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October 23, 1963

Mr. John A. Lunn
United Research, Inc.
1731 Cambridge Street
Cambridge, Massachusetts

Dear Mr. Lunn:

We have sent a module to each of our Directors to use as paper weights or a desk decoration. We would feel flattered if you would accept one also.

Sincerely,

Kenneth H. Olsen
President

KHO:nes
Enclose - Module

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October 23, 1963

**Mr. Edmund J. McCormick, President
McCormick & Company
Consulting Engineers
Park Building
Yonkers, New York**

Dear Mr. McCormick:

Thank you for your letter of October 11 recommending that we look into your Marginal Income Cost System.

I have discussed this with our Treasurer and we feel that we are not in a position to establish any new techniques in this area at the present.

I appreciate your contacting us.

Sincerely,

**Kenneth H. Olsen
President**

KHO:jb

October 23, 1963

Mr. Horace Ford
100 Memorial Drive
Cambridge, Mass.

Dear Mr. Ford:

We are pleased to hear of your interest in taking up the option to buy Digital Stock. I didn't mean to imply that there was any hurry to do this because the option is not up until February of this next year. But, we did want to make sure that you took advantage of this before that time. The option is for 250 shares at \$3.00 a share and anytime at your convenience, we will be happy to receive your check and we will send the stock to you.

We have been very careful to keep this stock off the public market until we are ready to have a significant offering. If you ever consider selling any of this stock, we would consider it a real favor to DEC if you would offer it to the company first until we make a public offering and sell DEC stock. We do feel DEC should be publicly owned someday but we have no immediate plans for this.

I'm enclosing a copy of DEC's financial statement and a few clippings which might be of interest.

Sincerely yours,

Kenneth H. Olsen
President

KHO:jb

file

October 22, 1963

Module Sales Literature

Stan Olson
Jack Atwood
cc: Dick Best
Harlan Anderson
Howard Painter
Russ Doane

Kenneth H. Olson

We go to a lot of trouble to put features in our modules but we don't get around to telling people about them. We have a truly sincere desire to make a quality module and yet I don't think that we really get this across to the potential customers at all times. I propose that we have a page in our new catalog which lists these features. This also might be part of a loose brochure and maybe if we do it right, it might even be a one-page ad. Here are a few features which I think we ought to mention and maybe we can add some more:

1. The handle which protects the components and keeps the board from flexing.
2. Machine to male contact.
3. Flexible wires from the male contact to the etched board
4. 20-Fork female contact with high contact pressure
5. Deep fork solder contacts on the socket
6. Conveniently separated solder contacts to make simplified wiring.
7. Eyeslot on each transistor lead to simplify replacement.
8. We might mention our inspection tolerances on etched wiring.
9. Glass base board.
10. Filtering on the power leads to the mounting panel.
11. Brute force Power supplies.
12. Wiring on convenient side of mounting panel.
13. Reversible mounting panel.

We are coming out with a new mounting panel which is about ready to be released. This will have a number of features. It will not be painted which will make it much more attractive in most systems. This will also lower the cost. In advertising this mounting panel, we will push the new sockets. We will actually include new sockets in all mounting panels but we will advertise it as a feature of this one. We will not do any wiring of this mounting panel and, therefore, will scantily lower the cost and we feel that this will be reason for people to order this mounting panel.

We will not include the old mounting panels in the catalog but we will sell them as people ask for them. The sides will be a lot narrower so it will be easier to put the modules in place and they will run a lot cooler.

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Hank's file

October 21, 1963

**Dr. H. S. McDonald, Head
Signal and Information Processing Research
Bell Telephone Laboratories
Murray Hill, New Jersey**

Dear Hank:

We want to thank you for the very pleasant day we spent with you at Bell Labs. It was very gracious of you to devote such a long time to us.

It was challenging and inspiring to see all the things that you are doing. We are pleased to take part in your plans in the future and we hope that we will continue to deserve a part in your plans.

If we can be of a better service to you, please let me know.

Sincerely yours,

**Kenneth H. Olsen
President**

KHO:jb

C
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October 21, 1963

Mr. William M. Wolf, President
Wolf Research and Development Corporation
P. O. Box 136, Baker Avenue
West Concord, Massachusetts

Dear Bill:

We appreciated your letter of October 14 asking Digital Equipment Corporation to take part in the group which you are forming to work on the NASA Center. However, we do not feel that we are in a position to help.

Thank you for giving us a chance to participate.

Sincerely,

Kenneth H. Olsen
President

KHO:jb

October 14, 1963

C
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P
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Mr. Jean D. LEBEL
Centre Label d'Etudes Scientifiques
6 Avenue Daniel Lesueur
Paris VII^e, France

Dear Jean:

We are very pleased to hear that you have opened your engineering office in Paris. We all wish you the best of success.

We have found it is impossible to pay sales commissions to individual organizations or people who recommend our modules because of the impossible administrative problems. However, in some areas, we do have formal contracts which set up particular organizations as our representatives and they get a fixed commission for all sales in that area. For now, our Germany office receives sales commission for all European sales. Someday we would like to set up more offices in Europe.

Jon Fadiman will be in Paris for the Mesucora Show and I am sure he would like to visit you at that time.

Sincerely yours,

Kenneth H. Olsen
President

KHO:jb

October 14, 1963

C
Mr. Horace Ford
100 Memorial Drive
Cambridge, Massachusetts

Dear Mr. Ford:

O
According to our record, your stock option for 250 shares of Digital Equipment Corporation stock will end soon. Things are going quite well with Digital and we feel that the option is quite valuable now. We would like very much to have you exercise this option before it is ended.

P
I would consider it a privilege if I could visit with you sometime in the near future to tell you what's been going on at Digital and to discuss your option with you. Please let me know when it would be convenient for me to stop by and visit with you.

Sincerely yours,

Y
Kenneth H. Olsen
President

KHO:fb

October 14, 1963

Mr. Ted Johnson
Digital Equipment, G.M.B.H.
Maximilianstrasse 26/1
8 Munchen 22, West Germany

Dear Ted:

We've gotten so used to having inexpensive telephone calls between here and California that we are somewhat at a loss as to how to set up communications between here and Germany. We will have to try to write more letters and if that doesn't work, we may have to pay the price for the Trans-Atlantic telephone calls. We have no feeling for what is going on in Germany and anything you can pass on to us will be very helpful. Andy is thinking seriously of starting an operation in Australia but I am very reluctant because it seems that we haven't done a very efficient job in Germany. Do let us know what is going on because it will have a big influence as to what other offices we start.

We, as a company, have let the module line take second place to computers. This is a foolish thing to do because the module business is such a good business and we do hold a dominant position in it. Because computers have caught the imagination of much of the rest of the company, I have decided that I will spend all my efforts on the module line. We have a number of new products and I think we are going to do much toward automating its manufacture and hopefully add new life to the product line. I'm a little disappointed in the attitude that some have expressed that it is impossible to sell our modules in Europe. I would like to hear your ideas on this and if it's going to need a new simple low price line to hit the European market, I would like to hear your ideas about it.

I designed a new line of inexpensive modules. These had gold painted, printed-in contacts and no handles and would lend themselves to automation. I was very enthusiastic about this line of modules but after considering it as objectively as I could, I concluded, with some disappointment, that our present units with handle and separate plug are negligibly, if any, more expensive but have many advantages.

Mr. Ted Johnson

-2-

October 14, 1963

I was disappointed because if we came out with a new line, the newness of it would attract quite a bit of attention and give us an opportunity to go out and hit this market, which we have missed before. Now I feel that we should come out and hit this market by a "How To Do" book which lists a few very simple modules which are relatively inexpensive and would convince those people who want inexpensive modules and also those who don't want to read the complicated big catalog.

I got a letter from Jean LEBEL, who is the brother-in-law of Arnaud de Vitry (they both married Schlumberger daughters). Jean was an engineer at Schlumberger before he went back to France. He has bought a small order of modules already. It might be nice if you could stop in and visit him sometime. Stan would like to hire him to run our Paris office.

Most sincerely yours,

Kenneth H. Olsen
President

KHO:jb

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September 27, 1963

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Mr. Frederick T. Bishop
834 Parker Street
Springfield 9, Massachusetts

Dear Mr. Bishop:

Thank you for your letter of September 23rd expressing interest in a position at Digital. Your remarks are very much appreciated.

Since receiving your letter, we have attempted to analyze our need in relation to your extensive background and have concluded that we could not effectively use your experience at the present.

Again, thank you for your interest in Digital.

Sincerely,

Kenneth H. Olsen
President

KHO:jb

834 Parker Street
Springfield 9, Mass.
October 6, 1963

Mr. Kenneth H. Olsen
President
Digital Equipment Corporation
Maynard, Massachusetts

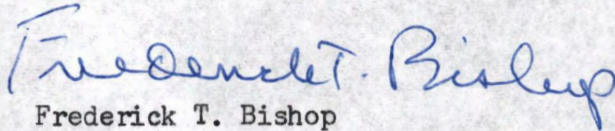
Dear Mr. Olsen:

Thank you for your pleasant letter of September 27.

Your analysis of employment possibilities for me is appreciated, and I hope my resume will be in your active file. I want to work for Digital.

All good luck, Mr. Olsen.

Sincerely,


Frederick T. Bishop

FTB:bb

834 Parker Street
Springfield 9, Mass.
September 23, 1963

Mr. Kenneth H. Olsen
President
Digital Equipment Corporation
146 Main Street
Maynard, Mass.

Dear Mr. Olsen:

Peter Greenough's article in today's Boston Globe precipitated this letter to you. Please add my congratulations to the others received by you and Mr. Anderson. D.E.C.'s blazing performance proves what two men with vision can do, when courage and intelligence go with it.

Kipling said it thusly:

"They asked me how I did it, and I gave them the Scripture text,
'You keep your light so shining a little in front of the next!'
They copied all they could follow, but they couldn't copy my mind,
And I left them sweating and stealing, a year and a half behind."

I want to work for you, Mr. Olsen, and believe I can contribute something of value:

The industrial knowledge gleaned from twenty-two diversified years with Westinghouse Electric Corporation, Appliance Division. Management responsibilities were in Quality Control, Manufacturing, and Industrial Relations.

The sales and marketing experience gained in seven years as New England Manager for Alexander Hamilton Institute.

In both companies I have had the good fortune to work with and for some very capable men. They have given an awareness of how to get things done and adaptability that is time tested. Employment history shows no job hopping.

Phrasing with the applicant end of a pen is a new experience, Mr. Olsen, but I want to put my abilities in your hands, and believe I can make a solid contribution.

May I have an interview?

Sincerely,

Frederick T. Bishop

Frederick T. Bishop

FTB:bb

Resume of Experience

Frederick T. Bishop
834 Parker Street
Springfield 9, Mass.

STa

Sep



Employers:

Westinghouse Electric Corporation, Appliance Division
September 1933 to May 1956

Started as an electrical tester in Quality Control, moving to management in 1941 as Foreman, then successively, General Foreman of Quality Control, Supervisor of Quality Control, Chairman of Quality Improvement; General Foreman, and Superintendent of Manufacturing; Plant Superintendent, with responsibility for all night shift operations and 1,430 employees. For eleven years as an extracurricular assignment conducted management development and supervisory training programs--these were handled concurrently with my specific job activity in Manufacturing and Quality Control. Also was "borrowed" to organize and direct Employee Stock Plans, United Fund Campaigns, et cetera, and represented management in talking to civic associations, PTA's, and church groups.

Well grounded in manufacturing and quality control practices, organization planning, production control, time and methods analysis, and other Line and Staff functions germane to a company such as Westinghouse. Experienced in recruiting, interviewing, hiring, and training, salary and wage administration, union and labor negotiations, job specifications and evaluation, conference leading, and related areas of personnel work.

Alexander Hamilton Institute
May 1956 to present

Sales and Administration, with emphasis on planning, promotion, organizing, recruiting, hiring, motivating and training men to sell. Supervise activities and coordinate and direct their efforts. Present our Management Development Program to executives.



Resume of Experience

Frederick T. Bishop
834 Parker Street
Springfield 9, Mass.

State 2-9128

September 23, 1963

Employers:

Westinghouse Electric Corporation, Appliance Division
September 1933 to May 1956

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Alexander Hamilton Institute
May 1956 to present

Sales and Administration, with emphasis on planning, promotion, organizing, recruiting, hiring, motivating and training men to sell. Supervise activities and coordinate and direct their efforts. Present our Management Development Program to executives.

Education:

1941-42 I.C.S. Electrical Engineering
1942-43 University Extension Shop Math.
1947-48 Alexander Hamilton Institute
Business Administration
1948-50 YMCA Human Relations
1951-52 Institute of Human Science
Human Engineering
1952-53 Industrial College of Armed
Forces Economic Mobilization
1952 Dale Carnegie Public Speaking

Education (within Westinghouse):

1937-38 Refrigeration
1939-40 Quality Control
1941-42 Industrial Engineering
1942-43 Supervisory Administration
in Industry
1943-46 Job Relations
1945-46 Job Instruction
1945-47 Safety
1949-50 Human Factors in Manage-
ment
1952 Elements of Supervision
1952 Human Relations

Professional and community activities:

Member--Sales and Marketing Executives of Springfield; National Association of Sales and Marketing Executives; Adult Education Council; Kiwanis International.

Former member--American Society for Quality Control; Western Mass. Society for Quality Control; Springfield Industrial Association; Greater Springfield Chamber of Commerce. Three times honored by the Chamber for personal salesmanship on membership drives.

Personal data:

Born April 20, 1911, thus am fifty-two years strong. Happily married; one daughter, at college in Boston.

September 26, 1963

Mr. Dwight Buell
25 Park Street
Lynn, Massachusetts

Dear Mr. Buell:

I received your recent letter concerning the public relations consulting services which you offer in the field of federal and state legislation. We have recently retained a public relations consultant, which I believe fills our present needs.

I appreciate your interest in writing to us.

Sincerely,

Kenneth H. Olsen,
President

KHO:jb

25 Park St.
Lynn, Mass.
Sept. 23, 1963

Mr. Kenneth Olsen
President
Digital Equipment Corp.
Maynard, Mass.

