

CW/BITS

No. 14/November/1966



GARBAGE

One of our programmers will be working for you in a week. He will be on the IBM 360 for the day. The price is \$100 per hour. The monkey will be paid \$100 per hour. And he will be on the IBM 360 for the day. He will be on the IBM 360 for the day. He will be on the IBM 360 for the day. He will be on the IBM 360 for the day.

IBM Corp. IBM Corp. IBM Corp.
 New York City 10017-10017
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LOOKS AT NEW YORK

New York, New York — the Bronx is up and the Battery's down — and CUC's just about in the middle and growing higher. At the New York office, expansion has meant growing pains. With new CUC employees and a new IBM 360/30, the third and fourth floors of 655 Madison Avenue have been outgrown, so on December 2, CUC took over the eighth floor as well. Most of the growth of the burgeoning New York office has been a result of its active recruiting campaign.



RECRUITING

New York has begun a new series of recruiting ads in the Financial Section of the Sunday Times. The ads have caught the attention of many people and should bring results that will make New York's growing pains even more acute.



Prior to the beginning of this campaign, the New York office placed an ad in the Times that offered a FREE programming course to qualified applicants. More than 300 people with a wide variety of backgrounds applied for the course. About half had two or more years of college and there were multi-degreed applicants and high school dropouts — occupations ranged from a longshoreman to a dentist. Leroy Brown sorted the applications and selected 40 people to interview. Of these, 25 were tested and ultimately, 16 selected for the course. What Roy was looking for in the potential students was evidence of past interest and ability in programming courses or in related fields.



Among the students selected are a mechanic, a lawyer, a hotel manager, a Xerox repairman and a vice-president of manufacturing. They all attend intensive classes on Monday and Wednesday nights for three hours each session. The classes are taught by Roy and other CUC experts in the field.

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"The most difficult intellectual problem in the progress of any field is not that of imagining how far we might eventually go, but is rather the ability to appraise the current state of the art and from that basis, with limited amounts of money, manpower and time, determine how far we can advance."

Undue emphasis, credence and attention is usually paid those ideas which are most revolutionary. I think it is great fun to dream of what might be done in any field -- given unlimited resources of time, money and manpower. I believe this occupation is enjoyable, stimulating, and frequently amusing. I also believe it is somewhat unreal for it lacks the acid test of performance. If one lets his imagination run wild, nothing is infeasible, and one might even accept credit for certain eventual developments to which one has actually contributed little.

I think a basic difference exists between the science fiction writer and the inventor. The writer is constrained only by his imagination. The inventor has the additional restraint, in that he must pursue only what he is capable of making work. I believe that the inventor's task is more difficult and far more challenging. The writer describes a general concept completely devoid of either financial or technical disciplines. The inventor has to develop, with limited resources, something which has measurable performance.

Suppose we wished to obtain sound advice in respect to future air travel. If we had a substantial stake in knowing what form this will take in 50 years, my preference would be to talk to those who are now responsible for the design of the forthcoming supersonic airliners. Certainly, I would not take seriously the advice of Chester Gould in spite of Diet Smith's Space Coupe.

Some software systems have been conceived which are unreasonable to implement. Some of these in the past have never worked and their author's excuse is, "Yes, but they contain some good ideas." Unfortunately, such systems, although wonderful fun and games, present little value to the field and, in fact, represent substantial wasted effort. The tough job is not that of dreaming up the most sophisticated software imaginable, but rather determining design cut-offs. In effect, the real challenge lies in determining in advance, for a given schedule and effort, the best system deliverable.

- E.C. KUBIE

ANNUAL REPORT ISSUED

"The 11th fiscal year of your company has been one especially significant from the standpoint of organization and growth." So begins the message to the stockholders in CUC's 1966 Annual Report just released. The report goes on to highlight the major events of the year: The appointment of Carl Reynolds as President of Computer Usage Development Corporation. The opening of new offices during the year. The success of CUC's book, "Programming the IE System 360". CUC's seminars and the development of the Computer Usage Study Course. The establishment of Computer Usage Business Services. And the substantial growth in personnel and income of the company.



COMPUTER USAGE COMPANY, INC.



