

160

CORRESPONDENCE Dec. 1-10, 1952

N. WIENER · MC 22



IN THE SPIRIT OF PAUL REVERE



Joseph W. Hume

Mass. Inst. of Technology
Boston Mass.

Opened through

encl. H. R. Hume.

18
36
29



Monday, December 1:

11:30 - Boston to NYC, Northeast Airlines. Arr. NYC 12:40.

The Hotel Governor Clinton, 7th Ave. at 33rd St.

2:00 - Dr. Rathe will call at hotel to take you to the 2:30
Press Conference, Room 702-A at The Statler (Col.
Davies' Suite).

Dinner with Dr. Rathe.

Tuesday, December 2:

8:00 - ASME breakfast, Parlor C, The Statler (voluntary).

9:30 - Management Division meeting, Penn Top South Room, Statler.
Dr. Rathe will moderate the meeting, at which you
and H.L. Waddell will speak.

12:30 - Luncheon with Mr. Henry Simon, 630 Fifth Ave., CI 5-6400.

6:00 - ASME Dinner, Parlor C, The Statler (voluntary).

8:00 - Management Division meeting, Penn Top South Room, Statler.
Panel discussion of economic, social, and technical
aspects of the automatic factory.

Wednesday, December 3:

12:30 a.m. - The Owl, Roomette 6, Car 25.

You may board the train any time after 10:00 p.m.
Tuesday evening. You can stay aboard after arriving
in Boston until 7:30 a.m.

[Ca Dec., 1952]

HARVARD CLUB
27 WEST 44TH STREET

My dear Mrs. Baldwin:

Here is the speech. I used opening paragraphs as a possible "filler", and had considerable difficulty extricating it from the editorial department.

The article -- "Battle of the Brains" -- will appear in the January issue of the American Mercury. You may have read in this week's TIME that fact that the Mercury editorshave resigned because the publisher has been linked with certain Fascist groups, and therefore the "Battle of the Brains" will probably be my swansong there. I am moving to the Magazine Digest and other magazines.

I wish I could have devoted more time to the article. Unfortunately it was done in a rush. Nevertheless, I think you will find it amusing, and I do hope it does justice to the Professor.

I very much enjoyed seeing him in New York. He was definitely the lion at a LIFE party to which I took him. Tell him to be sure to call me again when he comes this way. My private telephone: Regent 7 7955.

Many thanks for sending me the dope on the loudspeaker. Please let me know how you and the Professor like~~d~~ the article.

Very best,

Sage Feigen

[ans. 12/23/52]

CLEVELAND ATHLETIC CLUB

journal



*Copy right letter
No publication mentioned
by Cleveland CC - but they
should have first rights to it -*

December 1, 1952

Mr. Norbert Wiener
Massachusetts Institute of Technology
Cambridge, Mass.

Dear Mr. Wiener:

I have learned that you will speak in Cleveland December 10, in connection with the Heritage of Modern Man lectures. I'd very much like to use the text of your talk in the JOURNAL if a copy will be available.

Each month the magazine publishes what we have termed the "Address of the Month" in which a speech given in this area, the speaker's picture, and a short biography are used. I'm enclosing a recent "Address of the Month" so that you can have a clearer idea of the article.

I'd appreciate knowing as soon as possible if you can supply me with this information.

Sincerely yours,

Eleanor Babets

Eleanor Babets
Associate Editor

[ans 12/4/52]

[ca Dec. 1952]

CERCLE d'ETUDES CYBERNETIQUES

Monsieur et cher Collège,

Nous avons l'honneur de vous annoncer que notre prochaine réunion aura lieu le

Mercredi 10 décembre 1952 à 17 h.
à l'Institut d'Histoire des Sciences, 13 rue du Four, Paris (6°), métro Mabillon.

Nous vous prions d'agréer, Monsieur et cher Collège, l'expression de nos sentiments distingués.

PROGRAMME de la SEANCE :

"ESPECE HUMAINE et MONDE des MACHINES"
par M. Jacques LAFITTE.

(Cette Conférence est la première d'une série que M. Lafitte, auteur de "Réflexions sur la Science des Machines (1952), a bien voulu composer à notre intention).

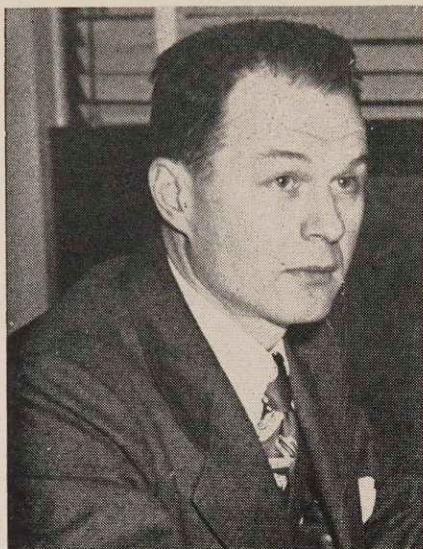
Revue: "STRUCTURE ET EVOLUTION DES TECHNIQUES" :

La Revue "Structure et Evolution des Techniques" publie dans chaque numéro une rubrique consacrée à notre Cercle et un article se rapportant aux questions qui nous intéressent. De façon plus générale cette publication présente: un Bilan des informations scientifiques et techniques, des Esquisses de synthèses rationnelles, des Confrontations entre technique et valeurs.

Abonnement pour un an : 750 francs
C.C.P.: Paris 67.1832, S.E.T. Association, 2, rue Mabillon - Paris (6°)

ADHESIONS AU CERCLE :

Ecrire à M. Robert VALLEE, 2, rue Mabillon, Paris (6°).



LEE C.
HOWLEY
General
Counsel,
Cleveland
Electric Illu-
minating Co.



A good sup-
ply of electri-
city is one of
the reasons
for the growth
of industrial
areas, such as
this one in Eu-
clid, in North-
eastern Ohio.

J. D. HEALY
Committee
on Economy
Staff, Cleve-
land Electric
Illuminating
Co.



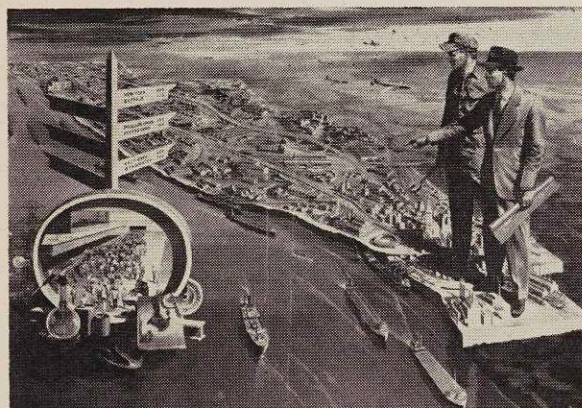
Cleveland and never went any farther. He was sold on Northeastern Ohio.

The advertising effort was not that of the Cleveland Electric Illuminating Co. alone. A number of community-building organizations — chambers of commerce, railroads, banks, newspapers, and the like—have cooperated. All have done a constructive and effective job.

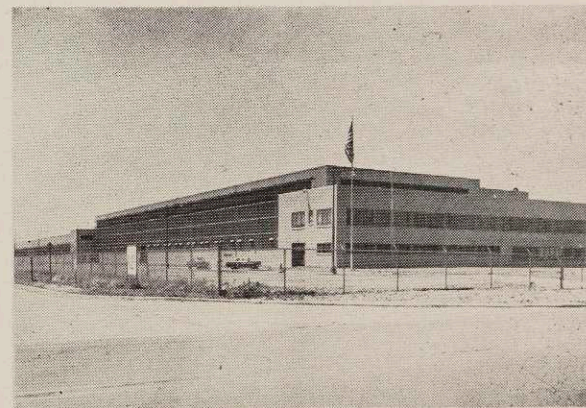
No matter how excellent anything is, there is always room for improvement. In order to make the Cleveland-Northeast Ohio area still better, community builders set out to get improvements made and have had considerable success.

The major municipalities in Cuyahoga County, and the county itself—just one of the five counties included in the area—passed between 1946 and 1950, bond issues totaling \$135,340,330. More than \$19 million of this total was spent for schools and libraries, \$17 million for hospitals and medical facilities, \$10 million for parks, playgrounds, and other recreation areas, \$22 million for sewers and

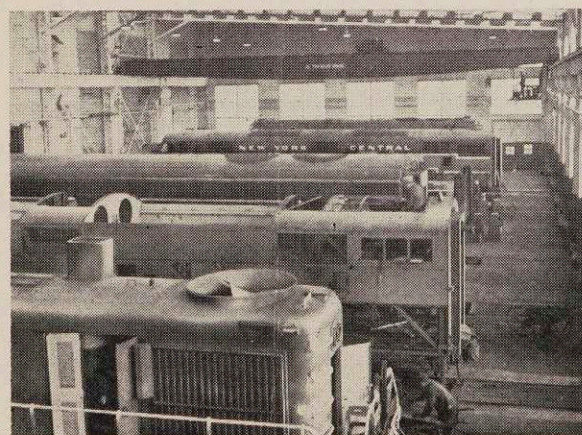
(See BEST LOCATION, Pg. 54)



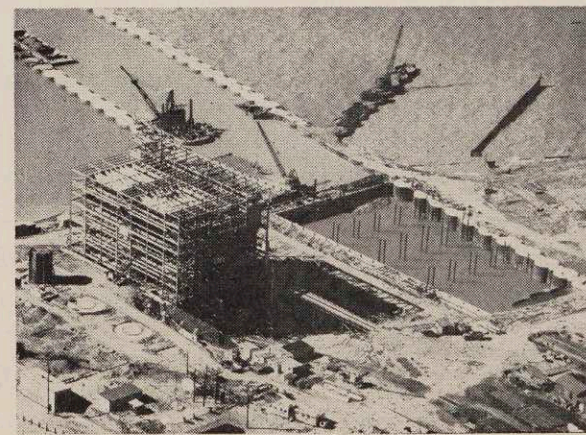
Artist's conception of the "Best Location in the Nation" which appears on the cover of CEI's latest brochure directed toward industrial expansion.