Dear Mr. Olsen:

If you are among the growing number of executives who are taking an interest in political affairs, you may be interested in using my public relations services. I specialize in counselling businessmen who want to take a stand on public issues.

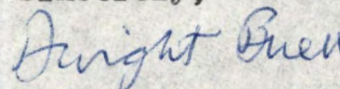
I assist them in researching and writing letters to legislators regarding bills affecting business and in drafting editorials and letters to employes, urging them to do the same. Typical issues include unemployment benefits for workers on strikes, tax reform, creation of a consumers council and medical care for the aged.

I don't know what your position is on such matters, but I do believe the business point of view will count for nothing unless it is forcefully articulated to our legislators by a large number of citizens.

My services are also available as a speechwriter or publicist. I also teach the Chamber of Commerce political action course. This consists of a series of nine weekly two-hour sessions exploring all phases of politics. It would be given nights at your company for interested employes.

My experience as a prize-winning political reporter and press secretary to George Cabot Lodge is outlined in the enclosed resume. My clients in the public affairs field have included the Ludlow Corporation of Needham, the largest single dollar earner in India.

Sincerely,



Dwight Buell

RESUME

NAME: Dwight Buell

ADDRESS: 25 Park Street
Lynn, Massachusetts

HOME TELEPHONE: 592-0973

HEALTH: Excellent

BUSINESS TELEPHONE: 593-7700

MARITAL STATUS: Single

EDUCATION:

BIRTH DATE: November 2, 1932

Graduate of Deerfield Academy and Harvard College; majored in English, but took a number of courses in government and economics.

PROFESSIONAL EXPERIENCE:

Feb. 1957 to Present: Reporter on the Lynn Daily Evening Item, medium-sized daily newspaper near Boston. Have covered a wide range of assignments, including City Hall and School Committee and have written a weekly political column. Also have handled all Chamber of Commerce publicity and written many stories dealing with the General Electric Company plants in Lynn.

In 1962, took a leave of absence to serve as a press secretary to George Cabot Lodge in latter's campaign for the United States Senate seat against Edward M. (Ted) Kennedy. Lodge got considerably more publicity than Kennedy, and I probably would have received a position on his administrative staff in Washington had he won. Job was to supervise preparation and distribution of thousands of daily news releases to daily and weekly newspapers and radio and television stations in Boston and throughout the state. Also helped arrange press conferences and answer questions from the press.

Since the campaign have returned to the Daily Evening Item. Also have started own part-time public relations business specializing in public affairs. Clients have included the Ludlow Corporation of Needham Heights, the largest single dollar earner in India.

HONORS: In 1960 won first prize in the New England Associated Press News Executives Association's writing contest. Cited for a series of articles on a citizens' drive which obtained nearly 20,000 signatures in favor of two Urban Renewal projects rejected by the Lynn City Council. Also collected more signatures than any other volunteer.

REFERENCES: Will be furnished upon request.

KXLW

September 23, 1963

Mr. Herbert Socks
Exhibits Participation Division
Office of International Trade Promotion
U. S. Department of Commerce
Bureau of International Commerce
Washington 25, D. C.

Dear Mr. Socks:

Thank you for your September 4 reply to Mr. Olsen's request for information about the Advanced Electronic Components Exhibit. Although our products do not properly fit in the definition of items to be exhibited, we greatly appreciate your sending the information. We would be very interested in continuing to receive information about other exhibitions which may be more appropriate for our products. We would be particularly interested in exhibits including electronic computers, instrumentation for physics research, electronic testing devices, and scientific information handling systems.

Thank you for sending us the information and please send us additional information as it becomes available.

Sincerely,

Harlan E. Anderson
Vice President

HEA:mcs

COPY



U.S. DEPARTMENT OF COMMERCE
BUREAU OF INTERNATIONAL COMMERCE
WASHINGTON 25, D.C.

September 4, 1963

Mr. Kenneth Olsen, President
Digital Equipment Corp.
146 Main Street
Maynard, Massachusetts

Dear Mr. Olsen:

Thank you very much for the interest you have shown in the Advanced Electronic Components Exhibit to be held at the U.S. Trade Center in London, November 26 - December 6, 1963 and in Frankfurt, Germany, January 14 - 24, 1964.

We are most happy to send you the enclosed "Information Kit" giving detailed information and instruction concerning the show. Note especially the numerous services provided as outlined in the Conditions of Participation.

Don't miss this singular opportunity to participate in an aggressive campaign to sell more in a growing market. Your very nominal participation fee provides you with these services! -- The transport of your goods from port of entry to Trade Center, a showcase for display and demonstration of your equipment, a hard hitting publicity/promotion campaign by a private public relations firm directed to a select target group of importers and buyers. Considerable industry interest has been expressed in these promotions and space is a critical factor.

I therefore urge you to complete and sign the enclosed Participation Agreement and return it to us immediately together with three catalogs pertaining to the products you plan to display.

For further information do not hesitate to write or phone me direct.

Sincerely yours,

A handwritten signature in blue ink that reads "Herbert Socks". The signature is written in a cursive style with a large, prominent "H" and "S".

Exhibits Participation Division
Office of International Trade Promotion

Mr. Herbert Socks
Phone: Area Code 202
386-1375

September 20, 1963

**Mr. Robert A. Cesari
Blair and Buckles
79 Milk Street
Boston 9, Massachusetts**

Dear Mr. Cesari:

**At Mr. Olsen's request I have enclosed a copy of Patent No. 2,970,291
issued January 31, 1961 entitled, "Electronic Relay Circuit" by F. W. Vieha.**

Sincerely,

**(Mrs.) N. Survilas
Administrative Department**

**ncs
Enclosure**

AMERICAN RESEARCH AND DEVELOPMENT CORPORATION

THE JOHN HANCOCK BUILDING · BOSTON 16 · MASSACHUSETTS

AREA CODE 617 426-7060

September 19, 1963

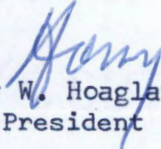
Mr. Kenneth Olsen, President
Digital Equipment Corporation
146 Main Street, Bldg. 12
Maynard, Massachusetts

Dear Ken:

As you will notice from the enclosed copy of a press release, American Research and Development Corporation made an investment last week in Trident Industries, of El Segundo, California. I have asked Mr. Milton A. Miner, President of Trident Industries, to write to you about the products and services of his company in the event that there might be a mutuality of interest existing between Digital Equipment Corporation and Trident Industries.

With kindest regards,

Sincerely yours,


Henry W. Hoagland
Vice President

HWH:ah
Enclosure

AMERICAN RESEARCH AND DEVELOPMENT CORPORATION
THE JOHN HANCOCK BUILDING, 200 BERKELEY STREET, BOSTON 16, MASSACHUSETTS

AREA CODE 617 HA 6-7060

PRESS RELEASE

PRESS RELEASE

FOR RELEASE SEPTEMBER 13

**AMERICAN RESEARCH AND DEVELOPMENT CORP.
INVESTS IN UNUSUAL HOLDING COMPANY**

Boston, Mass.-- American Research and Development Corp. President General Georges F. Doriot this week announced an investment of \$121,600 in Trident Industries, a California Corporation located in the Los Angeles area. ARD has options to purchase 15 per cent of the privately held company's stock.

Trident Industries was created as a holding company, combining several small companies in Los Angeles. Trident has five operating subsidiaries: Brown-Line Corp.; Calfax, Inc.; Aero Tool; and Solenoid Devices, Inc. The fifth company, Miner and Associates, is a sales representative organization for the above manufacturing companies and for other nationally known companies selling to commercial and defense-oriented industries.

As the centralizing force, Trident is currently pooling resources of the subsidiary companies to provide a broader operating base. It expects to operate more efficiently by combining facilities and bookkeeping procedures of the manufacturing companies, according to President Milton A. Miner. The American Research and Development capital is to provide for additional funds for fast expanding subsidiaries.

The largest company of the group, Brown-Line, is the nation's leading producer of aircraft cargo restraining systems for military and commercial air carriers.

Calfax, Inc. produces specialty fasteners for stress panels used in aircraft and missiles. It also produces components such as captive screws for use in electronic systems.

Aero Tool supplies riveting equipment and tools to military and aircraft manufacturers, making general products for the aerospace industry.

Solenoid Devices, Inc. produces rotary solenoids for aircraft and missile applications such as for switching and actuator devices.

September 17, 1963

C
Dr. Ivan E. Sutherland
281 Mason Street
Ann Arbor, Michigan

Dear Ivan:

O
We were very pleased to receive your letter and to hear your enthusiasm for the PDP-6. We were particularly appreciative of your critical comments because very few people are willing to tell their negative comments to us. I have past these on to Gordon Bell.

P
I was particularly pleased to hear that you are finally assigned to Fort Meade. This will definitely be a much better use of your ability. We look forward to having you visit us now that you will be working for Doug Hogan.

Sincerely,

Y
Kenneth H. Olsen
President

KHO:ncs

KHO

Ivan E. Sutherland
281 Mason St.
Ann Arbor, Mich.
August 31, 1963

Mr. Kenneth Olsen, President
Digital Equipment Corporation
Maynard, Massachusetts

Dear Ken:

Some time ago I asked Len Hantman to send me some information on the PDP-6. He sent me your printed brochure, F-61, and a book called "PDP-6 INSTRUCTIONS (Preliminary)", 17 August 1963, and a blue "ditto" publication called "PDP-6 System" with seven blue prints.

I can see from studying the material Len sent that your intent is to satisfy the needs of people like myself. Given a flexible In-Out system, PDP-6 may well become the standard machine for advanced programming.

I feel that making the accumulators and the index registers of PDP-6 occupy the same memory space will give PDP-6 a power not found in other machines. I observed in Sketchpad that much time was spent doing index register arithmetic while the main arithmetic element remained idle. In PDP-6 you have combined all arithmetic into one place where it belongs. Again, in Sketchpad the most common instruction is of the form $RSX_a|b$ which resets index register "a" to the contents of the register whose address is in index register "b". In TX-2 this is accomplished with one deferred address cycle. In PDP-6 this will be a "normal" undeferred instruction.

On page 5 of F-61, PDP-6 is credited with 8 accumulators and 15 index registers. I protest. On page 10 of the same book it is shown that these registers occupy the same space and cannot be used simultaneously. I hope that future advertising will make it clear at the outset that accumulators must be traded for index registers. F-61 gives a false impression. In fact, you should feature the combination of index registers and accumulators more prominently. Knowledgeable people will be more impressed with the fact that the index resetting instruction is itself indexable than they will be by vast numbers of accumulators.

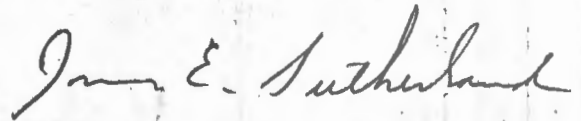
As I read and thought about PDP-6 I wrote some notes which I am sending to you. As a possible future user of a PDP-6, I am only interested in seeing you make a machine more suited to my tastes. I already feel compensated for the effort I have put into thinking about PDP-6. I will feel compensated for the effort of writing to you about my thoughts if you will pass my notes on to those who are concerned.

Most of the things I have to say are about the PUSH and POP instructions. I would not be surprised if Alan Kotok or some other of the DEC staff has already had "my" ideas. Nevertheless, I want to stress the importance of a full power LIST processing capability. The PUSH and POP instructions described in 17 August lack the ability to perform "infinite" recursions. The 17 August versions of PUSH and POP are not really LIST processing instructions. They make a "push-down-TABLE" in consecutive registers in memory. Herein lies their limitation.

August 31, 1963 (cont'd)

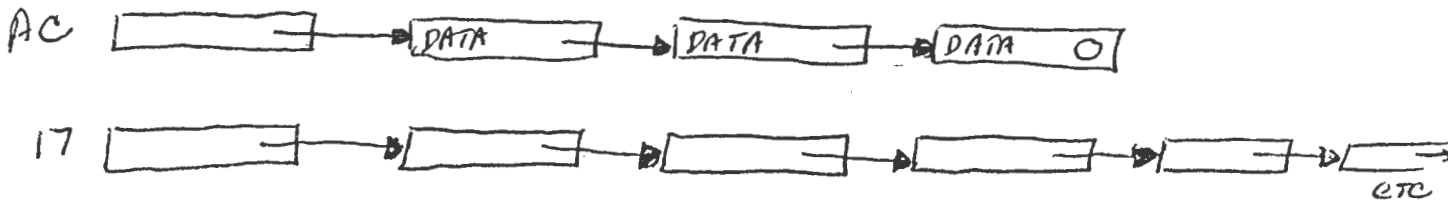
I have received orders from the Department of the Army to report to Fort George G. Meade no later than 15 September 1963 for a permanent change of station. I am looking forward to rejoining Doug Hogan and using a brand new computer which he has just obtained (yours). I have spoken to Doug on the phone and tentatively plan a trip to Boston about the first of October. I hope to spend at least a day at DEC during that trip.

Yours truly,

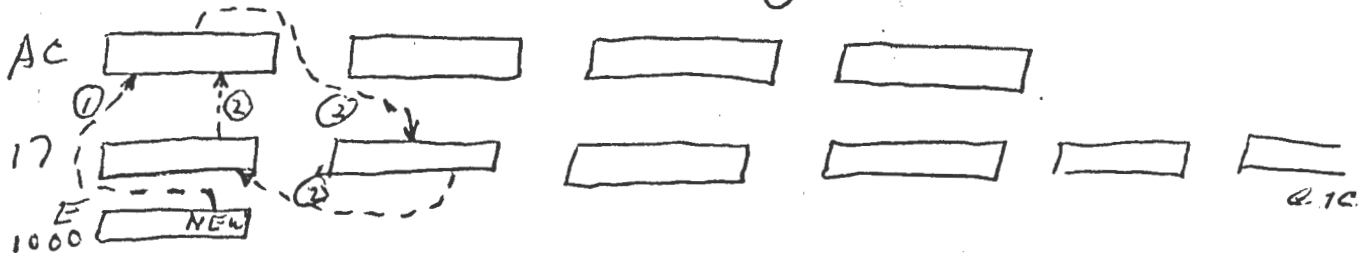
A handwritten signature in cursive script that reads "Ivan E. Sutherland". The signature is written in dark ink and is positioned to the right of the typed name.

