

January 27, 1965

Dr. Ottis Rechar
National Science Foundation
1951 Constitution Avenue
Washington, D. C.

Dear Dr. Rechar:

At Mr. Anderson's request, I am enclosing a copy of the I/O Processor Type 167 description.

Sincerely,

(Mrs.) N. C. Survilas
Administration

ncs
Enc: Description

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February 1, 1965

Mr. Robert H. Farwell
24 Balfour Street
Lexington, Massachusetts

Dear Mr. Farwell:

Thank you for your letter of January 12 expressing interest in a position at DEC. At the present, we do need a senior man with considerable experience in financial management. We have considered your background and, although you have much to offer, we feel that our requirement is for an individual with more extensive accounting and corporate finance experience than you have had.

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

Sincerely,

Harlan E. Anderson
Vice President

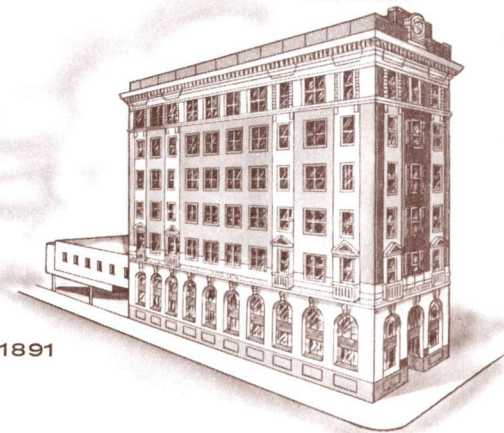
HEA:ncs

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State Bank of Freeport

FREEPORT, ILLINOIS

ESTABLISHED 1891



February 3, 1965

Mr. Harlan Anderson,
Vice President
Digital Equipment Corp.
Maynard, Mass.

Dear Harlan:

After neglecting the Smith's correspondence with the Andersons for so long, I apologize that communication comes in the form of a business letter. Nevertheless, I wanted to write to you concerning a young man by the name of Thomas Doyle, from Freeport.

My acquaintance with Tom has been in my capacity at the bank, inasmuch as the bank was Tom's guardian until he reached his majority. He is now in his last year at Case Institute of Technology, having spent three years at Monmouth College, Monmouth, Illinois, and two years at Case. He will graduate in June with a Bachelor of Science in electrical engineering and receive a Bachelor of Arts from Monmouth in physics. His major has been electrical engineering with designation in the field of electronics. His grade average at Monmouth was 3.105 on a 4.0 system and he is maintaining a 2.4 at Case on a 4.0 system. While discussing Tom's future plans with him, he mentioned that he was leaning toward the computer field and I mentioned to him that I would write to you in the event that you might be interested in a man with his qualifications. He states that he is interested more in product engineering than in designing.

In my personal contact with Tom, I have formed the conclusion that he is a young man of excellent character. He is a serious minded person, apparently has an excellent moral character, and I am sure he is the type of man who would give his employer a 200% effort in everything he was assigned. I have no idea as to whether you would be interested in Tom, but if you are, perhaps it would be best to correspond directly with him. His address is 11240 Bellflower Road, Cleveland 6, Ohio. If you are not interested in him, I would appreciate a letter to that effect so that I can let him know.

Mr. Harlan Anderson

February 3, 1965

I have enjoyed hearing the continued good reports about your company and about your activities, and I hope that this excellent progress continues indefinitely. Please give my warm wishes to Lois and I hope that we can get together again in the near future.

My best regards to you,

Very truly yours,

Rob.

Robert P. Smith
Assistant Trust Officer

RPS: jm

HEA

February 17, 1965

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Mr. Robert P. Smith
Assistant Trust Officer
State Bank of Freeport
Freeport, Illinois

Dear Bob:

It was a pleasant surprise to receive a letter from you last week and I am sure my correspondence record is poorer than yours. I am planning a business trip next week to the Midwest and am bringing the family to Freeport for the week. Perhaps we can get together some time during the week. We are arriving late Friday night, February 19.

Concerning Tom Doyle, we are always interested in exploring employment possibilities with young engineering graduates interested in the computer field. Although the company as a whole is growing rapidly (over 700 employees), we do not employ a large number of engineers. I have turned over your letter to our professional personnel man whose name is Winston Hindle and asked him to contact Tom by letter so that we can further explore the possibilities. Thank you very much for the introduction to him and we will see if our needs and his interests are at all compatible.

I hope we have an opportunity to get together next week.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs

February 19, 1965

Mr. Roscoe Irving
Lybrand, Ross Brothers and Montgomery
80 Federal Street
Boston, Massachusetts 02110

Dear Mr. Irving:

Thank you for your kind invitation to the February 25th Meeting and Luncheon; unfortunately, I have made previous plans to be in Chicago for the entire week and will be unable to attend.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs

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LYBRAND, ROSS BROS. & MONTGOMERY

COOPERS & LYBRAND
IN AREAS OF THE WORLD
OUTSIDE THE UNITED STATES

80 FEDERAL STREET
BOSTON 02110

February 11, 1965

Mr. Harlan Anderson, Vice President &
Treasurer
Digital Equipment Corporation
Maynard, Massachusetts

Dear Andy:

On Thursday, February 25th, we are planning a meeting for a small group of clients with our partners and managers, followed by cocktails and luncheon, at the Algonquin Club of Boston.

The subject of the meeting is executive compensation and related tax implications. A copy of the program is enclosed. During the course of the program, we hope to have informal discussion and questions on these topics. This is essentially the same material we covered at our meeting of December 16, 1964, which you were unable to attend.

Our meeting at the Algonquin Club, 217 Commonwealth Avenue, Boston, will begin at 11:15 A.M., followed by cocktails and luncheon. Our plan is to be through luncheon not later than 2 P.M. The meeting itself will be on the third floor of the Club.

We would be very pleased to have you attend the meeting. It will assist us if you will let us know if you can do so. We hope very much that you can be with us.

Sincerely yours,

Roscoe Irving

REI:RWR

Enclosure (1)
Program

LYBRAND, ROSS BROS. & MONTGOMERY
BOSTON OFFICE - CLIENT MEETING
"EXECUTIVE COMPENSATION"

11:15 A.M. - February 25, 1965

Algonquin Club, 217 Commonwealth Avenue
Boston, Massachusetts

AGENDA

Robert D. Collins
"Sharing Profits Through Deferred Plans"

Stephen Stewart
"Executive Compensation Plans"

Warren G. Wintrub
"Tax Implications of Executive Compensation"

Cocktails

Luncheon

March 25, 1965

Office of Institutional Research
1785 Massachusetts Avenue, N. W.
Washington, D. C. 20036

Gentlemen:

As advertised in the CHANGING TIMES magazine, please send me the article, "Nuclear Science and Engineering at State Universities and Land-Grant Institutions."

Your prompt attention to this request will be appreciated.

Sincerely,

Harlan E. Anderson

HEA:ecc

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Handwritten initials

March 18, 1965

Mr. R. N. Close, Director
Apparatus Division
Cutler-Hammer
Comac Road
Deer Park, Long Island, New York

Dear Mr. Close:

As promised in my letter of March 5, I am enclosing a copy of the latest printing of DEC's FLIP CHIP Modules Catalog.

Please accept my invitation to visit our facilities in Maynard the next time you are in the Boston area.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs
Enc: C-105
cc: S. Olsen
D. Denniston

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*HEA's
file*

March 5, 1965

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Mr. R. N. Close, Director
Apparatus Division
Cutler-Hammer
Comac Road
Deer Park, Long Island, N.Y.

Dear Mr. Close:

It was a pleasure to have the opportunity of meeting you at the recent American Research and Development Meeting and to hear of your interest in DEC's modules. Unfortunately our latest module catalog is still in the printing process and will not be available until the middle of March at which time we will have a copy sent to you.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs

cc: Nancy's Follow Up
D. Denniston
S. Olsen

March 5, 1965

Mr. Mark C. Hahn
RR #2 Box 266
Evansville, Indiana

- son of Lloyd Hahn

Dear Mark:

I was quite pleased to learn of your interest in computers at the recent ARD Annual Meeting and hope the enclosed literature will encourage your potential in this field.

My personal regards.

HEA:ncs
Enc: PDP-8 Fortran
PDP-5 Workbook

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March 31, 1965

Mr. Roscoe E. Irving
Lybrand, Ross Bros. and Montgomery
80 Federal Street
Boston, Massachusetts 02110

Dear Roscoe:

Thank you for sending me the latest edition of the "Massachusetts Taxation of Corporations". I am sure we will obtain a great deal of useful information from it as we have from the past editions.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs

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LYBRAND, ROSS BROS. & MONTGOMERY

*send thank you
note and send book
to accounting
H. S. H.*

COOPERS & LYBRAND
IN AREAS OF THE WORLD
OUTSIDE THE UNITED STATES

80 FEDERAL STREET

BOSTON 02110

March 17, 1965

Mr. Harlan E. Anderson, Vice President
Digital Equipment Corporation
Maynard, Massachusetts

Dear Andy:

I am pleased to enclose a copy of the Sixth Edition of "Massachusetts Taxation of Corporations" by Herman Stuetzer, Jr. of this firm. This edition reflects the changes since 1963 in the Massachusetts tax laws affecting corporations and in their administration. I hope that this manual will prove of assistance to you.

Sincerely yours,

Roscoe E. Dwing

REI:ECB
Enclosure
Manual

HEA

April 2, 1965

Mr. Les D. Earnest
Mitre Corporation
2009 14th Street N.
Arlington, Virginia

Dear Les:

Enclosed is technical information that I promised you Tuesday night concerning our new Type 338 Display which includes a PDP-8 for use as a buffer and control unit. I have asked Mike Ford of our DEC office in Maynard to contact you further about the equipment. The basic unit including the PDP-8 is priced at \$62,500. Please feel free to contact Howie Painter in our Washington office or Mike Ford or myself in Maynard if you wish additional information.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs
Enc: Type 340 Brochure F-13
Type 338 Programmed Buffered Display

cc: H. Painter
M. Ford

Mike,

Would you see that Mr. Earnest receives a description of the Keyboard or special subrouting feature like we provided Ivan Sutherland. Les was impressed by the glossy photo - please have one sent to him.

Andy

Nothing written to or by hand?

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HEA

April 2, 1965

Mr. John Watt
Casa Blanca
12 Tytherington Park Road
Macclesfield, Cheshire
England

Dear Mr. Watt:

Thank you for your recent letter concerning the possibility of using PDP equipment for commercial purposes in England. As you probably know, we have had no plans to do this type of thing in the near future but would be interested in having exploratory discussions with you. I would suggest you contact the manager of our English operation whose name is Mr. John Leng and whose address is Digital Equipment Corporation (U.K.) Limited, 11 Castle Street, Reading, Berkshire, England. I will send him a copy of your letter and will tell him to expect a telephone call from you in the near future.

Thank you again for your interest.

Sincerely,

Harlan E. Anderson
Vice President

HEA:nes
cc: J. Leng

cc Jones

John: If these fellows look like an interesting possibility then it would be good if Ken and/or I met them when we come to Europe later this month.

Andy

COPY

"Casa Blanca"
12 Tytherington Park Road,
MACCLESFIELD, Cheshire,
E N G L A N D

4th March 1965

Dear Sirs,

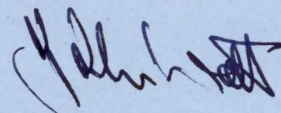
I have recently read your brochures on your PDP8 and PDP6 range of computers, which I understand are at present being sold for scientific purposes in the United Kingdom. I have discussed your equipment with some of my colleagues and we are all very much impressed with the price/specification ratio of your hardware.

As we are all employed by a large American company, marketing business equipment in the U.K., we are naturally very interested to know if you have plans to market the equipment for commercial purposes in this country.

We would be interested in setting up a commercial Division of Sales and Systems Support Services for this purpose and would like to have the opportunity of discussing the possibilities of a financial agreement with yourselves, as we consider that there is considerable market potential, especially for the PDP8, in the U.K. there being some 50,000 medium sized businesses in this country.

We would appreciate an exploratory discussion with your representatives in Britain at your convenience.

Yours faithfully,



JOHN WATT A.C.A.

Digital Equipment Corporation,
146 Main Street,
MAYNARD, Massachusetts,
U. S. A.

Sender's name and address :

John Watt Esq. A.C.A.

"Casa Blanca"

12 Tytherington Park Road,

MACCLESFIELD, Cheshire,

ENGLAND

AN AIR LETTER SHOULD NOT CONTAIN ANY
ENCLOSURE ; IF IT DOES IT WILL BE SURCHARGED
OR SENT BY ORDINARY MAIL.

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First fold here



Rec'd 3/10/65

Digital Equipment Corporation,

146 Main Street,

MAYNARD,

Massachusetts,

UNITED STATES OF AMERICA

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HEA
file

April 14, 1965

Mr. B. O. Evans, President
Federal Systems Division
International Business Machines Corporation
326 East Montgomery Avenue
Rockville, Maryland

Reference: Your letter of April 5, 1965
Regarding Information Disclosure
Agreement

Dear Mr. Evans:

As you requested I have signed the attached copy of your above-referenced letter indicating approval of extending the expiration date to December 23, 1965 and authorizing W. R. Brusso as the receiver of proprietary information. Our lawyer, Robert Cesari, has been in contact with your counsel and according to their discussion I should be receiving a new agreement contract within a few weeks.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs
cc: R. Cesari

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IBM *International Business Machines Corporation*

326 East Montgomery Avenue, Rockville, Maryland

*Office of the President
Federal Systems Division*

April 5, 1965

Digital Equipment Corporation
Maynard
Massachusetts

Attention: Mr. Harlan E. Anderson
Vice President

Subject: Information Disclosure Agreement

Gentlemen:

On December 23, 1963, Digital Equipment Corporation and IBM entered into an information exchange agreement to provide access to IBM to data on the PDP-1 Processor. The data was to be used in the maintenance of the PDP-1 interconnected with the AN/FSQ-32 (XD-1A) at Systems Development Corporation, Santa Monica.

Since the use of this data is still required, it is suggested that the expiration date of the above agreement be extended to be December 23, 1965. It is requested that Mr. W. R. Brusso be recognized as the individual authorized to receive confidential and/or proprietary information. All other terms of the agreement would remain unchanged.

If this proposed extension is satisfactory to you, please indicate your acceptance by signing one copy of this document and returning it to the above address.

Very truly yours,



B. O. Evans
President
Federal Systems Division

BOE:hml

April 9, 1965

C Mr. Arnaud de Vitry
12 rue de la Paix
Paris 2, France

Dear Arnaud,

O I am planning to visit Europe for the Hannover Fair and the London Electronic Exhibition and will be arriving in Paris on the evening of 21 April to assist Jon Fadiman in getting started in France.

P We are trying to understand the practical effects of the new formalization of the French government policy on foreign owned subsidiaries. Would like to meet with you sometime during my visit and will plan to call you on the morning of 22 April to arrange a time.

Sincerely,

Y HEA:ncs

April 16, 1965

C
Mr. Arnaud de Vitry
12 rue de la Paix
Paris 2, France

Dear Arnaud,

O
Due to many pressing matters here in Maynard, I will be unable to be in Europe as I had planned. I will let you know if I should re-schedule this visit.

Ken Olsen and Jon Fadiman plan to contact you next week.

P
Sincerely,

Harlan E. Anderson
Vice President

Y
HEA:ncs



WAYNE STATE UNIVERSITY

COLLEGE OF EDUCATION

DETROIT 2, MICHIGAN

DEPARTMENT OF INDUSTRIAL EDUCATION

March 24, 1965

*Send "no answer"
nothing suitable available.
H.S.C.*

Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Gentlemen:

Mr. Curry and I are at work on a major revision of our book titled Teaching Successfully the Industrial Arts and Vocational Subjects. This book has been widely used in teacher education programs throughout the United States. The Preface and Table of Contents for the major revision are enclosed.

I have just finished checking copy for Topic 23. On page 5 of this manuscript, which is being enclosed, you will note that provision is being made for two illustrations for teaching machines. The first of these, as Figure 23-1, would need to be a very simple inexpensive device to facilitate linear instruction. For Figure 23-2 we are hoping to find an illustration that would illustrate a very sophisticated teaching machine now used for industrial technical instruction with program instruction planned with the branching approach.

If you have glossy photographs that you could submit with the suggested captions, they will be considered, and if used, properly acknowledged.