New Ford plant on Brookpark Rd.—one of the largest factories to choose Northeastern Ohio for its home during the past few years.



Central repair and overhaul shops for the entire New York Central diesel fleet will be located in Cleveland. Multi-million dollar project will be completed in 1953.



CEI's Eastlake plant which is now under construction. The plant will have an ultimate capacity of 1,000,000 kilowatts. Its first two generating units go on the line next year.

Business - Today and Tomorrow

Given by B. H. McCORMACK
Executive Editor, The Wall Street Journal
on October 14 at
Joint Meeting, Akron and Cleveland Chapters
American Marketing Association

HOW'S business?

Before I try to answer that broad question I'd like to explain that I'm not an economist. I practice no wizardry with statistics that enables me to tell you precisely what's going to happen six months or a year from now.

The other night I was sitting at my desk when our first edition rolled off the press, and in it I found a story reporting what an economist had to say. I'd like to quote to you just briefly from that story. It said:

"The total effect of new deflationary and inflationary influences will be to make booms a little easier to control . . . The net effect of the deflationary and inflationary influences on the severity of recessions will be negligible—the effect of the stabilizing influences being pretty much offset by the effect of the unstabilizing ones."

I can assure you that story didn't make any of the later editions. I just mention it because if you hear me start talking that way tonight I want you men right up here close to shout, "Enough! Enough!"

Well, how is business?

One easy way to learn would be to listen to words of wisdom from Washington. In recent days I've noticed such statements as these:

Economic Stabilizer Putnam predicted good business, full employment and "a high level of activity during the next 18 months."

Treasury Secretary Snyder said he believes

businessmen can look for a continued high level of business activity "for at least another year."

As I read such forecasts, however, I can't help remembering this is a presidential election year. There is a theory that people vote for the party in power so long as they are convinced business is good and will continue that way. So we can expect a lot of optimistic forecasts from Washington. Frankly, I don't think any of this fools the people.

The other day, after we had run one of these cheerful statements by a top government official, I received a letter from one of our subscribers. Here's what he said: "There is a lot of good information to be found in your newspaper, but misleading items should be left out or condensed and put in some unnoticeable spot where it will be easy to pass it by."

Sometimes, believe it or not, bad news can be good news. That's when it's in the hands of government bureaucrats.

Take the case of the pink bollworms — an enemy down South in cotton growing land. Recently the Agriculture Department announced that "damage by the pink bollworms to the 1952 cotton crop in this country will be more than its total damage in the last 35 years." Cotton prices soared, as much as \$2.50 a bale. Within a few hours though, after some prodding, the Agriculture Department folks admitted their estimate was all wrong. They didn't know what the damage had

been over the past 35 years or what it would be for sure this year.

So in this case the good bad news didn't last long, for cotton prices went right down again.

Well, if we can't depend on what we hear from Washington, perhaps the thing to do is take a look at what's actually happening in business now.

Let's go back just for a moment to the beginning of the Korean War in June, 1950. There followed two big scare-buying waves that sent prices sharply upward and set most everyone, from the consumer to the manufacturer, building up his inventories. Looking backward, it's easy to say there was no need to do this, but the result was that in the Spring of 1951 we began to get a reaction. It came in textiles and furniture and shoes and TV sets and electrical appliances and a lot of other things. You all know the story of the inventory readjustment that took place. In some fields it lasted more than a year.

In the past few months, though, we've had another turnabout—this time, upward.

The textile industry, which had been bumping along at a low level, found new orders picking up. Therefore, it began to put workers back on the job and keep those already at the looms working more hours a week.

The television set makers who had been trying to move finished sets out of their warehouses found they were able to do so. These

.....
B. H. McCormack was a Hoosier until he went to New York to join the news staff of the Wall Street Journal. Born in Jamestown, Ind., he attended DePauw University at Greencastle, Ind., graduating in 1930. Shortly after graduation, he joined W.S.J.

His jobs have included those of reporter, copy desk man, copy desk head, feature writer, news editor, and assistant managing editor. The year, 1946, saw him upped to the managing editorship. He served in that capacity until April, 1950, when he was appointed senior associate editor. In June of 1951, he was named executive editor, the position which he now holds.

McCormack was the first person to write the popular "What's News" column for the Wall Street Journal. This front page column was started in 1934, and it serves as a daily summary of world-wide news, business and financial events.

His work has given the editor a close association with the financial and business activity throughout the country, making his comments bear the ring of authority. Presiding at the Marketing meeting before which McCormack spoke was C.A.C.'er Robert W. Watts, president of the Cleveland chapter, American Marketing Association, and Cleveland manager for Look magazine.

.....



manufacturers are aided by the fact that new areas are now being opened up to TV for the first time. Denver is an example of that, and Canada is just now getting television.

Shoe makers say that their business is better, too. They never suffered the sharp setback that textile manufacturers did, but they had been operating moderately below capacity. Stores are now ordering more shoes.

There has been a pick-up in furniture buying, in the clothing industry and many other consumer goods. That is, there has been more buying from manufacturers. This has made itself felt in some raw materials industries, too. The other day, for example, we ran a story telling of the improvement in basic chemicals, in such things as sulphuric acid.

This stepped up manufacturing means more work for more people. But the key, of course, is how much are people buying. What's going on at the retail store is the thing to watch. What happens there today helps tell what's going to happen to the wholesaler tomorrow and to the manufacturer the day afterwards.

Well, retail sales are high. However they're just a little above what they were a year ago. There's no sign of any sharp increase, and unless we were to experience another Korea-type development, I don't expect any scare buying. People are convinced that there are plenty of goods to go around—at least at today's high prices.

Now there's another thing to keep an eye on.

That's how many things people are buying on the cuff. I note that as of the end of August the total consumer credit outstanding was \$21 billion, a record high. The amount has been climbing steadily. This means, of course, that some people are putting a bite now on next week's and next month's and even next year's paychecks.

Other people are allocating their income much further ahead. Real estate mortgage credit, which amounted to \$20 billion at the end of 1945, now totals more than \$54 billion.

There's one other thing it's well not to overlook in trying to gauge the demand of people for goods. That's the little matter of big taxes.

Let's swing back, for a moment, to the early days of this country. How many of you remember reading in your history books about something called the Whisky Rebellion? Well, I wonder how many of you recall what caused that rebellion. I know I didn't until my memory was refreshed recently by a reference to it. What happened was that Western Pennsylvania backwoodsmen refused to pay a tax on whisky imposed by the Federal Government. Guess how much that tax was—just three cents a gallon. President George Washington squelched that revolt, and we've been paying whisky taxes ever since. And guess how much it is now—a little more than ten dollars a gallon.

I mention this because, to me, it typifies the trend in taxes—almost always upward. We seem to swing from one set of emergency taxes to another, with the new set always bigger than the last.

other, with the new set always bigger than the last.

It's ironic that the New Deal government born two decades ago to rescue the "forgotten man" from his oppressed state in society now has him—in fact, 60 million of him—paying federal income taxes this year. Federal, state and local governments this year will take an average \$530 from every man, woman and child in the United States.

It is little wonder, then, that many people are feeling pinched. Federal income taxes, as you well know, were increased last year and again this year.

You know, in these days of terrific taxes, some of my friends have a new way of measuring what things cost. They think the price tag on a new suit of clothes or a dress for daughter or a new refrigerator isn't the real price at all. They like to calculate how much actual income, before taxes, it takes to buy these things.

Just for the fun of it, I asked our tax reporter in New York to do a few calculations on this basis for people in various income categories. You might be interested in what he found.

Let's take a top business executive making \$100,000 a year. You'd certainly imagine he wouldn't have to give more than a second thought to buying a new auto, even a new Cadillac. Yet

(See ADDRESS, Pg. 59)



STRONG IMPACT

STEEL HITS TV

FLYING HIGH.
Robert J. Pavlisko, WNBK studio engineer, "shoots the works" at Republic Steel's strip mill.

BY AL HENDERSON

Station WNBK



**GETTING
THE
LOWDOWN**

Left to right: William H. McDonald, general superintendent, pressed metals section, Chevrolet plant; Paul Bedford, WNBK announcer; Edward Wallace, NBC news director.



**LAST
MINUTE
BRIEFING**

Before the show W. A. Howard, TV operations supervisor; S. E. Leonard, NBC engineer-in-charge; George March, superintendent central furnaces, American Steel and Wire; Carl Freeborn, WNBK program supervisor; and Howard Spiller, technical director, WNBK; hold final huddle.

WHEN Dave Garroway got a glimpse of the shots being fed to his morning news show, "Today", he said, "Gee, isn't it tremendous! I'd like to see more of this!" And he did!

WNBK'S fabulous "Story of Steel" television series brought plaudits of viewers and writers from all over the country.

The series, conceived by WNBK's News and Special Events department, under the direction of seasoned news director, Edward Wallace, told the back-breaking, sweating, splashing, fiery story of steel in Cleveland from the moment it arrived at the ore docks to the day it drove out of the Chevrolet plant as a finished steel fender.

The first of the series, shown over WNBK's "Today", depicted the unloading of a huge ore-laden ship at the foot of Cleveland's East 9th St. Into the maws of the gigantic automatic Hewitt unloaders, which gobble up tons of iron ore, on to the waiting freight cars, poured the entire cargo of the ship.