Ivan E. Sutherland

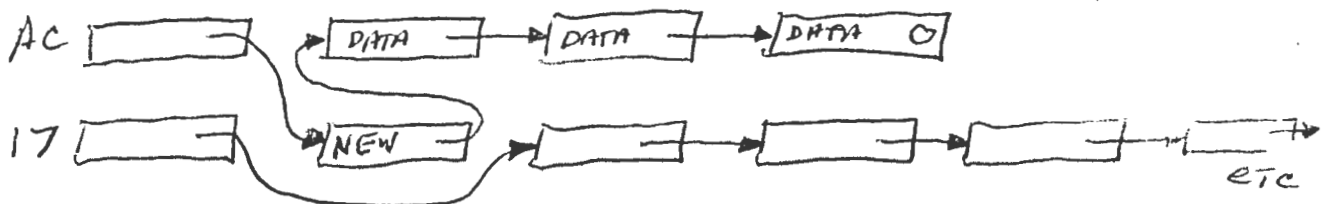
By way of illustration, suppose we wish to push the contents of register 1000 into the list which is growing in an accumulator. Initially the working list has, say, three members. There is lots of free storage.



The two steps shown by the dotted lines below perform the PUSH. First, load data into AC, right half into left half. Then perform a 3 way round robin trade of register contents as shown by (2).



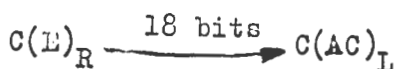
The result of the 3 way round robin trade is that the working list now has four members, while the free storage list has lost one register.



PUSHJ operates the same way except that the new data come from the PC rather than $C(L)_R$. POP and POPJ make a round robin in the other direction, and return data to PC or $C(E)_R$.

In the lists constructed by these PUSH and POP instructions, 0 (zero) is used as an indicator for the last member of each list. The PUSH ~~and~~ ~~PUSHJ~~ instructions should skip unless $C(17)_R = 0$, indicating that free storage has run out. POP ~~and POPJ~~ will skip unless $C(AC)_R = 0$, indicating an attempt to POP an empty list. In the cases where PUSH and POP do not skip, PUSHJ and POPJ will fall through, and not jump. Following PUSH type instructions the programmer should put a jump to the garbage collector subroutine; following a POP type instruction he should place a jump to an error subroutine.

PUSH

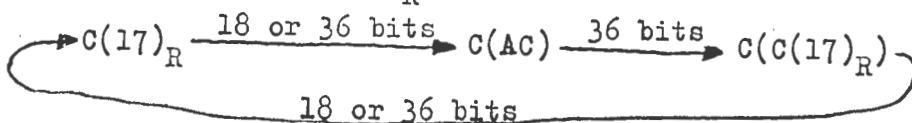


If $C(17)_R = 0$

Do next instruction

No free storage

If $C(17)_R \neq 0$



3 way round robin

Skip

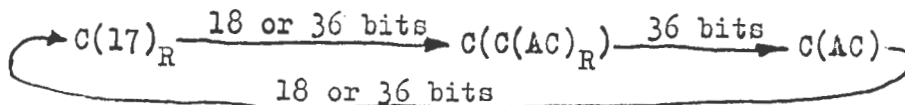
POP

If $C(AC)_R = 0$

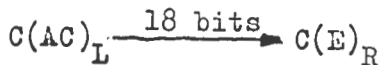
Do next instruction

List is empty

If $C(AC)_R \neq 0$



3 way round robin



Skip

For PUSHJ and POPJ read "PC" for $C(E)_R$ and read "Jump" for Skip.

These four operations make "Duck Soup" out of list processing and recursive subroutines. A few examples:

Wow

To make a list of lists, generate the sub-lists in one accumulator with successive PUSH instructions, then PUSH that accumulator into the grand list. (Accumulators are addressable).

DOUBLE Wow

To remove the fifth element of a list, step along the list using successive MOVE (load) instructions, indexing on the right half of the accumulator loaded. When the fifth element of the list is ~~in the~~ pointed to by the AC (fourth is in AC), ~~and AC is~~ in temporary storage. Now POP AC, and fifth element is gone. Then restore new AC contents in fourth element.

!

To build free storage list in the first place, keep storing successive addresses in 17, and build a list in an AC. When done, store AC in 17. This takes 3 or 4 instruction loop.



To make a two-way list, or ring, PUSH with address deferred to 17. For reasons of deferring, the transfers shown above as "18 or 36 bits" should be 18 bits, and $C(E)_R$ should never actually be put in the storage AC, but rather should stay in flip-flop register, AR, during the instruction. Thus $C(AC)_L$ and $C(17)_L$ would be unchanged by PUSH and POP.

2) OFF-LINE TAPE PREPARATION

I see in F-61 that standard equipment does not include paper tape reader. Has DEC developed a Micro Tape off-line typewriter? Even were computer time available in unlimited supply, I would wish to use secretarial service to type my programs. Some form of off-line typewriter should be provided as standard. A mechanical tape reader would do.

3) IMMEDIATE INSTRUCTIONS

In 17 August many immediate instructions are shown using "Y" as an operand. For example, on page FWT 1, the load immediate instruction is shown as $Y \rightarrow C(AC)$. I hope you mean $E \rightarrow C(AC)$. If one really wants to use Y, he can use index register 0 and not defer. But if index arithmetic is available in immediate instructions, one can use them to add arbitrary constants to index registers, add index registers together, etc. For example, the instruction CFIS should let me compare the contents of two index registers. It would if E were computed rather than just using Y.

4) DOUBLE INDEXING

When you defer you can pick up another set of index bits as well as a new address and a new defer bit to test. I suppose PDP-6 will do this. On TX-2, the first index bits are treated differently from all the rest so that with one defer cycle you can get the effect of double indexing. I highly recommend this.

5) COORDINATE ARITHMETIC

Since PDP-6 features a display scope so prominently, it may be appropriate to include some 18-18 arithmetic instructions. For example, instructions which add and subtract memory from AC without making any carry between bits 17 and 18. Similar instructions for half precision multiplication would be useful too, but not as useful as add and subtract. For this arithmetic, two overflow flip flops would be useful, one for each half. Some coordinate arithmetic is shown in F-61. It is essential to be able to add to the left half only of an AC to get indexing of more than one unit at a time. Yet these instructions (addrl) do not show up in 17 August.

September 5, 1963

To Whom It May Concern:

This is to confirm that Allan Blumenthal has been in the employ of
Digital Equipment Corporation as an engineer since February of 1962.

Kenneth H. Olsen
President

KHO file

August 10, 1963

Dr. James Petersen
16 Clarke Street
Lexington, Massachusetts

Dear Jim:

I haven't been able to find a 1963 Allied Radio Catalog but I have sent under separate cover a 1962 and I think the prices are about the same. If you would like to buy from Allied Radio, they would be glad to send you a catalog or you could order with the old numbers and they will straighten it out.

The earphones and volume control boxes are shown on Page 570. These are the same units we use in Boston. The earphones plug into the boxes and so it would be possible to have a number of boxes and hand earphones just to those people who need them.

In addition, you would need an amplifier and a microphone. For stronger earphones, the amplifier doesn't have to be very big and a 10 Watt unit would do. Allied, in their new catalog, has a 10 Watt unit for \$29.70 or, with microphone loudspeakers, \$44.95. You won't need the loudspeaker for this use but it might be handy to have a unit around for other things. If it was to be used for other things, you could have a more powerful unit. For \$41.50 they have a 20 Watt unit and for \$52.50 they have a 35 Watt unit. In Boston we have a 35 Watt unit which you can look at.

For ordinary public address use, you want a reasonably high quality microphone because you can get those with a cardioid directional pattern which cuts down on feedback. However, for earphone use this is no problem at all and any inexpensive microphone would do. The unit for \$22.95 on Page 299 looks like a neat looking unit. The \$34.00 unit on the same page is much better, but is like the one we use in Boston and is big, bright and shiny. It could even be one of the less expensive units on Page 304.

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Dr. James Petersen

August 10, 1963

I will be back from vacation in two weeks and I might give you more ideas.

Sincerely,

Kenneth H. Olsen

KHO/mr

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August 9, 1963

Mr. Benjamin Gurley
Information International
Main Street
Maynard, Massachusetts

Dear Ben:

I have been trying to get in touch with you for the last few weeks but when I am in town, you seem to be out of town.

A few weeks ago I visited Defence Telecommunications Establishment in Shirley Bay, Canada and they told me about a process they are now going through which would be tremendously speeded up if they had an automatic film reading device. In cooperation with the U.S., they sent up a satellite to measure the ionized layers of the earth. This satellite has been unusually successful and they are rightfully very proud of this project. They are, however, collecting vast amounts of data and they are using girls to read it. This is exceedingly tedious but they feel that it would be impossible to have a machine show the judgement which they have trained their girls to use.

Enclosed are some prints from their 35 mm film which show some rather nice and also some rather poor pictures. The unit in the satellite is really a radar set which scans a wide range of frequencies. The plot is distance from the satellite at the top and in some pictures, you can see the ground on the bottom. Frequency goes from left to right. You can see that in some pictures it is rather easy to pick out the line but in others it is exceedingly difficult.

I told them how clever you people are in doing this impossible task and also mentioned some of the other interesting results you have had. I told them that you would send them a note telling them what you think of the project as to whether it is worthwhile pursuing it anymore and what part you might have in it.

Mr. Benjamin Gurley
Information International

August 9, 1963
Page Two

Please let me know what you do on this.

The people to contact at Defence Telecommunications Establishment in
Shirley Bay are:

Dr. E. S. Warren, Mr. G. Lockwood and Mr. E. Ducharme.

Sincerely,

Kenneth H. Olson
President

KHO/mr

Enclosures

cc: D.J. Doyle, DEC, Canada.

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INTEROFFICE MEMORANDUM

SUBJECT Film Reading
TO Ken Olsen

DATE July 24, 1963.

FROM D. J. Doyle

The following are the names and titles of people to contact re film readings:

Defence Research Telecommunications Establishment - Shirley Bay

1. Dr. E. S. Warren
2. Mr. G. Lockwood
3. Mr. E. Ducharme
4. Mr. J. N. Bloom

National Research Council, Montreal Road, Ottawa -

5. Dr. A. E. Covington

Note: It was Lockwood and Ducharme who showed us the film. Dr. Warren is their group leader, and there is also a Dr. Leroy Nelms who would be very interested, but perhaps also very skeptical. Dr. Covington of the National Research Council is also doing similar work.

July 26, 1963

**Yugoslav State Tourist Office
509 Madison Avenue
New York 22, New York**

Dear Sirs:

**Please send to us complete information on the Tenth International Fair of
Electronics, Tele-communications and Nuclear Technology to be held in
Yugoslavia from October 12th to 20th.**

Thank you for your cooperation.

Sincerely yours,

**(Mrs.) Margaret Rand
Secretary to the President**

/ms

July 24, 1963

General Georges F. Doriot
American Research & Development Corporation
200 Berkeley Street
Boston 16, Massachusetts

Dear General Doriot:

We felt very flattered to have Dupont show interest in DEC. However, we can see little that they can offer to the company at this time and so we are not interested in making ties with them.

You asked for suggestions as to what you should say to them. I suggest that you tell them that we are so happy with our present relationship with American Research that we would not want any changes to be made.

Sincerely yours,

Kenneth H. Olsen

KHO/mr

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July 24, 1963

Vargo's
4119 A Buechner Avenue
Cleveland 9, Ohio

Dear Sirs:

Enclosed is \$1.00 for office type stamp. Please set the name and address as on this stationery.

Thank you.

Sincerely yours,

Kenneth H. Olsen

KHO/mr

Enclosure: \$1.00

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July 24, 1963

Morsan Tents
810-G
Route 17
Paramus, New Jersey

Dear Sirs:

Please send a copy of your new catalog.
Enclosed is 25 cents payment.

Thank you.

Sincerely yours,

Kenneth H. Olsen

KHO/mr

Enclosure: 25 cents

July 3, 1963

Mr. Arnaud de Vitry
c/o Mr. Doll
Post Office Box 550
Ridgefield, Connecticut

Dear Mr. de Vitry:

Enclosed please find check in the amount of \$595.80 to cover your travel expenses from Switzerland.

Sincerely,

(Mrs.) Margaret Rand
Secretary to Kenneth H. Olson

/mr

Enclosure

July 1, 1963

Mr. Elwin Mariner
199 Park Avenue
Arlington Heights, Massachusetts

Dear Elwin:

Here are a few prints from our microfilming machine. Every day we microfilm documents which are filed in the company. The machine automatically makes two 16 millimeter copies which we have developed and stored outside the plant. We never plan to have prints made unless there is a fire or other catastrophe in which we lose the documents.

I had these prints made to show you what they look like so that if they are good enough, we can go ahead and microfilm the documents which you have in mind. The cost of the film and developing is negligible but there is, of course, some cost in having prints made.

The machine is about briefcase size and it will photograph copies as fast as they can be put in the machine. Anytime you would like to do this, we can make the film and later we can decide what we want to do in the way of prints.

Sincerely,

Kenneth H. Olsen

KHO/mr

C
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July 1, 1963

Canadian Government Travel Bureau
Ottawa, Canada

Dear Sirs:

I would appreciate receiving information on
travelling and fishing in Ottawa. Thank you.