Sincerely,

G. Harold Silvius
Professor and Chairman

GHS/bw

Enclosures *→ Returned to*

cc: Mr. Curry
Mr. Stephens
(McKnight & McKnight Publishing Co.)

April 23, 1965

Professor G. Harold Silvius
Department of Industrial Education
Wayne State University
Detroit 2, Michigan

Dear Professor Silvius:

In response to your letter of March 24 requesting glossy photographs which could be used in your book, we feel there is nothing available at this time that would be suitable to your needs but do appreciate your interest in DEC's equipment.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs

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April 27, 1965

Mr. Thomas E. Leggat, Vice President
R. M. Bradley and Company, Inc.
250 Boylston Street
Boston, Massachusetts 02116

Dear Mr. Leggat:

Thank you for your letters of March 25 and April 12 indicating the availability of office space in the Concord and Newton area. The present facilities here in Maynard are quite satisfactory and all probability of our moving in the near future is undetermined.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs

B cc: Dick Mills along with letter and brochure describing space.

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HORNBLOWER & WEEKS-HEMPHILL, NOYES

SINCE 1888

535 Boylston Street
Boston, Mass. 02116
262-4400

April 23, 1965

Treasurer
Digital Equipment Corp.
146 Main Street
Maynard, Massachusetts

Dear Sir:

I have a customer interested in purchasing a small amount of the stock of your company.

I have not been able to run down any quotation by searching the ordinary sources and I am writing to you inquiring as to your knowledge of any stockholder interested in disposing of a part of their holding.

Thanking you for your attention, I am

Very truly yours,



John A. Foster

JAF:kn

April 27, 1965

Mr. John A. Foster
Hornblower and Weeks-Hemphill, Noyes
635 Boylston Street
Boston, Massachusetts 02116

Dear Mr. Foster:

Thank you for your letter of April 23 and for your customer's interest in DEC. At the present time, there is no public trading of DEC stock. The majority of our stock is owned by American Research and Development Corporation of Boston and ARD stock is presently traded on the New York Stock Exchange.

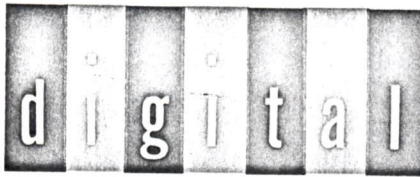
I am enclosing for your interest a copy of our annual report covering the Fiscal Year Ended June 27, 1964.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs
Enclosure (1)

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equipment corporation

MAYNARD, MASSACHUSETTS
TWinoaks 7-8822 TWX MAYN 816

April 29, 1965

Mr. Paul Slattery, Vice President
Keydata Corporation
575 Technology Square
Main Street
Cambridge 39, Massachusetts

Dear Paul:

This letter is a confirmation of our discussion on Wednesday of this week in which I stated that a great deal of work still remains to be done in order to complete the installation of Keydata's PDP-6 System. This work ranges from minor clean up matters to the major job of installing the drum system.

In order to complete this work and allow Keydata to go into full operation as soon as possible, we feel that the work on the system must take priority over all other operations. At the same time, we recognize Keydata's commitments for pre-acceptance use and demonstrations starting May 3.

After considering your requirements, we have established the following schedule of time when the system will be available for your use:

| | |
|---|-------------------------|
| April 25-26 | 12:00 p.m. to 8:00 a.m. |
| May 3- 7 | 8:30 a.m. to 1:00 p.m. |
| May 8 | 9:00 a.m. to 6:00 p.m. |
| May 9-12 | 12:00 a.m. to 9:00 p.m. |
| May 13-14 | 8:30 a.m. to 1:00 p.m. |
| May 17 to Completion of Installation | 8:30 a.m. to 6:00 p.m. |

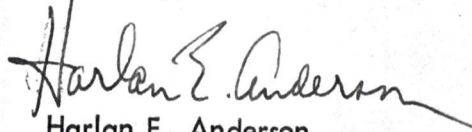
Mr. Paul Slattery, Vice President
Keydata Corporation

April 29, 1965
Page Two

In addition to the times listed above, it is anticipated that additional time will occasionally be available. Every effort will be made to notify you in advance when additional time would be available to you.

DEC is eager to complete the installation and minimize the effect of past delays. We feel that this constraint in your use of the system is in the best interests of both Keydata and DEC.

Sincerely,



Harlan E. Anderson
Vice President

HEA:ncs
cc: R. Beckman
L. White

April 30, 1965

Mr. Roscoe Irving
Lybrand, Ross Bros. and Montgomery
80 Federal Street
Boston, Massachusetts

Dear Roscoe:

I have looked over the resume of Mr. Higgins that you sent me on April 21st and would like to have any additional information you may be able to obtain on him and would like to have a contact with him that might lead to an interview. Please let me know if you have any suggestions about the proper way to approach Mr. Higgins.

Thank you for your continued help in this matter.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs

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WASHINGTON STATE UNIVERSITY

PULLMAN, WASHINGTON 99163

DATA PROCESSING OFFICE

April 19, 1965

Digital Equipment Corporation
Maynard, Massachusetts

Dear Sirs:

As part of a graduate course project in Information Science at Washington State University, we are working on a study of internal automation operations. Included are the automation operations of the company itself as well as that of its customers. I would appreciate very much your help to obtain data for this study.

More specifically, information about your philosophy and approaches to internal automation as well as any changes that have been made in the application, development, and implementation of internal automation systems would be very helpful. Here I am concerned mainly with applications involving integrated data processing systems.

Also I would like to find out whether the responsibility for the internal automation applications and operations of Digital Equipment Corporation itself is placed with the same or different group from that responsible to the customers for these same operations.

Any information you could provide would be greatly appreciated.

Sincerely,

John D. Munro

John D. Munro
40 C South Fairway
Pullman, Washington 99163

INQUIRY NO. 7500

DATE 4/27/65

Andy you are responsible
for answering and following up this inquiry.
It must be answered within three days and a
copy sent to _____

May 4, 1965

Mr. John D. Munro
40 C South Fairway
Pullman, Washington 99163

Dear Mr. Munro:

We have received your letter of April 19 dealing with a project for your graduate course in information science at WSU. I am sorry to say that we will not have much pertinent information that would be helpful to you in your study. Most of our computers have been used either for scientific calculations or other non business-oriented applications. This is true of almost all of our customers as well as our internal utilization of computers. We do not have an integrated on-line data processing system for our business operations.

Thank you for your interest in DEC and I am sorry we do not have more information that would be useful to you at this time.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs

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May 5, 1965

Mr. J. D. Madden, Executive Director
Association for Computing Machinery
211 East 43rd Street
New York, New York 10017

Dear Mr. Madden:

Since your situation required some discussion with my associates, I have been delayed in responding to your letter of March 2. Unfortunately, we do not have a suitable machine available for the ACM.

We appreciate your considering DEC and wish you success in solving your problems.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs

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COUNCIL

G. E. FORSYTHE, PRESIDENT
H. S. BRIGHT, VICE PRESIDENT
E. H. JACOBS, SECRETARY
W. HOFFMAN, TREASURER

| | |
|--------------------|------------------|
| P. ARMER | M. L. JUNCOSA |
| R. W. BEMER | H. R. KOLLER |
| C. L. BRADSHAW | A. G. OETTINGER |
| F. J. CORBATO | A. OPLER |
| W. H. EICHELBERGER | E. I. ORGANICK |
| A. EVANS, JR. | D. B. PARKER |
| B. GALLER | A. J. PERLIS |
| B. GILCHRIST | R. W. RECTOR |
| A. S. HOUSEHOLDER | D. M. YOUNG, JR. |

ASSOCIATION FOR COMPUTING MACHINERY

211 EAST 43 STREET, NEW YORK, N.Y. 10017

March 2, 1965

Mr. Harlan E. Anderson, Vice President
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Dear Harlan:

I am writing to you as a Corporate Institutional Member of the Association for Computing Machinery to highlight a current problem of the organization, and to ask your consideration of possible solutions. As you know, the ACM is the professional society for people in the computing and information processing field. Although our recent growth rate has not been as high as we would have liked, we have reason to believe that it will accelerate. We currently have just over 13,000 members, and expect to reach 25,000 within five years.

At present, we have a very austere EAM installation. You will not be interested in the particular models of EAM we have; suffice it to say that our annual rental is \$10,000 and our staff salaries are \$13,000. I believe you will agree that this is a very small installation.

Our work load is characterized by quite a bit of punch card input, a large amount of printer output (principally on mailing labels) and file maintenance - insertion, deletion and much sorting.

We handle membership accounting, subscription accounting, and a number of other applications. We support our Chapters, Special Interest Groups, Committees, and Advertising Department with a variety of services. There is a great number of additional functions we would like to automate which would result ultimately in improved services to our membership.

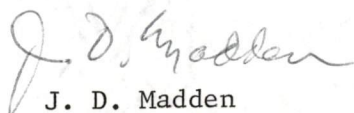
In consideration of the inevitable increase in the number of members to be served, the number of functions which should be automated and, partly, because we feel that the Association for Computing Machinery should be using later equipment, we are searching for a way to effect a transition to a small tape system. Our financial position is such that we should be able to afford \$5,000 more for this operation next fiscal year, but we predict that this will be required for salaries if we convert to a computer. Hence, our dilemma is to find a small tape system which

includes card input and printer devices sufficient to handle our load and which will cost no more than the \$10,000 we are now paying for the EAM installation.

My questions are these: Do you have a plan for organizations like the ACM which would enable us to get a computer? Do you have a retired but serviceable computer which you could let us have? My only arguments are: The need is great; you have a fairly direct interest in the success of the ACM, and there are significant advertising values in being able to state that the ACM uses your equipment.

I would greatly appreciate your considering this problem, and letting me know if you can see any solution.

Sincerely,



J. D. Madden
Executive Director

JDM/ph



INTEROFFICE MEMORANDUM

DATE March 29, 1965

SUBJECT Mass Memory

TO Kenneth Olsen
Gordon Bell

FROM Harlan Anderson ✓

Today Mr. Edward Rogal of 80 Mann Lot Road, North Scituate, Mass., Zip Code 02060 telephoned me. He had read an article a year ago in Business Week magazine concerning the PDP-6 and wanted to talk to us about an invention that he has. His telephone number is 545-1254. He has apparently invented a system for retail store automation known as Uni-Tote which is distributed by the American Totalizer Corporation. The particular device that he has in mind would be used he thinks for an expanded retail store system. It is covered by eight patents and a prototype has been constructed for him by Jackson and Moreland Engineering Company in Boston. Its characteristics are capacity of 300 million bits with an access time of approximately one second and a cost of \$30,000. His system ideas have been discussed with someone named Ferguson at Project MAC. I would think we might be able to get some further background on Mr. Rogal there. He called with the idea of trying to talk us into marketing his total package to retail stores which I indicated we were not interested in but that we might be interested in hearing more about his memory device. One important characteristic that I failed to ask him about was the transfer rate after access has been made. I promised we would call him back in a week or so to indicate if we had any further interest in this. Mr. Rogal is an older man in semi retirement I would guess.

Andy

HEA:ncs

cc: Follow-up File 4/5/65

May 5, 1965

Mr. Edward Rogal
80 Mann Lot Road
North Scituate, Mass. 02060

Dear Mr. Rogal:

I want to thank you once again for your interest in DEC and for your indication of a joint business venture regarding the marketing of your system to retail stores. After some discussion with my associates, we feel that at the present time we cannot see any mutual benefit of such a venture. We appreciate your interest in DEC and wish you future success with Uni-Tote.

Please accept my invitation to visit our plant in Maynard the next time you are in the area.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs

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Y

Washington State
Univ.

March 15, 1965

Mr. D. R. Richards
Branch Manager
IBM
South 800 Stevens Street
Spokane, Washington

Dear Mr. Richards:

I am writing as per our recent discussion with regard to development of specific plans for conversion of the data Processing Office computer work load onto the proposed IBM 360 Models 30 and 64.

My present thinking about our conversion problems and utilization of anticipated resources are as follows: the remaining portion of 1965 will be utilized primarily for education and training of our programming staff on the new equipment and continuation of planned development. Any maintenance of existing programs performed during this time period would be coordinated to facilitate conversion. Development of any new system which is started during 1965 would be programmed for the 360 if conversion could be delayed beyond installation of the Model 30.

Our Student Records System which has been under development for a considerable time is being programmed for the IBM 709 and 1401; however, plans to facilitate conversion will be incorporated if they do not significantly delay operational status of this system.

After installation of the IBM 360-30 (January, 1966), I anticipate that all efforts of the Data Processing Office programming staff will be devoted to affecting a conversion of all 1401 programs to this machine. The 1401 compatibility feature should allow this to be accomplished in not more than one month. Thereafter, the efforts of the programming staff will be devoted to conversion of the Payroll and Student Record Systems. These two systems have many large and complex 709 and 1401 programs. The 709 programs are programmed in COBOL while the 1401 programs are in Autocoder. I estimate it will require all of the efforts of the Data Processing Office programming staff to complete the conversion of these systems before installation of the 360-64 in August, 1966.

It is the remaining IBM 1401 programs not a part of the Student Record or Payroll Systems which are causing me major concern. Because there will be no 1401 compatability feature on the 360-64, these programs must be converted again from the 360-30 to the 360-64.

Satisfactory administrative operation of the University is dependent upon the successful operation of many of these programs. In addition most of these programs must, from a practical standpoint, operate on a computer located at Washington State University. I cannot over emphasize the importance of successful and timely conversion of these programs to the University.

This is the area of the conversion process which your personnel have said that IBM will support and complete. Because of our previous experience with the actual accomplishments of this type of support and the critical nature of these programs, I think it is essential that some type of equipment backup be planned. And in addition, should the equipment backup be needed, it should be without expense to WSU. In fact, I cannot recommend the existing proposal for replacement of our present computing equipment without a satisfacotyr solution to the conversion problem.

In order to facilitate your evaluation of this problem, I have summarized the application areas, number of programs and conversion criteria below. Mr. Paul Gershon has more detail available regarding the status of the specific programs. These 1401 programs number approximately 95 and are divided into the various application areas as follows:

- Utility - 1
- Regular Budget - 45
- Annual Budget - 11
- Accts. Receivable - 7
- Student Records - 10
- Damage Deposit Refunding - 10
- Miscellaneous - 11

These programs reach both extremes in complexity and size, and documentation of the programs is extremely variable. Generally, the more complex and larger programs are well documented and defined while many of the smaller and simpler programs have effectively no documentation.

Mr. D. R. Richards

-3-

March 15, 1965

I estimate that 12 to 18 man months would be required for conversion of this group of 1401 programs onto the IBM 360 using methods as practiced today. However, in view of recent IBM announcements for conversion aid materials and programs this process could require only six to eight man months. Of course, this lower time estimate is dependent on how well the newly announced conversion aids actually perform.

In almost all cases with these 1401 programs, we will either redesign the system or the function of different programs within the next few years. Therefore, my primary concern is to be able to operate these programs in the intervening period with at least the same degree of efficiency achieved by the 1401.

I will look forward to hearing from you regarding your plans for solution of this conversion problem.

Sincerely,

J. E. Farmer
Supervisor

JEF/pt

cc: R. A. Parker
C. Pettibone
✓ O. W. Rechar

May 4, 1965

Dr. Ottis Rechar
National Science Foundation
1800 G. Street Room 305
Washington, D. C.

Dear Dr. Rechar:

Mr. Anderson has requested that I keep you updated on our latest PDP-6 literature. I have enclosed for your interest the PDP-6 DDT Programming Manual.

If you would like additional brochures or manuals please feel free to contact me.

Sincerely,

(Mrs.) N. Survilas, Secretary
to Harlan E. Anderson, Vice President

nes

cc: Dr. Richard Parker
WSU

Enclosure: DEC-6-0-UP-DDT-UM-FP-ACTOO

on June 3rd Bob Lane said he would prefer to send manuals to above.

C
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Y

DOT

4/2/65

Ottis Richard

Reminders on
Manuals

Has been thinking the last couple days full time.

C.D.C. came into town next day.

Dick said we are up in the air again!

Concerned about companies in a race with each other.

W.S.U. wants this in the long pull:

long
range
goals

a.) build a long term computer science program.

b.)

→ Symbiotic relationship between W.S.U. and a manufacturer.

→ Dick was dreaming and is writing a letter to C.D.C. outlining long range goals.

UNIV. & DEC entered into a fairly long term association with PDP-6.