ANNUAL REPORT 1966

Income from	
Services	\$8,897,174
Net Income	849,378
Earnings per Share64
Dividends Paid	
per Share20
Employees	667

40X PACKAGE OPENED FOR CHRISTMAS

Computer Usage has made available a program called 40X for IBM 360/40 users who are emulating 1401/14 programs.

The 40X package, which utilizes disc spooling and multi-programming techniques can speed up emulator operation by from 20 to 75 per cent.

Additionally, the 40X package will allow users to run some programs that can't be run under regular emulation, due to critical timing problems.

Users will also be able to reprint a complete page or part of a page without reprocessing the entire page, and can print the last page of a report first to check controls for accuracy.

The 40X package requires a 360/40 with at least 65K bytes of memory, one 2311 disc, and the 1052 typewriter.

CUSC OFFERED TO CUCers--

CUE HOLDS MAJOR BRIEFING ON MEDICAL FIELD

On November 30, Elmer Kubie announced that the Computer Usage Study Course, developed by CUE during the past year, will be made available to all employees who are not currently programming professionals. The course gives background and application material as well as teaching programming. It is designed around the IBM 360 and consists of 24 lessons to be completed within an average time of two to three weeks each. Every lesson includes the actual preparation of a program which is then run on the 360.

The fee for CUC employees for the entire course is only \$25. Standard tuition is \$650.

December sixth through eighth, CUE plans a seminar on advances in computer based hospital and medical information systems at the Park Sheraton Hotel in New York. Led by John K. Moore, the seminar includes briefings by ten of the country's most experienced authorities in the application of computers in hospitals and medical fields.



1.



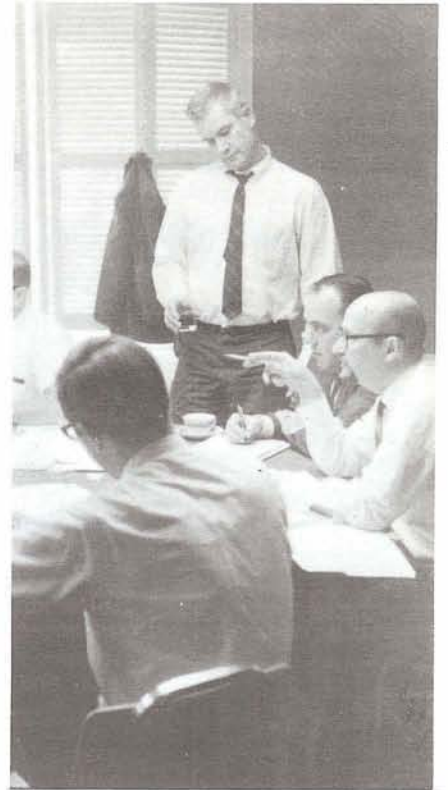
2.



3.



4.



5.

MANAGERS MEET, EAST.... AND WEST

1. J. Vierra, B. Glaser, G. Tolis, J. Niport, C. Sheffield, E. O'Connor, M. Heit, A. Heald, C. Reynolds.
2. Dennis McKenna, Gordon Watson, Ross Gwinner.
3. Ernie Severin, Ross Gwinner, Gordon Watson.
4. George Baber, Bob Glaser, George Tolis, Charles Sheffield.
5. George Baber, Joe Vierra, Jack Smith, Sam Elpern.
6. Dick Ketover, Bob Glaser, Art Heald, Alex Gellman, Marv Heit.
7. Bob Glaser, Mel Young.
8. Marv Heit, Jerry Niport, Joe Vierra.



6.



7.



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(Continued from page 1)

NEW EMPLOYEES

New employees at the New York and New Jersey offices are: John Vitelli, Don Hopkin, Ruth Kilstein, Barbara Sweeney, Helga Djordjevic, Helen Kay Easton, Henry McHugh, Frank Pizappi, Bill Swartz, Howard Linzer, Ann Marie Whytal, Linda Keller, Irene Wolf and Sahava Braunreit.