Sincerely yours,

Kenneth H. Olsen

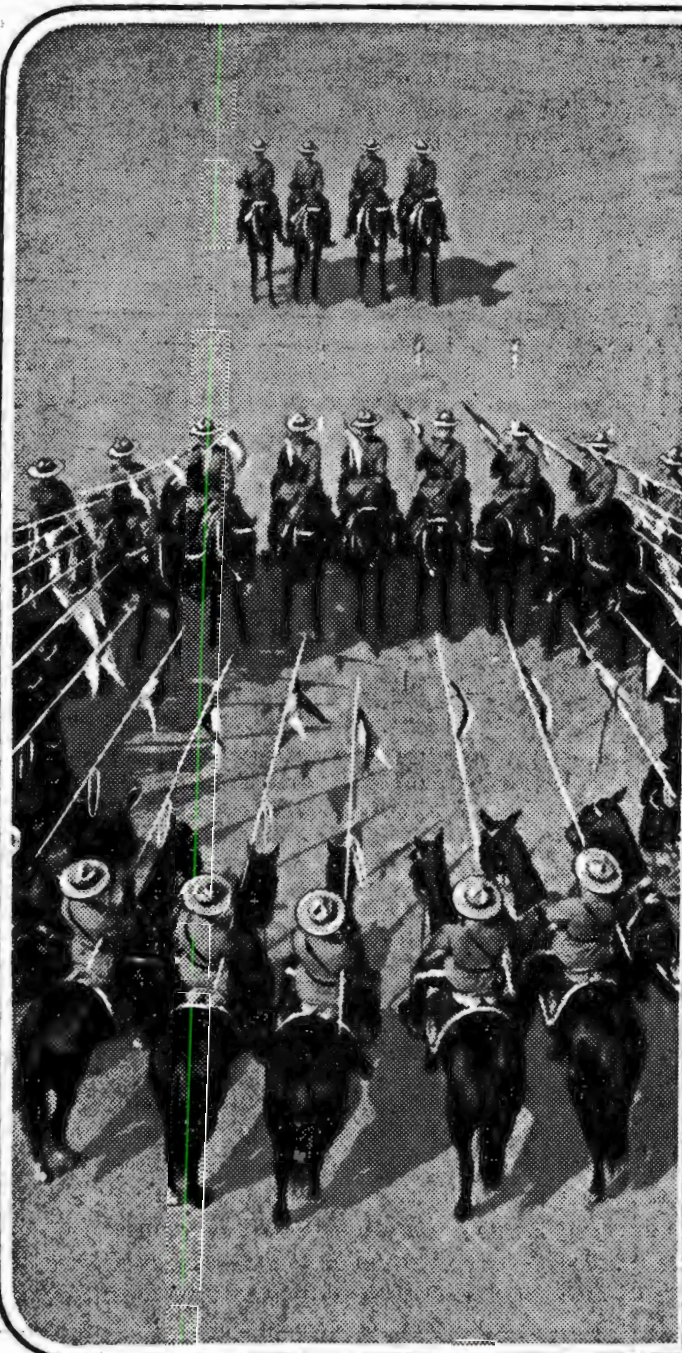
/mr

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CANADA

CANADA

CANADA



Come to
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Canada

...the wonderful world at your doorstep

Saskatchewan...a quarter of a million square miles of vacationland is waiting to welcome you! Picture your family happily taking up trail riding, golf, game fishing and water sports. This year, make the family vacation a real adventure - in Saskatchewan.

Send for these free, full-color booklets:

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Please send me your free CANADIAN TRAVEL PACKAGE featuring SASKATCHEWAN.

NAME _____ (please print)

10 ADDRESS _____

CITY/TOWN _____ STATE _____

(stick coupon on postcard or mail in envelope)

S-59-68

June 27, 1963

Mr. Arthur H. Richland
Arthur H. Richland Company
141 West Jackson Boulevard
Chicago 4, Illinois

Dear Mr. Richland:

I have received your recent letter concerning the possibility of a merger with another concern. We are not at all interested in acquisition or merger, but I do appreciate your bringing this opportunity to our attention.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

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June 21, 1963

Miss Lora Cochrane
Mitre Corporation
Galther Building 1-521
Bedford, Massachusetts

Dear Miss Cochrane:

Referring to our telephone conversation of this morning, I am enclosing a check in the amount of \$10.00 to cover the cost of both Mr. Kenneth Olsen's and Mr. Harlan Anderson's dinner on June 26th.

Mr. Olsen has selected Lobster and Mr. Anderson would like to have Filet Mignon. Thank you.

Sincerely yours,

(Mrs.) Margaret Rand
Secretary to Mr. Kenneth Olsen

/mr

Enclosure

C
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June 19, 1963

C
Dr. Ivan E. Sutherland
281 Mason Street
Ann Arbor, Michigan

Dear Ivan:

O
P
Your paper and movie on the "SKETCHPAD" at the Spring Joint Computer Conference has created a large amount of interest in the industry. Many people feel that this will be a real influence in the future development of military systems and in civilian industry. We were disappointed that this paper was presented so far from the Boston area so that very few of our people were able to see it. Because we expect Digital Equipment Corporation to play a key part in the development of this type of work, we would like to have our engineers hear your talk and see your film.

Y
If it is possible for you to take time from your normal duties, we would like very much to have you come here to the Boston area to make this presentation. We would, of course, be very happy to pay all expenses. Please let me know if this is possible.

Sincerely yours,

Kenneth H. Olson
President

KHO/mr

June 19, 1963

**Institut European d'Administration des Affaires
Palais de Fontainebleau (S & M)
France**

Gentlemen:

Enclosed please find a check in the amount of \$50.00 which is a gift to the Institut European d'Administration des Affaires at the suggestion of Mr. Arnaud de Vitry.

Sincerely yours,

**Kenneth H. Olsen
President**

KHO/mr

Enckure

June 7, 1963

Mr. Arnaud de Vitry
Post Office Box 41
Villars-sur-ollon
Vaud, Switzerland

Dear Mr. de Vitry:

At Mr. Olsen's request, I am inviting you to attend a one o'clock luncheon preceding the Board of Directors Meeting on June 18 at the Digital Equipment Corporation.

Cordially yours,

(Mrs.) N. Survilas, Secretary
Administrative Department

ncs

June 6, 1963

**Mrs. Eleanor Sutton-Brown
DeVar-Kinetics Division
Consolidated Electrodynamics Corporation
706 Boswick Avenue
Bridgeport 5, Connecticut**

Dear Mrs. Sutton-Brown:

**At Mr. Olsen's request, I am enclosing a list of the professional placement
bureaus which we frequently use in the Boston area.**

Sincerely yours,

**(Mrs.) Margaret Rand
Secretary, Mr. Olsen's Office**

/mr

Enclosure

June 6, 1963

C
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Mr. Arthur O. Dahlberg, President
U. S. Economics Corporation
The Econometric Institute, Inc.
420 Lexington Avenue
New York 17, New York

Dear Mr. Dahlberg:

I appreciate your sending us a copy of "Business Outlook Forecasts" a number of weeks ago and offering us an opportunity to subscribe at a considerably reduced annual fee.

We have considered your generous offer but have concluded that we could not use this service to best advantage.

It was a pleasure meeting you at the time of the AR & D annual meeting and I look forward to talking with you again.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

June 6, 1963

Mr. Arthur O. Dahlberg, President
U. S. Economics Corporation
The Econometric Institute, Inc.
420 Lexington Avenue
New York 17, New York

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It was a pleasure meeting you at the time of the AR & D annual meeting and I look forward to talking with you again.

Sincerely yours,

Kenneth H. Olson
President

KHO/mr

"FORECASTS"
filed in library

① George O'Dea: Win - this is very interesting but a bit too broad for DEC's use. Perhaps a publication in just the electronics field would be worth a try

② Stan Olsen: Great idea for somebody
Somebody else, not me!

D.O.D.
5/11

● Would this forecasting service which looks at the economy in gross be of use to DEC?

Note: Please return

Wm Hindle
→

U.S. ECONOMICS CORPORATION

THE ECONOMETRIC INSTITUTE INC.

420 LEXINGTON AVENUE, NEW YORK 17, N. Y.

April 18, 1963

Mr. Kenneth H. Olsen, President
Digital Equipment Corporation,
146 Main Street
Maynard, Massachusetts

Dear Mr. Olsen:

On March 5th I had the privilege of speaking to you at the annual dinner in Boston of the companies affiliated with American Research and Development Corporation. I spoke on the "Outlook For Business For The Year Ahead" and tried to review briefly how we, the U. S. Economics Corporation, go about appraising clues to the business change and converting them into forecasts of the well known measures of business change. As you probably recall, I am president of the U. S. Economics Corporation, a division of United Research Inc., one of the 45 American Research & Development affiliates.

U. S. Economics Corporation has been in business for 18 years and provides systematic forecasts of business and industrial activity on a re-tainer basis for more than 100 of the country's most sophisticated corporations. See the enclosed list.

I enclose a sample copy of our monthly forecasting publication. I am offering a subscription to it at \$150 a year for corporations affiliated with American Research & Development Company; (the regular fee is \$400 per year).

In the belief that the ups and downs in the over-all economy will effect some important phase of your operations such as sales, employment, inventory policy, production planning etc. -- you might wish to subscribe to the reliable forecasts of business change by major industries that we can provide.

Sincerely,

Arthur O. Dahlberg
Arthur O. Dahlberg
President

AOD:s.

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Fidelity Fund
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Shearson-Hammill

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Firestone Tire & Rubber
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Ford Motor Co.
Chrysler Corp.
American Motors
Mack Truck
Detroit-Diesel
Libbey-Owens-Ford
Exide Battery
Eaton Mfg. Co.
International Harvester

PETROLEUM

Socony Mobil
Standard Oil (Ind.)
Standard Oil (Ohio)
Sun Oil
Pure Oil
Atlantic Refining
Sinclair Oil
Richfield Oil
Shell Oil

PAPER

National Paperboard Assn.
Union-Bag-Camp
Printing Paper Mfg. Assn.
U. S. Pulp Prod. Assn.
Fibre Box Assn.

INSURANCE

New England Mutual
Guardian Life
Boston Ins. Co.
Home Ins. Co.
Fireman's Fund
Home Life Ins. Co.
Berkshire Life Ins. Co.
John Hancock Ins. Co.
Continental Ins. Co.

DRUGS

Johnson & Johnson
Eli Lilly & Co.

RETAIL

Sears-Roebuck
B. Altman
J. L. Hudson Co.
Woodward & Lothrop

CHEMICALS

American Viscose
Monsanto
Celanese
Koppers
Oakite Products
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Trans World Airlines
Chesapeake & Ohio R. R.

CONSTRUCTION

Weyerhaeuser Co.
Masonite
J. B. Clow & Sons

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General Foods
General Mills

UTILITIES

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Ohio Edison

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National Bank of Detroit
Bank of New York
Boston Safe Deposit
Irving Trust Co.
BancOhio Corp.
Tower Grove Bank & Tr. Co.
Continental Illinois
Mercantile Trust - St. Louis
American Nat'l Bank - Chicago
Pittsburgh National Bank
Central Trust - Cincinnati
First Nat'l Bank - Minneapolis
Northwestern Nat'l Bank - Mp'ls

MISCELLANEOUS

Eastman Kodak
Carborundum
International Silver
Brown Shoe Co.
Elgin Watch
Kendall Co.
Huffman Mfg. Co.
Glass Containers Mfgr's Inst.

U.S. ECONOMICS CORPORATION

THE ECONOMETRIC INSTITUTE INC.

420 LEXINGTON AVENUE, NEW YORK 17, N. Y.

To: U.S. Economics Corporation
420 Lexington Avenue,
New York 17, N. Y.

As an affiliate of American Research & Development Corporation, we accept your invitation to subscribe to "BUSINESS OUTLOOK FORECASTS" (published monthly) at the special annual rate to AR&D affiliates of \$150.00 per year.

Bill us on:

Annual Basis \$150.

Semi-Annual Basis \$75.00. . . .

Signed _____

Title _____

Company _____

Address _____

City _____ State _____

Date _____

Summary For Executives

JANUARY 1963

CONSTRUCTIVE DEVELOPMENTS OF 1962 IMPROVE FIRST HALF PROSPECTS. With the backlog of manufacturers' new orders down to \$46.13 billion, practically back near the low of 1961, a dip in industrial production is highly probable early in 1963. But the dip will be brief because of the constructive forces set in motion in the latter part of 1962. The FRB index of production may dip no lower than 118 before rising to 121 in June.

Two major developments are these:

- 1) The granting of the corporate investment tax credit and revised depreciation schedules in 1962 helped corporations step from a period of financial deficit into a period of surplus, in which retained earnings and depreciation will exceed their present physical investment plans for plant, equipment and inventory.
- 2) Consumers stepped up their spending despite a continuing unsatisfactory employment situation, a highly significant demonstration of growing confidence and of well-buttressed purchasing power of those with jobs.

These and other developments point to activity higher than previously expected. We forecast that GNP, about \$561 billion in the fourth quarter, will rise to \$572.3 billion in the June quarter.

BUSINESS POLICY IMPLICATIONS OF HIGHER ACTIVITY

- 1) Not a few capital spending programs judged marginal in the light of mid-1962 conditions should be brought up for reconsideration.
- 2) Because business will be making only light demands on capital markets in the early part of this year, and long-term interest rates are reasonable, now is a good time to revamp financial structures.

IMPORTANT TAX CUT PROPOSED. The tax cut proposal long hinted by the Administration is soon going before Congress. This proposal, like the above consumer and business developments, is a break with the past.

MORE FINANCIAL ELBOW-ROOM FOR CORPORATIONS

On the basis of the new tax and depreciation rules, we calculate that corporate depreciation will probably jump to the \$31 billion rate in the first half of 1963. Adding an estimated \$8 billion of retained earnings shows that corporations will have a total of \$39 billion at their disposal in the first half (annual rate basis), a handsome surplus over their plant, equipment and inventory needs of about \$36 billion.

FRB PRODUCTION INDEX*

	1962				1963			
	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
	120	119	118	118	118	119	120	121
% change over last year	+4	+3	+3	+2	+1	+1	+2	+2

*1957-59=100 Seasonally Adjusted.

CONSUMERS TAKE ACTIVE ROLE. By helping push store sales over the \$20 billion mark, consumers have finally flashed an important signal that their wants stretch across the board - to autos, home furnishings, general merchandise.

It would not be surprising if consumers dropped retail purchasing briefly back below \$20 billion per month, but they appear to have abandoned their 1961 attitude of extreme caution. The factor that finally restored their buying despite an unsatisfactory employment situation (which continues unsatisfactory as measured by high layoffs and low accessions in manufacturing) appears to be the strong build-up of financial assets (page 31). As this build-up is still continuing, the favorable consumer psychology it has apparently produced can also continue.