System Research Center - Not concerned with day to day operating systems although they are not excluded.

Dick Stark proposal to NSF - 2 to 3 year future.

W.S.U. agree to: Purchase PDP-6 outlined in contract.

Beginning in following biennium one year to 18 months
add to equip.
100K / year for each of the next 4 years.

Might want to

At least 1/2 would be DEC supplied.
or equip agreeable to both parties.

Building will have 3 more bays toward the parking
lot. (185K budgeted and are asking NSF for another 115K)

~~50x54~~ = 2900 Min 6000 sq. ft.

Office space + lab space

Supply research time of 3 faculty members
+ overhead

DEC might do

2nd Professor contributed with title to WSU
Matching funds of 100K equip / year to
title remain with DEC.

DEC maintain the equip. & provide 3 systems type
people and one of whom might be a senior person
to act as a co-director who might qualify for
a courtesy appoint. on faculty.

One of these as trainee

Supplement this with 50K / year for grad. assis. +
visitors. (Immediate needs of DEC to longer range)

A concentrated effort of 4 grad. assis. be devoted
to library of applic. programs on the air.

① Model 30 for business operations ^{maybe rental} ^{\$8,500/month}

Dick Stark had the best reaction. He said
this tends to isolate the ideas two kinds of data processing ←

② Alternatives - Let W.S.U. write COBOL with some
of DEC's people.

Otis Richard
Washington

HARDWARE
W.S. U. COSTS

| | | |
|--------------------|---|-------|
| 3-187 | | 2.7 |
| 166,626 | | 45. |
| 3-163 | | 68. |
| 1-162 | | 11. |
| 3-136 | | 10. |
| 1-646 ^D | | 33. |
| 1-461 | | 17. |
| 1-551 | | 15 |
| 1-760 | | 3 |
| 2-555 | | 6 |
| 1-167,236,277 | 40+ | 70 |
| 1-460 | | |
| 2-516-521 | | 12 |
| 6-570 | $\begin{array}{r} 2 \\ 14 \\ \underline{6} \\ 84 \end{array}$ | 84 |
| 1-5 | | |
| 1-630 | | 5 |
| 8-33KSRCS | | 3. |
| 1-346 | | 14. |
| | | 389.7 |

INSTALL
 1 YEAR FS.

$$\begin{array}{r} 155 \\ \underline{20.7} \\ 415. \end{array}$$

Ottis Rechar

- ① Scheduling Algorithm
~~not~~ not now covered in
multi programming manual.
- ② Line printer output for manual
is not good quality.
- ③ CDC - 1200 card per minute
reader.
- ④ WSO. Wick Parker
manuals, on time
Slaring, Fortran, macro.

May 28, 1965

C
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Y

Bank of Montreal
Ottawa Branch
Ottawa, Ontario, Canada

Gentlemen:

This letter is to notify you that any checks with Richard F. Mills' signature dated later than June 10, 1965 should not be honored.

Very truly yours,

DIGITAL EQUIPMENT CORPORATION

Harlan E. Anderson
Vice President and Treasurer

HEA/ih

May 28, 1965

Barclays Bank Limited
54 Lombard Street
London E.C.3, England

Gentlemen:

This letter is to notify you that any checks with Richard F. Mills' signature dated later than June 10, 1965 should not be honored.

Very truly yours,

DIGITAL EQUIPMENT CORPORATION

Harlan E. Anderson
Vice President and Treasurer

HEA/jh

C
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May 28, 1965

C
Morgan Guaranty Trust Company of New York
23 Wall Street
New York, New York

O
Gentlemen:

This letter is to notify you that any checks with Richard F. Mills' signature dated later than June 10, 1965 should not be honored.

P
Very truly yours,

DIGITAL EQUIPMENT CORPORATION

Harlan E. Anderson
Vice President and Treasurer

Y
HEA/th

May 28, 1965

C
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The Middlesex County National Bank
81 Main Street
Maynard, Massachusetts

Gentlemen:

This letter is to notify you that any checks with Richard F. Mills' signature dated later than June 10, 1965 should not be honored.

Very truly yours,

DIGITAL EQUIPMENT CORPORATION

Harlan E. Anderson
Vice President and Treasurer

HEA/ih

May 28, 1965

**The National Shawmut Bank of Boston
40 Water Street
Boston, Massachusetts**

Gentlemen:

This letter is to notify you that any checks with Richard F. Mills' signature dated later than June 10, 1965 should not be honored.

Very truly yours,

DIGITAL EQUIPMENT CORPORATION

**Harlan E. Anderson
Vice President and Treasurer**

HEA/th

C
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May 28, 1965

Bank of New South Wales
Sydney, New South Wales, Australia

Gentlemen:

This letter is to notify you that any checks with Richard F. Mills' signature dated later than June 10, 1965 should not be honored.

Very truly yours,

DIGITAL EQUIPMENT CORPORATION

Harlan E. Anderson
Vice President and Treasurer

HEA/h

C
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Y

May 28, 1965

C

Bayerische Vereinsbank
Munich, West Germany

O

Gentlemen:

This letter is to notify you that any checks with Richard F. Mills' signature dated later than June 10, 1965 should not be honored.

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Very truly yours,

DIGITAL EQUIPMENT CORPORATION

Y

Harlan E. Anderson
Vice President and Treasurer

HEA/ih

May 28, 1965

C
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Y

Credit Lyonnais
19, Boulevard Des Italiens
Paris, France

Gentlemen:

This letter is to notify you that any checks with Richard F. Mills' signature dated later than June 10, 1965 should not be honored.

Very truly yours,

DIGITAL EQUIPMENT CORPORATION

Harlan E. Anderson
Vice President and Treasurer

HEA/jh

May 28, 1965

**The Royal Bank of Canada
Carleton Place
Ontario, Canada**

Gentlemen:

This letter is to notify you that any checks with Richard F. Mills' signature dated later than June 10, 1965 should not be honored.

Very truly yours,

DIGITAL EQUIPMENT CORPORATION

**Harlan E. Anderson
Vice President and Treasurer**

HEA/th

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June 4, 1965

Mr. John P. Paulsen
38 Harwood Drive East
Glen Cove, New York

Dear Mr. Paulsen:

It was a pleasure to have an opportunity to meet you in New York this week. Enclosed is the copy of our annual report that I promised you.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs
Enc: Annual Report

C
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THE LEVER COMPANY

100 MERRICK ROAD • ROCKVILLE CENTRE, NEW YORK • (516) RO 4-5700

May 28, 1965

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

Dear Mr. Olsen:

When we wrote to your company last, we announced the achievement of final plans for the design, erection and operation by us of a multi-story center for Data Processing-related companies.

We are now ready to make the presentation to you of why this center should prove of strong interest, business-wise, to Digital Equipment Corp.

The center will be occupied by companies which provide equipment, hardware, supplies and/or consultative services in Data Processing, Automation and Computer-related requirements of the Long Island and New York City markets.

We, of necessity, conducted extensive studies in advance of this substantial commitment and investment. In brief, facilities, systems and "know-how" for installing, servicing and processing management information systems is a very rapidly increasing need here. This is the warehousing/servicing area for the greater New York City market in addition to being the 4th largest growing industrial area in the U.S.A. (with a \$635,000,000 payroll covering over 23,000 business firms and 3,000 manufacturing companies).


Some 87 companies in the data processing-related field responded to our initial letter proposing a review of our offering.

We are prepared with a very specific and direct array of facts along with details of the building to be located at Roosevelt Field, Garden City, L.I., N.Y. In addition to cost per sq. ft., transportation and unlimited parking facilities, this presentation will deal with the market potential which we believe exists here for Digital Equipment Corp.

Mr. Harold Lever, our Executive Vice-President, will personally meet with you or your representative either here in New York or at your offices in Maynard.

A convenient responding memorandum is enclosed. We look forward to hearing from you.

Sincerely,


Lawrence Lever
President

LL:jm

June 14, 1965

Mr. Lawrence Lever, President
The Lever Company
100 Merrick Road
Rockville Centre, New York

Dear Mr. Lever:

I am responding to your letter of May 28 to Mr. Kenneth H. Olsen concerning the advantages of your newly established center for Data Processing-related companies to Digital Equipment Corporation.

We thank you for offering us the opportunity of being part of your facility but at this time we wish to decline your proposal.

Your interest in DEC is appreciated.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs

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THE FIRST NATIONAL BANK OF DENVER

DENVER 17, COLORADO



BRUCE E. DINES
VICE PRESIDENT

T. A. BOX 5808
AMHERST 6-2211

June 2, 1965

Mr. Harlan P. Anderson
Vice President and Treasurer
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Dear Mr. Anderson:

It is a pleasure to learn that your company has filed with the Secretary of State to do business in Colorado, and to offer you our best wishes for your successful operations in the entire Rocky Mountain region.

We enjoy a direct correspondent relationship with approximately two hundred banks scattered throughout the Rocky Mountain region and are, therefore, in a position to aid you in financial transactions arising from the Montana-Dakota area to Texas. This direct correspondent relationship is supplemented by our membership in the bank wire and our seven-day-a-week night transit service, offering an unparalleled collection and remittance service. We also maintain banking relationships with other banks situated in every major city throughout the United States.

We cordially invite you to use the facilities and services of The First National Bank of Denver for any accounts which you may require in the city. In order that you may be familiar with our bank, I am enclosing a copy of our latest published Statement of Condition as of March 31, 1965.

We would warmly welcome a relationship with your company; and if we can be of assistance to you or your associates in the establishment of a Denver office, I sincerely trust that you will not hesitate to call upon us.

Yours very truly,


Vice President

BED/bb
Enclosure

Annual Report file

June 15, 1965

Mr. Bruce E. Dines, Vice President
The First National Bank of Denver
T. A. Box 5808
Denver 17, Colorado

Dear Mr. Dines:

Thank you for your letter of June 2 expressing interest in DEC's banking arrangements in Colorado.

At the present time, we do not anticipate a need for banking service but will contact you if there should be a change in plans.

Your kind offer of assistance is appreciated.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs

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Name Digital Equipment Corporation

Street & No. _____

City Maynard, State Massachussets

When Replying Sign Your Full Name and Address
Give Inmate's Full Name and Number

BOX 149,

Attica, N.Y., 14011

Date 6/9/65

CENSOR
#1
ATTICA
PRISON

Gentlemen:

I have been a student of computer programming for the last year and one-half, and to date have acquired a detailed knowledge of the operation codes and symbolic programming systems used for several such machines. I just read your advertisement in a recent issue of Scientific American of the PDP-6 general purpose computer, which appears to be a quite powerful machine, one which I would like to learn more about. Would you advise me as to the availability of materials that describe this machine, including machine codes, operation times, and the symbolic languages that can be used to program it?

I intend, eventually, to work in this field as a programmer, and I will be very grateful for whatever consideration you give my request.

Very truly yours,

Donald Moritz

Donald Moritz

16213

INQUIRY NO. 7742

DATE 6/14/65

H. E. Anderson you are responsible
for answering and following up this inquiry.
It must be answered within three days and a
copy sent to Inquiry File / Sales.

June 17, 1965

Mr. Donald Moritz, 16213
Attica Prison
Box 149
Attica, New York 14011

Dear Mr. Moritz:

Thank you for your letter of June 9 expressing interest in Digital Equipment and the PDP-6 Computer. I was quite pleased to learn of your enthusiasm for programming and have enclosed all available literature on the PDP-6 to date.

May I wish you success in establishing yourself in this field.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs

Enclosures: F-61, F-62, F-61B, F-64 MAS,
F-65, F-64PX, DEC-6-0-UP-DDT-UM-FP-
ACTOO, and DEC-6-0-TP-F II-LM-FP-PREOO,
F-68 and the Programming Systems Notebook.

C
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June 22, 1965

Mr. Roscoe Irving
Lybrand, Ross Brothers and Montgomery
80 Federal Street
Boston, Massachusetts

Dear Mr. Irving:

As mentioned in our conversation this afternoon, I am enclosing a resume for Mr. L. T. Murphy.

Mr. Anderson plans to call you on June 29th to arrange a specific time and place for your meeting with Mr. Murphy.

Sincerely,

(Mrs.) N. Survilas
Secretary to H. Anderson

Enc: Resume

C
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July 7, 1965

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Mr. M. K. Hamid
Assistant Professor
The Department of Business Administration
Oregon State University
Corvallis, Oregon 97331

Dear Professor Hamid:

Enclosed please find the questionnaire you requested be completed by personnel at Digital Equipment Corporation. Since the answers to many of your questions are of a confidential nature, I am sorry that DEC will not be able to reply to your questionnaire.

Thank you for showing interest in DEC.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ecc
Enclosure

fi

July 14, 1965

Mr. Howard L. Morton, President
Organizers and Underwriters, Inc.
Post Office Box 1488
Cedar Rapids, Iowa

Dear Mr. Morton:

I am enclosing a copy of our annual report covering the Fiscal Year Ended June 27, 1964 as you requested in your letter of July 6. As you may know, there is no public trading of DEC stock and the majority of DEC stock is owned by American Research and Development Corporation of Boston. AR&D stock is traded on the New York Stock Exchange.

I have passed your letter along to our PDP-6 Computer Department for response on what DEC has to offer in the computer service center field. You should be hearing from them shortly.

Your interest in DEC is appreciated and I trust the enclosed information will be useful to you.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs
Enc: Annual Report
cc: P. Behn

C
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RCA SERVICE COMPANY
A DIVISION OF RADIO CORPORATION OF AMERICA
GARDEN, NEW JERSEY 08101



June 28, 1965

Mr. Harlan E. Anderson
Digital Equipment Corp.
146 Main Street
Maynard, Massachusetts

Dear Mr. Anderson:

We would be interested in discussing the possibility of RCA providing field installation, warranty, and planned maintenance service on the data processing and teletypesetter equipment you are marketing.

We are a national service organization - a Division of Radio Corporation of America - maintaining a large staff of field service personnel, all employees of RCA, in the principal cities of the United States. Our field service personnel are men with electronic and electro-mechanical capabilities.

We maintain regional and field supervision of our service personnel as well as inventory, commercial, and engineering support from our Home Office at Cherry Hill, New Jersey.

We are engaged in providing installation and field maintenance service on data processing and its peripheral equipment, teletype-writers, teletypesetters, electron microscopes, electronic counters, electronic scales, electronic handwritten transmission equipment, electronic interrogation and display equipment, electrostatic office copiers, closed circuit television, mobile radio, microwave, automatic dial telephone systems, and other electronic and electro-mechanical equipments.

Our services are provided for both equipments manufactured by RCA and others.

Upon agreement, we provide field service for the manufacturer's account on a contractual basis on an agreed upon flat sum basis with parts being supplied by the manufacturer. In some cases, the services we provide are supplied on an hourly basis.

-cont'd. -



THE MOST TRUSTED NAME IN ELECTRONICS

RADIO • TELEVISION • TUBES • RECORDS • ELECTRONICS

Mr. Harlan E. Anderson

- 2 -

June 28, 1965

We would be happy to meet with you to discuss how we might be of assistance to your overall marketing effort. Merely write or call me and we will arrange a meeting at your convenience.

Very truly yours,



B. L. Grossman, Manager
Market Research & Development
Building 203-1, Cherry Hill
Woodlawn 3-8000, Ext. PY 5603

BLG/jcs



CHIEFTAIN BOND

50% COTTON FIBER

HEA:ncs

July 15, 1965

C
O
P
Y

Mr. B. L. Grossman, Manager
Market Research and Development
Building 203-1, Cherry Hill
RCA Service Company
Camden, New Jersey 08101

Dear Mr. Grossman:

Thank you for your letter of June 28, 1965 describing the services of the RCA Service Company that might be appropriate to our typesetting business. I have referred your letter to Nick Mazzaresse who is in charge of that particular part of our organization and indicated that you might be contacting him in the near future.

Thank you for your interest in DEC.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs
cc: N. Mazzaresse

digital

EQUIPMENT
CORPORATION
MAYNARD, MASSACHUSETTS

TO

Andy

DATE

7/8

TIME

11:00

MRS.

Nyquist

OF

Inforonics



TELEPHONED



CALLED TO SEE YOU

MESSAGE

She wants you to write a letter concerning insurance coverage on our computers

OPERATOR

Elex

Have Fred Mariani check DF 100-7 with the Inps. 5M/6-62

Information from Fred Mariani regarding the computers at Inforonics

PDP-1 C45 -- reclassified from FC - 1C55

While at United Aircraft in ~~the~~ East Hartford from July 1 - January 5,
the machine will be insured by DEC against all risks.

