

**digital**

April 22, 1968

Mr. J. K. Records  
President  
General Railway Signal Company  
Rochester, New York 14602

Dear Mr. Records:

I am sorry that I misinterpreted the primary intent of your letter to Mr. Kenneth Olsen, dated March 5, 1968. In recollecting the thoughts I had in dictating my letter to you on March 28, 1968, I think that this misinterpretation was most likely based upon my being unaware of a legalistic purpose in a basically complimentary letter.

I do appreciate your pointing out to me in your reply letter the legal obligations of a manufacturer with regard to consequential damages. I must admit, though, that such information was not new to me, for this area is of great concern to all manufacturing companies, and fortunately our General Counsel has, in the past, brought to our attention the various ramifications involved in this important area.

DEC has seen fit in the past to negate its responsibility for the type of consequential damages of which you refer by inserting in the terms and conditions under which we sell our products a provision expressly covering our liability in such situations. Needless to say, we are not unique in the industry in employing such a provision. Considering the sophistication of our product and its possible diverse applications, it would not be unreasonable to conclude that if we omitted such a provision, the resultant financial risks would make the sale of our product prohibitive.

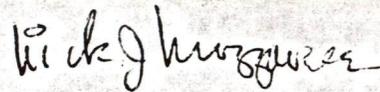
I believe if you check the records of the sale of the DEC equipment which you presently own, you will find at that time one of the terms and conditions of such sale was an exculpatory provision. If for some reason you have misplaced the copy of these terms and conditions, I am enclosing herewith such a copy for purposes of reference to the paragraph entitled "Limitation of Liability."

April 22, 1968

I also believe that, in considering the equities of this matter, you should keep in mind two important facts. First, that the maintenance records, as maintained by us, do not indicate with any substantial degree of certainty that the problems which you have experienced resulted from other than your own interconnections and interfaces. Second, that the long time span (almost three years) from the date of purchase to this date during which time this equipment was in your exclusive control raises grave questions as to the origination of these problems.

We at DEC are not prepared at this time, especially in view of what I have discussed above, to make any monetary concession to General Railway Signal Company. We do, however, stand ready to discuss this matter further with you.

Sincerely,



Nick J. Mazzaresse  
Vice President

NJM:cmp  
Enclosure

CC: Mr. Kenneth H. Olsen



March 28, 1968

Mr. J. K. Records  
President  
General Railway Signal Company  
Rochester, New York 14602

Dear Mr. Records:

Mr. Kenneth H. Olsen has referred your letter of March 5 to my attention. As the manager directly responsible for the PDP-8 computer, I was most interested in its contents.

We are quite proud of the fact that we have more than one thousand PDP-8 installations operating successfully in a broad variety of applications. However, as you know, integration of a complex piece of electronic equipment into a sophisticated system is not without its problems.

I have personally reviewed our field service records for your computer to determine the causes of the unusual amount of difficulty you have had. I feel that a lack of understanding of your system on the part of our local field service people was an important factor. Isolating the source of a system problem is complicated for our personnel when they are confronted with software and hardware interfaces with which they are not familiar. These problems were somewhat aggravated by imperfect communications between our corporations (a two-way problem).

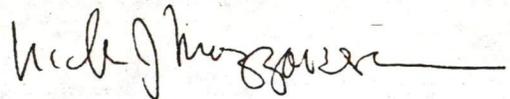
As the problem is clearly in the area of field support and service, I would suggest that our field service management meet with your management and detail a plan which will provide adequate support. It is my current understanding that the Southern Railway system is operational, and therefore

March 28, 1968

the only problem is adequate field service to keep it in that condition. If this approach is desirable, please let me know and I will make the arrangements. As for future business, I suggest that the proposed course of action will insure expeditious and reliable installation of our equipment.

We hope you will accept our sincerest apologies for any difficulties we may have caused, and we hope we will have opportunity to be a supplier of equipment to you in the near future.

Sincerely,



Nick J. Mazzaresse  
Vice President

NJM:cmp

CC: Mr. Kenneth J. Olsen  
Mr. John J. Shields

MAR 20 1968

digital

# INTEROFFICE MEMORANDUM

DATE: March 19, 1968

SUBJECT: SOUTHERN RAILWAY SYSTEM

TO: Bob Collings

FROM: Jack Shields

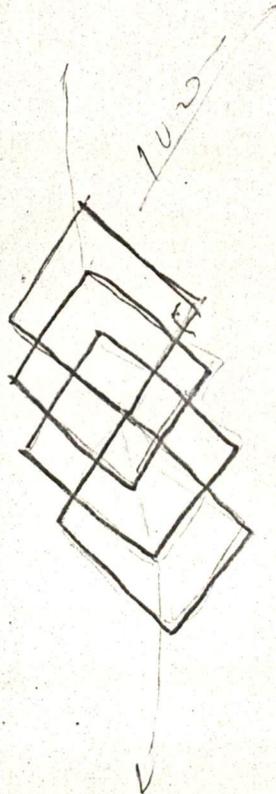
cc: Ken Olsen

Nick Mazzaresse ✓

Mike Ford

Attached is the latest correspondence in reference to Southern Railway System. This is to keep you informed of the situation to date.

JJS:ned  
Enclosures



8

*c- Rick Maggaree Hanover  
Jack Shields*

# GENERAL RAILWAY SIGNAL COMPANY



A UNIT OF GENERAL SIGNAL CORPORATION

ROCHESTER NEW YORK 14602 716 436-2020

J. K. RECORDS  
PRESIDENT

March 5, 1968

TELEX  
978317

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

Dear Mr. Olsen:

On August 23, 1965, a PDP-8 computer was shipped by Digital Equipment Corporation (DEC) under purchase order No. 20579 for use in our prime contract with Southern Railways. After receipt, the unit was sent to Macon, Georgia, for integration into classification equipment in the Macon Yard.

In the course of the succeeding year, 1966, the computer was tied into the necessary inputs and outputs required for providing the controls and information concerning the classification of rolling stock. In early 1967, after complete system integration, a problem was noted, apparently random in nature and displaying no discernable characteristics permitting its immediate remedy. Thereafter, on a reoccurring but still random basis, the problem continued.

During this period, as a check of the computer, various recommended diagnostic programs including those specified in the Small Computer Handbook supplied by DEC, were run with no indication of computer malfunction. Contemporaneously with checking the computer, the various interface connections were closely scrutinized for possible source of the malfunction, all to no avail.

Toward the middle of 1967, DEC was contacted with regard to what we then considered the only possible source of the malfunction, i. e., the computer. Tests were continued on the system and under the direction of DEC, further checks of computer operation were performed but no satisfactory conclusions were derived. The situation remained in a highly agitated and embarrassing state. Finally, in early 1968 after several service calls from the local DEC office in Huntsville, an engineer was sent to the computer site from the factory. After he completely overhauled the computer, the malfunction ceased to exist. Thereafter, the classification system in the Macon Yard operated in a highly satisfactory and trouble-free manner.

General Railway Signal, in seeking a solution, expended significant sums of approximately \$30,000, and further and more importantly, General Railway Signal suffered substantial, if not a critical, loss of goodwill and reputation, particularly with Southern Railway Company as well as throughout the railroad industry.

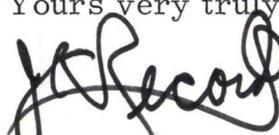
Digital Equipment Corporation

March 5, 1968

Realizing the important role of DEC equipment in GRS classification systems, it is asked that DEC inform us of its intentions and proposals directed toward alleviating the present situation as well as those matters of similar import which may be faced in future projects.

We look forward to hearing from you.

Yours very truly,



J. K. Records  
President

JKR/bja

# Southern Railway System

Signal & Electrical Department  
99 Spring Street, S. W.  
Atlanta, Georgia 30303

JOHN T. MATTISON,  
ASSISTANT TO VICE-PRESIDENT

S. A. MEANS,  
SUPERINTENDENT

November 27, 1967

ES-366

Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Attention: Mr. Ron Wolf

Dear Sir:

As you are aware, the Southern Railway has purchased from the General Railway Signal Company a retarder control system for our yard at Macon, Georgia.

As a part of this system, the General Railway Signal Company furnished a Digital Equipment Corporation PDP-8 Computer with 4K extended memory, extended arithmetic unit, A to D converter and multiplexer and additional assorted flip-chip modules, racks, power supplies, etc., to form an interface network.

This equipment was delivered to the General Railway Signal Company some time in the Fall of 1965 and was delivered to the Southern Railway property in the Spring of 1966. Since that time (nearly two years), the General Railway Signal Company has been working to make the retarder control system, including this computer, operational. Their original target completion date was February 15, 1966. The yard is not operational as of this date.

This job has been plagued with difficulties from the beginning, some of which you are aware and others with which you are not concerned. Our concern at the present time, however, is what to do to make the system operational.

As I understand it, this was one of the first PDP-8 Computers with extended memory. After nearly a year of program rewriting and program searching, conversation with Digital Equipment Corporation

I have no idea where  
he got this information

personnel indicated that perhaps computer problems we were experiencing were the results of failure of the unit to transfer from one field to the other satisfactorily. A factory change was installed in the computer via telephone conversation between DEC and GRS personnel late one night. By all indications, the machine has functioned better since then. We cannot really tell.

ECO #117

This situation was repaired and further difficulty was encountered with program destruction. The DEC personnel were called in to give the computer a thorough inspection and margin checks. Sure enough, a flip-chip module was discovered which was causing possible program destruction. The equipment was tried again and again program destruction occurred. Digital maintenance personnel returned to Macon and performed further inspection and just by chance it was discovered that loose soldered joints on one of the delay lines appeared to be causing intermittent failure.

W300

PM

However, at the same time, another field change was included by the maintenance personnel in the hope that this might improve our operating situation. Again, our operating program was tried and within an hour several memory locations were changed by the 10 bit being picked up erroneously. Again, this appeared to be an intermittent problem because it did not recur for the next 12 hours. Nothing definite could be found which could be blamed for this problem and the failure has not been made to recur--yet.

SENSE  
A.M.A.

Gentlemen, I realize that intermittent failures in this type of equipment are not uncommon. I realize that in electronic circuitry cold soldered joints and subsequent intermittent failures are, again, not uncommon. I am sure DEC would like to see this machine under a maintenance contract; however, at the present time it is unclear who owns the machine. Southern Railway has paid the maintenance charges for calls made to Macon but the General Railway Signal Company has still not fulfilled its contract requirements and has not been paid in full for the entire control system, therefore, we hesitate to put this machine under any type of full maintenance contract until this situation is clarified.

My reason for writing this letter is simply to ask for your assistance. We must get this system operational at least one time in order to evaluate its performance. As indicated above, there are numerous other reasons why this system as a whole has not been made operational and I am sure these reasons are of little concern to DEC but the net result is a mess.

GENERAL  
RAILWAY

We must prove that the program we are trying to use is workable. We must prove that the equations by which the program was written are useable. Also, we must prove that a digital computer can do this job satisfactorily. All of this depends upon having the computer, the program, and the engineering staff all operational at Macon simultaneously for at least a few weeks.

DEC has been most considerate about sending personnel to Macon when called upon to do so. What I am suggesting is that between now and the first of 1968, the General Railway Signal Company, Southern Railway, and hopefully Digital Equipment Corporation will concern themselves with this problem. I cannot ask you to send a man to Macon full time; however, I feel that I can request:

(1) Any changes which have not been made in this machine be performed. (2) Any suggestions or methods by which this computer can be reinspected by DEC which might reduce the possibility of malfunction be tried.

I realize we cannot temperature-cycle the machine very well nor can we put it on a shake table but we must find some way, collectively, of getting this system in operation and I urge the Digital Equipment Corporation's cooperation in getting this accomplished.

As I have indicated, this appears to be an excellent machine for the smaller computing tasks which railroads need to accomplish. The PDP-8-I that I have seen advertised appears to be a powerful tool which we must find ways to utilize. All of this can only come about after our existing system is proven.

FRANK PURCELL

Please discuss this situation with Digital Equipment Management and advise what further action you feel might be taken to assure satisfactory operation long enough for a system checkout at Macon, Georgia.

Respectfully,

*John T. Mattison*  
John T. Mattison  
Asst. to Vice President

JTM:jc

This we did →

All have been made



# INTEROFFICE MEMORANDUM

DATE: March 11, 1968

SUBJECT:

TO: Jack Shields

FROM: Ronald Wolf

I hope the information enclosed will shed some light on this particular problem.

I believe my first contact with this customer (Southern Railway) was in April of 1967 when I sent a service man to repair a teletype at that time he installed ECO's # 39, 56, 59, 60, 66, 70, and 75. Service date was 17th of April. This service was requested by Robert Payne of General Railway Signal Company.

On May 26, 1967, I sent a service man for a complete P.M. They had been experiencing problems with the system as a whole.

Several marginal cards were replaced.

On September 18, 1967, I received a call that while pushing the computer back into the rack they caused memory damage. The service man found a broken G809 in the memory supply. Problem was corrected.

Between this call and the next one in November the customer (Southern Railway) called me at least twice with complaints of their program being alerted.

At this time Southern Railway was sending core dumps to General Railway (New York) and an attempt was being made to find the problems. Many patches to their program were made in the hope of fixing this trouble.

On November 6, 1967, I sent another service man to again pull a complete PM on the system trying to find the memory difficulty ECO's 117 and 168 were installed.

Two weeks later November 21, 1967, computer failed again. At this time a W300 was found to be vibration sensitive. We sure thought the problem was resolved.

When it failed again in December I decided my service man would have to work with General Railway to resolve this trouble. Several terminations and changes were made at this time to customers interface. This report was dated December 20, 1967, and ECO's 181 and 198 were installed.

When this still did not resolve the problem with program destruction I called Frank Purcell for additional help.

On January 8, 1968, (approx.) Frank Egan found a G603 module that certainly could have caused this kind of problem. He also did some additional work, I have no report.

continued

Jack Shields

Page 2

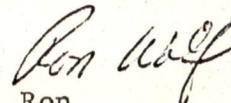
I continued to check periodically and the program appeared to do better. As I understand many options to the system as supplied by General Railway were still not working.

I know of at least one option using Data Break that was fixed by General Railway and myself over the phone. There was a timing problem.

My personal feeling is this, there certainly were problems in the computer however, the biggest problem was trying to work with the customers program and not understanding the system as a whole.

There was very much delay in getting information from General Railway to help in determining whether the program or computer was at fault.

Regards,

  
Ron

RW;pac  
cc: File

3 Ames Street  
Cambridge, Massachusetts  
02139

April 22, 1968

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

Dear Mr. Olsen:

Thank you for your letter requesting me to explain what my goals are and what information I would like.

My goals are to develop and put to use some information about innovation and the role of entrepreneurs.

I am developing the information through interviews with the Presidents of several successful, innovative companies. The information will be used:

1. As material for Dr. Morse's course in New Enterprises
2. For presentation to the Sloan School Undergraduate Systems Program
3. As background in my role as a member of the Board of Directors of Technology Student Enterprises.

I write a brief summary of each interview; you will receive as many copies as you wish. And I intend a final compilation and review of all the interviews.

The information I would like is your informal answers to four questions.

1. Which innovations have contributed most to your success? (technology, leadership, marketing, etc.)
2. Who were the innovators and what were the conditions?
3. How do you create and maintain an innovative environment?
4. What are your thoughts on entrepreneurial education?

I am sure you are very busy and I appreciate your interest in this project. If the time your secretary suggested is still convenient, I would be happy to appear then: 1:00, May 3.

Very truly yours,

*Edward A. Seykota*  
Edward A. Seykota

cc: Dr. Richard Morse  
Professor John Aram

3 Ames Street  
Cambridge, Massachusetts  
02139

May 6, 1968

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

Dear Mr. Olsen:

Thank you for the time you spent with me Friday.  
I will send you a copy of my report, so you may  
edit it if you wish, before I make it available  
to anyone else.

Very truly yours,



Edward A. Seykota

cc: Dr. Richard Morse

**digital**

April 18, 1968

Mr. A. E. Foucar, Esq.  
Director - International Division  
Noble Lowndes Holdings Ltd.  
Noble Lowndes House  
32 Lowndes Street  
London, S.W.1, England

Dear Mr. Foucar:

Mr. Kenneth H. Olsen, President of our company, has referred to me your letter of March 27, 1968, with regard to the recent changes in Social Security Legislations in Germany applicable to expatriate employees working in Germany.