Consumer personal income is forecast to rise from \$447 billion in the fourth quarter to \$456 billion in the June quarter.

DISPOSABLE INCOME*

	1962				1963			
	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
	388	390	392	389	390	392	394	395
% change over last year	+4	+4	+5	+4	+3	+3	+3	+3

*Annual Rate: Billions of Dollars

RETAIL STORES, their somewhat heavy supplies worked down during the current period of record sales, are probably ready now to order more generously. Sales are forecast at the \$19.9 billion per month rate for the second quarter.

RETAIL SALES*

	1962				1963			
	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
	20.9	24.2	17.9	16.7	19.3	19.9	20.8	20.4
% change over last year	+9	+6	+6	+4	+2	+4	+3	+1

*Billions of dollars monthly.

INVENTORY INCREASES EXPECTED. The strong uptrend in final markets, working back to manufacturers, creates a moderate pressure for more inventory, which will be reinforced by hedging on steel inventory against the possibility of a strike. We forecast \$1.25 billion of inventory investment through June, which will bring manufacturing and trade stocks up close to \$100 billion - a level that will be readily supportable by expected higher activity.

GOVERNMENT SPENDING; THE FEDERAL DEFICIT. Government outlays for goods and services contribute support to the above pattern of increase, rising about \$3.3 billion annual rate from the fourth quarter of 1962 through next June. The Federal deficit for fiscal 1963 is now forecast close to \$6 billion.

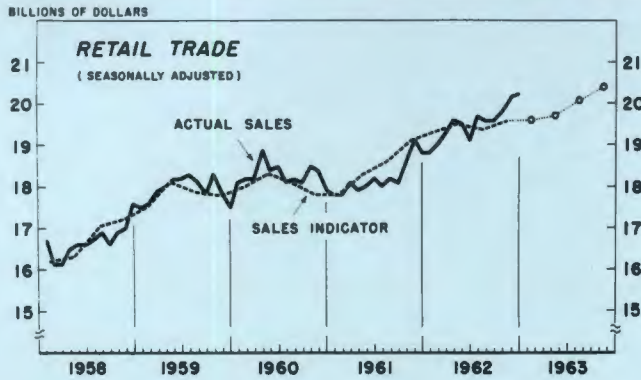
CONSTRUCTION. The USEC housing starts indicator shows a pronounced rise through December, largely because of a favorable money supply factor. Housing starts will probably show an upturn in response to this and other favorable factors during the second quarter. As regards the supply of investment funds, the entire real estate field will benefit from the fact that business demand for long-term money is down, and is expected to stay down.

Nonresidential private construction activity is forecast to continue close to the \$21.5 billion level (annual rate basis).

USEC PRICE INDICATOR NOW PLUS. Our sensitive price index rose to 101.3 in December. This increase suggests that we are nearing the end of the period of price erosion. (page 32).

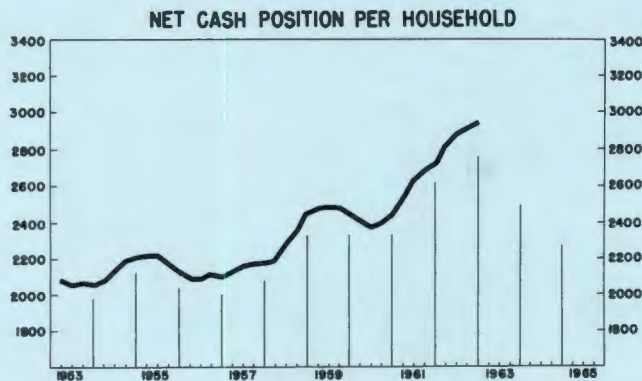
IMPORTANT DEVELOPMENTS AS OF JANUARY 1...

RETAIL STORE SALES MOVE UP FASTER THAN INCOME



RETAIL STORE SALES RISE WITH INCOME. Store sales rose 7% in 1962, after lagging behind income in 1961. Fourth quarter sales were particularly strong. This development is important, coming at a time when many businesses were settling in for a period of slow sales progress. Many individual products doubtless showed sales increases of double or triple the 7% average, uncovering opportunities for more investment and proving that new product development pays off after all.

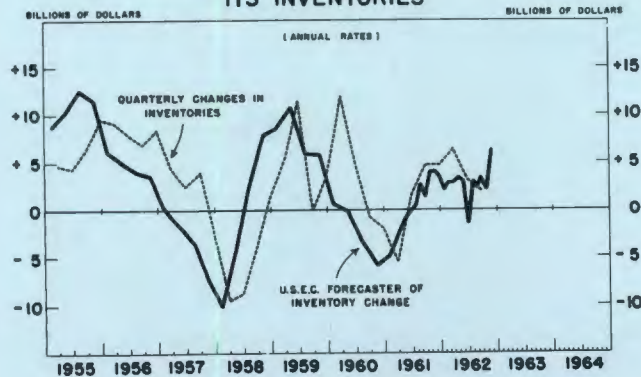
BUILDUP OF CONSUMER FINANCIAL RESERVES ENCOURAGES SPENDING



CASH ACCUMULATION PROVIDED FOUNDATION FOR SALES INCREASE. Consumer ebullience is the more surprising because it came during a period of increasing layoffs in manufacturing and an overall unsatisfactory employment situation. The one factor that appears adequate to explain the situation is pictured at the left -- the strong build-up in consumer financial assets over the preceding two years.

INVENTORY INCENTIVE RISES

THE PRESSURE ON BUSINESS TO VARY ITS INVENTORIES



INVENTORY INCENTIVES SHOW UPTURN. The above expansion of final markets, translated through distribution channels into rising orders for manufacturers, warrants an increase in inventories. Latest reading for USEC inventory incentive is approximately \$6 billion (annual rate), substantially higher than the mid-1962 indications.

OF TIMELY INTEREST - - -

CONSIDERATION OF TAX CUTS. Although the proposed tax cuts will deepen the Federal deficit there are persuasive reasons why they should be adopted. It is very important that a burdensome feature of our present tax laws be alleviated, the confiscatory tax rates in higher brackets. But the question of the possible effect of the large budget deficit on prices remains. The risk of price inflation need not be large because of competition from abroad (e. g. in steel) and the ease with which U. S. production can be stepped up to beat down price rises with a flood of output. The price erosion of the last two years which has so troubled business went on despite the deficits. Under present circumstances the Federal deficit is not a controlling factor in price inflation.

The attached table compares Federal income taxes with income of the productive segment of the community (excluding transfer and related payments). As the general level of business activity rises millions of families cross into higher income brackets and become subject to higher rates of tax. Note that Federal income taxes were 12.9% of income in 1954 but 14.7% in 1961. The effective average tax rate increases automatically; it could reach 16 per cent by 1964.

AVERAGE EFFECTIVE RATE OF FEDERAL INCOME TAX

	<u>Personal Income Receipts*</u>	<u>Federal Tax Liability#</u>	<u>Ratio Per Cent</u>
1954	\$255.3 billion	\$32.9 billion	12.9
1955	273.3	35.7	13.1
1956	293.4	40.0	13.7
1957	307.3	42.6	13.9
1958	310.6	42.3	13.6
1959	332.1	46.8	14.1
1960	349.0	51.4	14.7
1961	359.3	52.8	14.7

*Payrolls, salaries, interest, dividends, profits of unincorporated business; Flow of Funds, Federal Reserve Board.
#GNP tables, Survey of Current Business, July 1962.

Even with the proposed lower rate the progressive feature still remains, and if there is a surge in personal income, there will automatically be a more than proportionate increase in the taxes siphoned off from the productive segment of the community.

INFLATION FROM FEDERAL DEFICIT UNLIKELY. There is indeed a threat of rising prices, but it does not arise specifically from the Federal deficit. The strongest force for price increases comes from the administrative raising of wage rates which proceeds inexorably irrespective of the position of the Federal budget. If price and cost increases occur in the next year or two, it will be most likely from the efforts of business to recoup rising costs forced by union pressures.

Empirically, there has been little relation between Federal deficits and price increases, except when supplies have been short and capacity strained. The table compares Federal budget positions for the last 13 fiscal years with price changes during calendar years, December to December, on the theory that price changes resulting from Federal fiscal operations would lag about six months. It is difficult to trace any relation between fiscal balance and price changes except when capacity is under strain, as during the Korean War of 1950-53.

To conclude, prices may edge up in the next year or two, but not specifically because of a reduction in tax rates that would swell the Federal deficit. Alleviation of the tax burden is a worthwhile goal, especially if it spurs investment.

FEDERAL FISCAL OPERATIONS VS. COMMODITY PRICE CHANGES

	<u>Federal Budget, Fiscal Years</u>		<u>Wholesale Prices, Finished Goods, Ex Foods</u>	
	<u>Surplus</u>	<u>Deficit</u>	<u>December</u>	<u>% Change</u>
1950		\$3.1 billion	90.1	+13.9
1951	\$3.5		90.5	+ 0.4
1952		4.0	89.2	- 1.4
1953		9.4	90.5	+ 1.4
1954		3.1	90.7	+ 0.2
1955		4.2	94.6	+ 4.3
1956	1.6		98.5	+ 4.1
1957	1.6		99.6	+ 1.1
1958		2.8	100.5	+ 0.9
1959		12.4	101.6	+ 1.1
1960	1.2		101.0	- 0.6
1961		3.9	100.9	- 0.1
1962		6.3	100.7	- 0.2

June 6, 1963

Mr. Wesley A. Kuhrt
Chief of Research Activities
United Aircraft Research Laboratories
East Hartford, Connecticut

Dear Wes:

I was very happy to have the opportunity to visit you last Friday and see the work that you are doing. I want to thank you for taking so much time to visit with us.

Being in the manufacturing business with rather short term goals it is relatively easy for us to make decisions and I am somewhat awed at the problems which you have to make decisions on projects which will not pay off for many years. I was pleased to see the confidence and enthusiasm with which your people are going about their projects.

I was particularly interested to hear of your work with PBI. I am sure that it would be very worthwhile for you to read the report made by the "Studies in Higher Education" entitled "The Utilization of Teaching Resources at Gordon College - Divinity School" by Mr. Ralph Cooper Hutchison. I would be very happy to send my copy to you but because it is stamped "Confidential", and because the authors were quite candid in their criticisms, I think it would be best for you to request permission first from Dr. Forrester, President of Gordon College.

I neglected to do one thing last week, and that was to check with your people who are using our computer to make sure that it was running well and that our people were taking good care of them. I will have to save this for another trip, but I would appreciate it if you would make sure that I am notified if at any time we are not doing the job which your people think that we should.

Sincerely yours,

Kenneth H. Olsen
President

KHO/imr

June 4, 1963

**Audle Tours, Incorporated
San Francisco, California**

Dear Sirs

While visiting the New York Bronx Zoo, I had an opportunity to use the Talking Storybook. This appeared to be a very effective and well designed device and we feel that it might be useful for us to use at Trade Shows. If this is a standard catalog item with you, we would appreciate receiving information and prices.

Sincerely yours,

**Kenneth H. Olson
President**

KHO/mr



equipment corporation

MAYNARD, MASSACHUSETTS
TWinoaks 7-8822 TWX MAYN 816

June 4, 1963

Audio Tours, Incorporated
San Francisco, California

Dear Sirs:

While visiting the New York Bronx Zoo, I had an opportunity to use the Talking Storybook. This appeared to be a very effective and well designed device and we feel that it might be useful for us to use at Trade Shows. If this is a standard catalog item with you, we would appreciate receiving information and prices.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

*contacted San Francisco
information - no address
available. - KHO
said forget it!!
H.R.*

equipment corporation

Margaret Road

**MODULES
COMPUTERS**

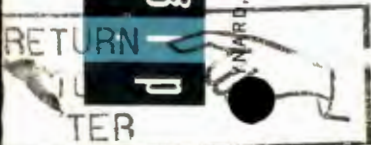


Insufficient address

Audio Tours, Inc.
San Francisco, California



MAYNARD, MASSACHUSETTS



WRH file

June 3, 1963

Mr. Lewis C. Clapp
Chairman, Program Committee
Association for Computing Machinery
Greater Boston Chapter
P. O. Box 241
Lexington, Massachusetts

Dear Mr. Clapp:

I am happy to respond to your letter of May 27th by enclosing DEC's check for \$75.00 to the Greater Boston Chapter of ACM.

We are pleased to be able to help in this way.

Sincerely yours,

Kenneth H. Olson
President

KHO/mr
Enclosure: DEC Check Number 31460

June 3, 1963

Mr. Fred S. Gibbs
Engineering Sales Corporation
P.O. Box 59
Newton 62, Massachusetts

Dear Mr. Gibbs:

Referring to your letter of May 28, 1963 and enclosure, please
be advised that this list is correct and the people mentioned should
continue to receive literature.

Sincerely yours,

(Mrs.) Margaret Rand
Secretary - Mr. Olsen's Office

/mr

Enclosure

C

O

P

Y

ENGINEERING SALES CORPORATION

49 WALNUT STREET, WELLESLEY HILLS, MASS.
CEDAR 7-9590

MAIL ADDRESS:
P. O. BOX 59, NEWTON 62, MASS.

May 28, 1963

Kenneth H. Olsen, President
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Dear Mr. Olsen:

Please help us do a better job for your company.

In the near future several of our manufacturers
(Humphrey - Alkon - Mead - Bimba - Fabco - Watts - Novi) are
bringing out new catalogues with engineering data, specifications,
air power circuit layouts, applications, dimension sheets, etc.

Enclosed is our list of your men who previously
have received such literature. Is it okay? Have you others
who should be added? Please return this sheet.

Thanks for your help. We appreciate it, and your
men will too.

Cordially yours,

ENGINEERING SALES CORP.

Fred S. Gibbs
Fred S. Gibbs

FSG/nlf
Enclosure



equipment corporation

MAYNARD, MASSACHUSETTS

TWinoaks 7-8822 TWX MAYN 816

May 31, 1963

Mr. John Barnard, Jr.
Gaston, Snow, Motley and Holt
82 Devonshire Street
Boston 9, Massachusetts

Dear Mr. Barnard:

At Mr. Olsen's request, I am inviting you to attend a one o'clock luncheon preceding the Board of Directors Meeting on June 18 at the Digital Equipment Corporation.