PDP-1 C20 which was loaned to Inforonics to replace the 1C55 will also be insured by DEC
for the loan period until the 1C55 comes back from East Hartford, Connecticut.

Fred said he will be glad to issue a certificate of insurance if Inforonics wants it for their files.

PDP-1C40

*Spoke to Fred Mariani & Mrs. Ingham
on 7/16 - agreed that certificate of
insurance would suffice and nothing
from H. Anderson*

July 15, 1965

C
O
P
Y

Mrs. Nyquist
Inforonics, Inc.
Box 267
Maynard, Massachusetts

Dear Mrs. Nyquist:

Per our conversation of Tuesday, July 13, I am enclosing an insurance memorandum covering your PDP-1C.

If this memorandum is not satisfactory for your needs, please feel free to call me again.

Sincerely,

(Mrs.) N. Survilas
Harlan E. Anderson's Secretary

ncs
Enclosure



PROTECT WHAT YOU HAVE ©

Insurance Company of North America

A STOCK COMPANY

PHILADELPHIA, PENNSYLVANIA

Insurance Memorandum

CAPITAL \$18,000,000

Digital Equipment Corporation has insurance

Assured

under Policy No. 300,162 of the Insurance Company of North America

(Expiration Date Until Cancelled) as follows:

\$120,000. on:

1 PDP-1C & Periferal Equipment Machine on loan to Inforncis, Inc.,
situated at 146 Main St., Maynard, Massachusetts

and

\$120,000. on:

1 PDP-1C & Periferal Equipment Machine on loan to United
Aircraft Corp. at Silver Lane, East Hartford, Connecticut.

Coverage: This equipment is insured against all risks of loss or damage to property insured from any external cause except as provided under this policy.

Each claim for loss or damage shall be adjusted separately and from the amount of such claim the sum of \$1000. shall be deducted.

This is given solely as a matter of information and is accepted by the holder with the expressed stipulation that it conveys no rights under the policy to parties other than the assured named in the policy. Said policy is subject to cancellation, endorsement, alteration, transfer, assignment without notice to the holder of this memorandum.

INSURANCE COMPANY OF NORTH AMERICA

FIELD & COWLES

Date July 14, 1965

BY [Signature]

(Authorized Signature)

Battelle Memorial Institute · COLUMBUS LABORATORIES

505 KING AVENUE COLUMBUS, OHIO 43201 · AREA CODE 614, TELEPHONE 299-3151 · CABLE ADDRESS: BATMIN

June 25, 1965

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

Dear Mr. Olsen:

Battelle is conducting an internally funded study of the impact of the "public utility" concept of computer usage upon information systems and information-analysis centers.

We believe the most valuable sources of information in this area of computer application will not be the published literature, but rather the expressions of personnel experienced in computer manufacturing, usage, and applications, academicians, and information scientists and specialists.

Your familiarity with this rapidly emerging area is such that Battelle would greatly appreciate the opportunity to discuss the time-sharing concepts of computer usage in some detail with you or another knowledgeable member of your organization whom you may wish to designate. If this is agreeable, may we suggest that we telephone you a few weeks in advance of the proposed meeting to arrange a suitable time for our visiting you.

For your information, we are enclosing a reprint of a Business Week article describing Battelle, its operations, and objectives.

We are looking forward to the opportunity to talk to you in the near future.

Sincerely yours,



Robert S. Kohn
Information Systems Engineering
Division

RSK:kc

Enc. (1)



Perry J. Rieppel, manager, Process & Physical Metallurgy, is proud of his lab's many feasibility studies in steel.



W. H. Browne, manager, Mechanical Engineering, says study ideas run from exotic materials to Army dung burners.

Germany as its special sales territory; Battelle-Geneva (\$3½-million last year) has Switzerland, Italy, France, Belgium, and Luxembourg.

Besides these prime target areas for sales, both labs are encouraged to vie for new work in many "open" countries, such as South Africa, Spain, Portugal, and the Eastern Mediterranean nations. In such areas, they compete not only with one another but with the U. S. labs as well.

To promote sales. Everyone at Battelle expects foreign business to be the big gainer in the next few years, perhaps increasing at the rate of 10% annually.

However, Black now sees no sign of a particularly great upsurge in demand from any given area, and Battelle is staying flexible. Administrators talk of setting up sales offices in South America (probably Peru) and Australia, similar to the one already operating in Britain. Such offices act as clearing points, relaying research proposals to the lab best able to handle a specific project.

There's no need for haste in establishing more of these outposts, Black says. It's more important, he believes, to pick the best location and to create the proper atmosphere for Battelle's orderly growth overseas.

III. Group effort

Battelle-Columbus is both the oldest and the largest of the institute's contributors to 1964 dollar volume—\$31.2-million out of the \$39.4-million over all. About \$342,000 of its work was overseas.

Many of the ideas that are being put into effect in Battelle's two overseas operations are adaptations or extensions of practices at Columbus. For the past half-dozen years, for example, Columbus labs have been assigning men according to the job "rather than by any artificial terminology," as lab director David C. Minton, Jr., puts it. He says labs are organized according to traditional scientific disciplines but are "overlapped by personnel."

Proving it. Just last year, proof came that no department designa-

tion at Battelle can be considered off limits for changes, though.

Sherwood Fawcett left Columbus to take over as director of Battelle Northwest, and the department he had headed—the Dept. of Metallurgy & Physics—was promptly broken up into three packages that Minton obviously finds more manageable: the Process & Physical Metallurgy Dept., the Materials Engineering Dept., and the Physics Dept.

Well balanced. Each of the seven departments at Columbus, including the three above, handled between \$3.3-million and \$5.3-million worth of research contracts last year. Their complements of professional scientists and engineers range between 100 and 185. The lab also has 18 project development men out looking for new business.

"Battelle-Columbus spends a modest amount [about \$1-million] on basic, unsponsored research projects each year," says Minton. "This is probably just what it should be in view of Columbus' total \$31.2-million business volume." The bulk of these projects are in solid-state phys-

ics, metal sciences, and surface chemistry.

About 58% of work at Battelle-Columbus is for the government; the rest is scattered among more than 400 companies in almost every major industry. This business mix, according to Minton, is "also just about right." But, he adds, "in view of the huge expansion in government research spending, it's a hard job to keep it that way."

Minton fears a disproportion of government-sponsored research, which, he feels, "cuts down on the desirability of a not-for-profit lab in the eyes of industry sponsors."

Group research. Minton is enthusiastic, however, about group research projects, through which companies can get the benefit of scientific studies they could not otherwise afford. These are strictly industrial projects. To include the government, Minton says, would be making "a horse and rabbit stew."

"We cook up a program in any area where we're sure there's need of major research work," Minton explains, "and then we invite companies to join the sponsoring group for a fixed annual fee. The fee is based solely on what Battelle thinks it is going to cost to get the work done. Participation is open to all comers, right up to the time when a final project report is submitted."

Battelle-Columbus has 14 group research projects currently under way, ranging from studies of fuel cell materials to an economic report on supplies required by the new steel technology.

Practical limit. Minton calculates that the physical capacity of the Columbus site, bordering Ohio State University's campus, is between 3,000 and 4,000 staff members.

"What you must face anywhere when a laboratory gets really big," he says, "is the old Tower of Babel problem."

Turnover among research personnel runs at a steady 10% to 12% a year, and Minton finds this acceptable. "Part of our basic charter," he says, echoing Pres. Thomas, "is educating scientists and engineers for industry." And industry is where most of the resigning men go.

"One thing that unquestionably keeps our 1,000 professionals working so effectively," Minton notes, "is the fact that our group leaders are all doing research themselves. That's going to continue."

IV. A development wing

Battelle often finds byproducts from its own self-starting research that don't find obvious use imme-



R. L. Merrill manages the Columbus Lab's Dept. of Engineering Physics.

diately in industry or government. So the institute has two arms—one of them intended for profit and therefore taxpaying—to see that ideas get out to industry.

Battelle Development Corp., not-for-profit, was formed 31 years ago. "We take ideas nobody else wants to sponsor," says its director, John Gray, "and carry them through their high-risk period to the point where industry will take them over."

Gray says BDC looks every year at about 300 ideas generated internally by Battelle, another 100 or so from outside inventors, and around 200 from universities. BDC has an annual budget of \$1-million; it does no manufacturing, but occasionally it gets a big return from an idea. A prime example is BDC's \$500,000 investment in early research in xerography, which has netted the institute, in cash and stock, over \$90-million to date.

Projects at work. Among BDC's current projects is a new method of using chemicals to polish metals, developed by Dr. Charles Faust of Battelle-Columbus. Gray says the process is almost the reverse of electroplating: Chemicals are used to smooth the surface of, say, a sheet of stainless steel.

Also under BDC's wing is development of a new type of honeycomb titanium sheet, recently taken over by Douglas Aircraft Co., Inc., on a non-exclusive basis. Douglas may use it for Titan booster rockets. BDC originally invested about \$30,000 in development of the process, and Douglas has now put \$100,000 in further research.

A third project was brought into the shop by an outsider—a way of

making sour cream without going through the natural culture. BDC has invested \$20,000 and has turned the technical economics group of Battelle-Columbus loose on the problem of production and marketing.

V. Aiming at a profit

Battelle's other incubator of ideas, Scientific Advances, Inc., is aimed at making a profit by developing and manufacturing projects commercially. Gray heads SAI, too.

"It was set up for the same reason as BDC," Gray says, "but it is supposed to make money. It hasn't yet, in its two years in existence. And, admittedly, it's an experiment. But it's an experiment that we're going to make work."

One hope is that the latest addition to the Battelle family of labs, the one at Hanford, will generate some useful ideas for SAI.

One product so far. This manufacturing, potentially taxpaying unit of Battelle sprang up from a contract the institute had with Bell Aerospace Corp. to develop a very tiny pressure gauge (1/20th of a millimeter thick) to put on a helicopter rotor blade. When Battelle completed its research, Bell couldn't find anyone to make the gauge. So it asked Battelle to make them, and SAI was created to do the job.

Sales have not been spectacular. Gray says SAI has been able to sell some of the gauges to the National Aeronautics & Space Administration, and a few medical engineers have looked at the \$475 gauge and commented favorably on its possibilities for use in surgical implants.

Oddly enough, it wasn't even Bell that bought the first gauges for use on helicopter rotors. Vertol Aircraft Corp. recently ordered 190 gauges for one of its suppliers.

In the works. Prospects look better, though. Gray anticipates sales of \$250,000 for SAI this year. Other products that hold promise of putting SAI into the black include an aerosol classifier, for lab use; a gadget to put numbers on the spines of books, a project sponsored by the American Library Assn., and a tiny gauge to measure corrosion electronically inside a closed vessel.

Like BDC, Scientific Advances, Inc., serves all four Battelle Laboratories. But Gray doesn't want to see either subsidiary get too large, or SAI too profitable.

"For example," he says, "if SAI's transducers should become a factor in the market and somebody should want it, we would spin it off without a qualm. That's a way of spawning new technical industry, too."

BUSINESS WEEK

February 6, 1965

Fifty cents

A McGraw-Hill publication

Below: A \$70-million research giant spanning the sciences and the globe — that's Battelle Memorial Institute under B.D. Thomas [Research]





RESEARCH

A fast-growing lab regroups on the run

Dr. B. D. Thomas, president of Battelle, keeps the world's largest not-for-profit research institute on an even keel while it moves out across the world

As president of Battelle Memorial Institute of Columbus, Ohio, Dr. Bertram D. Thomas (cover and picture, right) has just completed a reorganization of what is now the world's largest not-for-profit scientific institute, spreading over the U.S. and Western Europe.

Thomas had to move fast in evolving a new management and laboratory structure. Just a month ago, Battelle added 63% to its size when it took over management and operation of the Atomic Energy Commission's vast research labs at Hanford, Wash. [BW Dec. 26 '64, p. 58]. And it didn't have a great deal of warning that its bid would be accepted by AEC.

Until then, Battelle's European labs at Geneva and Frankfurt had been run out of Columbus headquarters, almost as projects rather than as branch operations. Then, says Thomas: "I woke up to the fact one morning that it was impossible, if we won the bid to take over operation of the AEC labs in Hanford, to run them as a project, too."

Now the two U.S. and two European operations are running substantially independently of each other, competing among themselves.

Time will tell. "Science is a master that defies a narrow viewpoint," says Thomas. "It prospers under the attitude of openmindedness." So he sees no guarantee that the institute's new structure is the ultimate. His mind is open on improvements that may be needed if Battelle is to flourish in a world in which scientific research has become a basic support to a healthy economy.

However, management is bubbling with confidence, not only at the Columbus headquarters but

Metallurgy is one of Battelle's strong fields of research. At left, plasma spraying is used to apply ceramics to a metallic nose cone.

equally at Battelle-Northwest, Battelle-Geneva, and Battelle-Frankfurt.

"We're out to pass Battelle-Columbus in both sales and size within two or three years," says Clyde R. Tipton, Jr., one of the new managers at the Battelle-Northwest labs.

"I love to contemplate that," is Thomas' reaction. He sees nothing sacrosanct in Columbus' traditional place on the top rung of the organizational ladder.

I. Growth by stages

Battelle Memorial Institute was established in 1923 as a "testamentary trust" under terms of the will of Gordon Battelle, whose family had owned Columbus Iron & Steel Co., bought in 1917 by American Rolling Mill Co. (Armco Steel Corp. since 1948). Gordon Battelle and, later, his mother left \$3-million worth of stock to the institute, which now values its portfolio conservatively at \$17.9-million on a cost basis. Loomis Sayles of Boston helps the trustees manage this portfolio, which may be worth double the amount carried on the books.

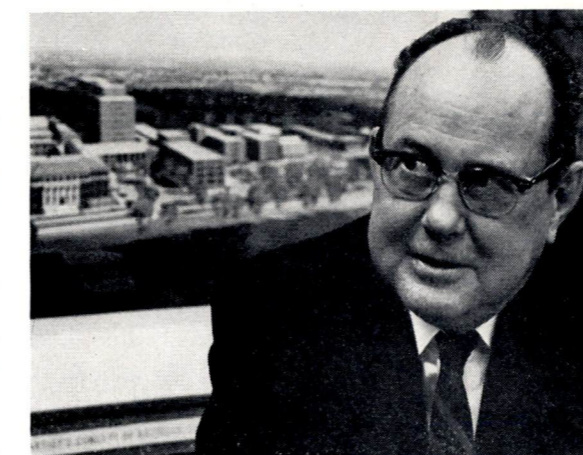
Gordon Battelle's will directed that a self-perpetuating board of six trustees set up an institute for "doing creative research and the making of discoveries and inventions for the education of men." This language has always been interpreted as calling for continual contribution to industrial progress as well as the advancement of science through research and education.

The men who have run Battelle have sought, since the beginning, to create an atmosphere in which the scientist or engineer can find an outlet for his individual creativity and imagination.

As Thomas sees it: "Battelle has an obligation to do its own scientific research and educate men as well as run a laboratory operation. Obviously, as the institute has grown



B. D. Thomas, Battelle's president, says a not-for-profit lab has to be big.



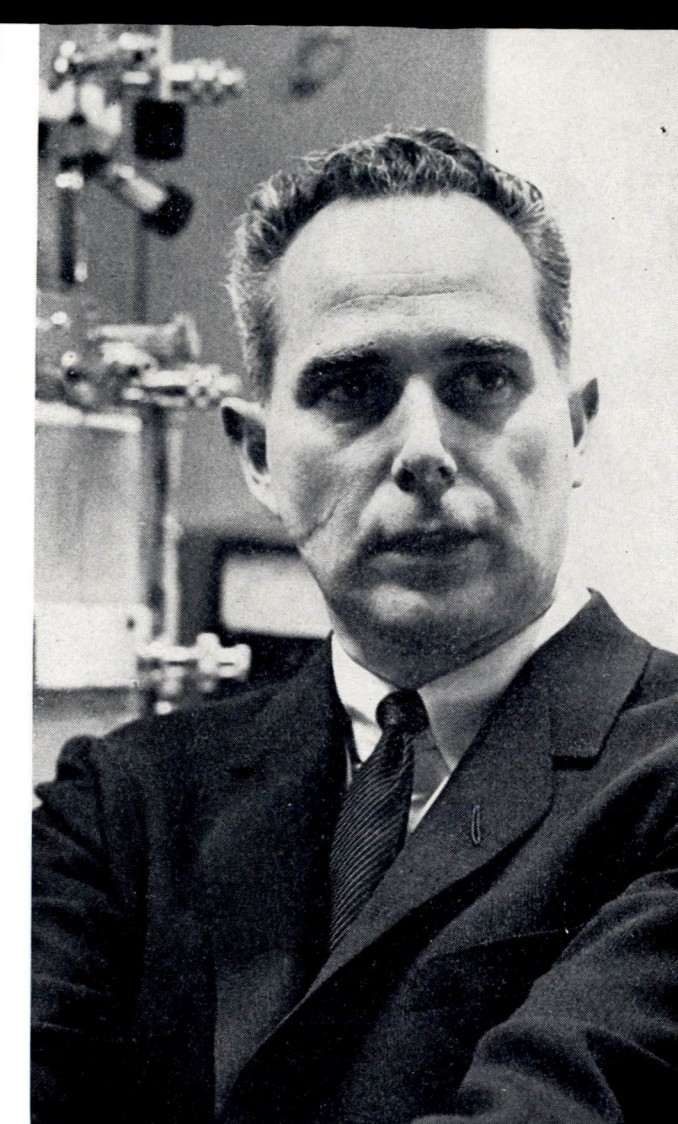
David C. Minton, Jr., directs the lab at Columbus, Battelle's oldest unit.