Although I found your letter most interesting and enlightening, I must admit that this information was known to our company and we have already taken steps through our international insurance brokers to overcome these problems.

I do want to thank you for your interest and I hope that you will continue to keep us in mind in the event that any similar statutory changes are made not only in Germany, but in any other European country.

Very truly yours,

DIGITAL EQUIPMENT CORPORATION

Edward A. Schwartz  
General Counsel

EAS:o

cc: Mr. Kenneth H. Olsen ✓

Original to Ed Schwartz to handle <sup>4/3</sup>

NOBLE LOWNDES HOLDINGS LTD.

DIRECTORS:  
ROY L. LOWNDES (Chairman) COLIN R. LOWNDES, BA. C. D. SHARP, F.I.A. C. F. CHIDDICK, F.I.A.  
R. V. WOOD, BA, F.F.A. H. M. SUNLEY, CA, A.C.I.S. A. E. FOUCAR C. G. BLOOMFIELD  
SECRETARY: N. A. T. HOBBS, F.C.A.

REFERENCE

HEAD OFFICE:  
NOBLE LOWNDES HOUSE,  
LOWNDES STREET, LONDON, S.W.1

TELEPHONE:  
BELGRAVIA 2011  
EXTN

Kenneth H. Olsen Esq.  
President,  
Digital Equip. Corporation,  
Maynard,  
Massachusetts, U.S.A.

27th March 1968

Dear Mr. Olsen,

Recent changes in Social Security Legislation in Germany have enabled us to design an arrangement for expatriate employees working in Germany and also locally engaged staff to contract out of Social Security Insurance.

The arrangement, particularly advantageous for expatriate employees, has a number of features which are extremely favourable to both the employer and the employee:-

- 1) The annual contributions, contrary to those under Social Security, remain fixed in money terms throughout the employee's career.
- 2) The employee has an absolute right to the benefits irrespective of the period of employment in Germany. This does not obtain under Social Security where unless the contributions are paid over a minimum period - generally 15 years - the employee is only entitled to a refund of one-half of the contributions paid by and in respect of him.
- 3) When terminating his employment in Germany the employee may take the surrender value of his policy or make it paid up or continue contributions for his own account.

We are fully aware that under reciprocal agreements, German Social Security contributions could count towards the State Old Age

URGENT

A. E. Foucar Esq.,  
Director - International Division,  
Noble Lowndes Holdings Limited,  
Noble Lowndes House,  
32 Lowndes Street,  
London, S.W.1.

Dear Mr. Foucar,

Germany - Contracting Out Provisions

In reply to your letter of the 27 MAR 1968  
you are authorised to approach Mr. \_\_\_\_\_ of our  
German subsidiary company, whose address is:-

to discuss and, if considered appropriate, instal  
special contracting-out contracts for the staff. We  
understand that we do not incur any financial commitment  
until such time as we adopt your recommendations.

April 16, 1968

Mr. Edward Seykota  
Massachusetts Institute of Technology x2871  
Sloan School of Management  
Cambridge, Massachusetts 02139

Dear Mr. Seykota:

I understand that you are preparing a study for Dr. Richard Morse on technically-oriented companies. It seems that every year we are approached by a large number of people from the many schools in this area who are interested in this subject. In the past, those we cooperated with were not very satisfactory, and we found it to be very time-consuming.

Will you send me a note explaining what your goals are and what information you would like so we can give an answer to your request.

Very truly yours,

Kenneth H. Olsen

KHO:ecc

C  
O  
P  
Y

April 18, 1968

Dr. George L. Wied  
Professor of Pathology  
The University of Chicago  
Department of Obstetrics and Gynecology  
The Chicago Lying-In Hospital  
5841 Maryland Avenue  
Chicago, Illinois 60637

Dear Dr. Wied:

I want to thank you for sending copies of your papers to me. I do not have the background, nor have I taken the time, to understand what you are doing, but I do appreciate what you have accomplished with the equipment. Mort Ruderman very enthusiastically tells me that you are the leader in this type work.

When I am in Chicago, I would like very much to visit with you because I have a feeling for the significance of your work with cancer cells.

Sincerely yours,

Kenneth H. Olsen

KHO:ecc

bcc: Mort Ruderman  
Tom Quinn

C  
O  
P  
Y

  
BY AIR MAIL  
PAR AVION



REMEMBER  
TO USE  
POSTCOIN



*John Cohen*

The Secretary,  
Digital Main Office,  
146 Main Street,  
Maynard,  
Massachusetts 01754,  
U.S.A.

*Letter to  
Dick sent  
for info 3/9/68*

Name and Address of Sender:

D. Marsden, Esq.,  
6 Bishop Street,  
Alfreton, Derbyshire,  
ENGLAND.

Enclosure filed in file marked "Letter Enclosures"

April 18, 1968

C  
O  
P  
Y

Mr. A. Webb  
British Vice-Consul  
Commercial  
2303 John Hancock Building  
Boston, Massachusetts 02116

Dear Mr. Webb:

Re: B.343 AW/EAC

Your letter of February 29 asked for my comments concerning the Plessey Incremental Tape Recorder. I asked one of our engineers, who is most knowledgeable on incremental recorders, to evaluate this for me.

I am sure that you want a completely candid reaction to the Plessey unit, and so, rather than writing an answer myself, I am enclosing a copy of the engineer's memorandum to myself. He wrote this believing that it would be read only by me, but I'm sure you will appreciate having his reactions firsthand.

Sincerely yours,

Kenneth H. Olsen

KHO:ecc

Enclosure

Copy to Bill Long for his opinion  
so Ken can answer. <sup>4/3</sup>



BRITISH CONSULATE GENERAL  
2303 John Hancock Building, BOSTON, Massachusetts 02116  
Telephone: LI 2-2810

OFFICE HOURS: 9-30 a.m. to 4 p.m.

BRITISH VICE-CONSUL  
(COMMERCIAL)

29 February, 1968

In reply please quote:

B.343  
AW/EAC

Dear Mr. Olsen,

... With reference to our telephone conversation of today I am enclosing herewith a brochure, and for your additional information photo copies of press cuttings concerning the Plessey Incremental Recorder. At two recent exhibitions in England, namely Data Fair and Business Efficiency Exhibition this recorder created great interest and the manufacturers claim that their U.K. prices are approximately 20% - 30% below U.S. competition in the U.K. The interest created by the recorder was for the following reasons:

1) instead of using a stepping motor, a unique form of stepping mechanism is used which greatly simplifies the operation and reduces the cost:

2) using a standard version of the equipment (ID.33 Write only), four standard variations can be derived by simple addition of modules:

3) the equipment records data which is directly acceptable for computer processing.

Plessey have asked for our assistance in helping them to find active sales representation for the U.S. market. The qualifications which they list for a suitable representative would be:

1) he should be in the computer business with established contacts with EDP organisations, computer manufacturers and Government Departments:

2) by preference he should have nation wide coverage from coast to coast with either branches or sales representatives:

Mr. Kenneth H. Olsen,  
Digital Equipment Corporation,  
146 Main Street,  
Maynard, Mass. 01754.

/ 3) by preference he



BRITISH CONSULATE GENERAL  
2303 John Hancock Building, BOSTON, Massachusetts 02116  
Telephone: LI 2-2810

OFFICE HOURS: 9-30 a.m. to 4 p.m.

BRITISH VICE-CONSUL  
(COMMERCIAL)

29 February, 1968

In reply please quote:

B.343  
AW/EAC

3) by preference he should have a production facility of associated equipment and be in a position to offer after sales service:

4) by agreement the agency would be exclusive providing that he does not represent a competitive equipment.

It would of course be possible to come to some other arrangements and this would be a matter for negotiation between the two parties.

I shall be most grateful if, after having studied the brochure, you would let me have your comments and in particular whether or not your company would be interested in coming to some arrangement with Plessey. You did say that this kind of product would require a wide ranging sales organisation and if this does not fit into your company's line of operations I would appreciate any recommendation as to who would be qualified to handle the product.

Thank you for your time and your continued interest in this matter.

Yours very truly,

A. Webb  
British Vice-Consul  
Commercial

DATE: April 10, 1968

SUBJECT: PLESSEY INCREMENTAL RECORDER

TO: Ken Olsen

FROM: Bill Long

I don't see much U. S. potential for the Plessey recorder because:

- .. Limited to 350 steps per second, maximum. Most U. S. machines are 500-1,000.
- .. No System/360 compatible unit; i.e., 800 bpi, 9 track.
- .. Physically larger in size than most U. S. machines.
- .. Only few models offered; for example, no read/write, no incremental write/continuous read, etc. In fact, they offer no variety of continuous operation. Our most frequent request is for incremental write/continuous read operation. Next most frequent is the write only unit.
- .. Their prices mentioned are not necessarily cheap. We can buy U. S. machines, including gapping electronics, for \$3,500.
- .. I would guess from reading the literature that their machine is one to two years behind the U. S. state-of-the-art.

Personally, I think the best machine around today is the PEC, whose brochure is attached. After a fairly long evaluation, Dick Sorensen has settled on this one to promote with our PDP-8 data acquisition systems.

On the subject of incremental magnetic tape, the Tally 1020 unit still excites me. It's capable of reading and writing at 1600 characters per second, as well as incremental operation at 40. I suspect we could buy them OEM for less than \$2,500; they list for \$3,300 with all options. Wired into the PDP-8/1, the modules for the interface would cost less than \$500. We could probably sell it for less than \$6K, only slightly more than the PC01, but better than five times as fast reading and ten times as fast writing. Also gives us a PDP-8/S compatible tape system. Only real drawback, non-IBM format, as it uses 1/4-inch tape, writes characters serially in one of two data channels.

We have one working on a PDP-8 in our area, and we are playing with some software for it.

April 10, 1968

Back to Plessey - on the positive side:

- .. They are bound to work on 50 characters per second power. I'm not sure about U. S. counterparts.
- .. Since we are seriously considering buying memory stacks from them for U. K. computer production, there may be some advantage to tying our U. K. business to them.

Didn't intend to write such a long note. Please call if you need elaboration on any of this.

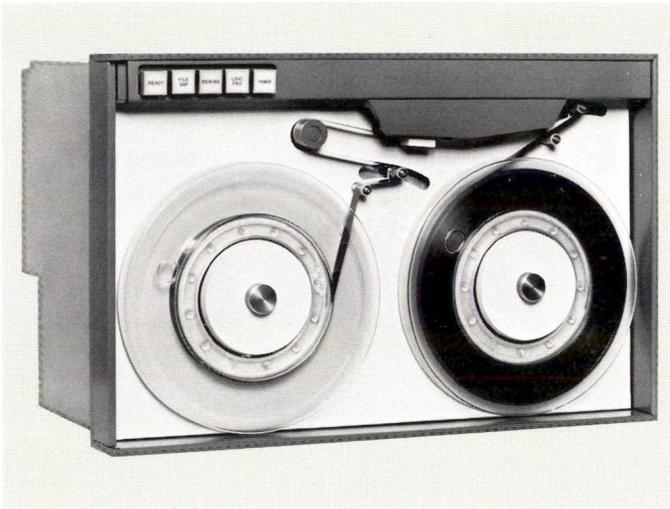
Bill Long

ecc

# PEC

HOBART ASSOCIATES  
750 MAIN STREET  
WINCHESTER, MASS.  
617-729-8384

**PERIPHERAL EQUIPMENT CORPORATION**  
introduces a new dimension in performance  
for Incremental Magnetic Tape Recorder/  
Reproducers, Series 200, 500 and 800.



These instruments are high performance, low cost, digital data recorders and/or reproducers. They can both write and read asynchronously at all standard speeds. The data format is IBM compatible. The interface logic levels and physical dimensions have been designed such that this recorder may directly replace a Kennedy Model 1400 in your system.

The high stepping rate and precise positioning of the data are accomplished at a speed, accuracy, and price not available before these products. The elegant but simple drive system uses a velocity servo. This allows use of a single capstan without pinch roller. Eliminated — one major skew causing component.

The ultra precise positioning of data bits is provided by the gating operation of an optical capstan position encoder and the use of electronic deskewing to offset head gap scatter. Eliminated — the skew from the other major skew causing component.

Of course, we depend on you to select good tape to avoid the external source of skew.

## BENEFITS

- 800, 556 and 200 bpi data density
- 700, 500, and 350 steps per second operation.
- Prices competitive with low-cost products on the market.
- Incremental write and read at all speeds.
- Accuracy of velocity servo tape drive with feedback tachometer.
- Data precisely positioned by optical capstan encoder.
- Electronic deskewing to offset head gap scatter.
- Single capstan eliminates critical alignment of pinch roller with its associated uncontrolled tape acceleration, transients, and skew.
- Capstan directly coupled to motor. No gears with resultant wear.
- Constant servo controlled tape tension maintained during forward operation and rewind.
- SYSTEM/360 compatible, 9-channel, 800 bpi, 700 sps.

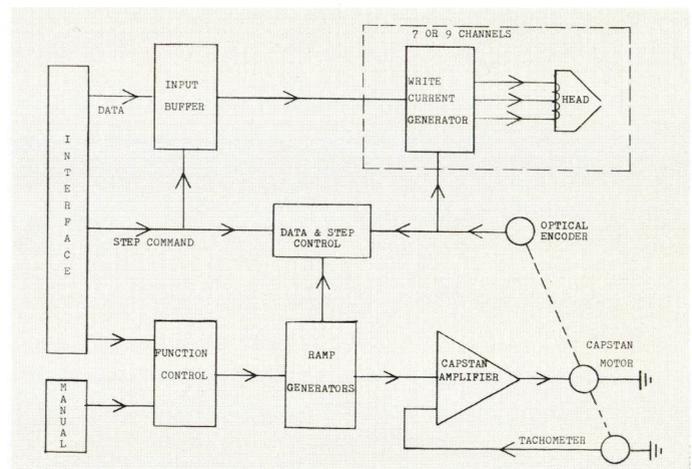
## PRINCIPLE OF OPERATION

The Peripheral Equipment Series 200, 500 and 800 Incremental Magnetic Tape Recorders prepare compatible computer tapes from input data which may arrive at random or asynchronous rates. Such input data may originate from keyboards, data transmission lines, instrumentation sources such as digital voltmeters, counters or converters, from automated testers and other sources of digital information.

The utilization of a single capstan velocity servo system with an optical encoder for data positioning provides the accuracy and simplicity of these recorders. The flexibility allowed by this system makes possible incremental write and read operation at data rates considerably higher than attainable by stepping motor transports. Since flux transitions on the tape are accomplished "on the fly," electronic deskewing can be employed. This is necessary to obtain an 800 bpi packing density with reliability.

A reel servo system with tape tension arms maintains equal tape tension on either side of the capstan. Tape motion across the head is controlled by directly driving the capstan with a low inertia d.c. motor within a wide bandwidth capstan servo system. A d.c. tachometer supplies the velocity feedback information.

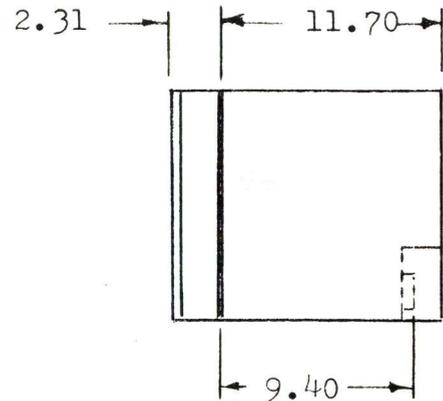
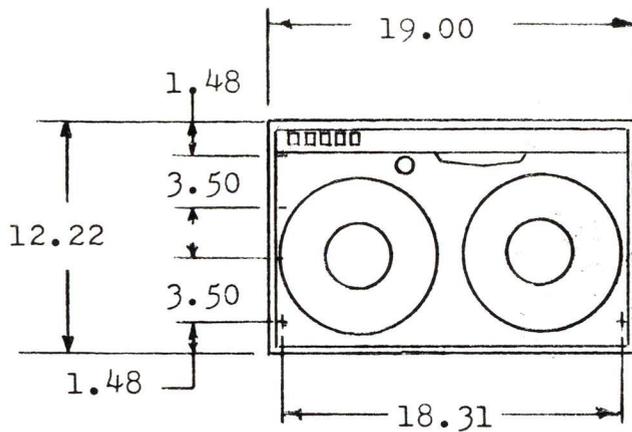
When a write command is received by the recorder the capstan motor is brought to a controlled velocity under a controlled acceleration. The bit spacing on the tape is controlled by an optical shaft encoder which is directly coupled to the capstan shaft. When the proper displacement between bits is obtained, a pulse is generated by the shaft encoder causing the next bit to be precisely written. At the same time a stop command is generated for the capstan motor thus bringing the capstan motor to a controlled stop midway between the data pulses.