Cordially yours,

(Mrs.) N. Survilas, Secretary
Administrative Department

NCS:jab



equipment corporation

MAYNARD, MASSACHUSETTS

TWinoaks 7-8822 TWX MAYN 816

May 31, 1963

Miss Dorothy E. Rowe
American Research and Development Corp.
200 Berkeley Street
Boston 16, Massachusetts

Dear Miss Rowe:

At Mr. Olsen's request, I am inviting you to attend a one o'clock luncheon preceding the Board of Directors Meeting on June 18 at the Digital Equipment Corporation.

Cordially yours,

(Mrs.) N. Survilas, Secretary
Administrative Department

NCS:jab



equipment corporation

MAYNARD, MASSACHUSETTS

TWinoaks 7-8822 TWX MAYN 816

May 31, 1963

Mr. Henry W. Hoagland
American Research and Development Corp
200 Berkeley Street
Boston 16, Massachusetts

Dear Mr. Hoagland:

At Mr. Olsen's request, I am inviting you to attend a one o'clock luncheon preceding the Board of Directors Meeting on June 18 at the Digital Equipment Corporation.

Cordially yours,

(Mrs.) N. Survilas, Secretary
Administrative Department

NCS:jab



equipment corporation

MAYNARD, MASSACHUSETTS

TWinoaks 7-8822 TWX MAYN 816

May 31, 1963

Mr. Jay W. Forrester
11 Holden Wood Road
Concord, Massachusetts

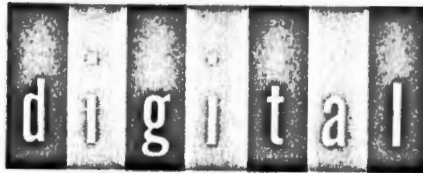
Dear Mr. Forrester:

At Mr. Olsen's request, I am inviting you to attend a one o'clock luncheon preceding the Board of Directors Meeting on June 18 at the Digital Equipment Corporation.

Cordially yours,

(Mrs.) N. Survilas, Secretary
Administrative Department

NCS:jab



equipment corporation

MAYNARD, MASSACHUSETTS

TWinoaks 7-8822 TWX MAYN 816

May 31, 1963

Mr. William H. Congleton
American Research and Development Corp.
200 Berkeley Street
Boston 16, Massachusetts

Dear Mr. Congleton:

At Mr. Olsen's request, I am inviting you to attend a one o'clock luncheon preceding the Board of Directors Meeting on June 18 at the Digital Equipment Corporation.

Cordially yours,

(Mrs.) N. Survilas, Secretary
Administrative Department

NCS:jab



equipment corporation

MAYNARD, MASSACHUSETTS

TWinoaks 7-8822 TWX MAYN 816

May 31, 1963

Mr. Wayne P. Brobeck
5028 Westpath Terrace
Washington 16, D. C.

Dear Mr. Brobeck:

At Mr. Olsen's request, I am inviting you to attend a one o'clock luncheon preceding the Board of Directors Meeting on June 18 at the Digital Equipment Corporation.

Cordially yours,

(Mrs.) N. Survilas, Secretary
Administrative Department

NCS:jab



equipment corporation

MAYNARD, MASSACHUSETTS

TWinoaks 7-8822 TWX MAYN 816

May 31, 1963

Mr. Vernon R. Alden
29 Park Place
Athens, Ohio

Dear Mr. Alden:

At Mr. Olsen's request, I am inviting you to attend a one o'clock luncheon preceding the Board of Directors Meeting on June 18 at the Digital Equipment Corporation.

Cordially yours,

(Mrs.) N. Survilas, Secretary
Administrative Department

NCS:jab

May 27, 1963

**Dr. Bruce Waxman
National Institute of Health
Bethesda, Maryland**

Dear Dr. Waxman:

I was pleased to meet you at the Computer Conference in Detroit and to hear of your interest in our equipment. I am enclosing a collection of our literature and I'm putting your name on our mailing list. If you would like more literature or if there is any other way in which we could help you, please feel free to call on us.

Sincerely yours,

**Kenneth H. Olsen
President**

**KHO:jab
Enclosures**

May 24, 1963

Miss Dorothy E. Rowe, Treasurer
American Research and Development Corp.
200 Berkeley Street
Boston 16, Massachusetts

Dear Miss Rowe:

At Mr. Olsen's request, I have photocopied and am now returning your copy of the Eyeball Proposal.

Thank you.

Sincerely,

(Mrs.) N. Survilas

ncs
Enc.

May 17, 1963

**Mr. Willard Dickerson
12 Aven Place
Cambridge, Massachusetts**

Dear Mr. Dickerson:

Enclosed you will find the material on Schoodic Lake Camps as requested in your telephone conversation the other day.

I have mailed, under separate cover, the catalogs on logic modules to your business address in Watertown.

Good fishing!

Sincerely,

**(Mrs.) Janet Buscemi
Secretary to Kenneth H. Olsen
President**

**Janet
Enclosure**

H. Allen.

May 8, 1963

Mr. Stuart E. Lovell
University of Wisconsin
Theoretical Chemistry Institute
1112 West Johnson Street
Madison 6, Wisconsin

Dear Mr. Lovell:

This letter confirms the granting of an Educational Discount of 20% on the purchase of a PDP-1 computer quoted to you by our sales representative, Mr. Fred Gould.

The discount may be applied to a standard PDP-1 computer with 4096 word core memory, and will be in force until purchase decision is made for a computer to be used in the applications stated in your letter of March 15, 1963.

If you require additional information, please do not hesitate to contact me.

Sincerely,

Kenneth H. Olsen,
President

KHO/ab

May 6, 1963

CONTROL ENGINEERING
Reprint Department
330 West 42nd Street
New York 36, New York

Gentlemen:

I have enclosed 40¢ for the cost of your reprint of "Special Purpose Analog Control Computers" by Frank M. Ryan. This article appeared in your May 1963 issue on page 103.

Thank you.

Sincerely,

(Mrs.) N. Survilas
Administration Department

ncc
Enc: 40¢

Sent for K140

May 6, 1963

Trade Center Division
Bureau of International Commerce
Department of Commerce
Washington 25, D. C.

Gentlemen:

Would you please send additional information on your article "U. S. Trade Centers Abroad" as submitted in your issue dated 11/28/62, Research Institute, to: Mr. Kenneth Olson, Digital Equipment Corporation, 146 Main Street, Maynard, Massachusetts.

Sincerely,

(Mrs.) Janet Buscemi
Secretary to Kenneth H. Olson,
President

lab

APR 26 1963

Mr. Loren Prentice
Chief Mechanical Engineer
Digital Equipment Corporation
Maynard, Massachusetts

Dear Loren:

The following is a recap of design work done during my visit on April 17 and 18, at your office.

LIGHT PEN:

Overlaid drawing made in pencil on 4-times size engineering layout of this device. Design alteration recommending means of correcting for appearance at rear end of light pen body by way of thickening the strain relief as it approaches the back end of the pen. At the same time this unfinished appearance in the model can be alleviated by making the washer and the snap ring black and extending the body of the pen to the rear as indicated on the print. Your idea of obtaining a snap ring of thinner dimensions that would allow for a smaller gap between the body of the pen and the strain relief was the basis for the new dimensions on the layout.

PDP-6 COMPUTER:

In cooperation with Scott Miller a perspective layout and a front view layout were prepared for review with Digital management. Some of the considerations incorporated into the perspective drawing are as follows:

1. No door on tape reader.
2. Panels for lights along top of storage cabinets. These panels to have surfaces sloping in at the bottom for better visibility from seated position at console. These panels to be of a tone slightly lighter in value, but of same basic color as DEC blue cabinets. A recessed area is provided for Light Pen and gain control in convenient position below scope. The suggestion is made that the cord for the Light Pen enter a hole in a recessed area and be mounted into a cord reel or a weight and clutch arrangement that would offset an otherwise unsightly situation of excess cord dangling from the front of the computer.

April 26, 1963

Scott Miller proposed that the control panel be made up of four individually mounted plug-in quadrants or small component panels. Each of these to relate to a particular instrument component. From a design standpoint this would appear to be quite desirable and practical from an assembly viewpoint if the edges were beveled to absorb any mismatch. The colors on this equipment are recommended as were noted on the overlay sheet on the rendering as prepared on the 17th.

At the point of engineering development that this equipment stood when our meeting terminated on the 18th, it is the firm conviction of Van Dyck Corporation that appearance factors are in really good shape. The original industrial design recommendation as manifest in model resulting from previous Van Dyck visit to Digital is still in evidence in a set-back center portion holding the scope. This design theme is effective even though the top panel no longer slants inward at the bottom but is vertical. At this point this design has the firm recommendation of the Van Dyck Corporation. The only concern now is the color scheme and possibly the effect of the trim in the name plate area where it fails to carry through from left to right at the center. VDC recommends that this situation and the color can be nicely resolved after the model is under construction.

GENERAL:

It is the recommendation of the Van Dyck Corporation that Paul Rawson be called back to Maynard within the next two or three weeks to put in a day or so time in final preparation of the PDP-6 for the Joint Computer Conference. Perhaps at this time some further discussion might be profitable regarding forthcoming work on the Mag Tape equipment under consideration by Digital.

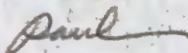
SPRING JOINT COMPUTER CONFERENCE:

Van Dyck Corporation recommends that DEC have Scott Miller and/or Paul Rawson attend this meeting to be held from May 21 to May 23, in Detroit. It is felt that this would be DEC time well invested in an overall study of the computer field as it relates to the products competitive to VDC.

Next tentative meeting date is June 6, at which time Paul Rawson will travel to Maynard. This, unless an earlier meeting is established, as suggested above.

If Scott Miller still feels that alternate color suggestions in layout form by VDC will be helpful, he is requested by copy of this letter to call and advise.

Sincerely,



Paul Rawson, ASID
Manager - Industrial Design Division

POR:n

cc Kenneth Olsen, President
Scott Miller

April 5, 1963

C

Reverend Sherwood Stradle
Park Street Church
0 Park Street
Boston 11, Massachusetts

O

Dear Woody:

P

Here is a letter from Henry Van Baay which I told you about last fall but I apparently forgot to send a copy of the letter to you.

Sincerely yours,

Y

Kenneth H. Olson

KHO/mr
Enclosure

April 5, 1963

Mr. Isaac L. Averbach, President
Averbach Electronics Corporation
1634 Arch Street
Philadelphia 3, Pa.

Dear Ike:

We want to thank you for offering to make a study of the display market for us. However, because of our rather casual attitude on displays, we cannot justify making a study at this time.

We develop our displays and continue to improve them as part of our line of computers. We are then happy to sell them to the commercial markets but the big part of the display market is for the military, and we are just not set up for military type work.

Thank you again for your offer.

Sincerely yours,

Kenneth H. Olson
President

KHO/mr

April 4, 1963

Mr. Marvin Minsky
Building 26 Room 269
Massachusetts Institute of Technology
77 Massachusetts Avenue
Cambridge 39, Massachusetts

Dear Mr. Minsky:

At Mr. Olson's request I am enclosing two copies each of our PDP-1 and PDP-4 Computer Price Lists.

If you would like further literature please do not hesitate to call.

Sincerely,

(Mrs.) Margaret Rand
Secretary - Mr. Olson's Office

mr/nes

*Mary - sent Special Delivery
man*

April 3, 1963

Mr. Francis F. Lee
Engineering Director
Systems Development 1
Remington Rand Univac
Box 500
Bluebell, Pa.

Dear Mr. Lee:

Enclosed is our literature on displays. If you would like more detailed information, we would be glad to give it to you.

We look forward to seeing you on your next trip to Boston.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

Enclosures

March 25, 1963

**Mr. Robert J. Jeffries, President
Data-Control Systems, Incorporated
East Liberty Street
Danbury, Connecticut**

Dear Mr. Jeffries:

I was pleased to receive your letter in which you expressed an interest in using our computers in your systems. We would like very much to explore this with you and we would like to get together after the IRE Show.

Several companies have used our computers in their proprietary products and we have worked out a pleasant and productive relationship with each one of them.

I will look forward to getting together with you after the first of April.

Sincerely yours,

**Kenneth H. Olsen
President**

KHO/imr

March 25, 1963

Dr. Edward T. Bentley
Casino Road
Ipswich, Massachusetts

Dear Dr. Bentley:

I want to thank you for taking the time to explain your ideas and your prospectus for the formation of Massachusetts Research and Development Corporation. You indeed have an interesting and very productive background and your ideas for this new research corporation are very interesting.

I have discussed your prospectus with my colleagues and we have concluded that we would not be interested in taking part in this venture and, therefore, could not recommend it to others. Having been in the part of promoter myself a short time ago, I am very sympathetic with the problems and I now feel that the most helpful thing I can do is to candidly tell you the reason for my negative conclusions.

It seems that you have concentrated on developing a clever system for financing the corporation but have said very little about the product. It is my experience that most investors are primarily interested in the product and that with a good product financing can always be found.

Your product appears to be your own inventiveness and ingenuity which, according to history, has been prolific and practical. However, I think most people would be reluctant to invest in an organization whose one asset is the ingenuity of one man. This means that the organization would disappear if something happens to that man. They would always worry about the productivity of one man when he has to worry about the business problems and does not have a large organization to back him up.

Dr. Edward T. Bentley

March 25, 1963
Page Two

History shows that consulting and inventing firms have almost an impossible task. Eli Whitney was miserable and got nothing but trouble when he was an inventor. He did quite well when he stopped trying to get royalties for his patents and went into manufacturing. Since Edison (who was more a Madison Avenue salesman than inventor) there have been almost no financially successful inventors. There just does not seem to be the money to be made by lone inventors or inventing organizations.

I hope I have not been too presumptuous in outlining my criticisms because I have done it with the idea of being helpful.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

March 20, 1963

Dr. Wendell G. Swank, President
The Wildlife Society
5921 Anniston Road
Bethesda 14, Maryland

Dear Dr. Swank:

We have considered your request and Mr. Olin's recent letter for financial support to The Wildlife Society and have concluded that we will not make a contribution.