James G. Black is in charge of coordinating work in U.S. and abroad.



Stanley J. Paprocki, manager of Materials Engineering at Columbus: "We are trying to blend art and science."



J. W. Chastain, Jr., manager of Columbus Dept. of Physics, foresees direct competition with Battelle-Northwest.

from 50 or 60 people in 1934 to 5,600 people today, the means by which such terms can be satisfied have changed radically."

Step by step. In its first phase, Battelle's scientists concentrated on metallurgy, but changes began to be necessary as the staff grew to 200 or 250. Something happened again, says Thomas, when the staff increased to 600 or 700, and a third change in basic organization imposed itself when the staff reached 1,500.

"Then," Thomas adds, "a drastic change took place when Battelle broke through the 3,300 mark just a short year ago."

Even this was nothing like the latest reorganization, which became crucial with the addition of nearly 1,800 people on the scientific staff at Hanford, including some of the best-trained, most sophisticated gadgeteers in the world.

II. The new setup

In building a new organization, Thomas had to take into account both the sharp increase in laboratory

staff and the global character of the growing institute. And he had to set up his new program without destroying "what we already had." It hasn't been easy.

One obvious compromise is the overlapping between Battelle-Columbus and the new Northwest operation. Though they are administratively independent of each other, both will be competing throughout the U.S. and Canada for the same industrial and government research contracts. Some duplication of costly lab equipment is inevitable. Communication is bound to be less than perfect, too, between labs so widely separated, geographically.

It might be desirable to consolidate parts of the two operations, making a stronger whole. But this is out of the question, at least for now, because of AEC's desire to maintain the unity of the Hanford staff. Thomas accepts this as part of a challenge.

"Just as no science is autonomous," he says, "no research organization can be either."

Thomas sees both large size and

worldwide operations as vital for any not-for-profit research institute today, especially one that accepts part of the responsibility for national security. He sees also a new need for science to work closely with industry.

Business abroad. Last year, Battelle as a whole did \$39.4-million worth of contract research, and about 25% of it came from industry or government in 41 foreign countries. This year, with the addition of Battelle-Northwest, sales will probably total \$70-million. But overseas business will also climb—perhaps to \$10.5-million.

Battelle-Geneva and Battelle-Frankfurt are administratively autonomous and locally oriented. According to James G. Black (picture, page 3), who is in charge of interlaboratory relations and international business: "There's not one American on Frankfurt's 790-man roster or on the staff of 400 at Geneva."

Each of these labs can claim a market sphere of its own. Battelle-Frankfurt (\$4¼-million in contract research last year) has Norway, Sweden, Denmark, Holland, and

Tuesday AM.

July 15, 1965

Mr. Robert S. Kohn
Information Systems Engineering Division
Battelle Memorial Institute
505 King Avenue
Columbus, Ohio 43201

Dear Mr. Kohn:

Your recent letter to Mr. Olsen concerning time sharing has been referred to me. I would be pleased to meet with you to discuss our PDP-6 time shared computer. If you will telephone me a few weeks in advance of your plans, I will make every effort to see you.

For your information, I am enclosing a brochure that describes the software for time sharing the PDP-6.

Thank you for your interest in DEC.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs
Enclosure: F-61B

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COMPUTER CENTER

BERKELEY, CALIFORNIA

July 7, 1965

Mr. Harlan Anderson
Digital Equipment Corporation

Dear Harlan:

At Dave Evans suggestion, I am writing to you on the following problem. I am editing a book for McGraw-Hill on Computers for Engineers. The enclosed material shows the other books in the series and a sketchy outline for the specific book.

I am looking for someone who is really up on the state of the art who can write the chapter on Arithmetic and Logical Circuitry. The whole book is conceived as being about 600 pages but the author of each chapter is being asked to use as many or as few pages as he needs to adequately cover the subject. I am hoping to have manuscripts (by Thanksgiving) by Christmas.

May I ask you to suggest someone from your organization who could do this job. If a couple of people would like to collaborate that would be fine too. There is an honorarium of two hundred dollars for the chapter.

My address until August 22nd is: Escuela de Ingenieria
Universidad Catolica
de Chile
Santiago, Chile

In view of the difficulties of communication with South America, I would be glad to depend upon your judgement and to tell whoever you propose, to go ahead with writing up the material.

Thanks for your help.

Sincerely yours,

Harry D. Huskey
Harry D. Huskey

HDH/w

BOOK OUTLINE

Automatic Computers for Engineers

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2. Information Storage
 - a. Magnetic Core Memories
 - b. Thin Film Memories
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3. Arithmetic and Logical Circuitry
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4. Digital Computing Systems
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6. Analog and Hybrid Computer Systems
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Impedance measurement
Voltage & current measurement
Power measurement
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Waveguide measurements
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Optical measurements
Measurements on vacuum tubes
Transistor & diode measurements
Applications: medicine, chemistry, geology, nucleonics, industry, large-scale

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²J. F. Gibbons (Stanford)
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⁴E. M. Davis (IBM, Poughkeepsie, N.Y.)

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¹R. Goldstein
²E. Rechtin
³R. Tausworthe
⁴W. Lindsey
⁵W. Kendall
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⁸C. Gilchrist
⁹C. Kirsten
¹⁰R. Mathison
¹¹J. Springett
¹²J. F. Koukol

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²D. B. Geselowitz (Pa.) & O. H. Schmitt (Minn.)
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²E. Blue & J. H. Ingold (G.E., Pleasanton)
³J. F. Elliott (G.E., Syracuse)
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⁵W. T. Grubb & L. W. Niedrach (G.E., Schenectady)

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(B) Plasmas in solid state⁹
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²C. Oberman (Texas)
³A. Bers (M.I.T.)
⁴W. Newcomb (U.C., Livermore)
⁵H. Furth (U.C., Livermore)
⁶P. Kellog (Minnesota)
⁷W. Kunkel (U.C., Berkeley)
⁸P. Chorney & M. Allen (Microwave Assoc.)
⁹S. Buchsbaum (Bell)

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⁴K. Harrison (Utah)
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⁶T. E. Stern (Columbia)
⁷A. Letob (Moscow)
⁸M. Arbib (Stanford)

Volumes Under Discussion

Active circuits

Automatic control

Computers

Electric properties of materials

Electronic components, sensors, and transducers

Electronic materials processing

Electronic reliability and maintainability

Medical electronics

Nucleonics

McGraw-Hill

INTER-UNIVERSITY
ELECTRONICS SERIES

Charles Susskind, Consulting Editor

STATUS REPORT, MARCH 1965

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+Bennett & Davey, DATA TRANSMISSION
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*Sutton, ADVANCED ENERGY CONVERSION
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*Under contract. +Published.

THE FOLLOWING CODE is used in status designations of sections:

(A) Approached (contribution requested)
(B) Bound (contributor has bound himself to do it)
(C) Commenced (contributor has commenced writing)
(D) Delivered (final version is in senior author's hands)

Balakrishnan, A. V. (U.C.L.A.)
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- ²C. Helström (Westinghouse, Pittsburgh)
- ³G. Solomon (JPL--Caltech)
- ⁴W. L. Root (Michigan)
- ⁵A. Viterbi (U.C.L.A.)
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- Comparison of modulation methods
- Past & present communication systems
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PART III (Stein)

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- (B) Atmosphere & ionosphere²
- (B) Meteors³
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- (B) Whistlers⁵
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- (B) Instrumentation⁷

- ¹R. N. Bracewell (Stanford)
- ²O. K. Garriott (Stanford)
- ³L. A. Manning (Stanford)
- ⁴A. M. Peterson (Stanford)
- ⁵R. A. Helliwell (Stanford)
- ⁶V. R. Eshleman (Stanford)
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¹R. E. Collin (Case)

²H. L. Knudsen & J. Hansen (Copenhagen)

³M. I. Skolnik (Electrical Comm.)

⁴A. Ishimaru (Univ. of Washington)

⁵T. T. Wu (Harvard)

⁶R. W. P. King (Harvard)

⁷F. J. Zucker (A.F.C.R.L.)

⁸C. Sletten (A.F.C.R.L.)

⁹J. Brown (Univ. College, London)

¹⁰A. Hessel (P.B.I.)

¹¹B. G. Hemmendinger (Bell)

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¹³A. Ksienski (Hughes)

Cruz, J. (Illinois)

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¹J. B. Cruz, Jr. (Illinois)

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Perception and physiology

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Auditory perception

Decision processes in perception

Finding the perceptual metric

Perception and linguistics

Role of semantics in perception

Theories of speech production

Acoustic theory of speech production

Relation of linguistic, physiological,

& acoustic factors in speech comm.

Computing displays & programming lang.

Purposeful data processing

Automatic recognition & abstraction

Adaptive or feedback processes in

recognition

Speech recognition

Speech transmission

Visual transmission

Ettenberg, M. (C.U.N.Y.)

MICROWAVE TUBES AND DEVICES

(B) Linear-beam tubes¹

(B) Crossed-field tubes²

(D) Helical-beam tubes³

(B) Parametric beam tubes⁴

(A) Low-noise tubes⁵

¹M. Ettenberg (C.U.N.Y.)

²G. Dombrowski (Univ. of Connecticut)

³Z. S. Chernov & G. A. Bernashevsky

(Acad. of Science, Moscow)

⁴R. Adler (Zenith, Chicago)

⁵M. Currie (Hughes, Malibu)

Jamieson, J. A. (Aerojet-General)
INFRARED PHYSICS AND
ENGINEERING (publ. 1964)

Historical survey

Planck blackbody radiation law

Distribution of IR absorbing gases

Infrared backgrounds

Detection of infrared radiation

Optical system design

Infrared optical materials

Applied probability theory

Operations analysis

Random fluctuations

Electronics of small signals

Space filtering

Hypothesis testing & inform. theory

Detection systems analysis

[Co-authors are:] J. A. Jamieson,

R. H. McFee, R. H. Grube, & R. G.

Richards (Aerojet-General); & G. N.

Plass (Aeronutronic)

King, D. D. (Aerospace), & Oliner,
A. A. (P.I.B.)

MICROWAVE CIRCUITS

(C) Transmission modes

(C) Waveguide junctions & disconti-

nuities

(C) Directional couplers & hybrids

(C) Components & applications

(C) Nonreciprocal elements

(C) Control circuits

Louisell, W. H. (Bell)
QUANTUM ELECTRONICS

Theory of masers & lasers

Laser-maser techniques

Nonlinear optics

Quantum theory of coherence, noise,

& communication

Luxenberg, H. R. (Bunker-Ramo), &
Kuehn, R. L. (Giannini Corp.)

PROGRAMMED ELECTRONIC
DISPLAYS

Image analysis

System requirements

System design

Photometry

Colorimetry

Optics

Cathode-ray tubes

Projection systems

Light-valve & dynamic projection

devices

Solid-state display devices

Photosensitive media

Hard copy

Coding techniques & theory

July 19, 1965

C
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P
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Professor Harry D. Huskey
Escuela de Ingenieria
Universidad Catolica de Chile
Santiago, Chile

Dear Harry:

I was very pleased to receive your invitation to have someone at Digital Equipment Corporation write a chapter on the Arithmetic and Logical Circuitry for your new book which you are editing. Unfortunately, I do not believe we have anyone on our staff who could give a balance treatment to this topic without extensive background research.

Thank you for considering us and I am sorry to have to respond negatively.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs

AMERICAN INDIANS, INC.
65 Charles Street
Boston, Massachusetts

June 24, 1965

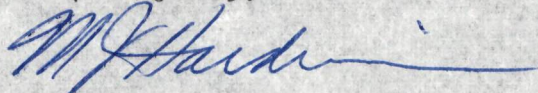
Dear Mr. and Mrs. Anderson:

We are very pleased to extend this invitation for the American Indian Festival Social Presentation to be held at the Georgian Room of the Statler-Hilton Hotel in Park Square, Boston, Massachusetts at 7:00 P.M., Friday, July 23rd, 1965.

The event will be in honor of the First American Indian Festival and several Chiefs and Queens will be presented at this historic occasion.

We request your donation of \$25.00 (per couple-dress optional) be made payable to the American Indian Festival Fund and on receipt we will forward your reservation by return mail. The buffet and events planned will undoubtedly score highly in New England's Social Calendar of events. The proceeds will be used for much-needed scholarships, and for a Greater Boston Indian Cultural Center.

Respectfully,



M. J. Hardiman
for
American Indians, Inc.

American Indian Festival

WAR MEMORIAL AUDITORIUM - BOSTON

SATURDAY - JULY 24, 1965

SUNDAY - JULY 25, 1965

After seeing this magnificent pageant you will share the feelings of former President John F. Kennedy when he said in part- (referring to the American Indians) - - - "*their history is our history, and should be part of our shared and remembered heritage- - - American has much to learn about the heritage of our American Indians. - - - Only through this study can we as a nation do what must be done, if our treatment of the American Indian is not to be marked down for all time as a national disgrace.*" - - -

You will enjoy the music and narrated traditional dances of the Plain, Mountain, and Northeastern Woodland Indians unveiled as the only authentic presentation ever provided. Among the many attractions will be THE NAVAJO TRIBAL BAND, (directed by Mr. Birley Gardner, former member of the John Phillip Souza Band) whose members are the hand picked "elite corps" of the Navajo Reservation that embraces the states of Colorado, Utah, Arizona and New Mexico. The acreage is more than twice-the-size of Massachusetts.

THE THUNDERBIRDS, internationally recognized for the Wood-Water-Drum Social Dances, The Strawberry and Shaking-of-the-Bush Dances, as



well as the "Close to Nature", Dances-of-Prayer of the Hopi, and individualistic Grass and Rabbit Dances of the Sioux that led to our Western Square Dance format.

HELEN ATTAQUIN will thrill you with her presentation as one of three concert flutists in the world. Miss Attaquin is a direct decendent of Massasoit from whom our state derives its name as well as the center unit of the Commonwealth of Massachusetts great seal.

LEONDA, (who may be familiar to you as the guest star of "Talk of the Town", and other TV appearances and who appeared at the Worlds Fair), will have memorable vocal contributions that will be talked about for months to come.





Bostons' FRANK "RUSSELL" KIRBY, a Mohawk, who was in charge of the Flag Raising Ceremony for the highest steel girder of the Prudential Center, and the War Memorial Auditorium) will thrill you with his Eagle, Devil-Rejoices-Over-Fallen-Warrior, and traditional Medicine Dances.

DON EAGLE, (retired as the undefeated Heavy-Weight Wrestling Champion of the World) will regale you with narrations and legends, and his personal magnetism will long be remembered by young and old alike.

GREY SQUIRREL, a Medicine Man and his family, will lend unforgettable traditional and philosophical impact to the occasion.

TALL OAK, a Narragansett Indian (a direct descendant of Simeon Simon, President George Washington's personal body guard, who is portrayed in the immortal painting "Washington Crosses the Delaware", will do the Calumet Dance in which the dancers body represents a peace-pipe, symbolizing the "Burying of the Hatchet", as well as the "Fish Dance" of the Iroquois, (often referred to as the "Original Charleston".