A buffer register is used to momentarily store input data while the tape is being accelerated. An extra buffer register is employed at data rates greater than 400 steps/second.

These design parameters combine to provide a recorder which meets the precise requirements for SYSTEM/360 compatibility with 9-channel, 800 bpi operation at stepping rates up to 700 sps.

## PRODUCT SPECIFICATIONS



Mating Connector  
MS3106A 28-15P

Stepping Rate	— Zero to 350, 500 and 700 steps per second
Data Density	— 200, 556 and 800 bits per inch
Recording Mode	— IBM compatible NRZ1
Number Tracks	— IBM compatible 7 or 9 on 1/2 inch tape
Tape Reels	— 8 1/2 inch reel, IBM Standard, 1200 feet
Tape Format	— IBM compatible BOT, EOR and EOF
Inter Record Gap	— 60ms Internally generated
File Gap	— 500ms 3.5" with file mark internally generated
Input Requirements	— Kennedy 1400 compatible
Data	— Six lines positive or negative logic (Specify)
Data logic levels	
Positive	— +5 +15V (One) 5K ohms 0V (Zero)
Negative	— -5 -15V (One) 5K ohms 0V (Zero)
Controls	— Front panel or remote
Load Forward	—
Ready	—
File Gap	—
Rewind	—
Write (step) Command	— Pulse 10 usec min. Positive or Negative logic
Record Gap Command	— Pulse 10 usec min. Positive or Negative logic
File Gap Command	— Pulse 10 usec min. Positive or Negative logic
Power	— 115V, 50/60 Hz. 110VA
Temperature	— 35°F to 122°F
Weight	— 65 lbs.

K. H. OLSEN

Checked for info.  
on March 28

DIGITAL EQUIPMENT CORPORATION

April 17, 1968

Mr. D. Marsden, Esq.  
6 Bishop Street  
Alfreton, Derbyshire  
England

Dear Mr. Marsden:

In regard to your request for data on "Pseudo-Response Sequence for Servo Machines," I feel we have to give a negative reply because we as a Company are very little involved in servo-mechanisms, and the engineers I have sampled do not even understand the meaning of the words.

We do manufacture high-speed digital computers and associated equipment. If there is any information we can send you on this type equipment, we would be happy to do so.

Very truly yours,

Kenneth H. Olsen

KHO:ecc

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3/8/68

Sent copy to Dick Kent  
for info. when you are.

6 Bishop Street,  
Alfreton,  
Derbyshire.

29th February, 1968

The Secretary,  
Digital Main Office,  
Main Office and Plant,  
146 Main Street,  
Maynard,  
Massachusetts 01754,  
U.S.A.

Dear Sir,

During the forthcoming year I shall be commencing upon the Graduate Membership of the Institute of Electrical Engineers examination at the Derby and District College of Technology.

As part of the syllabus institutes a project, I have chosen to prepare a thesis on "Pseudo-Response Sequence for Servo Machines" and I am hoping that you could perhaps provide me with some useful data on the subject.

Yours faithfully,

*D. R. Marsden*

D. Marsden

6 Bishop Street,  
Alfreton,  
Derbyshire.

29th February, 1968

The Secretary,  
Digital Main Office,  
Main Office and Plant,  
146 Main Street,  
Maynard,  
Massachusetts 01754,  
U.S.A.

Dear Sir,

During the forthcoming year I shall be commencing upon the Graduate Membership of the Institute of Electrical Engineers examination at the Derby and District College of Technology.

As part of the syllabus institutes a project, I have chosen to prepare a thesis on "Pseudo-Response Sequence for Servo Machines" and I am hoping that you could perhaps provide me with some useful data on the subject.

Yours faithfully,

*D. R. Marsden.*

D. Marsden

*Can We know nothing about his subject.*

*Dick B*

April 12, 1968

Mr. Marc Sterling  
Sterling and Company  
9255 Sunset Boulevard  
Los Angeles, California 90069

Dear Mr. Sterling:

Thank you for your letter of April 5th concerning your client's interest to merge with our Company. However, I feel that we have to give a negative answer to your inquiry. As stated in our letter to you dated November 13, 1967, we see the plans for DEC laid out quite clearly before us, and do not see the need for making corporate ties.

Very truly yours,

Kenneth H. Olsen

KHO:ecc

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STERLING AND COMPANY · CORPORATE FINANCE

9255 SUNSET BOULEVARD · LOS ANGELES, CALIFORNIA 90069 · CRESTVIEW 4-0181 · BRADSHAW 2-8707

APRIL 5, 1968

MR. K. H. OLSEN, PRESIDENT  
DIGITAL EQUIPMENT CORPORATION  
MAYNARD, MASSACHUSETTS

DEAR MR. OLSEN:

WE ARE IN CONTACT WITH THE CONTROLLING PRINCIPALS OF A LONG ESTABLISHED PUBLIC COMPANY WHICH MANUFACTURES PRODUCTS USED IN OCEAN SCIENCES. THE COMPANY IS A PROVEN LEADER IN ITS PRODUCT LINE AND HAS AN EXCELLENT RECORD IN THE DEVELOPMENT AND PROFITABLE MANUFACTURE OF SUCH PRODUCTS.

FOR ITS LAST YEAR JUST ENDED, THE COMPANY HAD SALES OF ABOUT \$15,000,000, WITH PRE-TAX PROFITS OF \$3,800,000 (AFTER TAX PROFITS \$1,900,000). THE COMPANY'S STOCK IS TRADING AT A LOWER P-E RATIO THAN THAT OF YOUR COMPANY. BECAUSE OF THIS FACTOR, IT COULD BE POSSIBLE TO EFFECT A TRANSACTION WHEREBY YOUR COMPANY COULD ACQUIRE THIS COMPANY.

IN THIS PARTICULAR INSTANCE, WE WOULD LOOK TO THE ACQUIRING COMPANY (YOUR COMPANY) FOR OUR FEE OF 5% OF THE FIRST, 4% OF THE SECOND, 3% OF THE THIRD, 2% OF THE FOURTH AND 1% OF THE FIFTH AND ANY ADDITIONAL MILLION DOLLARS OF THE TRANSACTION. WE WOULD AGREE TO ACCEPT OUR FEE IN STOCK.

YOUR CONFIRMATION BY RETURN MAIL WOULD BE APPRECIATED.

SHOULD THIS PARTICULAR SITUATION BE OF INTEREST, WE WOULD BE PLEASED, UPON YOUR REQUEST, TO PROVIDE YOU WITH COMPLETE DETAILS REGARDING THE COMPANY.

WE TRUST YOU WILL FIND THIS MATTER OF INTEREST AND SHALL LOOK FORWARD TO RECEIPT OF YOUR VALUED REPLY.

SINCERELY,

STERLING AND COMPANY

  
MARC STERLING

MS/AR

P.S. WE WOULD APPRECIATE RECEIVING SEVERAL COPIES OF YOUR COMPANY'S LATEST ANNUAL REPORT, PROXY STATEMENTS AND MOST RECENT INTERIM STATEMENTS.

April 12, 1968

Mr. Yung Soo Yoo  
Howard Chase Associates, Inc.  
1270 Avenue of the Americas  
New York, New York 10020

Dear Mr. Yoo:

I want to thank you for offering to arrange a meeting for me with General Lim to discuss the possibility of starting a joint venture in South Korea.

We are now in the midst of carrying out a plan for opening a subsidiary in Puerto Rico. Because this is taking much of our energies right now and it will be some time before we can measure our success in this current project, I feel I have to give a negative reply to your invitation. I believe it will be some time before we are in a position to consider opening another operation outside this country.

Thank you again.

Sincerely yours,

Kenneth H. Olsen

KHO:ecc

HOWARD CHASE ASSOCIATES, INC.  
ROCKEFELLER CENTER  
1270 AVENUE OF THE AMERICAS · NEW YORK, N.Y. 10020 · JU 2-1300

April 2, 1968

Mr. Kenneth H. Olsen  
President  
Digital Equipment Corporation  
Maynard, Massachusetts 01754

Dear Mr. Olsen:

Please forgive me not to acknowledge our appreciation for your hospitality when Prof. Kim and the rest of us visited your office through Al Pontier. Upon my return to New York, I had to go to St. Louis to attend the funeral of my adopted American father.

It was good to see you again in the Church along with your wife. I was very impressed the service of your church and I enjoyed to attend.

I have a close friend who has plan to visit America in the middle of April. He is well established businessman in Korea. His devotion and brilliant liaison activities between United Nations Forces and Korean Army during the Korean conflict earned the admiration of not only Gen. MacArthur but also the Presidents of the United States and Korea. My friend, Gen. Sun Ha Lim (ret) is trained in the United States and will persuade me to return to Korea to work with him.

I have not made my mind yet whether I will return to Korea at this time. However, I will go back to my country soon or later. I wonder you would like to meet him to explore any possibility to have a joint venture with Gen. Lim when he comes to EAST Coast.

All the high ranking Korean officials who are in power now used to serve under Gen. Lim --including President Park. If you have interest to meet him, I will be glad to discuss with Gen. Lim and will let you know. Thank you again for your kindness.

Sincerely yours,

  
Yung Soo Yoo

April 12, 1968

Mr. William McE. Miller, Jr.  
President  
Aereon Corporation  
Mercer County Airport  
West Trenton, New Jersey

Dear Bill:

Yesterday I visited a small plastics company where they were making radio-controlled gasoline models by vacuum-forming plastic sheets over plastic foam to form wing sections. They then sell these complete airplanes directly to hobby shops. When I saw this, I thought you might be interested in this company, because of their experience, when you get around to making models.

If you are interested, the name of the company is: The Lazott Company, Inc., Route 62, Stow, Massachusetts 01775. The owner/manager is Mr. Lazott.

We wish you the best in your business venture.

Sincerely yours,

Kenneth H. Olsen

KHO:ecc

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**digital**

April 11, 1968

Mr. G. Calissendorff  
Wetter & Swartling  
Advokatbyra  
Vastra Tradgardsgatan 15  
Stockholm C. Sweden

Re: Digital Equipment Aktiebolag

Dear Mr. Calissendorff:

Would you please be so kind as to call an extra ordinary meeting of the shareholders of the above corporation in accordance with the by-laws of such corporation for purposes of filling the two vacancies on the Board of Directors.

It is the desire of Digital Equipment Corporation that all of its stock be voted in favor of electing Kenneth H. Olsen of Lincoln, Massachusetts, U.S.A., and Dr. Ingmar Jungner of Stocksund, Sweden.

I would appreciate receiving word from you when this has been accomplished.

Very truly yours,

DIGITAL EQUIPMENT CORPORATION

Edward A. Schwartz  
General Counsel

EAS:o

cc: John Leng

bc: Ken Olsen ✓

April 11, 1968

**Ms. Doris Houghton  
Trainee Coordinator  
The Netherland-America Foundation, Inc.  
10 Rockefeller Plaza  
New York, New York 10020**

**Dear Ms. Houghton:**

**We want to thank you for the invitation to take part in Netherland-America Foundation's trainee program. We are enthusiastic about the value of these training programs, and have ourselves been active in the training of students.**

**We feel we have to give a negative reply to your invitation at this time because we do not have a position that would be worthwhile to a trainee or allow him to make a contribution.**

**Sincerely yours,**

**Kenneth H. Olsen**

**KHO:ecc**

**digital**

INTEROFFICE MEMORANDUM

DATE: April 6, 1968

SUBJECT: Letter From The Netherland-America Foundation

TO: Ken Olsen

FROM: Ted Johnson

We are training Europeans. I suggest we tell them we are interested in hiring young qualified sales engineers and will train one here if he wants a career with DEC. Don't have extra time to devote to supervising. If you feel otherwise, we'll put him to work with the hope he'll have potential.

mr

Attachment



# *The Netherland-America Foundation*

Incorporated

10 ROCKEFELLER PLAZA, NEW YORK, N. Y. 10020

TELEPHONE: CIRCLE 6-0200

March 28, 1968

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

Dear Mr. Olsen:

On March 8, 1968, we wrote you concerning participation in our Trainee Program which, under the authorization of the United States Department of State, brings qualified young business and professional people to the U. S. for a year of training-through-working.

Perhaps you are investigating the possibilities of placing Mr. Robert Grootenhuis, whose resume was enclosed with our letter. I trust that if placement of this candidate is possible, you will let us know -- hopefully -- on the enclosed Declaration of Acceptance form.

I look forward to hearing your reaction to Mr. Grootenhuis' qualifications. Should you require additional information, I'll be glad to get whatever I can.

Sincerely yours,

Doris Houghton  
Trainee Coordinator

DH:jj

Enclosure

K. H. OLSEN

April 1, 1968

Ted,

Ken would like you to look this over, and suggest what he might do about it.

MaryAnn



# The Netherland-America Foundation

Incorporated

10 ROCKEFELLER PLAZA, NEW YORK, N. Y. 10020

TELEPHONE: CIRCLE 6-0200

March 8, 1968

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

Dear Mr. Olsen:

Under the authorization of the United States Department of State, as part of the U. S. Exchange Visitors Program, the Netherland-America Foundation conducts a trainee program for well qualified young business and professional people. Prospective trainees applying for on-the-job training in the United States are carefully screened for the skills, character, and other qualities which reflect credit on their homeland. All arrangements for their stay in America are handled by this Foundation.

We hope to interest you in accepting one of our young people for training-through-working with your organization. Traineeships are usually for a one-year period and may be extended for an additional six months if this arrangement is mutually agreeable to trainee and trainer company. You will find enclosed the resume of Mr. Robert Grootenhuis, whose qualifications we felt might be of interest to you.

The enclosed list of cooperating organizations will give you an indication of the range of interest of those companies which currently have one or more of our trainees, including some in fields related to your own. We are sending for your information a leaflet which describes the Foundation and a list of our Board of Directors.

We look forward to learning your reaction to our program and in particular to the possibility of your taking the trainee here suggested. Our Declaration of Acceptance form is enclosed for your perusal and -- hopefully -- your favorable action.