Paul Bedford, able WTAM and WNBK announcer, graphically described the event to WNBK viewers, of this—the first step in Cleveland's "Story of Steel".

In the second program of the series, WNBK cameramen proved, in no uncertain terms, that they were truly operating from a "mobile" unit. "Never before in TV's history has an attempt been made to do an actual on-the-spot telecast from so inaccessible and difficult a place to do a show as the casting floor of a blast furnace"! So wrote a writer about the telecast from American Steel and Wire Division of U. S. Steel.

The huge "B" blast furnace was literally transformed into a TV studio. Special scaffolding was erected, one of which suspended a television camera and crew 100 feet in the air! Two other cameras, equipped with special lenses to filter the blinding light and heat, caught the breath-taking actual "tapping" of the furnace. As the molten steel belched out in a fiery river even such an old hand at news as Dave Garroway was duly impressed.

For the third segment, WNBK moved its cameras to telecast the operation

ADDRESS (Cont'd)

to do so, at present tax rates, would require almost \$20,000 of his income, a fifth of the total.

You'd think, too, that someone earning \$50,000 a year could easily afford a comfortable, worry-free vacation at a beautiful resort hotel. Let's suppose he takes the family for a month, and the bill when he leaves totals \$2,000. If he's one of my tax-calculating friends, though, he'll find that he's just gone through almost \$6,000, or roughly an eighth, of his annual income.

It's true that the higher the income the higher the tax load, and the more things cost. But this problem runs right down through the income scale. Even a \$10,000 a year man, satisfying his transportation needs with a second-hand Ford, will find that it costs him not the \$1,000 price tag but \$1,400.

The travail over taxes reaches into much lower income levels, too.

I have mentioned a considerable number of industries which are enjoying a pick-up in business. It seems to me there are some others we ought to keep a close eye on. They didn't experience the 1951 inventory recession.

Let's take the auto industry. I was in Detroit the other day, and if my reportorial ear is any good I heard a slightly different story from several months ago. Back at the beginning of the year the main talk was about how to get enough materials to make all the cars that could be sold. This time I heard more talk about new models just about to come out and the competitive battle looming in the year ahead. I don't mean to imply the auto makers are pessimistic. They aren't. However, they're sharpening up their selling tactics.

Then there's home building. This has been going very strong right through the post-war period. It's still very big. But here, as in everything else, let's look at it from the consumer's point of view. The Wall Street Journal has 17 news offices in the United States and Canada. From



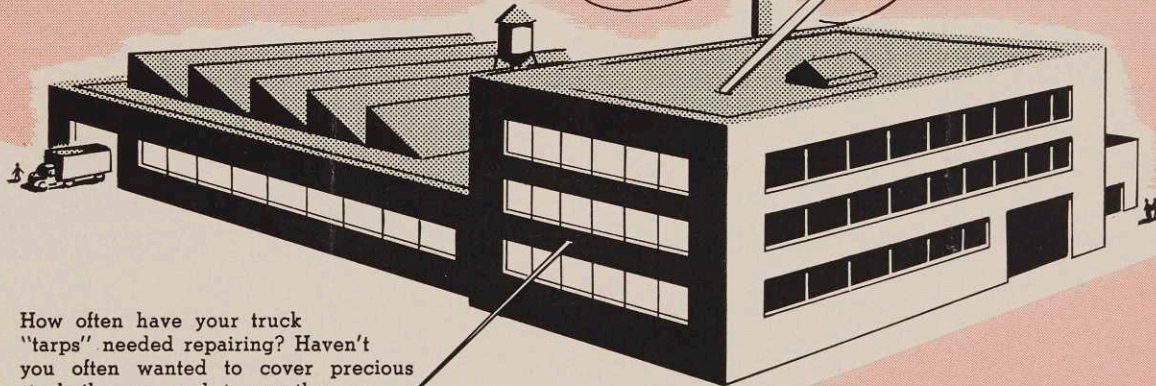
See anything you like, Reverend?

time to time it's necessary to move some reporters from one city to another. Frankly, as late as a year ago, we had to concentrate largely on the young, single men. The problem, of course, was where were they going to live. In the past months, however, we've moved five married reporters to such cities as Washington, Pittsburgh and Detroit, and every one has found a place to live within two weeks. I think that's a hint on home building prospects.

Then there's another big construction activity—factory building. That has taken a wealth of manpower and materials the last couple of years. There seems to be universal agreement, though, that it will take less next year. As I go around the country talking to industrialists I hear such comments as these: "We're about to clean up our plant expansion program."

Now there's just one thing more—and a very important one to keep in mind when thinking about the state of business. That is d e f e n s e

Need a "NEEDLE" in your plant?



How often have your truck "tarps" needed repairing? Haven't you often wanted to cover precious stockpiles exposed to weather or moisture? Don't you sometimes wish your maintenance department could hire a seamstress for all kinds of canvas sewing and repairing?

LET WAGNER THREAD YOUR NEEDLE

Awnings are only a part of our operation. Did you know Wagner has made over 1000 different canvas specialty products for industrial firms from coast to coast?

Write for free folder giving more details.

THE WAGNER AWNING & MFG. CO.

AN EMPLOYEE-OWNED ORGANIZATION
CANVAS PRODUCTS DIVISION

2658 Scranton Road

Cleveland 1, Ohio

CAC'ers

J. ROY FINK, President

P. S. FORWARD, Vice President



spending. According to plans we can see, defense spending is getting pretty near the top. It may stay there for a year or so, but it isn't going to go much higher. Therefore, it won't provide much additional impetus to the economy.

This, perhaps, is a good point at which to say something about politics and economics. Any number of people have asked me: What effect will the presidential election have on the economy? I don't pretend to be any more of a political seer than an economic forecaster. But, frankly, I don't see any sharp change immediately in the business picture whether General Eisenhower or Governor Stevenson is elected. (Editor's note: Remember that this talk was given previous to the election.)

I don't mean for a moment that it's unimportant who is elected. Anyone who for years has protested the encroachment of government over the lives of individuals and the livelihood of business should regard the election as very important.

There is some slight evidence that a more conservative trend in Washington already is underway. There have been faint hints of it.

For one thing, the Congress has come pretty close to covering our huge expenditures with taxes. It's been tough to take, but it has saved us from what might have been a disastrous wave of inflation resulting from government manufactured money.

For another thing, The Federal Reserve Board is exercising some control over the money markets again.

Then, too, there have been no important new "social welfare" ideas adopted to take us further along the road toward a socialized government.

In summary, I would like to say this. Manufacturers are enjoying a pick-up in a number of industries. In other fields, there are signs that a slowing down may be in prospect. The year 1953 may well prove to be the Year of the Big Squeeze—the

squeeze on profits between rising wages and other costs on one side and restrained prices on the other side.

But of one thing I am sure. There are an awful lot of people in this country who want to buy an awful lot of things. If we can get them to market at the right prices there's an awful lot of business to be had.

CHRISTMAS CARDS SERVE DUAL ROLE

This year you can send Christmas messages to your friends and, at the same time, aid the Society for Crippled Children. The Society is making available a postcard printed in red and green ink with the message, "Here's wishing you and yours a very Merry Christmas and a Happy and Blessed New Year." An explanation at the bottom of the card reveals that the sender is not mailing the usual greeting card but is donating the cost of the card to the Society for Crippled Children.

An illustration at the top of the

card shows a group of crippled youngsters receiving gifts from Santa Claus. Art work was contributed by Ed Kuekes of the Cleveland Plain Dealer, and the plan was announced in the "Bystanders" column of the same newspaper.

To get this unusual and worthwhile greeting card for your own use, send name, address, number of cards desired, and check to the Society for Crippled Children, 14587 Madison Ave., Cleveland 7, Ohio.

FISTICUFFS (Cont'd)

on to the fights. It's Cleveland's night out for a lot of the stag contingent but then, too, any number of parties are made up of leading business men and their wives. Hotels are overrun with reservations from out of the city for fight bugs who come from miles around.

C.A.C.'ers and their guests can get preferred tickets for the event by contacting Jimmie Lee, Club athletic director, at MAin 1-8900.

PUMPS

Centrifugal, Regenerative Turbine, Rotary Gear or Vane, Reciprocating, Heating Vacuum or Condensate Return for High or Low Pressures, Deep or Shallow Well, Chemical, Sewage, Belt or Electric Motor Drive

C.A.C.'ers

W. E. "DUKE" BERRINGTON

W. R. BERRINGTON

WM. BERRINGTON & SON, INC.

4815 Superior Ave.

EXpress 1-7828



DON WATKINS

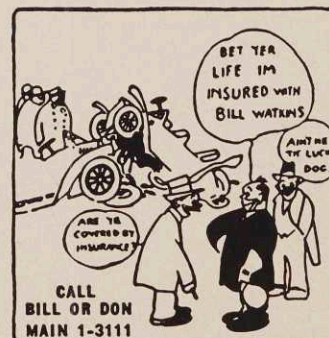


BILL WATKINS

WILLIAM B. WATKINS, INC.

700 HANNA BUILDING CLEVELAND, OHIO

Representatives of
THE TRAVELERS INSURANCE CO.
HARTFORD, CONN.



CALL
BILL OR DON
MAIN 1-3111

ALL KINDS OF INSURANCE

LEOPOLD BROTHERS FURNITURE CO.