Indians of the *Sioux, Navajo, Iroquois, Mic Mac, Narragansett, Mohawk, Cherokee, Algonquin*, and many other tribes from all over the nation, will be represented.

All of us share the honor and privilege of participating in the first *AMERICAN INDIAN FESTIVAL* of its kind in the world!

In keeping with the finest of New England traditions the American Indians cultural program will be launched where our founding fathers first established many of the cultural and religious principles that have such impact in our world wide democratic institutions of today.



July 20, 1965

**Mr. M. J. Hardiman
American Indians, Inc.
65 Charles Street
Boston, Massachusetts**

Dear Mr. Hardiman:

I regret that I will not be able to attend the American Indian Festival Social Presentation to which you invited me in your letter of 24 June 1965.

Sincerely,

**Harlan E. Anderson
Vice President**

HEA:ncs

**C
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Y**

MODERN

LAUNDRY & DRY CLEANING CO. INC.

31 east second st.
maysville, kentucky

July 19, 1965

Digital Equipment Corporation
146 Main Street
Maynard, Mass.

Gentlemen,

As a stockholder of American Research and Development, we received last year a copy of your 1964 annual report.

I would appreciate a copy of the 1965 annual report as soon as it becomes available. I would also appreciate other information about the company and its products as might be available to its stockholders.

Sincerely,



R.A. Roden

- Drive-In
- Customer Parking
- 1 hr. Dry Cleaning
- 3 hr. Shirt Laundry
- Family Laundry Service
- "CRAVENETTE" Water-Repellent
- "BERLOU" Guaranteed Mothproofing
- Box and Fur Storage
- Decorator-Fold
- Drapery Service

VISIT OUR COIN-OPERATED LAUNDRY & DRY CLEANING VILLAGE

striving to please since 1898



Gentlemen:

Please send me your latest
financial statements.

I am a stockholder of American
Research & Development.

Thanks

DONALD L. JONES

6225 XERXES AVE.
No.

MINNEAPOLIS, MINN.

July 22, 1965

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Mr. R. A. Roden
Modern Laundry and Dry Cleaning Co., Inc.
31 East Second Street
Maysville, Kentucky

Dear Mr. Roden:

Thank you for your letter of July 19 requesting our 1965 Annual Report and information on our products.

Our 1965 Annual Report is presently in the editing stage and will be available shortly - at which time you will automatically receive a copy being an ARD stockholder.

We appreciate your interest in DEC, and trust the enclosed information will be useful to you.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs
Enclosures:
F-01, A-715, F-61, B-200, F-71, F-81,
FLIP-CHIP Brochure, The DEC Story.

July 28, 1965

Mr. Donald L. Jones
6225 Xerxes Avenue North
Minneapolis, Minnesota

Dear Mr. Jones:

Thank you for your recent note requesting our latest financial statements.

Our Annual Report is the only type of financial information which we release to the public and the expected date for completion of printing and mailing should be September 1st at which time you would receive a copy directly from the ARD stockholders listing.

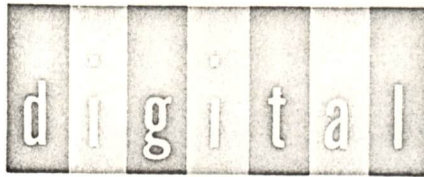
We appreciate your interest in DEC.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs

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equipment corporation

MAYNARD, MASSACHUSETTS
TWinoaks 7-8822 TWX MAYN 816

August 2, 1965

Mr. Jonathan Fadiman, Manager
Equipement Digital S.A.R.L.
65 rue du Faubourg, St. Honore
Paris 8^o, France

Dear Jon:

The combined responsibilities of managing the PDP-6 Product Line and International Sales have made it impossible for me to personally devote the attention our foreign sales operations require.

In the future, I will be devoting my full attention to the PDP-6 Product Line. Ted Johnson has been promoted to Sales Manager. As such, he will assume responsibility for all field sales operations, both domestic and foreign.

Our recent meeting in Maynard was extremely helpful to us, as we hope it was to you, and we are all enthusiastic about the progress and possibilities of our foreign offices. We are confident that our new product line organization and the coordination of our overall sales effort will strengthen our ability to support our various product efforts.

You will be hearing from Ted Johnson shortly on his plans and programs for sales and, in particular, the foreign sales operations. I know that you will give him your full cooperation and continued best efforts.

Sincerely,

A handwritten signature in cursive script, appearing to read "Harlan E. Anderson".

Harlan E. Anderson
Vice President

HEA:ncs

cc: G. Huewe, R. Smart, J. Leng
G. Moore, S. Olsen, T. Johnson

August 17, 1965

Mr. William MacGregor
Digital Equipment of Canada, Ltd.
150 Rosamond Street
Carleton Place
Ontario, Canada

Dear Bill:

Mrs. Anderson and I will have to decline your kind invitation to attend the annual DEC-Canada outing on the 28th of August due to the distance and the time involved in travelling.

We are pleased to have been remembered for such a festive occasion and hope it is an enjoyable day for all.

Sincerely,

HEA:ncs

August 18, 1965

Mr. Harry S. Mann
37 Greenview Way
Upper Montclair, New Jersey 07043

Dear Mr. Mann:

This letter is to confirm reservation made for a single room at the Colonial Inn, 11 Monument Square, Concord Center for an indefinite stay starting the night of Sunday, August 22.

May I be one of the first to say "Welcome" to Digital and will see you Monday morning.

Sincerely,

(Mrs.) N. Survilas
Secretary to Harlan E. Anderson

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August 25, 1965

C
Vermont Research Corporation
Precision Park
North Springfield, Vermont

Attention: Mr. Prentiss L. Smith,
Vice-President, Sales

O
Dear Prentiss,

P
Our discussion of August 19 concerned the disposition of three areas in a manner mutually beneficial to DEC and VRC: Purchase Order Contract No. 35658; the first unit released and delivered against that contract (formerly the Adams drum); and those drums remaining on the contract which have not been delivered. DEC's understanding of the agreements reached at that meeting are outlined below.

Y
The first drum unit is to be exchanged for a new drum fitted with all the modifications agreed upon by DEC and VRC eg., filter assembly, stiffer actuator, logic wired external to the drum cabinet etc. In consideration for the above detailed exchange, DEC agrees to assume responsibility for up to \$1,000.00 for the logic wiring. VRC will submit a proposal covering the specifics and the charges to DEC as applicable.

Delivery of the replacement drum is intended to allow DEC to conduct a thorough evaluation to determine its suitability for DEC's requirements and to determine the possibilities of establishing a contract similar to 35658 with VRC in the future.

Mr. Prentiss Smith

- 2 -

August 25, 1965

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No effort is to be expended toward production of the four remaining drums originally called for on the contract. The contract is formally terminated until such time as DEC and VRC may wish to establish a similar one on terms mutually agreeable at that time. Delivery of the replacement drum will fulfill VRC's obligations in regard to the contract except for those warranty obligations for which VRC and DEC have maintained agreement. In consideration, DEC agrees to report to VRC the evaluation results with the exchange drum, the order and amount of maintenance required by the unit and reliability data, on which heretofore DEC and VRC have been unable to reach agreement.

I trust you are in agreement with the above as representative of our discussion on August 19. Your acknowledgement via the enclosed carbon would be appreciated.

As emphasized during our discussion, DEC has a real need for this type of memory storage. Hopefully, evaluation of the new drum will prove it successful in meeting that need.

Sincerely,

DIGITAL EQUIPMENT CORPORATION

Harlan E. Anderson
Vice-President

cc: Mr. H. Taft
Vermont Research Corporation

Mr. W. Weeton
W. E. Weeton Company

HEA:mw

HEA:ecc

September 1, 1965

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Mr. John T. Gilmore, Jr.
Vice President
Charles Adams Associates
575 Technology Square
Cambridge, Massachusetts

Dear Jack:

Enclosed is the information sent to our branch managers on August 6, 1965 concerning the PDP-6 at Keydata. I would prefer that you not copy and distribute to your personnel this internal memoranda of ours but I did want you to know what information was in it.

I was sorry to learn of your decision about DECUS but I can understand the factors affecting your decision.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ecc

Enclosure: August 6 Statement on PDP-6 at Keydata

8/6/65

TO: All DEC Sales Office Branch Managers

The PDP-6 at Keydata (Adams Associates) has at their request been pulled out.

The basic reason for this situation is that we were unable to get the Adams machine up and running steadily in a short enough time. The machine was four months overdue. For a company such as Keydata, which depends on the earnings from its machine, this is a severe problem and they were not able to tolerate it.

As you know, an overdue period such as the above, while deplorable, is not exactly unusual in our industry. The reasons for our slowness in bringing the machine to a state of readiness are these:

- 1) This is the most extensive system we have ever sold and its very size created some problems, which took a while to solve.
- 2) At Adams' request, certain special items were supplied and these put considerable strain on our capabilities to meet the dates earlier agreed on.

You will almost certainly be asked about this incident by customers and potential customers so here's how to handle it:

- 1) Be very careful to say nothing negative about Adams Associates or Keydata.
- 2) Mention the above points frankly and without elaboration.
- 3) Point out that this is the first (and we trust the last) time this has ever happened to the PDP-6.
- 4) Mention other systems we have in and running, i.e.:

Project MAC
U. of Western Australia
Brookhaven Nat'l. Laboratory
Rutgers University

Lawrence Radiation Laboratory
RAND Corp
University of Bonn
Aachen Physics Institute

Some of the lessons we have learned from this episode are already being translated into action.

- 1) All modifications made on the Adams machine will be retro-fitted onto all other machines in the field as soon as possible. There will, of course, be no charge to any customer. These modifications will also be added to all present and future machines in production.
- 2) In-house acceptance test procedures are being considerably toughened.
- 3) An advertising campaign will be launched in September with the specific intent of mentioning our important customers with highly reliable systems.

In closing, let me say that we expect lots of good to come out of all this - we have learned some lessons very well.

Prescott Behn
Marketing Manager
Large Computer Division

PB/b

September 9, 1965

Mr. John McCarthy
Computation Center
Applied Mathematics and Statistics Laboratories
Stanford University
Stanford, California

Dear Mr. McCarthy:

At Mr. Anderson's request, I am enclosing a photocopy of the I.B.M.
Consent Decree.

Sincerely,

(Mrs.) N. Survilas, Secretary
to Harlan E. Anderson, Vice President

HEA:ncs
Enclosure

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September 27, 1965

Mr. John L. Merrill, Jr.
Putnam, Coffin and Burr
141 Milk Street
Boston, Massachusetts 02109

Dear Mr. Merrill:

Thank you for your letter of September 22, and for your continuous concern in DEC.

I have passed your letter along to our recently appointed Treasurer, Harry S. Mann who I am sure will be contacting you shortly.

Thank you again for your interest.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs
cc: H. Mann

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PUTNAM, COFFIN & BURR

MEMBERS NEW YORK, AMERICAN AND BOSTON STOCK EXCHANGES

INVESTMENT BANKERS

BOSTON • HARTFORD • NEW YORK

141 MILK STREET
BOSTON, MASSACHUSETTS 02109
TELEPHONE 482-4400

September 22, 1965

Mr. Harlan E. Anderson, Vice President
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Dear Mr. Anderson:

I have now had an opportunity to study your recently released Annual Report. Needless to say, in reading this report a large number of questions come to mind, some of which you may feel that you cannot answer under present circumstances but others of which I am sure you would feel free to discuss with me.

I am, therefore, writing to inquire as to whether or not you would be willing to let me come out and visit with you for a half to three-quarters of an hour sometime at your convenience. Let me emphasize that I clearly understand that it may not be appropriate for you to answer certain questions but at the same time, I feel under obligation with respect to my continuous following of American Research to keep as well informed as circumstances permit.

Looking forward to hearing from you and in the meantime with best wishes,
I remain

Sincerely,

John L. Merrill, Jr.

JLM/lg

VICTORIA BOND
VALLEY PAPER CO.
U.S.A.

THE JOHNS HOPKINS UNIVERSITY
APPLIED PHYSICS LABORATORY

8621 GEORGIA AVENUE
SILVER SPRING, MARYLAND

TELEPHONE
76-7100
589-7700
AREA CODE 301

August 13, 1965

Mr. E.A. Anderson
Vice President
Digital Equipment Corp.
Maynard, Mass.

Dear Mr. Anderson:

The Chesapeake Bay Area Chapter of ACM is planning a series of lectures on time sharing to be given in Baltimore in November 1965. The purpose of the series is similar in intent to the series presented by the Washington D.C. Chapter in March 1965. Through lectures and possibly demonstrations the latest developments in time sharing theory, software design, and equipment will provide the necessary background for individuals in the Baltimore area to assess the value of time sharing with respect to their own problems.

It is planned to have lecturers from the various companies designing time sharing systems each present one lecture in the series. I would greatly appreciate it if you could present one of the lectures in the series. Each lecture would last for two to three hours depending on whether a demonstration were included. Tentatively Tuesday evenings November 2, 9, 16, 23, and 30 have been selected for the series. Please let me know if you will be able to participate in this series and which date, with possible alternates, would be most convenient for you.

Sincerely,

Charles V. Bitterli

Charles V. Bitterli
Chairman, Professional
Development Committee

CVB:blb

August 26, 1965

C

Mr. Charles V. Bitterli
Chairman, Professional Development Committee
Applied Physics Laboratory
The Johns Hopkins University
8621 Georgia Avenue
Silver Spring, Maryland

O

Dear Mr. Bitterli:

Thank you for your letter of August 13 inviting me to present a lecture on time sharing for the Chesapeake Bay Area Chapter of the ACM in November.

P

I would be pleased to do this and would prefer the date of Tuesday, November 23 with Tuesday, November 16 as an alternate date. I would like to present a live demonstration using our Programmed Data Processor - 6 (PDP-6) system here in Maynard. I will need access to a teletypewriter with a TWX Prime line for this purpose.

Y

I look forward to receiving further details as the time approaches. It would be helpful to have a list of names and organizations of those planning to attend when this information becomes available.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs

November 8, 1965

C
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Mr. Charles V. Bitterli, Chairman
Professional Development Committee
Applied Physics Laboratory
The Johns Hopkins University
8621 Georgia Avenue
Silver Spring, Maryland

Dear Mr. Bitterli:

I am sorry that I will not be able to be at Johns Hopkins University to speak on time sharing as I had promised earlier. With your permission, I would suggest that Larry Portner who is in charge of the development work on time sharing software at DEC will be an excellent choice for your lecture series. He has played a keyrole in our PDP-6 system which he will plan to demonstrate to your group.

I apologize for the inconvenience this change may cause you, but I am sure you will receive a fine discussion of time sharing from Larry.

Sincerely,

Harlan E. Anderson
Vice President ✓

HEA:ncs

P.S. I have passed on to him our correspondence and you can look forward to hearing from him soon.

cc: L. Portner

H. E. ANDERSON

Remind Andy to reply on Monday 11/1/65

5 2
N M

DIGITAL EQUIPMENT CORPORATION



INTEROFFICE MEMORANDUM

DATE November 8, 1965

SUBJECT University of Pittsburgh

TO H. Anderson
E. Harwood
J. Jones

FROM N. Mazzaresse

Problem: University of Pittsburgh and other customers have indicated that wiring lists do not correspond with the status of machines. This requires clarification. The central processor is kept up to date on a machine by machine basis, however, the I/O portion is customized for each machine by both DEC and the end customer. Because of the difficulty in modifying the wiring list to compensate for this and because of the lack of utility, we have not attempted to do so.

Solution: It is our feeling that the customer need not have a wiring list which accurately represents his machine. The usefulness of wiring lists is strictly for Production and checkout purposes. We feel that the University of Pittsburgh was tracing wires because of the need for adequate documentation of I/O interface. To meet this need, we have completed a PDP-7 Interface manual which describes in detail how to connect extra gear to the computer (including such things as Pin numbers, loading rules and suggested interface modules). We feel that with this list there is no need for the customer to even look at the wiring list.

The PDP-7 interface manual will be available about the 29th of November.



LEARNING RESEARCH AND DEVELOPMENT CENTER

UNIVERSITY OF PITTSBURGH • PITTSBURGH • PENNSYLVANIA 15213

MAIN OFFICE: 302 AMOS HALL • PHONE 621-3500 EXT. 7226-7227

LABORATORIES: UPPER CAMPUS • PHONE 683-1620 EXT. 2422-23-24

October 25, 1965

Mr. Harlan E. Anderson
Vice President
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Dear Mr. Anderson:

Several months ago, we acquired a PDP-7 Computer that we are preparing to use as the control device for an assortment of peripheral stations which are used for instructional research and development. I would like to say that we are quite pleased with the performance of the computer and with your organization's assistance in getting us started. Since, as a result of this installation, we are somewhat committed to DEC equipment, this good performance is quite gratifying to us. Our plans call for a fairly sizable increase in the amount of equipment involved, and we are naturally interested in maintaining effective working relationships with your Company.