Sincerely yours,

Doris Houghton  
Trainee Coordinator

DH:jj

Enclosures

## COMINGS & GOINGS:

FINAL HALF, 1967

### ARRIVALS:

**Jeannette Boon**, Rhooon to Texas Institute for Rehabilitation, Houston, Texas • **Reintje de Boer**, Friesland to The Calhoun School, New York, N.Y. • **Arie and Margaretha de Ruiter**, Terneuzen to Koehring Co., Milwaukee, Wisconsin • **Sibma M. Dieleman**, Marknesse to Wisconsin Alumni Research Foundation, Madison, Wis. • **Doeke F. Driesens**, Haren to Longview Fibre Co., Longview, Wash. • **Otto Duran**, Knegsel to Farrel Corp., Ansonia, Conn. • **Joke Franx**, Apeldoorn to Bronx State Hospital, Bronx, N.Y. • **Meta Galjaard**, The Hague to R.C.A., New York, N.Y. • **Derk and Yvonne Harmanni**, Amstelveen to American Motor Inns, Baltimore, Md. • **Aaltje W. Immink**, Lemele to Jefferson Medical College Hospital, Phila., Pa. • **Hans Klompe**, Zeeland to Standard Electric Co., Springfield, Conn. • **Theodorius P. Lampe**, Delden to Benrus Watch Co., New York, N.Y. • **Jeannette Meyer**, Nijmegen to Bio-Research Institute, Cambridge, Mass. • **Bart Mol**, Haren to Ganett Fleming Corddy & Carpenter, Harrisburg, Pa. • **Tom Nobels**, Goes to Brentano's, New York, N.Y. • **Hermanus J. Roerink**, Deventer to Lord & Taylor, New York, N.Y. • **Jeroen Smit**, Utrecht to Gimbels, New York, N.Y. • **Gerrit ter Weeme**, Eerbeek to Tippetts Abbett McCarthy Stratton, New York, N.Y. • **Henriette ter Weeme**, Eerbeek to Public Schools of Middletown, N.Y. • **Bernie Thate**, Naarden to Phila. Gear Corp., Phila., Pa. • **Barbara van Leeuwen**, Rotterdam to The Johns Hopkins Hospital, Baltimore, Md. • **Marja van Leyenhorst**, Groningen to Bridgeport Hospital, Bridgeport, Conn. • **Antonius van Os**, Haarlem to Emery Roth & Sons, New York, N.Y. • **Henrica C. van de Laar**, Laren to Providence Public Library, Providence, R.I. • **Antoinette van de Ven**, Helmond to Coolaroo Kennel, Chatsworth, Cal. • **Frans van den Bos**, Scheveningen to Milton-Snedeker Corp., New York, N.Y. • **Ebeltje van den Burg**, Amstelveen to Southside Hospital, Bay Shore, N.Y. • **Cornelis Vermeer**, Eindhoven to E. W. Bliss Co., Swarthmore, Pa. • **Arent de Bruin**, Gorinchem to Johnny Martin Chevrolet Co., Bloomington, Ill. • **Peter Luyben**, Helmond to Coolaroo Kennel, Chatsworth, Calif. • **Jetty van Hedel**, Beverwijk to Fred Meyer, Inc., Portland, Oregon • **Pieter van den Bergh**, Bussum to Bloomingdale's, New York, N.Y. • **Sari van der Lubbe**, Gouda to Columbia Univ., New York, N.Y. • **Richard Vrijmoet**, Rotterdam to Brown Palace Hotel, Denver, Colorado • **Martin Worms**, Amsterdam to van Ekris & Stoett, Inc., New York, N.Y.

### DEPARTURES:

**Mary Lou Berends** to Hilversum from Camp Carysbrook, Riner, Va. • **Arjen and Hanneke Binnerts** to Hengelo from Sheraton Boston Hotel, Boston, Mass. • **Johannes J. Blaak** to Oosterbeek from Foreign Auto Repair, Concord, Mass. • **Franklin G. Blok** to Amsterdam from Al Johnson Construction Co., Minneapolis, Minn. • **Gysberta Broekema** to Landsmeer from Montana State Training School and Hospital, Boulder, Mon. • **John and Irma de Boer** to The Hague from Rotron Manufacturing Co., Woodstock, N.Y. • **Aart de Man** to s'Gravendeel from Arden-Mayfair Markets, Bakersfield, Cal. • **Pim Elbersen** to Almelo from Coolaroo Kennel, Chatsworth, Cal. • **Meta Galjaard** to The Hague from R.C.A., New York, N.Y. • **Robert Greebe** to Bussum from Process Engineering, Inc., Methuen, Mass. • **Dick Griffioen** to Baambrugge from Al Johnson Construction Co., Minneapolis, Minn. • **Jacobus Jansen** to Rijswijk from Skil, Chicago, Ill. • **Pieter Kalisvaart** to Helden from Farrel Corp., Ansonia, Conn. • **Jan Keizer** to Amsterdam from E. W. Bliss Co., Swarthmore, Pa. • **Hans J. Leurdiijk** to Amsterdam from Tippetts Abbett McCarthy Stratton, Charlestown, W. Va. • **Koenraad Lindner** to Amsterdam from Rancho Los Amigos Hospital, Downey, Cal. • **Harmen Meidam** to Amsterdam from Tippetts Abbett McCarthy Stratton, New York, N.Y. • **Elizabeth A. Pesman** to Blaricum from Albany Medical Center, Albany, N.Y. • **Elizabeth L. Roeterink** to Bussum from Coolaroo Kennel, Chatsworth, Cal. • **Jacob Schouten** to Hilversum from Chicago Aerospace and Louis Pacheco, Chicago, Ill. • **Jacoba Spanbroek** to Enschede from Overlook Hospital, Summit, N.J. • **Helma van Aalderen** to Zwolle from Coolaroo Kennel, Chatsworth, Cal. • **Hendrika van Hulsbergen** to Amsterdam from Family Counseling Service, Bethlehem, Pa. • **Guy van Thiel** to Amsterdam from The Phila. National Bank, Phila., Pa. • **Lidy van Thiel** to Amsterdam from Magee Memorial Hospital, Phila., Pa. • **Marianne van der Hoeven** to The Hague from St. Luke's Hospital, New York, N.Y. • **Roelof Wessels Boer** to Soest from Diamond Alkali Co., Cleveland, Ohio • **Cornelis P. Willink** to The Hague from Magee Memorial Hospital, Phila., Pa. • **Eva de Looze** to Utrecht from St. Luke's Hospital, New York, N.Y. • **Hans de Looze** to Utrecht from Tippetts-Abbett-McCarthy-Stratton, New York, N.Y. • **Maria Lambriex** to Tilburg from National Communicable Disease Hospital, Atlanta, Ga. • **Petronella Pollaert** to Venlo from Overlook Hospital, Summit, N.J. • **Victor Reese** to Groningen from Rogers, Butler and Burgun, New York, N.Y. • **Cornelis and Greetje te Brake** to Huizen (N.H.)

## TRAINEE HONORED



Maria Lambriex

Maria Lambriex returned to Holland in December after months of absorbing trainee research as medical technician in the virus laboratory of the National Communicable Disease Center, Atlanta, Georgia.

Miss Lambriex was honored in November by being invited to deliver a seminar on her virology research for the entire staff of the world-renowned Center. "Miep," as she likes to be called, has returned to the hospital from which she was on loan, St. Elizabeth Hospital in Tilburg, The Netherlands.

Hanneke Dikkers, a former trainee at Overlook Hospital in Summit, New Jersey, recently made a trip to the United States to visit the many friends she made here.

Janice Jordan, an NAF Staff member who is well known to visitors to the New York office, flew to California to visit friends during her two-week winter vacation.

(Continued from Column 2)

from Daitch Crystal Dairies, Inc., New York, N.Y. • **Gerard van Buuren** to s'Gravenhage from The Polymer Corp., Reading, Pa. • **Catharina van Regteren Altena** to Aerdenbunt from Albany Med. Center, Albany, N.Y.

NAF NEWS and FEATURES:  
Published by The Netherland  
America Foundation . . .  
Edited by Lucille Shearwood

# Netherland America Foundation



# News And Features

WINTER  
1967-1968

NEW YORK OFFICE: 10 ROCKEFELLER PLAZA, NEW YORK, N. Y. 10020

## Many Visitors Enjoy "Open Door" at Helpful International Center

One of the busiest, most popular rooms in New York City can be found at 18 West 48th Street, home of The International Center. Here is hospitality plus help for the many visitors who are in the country on non-immigrant visas, such as NAF trainees.



Adriaan  
Prinsen

For instance, the Center welcomes students, professors, business and industrial trainees, doctors, nurses, diplomats and consular staff, visitors sponsored by the U.S. Government and other sponsored guests.

At a friendly evening program in the Center last Fall, Adriaan Prinsen, NAF trainee with an eye for beauty and a knack for capturing it, showed 100 color slides of America from Virginia to California. Especially notable were Grand Canyon scenes. Adriaan, an architect, was graduated from Delft, and has a traineeship with Tippetts-Abbett-McCarthy-Stratton, New York engineering firm.

The Center's well-rounded program has such practical helps as "solo" work with visitors in every-day English conversation, and a Housing Service that investigates furnished rooms and apartments in behalf of newcomers.

New York, often rated a "cold" city, supplies 400 volunteers who work gratis on a definite appointment basis, supervised by a small, well-organized staff. Even the busy reception desk, where free concert and theater tickets usually are available, is manned entirely by volunteers. Many lasting friendships have been formed between volunteers and students.

## GROWING PROGRAM OF N.A.F. NEDERLAND REVIEWED AT SECOND ANNUAL MEETING

Combining a day of work and pleasure, the second annual meeting of N.A.F. Nederland was held at the Clubhuis Te Werve near The Hague October 21, 1967.

Gardens dating from the 15th century, seen through modern window walls, made a pleasant setting for the warm welcome from President Omer Koets to 40 former trainees and their guests, who included:

Mr. Harry Y. de Schepper, treasurer and member of the Board of Directors, the Netherland America Foundation in New York, and Mrs. Sarah L. Baldwin, Executive Secretary, who flew to Holland for the meeting; Mr. Robert E. Voth, Cultural Attache at the American Embassy; Miss Wobbina Kwast, Director of the Nederland-Amerika Instituut and Mrs. Wilhelmina Bertram.

Unable to attend because of business commitments, were Pieter Paul Donker and Ed Smulders, former Board members now in the United States; also, Ruud Veldhuis, Gery Creemers, Marc Driessen, Frits Theyse and Melle Staal.



Omer Koets

### "Holland in Focus"

Mr. Jules B. Farber gave his impressions of the Dutch after luncheon in the charming dining room of the Club Te Werve. The comments from the author of "Holland in Focus" provoked lively discussion.

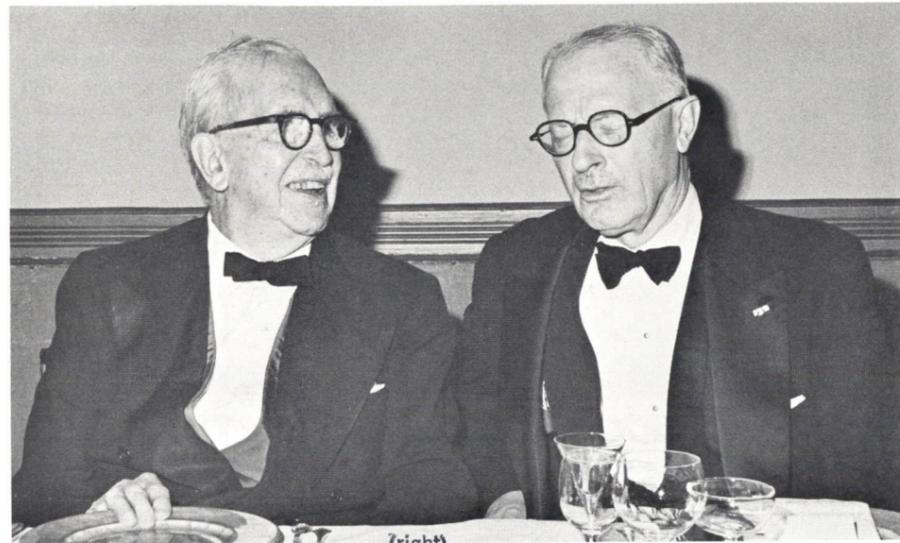
## NEDERLAND OFFICERS

The following officers of the N.A.F. Nederland were elected at the annual meeting:

*President:* Omer J. Koets, Kluizeweg 212, Arnhem mechanical engineer (Delft); graduated 1962, working for AKU Textile Machinery Construction Department.

(Continued on Page 2)

## DR. BARNOUW ENJOYS 90th BIRTHDAY



(right)

Pictured above are P. J. Kooiman (left) and Dr. Adriaan J. Barnouw, Queen Wilhelmina Professor Emeritus of Columbia University. The dinner party, held in the New Amsterdam room of the Netherland Club, marked Dr. Barnouw's 90th birthday. The guest of honor delivered his speech with vigor, and all the charm and wit for which his widely read N.A.F. Newsletter of former years are famous. Mr. Kooiman enlarged humorously on his prepared remarks and Professor de Vries praised Dr. Barnouw warmly on behalf of Columbia University. The large birthday cake, with traditional candles, bore a Latin inscription meaning, "Adriaan, you have erected a monument more enduring than bronze." (As Dr. Barnouw had requested that the party be kept small it was left to him to indicate who was to be invited.)

## Public Relations Trainee Takes a Bus "Study Trip"

After a 5-week bus tour, visiting universities and colleges in the United States and Mexico City, Marcel L. M. Deurvorst returned to Fordham University in New York convinced that the best—and most economical—way to see America is by bus.

This trainee is studying American public relations techniques at Fordham, while on leave from the public relations department at the University of Nijmegen. The idea for his trip came from Robert A. Kidera, Vice President for University Relations and Development at Fordham.

The student-traveler returned with vast enthusiasm for American hospitality, and new friends gained through living with an American family in each city where he stopped. As a result of this hospitality, arranged through the International Student Service, Marcel said he was "entertained royally, even to sight-seeing trips and beach parties . . . The families I met were as varied as the landscapes." Despite busy academic schedules, Marcel found educators in all colleges cooperative.

## Trainee Chairman of Philadelphia Program

A colorful Dutch Cultural Evening in International House of Philadelphia (Penna.) was developed October 6 with Trainee André Bremers as chairman. Many groups cooperated, with special assistance from Mr. Ed Huizing, secretary of Philadelphia Chapter, The Netherland America Foundation, and Mrs. Huizing.\*

Among the 100 guests was the guest of honor, Mr. Frederick Van Urk, Consul of The Netherlands in Philadelphia. Traditional Dutch music and refreshments served by Dutch volunteers in national dress were highlights. Chairman Bremers, a chemical engineer with the Avisun Corporation, plans a series of similar evenings.

## Mrs. Susanne Visser

For information about the trainee program please call Mrs. Susanne Visser, Overdam 9, Amsterdam—BVDT Telephone 020/422434. If no answer, call Boodschappendienst TSO 123123.

\*Mr. Huizing is secretary of The Netherlands-America Association of Delaware Valley.

## New Board Member

Robert S. Overbeck, President of the Suriname Aluminum Company of Pittsburgh, Penna., was appointed to the Board of Directors of The Netherland America Foundation in 1967 to serve a two-year term.

## NEDERLAND OFFICERS

(Continued from Page 1)

**Vice-President:** Ben van Tongeren, independent architect; Sportparklaan 37, Heemstede; graduate, school for architecture in Amsterdam.

**Secretaries:** Herman C. B. Racer Palthe, (started Dec. 1, 1967); Loseweg 146, Apeldoorn; electronics engineer (Delft) graduate 1963; Dec. 1 to Quality Control Dept., Philips Computer Industry.

Betty Van Doorn, Schubertstr. 64, Amsterdam, physiotherapist, works in Rehabilitation Center, Heliomare.

**Treasurer:** Hans P. L. van Gemert, Stiftstr. 21, Mook (L.); civil engineer (H.T.S.); road construction corp. Van De Berg, Nymegen.

**N.A.F. representative:** Susanne B. H. Visser-Rosema, Overdam 3, Amsterdam (B.V.D.T.)

**Board Members:** Albert Boes, Landsichtslaan 25, Krommenie (N.H.), mechanical engineer (H.T.S. Amsterdam, graduated 1963); design engineer, Albert Heyn, Zaandam.

Gery J. M. Cremers, Kasteel "Maurick," graduated from Hotel School, Vught; manager restaurant, "Kasteel Maurick," at Vught.

Marc A.E. Driessen, Komlaan 15, Bergen (N.M.); graduate Business School in Amsterdam; assistant director, Hoogen straten Conserven, N.V. at Alkmaar.

**Cooperating with Board:** Frits Theyse, Strawinsteryloan 4, Voor-schoten (Z.H.) mechanical engineer (Delft).

Jos B. H. Jansen, Julianastr. 42, Ruswuk (Z.H.); studying mechanical engineering, 4th and last year at H.T.S., The Hague.

Guy van Thiel, Het Bat 15, Maastricht, works in banking, Maastricht.

Dirk Veegens, Oostzeedük 26 B, Rotterdam, secretary of Director.

## Need a "Girl Friday" Or Monday . . . Page Betty!

"I hate taking minutes, so I'm very glad Herman Racer Palthe will be doing it in the future," says Betty van Doorn with a winning smile, undaunted by her many N.A.F. Nederland responsibilities.