FURNITURE

CARPETS RUGS

★

15149 LORAIN AVENUE
Corner W. 152nd St.

CL. 1-2400

Cleveland 11, Ohio

★

Wilbert H. Leopold

Geo. M. Leopold



OFFICE OF THE DEAN OF HUMANITIES

December 1, 1952

Memorandum to Professor Wiener

Dear Norbert:

I have a letter from Bill Locke who as you know is sojourning in Paris this fall. I introduced him to Freymann and he has seen him repeatedly and writes as follows:

"He has a most refreshing outlook on the world and I find his conversation has a tonic effect. What would Tech students think of him. If he ever came to America I would like to see him sit down with small groups to tell them about Nicolas Bourbaki. Perhaps he would enjoy it too. You have to see him and hear him to believe he could be possible."

Sincerely yours,

John E. Burchard

John E. Burchard
Dean of Humanities and Social Studies

jeb/h

RICHARD A. KERN, M.D., *President*
LEWIS C. SCHEFFEY, M.D., *Vice President*
LEANDRO M. TOCANTINS, M.D., *Secretary*
FRANCIS C. GRANT, M.D., *Treasurer*

~~J. HAROLD AGOSTIN, M.D., *Executive Secretary*~~



W. B. McDANIEL 2ND, *Librarian*
ELLIOTT H. MORSE
Administrative Assistant Librarian
OLGA E. LANG, *Clerk of the College*

FOUNDED 1787

College of Physicians of Philadelphia

19 SOUTH TWENTY-SECOND STREET

PHILADELPHIA 3

Dear Prof. Wiener,

1 December 52

I take pleasure in sending you herewith the galley-proof of your stimulating Alvarenga Lecture, hoping that you will find it in good order. It will be greatly appreciated if you will make any necessary corrections and return the proof to me by the end of this week. The typescript need not be returned.

We are prepared to supply you with 100 reprints, without covers, gratis, if you indicate on the enclosed yellow form that you wish them. It should be returned with the proof. The same form may be used to order additional reprints.

I enclose also Biological Abstracts' blue abstract form. It will be appreciated if you will have an abstract typed on it and the form returned to me. When page-proof is in hand, I will insert the page-numbers and forward the form to Biological Abstracts. This assures both an authoritative abstract and prompt publication of it.

Yours sincerely,

W. B. McDaniel, 2d
W. B. McDaniel, 2d
Editor

Prof. Norbert Wiener
Dept of Mathematics
Massachusetts Institute
of Technology
Cambridge
Mass.

ADVISORS

CHARLES S. CHESTON
J. HAMILTON CHESTON
MARTIN W. CLEMENT

JOHN A. DIEMAND
ALBERT M. GREENFIELD
EDWARD HOPKINSON, JR.

P. BLAIR LEE
AL PAUL LEPTON
A. S. W. ROSENBACH

LAWRENCE SAUNDERS
GEOFFREY S. SMITH
LEON C. SUNSTEIN

GEORGE E. WHITWELL

[and 12/4/52]

SOCIETY for SOCIAL RESPONSIBILITY in SCIENCE

Greater Boston Area

21 South Street
Cambridge 38, Mass.
December 1, 1952

Dear Sir:

On the suggestion of members of the Society for Social Responsibility in Science, the Cambridge Young Friends Fellowship has decided to devote one of its Sunday evening discussions to the question of "Morality in Science", this coming Sunday, December 7. Dr. David Hawkins, this year a visiting instructor at Harvard, has agreed to talk briefly on that subject, and to lead the discussion. Dr. Hawkins is a scientist and philosopher, and is the author of the official history of the Los Alamos project.

Dr. Hawkins approach to this question is not the same as that of the SSRS, but his remarks as well as the discussion will certainly bring out views of many shades on a problem which, to say the least, is not a closed question.

The Young Friends Fellowship has kindly permitted me to extend to you this invitation to attend the meeting for discussion at 7:30 Sunday evening, and if possible to come at 6 o'clock for an informal group supper (costing forty cents).

The Fellowship meets in the Friends Center, at 5 Longfellow Park, in Cambridge, which can be reached by walking out Brattle Street for ten minutes from Harvard Square. A black sign saying "Religious Society of Friends" hangs on the corner of Brattle Street and Longfellow Park, and points toward the meeting house.

I hope you will find it possible to attend, and that I may see you there.

Sincerely yours,

Walter Scheider

This was the speech you were supposed to make. I think we got a good man just the same, though, and you'll have time for some math. Best wishes,

W. S.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY
RESEARCH LABORATORY OF ELECTRONICS
CAMBRIDGE 39, MASS.

December 1, 1952

Professor Norbert Wiener
Room 2-155
M.I.T.

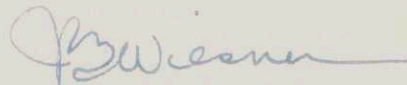
Dear Professor Wiener:

During a recent visit to New York, I talked with Mr. Barnett, the Director of the American Foundation for the Blind, about the Helen Keller movie. I explained to him that circumstances had made it impossible for you to continue your work with Felix and that in your absence it had not progressed very well, and consequently, should probably not be publicized. He said that the movie was to be about Miss Keller's life and that they were really interested in her associates and interests. He left me with the belief that it was Norbert Wiener as a famous person rather than Felix, the gadget, that they were interested in.

I expect that they will not pursue the matter further.

Regarding the last paragraph of your recent note, I would like to assure you that I understand your feelings in the matter and will do my best to respect them.

Sincerely yours,



J.B. Wiesner

JBW:dga

December 1, 1952

W.I. Caldwell, Research Director
Taylor Instrument Companies
95 Ames Street
Rochester 1, New York

Dear Sir or Madam:

Thank you for your recent requests for Professor Wiener's reprints.

The titles you quote in your letters of November 12 are those given in the Program of the American Society of Mechanical Engineers, meeting now in New York. The notation of Professor Wiener's participation in these meetings was a bit misleading, and the title of his paper was incorrectly given. I am enclosing for your use his pre-printed paper, The Future of Automatic Machinery, which he will give before the ASME on December 2.

Sincerely yours,

Mrs. George Baldwin
Secretary to Prof. Wiener

h

December 1, 1952

Dr. Harold Freeman
Institute for Advanced Study
Princeton, New Jersey

Dear Freeman:

I have been missing you this fall, and I hope that it won't be too long before you will be back.

My autobiography is just through proof, and should appear in March. I am working with a young assistant named Armand Siegel on applications of my probability theory to quantum theory, and I am very sanguine of results.

Best wishes to all the family from all of us, and the Season's greetings early.

Sincerely yours,

Norbert Wiener

hb

COPY

December 1, 1952

Dean Herbert C. Hunsaker
Cleveland College
Western Reserve University
Cleveland 14, Ohio

Dear Dean Hunsaker:

Professor Wiener has asked me to reply for him to your letter inquiring about his plans for his visit with you in Cleveland next week.

Professor and Mrs. Wiener plan to fly to Cleveland arriving at 7:30 p.m. Tuesday evening, December 9. They hope that you can extend their reservation at the Hotel Cleveland to include Tuesday night.

So far as a press conference is concerned, Professor Wiener says that he will be glad to do whatever it is your custom to expect of your lecturers. This applies, also, to a recording of the Western Reserve University Round Table. His only request in the planning of his time is that you leave him some free time in the late afternoon to rest before the evening's activities begin.

Your plans for the dinner and the lecture are entirely satisfactory to Professor Wiener. As to hotel accommodations for the night of December 10th, Professor and Mrs. Wiener prefer to leave their plans indefinite until later and hope you can arrange for this flexibility with the Hotel Cleveland.

If there is any part of Professor Wiener's plans which does not suit you, please do not hesitate to get in touch with him again. He is looking forward to meeting you and Western Reserve very warmly.

Sincerely yours,

Mrs. George Baldwin
Secretary to Prof. Wiener

COPY

December 1, 1952

Mr. William E. Jeney, Chairman
Lecture Series Committee
Rutgers University
New Brunswick, New Jersey

Dear Mr. Jeney:

I should like to come to Rutgers on March 9, a Monday. I hope this selection will suit you -- thank you for your considerateness in giving me several dates to select from.

Unless you want one now, I should prefer to leave the formulation of the precise title of my lecture until a little later on.

Sincerely yours,

Norbert Wiener

hb

December 1, 1952

Professor Peter McKellar
Department of Psychology
University of Aberdeen
Aberdeen, Scotland

Dear Professor McKellar:

Professor Wiener has asked me to thank you for your kind letter. I have sent it along to Dr. Jerome Weisner of M.I.T.'s Research Laboratory of Electronics, and he will doubtless get in touch with you directly.

I am sending a couple of reprints of some of Professor Wiener's articles which may be of interest to you. Unfortunately, I cannot send you any references to other work in the field, although Dr. Wiesner may be able to help you in this connection.

Sincerely yours,

Mrs. George B. Baldwin
Secretary to Prof. Wiener

h

December 1, 1952

Miss Frances J. Mowbray
Asst. Librarian
Consolidated Gas Electric Light and
Power Company of Baltimore
385 Lexington Building - Annex 2
Baltimore 3, Maryland

Dear Miss Mowbray:

Thank you for your recent request for Professor Wiener's reprint.

The title you quote on your card is one given in the Program of the meeting of the American Society of Mechanical Engineers. The notation of Professor Wiener's participation in these meetings was a bit misleading, and the title of his paper was incorrectly given. I am enclosing for your use his pre-printed paper, The Future of Automatic Machinery, which he will give at the ASME's Management Division meeting tomorrow.

Sincerely yours,

Mrs. George Baldwin
Secretary to Prof. Wiener

h

December 1, 1952

Dr. Andrew G. Pikler
U.S. Naval Medical Research Laboratory
U.S. Naval Submarine Base
New London, Connecticut.

Dear Dr. Pikler:

With reference to your letter of November 23, Dr. Wiener has asked me to tell you that he shall be happy to serve as one of your references in effecting your transfer to San Diego.