It is always difficult to reply negatively to a request for support of a worthwhile program, but we feel that as a relatively small company our corporate contributions should be directed to fields which are more closely related to our business and employees.

Sincerely,

Kenneth H. Olson
President

KHO:nes
cc: Mr. John M. Olin

March 20, 1963

Mr. Clifton B. Kinne
159 Dedham Avenue
Needham 92, Massachusetts

Dear Mr. Kinne:

We want to thank you for offering to talk to us about employment at DEC. Your resume shows that you have much to offer but it has been our policy not to hire senior people from our direct competitors.

Computer Control Company has been very challenging competition but has also been very honorable and honest and we would not want to do anything to hurt the respect that we have for each other.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

March 20, 1963

Mr. H. A. Seyes
Standard Telephones and Cables Limited
Connaught House
63 Aldwych
London W. C. 2.
England

Dear Mr. Seyes

We were disappointed that we were unable to fill your needs for an ADX System but we do want to express our interest in cooperating with you at any time your needs may change. We are continually working on new developments in this area and, if you are interested, we would be happy at any time to tell you about them.

We now have a complete teletype receiver on one large plug-in unit and a complete transmitter on another. This makes a significant reduction in the cost of the system. We have also developed a new memory system which through large memories significantly lowers the price. We are also considering a new approach to the scanning of a large number of teletype lines and we may build a model of this in the next few months.

If we can help you in any way, please feel free to call on us.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

March 20, 1963

**General Georges F. Dorlot, President
American Research and Development Corporation
200 Berkeley Street
Boston 16, Massachusetts**

Dear General Dorlot:

I visited Tom Gross at Spectran Corporation and picked up the sample of Magnetic Ferrite Plane. We have considered this device and have concluded that we are not interested in pursuing it any further.

We cannot say that we are sure that this item is not practical but of all the new components, processes and products that we can look into this one does not seem to be promising enough to be on the relatively small list that we can study.

I am enclosing a note on the repair situation of Park Street Church. I appreciate your interest in this and would like to encourage any help that we can get.

Sincerely yours,

Kenneth H. Olsen

KHO/mr

Enclosure

March 20, 1963

**General Georges F. Doriot, President
American Research and Development Corporation
200 Berkeley Street
Boston 16, Massachusetts**

Dear General Doriot:

I visited Tom Gross at Spectran Corporation and picked up the sample of Magnetic Ferrite Plane. We have considered this device and have concluded that we are not interested in pursuing it any further.

We cannot say that we are sure that this item is not practical but of all the new components, processes and products that we can look into this one does not seem to be promising enough to be on the relatively small list that we can study.

I am enclosing a note on the repair situation of Park Street Church. I appreciate your interest in this and would like to encourage any help that we can get.

Sincerely yours,

Kenneth H. Olsen

KHO/mr

Enclosure

March 20, 1963

Mr. Vernon R. Alden
29 Park Place
Athens, Ohio

Dear Vern:

We are sorry that you missed the Board Meeting last week. The meeting was rather interesting. We discussed some of the aspects of our competitive relationship to the rest of the industry and I think we should continue this discussion in future meetings.

At times you have told me a little bit about the summer course for college presidents which you run at HBS. This sounds like something I would like to encourage Dr. James Forrester, the new President at Gordon College, to attend but I have not been able to find out any information about the course. If you think this is something I should try to encourage, will you please let me know how I should go about it.

Sincerely yours,

Kenneth H. Olson

KHO/mw

March 20, 1963

C Mr. Cleveland Hopkins
Box 65
South Acton, Massachusetts

Dear Cleve:

O Here is a reprint of an IRE article on speech reinforcement. I think that the frequency response needed for this is rather interesting.

If you still have my book of notes on the audio system will you just throw this into the pile otherwise, I would like to have it back and include it in my file.

P Sincerely yours,

Kenneth H. Olsen

Y KHO/mr

Enclosure

March 13, 1963

Institut Europeen d'Administration des Affaires
Palais de Fontainebleau (S & M)
France

Gentlemen:

Enclosed please find check in the amount of \$50.00 which is a gift to the Institut Europeen d'Administration des Affaires at the suggestion of Mr. Arnaud de Vitry.

Sincerely,

Kenneth H. Olsen
President

KHO/mr

File

March 8, 1963

Mr. Robert W. Hughes, President
Data Trends, Incorporated
1259 Rt. 46
Parsippany, New Jersey

Dear Bob:

During our recent discussions, you raised a number of questions which would be important for any potential customer of our digital systems. It is the purpose of this letter to answer those questions; hence, the following question and answer format.

- 1. Q: How many digital computer systems of the PDP-1 class have been produced and are now in operation? For how long?
A: Forty systems are now in operation. The first has been operating since December in 1959.
- 2. Q: How many digital plug-in modules have been sold? How long have the PDP-1 types been in production? How long will they be in production?
A: Approximately 200,000. First production of these types started in 1958. Present plans are to continue production indefinitely.
- 3. Q: For how long will you supply replacement parts for the digital systems?
A: It is our policy to supply replacement parts on digital systems at any time without limitation. In addition, we expect to keep on-the-shelf stock of high usage items as long as the demand warrants it.
- 4. Q: What is your current on-the-shelf stock of digital modules of the PDP-1 types?
A: An average quantity of 2,000 modules is continuously kept in

C
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stock ready for immediate shipment.

5. Q: What guarantees or warranties do you provide with your digital systems?

A: We guarantee full performance of the system in conformance with an approved acceptance specification. We warrant all parts for a period of six months.

6. Q: After acceptance, what technical assistance will be available if required?

A: DEC has frequently provided technical assistance following acceptance of its system. It is our policy to provide such assistance to the maximum practical extent to help our customers maximize the total effectiveness of their systems.

7. Q: Are future improvements planned? Will they be made available to me? At standard prices?

A: Yes, future improvements are under consideration and they will be made available to all our customers. All of DEC's prices are standard published prices, subject to standard quantity discounts.

8. Q: What are DEC's resources? What is its net worth? Facilities?

A: DEC is now in its sixth year of operation. Its present value was estimated to be in excess of \$6,000,000. (See 1962 Annual Report of American Research and Development Corporation). The number of employees currently exceed 400. Facilities include the main office and plant at Maynard, Mass., with a total of more than 200,000 square feet.

I believe the above summary provides the information you requested. We would be happy to discuss any further points with you and invite you and your associates to visit us and see our facilities at your convenience.

Most cordially,

Kenneth H. Olsen
President

KHO:ncj

March 4, 1963

Mr. Arthur F. Garmaise,
President and Managing Director
The Education and Training Research Institute
159 Craig Street, West
Montreal 1, Quebec, CANADA

Dear Mr. Garmaise:

Thank you for your recent inquiry expressing an interest in our Company and our products.

Digital Equipment Corporation does not manufacture teaching machines as such, however, our computer has been programmed as a teaching device by two of our users, BB&N and MIT. For further information concerning their application in this field you may contact:

Mr. Thomas Marill
Bolt, Beranek and Newman, Inc.
50 Moulton Street
Cambridge, Massachusetts

Professor Jack B. Dennis
Massachusetts Institute of Technology
Electrical Engineering Department
Cambridge, Massachusetts

We appreciate your interest in demonstrating our equipment, however, at the present time we do not wish to commit ourselves to the teaching machine market.

If I can supply any further information concerning this matter, please feel free to contact me at your convenience.

Sincerely yours,

Kenneth H. Olsen
President

KHO/jr

February 28, 1963

Mr. Henry L. Hanson, Counsel
Minneapolis Honeywell Regulator Company
Electronic Data Processing Division
60 Walnut Street
Wellesley 81, Massachusetts

Dear Mr. Hanson:

We are pleased to hear of your willingness to discuss the possibility of licensing your patents on the various features of Pneumatic Tape Drives. We look forward to hearing from you on March 11 to set a date for a meeting.

If you would send us the numbers of the patents that you have on this subject this might make us more knowledgeable before our meeting and might make the meeting more worthwhile.

Sincerely,

Kenneth H. Olsen
President

KHO/mr

February 25, 1963

Editorial Service
Steel,
Penton Building
Cleveland 13, Ohio

Dear Sirs:

Please send us a copy of the article entitled "Planning The Research Route to Profits" contained on page 43 of the February issue of Steel.

Thank you.

Sincerely,

(Mrs) Margaret Rand
Secretary

/mr

February 22, 1963

Miss Dorothy E. Rowe, Treasurer
American Research and Development Corp.
200 Berkeley Street
Boston 16, Massachusetts

Dear Dorothy:

If you feel it would be wise, I think it would be nice to mail an invitation to Ben Gurley for the ARD Stockholder's Meeting. Ben is one of our significant stockholders and we want to stay close to him.

Ben's address is: Mr. Benjamin Gurley
508 Main Street
West Concord, Massachusetts

Sincerely yours,

Kenneth H. Olsen

KHO/mr

KHO.

February 20, 1963

Mr. Robert Hughes
Data-Trends Incorporated
40 Condit Road
Mountain Lakes, New Jersey

Dear Bob:

We were pleased to hear of your interest in data switching. I am enclosing two of our price lists which are now current. In the very near future we will be including multiply and divide in the main price of the computer and will be announcing new prices for large memories. The memory prices will be \$120,000 for 4K of memory, \$140,000 for 8K, which will include the memory switch, and \$160,000 for 16K of memory.

We are now checking out a teletype receiver all on one card and a transmitter all on one card. The tentative price for these units is \$170 for the receiver and \$200 for the transmitter.

You should let us know if there is anything we can do to help.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

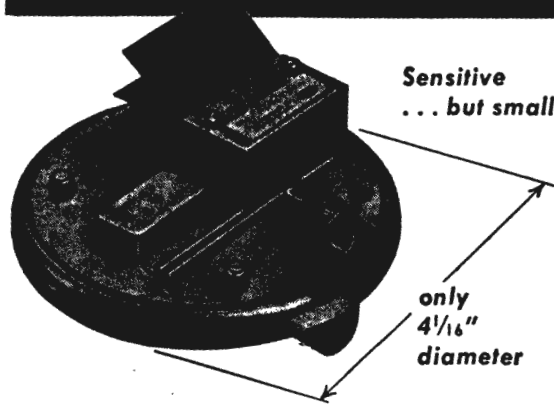
Enclosures: Two Price Lists

og for othe.
sion and inspection.

JCKER & YA.

en St., Marblehead, Mass. • Teleph.
For more details circle NED-956 B3 on enclosed

New, Low Cost *Dwyer* Differential Pressure Switch



New Dwyer No. 1800 Series Switch is compact, low cost and highly sensitive to differential pressures in ranges from 0.15" to 80" water. Holds set point through various total pressures. Because of unusually small mass of moving parts, it is virtually unaffected by vibration. Use in any position. Pilot lights, explosion-proof housing, other optionals available. Request Bulletin E-40 for specs.

F. W. DWYER MFG. CO.

P. O. BOX 373-Q • MICHIGAN CITY, INDIANA

▲ For more details circle NED-957 B3 on enclosed inquiry slip ▲

February 18, 1963

C
O
P
Y

F. W. Dwyer Mfg. Company
P.O. Box 373-Q
Michigan City, Indiana

Dear Sirs:

Please forward to us Bulletin E-40 for specifications on the new Dwyer Number 1800 Series Switch.

Thank you.

Sincerely,

(Mrs) Margaret Rand
Secretary

/ms

*ms
rec. 3/4/63
son*

Frogan Canyon Skin
MADE IN THE U.S.A.

KHO

February 18, 1963

Mr. Henry W. Fitzpatrick
Assistant Director
Lincoln Laboratory
Lexington, Massachusetts

Dear Mr. Fitzpatrick:

We are pleased to hear of your interest in our PDP-1 Computer and we would like to do everything we can to make it usable as soon as possible. In order to speed up complete evaluation of the equipment, and to allow work on the project to start immediately, we would like to loan a computer to Lincoln Laboratory. There is no obligation on the part of Lincoln Laboratory in accepting this loan. Our own insurance completely covers the equipment for both accident and fire and accepting this loan implies no obligation whatsoever to purchase this or any other DEC equipment.

If there is any other way in which we can help, please feel free to call on me.

Sincerely,

Kenneth H. Olsen
President

KHO/mw

Copy to: **Mr. Alan Granatstein**
Mr. Jonathan Huntington
Mr. Harlan Anderson
Mr. Stanley Olsen

February 15, 1963

Mr. Cleveland Hopkins
Box 65
South Acton, Massachusetts

Dear Cleve:

I checked with the local distributors of Bogan Sound System as they seem to offer approximately the same equipment as Altec at a much lower price. The local representative suggested that we contact East Coast Electronics in Medford at EXport 5-9052. The man is Fran Renfred.

The Bogan Preamplifier would cost \$147.75. The low impedance simple transformer, as in the output transformer to drive telephone line, costs extra.

Mr. Lake has been a long time selling to us and has loaned equipment to us, but I don't feel too much obligation to him because he has not made any great technical contribution and has consistently proposed selling exceedingly expensive equipment.

Sincerely,

Kenneth H. Olsen

KHO/mr

February 15, 1963

Professor Peter Elias, Head
Department of Electrical Engineering
Massachusetts Institute of Technology
Cambridge 39, Massachusetts

Dear Professor Elias:

In December we installed an additional piece of equipment, an automatic multiply and divide option, to the PDP-1 computer in the Electrical Engineering Department on a trial basis. We now want to give this additional equipment to M.I.T. as a further contribution from DEC. The catalog price of this unit is \$10,300.

From the reports that we receive, the PDP-1 is being used quite effectively at the Institute and is easily accessible to the students. This is of course the result that we intended and is very gratifying to us.

Sincerely,

Kenneth H. Olsen
President

KHO/mr

EAGLE-A

Propan-Oxylon Skin

MADE IN U.S.A.

February 15, 1963

Electronic Design
Department MR2-14
850 Third Avenue
New York 22, New York

Dear Sirs:

Please send to us four (4) reprints of the report entitled "Integrated Circuits Can Be Breadboarded" contained in the February 15 issue of Electronic Design.