There are two areas that have caused us some problems and annoyance, and I feel these should be brought to your attention for whatever that may be worth. Since receiving our computer, we have ordered approximately \$1,500 worth of additional modules and equipment. We generally order these as we discover the need for them, and hence desire delivery on the fastest possible basis. Our experience has been that, unless special requests are made for immediate shipment, the entire shipment may wait on one component that is not immediately available. Recently, we ordered several items of equipment and received partial shipment together with a shipment date on the remainder that was satisfactory to us. The shipment of the remainder of the order, however, was not accomplished on the stated date. It was not until almost one week later, as a result of our inquiries, that we discovered this would be delayed yet another week unless we could make a substitution for the part that was unavailable. It turned out that we could easily do this; and as a matter of fact, the substituted part (in this case a system panel) was easily changed to conform to the part we initially requested with about twenty minutes' work on our part. My point here is that we could have gained several days of system time within a tight schedule if your shipping department had notified either us or your representative in Pittsburgh as soon as they knew that the date would be missed and that such a substitute was possible.

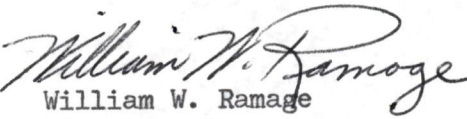
October 25, 1965

The second item that has caused us many hours of time and annoyance is the inadequate nature of the documentation associated with our particular computer. The reference and maintenance manuals are very good in describing the PDP-7 in general. However, the schematic and wiring lists for our particular installation are not only incomplete, but those that we have are inaccurate. For example, we have been unable to obtain an interpanel or interbay wiring list. Our schematics apparently are those used for some standard PDP-7 Computer and generally the mneumonics designating module locations do not correspond with those of our machine. In addition, the schematics show circuits that do not exist in our machine, and our machine has circuits that do not exist on the drawings. The wiring list also seems to have panel designations that are three or four panels removed from the actual location of the wires within our computer. We have found in certain instances that the wiring lists are actually wrong; I assume this must result from changes made on the test floor that did not get reflected into an up-to-date wiring list. The state of this documentation has caused us many hours of tracing wires in the machine itself; and, to date, we have still been unable to feel confident that we know exact loadings on particular gates or exact routings of various circuits.

I do not want this letter to indicate that we are dissatisfied in any respect with either your computer or your services, but I felt these items should be mentioned as I feel it would be to the advantage of both parties if corrections can be made in our future dealings.

Thank you for your consideration and for the services both Maynard and your local office have provided us.

Very truly yours,


William W. Ramage
Director of
Equipment Technology

/jnm

cc: Mr. R. A. Lindsay



INTEROFFICE MEMORANDUM

DATE November 1, 1965

SUBJECT Pittsburgh Complaints

TO H. Anderson
cc: N. Mazzaresse

FROM Ed Harwood

The comments are identical to those I have received from other customers I have surveyed.

Most of his print problems are in the I/O area and this has always been a problem. The computer is prewired for some options and the wire list calls out these names. When the system requires other than the options called out on the wire list, these new options are inserted and the block schematics are changed accordingly. The wire list does not get changed.

nick
What do you plan to do about it?

Andy.

OCT 28 REC'D

H. E. ANDERSON

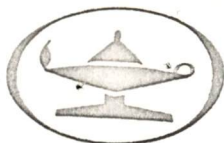
10/28/65

Stan,

I plan to reply to the attached on Monday,
would appreciate any comments from you.

Andy

Millie Reminds me
to call Andy



LEARNING RESEARCH AND DEVELOPMENT CENTER

UNIVERSITY OF PITTSBURGH • PITTSBURGH • PENNSYLVANIA 15213

MAIN OFFICE: 302 AMOS HALL • PHONE 621-3500 EXT. 7226-7227

LABORATORIES: UPPER CAMPUS • PHONE 683-1620 EXT. 2422-23-24

October 25, 1965

Mr. Harlan E. Anderson
Vice President
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Dear Mr. Anderson:

Several months ago, we acquired a PDP-7 Computer that we are preparing to use as the control device for an assortment of peripheral stations which are used for instructional research and development. I would like to say that we are quite pleased with the performance of the computer and with your organization's assistance in getting us started. Since, as a result of this installation, we are somewhat committed to DEC equipment, this good performance is quite gratifying to us. Our plans call for a fairly sizable increase in the amount of equipment involved, and we are naturally interested in maintaining effective working relationships with your Company.

There are two areas that have caused us some problems and annoyance, and I feel these should be brought to your attention for whatever that may be worth. Since receiving our computer, we have ordered approximately \$1,500 worth of additional modules and equipment. We generally order these as we discover the need for them, and hence desire delivery on the fastest possible basis. Our experience has been that, unless special requests are made for immediate shipment, the entire shipment may wait on one component that is not immediately available. Recently, we ordered several items of equipment and received partial shipment together with a shipment date on the remainder that was satisfactory to us. The shipment of the remainder of the order, however, was not accomplished on the stated date. It was not until almost one week later, as a result of our inquiries, that we discovered this would be delayed yet another week unless we could make a substitution for the part that was unavailable. It turned out that we could easily do this; and as a matter of fact, the substituted part (in this case a system panel) was easily changed to conform to the part we initially requested with about twenty minutes' work on our part. My point here is that we could have gained several days of system time within a tight schedule if your shipping department had notified either us or your representative in Pittsburgh as soon as they knew that the date would be missed and that such a substitute was possible.

October 25, 1965

The second item that has caused us many hours of time and annoyance is the inadequate nature of the documentation associated with our particular computer. The reference and maintenance manuals are very good in describing the PDP-7 in general. However, the schematic and wiring lists for our particular installation are not only incomplete, but those that we have are inaccurate. For example, we have been unable to obtain an interpanel or interbay wiring list. Our schematics apparently are those used for some standard PDP-7 Computer and generally the mnemonics designating module locations do not correspond with those of our machine. In addition, the schematics show circuits that do not exist in our machine, and our machine has circuits that do not exist on the drawings. The wiring list also seems to have panel designations that are three or four panels removed from the actual location of the wires within our computer. We have found in certain instances that the wiring lists are actually wrong; I assume this must result from changes made on the test floor that did not get reflected into an up-to-date wiring list. The state of this documentation has caused us many hours of tracing wires in the machine itself; and, to date, we have still been unable to feel confident that we know exact loadings on particular gates or exact routings of various circuits.

I do not want this letter to indicate that we are dissatisfied in any respect with either your computer or your services, but I felt these items should be mentioned as I feel it would be to the advantage of both parties if corrections can be made in our future dealings.

Thank you for your consideration and for the services both Maynard and your local office have provided us.

Very truly yours,



William W. Ramage
Director of
Equipment Technology

/jnm

cc: Mr. R. A. Lindsay

November 9, 1965

Mr. William W. Ramage
Director of Equipment Technology
Learning Research and Development Center
University of Pittsburgh
Pittsburgh, Pennsylvania 15213

Dear Mr. Ramage:

Thank you for taking the time to write me recently. I am pleased to hear you say that you are quite pleased with the overall relationship that has developed between our two organizations concerning your PDP-7.

We are sorry about not keeping you better informed on the status of your module order. Your comments have been brought to the attention of our Product Line Manager for modules. Within the last three months, we have increased our module production capacity almost by a factor of two and by January 1 anticipate that standard modules will be available for immediate delivery.

Concerning your PDP-7 problems with documentation, I understand Ed Harwood of DEC has been in touch with you. Briefly, our wiring lists are primarily for production purposes and are not suitable for the purpose you were using them. We have recently recognized the need for better documentation for I-O interfacing and have in preparation a PDP-7 interfacing manual which will include instructions on how to connect things to the computer. Detail information such as appropriate pin numbers, loading rules and suggested interface modules will be included. This manual is scheduled for completion about December 1 and I have requested that a copy be sent to you. In the meantime, I am enclosing a copy of the draft of this manual for your immediate use. We do not know of any specific errors in this draft, but would caution you in using it that it is not yet finished.

I want to express our appreciation to you for writing about these matters and hope that the above information will be useful to you.

Sincerely,

Harlan E. Anderson ✓
Vice President

HEA:ncs
Enclosure

bcc: N. Mazzarese, R. Lindsay, S. Olsen

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November 10, 1965

Mr. William Elfers
Greylock and Company
294 Washington Street
Boston, Massachusetts 02108

Dear Bill,

I was pleased to receive your announcement concerning the formation of Greylock and Co. and want to wish you success in this new undertaking.

Sincerely,

HEA:ncs

C

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MASSACHUSETTS INSTITUTE OF TECHNOLOGY
PROJECT MAC

Reply to: Project MAC
545 Technology Square
Cambridge, Mass. 02139

Telephone: (617) 864-6900 x5851

November 19, 1965

Mr. Harlan Anderson
Digital Equipment Corporation
Main Street
Maynard, Massachusetts

Dear Andy:

I enclose seven (7) copies of an old proposal which you submitted in the summer of 1964. We have treated these as company confidential documents, and my reason for returning them at this time is to relieve us of the need to safeguard this information.

I enjoyed our meeting the other day. I think we satisfactorily settled a number of issues that had been worrying several of us.

Sincerely,



Richard G. Mills
Assistant Director

RGM/tlb

Enclosures - 7

November 23, 1965

C

Mr. Richard G. Mills
Assistant Director
Massachusetts Institute of Technology
Project MAC
545 Technology Square
Cambridge 39, Massachusetts

O

Dear Mr. Mills:

P

This is to acknowledge receipt of seven copies of DEC's Preliminary Proposal entitled, "Multi-Processor Time-Shared PDP-6 System" dated July 28, 1964.

Thank you for your attention in safeguarding the material .

Sincerely,

Y

(Mrs.) N. Survilas, Secretary to
Harlan E. Andersson, Vice President

ncs

November 24, 1965

C
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Mr. David Mapes
BioMetric Computer Center
James K. Dobbs Research Building
University of Tennessee
951 Court Avenue
Memphis, Tennessee

Dear Mr. Mapes:

At Mr. Anderson's request, I am enclosing the following:

PDP-7 User's Handbook F-75
DECSYS-7 The DECTAPE SYSTEM
F-71 Descriptive Brochure
GRAPHpad by Dave Brown and W. Long
PDP-7 Program Library 12-22-64 and 4-28-65
DECTape Subroutines 4/22/65
PDP-4 Program Library - Type 57 Compiler .

Sincerely,

(Mrs.) N. Survilas, Secretary
to Harlan E. Anderson, Vice President

ncs
Enclosures

UNIVERSITY OF CALIFORNIA, BERKELEY

BERKELEY • DAVIS • IRVINE • LOS ANGELES • RIVERSIDE • SAN DIEGO • SAN FRANCISCO



SANTA BARBARA • SANTA CRUZ

DEPARTMENT OF MATHEMATICS

BERKELEY, CALIFORNIA 94720

November 26, 1965

Digital Equipment Corporation
Maynard, Massachusetts

Gentlemen:

I received your interesting annual report as a stockholder of American Research and Development Corporation. It seems that your common stock is held at least in part by the public, but my broker cannot find any. Can you furnish me with information that will enable my broker, or me directly, to obtain a quotation, and afterwards buy some shares?

Thank you for your help.

Very sincerely yours,

A handwritten signature in blue ink that reads "Henry Helson".

Henry Helson

December 3, 1965

C

Mr. Henry Helson
Department of Mathematics
University of California
Berkeley, California 94720

O

Dear Mr. Helson:

P

Thank you for your letter of November 26, 1965 inquiring about public stock availability of Digital Equipment Corporation. That portion of our stock which is not owned by American Research and Development Corporation is owned by employees and management of the company and is not traded.

Thank you for your interest in DEC.

Sincerely,

Y

Harlan E. Anderson
Vice President

HEA:ncs



MARATHON ASSOCIATES, INC.

Counselors to Management

CINCINNATI ♦ SAN FRANCISCO ♦ NEW YORK

November 30, 1965

927 Provident Bank Building
Cincinnati, Ohio 45202
Area Code 513 - Phone 621-1414

President
Digital Equipment Corp.
146 Main Street
Maynard, Massachusetts

PERSONAL & CONFIDENTIAL

Dear Sir:

A prominent corporation which is listed on the American Stock Exchange has retained us to assist them in helping their firm to grow and diversify their business. They are particularly interested in certain products which would fit in with their capabilities in production and sales.

Your company has attracted our attention due to the items which you manufacture. These should offer growth possibilities when combined with the abilities of our client.

Would you consider looking into some arrangement which might lead toward a merger of your company with this firm which we represent? If so, we would suggest the following procedure:

1. Write or telephone that you are willing to consider the proposal.
2. We shall then provide preliminary information to help you determine right away if you wish to proceed further.
3. If you believe there are some possibilities for further discussion, you can tell us what you have in mind and between us we can decide if there are possibilities for a worthwhile transaction.

Please keep in mind that we are retained by our client in this matter. Your company will not be under any obligation and we assure you of our complete integrity. If there is a mutual interest the name of our client can be revealed.

Any communication between us will be held in strict confidence. We assure you we are in earnest. Feel free to investigate us through your bank to assure yourself this is a legitimate inquiry. Won't you write or phone as soon as you have reached a decision?

Very sincerely yours,

MARATHON ASSOCIATES, INC.

J. L. Brown
Vice President

JLB:BIC

December 6, 1965

Mr. J. L. Brown, Vice President
Marathon Associates, Inc.
927 Provident Bank Building
Cincinnati, Ohio 45202

Dear Mr. Brown:

Your letter to Mr. Olsen, President of Digital Equipment Corporation has been referred to me for answer. We are pleased at the interest you have shown in contacting us but must point out that DEC is not available for sale or merger at the present time and any discussions along this line would be inappropriate.

For your general interest, I am enclosing a copy of our latest annual report which you may find interesting reading.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs
Enclosure

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WILLIAM BIEL
ATTORNEY AND COUNSELLOR AT LAW
30 BROAD STREET
NEW YORK, N. Y. 10004
—
TELEPHONE HANOVER 2-1150

November 22, 1965

PERSONAL & CONFIDENTIAL

Digital Equipment Corporation
146 Main Street
Maynard, Mass.

Attention: President

Dear Sir:

I represent a highly rated corporation which is interested in acquiring your company, either by capital stock or asset purchase.

It is the firm policy of my client to make acquisitions for cash, and to retain present management and corporate identity to ensure continuity of operation.

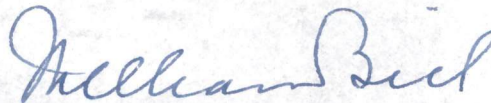
Under present tax conditions, the capital gain resulting from a sale may be more attractive to you and your associates than income which is subject to ordinary income taxes.

If you are interested in pursuing this subject, please advise me; or if you prefer, I should be glad to discuss this matter with you by telephone.

I am not acting as a broker, and there will be no fees or commissions paid by you in this connection.

All correspondence and information will, of course, be treated in strictest confidence.

Very truly yours,



William Biel

WB:ck

December 6, 1965

Mr. William Biel
30 Broad Street
New York, New York 10004

Dear Mr. Biel:

Your letter to the President of Digital Equipment Corporation has been referred to me for answer. We are pleased at the interest you have shown in contacting us but must point out that DEC is not available for sale or merger at the present time and any discussions along this line would be inappropriate.

For your general interest, I am enclosing a copy of our latest annual report which you may find interesting reading.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs
Enclosure

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December 7, 1965

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Mr. Armin Miller, President
Data Disc Corporation
1275 California Avenue
Palo Alto, California

Dear Armin:

It was a pleasure to have an opportunity to meet you recently in Las Vegas. I am enclosing with this letter a copy of the American Research and Development Corporation annual report which I think you may find interesting.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs
Enc: ARD Report

December 10, 1965

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Mr. Gerald Smith
Manager of Engineering
North America Staff
International Telephone and Telegraph Co.
320 Park Avenue
New York, New York 10022

Dear Gerry:

It was a pleasure to have a brief moment to chat with you during the Fall Joint Computer Conference last week and to learn of your new responsibilities with ITT Headquarters. Concerning the Avis need for new and improved hardware, I am very pleased that you have brought it to our attention. As you probably know, we do not normally take systems responsibility for a complete end user oriented computer system such as might be required. Because of this, I doubt if this is an area that we would be helpful to you in but we do appreciate your mentioning it to us.