Sincerely yours,

Mrs. George Baldwin
Sec. to Dr. Wiener

h

[ars 12/13/52]

December 1, 1952

Professor Otto J.M. Smith
College of Engineering
Division of Electrical Engineering
University of California
Berkeley 4, California

Dear Professor Smith:

I will have to collect the material I have or write up some notes about it. I will do it as soon as I find time, and I wish to assure you that you will get the material within a few weeks.

Thank you for your letter.

Sincerely yours,

Norbert Wiener
Department of Mathematics

hb

December 1, 1952

University Travel Service
18 Brattle Street
Cambridge 38, Mass.

Attn: Mr. Osborne

Dear Sir:

I am returning the un-used portion of
Professor Wiener's ticket for train travel
between New York and Boston together with
your invoice.

I wonder if you will want to alter your
invoice since it is made out for a round-
trip ticket, and Professor Wiener is probably
not entitled to the round-trip reduction in
fare.

Sincerely yours,

Mrs. George Baldwin
Secretary to Prof. Wiener

h

UNIVERSITY OF CALIFORNIA

DEPARTMENT OF PHILOSOPHY
LOS ANGELES 24, CALIFORNIA

December 2, 1952

Dear Prof. Wiener:

I would like to receive a reprint of each of the following articles:

"Purposeful and Non-Purposeful Behavior" Phil. of Science (1950)

"Cybernetics" Scientific Monthly

If you have any copies of the article in Life which was devoted to the problems of communication and your work I would greatly appreciate receiving a copy.

Yours truly
James Bates

[and 12/8/52]

Personnel Executives' Newsletter

230 WEST 41ST STREET, NEW YORK 18, N. Y. LONGACRE 4-5900

December 2, 1952

Dr. Norbert Wiener
Massachusetts Institute of Technology
Cambridge, Massachusetts

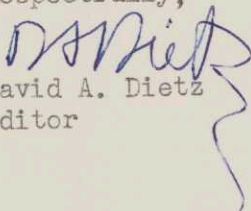
Dear Dr. Wiener:

As editor of a publication dealing with problems of concern to personnel administrators, I have long been interested in exploring the technological displacement potential in the development of automatic controls.

Since you are the acknowledged authority on the subject of "automatization," I would be quite pleased if you could see fit to send us some comments for publication -- perhaps your views on the possibility of substantial job displacement in offices and/or plants during the next five or ten years; also whether any remedies to this might exist in terms of "human engineering." A viewpoint on this problem expressed by someone of your stature would be sure to give it the consideration it deserves.

As I understand that you will be in this city later on in the winter, I would be very happy to interview you personally at your convenience if you feel that a discussion on this subject would be of further benefit to our readers.

Respectfully,


David A. Dietz
Editor

DAD:li

P.S. I just remembered that a small item -- and rather inadequate one -- on the automatic control question was published in our Newsletter of March 31, and am sending you a marked copy containing this item.

[ans 12/5/52]

Personnel Executives' Newsletter

See Page 3

Created and Circulated for Help Wanted Division of
DEUTSCH & SHEA, INC.
230 West 41st St., New York 36, N. Y.
by Personnel Executives' Newsletter Inc.

Vol. II - No. 6

March 31, 1952

Dear Sir:

No more Wage Stabilization Board by June if anti-controls momentum gains in Congress. Drive already in full swing, intensified by industry's wrath over steel recommendations.

Prepare for surprise at coming WSB session with John L. Lewis: Insiders say UMW chief will forego usual demands, plump instead for passage of Neely-Price mine-safety bill.

Bill's probable defeat will force frazzled stabilizers to give in to determined, blast-conscious miners with contract plan that will make public members swallow hard, industry members gag....Making June return to PRIVATE bargaining even more certain.

Growing tendency among employment agencies to stay open evenings -- further evidence of campaign to help already-employed specialists get higher-paying jobs (see below).

U.S. now deeply concerned over mounting defense-threat from Communist-controlled unions. Watch for release of significant report from Senate Labor Subcommittee.

Newest collaboration-attempt between AFL, CIO (New York) now on rocks. Outbreaks of mutual raiding will keep issue dead at least until summer.

LATEST SLANT ON ENGINEER SHORTAGE

P.E.N. has just completed poll of various engineering firms -- mechanical, industrial, chemical, electrical, etc. -- to sound out possible new developments in nationwide hiring problem. Consensus was situation getting WORSE not better, a trend P.E.N. anticipated last November. Basic cause: Demand increased through mushrooming defense work, supply from schools still on downgrade.

No reversal of trend possible, all agree, without top-level policy changes by Government -- such as contemplated draft-law revision to exempt engineering students; WSB readjustment of wage ceilings for scarce classifications.

Some personnel managers interviewed told of own hiring techniques, recommended their wide-spread application as stopgap measure during current crisis. EXAMPLES:

1. Chemical company deliberately seeks out older persons, finds that besides being in greater supply than other age-groups and draft-exempt, they are generally reliable, eager to make good showing.
2. All engineering personnel people from one community organized informal conclave to discuss mutual problems, help one another place scarce specialists through exchange of leads.
3. Number of companies are scouting technical schools for prospects, some even offering scholarships with hope that resulting favorable publicity will lure graduates into their fold.

4. Scattered managements starting to mete out engineering assignments to more available marginal classifications, supplementing their work with apprentice programs, other on-the-job training methods.

Below-belt hiring practices decried by quite a few personnel directors. Most, however, felt this tendency to be inevitable under present supply-demand conditions.

Rabid perpetrators of "labor piracy," according to 2 personnel men, are some "job shops" -- small engineering firms which subcontract for temporary assignments. "Job shops" perform numerous legitimate and necessary functions in defense setup, but subcontractor status permits wage law loopholes that some invariably take advantage of.

Office of Salary Stabilization questionnaires received by some personnel departments. Questions pertaining to classifications, salary-scales considered belated attempt to tighten WSB regulations through standardization.

Simplifying cumbersome WSB machinery for granting voluntary raises most effective way to deal with unfair hiring practices, is practically unanimous opinion of all those contacted. Mounting backlog of applications, already in thousands, is considered primary inducement to salary contrivances.

"COLD WAR" -- NEW STYLE

"Common cold -- industry's most active saboteur -- will soon be attacked by the most ambitious organized medical assault yet launched against this infection," P.E.N. was told during recent interview with Dr. Frank R. Ferlino, Industrial Medical Consultant, Assistant Professor of Industrial Medicine at New York Post Graduate Medical School and Secretary of Common Cold Foundation. "Cause and cure of the cold -- rather than the treatment of symptoms -- will be the chief concern of the one-month-old Foundation."

Job ahead promises to be long and difficult, for it's even impossible to identify this disease. Yet sniffing infection takes toll of more than billion dollars in national wages each year -- EXCLUDING production losses. Conservative estimates indicate that average employee loses 2 or 3 days annually as result of head colds -- particularly during peak months of November, December and March. With 60 million people presently employed, loss of at least 180 million workdays can be anticipated!

Business and industry, which lose nearly \$4 billions annually in production and services through absenteeism caused by common cold, will be asked to shoulder cost of Foundation's long-term program.

Nonprofit organization plans to create and disburse funds for concentrated research and investigation. It will also maintain clearing house for knowledge gained from all parts of world where scientific research is conducted on common cold and respiratory diseases.

Endorsed by Industrial Medical Association and American College of Chest Physicians, Foundation's widespread research will be under supervision of board of directors of physicians and businessmen, 16-member scientific advisory committee of university physicians, 8 medical directors of large American industrial companies. Medical, general consultants, as well as full-time specialists in various medical fields and staff of full-time scientists will also pool talents.

On basis of present medical knowledge, not only is nothing known about cause of cold and little about its prevention, but scientific facts on its treatment are also lacking. Newly-developed drugs may suppress symptoms but do not alter course of the disease. However, palliative treatment -- aspirin, nose drops, penicillin, sulfa, antihistamine, etc. -- contributes to comfort of cold-infected employees while on job. (Word of caution: Antihistamine often produces unfavorable side reactions, such as drowsiness; therefore

shouldn't be administered without off-job trial period.)

Sneezy employees don't have to be sent home to reduce cold incidence for fellow workers, adds Dr. Ferlaino. Infectious stage of a cold cannot be diagnosed anyway and contamination is likely to start from some other source -- particularly in this day and age of crowded transportation facilities, theatres, sports arenas, etc.

Until cold can be entirely eliminated from American scene -- or at least controlled and minimized -- best remedy science can recommend are those old standbys: Good diet, rest, fresh air, moderate exercise.

SURVEY THROWS LIGHT ON PERENNIAL QUESTION:

Does top-management REALLY recognize importance of personnel administration? To discover whether this aspect of industry receives same attention as others, Wade E. Shurtleff, Director of Industrial Relations for Cleveland manufacturer, queried presidents, personnel managers of 250 companies representing cross-section of American business.

Findings were encouraging, indicated steady rise in rating of personnel work since '30's to position virtually comparable with production, sales.

191 presidents told of more extended personnel programs than during World War II; only 18 personnel managers reported reduced activities. Vast majority of both groups stated that programs are not cut more than other staff functions during slumps. Elevating personnel administrator to top-executive rank considered good idea by 90% of personnel people, 70% of presidents.

Presidents mostly agree with personnel chiefs on need for future expansion of employee programs. Emphasis for years ahead, say both, will be on supervisory training, executive development, selection and placement, employee communications.

Both groups differ somewhat in interpreting role of personnel department. Company heads, while generally becoming more personnel-centered, remain suspicious of "theory," think personnel men should work more on line level, know more about production end. Personnel executives admit virtue of practical knowledge, nevertheless insist that human problems demand more scholarly approach.