Enclosed is a check in the amount of \$3.00 to cover the cost of these reprints. Thank you.

Sincerely yours,

(Mrs) Margaret Rand
Secretary

/mrr

February 15, 1963

Mr. Henry Hansen, Counsel
Honeywell Electronic Data Processing
61 Walnut Street
Wellesley, Massachusetts

Dear Mr. Hansen:

I understand that Honeywell owns the rights for the use of a vacuum capstan and a digital tape transport system. Digital Equipment Corporation is planning to produce a tape transport system and if a reasonable licensing arrangement is available, we would consider using a vacuum capstan. If Honeywell is interested in offering a license for this device, we would appreciate hearing from you.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

February 12, 1963

Publications Section
Bureau of Mines
4800 Forbes Avenue
Pittsburgh 13, Pennsylvania

Dear Sirs:

Please send a copy of "Report of Investigations #6190, TEC". I understand that this report describes conditions under which trichloroethylene is flammable.

Thank you.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

SEARCHED
SERIALIZED
INDEXED
FILED
FEB 13 1963
PITTSBURGH, PENN. USA

File

GAWU

DI005 NTL PD MAYNARD MASS FEB 4

ARNAUD DE VITRY

C/O ALFRED DAVIDSON

20 PLACE VENDOME

0-

0-PARIS 7XXX 1 FRANCE

JON FADIMAN WILL BE EXHIBITING SOME OF OUR PRODUCTS AT THE
6TH SALON INTERNATIONAL DES COMPOSANTS ELECTRONIQUES SHOW IN PARIS

ON 2-8-63 THRU 2-12-62XXX 63 AT HALL 57 ALLEY 0 STAND 25

PARC DES EXPOSITIONS PORT DE VERSAILLES HE WILL BE STAYING AT

HOTEL DE VOURGOGNE XXX BOURGOGNE ET MONTANA 7 RUE DE BOURGOGNE

PARIS 7 FRANCE TELEPHONE INV 20-22 HE WOULD ENJOY SEEING YOU

KENNETH H OLSNE

PRESIDENT

DIGITAL EQUIPMENT CORP

MAYNARD MASS

THE NAME IS KENNETH H OLSEN

CLR

January 28, 1963

**Mr. Norman Taylor, Vice President
Ittek Corporation
10 Maguire Road
Lexington 73, Massachusetts**

Dear Norm:

We have considered your need for a computer under \$100,000 that would transfer words at a rate of 200,000 words per second. If we install the Ittek instruction in the PDP-4, the transfer rate would only be 125,000 words per second. We might alter the system to destructively read from memory so that we could get a 200 kc word rate but I don't think that this would be logically satisfactory to you.

We now have a quantity discount on the PDP-1 and 4 which would make the PDP-1 under \$100,000. We now give 6% discount on two machines, 12% on three machines, 18% on four machines and 24% on five machines.

Sincerely yours,

Kenneth H. Olsen

KHO/mv

IEEE



SECOND REQUEST

THE INSTITUTE OF RADIO ENGINEERS
INCORPORATED

1 EAST 79 STREET
NEW YORK 21, N.Y.

January 23, 1963

Mr. Kenneth H. Olsen
Weston Road
Lincoln, Mass.

Your name has been given as a reference by

Mr. Stanley C. Olsen
Digital Equipment Corp.
Maynard, Mass.

in an application submitted to The Institute of Radio Engineers for his ~~transfer~~ ^{election} to the grade of Member.

The Admissions Committee can judge the candidate's qualifications only from the information supplied by each reference and by the candidate on his application. Your replies to the questions on pages 3 and 4 of this form will enable both you and the Committee to determine whether the candidate has met the Bylaw requirements listed on page 2.

No action can be taken by the Committee on the candidate's application until replies are received from his references. Your immediate return of pages 3 and 4 in the enclosed stamped and addressed envelope will enable the Admissions Committee to take prompt action on this application.

The Institute of Radio Engineers, Inc.

If you wish a transcript of the candidate's experience record as submitted on his application form, please check here and return.

QUALIFICATIONS FOR MEMBER GRADE

Bylaws, Sec. 203.3 – Member is a professional grade limited to those who have demonstrated professional competence in the fields of electronics, radio, allied branches of engineering or the related arts and sciences. For admission or transfer to the grade of Member, a candidate shall be either:

- a. An engineer or scientist in the fields of electronics, radio, allied branches of engineering or the related arts and sciences, who shall have had at least three years of professional experience.
- b. A teacher of electronics, radio, allied branches of engineering or the related arts and sciences, for at least three years, who shall have held the rank of instructor or higher, and shall have participated in planning and conducting courses.
- c. A person regularly employed in the fields of electronics, radio, allied branches of engineering or the related arts and sciences, for at least six years who, by experience, has demonstrated competence in work of a professional character.
- d. An executive who, for at least six years, has had under his direction important technical, engineering or research work in the fields of electronics, radio, allied branches of engineering or the related arts and sciences.

Sec. 203.7 – Graduation from a course of study of at least four years' duration in electronics, radio, allied branches of engineering or the related arts and sciences, in a school of recognized standing, may be accepted as equivalent to three years' professional experience in those fields.

Sec. 203.8 – Graduation from a course of study of at least two years' duration in electronics, radio, allied branches of engineering or the related arts and sciences, in a technical institute approved by the Executive Committee, may be accepted as equivalent to one year's professional experience in those fields.

Sec. 203.9 – Full-time graduate work, or part-time graduate work with teaching or research, in the fields of electronics, radio, allied branches of engineering or the related arts and sciences, in a school of recognized standing, may be accepted as equivalent to professional experience.

Sec. 203.10 – The time requirements for admission or transfer to any grade of membership may be satisfied by applying pro rata the experience of the candidate under the various alternative requirements for the grade.

CONFIDENTIAL

MEMBER REFERENCE FORM

For Mr. Stanley C. Olsen
Candidate

By Mr. Kenneth H. Olsen
Reference

- 1. Do you know the candidate well? casually? How long? 34 years
- 2. How long have you known the candidate professionally? 7 years
- 3. Does the candidate meet the Bylaw requirements for Member grade? yes no

COMMENTS

Please give your opinion of the caliber of the candidate's engineering work, and any pertinent details regarding your professional relationship to him and your knowledge of his work. In particular, please give evidence that he has done work in electronics or allied sciences for which he was professionally accountable, and give the time period during which he had responsibility for such work.

Stanley Olsen joined Digital Equipment Corporation at its start 5 years ago. During this
period he has actively taken part in the engineering and generation of new products and
also in the manufacturing and selling. He has taken an active part in the development
of the company which has grown to an annual volume of about \$10,000,000. He now
has the title of Sales Manager.

Senior Member
Membership Grade in IRE

Kenneth H. Olsen
Signature

Indicate other scientific society of which you are a member

Digital Equipment Corporation
Company or School

President
Position or Title

146 Main Street, Maynard, Massachusetts
Address

January 28, 1963

Mr. Joseph Stahl
Itak Corporation
10 Maguire Road
Lexington 73, Massachusetts

Dear Mr. Stahl:

We appreciated your coming out last Friday morning to visit us. We have discussed our need and have come to the conclusion that although you have much to offer, we cannot effectively use your abilities and extensive experience at this time.

Thank you again for considering DEC and we wish you the best of luck.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

January 22, 1963

Mr. R. L. Scott
President
The Omega Electronics Corporation
10017 North 19 Avenue
Phoenix 21, Arizona

Dear Mr. Scott:

We were interested to learn from your letter of January 17 that your company is now for sale. However, Omega's products and markets are significantly different from ours, and this fact has convinced us that we should not consider such an acquisition.

I very much appreciate your contacting DEC on this matter.

Sincerely,

Kenneth H. Olsen
President

KHO/mr

KHO

January 25, 1963

**Doctor R. L. Fulton
4284 Pomona Way
Livermore, California**

Dear Doctor Fulton:

We were very interested to hear about your plans to form Eyeball Associates. We would like to do all that we can to help and encourage you. Be sure to keep us informed as to your status so that we can tell people about what you can do if they happen to come to us.

Information International Incorporated, who are located in Maynard, Massachusetts, have done some film reading using the PDP-1 Computer. I would suggest that you contact them so that you may explore possibilities on which you might cooperate, or so that you at least would know their competitive situation. Edward Fredkin is President and Benjamin Gurley is Vice President and Maynard, Massachusetts is sufficient address.

If you will excuse my boldness, I would like to suggest that you do not use the name of Eyeball Associates. The word eyeball in your sense is known to very few people and to most others it has rather an unpleasant meaning.

We all wish you the best of success in your venture.

Sincerely yours,

**Kenneth H. Olsen
President**

KHO/mir

KHO File

January 16, 1963

Mr. Jerome R. Cox, Jr.
Research Associate
Central Institute for the Deaf
818 South Kingshighway
St. Louis 10, Missouri

Dear Mr. Cox:

As promised in my letter of December 18, 1962, I am forwarding to you, under separate cover, twenty (20) copies of our new PDP-4 Manual which we hope you will find both interesting and informative.

Sincerely,

(Mrs) Margaret Rand
Secretary to Kenneth H. Olsen
President

/mr

COPY

KHO

January 8, 1963

Mr. William Roberts
Treasurer
First United Corporation
274 Main Street
Worcester, Massachusetts

Dear Mr. Roberts:

In response to your letter of January 7, we do not have any desire to merge with another company.

I appreciate your interest in our firm.

Sincerely,

Kenneth H. Olsen
President

KHO/ir

COPY

January 11, 1963

Miss Dorothy E. Rowe
American Research & Development Corporation
200 Berkeley Street
Boston 16, Massachusetts

Dear Miss Rowe:

Mr. Olsen has asked me to forward to you the enclosed copy of a letter written to The Spotlight Magazine in 1959. I am searching our old files in hope that I might come across some further correspondence concerning this company. If I find anything, I will certainly forward it to you.

Sincerely,

(Mrs) Margaret Rand
Secretary to the President

/mrf

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KHO file



digital equipment corporation

engineering and manufacturing

MAYNARD, MASSACHUSETTS
TWINOAKS 7-8821

July 10, 1959

The Spotlight
Empire State Building
New York 1, N.Y.

Gentlemen:

On July 7, 1959, we received an invoice in the amount of \$35.00 dated July 1, 1959. The invoice gives a date of authorization on April 24, 1959.

We did not authorize this advertisement to be placed in your publication. Since no authorization was given we cannot honor the invoice.

Sincerely,

Henry J. Crouse

HJC:slg

KHO file

January 14, 1963

Mr. Richard W. Sonnenfeldt
General Manager
The Foxboro Company
21 Strathmore Road
Natick, Massachusetts

Dear Dick:

We are very pleased with our relationship with Foxboro and wanted to make sure that we don't do anything that will hurt it. At times I will tell you about some of the activities that we are carrying on so that if you think that they would hurt our relationship, we can do something about it. There are some activities going on now which I would like to have you know about.

Leeds and Northrup have shown interest in our computers. We are encouraging them and have assumed that there will be no conflict with Foxboro.

We are planning to bid on a job for the Atomic Energy Commission of Canada, Chalk River. We already have a computer there and we like to encourage foreign business. We did not think of this Industrial Control job because it has no control equipment and so we were surprised to hear that you were also considering this job.

Be sure to let me know if you are ever displeased with anything we do.

Sincerely,

Kenneth H. Olsen
President

KHO:mr

COPY

Master

January 7, 1963

Mr. C. Lincoln Jewett
1889 Highland Avenue
Rochester 18, New York

Dear Mr. Jewett:

Thank you for your letter of January 1 suggesting that we might be interested in a man with your background. As it happens, the company is well staffed in those areas where your experience could contribute most importantly.

I appreciate your interest in DEC and am very sorry to have to reply in a negative way.

Sincerely,

Kenneth H. Olsen
President

KHO/mr

COPY

MASSACHUSETTS INSTITUTE OF TECHNOLOGY
LINCOLN LABORATORY
LEXINGTON 73, MASSACHUSETTS

December 17, 1962

Volunteer 2-3370

Mr. Kenneth H. Olsen
President
Digital Equipment Corporation
Maynard, Massachusetts

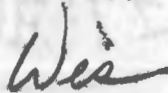
Dear Ken:

Thanks for telling me about your plans to make a tape unit, and of your desire to give due credit to MIT for the basic design.

I do not think you should call it a LINC tape unit. The designation "LINC-compatible", on the other hand, is exactly right from our point of view, provided of course that your unit will indeed be able to read and write tapes in LINC format. The question of credit could be handled by an appropriate sentence in your write-up.

Let me know what you think of this suggestion.

Sincerely,



Wesley A. Clark

WAC:ga

December 11, 1962

Mr. Wesley Clark
Lincoln Laboratory
Lexington, Massachusetts

Dear Wes:

We are now planning to build and market a tape unit patterned after the LINC Tape Unit. We have modified the unit quite a bit but, perhaps unwisely, it is still basically the same unit you have on LINC.

We want to show due credit to M.I.T. for this unit, and yet we don't want to imply any backing or endorsement. We would like to hear your ideas as to how we should do this. My first thought was to call it a DIGITAL LINC tape unit.

We will not use the word LINC without checking with you first, but we would like to hear your ideas on this.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

September 19th, 1962

Mr. Wesley Clark
Lincoln Laboratory
Lexington 39, Massachusetts

Dear Wes:

Here are those special PDP-4 module schematics which I promised to send to you. The 4203 is a special accumulator flip-flop with a plug on both ends. The 4605 is a coated pulse amplifier which has its outputs on the handle end to conveniently drive the 4203's. The 4204 is another double flip-flop.

We have a special casting which holds 20 small sockets so that we can interconnect the handle end of all the arithmetic element modules at one time. I am listing the prices of these modules with the exception of 4203 which will be forwarded as soon as it is available.

4605	\$ 76.00
4204	100.00

I talked with Jerry Cox about a computer they might need and while we were talking he said that he is making another Linc computer. He told me he is having trouble with the cables between the computer and the console. As a result, I am trying to encourage him to build the whole works in a double cabinet. I know I am going opposite from your ideas, but we hate cables.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enc.