Though too modest to say so, Betty has been pinch-hitting everywhere as an NAF Board member—stuffing envelopes, addressing invitations, interviewing applicants, acting as secretary when Rudy Veldhuis was away.

According to Susanne Visser, 200 letters came in response to a single publicity article in Elsevier. These were answered, Suzanne says gratefully, with Betty's help.

Betty believes that wide experience in Physical Therapy, gained at Grasslands Hospital, Valhalla, N.Y., and Rancho los Amigos Rehabilitation Center in Downey, California, has helped her in the job she now holds as Senior Physical Therapist at Rehabilitation Center, "Heliomare" at Wyk aan Zee. Betty adds this qualifying remark:

"However, you need experience before going. First, working experience here in Holland, then what you learn in the States, so you can compare."



Betty van Doorn

## Seeing U.S. by Car

Driving 40 minutes to work from her book-lined apartment in Amsterdam to the sea and dunes at Heliomare seems no hardship for Betty. She acquired a taste for auto travel when she and another trainee, Elizabeth Winkel, made an adventurous coast-to-coast tour of the U.S.

Their favorite spot in the U.S. was Death Valley, in spite of a sandstorm that almost blew their tent away. We learned that deserts are fascinating to Dutch people, so used to water everywhere.

With her gift for making the impossible seem easy, it is not surprising that Betty recently found time to write an article for the Dutch Journal of Physical Medicine and Rehabilitation.

Note: N.A.F. Nederland is lucky to have Betty van Doorn on its Board—and knows it!



Gerry and Conrad Kenter

## "It Takes a Little Rain With the Sunshine"

Usually showers precede a wedding, but as this picture shows, Gerry de Groot—in her wedding dress—had to be sheltered from a sudden downpour by the bridegroom, Conradus H. W. Kenter.

Gerry is well remembered as a former Staff Assistant at the New York offices of NAF. In a letter written from her new home in Switzerland, she tells of the Haarlem Town Hall speech by the Burge-meester, the ceremony in Nieuwe Groenmarkt Church, filled with white flowers, and the luncheon and reception in the "Bolwerk" restaurant, Haarlem, with many friends, some of whom traveled for hours to join the festivities.

Friends of Gerry and Conrad can reach them: c/o Restaurant Movenpick, Geneva, Switzerland, where Mr. Kenter is working.

Reintje de Boer, a trainee in teaching at All Souls School in New York City took the Association for World Travel Exchange Hospitality Tour to Florida during Christmas vacation.

Besides visiting Miami, Cypress Gardens, St. Augustine and Daytona Beach she spent several days in Richmond, Virginia and Colonial Williamsburg.

## Susanne Visser Meets Trainees in New York

Among welcome overseas visitors to the New York offices of N.A.F. in 1967 was Mrs. Susanne Visser-Rosema, the Foundation's representative in The Netherlands. A party held at the new offices of the R. W. Greef Company, of which Mr. Harry Y. de Schepper is president, provided an opportunity to introduce her to trainees in the Metropolitan area.

In addition to Mr. de Schepper, who is treasurer of the Foundation and one of its directors, special guests were Mr. and Mrs. August Philips. Mrs. Visser, formerly a trainee with Pan American Airways, was also a guest of the Foundation at informal luncheons at the University Club and La Fonda del Sol.

## U.S. Hockey Team Snaps Up Two N.A.F. Trainees

By a series of coincidences, trainees Tom Schut and Willem Verwey now are members of the Rye, New York, Field Hockey Team.

It seems that some time around last July, a young Dutchman named Jaap Hilbrand saw a stranger at Kennedy Airport with a field hockey stick over his shoulder. Jaap, a friend of Tom Schut's from the Hogere Textiel School, struck up a conversation about hockey.

Since all Dutchmen are known to have cut their teeth on hockey sticks, Jaap was asked to join the team. He did, and suggested his friend Tom. Tom—in turn—suggested Willem. With two NAF trainees, the team now is winning matches in such widely distant fields as the Merion, (Penna.) Cricket Club and Washington, D.C. Says Tom:

"It's a great way to make friends and see the country," since on reaching the semi-finals in Washington, Schut and Verwey saw the Capitol, the White House and other famous landmarks.

## CHRISTMAS PARTIES

Trainees in the Philadelphia/New York area were invited by Tom Overmeer and Julian de Vries to Sinterklaas festivities at the Nassau Inn in Princeton, New Jersey . . . The following week on December 16th Mr. and Mrs. Stuart Baldwin gave a Christmas egg-nog party for NAF staff members and trainees in the New York and Connecticut area.

SCREENING REPORT

ROOKER, Pieter J.  
Shipbuilding

Pieter J. Rooker is a graduate of the Hogere Technische College in Dordrecht where he received a diploma equivalent to a Bachelor of Science Degree in Engineering. He concentrated on Shipbuilding and has had two training periods in shipyards in the Netherlands.

Upon completion of his current tour of duty with the Netherlands Army he hopes to enlarge his experience and knowledge through an assignment in the United States. He is reported to be an adaptable, conscientious young man with great interest in the field he has chosen. He would be most grateful for a traineeship with an American company, and can be relied upon to contribute his best efforts to it.

THE NETHERLAND-AMERICA FOUNDATION

ROOKER, Pieter Johan

Shipbuilding

BORN: August 23, 1944

MARITAL STATUS: Single

MILITARY SERVICE:

7/25/66 to 4/25/68

Royal Netherlands Artillery

Instructor cadre training school; held rank of Sergeant; completed courses in basic training and cadre training at service school.

TRAINING EXPERIENCE:

During the third year of technical college undergraduates must work at least 280 hours with a firm in their branch of engineering. The purpose of this practical year is to give them opportunities to gain experience in the theoretical subjects they have studied, and to prepare them for their future employment in industrial life.

1/65 to 7/65

Verolme's Scheepswerf, Alblasserdam

Worked in drafting room of the ship yard; observed technical and administrative operations.

9/64 to 1/65

Smit Kinderdijk, Kinderdijk

Employed as trainee in the shipbuilding department; carried out drafting assignments.

EDUCATION:

Hogere Technische School, Dordrecht

9/62 to 7/66

Attended technical college; majored in shipbuilding and received diploma.

9/56 to 7/62

Hogere Burger School, Dordrecht  
(General Secondary School)

Studied sciences, mathematics, languages; received diploma.

LANGUAGES:

	Speaking	Reading	Writing
English	Good	Good	Good
French	Good	Good	Good
German	Good	Good	Good

SPECIAL SKILLS:

Electric Welding

SPECIAL INTERESTS  
and HOBBIES:

Sailing, water sports, hockey

AVAILABILITY:

Approximately May 15, 1968

TRAINING DESIRED:

"In the future, America and Europe will need to cooperate more and more, and therefore, it is very important to know each others customs and methods of working.

America has a great lead over Europe in technical and business procedures. I hope to be placed in the technical department of a shipyard where I can get a good view of the organization and methods of an American company.

RECOMMENDATIONS:

Smit Kinderdijk, Kinderdijk

"Mr. P. J. Rooker was employed in our firm in 1964 as a trainee in our Shipbuilding Department. During that period he made himself known as a well-behaved, ambitious worker, who performed his tasks to our entire satisfaction."

Hogere Technische School, Dordrecht,  
Ir. C. J. Heyligere, Director:

"After graduating from the scientific course at preparatory school he was able to enter the second year of the college course in shipbuilding and received his diploma in 1966.

• He is a well-balanced, intelligent young man who works with diligence and concentration. He sets high standards for himself, has keen interest in his work and the feeling of working as part of a team."

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Institute of Technology*
- H. K. Nieuwenhuis, N.Y.C.  
*Pres., Chemical Projects Assoc., Inc.*
- R. S. Overbeck, Pittsburgh, Pa.  
*Pres., Suriname Aluminum Co.*
- \*August Philips, New Canaan, Conn.  
*Intl. Financial Consultant*
- L. M. Reuvers, N.Y.C.
- \*John M. Rochford, N.Y.C.  
*Asiatic Petroleum Corp.*
- Mrs. Norbert L. H. Roesler, N.Y.C.
- Dr. I. Snapper, N.Y.C.  
*Consultant in Residence, V.A. Hospital*
- \*Charles H. Stapper, N.Y.C.  
*Pres. Tobacco Merchants Corp.*
- \*L. R. W. Soutendijk, N.Y.C.  
*Mgr., Brown Bros. Harriman & Co.*
- Arthur Hays Sulzberger, N.Y.C.  
*Chm. Bd., New York Times*
- Mrs. Conrad Thibault, N.Y.C.
- Pieter van den Berg, N.Y.C.  
*Chm., North American Philips Co., Inc.*
- \*A. F. M. van der Ven, N.Y.C.  
*Former Financial Attache to Netherlands Embassy,  
Washington; Rep. Amsterdam-Rotterdam Bank  
N.V.*
- Winslow B. Van Devanter, Washington, D.C.  
*Chm., Washington Chapter NAF*
- \*Frans J. J. van Heemstra, N.Y.C.  
*Abberley, Kooiman, Amon, Marcellino & Clay*
- J. F. van Hengel, Lausanne, Switzerland
- Dorus van Itallie, N.Y.C.  
*Chm. Bd., The Van Itallie Corp.*
- Dr. Harold O. Voorhis, Darien, Conn.  
*V.P. and Sec. Emeritus New York University*
- \*F. R. Wierdsma, N.Y.C.  
*Resident Director, Holland-America Line*
- \*Philip Young, Van Hornesville, N.Y.  
*Former U.S. Ambassador to The Netherlands*
- \*Member of the Executive Committee
- \*\*Chairman of Board of Directors

Organization of



# The Netherland-America Foundation

Incorporated

10 Rockefeller Plaza, New York, N.Y. 10020

Phone: Circle 6-0200

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- Honorary Directors . . . The Netherlands Ambassador to The United States of  
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- The United States Ambassador to The Netherlands,  
William Tyler
- The Netherlands Consul General in New York,  
D. A. van Hamel

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- Trainee Coordinator . . . Doris Houghton
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- Washington, D.C.—Winslow B. Van Devanter, Chm., 511 American Security Bldg.,  
Washington, D.C. 20005
- Philadelphia, Pa.—Myles Standish, Pres., 104 S. Spring Mill Road,  
Villanova, Pa. 19081

## Cooperating Government Offices

- Netherlands Consulate . . . Netherlands Information Service
- Netherlands Chamber of Commerce . . . U.S. Department of State

## Cooperating Organizations

- American Friends Service Committee . . . International Student Service
- Association for World Travel Exchange . . . Junior Chamber of Commerce
- Experiment in International Living . . . Nederland-Amerika Instituut
- Institute of International Education . . . Netherlands Office for  
Foreign Student Relations (NBBS)
- The International Center in New York

## MEMBERSHIP

The Netherland-America Foundation finances all of its scholarships, programs, activities and services through memberships\* and voluntary contributions.\*

*Individual Memberships.* Annual Dues: *Patron*—\$100; *Contributing*—\$50; *Sustaining*—\$25; *Subscribing*—\$10; *Individual Life Membership* \$1000

*Corporate Memberships.* Annual Dues: *Patron*—\$1000; *Contributing* \$500; *Sustaining*—\$250; *Subscribing*—\$100

\*Dues and contributions to the Foundation are income tax deductible in the U.S.A.

April 10, 1968

**Miss Elmina L. Snow  
Administrator  
Emerson Hospital  
Concord, Massachusetts 01742**

**Dear Miss Snow:**

**I am pleased to inform you that Digital Equipment Corporation plans to contribute \$1,500 this year to Emerson Hospital.**

**We hope to be able to make similar contributions in 1969 and 1970 in order to provide the \$4,500 required for the completion of a room on the new floor of the hospital's Wheeler Wing.**

**We are most grateful for the outstanding services Emerson Hospital is providing for our employees and their families. We are also proud that the community in which we work, and in which the majority of Digital's employees reside, is served by such a fine institution.**

**Mr. Dimitri Dimancesco of our staff will contact you shortly to make arrangements concerning our contribution.**

**Sincerely,**

**Kenneth H. Olsen**

**KHO:ecc**

Not having heard from you, we hope it  
is because you never received the original  
of this letter, not because you do not find  
Emerson deserving of your support!

Sincerely, FWW

December 16, 1967

Mr. Kenneth Olson, Pres.  
Digital Equipment Corp.  
Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olson:

As you may know, Emerson Hospital has recently completed a new floor on the Wheeler Wing to provide some relief from the shortage of medical-surgical beds prevailing a year ago. More space will be needed in the next few years.

To provide for future needs, the Hospital is planning to erect two new floors on the Wheeler Wing--one to be furnished and equipped for the care of mental ill, the other to be an unfinished shell to provide for future medical-surgical requirements. This system of expansion was used when the Wheeler Wing was first built and provides substantial economics in time and money.

The new beds were provided at a cost of about \$200,000 and the future expansion is estimated to cost the Hospital \$500,000. We are endeavoring to finance these expenses through the Emerson Hospital Annual Giving Program which is exclusively for capital funds as distinct from the operating support furnished by Community Chest and United Fund contributions.

The Hospital needs your support of this program. We do hope that your company can find room in its budget for Emerson this year and in the future.

Very truly yours,

Frederic W. Watriss  
Chairman  
Annual Giving Program

April 10, 1968

The Honorable Edward W. Brooke  
United States Senate  
Committee on Banking and Currency  
Washington, D. C. 20510

Dear Senator Brooke:

We were pleased to receive your letter soliciting our remarks on your Bill S 2539, which would place a quota on electronics imports.

It seems to us that this bill is aimed toward protecting the consumer electronics industry and may end up hurting the commercial and industrial electronics industry, which I believe is a large export industry. As a Company, we are definitely not in favor of the bill because between 25% and 30% of our production is exported. We feel that if quotas are placed, there may be quotas placed in other countries in retaliation that would affect the importation of our type product.

The electronics industry in this country is strong, aggressive, and, in the commercial and industrial area, can run circles around the rest of the world. I believe a large part of the credit for this success comes from the free and almost fierce competition we enjoy. I would hate to see anything done to cut down this competition.

You asked what effect the passage of this bill would have on the consumer. I believe the answer is obvious. It would hurt the consumer by raising prices.

Very truly yours,

Kenneth H. Olsen

KHO:ecc

bcc: Win Hindle  
Harry Mann

*Richard Hodgson, Pres., Fairchild*

C  
O  
P  
Y

April 3, 1968

United States Senate letter --

Win's comments:

He feels that the bill really affects DEC very little; directed more toward consumer electronics rather than industrial products.

In general, Win is against, and feels the Company should be against, import quotas because of retaliation from foreign countries.

In answer to the four questions:

1. We as a Company are not in favor of bill because of our concern with retaliation of foreign countries with our products.
2. They might start putting import quotas on us and this would effect our expansion.
3. & 4. In the long run, it is not in our country's, or firm's, interest to regulate import or exports.

Win says he is a free market man!

Suggested that you show this to Mr. Hindman of Instron and get his opinion.

Send bcc of correspondence to Win and Harry.

Elsa

JOHN SPARKMAN, ALA., CHAIRMAN

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STAFF DIRECTOR AND GENERAL COUNSEL

## United States Senate

COMMITTEE ON BANKING AND CURRENCY

WASHINGTON, D.C. 20510

March 22, 1968

Dear Constituent:

On October 16, 1967, I introduced S. 2539, which would place a quota on electronics imports. The bill would limit imports of consumer electronic products to the same quantity and value as were imported in 1966 and would limit electronic components to the average annual quantity and value imported in the years 1964 to 1966.

While I have always felt that the path of free trade was preferable, I realize that a tremendous influx of imports can severely damage a vital domestic industry, such as electronics. The bill would provide for controlled foreign access to U.S. markets by requiring that whenever the domestic market rose by as much as 5%, the quota would be raised accordingly.

Since introducing S. 2539, I have received a number of comments on the bill, both favorable and unfavorable. Because the electronics industry is vital to the economy of Massachusetts, I would like to have a representative sampling of the opinion of Massachusetts electronics firms on this bill.

It would be of great assistance to me if you would answer the following questions and return the material to me at your convenience:

1. Are you in favor of the bill? Why or why not?
2. Would your company be affected by passage of S. 2539? If so, how?
3. What effect do you think passage of this bill would have on the consumer?
4. What effect do you think this bill would have on the state and national electronics industry?