Final reflections on survey: Top-management's awareness of "human factor" definitely increasing, with strict dollars-cents viewpoint toward personnel programs now tempered with appreciation for "intangibles." Personnel field still in pioneer stage; lingering doubts about its value serve as challenge for further improvement.

P.E.N. CONFRONTS MODERN SPHINX, PONDERES INDUSTRIAL RIDDLE

Editors last week dropped in on strange creature reputedly capable of mental labor equal to hundreds of men. Question naturally arose: Will you and yours eventually replace human beings in office and factory? And from miles of multicolored wiring and countless flashing tubes came -- no reply.

Answering for this "electronic brain," however, was its creator, Dr. Samuel Lubkin, renowned physicist, now director of one of few plants manufacturing these mammoth automatic computers. Answer will help clarify confusion over effect of "electronic brains" in industry of future.

"Revolutionary changes in employment patterns will undoubtedly result from spreading use of electronic computer systems," began Dr. Lubkin. "This is already happening in Government bureaus and other white-collar establishments where today's comparatively-inefficient

models are being installed." Current research, he added, will soon make mechanized office work economically feasible, bring "assembly-line look" to white-collardom, might even render factory production completely automatic in 10 years.

But what about danger of severe unemployment? "There is no likelihood of permanent job dislocation," is his studied opinion. He cited example of large mail-order house, where electronic computer would actually INCREASE employment by facilitating distribution, creating new markets. "This tendency is bound to keep pace with continued development and use of automatic systems."

Automatizing of office procedure is potential boon to workers rather than peril, thinks Dr. Lubkin. Electronics would take over tiresome routine -- accounting, filing, etc. -- freeing labor for more creative jobs that computers can't do. "Need for human activity will always exist," he concluded.

EMPLOYEE RELATIONS POTPOURRI

In a hurry to supply your softball players with copies of game's 1952 official rules? Then write to Hillerich & Bradsby Company, 434 Finzer Street, Louisville, Kentucky, for free copies.

Extra bonuses for employees called into armed forces is warm-hearted practice of large oil company. If single, worker receives 2 months' salary. If married, he receives salary bonus plus allowance supplementing GI base pay for duration of service.

Employee is also given special identification card to introduce him to company's overseas office managers.

Businessmen contemplating means of improving employee selection methods will be particularly interested in 3-year aptitude test experiment just completed by Underwood Corporation in New York.

Psychological tests, similar to those used in armed forces, were prepared by psychological analysis corporation. They involved 600 questions dealing with everyday happenings and based on personality factors important to success or failure in selling.

Results were unusually successful, reports management, with sharp reductions in labor turnover and overhead.

Experiment of this sort would seem to justify similar trial by other companies in view of pressing need for channeling men and women into jobs for which they are best equipped.

Mechanical ability can be fairly accurately determined through another test now in use. Called MacQuarrie Test, it measures 7 specific aptitudes deemed essential for skilled machine work; included are eye-hand co-ordination, speed of finger movement, ability to visualize space.

Tool-making company in Bridgeport found that close to 90% of apprentices making score of 75 or higher on MacQuarrie Test were subsequently successful at job.

Now that spring is here, can VACATIONS be far behind? Results of P.E.N. survey on great American custom will be revealed in forthcoming issue.

JOSEPH W. EHRENREICH
ECONOMIST

THE PRUDENTIAL INSURANCE COMPANY
OF AMERICA
WESTERN HOME OFFICE, LOS ANGELES 54, CALIF.

December 2, 1952

Dr. Norbert Wiener
Massachusetts Institute of Technology
Cambridge 39, Mass.

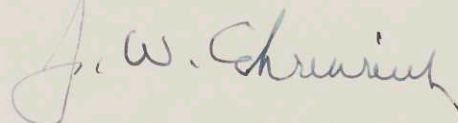
Dear Dr. Wiener:

We are preparing an informative booklet entitled "What Career for Your Child?" Our earnest desire is to prepare a booklet which will fill a public need by presenting important occupation summaries in a succinct yet complete fashion. Approximately forty professional and semi-professional occupations will be covered. Opportunities, duties, personal characteristics, educational requirements, and salary scales will be described for each. Our investigations indicate that such a booklet will serve as an important guide to high schoolers in their choice of a career. The booklet will be distributed to students, their school librarians, and to vocational counselors.

We plan to introduce the reader to each of these occupations with a brief, signed statement from a recognized authority in that field. Similar statements have been solicited from national leaders in each of the forty fields. So far, the response has been excellent.

We would very much appreciate a twenty-five to fifty word statement from you outlining the future need for qualified persons in your field within the United States and the general outlook for these persons as regards financial and other rewards. With your permission, we hope to include this statement as the foreword for the section of the booklet devoted to Mathematics.

Respectfully,



Economist

JWE:kb

[ans 12/5/52]

THE NEW YORK ACADEMY OF MEDICINE
2 EAST 103 STREET, NEW YORK 29, N. Y.
TELEPHONE TRAFALGAR 6-8200

December 2, 1952

*Sat. dinner?
in S. Camb*

Dear Dr. Wiener:

I expect to be in Boston the week-
end of the 12th of December, and I should
very much like to see you.

Could you join me for either luncheon
or dinner on Friday or Saturday ?

Sincerely yours,

Iago
Iago Galdston, M.D.

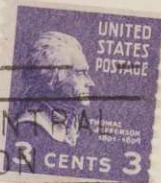
Dr. Norbert Wiener
Dept. of Mathematics
Mass. Institute of Technology
Cambridge 39, Mass.

/ek

[ans 12/7/52]



GRAND CENTRAL
STATION



Dr. Wine
Mass Inst. of Technology
Boston, Mass.





SIMON AND SCHUSTER, INC.
publishers

ROCKEFELLER CENTER, 630 Fifth Avenue, New York 20 • CABLE ADDRESS *Essandess* • TELEPHONE Circle 5-6400

December 3, 1952

Dear Dr. Wiener:

I have just been called on the telephone by an old Anglo-American friend who is now on Collier's and who had the opportunity to read the galleys of EX-PRODIGY - which, by the way, he liked extremely well.

However, he pointed out to me one sentence in galley 70-A concerning Bertrand Russell. The sentence runs:

"He was a conscientious objector and a pronounced pacifist; and when later America entered the war, he expressed himself concerning the American government in such hostile terms that he was sent to jail and ultimately deprived of his position at Cambridge."

My friend, who was an active newspaper man at the time in England, tells me that he is quite certain that Russell was jailed, not for anti-Americanism, but for pacifism. He said at the time something to this effect: England and Germany fighting each other is like two dogs fighting because they do not like each other's smells. And, in addition, he said, Russell was jailed before America entered the war. My friend's wife, a very knowledgeable middle-aged lady, corroborates his memory on this point.

Not merely because Russell is one of our most valued authors, but also in the interest of accuracy, I am writing to ask whether you are sure of your facts here and whether, if you are not entirely sure, you would not prefer to alter the sentence.

All of us were delighted to have the opportunity to see you again yesterday and very much pleased with the account of your address in the New York Times.

As ever,

Harry Simon

Dr. Norbert Wiener
Department of Mathematics
MIT
Cambridge, Mass

hws:lf

[ans 12/9/52]

COPY

December 3, 1952

Mr. K.W. Clendinning
The American Society of Mechanical Engineers
29 West 39th Street
New York 18, New York

Dear Mr. Clendinning:

Professor Wiener has asked me to return to you the corrected proofs of the paper he recently delivered before an ASME audience.

You will notice the centerheads Professor Wiener has suggested to break up the article. One on page 2 is MACHINE AS COMPETITOR; the other on page 3 is THE EVALUATION OF MAN.

You have not mentioned reprints of the article in your letter, and Professor Wiener wonders what your practice is.

Sincerely yours,

Mrs. George Baldwin
Secretary to Prof. Wiener

h

Draft - not sent

December 3, 1952

Dear Miss Hamilton:

The work on the hearing aid at MIT was never in my hands and I acted only as a voluntary contributor and collaborator. The circumstances have developed in such a way that this collaboration is impossible to continue, and the whole situation is very disagreeable and painful for me. With the facts as they are, I think the best thing that you can do for all concerned is to abandon all hope to use the incident of the hearing aid research in the account you are planning. In any case, I am completely out of the game and have no connection whatever with Dr. Wiesner in whose administrative hands the project remains. As far as I am concerned, you are welcome to do whatever you wish with what help Dr. Wiesner can give you.

I have a high esteem for Miss Keller's ability and personality, and wish you would convey to her my respectful good wishes.

Sincerely yours,

NW

National Society for the Study of Communication

Committee on General Methodologies

Seth Fessenden, Chairman

University of Denver

Denver, Colorado

December 4, 1952

Dear Fellow Committeemen:

This is partly a short report on the communication aspect of the Western Speech Convention, some extemporaneous thinking that was initiated by the discussion there, and a suggestion of our activities as a committee?

First, the area of communication was well represented. We had a place on two of the general sessions as well as six sectional meetings of our own. Probably the latter because they were conducted on an extremely informal basis raised more questions by far than were answered. Some of the typical ones were these which were gathered for the kick-off aspect of the Saturday morning work-shop:

How can we find and make use of employers' attitudes toward communication?

What is a satisfactory definition of communication?

What are some of the areas of research in communication that might prove most fruitful?

Should we try to develop greater national interest in basic communication courses?

What should be the criteria for the selection of B.C. teachers?

How can we evaluate a communication program or course?

What is good communication between employer and employee?

Where does the training in listening enter work in communication?

What part does language and the translation of language play in communication?

How can we deal with habit patterns that interfere with communication?

Do the several means of communication have a common basis?