I want to wish you every opportunity for success in your new undertaking at ITT and please feel free to visit us here at DEC whenever you are in the area.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs

INTERNATIONAL TELEPHONE AND TELEGRAPH CORPORATION

320 PARK AVENUE

NEW YORK, N. Y. 10022

December 7, 1965

Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Attention: Mr. H. E. Anderson, Vice President

Dear Harlan:

Our fleeting meeting at the Computer Conference did not permit me to discuss a problem I have that conceivably could be resolved by DEC. Did you know I left Indiana General last July? I am now with ITT Headquarters in New York, associated mainly with computer oriented aspects of our business. I would like to discuss with your people the possible systems that could be employed in mechanizing the field operations of Avis, a subsidiary of ITT.

The traffic and income growth of Avis is now surpassing their present manual administrative capabilities. A system is required that will permit solution of all or some combination of all the problem categories listed below for each Avis counter location.

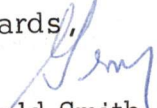
1. "Instantaneous" credit verification
2. Preparation of the Rental Agreement at check-out
3. Termination of Contract at check-in
4. Recording of individual transactions for daily accumulation of accounting information

We would like to use presently available hardware so that any postulated system could be implemented within a minimal period.

If you feel that DEC could offer a solution, I would like to set up a meeting between us as quickly as possible. This is a very real need for Avis. My telephone number is (212) PL 2-6000, Extension 732.

Give my kindest regards to Ken.

Regards,


Gerald Smith
Manager of Engineering
North America Staff

GS:bw

December 13, 1965

Mr. Robert A. Chadbourne
Executive Vice President
Associated Industries of Massachusetts
2206 John Hancock Building
Boston, Massachusetts 02116

Mr. William Hannon, Vice Chairman
Boston Chapter of Industrial Designers
Society of America

Dear Msrs. Chadbourne and Hannon:

On behalf of Digital Equipment Corporation, I am pleased to accept the Certificate of Merit for the design of our PDP-8 computers.

I regret that it was not possible for me to be personally present at your annual meeting.

Sincerely,

Harlan E. Anderson

HEA:ncs

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Associated Industries of Massachusetts

2206 JOHN HANCOCK BUILDING • BOSTON 02116

ROBERT A. CHADBOURNE
EXECUTIVE VICE PRESIDENT

November 1, 1965

Mr. Harian E. Anderson
Digital Equipment Corp.
146 Main Street
Maynard, Massachusetts

Dear Mr. Anderson:

We regret that you were not present at the A.I.M. Fiftieth Annual Meeting to receive your Certificate of Merit personally from A.I.M.'s President.

Consequently, we are mailing your Certificate to you and again extend our heartiest congratulations.

Sincerely,

William Hannon

William Hannon, Vice-Chairman
Boston Chapter
Industrial Designers Society
of America

Robert A. Chadbourne

Robert A. Chadbourne
Executive Vice President
Associated Industries of Massachusetts

December 13, 1965

Mr. James E. Webb
Administrator
National Aeronautics and Space Administration
Washington, D. C. 20546

Dear Mr. Webb:

Mr. Olsen has asked me to represent Digital Equipment Corporation at the NASA briefing of the computer industry. I look forward to this opportunity to learn more about NASA plans so that we might better understand NASA needs and ways in which we might participate more effectively.

Sincerely,

Harlan E. Anderson

HEA:ncs

cc: Mr. John K. Koepf
Industry Assistance Officer

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NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
WASHINGTON, D.C. 20546

OFFICE OF THE ADMINISTRATOR

DEC 7 1965

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

Dear Mr. Olsen:

As you know, the computer industry is greatly involved in the national space program. During recent months, we have been reviewing our relationships with the industry, particularly in regard to major procurements of large-scale general purpose computing systems. As a result of this review, we are planning some positive actions to improve NASA's over-all approach to such procurements with the major objective of increasing competition throughout the industry.

As an initial step, we would like to convene key corporate officials of the principal companies involved in the manufacture of new generation computer systems, in order that we might outline our plans and provide an opportunity for an exchange of views. We have scheduled a meeting for this purpose on Tuesday, December 21, 1965, in the Program Review Center (Room 70059) of the NASA Headquarters Building, 400 Maryland Avenue, S.W., Washington, D.C.

We have planned this industry briefing in two parts. The morning session, from 10:00 a.m. to 12:00 noon, will concern itself with a review of our policy, intentions, and future plans to increase competition. The afternoon session, from 1:30 p.m. to 4:30 p.m., will deal with advance information concerning specific computer procurements which NASA is planning to undertake in the immediate future.

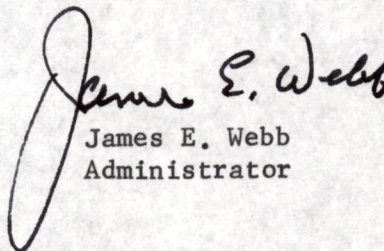
We hope it will be possible for you to attend the morning session, and to participate in whatever portion of the afternoon session you feel would be of interest. You might want to have one or two additional company representatives join you, since the briefing should be of interest both to your sales and technical personnel. In view of the number of companies

participating, and the limitations on space, it is requested that not more than three representatives attend from each company.

I would like to have you and any senior officials who accompany you join me for lunch, following the morning session. This will provide an opportunity for me to meet with the senior executive officers, for a further exchange of views.

All of the arrangements for the December 21 meeting are being handled by NASA's Industry Assistance Officer, Mr. John K. Koepf. It would be appreciated if you would let Mr. Koepf know who will be representing your company. He may be contacted by telephone on Area Code 202, DUDley 2-8236.

Sincerely yours,



James E. Webb
Administrator

H. E. Anderson

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

Washington, D. C.

NASA INDUSTRY BRIEFING - COMPUTER PROCUREMENT

Tuesday, December 21, 1965

AGENDA

Morning Session

(10:00 a.m. to 12:00 Noon)

I. INTRODUCTION

William Rieke
Deputy Associate Administrator
for Industry Affairs

II. PRESENTATION OF NASA'S PLANS
AND POLICIES AFFECTING FUTURE
ADP PROCUREMENTS

William Rieke
and
Edmond C. Buckley
Director, Office of Tracking
and Data Acquisition

Coffee Break

III. QUESTIONS, DISCUSSION
AND SUMMARY

William Rieke

IV. CONCLUDING REMARKS

James E. Webb
NASA Administrator

Luncheon

Afternoon Session

(1:30 p.m. to 4:30 p.m.)

V. INTRODUCTION

George J. Vecchietti
Director of Procurement

VI. LANGLEY RESEARCH CENTER
ADP PROCUREMENT

Paul F. Fuhrmeister
Chief, Analysis and Computation
Division (Langley Research Center)

VII. MARSHALL SPACE FLIGHT CENTER AND
SLIDELL ADP PROCUREMENT

Charles Bradshaw
Deputy Director, Computation
Laboratory (MSFC)

VIII. CONCLUDING REMARKS

George J. Vecchietti

HEA

December 14, 1965

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Mr. Kenneth T. Schaaf
Department of Commerce Management Institute
The University of Wisconsin
432 North Lake Street
Madison, Wisconsin 53706

Dear Mr. Schaaf:

Thank you for your letter of December 6 inquiring about time sharing and particular the PDP-6 computer. Our computers are used primarily for scientific in and control purposes. The enclosed literature is, of course, oriented toward these applications.

Concerning general sources of information on time sharing and computer utilities, I would like to point out that there was a study group of the Harvard Graduate School of Business Administration who worked on this general subject. I am sorry that I do not have the names of the members of this group nor whether their information has been published. However, I am sure you can get information about the group by contacting Phil Matthews, Research Assistant, Harvard Business School, Soldiers Field Road, Boston, Mass., 02163.

I hope that this information will be useful to you.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs
Enc: F-61B
F-61

The University of Wisconsin

UNIVERSITY EXTENSION DIVISION

432 NORTH LAKE STREET
MADISON, WISCONSIN 53706

DEPARTMENT OF COMMERCE
MANAGEMENT INSTITUTE

December 6, 1965

Mr. Harlan Anderson
Vice President
Digital Equipment Corporation
Maynard, Massachusetts

Dear Mr. Anderson:

I am now in the introductory stages of a study of computer time-sharing and the trend toward computer utilities. Your PDP-6, which I read about in Business Week (March 14, 1964; A Computer That Grows With You), seems to be the type of equipment which would be used in a time-sharing system.

Would it be possible for me to obtain a copy of any literature which you may have on the PDP-6 and time-sharing? Also, since I am just in the introductory stages of this study, I would appreciate hearing of any other sources of information on time-sharing and computer utilities.

Sincerely,

Kenneth T. Schaaf

Kenneth T. Schaaf

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December 16, 1965

C
Mr. John K. Koepf
Industry Assistance Officer
National Aeronautics and Space Administration
Code KD-2
Washington, D. C. 20546

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Dear Mr. Koepf:

As mentioned in our telephone conversation this afternoon I am enclosing my photograph and brief biography. In addition, I have enclosed information on Digital Equipment Corporation which I thought you might find interesting.

P
Sincerely,

Harlan E. Anderson
Vice President

Y
HEA:ncs
Enc: Photograph
Biography
Annual Report

Harlan E. Anderson

Harlan E. Anderson is Vice President, Director and a co-founder in 1957 of Digital Equipment Corporation of Maynard, Mass., a leading producer of general-purpose digital computers.

He received his bachelor's degree in engineering physics in 1951 and his master's degree in physics in 1952, both from the University of Illinois.

Following his graduate work, he joined the staff of Massachusetts Institute of Technology's Lincoln Laboratory, where he worked on the design of computers and circuitry for use with SAGE, the defense against attack by manned bombers. He left Lincoln in 1957 to help found Digital.

The firm has grown from the original two employees to 950 and from the original single location to 13 regional and district offices in this country and subsidiary firms in Canada, England, France, Germany, and Australia.

Mr. Anderson is General Chairman of the 1966 Spring Joint Computer Conference to be held in Boston. This is one of the largest technical meetings of the nations computer industry and is sponsored by the American Federation of Information Processing Societies.

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December 22, 1965

C
Professor Daniel Teichroew, Head
Division of Organizational Sciences
Case Institute of Technology
University Circle
Cleveland 6, Ohio

O
Dear Dan:

Thank you for your recent letter and for sending me a copy of the paper on Data Display Systems in Business.

P
I am enclosing a copy of our Annual Report covering fiscal year ended July 3, 1965.

Sincerely,

Y
Harlan E. Anderson
Vice President

HEA:ncs
Enc: Annual Report

CASE INSTITUTE OF TECHNOLOGY

Division of Organizational Sciences



UNIVERSITY CIRCLE
CLEVELAND 6, OHIO
SWeetbriar 5-1000

16 December 1965

Mr. Harlan E. Anderson
Vice President
Digital Equipment Corp.
Maynard, Massachusetts

Dear Harlan:

Thank you for the copy of the annual report of the American Research and Development Corporation, I found it very interesting and quite impressive. I notice that it indicates that the Digital Equipment Corp. issues annual reports; if a copy is available, I would appreciate receiving one.

I have been out of town and have not been in touch with Armin during the last week and therefore, I am not up to date on whether anything has transpired. However, the possibility of an association appears to me to be both mutually beneficial and promising. I hope something can be worked out.

As an indication of my general interest in the field of Data Processing and Application of various computer devices, I am enclosing a copy of a paper on Data Display Systems in Business which you might find of interest.

Best regards,

Daniel Teichroew, Head
Division of Organizational
Sciences

DT:lek



December 7, 1965

C
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Professor Daniel Teichroew
Case Institute of Technology
Cleveland, Ohio

Dear Dan:

It was a pleasure to have an opportunity to meet you recently in Las Vegas. I am enclosing with this letter a copy of the American Research and Development Corporation annual report which I think you may find interesting.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs
Enc: ARD Report

December 22, 1965

C
Mr. William H. Congleton, Vice President
American Research and Development Corporation
200 Berkeley Street
Boston 16, Massachusetts

Dear Mr. Congleton:

O
I am enclosing (per Andy's request) correspondence between Professor Daniel Teichroew and Andy along with the attachment - the Stanford Graduate School of Business Bulletin #3.

"A Very Merry Christmas"

(Mrs.) Nancy Survilas
Secretary to Harlan E. Anderson

P
Enclosures

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December 28, 1965

C
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Mr. Vincent N. DiPrima
Book Division
Fairchild Publications, Inc.
7 East 12th Street
New York, New York 10003

Dear Mr. DiPrima:

I have received your letter of December 17, 1965 concerning current financial information about DEC. Enclosed please find two copies of our current Annual Report which will provide you with the necessary details. I would like to call your attention to the fact that Mr. Harry S. Mann has joined the company recently and is now our Treasurer. In addition, the number of employees has increased to approximately 1000.

I hope that this information will assist you in updating your entry for Digital Equipment Corporation in your new Electronic News Financial Fast Book and Directory.

Sincerely,

Harlan E. Anderson
Vice President

HEA:ncs
Enc: (2) Annual Reports

Book Division, Fairchild Publications, Inc.

7 East 12th Street, New York, N. Y. 10003/212 ALgonquin 5-5252

December 17, 1965

Mr. Harlan E. Anderson
Vice President and Treasurer
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Dear Mr. Anderson:

We are currently compiling company listings for the 1966 edition of Electronic News Financial Fact Book & Directory.

In order to list the latest available financial and corporate information for your company, we need two copies of your current annual report.


As you know, financial data on all publicly-owned companies is available from the Securities and Exchange Commission. However, we'd prefer to obtain this information from you rather than pick it up from SEC.

Will you please send these to our address below and add us to your mailing list to receive annual, semi-annual and quarterly financial statements in duplicate.

We've enclosed a copy of your listing as it appeared in the 1965 edition of Electronic News Financial Fact Book & Directory. If you find any errors or omissions in this listing for your firm, please let me know.

Thank you in advance for your assistance.

Cordially,


Vincent N. DiPrima
Assistant Manager

VND:gw

Our address:

Vincent N. DiPrima
Book Division
Fairchild Publications, Inc.
7 East 12th Street
New York, N. Y. 10003

December 28, 1965

**Major James Webster
National Security Agency
R424
Fort Meade, Maryland**

Dear Major Webster:

I would like to take this opportunity to thank you for the time you spent with me last Monday discussing the PDP-8 computer that you have purchased. These types of interviews are very important and useful to DEC management in sampling the total performance of our company in meeting the needs of customers such as you.

Upon returning to our factory, I checked into your module order which included the 4217 module which you urgently needed. This was shipped last week and by now you should undoubtedly have it.

Thank you again for your cooperation.

Sincerely,

HEA:ncs

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Ben Janower and Associates, Inc.

FINANCIAL AND MANAGEMENT CONSULTANTS

34 HAZELWOOD DRIVE

JERICO, NEW YORK 11753

OVERBROOK 1-0152

December 23, 1965

Att: The President
Digital Equipment Corp.
Maynard, Massachusetts 01754

Dear Sir,

As Financial and Management Consultants we assist our clients
in mergers and acquisitions.

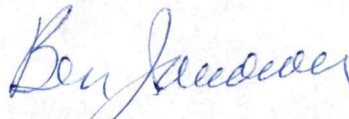
We are working very closely with several large listed firms
who are seeking to acquire companies such as yours.

They have specifically discussed your kind of firm as a
possible interest.

We were wondering if we might pursue this further in complete
confidence.

Sincerely,

BEN JANOWER & ASSOCIATES INC.



Ben Janower
President

BJ:cj

December 29, 1965

C
Mr. Ben Janower, President
Ben Janower and Associates, Inc.
34 Hazelwood Drive
Jericho, New York 11753

O
Dear Mr. Janower:

Your letter to the President of Digital Equipment Corporation has been referred to me for answer. We are pleased at the interest you have shown in contacting us but must point out that DEC is not available for sale or merger at the present time and any discussions along this line would be inappropriate.

P
For your general interest, I am enclosing a copy of our latest annual report which you may find interesting reading.

Sincerely,

Harlan E. Andersson
Vice President

Y
HEA:ncs
Enc: Annual Report