In case you are not familiar with the proposal, a copy of the bill is enclosed. The prospects for this legislation are still uncertain, and I will appreciate the benefit of your comments in determining my further efforts in this matter. Thank you very much for your time and effort.

Sincerely yours,



Edward W. Brooke

EWB:jer

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October 16, 1967

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A BILL

"To provide for an equitable sharing of the United States market by electronic articles of domestic and of foreign origin."

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That the total quantity and value of consumer electronic products and accessories of foreign manufacture, including, but not limited to, television receiving sets, radio receiving sets, phonographs, record players, tape recorders, and chassis and accessories for such products, remote control devices, antennae and antennae rotators, and any combination of the foregoing, and citizens band transceivers, which may be entered, or withdrawn from warehouse, for consumption during any calendar year shall not exceed the quantity and value of such articles entered, or withdrawn from warehouse, for consumption during the calendar year 1966: Provided, That commencing with the calendar year beginning January 1, 1968, the total quantity and value of such articles which may be entered, or withdrawn from warehouse, for consumption for each ensuing calendar year shall be increased or decreased by an amount proportionate to the increase or decrease (if more than 5 per centum) in the total United States consumption of such articles during the preceding calendar year in comparison with consumption for the year 1966 as determined by the Secretary of Commerce.

SEC. 2. The total quantity and value of electronic components of foreign manufacture of the classes or kinds used in the manufacture of consumer electronic products, including, but not limited to, capacitors, resistors, inductors, transformers, coils, yokes and chokes, tuners, connectors, loudspeakers, TV picture tubes, electron receiving tubes, transistors and other semiconductors, record changers, turntables and tone arms, magnetic tape, and fractional horsepower motors, which may be entered, or withdrawn from warehouse, for consumption during any calendar year shall not exceed the average annual quantity and value of such articles entered, or withdrawn from warehouse, for consumption during the three calendar years 1964-1966: Provided, That commencing with the calendar year beginning January 1, 1968, the total quantity and value of such articles which may be entered, or withdrawn from warehouse, for consumption for each ensuing calendar year shall be increased or decreased by an amount proportionate to the increase or decrease (if more than 5 per centum) in the total United States consumption of such articles during the preceding calendar year in comparison with the average annual consumption for the three-year period 1964-1966 as determined by the Secretary of Commerce.

SEC. 3(a) The quantities and values of any consumer electronic product of foreign manufacture which may be entered, or withdrawn from warehouse, for consumption during the balance of the calendar year in which this Act becomes effective shall be equal to that proportionate per centum share of the imports of such article for the year 1966 which the number of days remaining in the calendar year bears to the full year.

(b) The quantities and values of any electronic component of foreign manufacture which may be entered, or withdrawn from warehouse, for consumption during the balance of the calendar year in which this Act becomes effective shall be equal to that proportionate per centum share of the average annual imports of such article for the years 1964-1966 which the number of days remaining in the calendar year bears to the full year.

SEC. 4. The Secretary of Commerce shall determine and allocate the allowable quantities and values of consumer electronic products of foreign manufacture and electronic components of foreign manufacture which may be entered, or withdrawn from warehouse, for consumption among supplying countries by category of product on the basis of the shares such countries supplied by category of product to the United States market during a representative period, except that due account may be given to special factors which have affected or may affect the trade in any category of such articles. In making such allocations among supplying countries, the Secretary shall give special weight to and favor the position of supplying countries which allow without restriction U.S. private investment in the manufacture of electronic products in their countries and which impose on imports of consumer electronic products and electronic components originating in the United States for entry into their countries conditions no more restrictive than those, including the provisions of this Act, imposed by the United States on such products of the manufacture of those countries when imported into the United States. The Secretary of Commerce shall certify such allocations to the Secretary of the Treasury.

SEC. 5. The Secretary of Commerce shall, upon the application of any interested party, determine whether there is sufficient production in the United States of any consumer electronic product or electronic component in conjunction with the imports of such article specified in this Act to meet estimated annual consumption of such article, and if a deficiency is found to exist, determine the increase in imports of such article required to meet such deficiency in the ensuing calendar year. The Secretary of Commerce shall certify such determination to the Secretary of the Treasury.

SEC. 6. The President is authorized to enter into negotiations with other governments for the purpose of consummating agreements to provide for orderly trade in consumer electronic products and electronic components in a manner consistent with the policy of this Act of providing equitable access to the future growth of the American market for both imported articles and articles of domestic origin. The President by proclamation may increase, decrease, or otherwise limit the quantity and value of such electronic articles from such country which may be entered, or withdrawn from warehouse, for consumption in conformance with such agreements.

SEC. 7. Notwithstanding the foregoing, the quantity and value of any such electronic article which may be entered, or withdrawn from warehouse, for consumption during any quarter of the calendar year shall not exceed the proportionate per centum share which the total quantity and value of imports of such electronic article accounted for during the like period of the calendar year ended December 31, 1966.

SEC. 8. All determinations by the President and the Secretary of Commerce under this Act shall be final.

SEC. 9. This Act shall become effective upon enactment.

FAIRCHILD CAMERA AND INSTRUMENT CORPORATION  
SYOSSET, L. I., N. Y.

RICHARD HODGSON  
PRESIDENT

January 29, 1968

Mr. Kenneth H. Olsen, President  
Digital Equipment Corp.  
146 Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olsen:

The purpose of this letter and attachment is to draw your attention to a matter which will be considered by the Congress this year, namely whether import quotas should be imposed on electronic products and components.

On October 16, 1967, S.2539 was introduced by Senator Brooke and co-sponsored by at least nine other Senators. The bill would impose strict quotas on all electronic products and components based upon past import figures. In October 1967, Hearings were held before the Senate Finance Committee on S.2539 and on other quota bills dealing with a wide variety of different commodities. The Electronic Industries Association presented two statements to the Finance Committee. One was offered by the Parts Division and supported the quota bill. The other was offered by the Consumer Products Division and was in opposition to the bill.

No action was taken on S.2539 or on any of the other quota bills during the last Session of Congress. Nevertheless, the likelihood now is that the question of import quotas for electronic products and components--as well as for other commodities--will come before the Congress during the early part of this Session. It is an unfortunate reality that, although President Johnson is strongly opposed to import quotas, his recent proposals to curb foreign investments and tourist spending have given new impetus to protectionist drives. As the Wall Street Journal noted on January 19, 1968, protectionists will surely ask: "Why not go further, now that the door is open?"

Fairchild Camera & Instrument Corporation is strongly opposed to the passage of any legislation imposing import quotas on electronic goods. We believe that it would be a disastrous mistake as far as international trade and policy is concerned for an industry which is as healthy as electronics and which enjoys such a favorable balance of trade to become the redipient of protectionist legislation.

In order to avoid this occurrence, Fairchild believes that rhe electronic industry should take a strong stand against any import quotas further restricting the international flow of electronic commodities. At present our industry has not yet taken that stand. A uniform policy has not been agreed upon by the various divisions of EIA, and, as a consequence, Congress and the Administration are aware only of the fact that two divisions within our Association are deeply split over a matter of policy.

We believe that most of the major companies producing electronic products and components are opposed to the imposition of import quotas in this field. We therefore propose that those companies coordinate their activities in order to oppose more effectively any legislation restricting the free flow of goods which the electronic industry produces. Through such cooperative and unified action, these companies can make their views known in all the Divisions of EIA and in the Congress so that more Senators and Representatives will know the true extent of the opposition against protectionist measures dealing with electronic commodities. Finally, these companies should present their views to Ambassador Roth and to other members of the Executive Branch so that the Administration will know that regardless of any compromise it may decide to make on quotas for textiles or steel, it should never give an inch where electronic products or components are at issue.

If you are disposed to taking some form of joint action, I would appreciate receiving an expression of your interest. I think that we can then discuss the possibility of various members of our staffs meeting with Washington legal counsel in order to discuss more fully the necessary steps to be taken.

With best wishes,

Sincerely,

A handwritten signature in blue ink, appearing to read "Richard Hoff". The signature is fluid and cursive, with a long, sweeping tail on the final letter.

Check List of Facts Concerning Import Quota  
Legislation for Electronic Products

1. There exists a real danger which none of the domestic electronic companies can afford to ignore that the Second Session of the 90th Congress will pass legislation imposing import quotas on a variety of products, including electronic commodities. S. 2539 has already been introduced in the Senate by Senator Brooke and has obtained the co-sponsorship of at least nine other Senators. This bill would impose absolute quotas on all electronic products and components.

2. The danger that such legislation will pass results from a multiplicity of factors. Some of them are as follows:

- (a) As a result of tariff reducing agreements reached during the Kennedy Round, many industries have begun to fear an increase in imports;
- (b) The balance of payments difficulties which this country is presently experiencing has led

- 2 -

President Johnson to propose new legislation imposing restrictions on foreign investment and tourist travel. These proposals have unfortunately lent support to the argument of the protectionists -- which is that if we could decrease our imports, we could improve our balance of payments; and

(c) The Vietnam war and fear that this conflict may spread into a more general conflagration has lent weight to the argument of the protectionists that we must carefully guard those domestic industries which have some relationship to defense needs. The electronic industry is obviously in this category.

3. EIA has traditionally favored protectionist legislation. The Association opposed the Kennedy Round and the possibility of tariff cuts for electronic products.

4. The impetus for this protectionist stand has come from the Sprague Electric Company through the Parts Division.

5. Of the other Divisions in EIA, only Consumer Products has taken a stand in favor of free trade. As

- 3 -

for the others, none is formally committed to a position, though protectionist sentiment appears present among some members of the Distributor Products and Semiconductor Divisions.

6. In its statement to the Senate Finance Committee, the Parts Division based its case on the increase in the quantity of imports of selected electronic products, such as rectifiers and diodes, capacitors (fixed and electrolytic), and transistors. By this approach, the Parts Division was able to show enormous increases in the quantity of electronic products reaching the United States.

7. If these quantity figures are translated into dollar amounts, the volume of imports coming into the country appears quite small. At present, imports take only 3.6% of the domestic market in terms of dollar sales. Between 1961 and 1966, domestic factory sales of electronic products increased by \$8 billion. The flow of imports increased by only \$500 million. Between 1961 and 1967, the favorable balance of trade in electronic products has almost doubled.

- 4 -

8. This country should never consider import quotas for a particular industry where:

(a) The market share held by imports has increased over the past five years by only .4% a year and is currently less than 4% of the total market;

(b) The industry is as dynamic and technologically advanced as is the electronic industry in this country;

(c) A growing balance of payments exists in favor of this country. (Every Division in EIA except Consumer Products has a favorable balance of trade and the Consumer Products Division is the strongest support of increased free trade.)

*File*

February 1, 1968

*written by  
Bob Callings -  
for KHO  
not sent*

Mr. Richard Hodgson, President  
Fairchild Camera and Instrument Corporation  
Syosset, L. I., New York

Dear Mr. Hodgson,

Thank you for your letter of January 29, 1968, informing me of the proposed legislation imposing strict quotas on all electronic products and components. We strongly concur with Fairchild's position that it would be a disastrous mistake for both U.S. International Trade and the electronics industry to seek protectionist legislation when the world community is seeking to reduce tariffs and trade restrictions through the "Kennedy Rounds" x

In order to establish a strong stand against imposition of import quotas, I would be pleased to contact Ambassador Roth, ~~and~~ Senator Brooke, and the other members of the Executive Branch, and, in addition, we would consider the possibility of a member of our staff participating in a joint effort to present this position.

Thank you again for bringing this matter to my attention.

Sincerely,

February 1, 1968

*Written by  
Bob Challenge  
for Kello  
not sent*

Dear Senator Brooke,

Just recently I have become aware of the legislation (S.2539) you introduced on October 16, 1967 to impose strict quotas on all electronic products and components based on past import figures. I frankly felt quite disappointed that you, as a progressive Republican Massachusetts Senator, would seek protectionist legislation for such a healthy and vigorous industry which enjoys such a favorable balance of trade. To impose import quotas on electronic goods would be a disastrous mistake for both U.S. International Trade and the electronics industry particularly when the world community is seeking and successfully accomplishing reduction in tariffs and trade restrictions through the "Kennedy Rounds".

I hope you will reconsider your position before the question comes again before Congress.

Very truly,



R. Olsen

April 9, 1968

Mr. M. G. Allen  
Purchasing Agent  
Atomic Energy of Canada Limited  
Whiteshell Nuclear Research Establishment  
Pinawa, Manitoba, Canada

Reference: AECL File No. WS7K-42057

Dear Mr. Allen:

Mr. Doyle of our Canadian company has advised me of the unfortunate circumstances surrounding your recent order.

We have conducted a thorough investigation of the problem and have corrected our order processing system to insure that it will not recur.

We hope you will accept our sincerest apologies for the mishandling of this order. It is especially embarrassing to us in view of the long and successful relationship we have had with AECL. We hope that you will give us the opportunity to serve you again in the near future. I can assure you in advance that we will deal with any future contracts in a more businesslike manner.

Sincerely,

A handwritten signature in dark ink, appearing to read "Nick J. Mazzaresse".

Nick J. Mazzaresse  
Vice President

NJM:cmp

ALSO

MES CPL 612 27-3-68

TO NICK MAZZARESE  
FROM DENNY DOYLE

PLSE REFER TO DEC ORDER # 24795 CAB 9A FOR AECL.

I WROTE A MEMO TO KEN OLSEN AND YOURSELF LAST WEEK ABOUT THIS  
SUGGESTING THAT THE CUSTOMER RECEIVE AN OFFICIAL APOLOGY FROM US.  
I FIND OUT TODAY TO MY HORROR THAT DESPITE TOM WETHERBEE'S ASSURANCE  
THE UNIT DID NOT GET SHIPPED LAST WEEK AS PROMISED. PLSE DO SOMETHING  
FOR ME AND CALL ME BACK . THIS \$500 ORDER HAS COST US A FORTUNE IN  
FUTURE BUSINESS AT THIS AECL ESTABLISHMENT.

END OR GA PLS  
END

RECEIVED  
FEB 27 11 42 AM '68  
DIGITAL  
TELETYPE  
UNIT



# INTEROFFICE MEMORANDUM

DATE March 21, 1968.

**SUBJECT**

**TO** Ken Olsen

**FROM** Denny Doyle

c.c. Ted Johnson  
Nick Mazzaresse

I realize that your schedule does not permit you to get as involved with frustrations in the field to the same extent as in the past. Indeed I find myself having less and less time to untangle problems and this is perhaps the main reason for the particular situation that I am writing to you about.

THE PROBLEM

A very good customer of ours (A.E.C.L.) ordered a CAB-9A cabinet for a PDP-8/S computer system on October 5th, 1967. We promised them 60 days delivery. Since that time a series of bungles have occurred and the net result is that the name of DEC at this particular A.E.C.L. Establishment (at Pinawa near Winnipeg) is in a terrible state. At this moment I have in front of me a complete file on this purchase order and in it I count more than 15 TWX'es and telegrams between ourselves and the customer and the plant. We have been promised on at least three occasions that the equipment was shipped.

On March 5th I sent a TWX to Nick and he got it started towards the door but I still have not seen the cabinet. The DEC No. on this order is 24795. Apart from the fact that we have kept the customer dangling for so long I am also disturbed about the reports I am getting from Tom Wetherbee that my unit was stolen on previous occasions.

WHAT I WANT YOU TO DO

I would like you to write a letter to Mr. M.G. Allen, Purchasing Agent at Atomic Energy of Canada Limited, Whiteshell Nuclear Research Establishment, Pinawa, Manitoba, quote their file No. WS7K-42057 and ask them to accept the Corporation's sincerest apologies for our mishandling of this particular account.

....2



# INTEROFFICE MEMORANDUM

DATE March 21, 1968.

**SUBJECT**

**TO** Ken Olsen  
c.c. Ted Johnson  
Nick Mazzaresse

**FROM** Denny Doyle

Page 2

I would also like to have a copy of this letter go to Reg Rea who is in charge of our Edmonton Office. It would help to restore some of the morale that has been lost due to this particular order. He has tried very gallantly to maintain our image in the face of all this. Finally if the unit has not already left by the time you have received this memo then you might also use your influence to try and get it out the door but I am quite sure it will leave today.