Second, one point in particular from the discussions struck me as quite apropos to our special problem of getting some place. We have for a long time been spinning our wheels, resting for a spell, and then spinning some more. But we have made very little forward movement. I am presently of the feeling that a language difficulty is getting in our way. We have accepted a committee area - methodologies - without having a common agreement of what it involves. As chairman, I feel considerable responsibility for trying to clear up the situation. I'm not sure that I can, but let me try. Let me offer my understanding with the hope that you will evaluate it in some manner.

A committee on general methodologies in communication is not a committee to discover or to study the means or methods involved in communication. A committee on methodologies deals with principles and orders of procedure. Such a committee as ours has two primary functions; first, we need to construct a satisfactory definition of communication which will express its essence as can be noted by the observed or assumed phenomena, and second, we need to test the definition through means of evaluation and research. In terms of this second function, we should attempt to determine those phenomena in a situation by using the definition as a criterion which are subject to being considered as methods or means of communication.

Explicitly, organization is also a function of the committee on methodologies. We are concerned with the study of methods in so far as they relate to effective communication. We need to define, to organize, to evaluate, and perhaps to synthesize the process and procedures utilized for communication purposes.

Definition alone is hardly a simple task, yet it seems that we can hardly describe the communication within a situation, analyze the methods used in the event, or evaluate any phase adequately until we have satisfied the need to define.

Will each of you please build a skeleton definition, one without elaboration or defense, which can be used as a point of departure for getting underway toward a definite goal. Will you please circulate your statement to all of us, with, perhaps, an idea that some or all can be used in our statement of activity at the national meeting the last of this month. Here is the membership roll:

Bradford, Leland, 1201 16th St. N.W. Washington, D.C.

Dunn, Thomas, Drake University, Des Moines, Iowa. (My last card was from 49 Irving St. Cambridge 38, Mass.)

Kendig, M. Institute of General Semantics, Lakeville, Conn.

Lee, Irving, Northwestern University, Evanston, Illinois.

Meirs, Joseph Dr., 601 W. 115th St. New York 25, N.Y.

Ross, Harold, DePauw University, Greencastle, Indiana

Shaw, Charles. Headquarters USSF, Washington, D.C.

Shrodes, Caroline. San Francisco State College, San Francisco, Calif.

Wiener, Norbert. Massachusetts Institute of Technology, Cambridge, Mass.

(If there are others that you feel should be members of our committee, don't hesitate to invite them with notification to Joseph Baccus of Redding University, Redding, Calif.)

In order to start the ball rolling on a definition, I would offer this:

Communication occurs when some stimulus causes a reaction to take place in the thinking or feeling of an individual. This stimulus may be noted by the individual through one or more of his sense organs, or it may result from his own thinking or feeling. The reception of such stimulus or stimuli is only one step toward the establishment of communication between the individual and the source of the stimulus; other steps include evaluation, analysis, and synthesis.

Communication does not necessarily involve an understanding between and among people. The goal of the person who intentionally evokes the stimulus is probably to promote an understanding, if not agreement; and it may usually be that the person who intentionally responds to the stimulus through some inner or overt reaction also seeks to understand. But the necessity for the communicator and the communicatee to rely upon interpretations of symbols conveyed by means of light, sound, or other media makes such understanding difficult, to say the least.

Communication is an act of sharing or participating in an event by one or more persons. When one thinks either to himself or ~~in the process of his presentation~~ of any symbol~~ization~~, he is engaging in a type of communication which he shares with no one but himself. When symbols are externalized by sound waves, light waves, physical contact, or even body of other odor, ~~the~~ the opportunity for communication with others is possible. Any conscious or unconscious reaction creates a state of communication. The presentation of stimuli is important to the communicator, whether they be generated by him or induced by him or in spite of him, for the extent to which they are adapted to his purpose determines his effectiveness in producing an understanding. The goal of communication, therefore, is mutual understanding, a communion of thought and feeling between or among people.

I don't present this definition as one to carry the approval of our committee; rather I present it as one of several, I hope, that will be circulated among us for the basis of developing one which will be the product of our group thinking. I shall look forward to receiving your contribution to this project.

Sincerely yours,

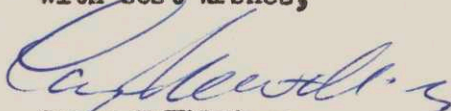

Seth Fessenden

December 4, 1952

Dear Dr. Wiener:

I was greatly interested in the report of your address to the American Society of Mechanical Engineers at their annual meeting the other day. Is it possible to get a copy of the talk. And may I ask -- should there be no plans for its publication -- if we might have permission to publish it in *The Nation*.

With best wishes,



Carey McWilliams
Editorial Director

Dr. Norbert Wiener

(Handwritten scribble)

[ans 12/8/52]

COPY

THE NATION
20 Vesey Street
New York 7, New York

December 4, 1952

Dear Dr. Wiener:

I was greatly interested in the report of your address to the American Society of Mechanical Engineers at their annual meeting the other day. Is it possible to get a copy of the talk. And may I ask -- should there be no plans for its publication -- if we might have permission to publish it in The Nation.

With best wishes,

Carey McWilliams
Editorial Director

Dr. Norbert Wiener

Copy: hb

Dorfman *Ulka*
Hagano

WESTERN RESERVE UNIVERSITY
CLEVELAND 6, OHIO

VICE PRESIDENT AND
DEAN OF THE FACULTY OF
ARTS AND SCIENCES

December 4, 1952

Dear Doctor Wiener:

I understand that you will be in Cleveland all day Wednesday, December 10, prior to your lecture in the evening of that day. Mr. Musselman and I of the Department of Mathematics and our wives would like to have you and Mrs. Wiener have luncheon with us quite informally at the Cleveland Hotel at twelve-thirty on Wednesday.

We here at Western Reserve University are looking forward to having you with us, and we particularly would like to have an informal visit with you and your wife. We do hope that it will be possible for you to have this meal with us.

Cordially yours,

Webster G. Simon

Webster G. Simon

Dr. Norbert Wiener
53 Cedar Road
Belmont
Massachusetts

[ans 12/15/52]

Handwritten scribbles in the top left corner.

Handwritten text, possibly a name or address, located in the upper left quadrant.

December 7, 1917

Handwritten signature or name.

Dear Sir,

First paragraph of the letter, containing several lines of text.

Second paragraph of the letter, continuing the text.

Very truly yours,

THE UNIVERSITY OF CHICAGO
DEPARTMENT OF THE HISTORY OF ARTS
AND ARCHITECTURE

December 7, 1917

THE UNIVERSITY OF CHICAGO
DEPARTMENT OF THE HISTORY OF ARTS
AND ARCHITECTURE

40.02 tickets
40.02
15.00
100.04
15.00 tickets, meals
100.04

COPY

December 4, 1952

Miss Eleanor Babets
Cleveland Athletic Club
1118 Euclid Avenue
Cleveland 15, Ohio

Dear Miss Babets:

I am complimented by your request to print my lecture in your journal. However, I do not want to commit myself to anything until I have talked with the Western Reserve people, who must have first rights to the lecture.

Sincerely yours,

Norbert Wiener

hb

December 4, 1952

Mr. K.W. Clendinning
American Society of Mechanical Engineers
29 West 39th Street
New York 18, New York

Dear Mr. Clendinning:

Professor Wiener would like to add a footnote to his paper entitled The Future of Automatic Machinery whose proofs I returned to you yesterday.

The footnote is to be inserted (about two-thirds through the paper) at the bottom of the page carrying the paragraph beginning, "Under these conditions, the machine which performs the tasks already laid out and formalized by such techniques as those of Galbraith and Taylor becomes a real competitor of the human worker..." The footnote symbol should occur at the end of the sentence I have just quoted, and the footnote should read as follows:

This passage is not meant to imply that the Galbraiths had any tendency to ignore the human nature and endowments of the factory worker; indeed, a great deal of their activity proceeded from a solicitude for human values.

I hope that this change can be made at this time without great inconvenience.

Sincerely yours,

Mrs. George Baldwin
Secretary to Prof. Wiener

hb

December 4, 1952

Dr. Iago Galdston
New York Academy of Medicine
2 East 103rd Street
New York 29, New York

I am delighted to hear that you will be in Boston next weekend. I shall be away in the middle of the week, but will be back in time to see you.

Margaret will be out of town, but Peggy and I would like to wine and dine you at the M.I.T. Faculty Club on Friday night. Could we meet there at 6:00? Call me at my office on Friday after you get to town. But in case you don't reach me, we'll expect to see you at the Club. The Faculty Club is located on the sixth floor of the new M.I.T. Sloan Building -- the old Lever Bros. Building -- on the River.

With good wishes,

Sincerely yours,

Norbert Wiener

hb

[ms 12/9/52]

December 4, 1952

Mr. W.B. McDaniel 2nd.
College of Physicians of Philadelphia
19 South 22nd Street
Philadelphia 3, Penna.

Dear Mr. McDaniel:

Here is the abstract for my article as my secretary has written it. It seems to both of us a little bit long, but I don't see anything which could be taken out with safety. I shall, therefore, leave the difficult task of weeding the field a little further to you, with my blessing and sympathy.

Sincerely yours,

Norbert Wiener

hb

Abstract-Alvarenga Lecture.

Medicine has always made rigorous intellectual demands of its practitioners. Although anatomy was well advanced by the late Renaissance, an adequate physiology could not be achieved until the development of the microscope. For a long time the functions of the different organs of the human body were conceived as entirely local.