PROMOTIONS

As new people enter the company, many other employees are advanced. In New York, Dick Auerbach and Bill Halpin have been promoted to Senior Staff Analyst and Marlene Buratti and Bob Myers have been advanced to Staff Analyst. Martin Connolly has been made an Analyst and the following have been promoted to Senior Programmer: Steve Greller, Patrick Hender, Barbara Hollander, Francine Nierenberg, Judy Rutenberg, Stephanie Casagrande and Dave Zang. Bill Carroll and Rita Walton have been made Programmers and Mary Ann McPartland has been promoted to Administrative Assistant.

Bob Feuerzeig, who was a Senior Client Representative in the New York office, is now head of our New Jersey operations as Assistant Manager of the Montclair office. Bob joined CUC in 1965.

Alex Gellman, who was Assistant Manager of the Montclair Office, is now Assistant Manager, New York Operations. Alex has been in the computer field since 1958 and joined CUC in 1965 as an Analyst.

Stan Mitnick, who is Manager of CTS (New York Operations), joined CUC in October. He was previously a Sales Representative for IBM.

NEW APPLICATION.

The other day, we opened our mailbox and read this letter:

Darling,

I love you, madly, passionately, I need you and can't live without you anymore. Marry me at once or I'll kill myself. --

We were really worried until we looked at the envelope and saw the letter was addressed to: "Occupant"

Every day we're inundated with more and more bulk mail similarly addressed. Usually impersonal messages that take the expectancy out of opening letters. At least three-quarters of the daily delivery comes in form letters with our names, perhaps, printed, in a non-matching type on the top. They all get thrown into the waste basket.

But a letter personally addressed to us, individually typed and with our name in it, even if it's a plug for Old Hardware Chawin' Terbaccy gets our attention. The problem with personal bulk mailings has been prohibitive expense and time.

Howard Linzer has a way for businesses to send bulk mailings that are truly personal. Though CUC, a businessman can send out letters on his letterhead in bulk that are print-outs from our computer and are personally addressed to the recipient, including his name in the salutation and in the body of the letter. Each letter takes less than three seconds to print. The first contract on this new project called for a reader response letter from an international magazine to its subscribers, with a follow-up to those not responding. Initial response to the first letter has been an amazing 45 per cent.

CONTRACTS

With all the expansion going on in the New York Office, we've had to have something to keep everyone busy. Here are some of the contracts now being worked on in New York: Designing a payroll system for the 360/30/65K for Jonathan Logan - Assisting in the programming of a Parts Inventory using COBOL 360/30 DOS for Volkswagon - For Railway Express, revising and purifying the master file, writing new report programs and correcting existing errors in the system. (The system is for Cost Distribution for the REA truck fleet) - Marty Hopkins is assisting Hayden-Stone in evaluating IBM telecommunications software - For AIAA, programming and processing weekly and monthly membership and subscription lists - For McGraw-Hill an expense analysis of complimentary books distributed by McGraw-Hill personnel - And for the New York State Identification and Intelligence System, programming and analysis for a major criminal identification and file system.

BW LOOKS AT CUC

A BUSINESS WEEK article titled "Software Gap For Computers" in the November 5 issue, discussed the present software crisis (see Fall, 1966 issue of Computer Usage.) The Editors of BUSINESS WEEK used the New York office and Ray McCraw as models for the pictures that are part of the article. Carl Reynolds and other software experts were quoted on the subject. A reprint of a part of the article will be sent out to all employees.

CARL REYNOLDS ADDRESSES AMA

On October 3, Carl Reynolds addressed the American Management Association's briefing session, "A Hard Look at Software". Carl spoke about software development costs and stressed three ideas to be understood about the programming process.

First, that there must be some method of evaluating the program. Second, that programming has a technological base, just as hardware does. And third, that an understanding of available technology is necessary to determine costs and profits.

Reprints of Carl's remarks were very popular among those attending the conference.

CUBITZER

Well, the problem presented in the last CU/BITS is still unsolved. I only received one answer and that just answered one half of the problem. We can't believe that everybody's stumped... so we're running the same problem in this issue.

It has two parts;

(1) Given a six inch cube of wood, drill a hole of any shape you like in such a way that a larger cube can be passed through the hole.
(2) What is the largest cube you can pass through the hole.

You've had a couple of months to mull it over, let's see a few more answers.

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