D.J. Doyle

DJD/es



April 9, 1968

G. W. Walsh, Lt. USN  
Chief, Operations Division  
Office of Industrial Security  
Defense Supply Agency  
Defense Contract Administration Services Region, Boston  
666 Summer Street  
Boston, Massachusetts 02210

Dear Sir:

Thank you for your letter of April 2, 1968 regarding the security deficiencies uncovered in the March 19 security inspection. Please note the following corrective action:

a) Execution of DD Form 48-2 (Company Confidential Clearance)

Only one out of a total of seven forms lacked the information requested for Item 17. Employee has completed and affixed his signature to this section as of March 21, 1968.

b) Certification Statement and Witnessing Signatures

In the future, all employees will have the certification statement read to them by the witness before the witness affixes his signature to the Security Questionnaire.

c) Security Briefing - DSA Form 482

1. Effort has been made to obtain necessary signatures on Form 482 from both terminated and present employees. (See C-1 attached)

2. All DD Forms 1464 have been destroyed and DD Forms 482 have been attached to those Statements of which Part I had been completed on DD 1464.

d) Disposition of Secret Document

Every effort has been made to locate the receipt number for this material but with no success. We do, however, have correspondence material relating to same which indicates return of material and certification of receipt at destination. (See D attached)

G. W. Walsh, Lt. USN  
Chief, Operations Division  
Office of Industrial Security

-2-

April 9, 1968

e) Notification of Receipt of Classified Material

Contractor did advise cognizant security office of receipt of all classified material. Enclosed, herewith, are copies of correspondence relating to the two specific incidents uncovered during the inspection. (See E attached)

f) Storage Container

1. Combination padlock shall be placed in open container at all times in the future.
2. Names and addresses of all individuals having knowledge of the combination has been completed.
3. Detex clock will be installed and area patrolled at least every 4 hours. (See F-3 attached)

g) Security Knowledge of Personnel Interviewed

It should be noted here that the contractor was not notified of the date and time of the security inspection which was held on March 19, 1968. Mr. Dill, Digital Equipment Corporation's Security Officer, had just returned on March 18 from an extended trip to Europe and was scheduled for meetings during the entire time of the inspection. As a result, he was unable to properly participate in the inspection.

Also because of dual responsibilities of the present Security Officer, we are making every effort to have this security program transferred to our Personnel Department.

h) Revision of Standard Practice Procedure Manual (SPP)

The Digital Equipment Corporation SPP has been revised as of April 1, 1968 to include all sections of Appendix VI of the Industrial Security Manual. (See H attached)

Thank you very much for the help you were able to give our Security Department during your recent security inspection. We trust that all of the deficiencies noted have been corrected to your satisfaction.

Very truly yours,

Kenneth H. Olsen  
President

clw

Enclosures

DIGITAL EQUIPMENT CORPORATION

*Bob Dill has complete set of enclosures.*



DEFENSE SUPPLY AGENCY  
DEFENSE CONTRACT ADMINISTRATION SERVICES REGION, BOSTON  
666 SUMMER STREET  
BOSTON, MASS. 02210

APR 1968

IN REPLY  
REFER TO DCRB-10

Digital Equipment Corporation  
ATTN: Mr. Kenneth H. Olsen, President  
149 Main Street  
Maynard, Mass. 01754

Gentlemen:

In accordance with the provisions of Section II of the Department of Defense Security Agreement, a security inspection was conducted at your facility on 19 March 1968 by a representative of this headquarters.

Instances of noncompliance with the Industrial Security Manual (ISM) were discovered in your procedures, methods and facilities. The following deficiencies were noted during the inspection and were discussed with Mr. Robert Dill, Security Officer and Mrs. Clair Wheeler, after the inspection:

a. Deficiency: Neither the employee nor the contractor is properly executing the DD Form 48-2 utilized for grant of company Confidential clearance to United States citizen employees. Item 17 is left unanswered.

Requirement: Both the employee and the employer shall satisfactorily accomplish the DD 48-2 prior to the grant of company Confidential clearance. If answers provided by the employee do not satisfy prescribed requirements of the Industrial Security Manual (ISM) the contractor is prohibited from making the grant of clearance. In the case of Item 17 he may grant clearance, however, if answer is affirmative additional forms must be processed to Defense Industrial Security Clearance Office. (DISCO). (Ref: Par. 24 b, ISM).

b. Deficiency: Applicants for personnel security clearances are not having the certification statement read to them upon completion of their Personnel Security Questionnaire and prior to their signature. Further, applicants' signature is not being witnessed by individual signing as the witness.

Requirement: Before the individual signs the Personnel Security Questionnaire, the witness to his signature shall read the certification statement to him. Upon the individual signing all copies in his presence, the witness will then affix his signature. (Ref: Par. 26 a, ISM).

c. Deficiency: (Repeat) The contractor is not providing adequate initial security briefing to cleared personnel. Parts I and II of DSA Form 482 are not being properly executed. In some cases, obsolete form (DD Form 1464) is still being utilized for the briefing and debriefing of cleared personnel.

Requirement: Prior to authorizing an employee to have access to classified information, the contractor shall brief him on his obligation to safeguard classified information and advise him of its importance, inform him of the required security procedures and have him execute Part I of DSA Form 482. Upon termination of employment the cleared employee shall execute Part II of the DSA Form 482 and the contractor will retain the form for the prescribed period of time. (Ref: Par. 5 f, ISM & Par. II A & V, B your (SPP) Standard Practice Procedure).

d. Deficiency: Contractor's document control log does not reflect disposition of a Secret document.

Requirement: The contractor shall maintain accountability record for all Secret material. The record shall contain required specified information. (Ref: Par. 12 a, ISM).

e. Deficiency: The contractor failed to notify the cognizant security office of receipt of classified material.

Requirement: The contractor shall submit immediately in writing to the cognizant security office a report of the highest degree of access afforded the facility. Supplemental reports, including negative reports, shall be furnished immediately upon a change in the degree. (Ref: Par. 6 a (8), ISM).

f. Deficiency: During this inspection, it was observed that the combination padlock used to secure your storage container was not adequately protected while the container was open. Also names and addresses of all individuals who have knowledge of the combination were not recorded.

Requirement: To prevent unauthorized substitution, combination padlocks shall either be placed inside of the open containers or secured to a hasp, drawer or handle of the container when it is open. To facilitate investigation of a container found open and unattended, a record shall be maintained of the names and addresses of persons having knowledge of the combination. (Ref: Par. 5 h & 14 d, ISM & Par. 111, B your SPP).

g. Deficiency: As a result of deficiencies reflected herein and the lack of security knowledge of personnel interviewed, it is determined that your security education program is inadequate. The program requires improvement with more personnel coverage and emphasis placed on these deficient areas.

Requirement: The contractor shall brief his cleared employees in their individual security responsibilities and inform them of required security procedures. (Ref: Par. e & f, ISM & Par. II A & V B your SPP).

h. Deficiency: Your SPP requires modification to adequately implement the requirements of the ISM. Modification should amplify procedures to be followed by your personnel to preclude future deficiencies which are noted herein.

Requirement: The contractor shall modify the SPP upon notification from the cognizant security office that it does not adequately implement the requirements of the ISM. A copy shall be provided the cognizant security office. (Ref: Par. 5 r, ISM and Par. II, A your SPP).

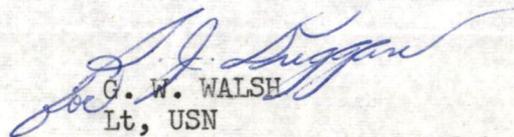
The aforementioned instances of noncompliance with the ISM could lead to loss of security of classified information. You are expected to correct immediately all deficiencies cited to be in accord with the referenced requirements of the ISM.

Your letters dated 21 & 22 March 1968 have been received; however, a reply to this letter is requested within 30 days, stating the corrective action taken or in process on all remaining deficiencies not corrected. Our next inspection is being scheduled for sometime during the month of May at a time convenient for you and Mr. Dill. During this inspection special emphasis will be placed on action you have taken to correct the cited deficiencies.

Pursuant to the provisions of Section VI of the Department of Defense Security Agreement, the cost of implementation of the above requirements does not obligate Government funds, and the Government shall not be liable for any costs arising from implementation of these requirements unless the costs are specifically authorized by a contracting officer.

We appreciate the courtesy and cooperation extended to our security representative.

Sincerely yours,



G. W. WALSH  
Lt, USN  
Chief, Operations Division  
Office of Industrial Security

Copy furnished:  
Mr. R. Dill, Security Officer

April 8, 1968

Mr. A. Haase-Dubosc, President  
American Radio Company, Inc.  
445 Park Avenue  
New York, New York 10022

Dear Mr. Haase-Dubosc:

Since Mr. Olsen will be out of town for a few days, he has asked me to respond to your letter of April 2nd.

We look forward to having Messrs. Chaussedoux, Colson, and Dechamp visit our facilities on Monday, April 29th.

Very truly yours,

(Mrs.) Elsa C. Carlson  
Secretary to the President

C  
O  
P  
Y

# AMERICAN RADIO COMPANY

*Incorporated*

445 PARK AVENUE  
NEW YORK, N. Y. 10022  
(212) 753-5046

April 2, 1968

Mr. Kenneth H. OLSEN, President  
DIGITAL EQUIPMENT CORPORATION  
146 Main Street  
Meynard, Mass. 01754

Dear Mr. Olsen:

As you know, our parent Company, C.S.F. (COMPAGNIE GENERALE DE TELEGRAPHIE SANS FIL), Paris, France, has a substantial interest in COMPAGNIE GENERALE POUR L'INFORMATIQUE "C I I".

Three of my friends from C I I , formerly members of C.S.F., will arrive later this month in the States, and would appreciate the possibility of paying a visit to you and your associates, preferably on Monday, April 29.

The purpose would be to get acquainted with you and to inform you and your associates about CII's activities which, as you know, are closely related to the "Plan calcul".

The names of the visitors are :

- M. CHAUSSEDOUX
- M. COLSON
- M. J.L. DECHAMP, Chief Engineer.

MM. CHAUSSEDOUX and COLSON are administrative people, the latter in charge of organization. They are mostly interested in having an opportunity to learn more about :

- Production flow plan concepts
- Equipment definition
- Space and manpower projections
- Maintenance, Shipping, Receiving

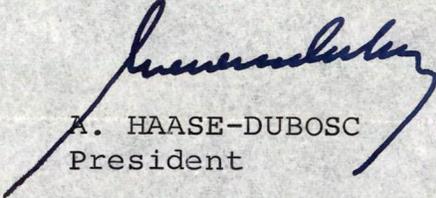
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It goes without saying that CII would be most pleased to reciprocate your courtesy and welcome visitors of your organization when visiting in France.

I thank you in advance for hearing from you that this proposed visit would be convenient to you.

With best personal regards, I remain

Very truly yours,



A. HAASE-DUBOSC  
President

AHD/yr

April 4, 1968

Mr. Frank G. Bowden  
Mitchell College  
P. O. Box 46  
New London, Connecticut 06320

Dear Mr. Bowden:

When you ask what the prime objective is of a company of any size, I feel it is like asking an individual what the prime objective is of his life.

First of all, he may not know, and, secondly, he is very likely to tell you what he would like you to believe, rather than the real fact. In order to find out the prime objective of a man's life, you would have to live with him under a variety of rather extreme conditions.

There are a few general conclusions, however, that I think you can come to. The prime motivation of an individual, or of an organization, is survival. To a human being, this means food, clothing, and shelter. To a company, it means a certain level of profit.

When the needs for survival are overcome, the human being, or company, has a much broader selection of goals, but these are very complicated and interconnected, and beyond the scope of this course.

Sincerely yours,

Kenneth H. Olsen

KHO:ecc

25 March 1968

Mr. Kenneth H. Olsen, President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olsen:

There is a controversey in our marketing class at Mitchell College in New London, Conn. One group contends that the prime objective of large companies today is to improve the socio-economic climate of our country.

Another group contends that the prime objective of any business must be to make profits first. Then, they can turn to socio-economic considerations.

Would you please comment on this subject as it applies to your company and also your personal opinion on the question.

Thank you for your help.

Sincerely,

*Frank G. Bowden*

Frank G. Bowden  
% Mitchell College  
P. O. Box 46  
New London, Conn. 06320

P.S.:

I am enclosing a self-addressed stamped envelope for your convenience.



April 4, 1968

Mr. James Daly, S.J.  
St. Louis University High School  
Backer Memorial  
4970 Oakland Avenue  
Saint Louis 10, Missouri

Dear Mr. Daly:

Thank you for your letter to Mr. Olsen indicating interest in our computers in education.

Our small computers (PDP-8, PDP-8/S and PDP-8/I) are currently being used in about 30 high schools across the United States and Canada. Their use as a tool to teach math and science directly corresponds to your application.

Three features of the family of 8 small computers would be especially meaningful to you. The programming package includes multiple languages (FOCAL, Fortran, Calculator, Assembly, Macro and Editor). Since there is a fixed cost for the computer, the more time the computer is being used, the lower the cost per hour becomes. Implicit in the "hands-on" approach is the convenience of the computer in the school and the absence of telephone line costs.

The PDP-8/S (including teletypewriter and cabinet) sells for \$10,245. Peripherals such as a high speed paper tape reader and punch and a 32,000 word disc are available.

We have two lease plans for the PDP-8/S: 12 months and 39 months. The monthly cost for the basic system on the 39 month plan is \$450. On the 12 month plan, the monthly cost for the same system is \$600. All leasing prices include maintenance. Peripherals, such as those listed are also available at an additional monthly charge. On the 39 month plan, a certain percent of each monthly payment (about half) will go toward the purchase of the equipment if you wish to exercise this option during the first 18 months.

Enclosed is a brochure describing our "hands-on" approach to computers in the classroom, a brief write-up on FOCAL, our new conversational language, a copy of an article describing how some of our high school installations are using their PDP computer, and a Small Computer Handbook.

For the possibilities of peripheral devices, additional information and/or a demonstration, Tom Quinn, District Manager of our Chicago office will be glad to help you.

Digital Equipment Corporation  
69 No. Broadway  
Des Plaines, Illinois 60016

If I can be of further assistance, please contact me.

Sincerely,

*Joan K. Fine*  
(Mrs.) Joan K. Fine  
Education Applications

JKF/mc

Enclosures

cc: Kenneth H. Olsen  
Tom Quinn

*Original to Jan Fine to a Review*

St. Louis University High School

BACKER MEMORIAL

4970 OAKLAND AVENUE

Saint Louis 10, Missouri

January 15, 1968

President  
Digital Equipment Corporation  
Maynard, Mass.

Dear Sir,

I have a problem. In the fall of 1966 we began teaching computer programming to juniors and seniors at St. Louis University High School. The students learned to program the IBM 1620 and 1130 computers and wrote programs for topics in their math and science courses. The program was successful and this year we offered the course to freshmen and sophomores as well. This year we also have the use of an IBM 7072 computer, and they are now writing programs for whichever computer will be available when their program is finished.

Last year we had a big problem with getting the students cards punched, and there was always a bottleneck at the key punches whenever we would go to a computer. That problem has been greatly reduced this year since the Falstaff Brewing Corp. is letting the students use some of their key punches after school. We are very grateful to the people who have let us use their facilities, and I know we are lucky to have them. But when I see what the students have done, especially the freshmen and sophomores, after only being with programming for four months, I can't help but think how much more we could do with a computer at school. We have considered getting a time sharing terminal--I don't know how we would pay for it; but we already have some students working on problems that are not practical on a terminal. I have priced two time-sharing services, and for ten hours a week this would come to about \$550 a month. This is not a lot of time for students to enter programs via a typewriter, and it is an awful lot of money. The most insidious thing about a terminal is that you want your students to reach the point where they can really use it, and when they get there you can't afford it.

And so my problem is this. We have many good students who are interested in programming and are interested in following up on many fascinating problems. A large number of them, because of jobs and the distance they live from the city, cannot make use of the computers we now have the use of. A terminal is not a permanent solution because we could not come up with enough money to pay rental year after year.

# St. Louis University High School

BACKER MEMORIAL  
4970 OAKLAND AVENUE

Saint Louis 10, Missouri

2

Let me indicate the nature of the problems they are doing, most of them on their own initiative and research:

1. A program that uses any date in the Gregorian or Julian calendar as input and gives the day of the week for that date. This program was written by a freshman and some sophomores are using it by gathering together a large number of significant historical dates and doing a frequency distribution vs. the day of the week. One of them has predicted that most wars will have started on Monday since soldiers are known to have busy weekends.
2. A program that uses as input the notes and time duration of a musical score and produces a graph plotting frequency vs. time. One student in the band is going to graph simultaneously several different instruments during a musical number. Written by a freshman.
3. A sophomore this year has written a program that simulates the flight of the small rockets he builds as a hobby. He can fly multistage rockets as well as single stage. He also wrote a program to produce the patterns for the "gores" that he cuts out of silk for parachutes of different shape.
4. A sophomore is working on a Latin translation program. So far it doesn't know any grammar, but it does fine with vocabulary. He wanted to do it originally for Russian, but the transliteration was a problem.
5. A freshman wrote a program that produced an "American Experience Mortality Table."
6. A senior last year wrote programs to use data taken in the physics lab and have the computer do the rest of the work; mass of electron, charge to mass ratio of electron, etc.

These are not average students. They are not the best students in the school. They are the students who have been able to put in the time after school going to key punches and to computers on Saturday mornings. The students mentioned in 1-5 above have only been programming for four months. The first program the boy in 3 above wrote was the solution of simultaneous linear equations in two variables. His second was the generation of a natural trig table using infinite series. His third and fourth were the two mentioned above.

# St. Louis University High School

BACKER MEMORIAL  
4970 OAKLAND AVENUE

Saint Louis 10, Missouri

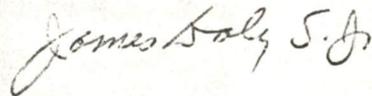
3

These students are so eager to learn. Some of them are interested now in how the IBM 1620 "really works" and are studying machine language. I feel that we have not even begun to do what could be done in a high school if we had a computer here.

And so my question is this. Do you have a computer that is suited to the kind of programs that I have described, and yet doesn't cost a billion dollars. If the price were anywhere at all within reach we would try to get the money somehow.

Thank you for the time this has taken. You may have wondered why I have written you--one of my students suggested that the computer with the Teddy bear probably wouldn't cost much.

Sincerely,



Mr. James Daly, S.J.

P.S. Would you consider loaning us a computer for a year and letting us show you what can be done in a high school?

P.P.S. I just read your add in the latest Scientific American. Could you please send us copies of "The Small Computer Handbook", and the books pictured on the applications in physics and chemistry.



April 4, 1968

Mr. David E. Y. Sarna  
Technical Consultant  
22 Russell Street  
Brookline, Massachusetts 02146

Dear Mr. Sarna:

Thank you for your letter expressing interest in a PDP-8/S for your computer course at Camp Ramah.

Short term rentals are available for the PDP-8/S, cabinet and teletypewriter at \$750 per month.

You might also be interested in a new product, the Computer Lab, which is used in schools for teaching computer fundamentals.

Enclosed is an Education Application Note, a copy of an article describing how several high schools are using their PDP computers, a brief write-up on FOCAL, our new conversational language designed for education and engineering and a Computer Lab brochure.

I am looking forward to hearing from you.

Sincerely,

(Mrs.) Joan K. Fine  
Education Applications

JKF/mc

Enclosures

cc: Kenneth H. Olsen

*C. Jan Fine to answer*

David E. Y. Sarna

TECHNICAL CONSULTANT

22 RUSSELL STREET  
BROOKLINE, MASS. 02146  
TEL. (617) 734-2313

8 February 1968

Office of the President  
Digital Equipment Corporation  
Maynard, Massachusetts 01754

Gentlemen:

I'd like your help in an experiment. During the summer months, I direct the electronics program at Camp Ramah in New England, which is a nonprofit camp operated by the Jewish Theological Seminary. Unlike most camps, it is an educational institution, and our whole program is designed with educational goals and objectives.

I would like to try teaching computers this summer to several age groups, including some of our youngest campers (say ten year olds) to our oldest (16). I thought immediately of the PDP-10/S as an ideal vehicle and the flip/chip modules for the theoretical part. We would need the materials for about ten weeks, starting in the middle of June. I thought in terms of renting two machines and judiciously chosen modules. Unfortunately however, the camp budget probably could not allow for the full rental price of these materials.

However, I would be glad to furnish you with a report of our experiences, and copies on any teaching programs we might write, if you would be interested in participating in this experiment.

Camp Ramah in New England is located in Palmer, Massachusetts. The winter office is at 1363 Fairfield Avenue, Bridgeport, Connecticut 06605, and the Camp Director is Rabbi Raphael Arzt.

I can be reached during the day at Brandeis University, 891-7482.

I do hope that you will be able to participate in this project, because I am rather certain that it is the first time that computers would be taught in a 'fun' environment.

Very sincerely yours,

David E.Y. Sarna



April 4, 1968

Mr. Arthur Barber  
The Institute of Politics and Planning  
1611 North Kent Street  
Arlington, Virginia 22209

Dear Mr. Barber:

Thank you for your interest in the leasing of a PDP-8/S.

Two lease plans are being offered: 12 month and 39 month. The 12 month plan is strictly a rental, with no portion of the charge going toward purchase. Prices for the 12 month plan start at \$600 per month for the 8/S, teletype and cabinet. This same configuration would cost \$450 per month on the 39 month plan. The 39 month plan allows a certain percent of each monthly payment (about half) to go toward the purchase of the equipment if this option is exercised during the first 18 months of the lease. An individually negotiated purchase option is available after 18 months. Peripherals, such as high speed reader and punch and a 32,000 word disc, and additional memory and off-line teletypes are available at additional cost.

Prices for both the 12 and 39 month plans include maintenance within 100 miles of a DEC office and are applicable to the PDP-8/S only. Although some leasing of other computers has been done, it is on an individual basis.

Our efforts in the area of computers in education have been related mainly to Computer Extended Instruction, with secondary school students learning to use the computer as a tool for solving math and science problems. Our small computers (PDP-8, PDP-8/S and PDP-8/I) are also used by vocational schools for courses in Computer Science and by colleges and universities for any number of research projects including several in the field of CAI.

Enclosed is a brochure describing our "hands-on" approach to computers in the classroom, a copy of an article describing how several high school installations are using their PDP computers, a brief write-up on FOCAL, our new conversational language, and a PDP-8/S brochure.

If you would like further information about our computers, their uses or lease prices on other configurations, please contact me or Mr. Cary Armstrong, District Manager of our Washington office.

Digital Equipment Corporation  
7100 Baltimore Boulevard  
College Park, Maryland 20740

Sincerely,

*Joan K. Fine*  
(Mrs.) Joan K. Fine  
Education Applications

JKF/mc

Enclosures

cc: Kenneth H. Olsen  
Cary Armstrong

2/15  
Original and enclosure  
to: Ken Sine To Handle

THE INSTITUTE OF POLITICS AND PLANNING

1611 NORTH KENT STREET

ARLINGTON, VIRGINIA 22209

Telephone 524-4840

February 13, 1968

Dear Ken:

I recently learned of your decision to rent and then donate to public schools some of your new lines of digital equipment. Since I have left the Defense Department, I have started a not-for-profit Institute whose goal is to assist schools in improving their management. We feel that many schools have bought pieces of educational hardware and computer equipment but do not have the capability to use it effectively. Often the net result is that the high aspirations of the school board were not realized nor could the manufacturers point with pride to their hopeful market creator.

I would be interested in learning more about the particulars of your policy decisions. We are working with state education officials primarily in the South and would like to suggest that they consider your lease/donation formula if it is as excellent an offer as it appears.

With best wishes,

*Art*  
Arthur Barber

AB/cl

cc: Mr. Frank Sloan

April 3, 1968

Mr. Irving Burg  
Maynard Industries  
Main Street  
Maynard, Massachusetts

Subject: Assabet River - Flooding Conditions

Dear Mr. Burg:

As you well know, Digital Equipment Corporation suffered a significant loss because of the high water level of the Assabet River and its relationship to various buildings occupied by DEC. The losses were minimized only because of the preventive measures exercised by our company. Now that the crisis is over and everyone has examined the situation, we feel that something should be done to prevent a recurrence.

Accomplishment of the following items would minimize the present hazards to the buildings:

1. Install sluice gates at the raceway openings to prevent water from backing up. The sluice gates could be manually operated but should be very tightly constructed to fit the concrete wall.
2. Install a 12" concrete wall approximately 2' high and 240' long to prevent water from spilling over onto the roadway. (If the existing wall were 2' higher, most of the water would be carried away by the natural flow of the river current.)
3. Install tight manhole covers on top of raceway. Access to the raceway would help in the event that pumping was required to lower the water level in the raceway. As you well know, this was the technique used in the past storm.

Mr. Irving Burg

-2-

April 3, 1968

4. There are several small lines emptying into the river. It would be advantageous if these could be closed in the event the water level was high enough to cause back pressure.

I have prepared these suggestions with expectations that Maynard Industries will furnish all labor and materials and expedite this work to reduce the hazard to Digital property and others residing in the mill property.

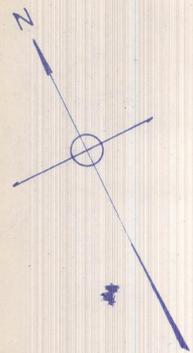
Yours truly,

Allen W. Hanson  
Plant Engineer

AWH/iea

CC: Ken Olsen  
Harry Mann

C  
O  
P  
Y

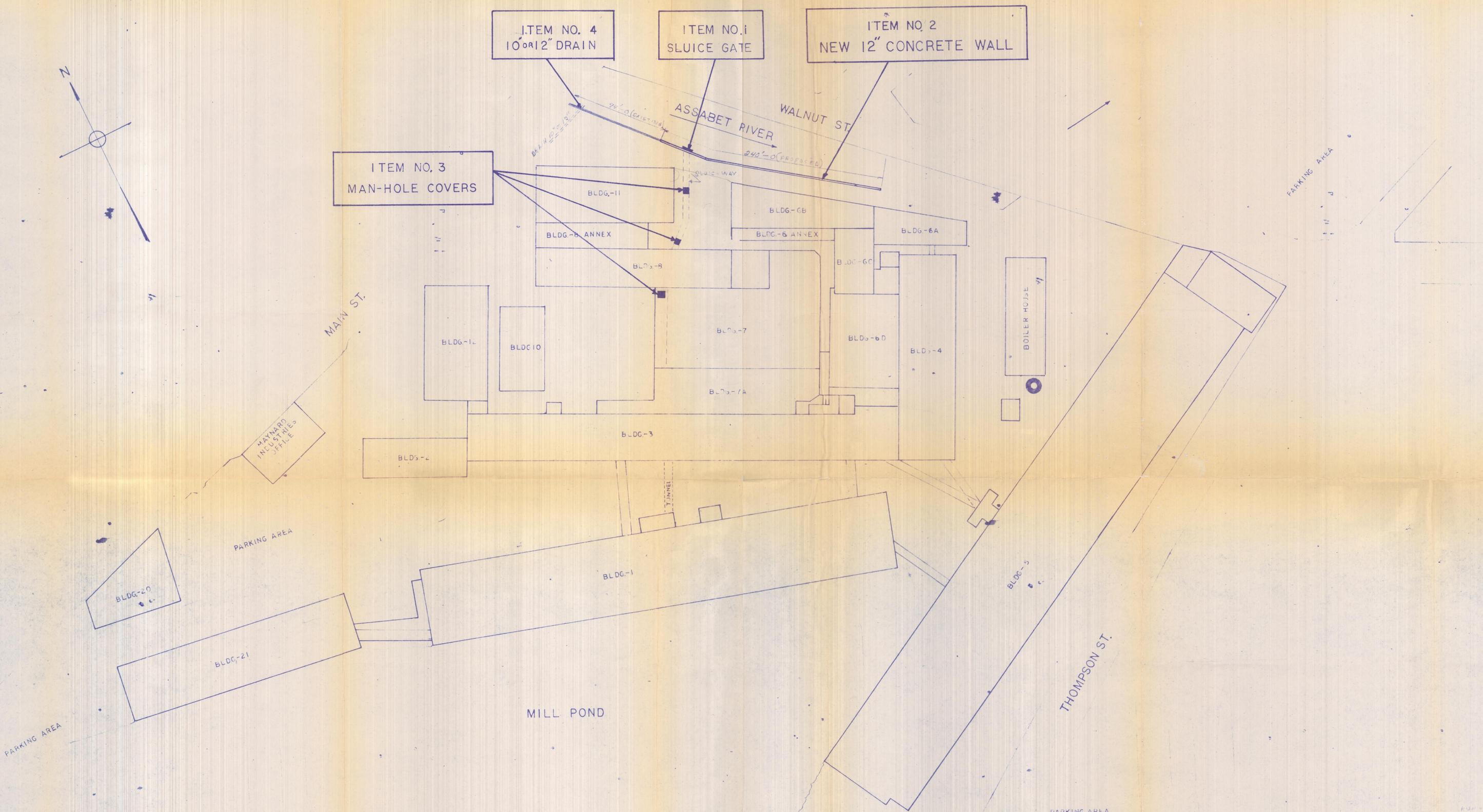


ITEM NO. 4  
10" OR 12" DRAIN

ITEM NO. 1  
SLUICE GATE

ITEM NO. 2  
NEW 12" CONCRETE WALL

ITEM NO. 3  
MAN-HOLE COVERS



DATE	DATE	<b>digital</b> EQUIPMENT CORPORATION MAYNARD, MASSACHUSETTS
<i>Ray Brown</i>	3/25/68	
DATE	DATE	
DATE	DATE	
(TRACING)		TITLE
SCALE 1 IN = 50 FT.		ASSABET RIVER FLOODING CONDITIONS
SHEET 1 OF 1	DIST.	NUMBER
		REV.

April 2, 1968

Mr. Keith Kading  
Coordinator of Secondary Mathematics  
Folsom Cordova Unified School District  
1291 Colva Street  
Folsom, California

Dear Mr. Kading:

Thank you for your letter of inquiry dated March 18, 1968.

Our efforts in the area of computers in education have been more closely related to Computer Extended Instruction, with secondary school students learning to use the computer as a tool for solving math and science problems. Our small computers (PDP-8, PDP-8/S and PDP-8/I) are also used by vocational schools for courses in Computer Science and by colleges and universities for any number of research projects including several in the field of CAI.

Enclosed is a brochure describing our "hands-on" approach to a computer in the classroom and a brief write-up on FOCAL, our new conversational language, *plus a brochure describing our PDP-8/S.*

~~Our lease plan is now in the final stages of completion. A formal lease plan agreement will be forth coming in approximately two weeks. Initially, the monthly charges for a PDP-8/S and ACR-35 with maintenance for 39 months will be \$450.00 per month.~~

If you would like further information about our computers and their uses or our new leasing plans for the PDP-8/S, please contact me, *or Mike Gene Hunter.*

I am looking forward to hearing from you.

Sincerely,

William F. Landis,  
PDP-8/S Marketing Manager

WFL:RW

Enclosure

C  
O  
P  
Y

*Original to Bill Jordan for reply*

Keith G. Kading, Dir.

DIRECTOR OF RESEARCH AND TESTING

985-4483

Folsom Cordova Unified School District  
1091 Coloma Street  
Folsom, California

March 18, 1968

President  
Digital Equipment Corporation  
Maynard, Massachusetts

Dear Sir:

We are very interested in using your PDP-8S  
in our Computer Techniques Class in our district.

We would like to try one of your machines  
in our Secondary Summer School with the possibility  
of purchasing the machine next year.

Our instructor in Computer Techniques would  
also like to have the computer in order to develop  
additional software for the machine.

If there is any possibility of leasing your  
machine (PDP-8S), please notify as soon as possible.

Thank you.

Sincerely,

*Keith Kading*

Keith Kading  
Coordinator of Secondary Mathematics  
Folsom-Cordova Unified School District

KK/mna