This concept of the localized functioning of human organs was extended to the functioning of the brain and nervous system. While there is a certain amount of scientific evidence that particular parts of the human body are under the command of particular parts of the brain, such a picture is too crude. The functioning of the brain and nervous system can be more accurately understood as an intricate communication system in which the main function of nerves is to act as transmission cables for impulses running along them. This system bears a resemblance to the automatic telephone central or the electronic computing machine. The physiology of these latter are better known than that of the nervous system, and they show no localization of function. Rather, the functioning is distributed over the whole of the assembly and does not belong to particular points in it.

This is an important concept in physiology. Now, the conditions under which human life may continue are narrowly limited. Whenever a departure from these conditions occurs, a process is initiated which tends to bring these conditions back to normal. The mechanisms which initiate this process are called negative feedback mechanisms (in the vocabulary of the electrical engineer), and produce an effect which cancels an original error in performance. The process is called homeostasis, and is not confined to part of the organism, but is characteristic of the organism acting as a whole. There are many such regulatory mechanisms apart from those pertaining to the vital functions of living matter, but they are almost ubiquitous in physiology.

The idea of homeostasis has important ramifications in pathology, for breakdowns occurring in homeostatic processes must be so diagnosed. Some recent work I have done on leukemia suggests that the multiplication of white corpuscles characteristic of that disease is symptomatic of a breakdown in a homeostatic mechanism.

2.

There is in medicine the possibility of establishing artificial homeostatic mechanisms. The problems are difficult but solvable, and require an understanding of mathematical tools and procedures. This is a new frontier in both mathematics and medicine.

-Norbert Wiener-

COPY

p.sp I have just looked up the New York Times Index, and I find that Bertrand Russell was sentenced on 10 February 1918 for "aspersions on the American army."

December 4, 1952

Mr. Henry Simon
Simon and Schuster, Inc.
6300 Fifth Avenue
New York 20, New York

Dear Mr. Simon:

Many thanks, both for my delightful conference with you in New York, and for the letter you have sent me.

I believe that the record will show that I am right in saying that the pacifistic speeches for which Russell was jailed concerned unfriendly comments on the entrance of the United States into the war, or at least the participation of the United States in the dispute of the first war. However, the material is easily available in the New York Times file, and should be looked up to make the statement not only verbally but emotionally correct. I leave the matter entirely in your hands with confidence in your accuracy and fairness.

I am awfully glad to hear that your Collier's friend likes the book. I have high hopes, but I am not going to let myself in for disappointment by failing to realize that at present they are only hopes.

My wife joins me in sending best wishes.

Sincerely yours,

Norbert Wiener

hb

See NY Times 10 February 1918
sentenced for aspersion on
American army

COPY

December 4, 1952

Professor Max A. Woodbury
4036 S. Warner Road
Lafayette Hill, Pennsylvania

Dear Professor Woodbury:

I should be delighted to talk with you about your problem. I shall be out of town during the middle of next week, and shall not be available until Friday, the 12th. If you call my office that morning, you can learn what time will be a convenient one for an appointment.

Sincerely yours,

Norbert Wiener

hb



RECTORIA

México, 5 de diciembre de 1952.

Sr. Norbert Wiener,
Departamento de Matemáticas,
Massachusetts Institute of Technology,
Cambridge, 39 Mass. U.S.A.

La Universidad Nacional de México lamenta no haber tenido la honra de la presencia de usted en los actos dedicatorios de la Ciudad Universitaria, y agradece cordialmente los conceptos de congratulación expresados en la atenta respuesta.

Muy atentamente.

EL RECTOR

A handwritten signature in dark ink, appearing to read 'L. Garrido', written in a cursive style.

Dr. Luis Garrido.

OFFICES
IN ALL PRINCIPAL
CITIES

Taylor Instrument Companies

for the home TEMPERATURE & WEATHER INSTRUMENTS

for industry TEMPERATURE, PRESSURE, HUMIDITY, FLOW & LIQUID LEVEL INSTRUMENTS

SUBSIDIARIES IN
TORONTO, CANADA
LONDON, ENGLAND

95 AMES STREET
ROCHESTER 1, N. Y., U. S. A.

December 5, 1952

Mrs. George Baldwin
Secretary to Professor Wiener
Massachusetts Institute of Technology
Cambridge 39, Massachusetts

Dear Mrs. Baldwin:

I wish to thank you for sending the copy
of Dr. Wiener's paper. It was greatly
appreciated.

Sincerely yours,

W. I. Caldwell.

W. I. Caldwell
Director of Research

WIC:MJ

December 5, 1952

Architecture Department
M.I.T.
Attn: Miss Brooks

Dear Miss Brooks:

Professor Wiener has sent his reply to the portion of this letter directed to him. Will you kindly give the letter to someone in your Department who can answer the plea for architectural advice?

Thank you very much.

Sincerely yours,

Mrs. George Baldwin
Secretary to Prof. Wiener

h

December 5, 1952

Mr. Errett C. Albritton
American Institute of Biological Sciences
Handbook of Biological Data
2101 Constitution Avenue
Washington 25, D.C.

Dear Sir:

One of the most advanced writers in the field of your interest is Professor Bennett of the Department of Physiology or Biochemistry -- I forget which -- in the Medical School of the University of Washington in Seattle. I suggest that you get intouch with him for further advice in connection with the Handbook.

Sincerely yours,

Norbert Wiener

hb

Burden's Passage

December 5, 1952

Mr. M.T. Bizory
Wilton House
Salisbury
England

Dear Sir:

I do not recall anyone of the name you mention in your recent letter. However, John von Neumann, of the Institute for Advanced Study in Princeton, New Jersey, has been interested in questions of the sort you ask. Another man who might be able to give you some help is Dr. Turing who used to be with the National Physical Laboratories at Teddington. You might get in touch, also, with Dr. Grey Walter at the Burden Neurological Institute at Stapleton-near-Bristol, and with Dr. W. Ross Ashby who can be reached at Barnwood House, Gloucester.

Sincerely yours,

Norbert Wiener

hb

December 5, 1952

Dr. Tamara Dembo
Psychological Clinic Annex
48 Mt. Auburn Street
Cambridge 38, Mass.

Dear Dr. Dembo:

Professor Bavelas has told me that you might be able to answer this inquiry. I shall be most grateful to you if you will do so.

Sincerely yours,

Norbert Wiener

hb

December 5, 1952

Mr. David A. Dietz
Personnel Executives' Newsletter
230 West 41st Street
New York 18, New York

Dear Mr. Dietz:

Thank you for your recent letter, and your request for an article.

I cannot answer all the requests I receive for articles, and I must turn you down. If you want to talk to me, you may come to Cambridge. But such a conference would constitute professional consultation for which my minimum rates are \$200 per day or part-day.

I should like to be of more help to you, but I cannot.

Sincerely yours,

Norbert Wiener

hb

December 5, 1952

Mr. Joseph W. Ehrenreich
The Prudential Insurance Company of America
Terminal Box 2314
Los Angeles 54, California

Dear Mr. Ehrenreich:

Here are some words about mathematics as a career which may be what you want. I have gone far beyond the number of words you requested from me, but it is difficult to say anything worth saying in 25 to 50 words. If you can use what I've said, shortened as you see fit, without changing my meaning, you are free to do so.

Sincerely yours,

Norbert Wiener

hb

A Career in Mathematics

No one should go into mathematics as his principal career unless he has shown even during his high school experience a mathematical ability distinctly above the average. There is nothing in the way of training to replace this ability. I make an exception, of course, for those men who have shown this ability on their own without an adequate opportunity for school training. These men exist even among the top ranks of mathematicians, but are extremely rare. Their impulse to mathematics is sufficiently strong that they couldn't possibly be anything but mathematicians.

For the boy who shows both a liking and an inclination for mathematics in high school there are several careers open, although all of these careers demand not only college work but a certain amount of graduate work. Besides academic teaching jobs in mathematics, there are related jobs in theoretical physics and theoretical engineering in which the main qualifications are mathematical. There are also jobs with the census, various other government bureaus, in research related to national defense needs, and in industrial laboratories. Statistics, in particular, needs mathematicians. In none of these fields are there enough good men, but to be a good man in any of them involves ability, devotion, and reliability. A boy should receive a certain amount of mild discouragement from a career in mathematics; but if he has enough love for the subject to continue it despite this discouragement, I should encourage him to follow his bent.

December 5, 1952

Mr. Cinna Lomnitz
241 S. Holliston Avenue
Pasadena 5, California

Dear Mr. Lomnitz:

I do not feel myself in a position to give advice to others concerning their own standards and functions in life. All I can tell you are one or two things that touch myself.

I am a scientist and the way of life of the scientist means everything to me. I do not conceive, however, that the way of the scientist means merely gadgetry or purely technical information. It means to me a worship of intellectual honesty and of Truth, a willingness to subordinate personal advantage to these, and a desire to do creative work so strong that it takes precedence over all other impulses. In short, it seems to me very closely akin to the way of the artist or of the creative writer. And if it differs from these, it differs only in the manner in which ~~artists~~ differ from one another in the media they choose for expression.

I do not believe, however, that the satisfaction of the scientist can be found fully in the Ivory Tower. The honest scientist must be a very fastidious man as to the world in which he wishes to live. And this fastidiousness must include a general effort to make it a better world for himself and for others to live in. In the present times, which have much of evil and even more of confusion in them, there is no refuge that does not involve a facing of the facts. But I know of no mode of life which is worthy of the human being in these times which does not involve a devotion to one's ideals and facing up to moral problems.

For me, at least, to discard the life of science because it is being abused could only be a preliminary step to

-2-

discarding life itself because it is abused. And I do not think one should throw the baby out with the bath.

Thank you for your letter. With good wishes,

Sincerely yours,

Norbert Wiener

hb

December 5, 1952

L.E. Potter, Esq.
Senior Physics Master
Bryanston School
Blandford, Dorset
England

Dear Sir:

Your letter of November 12 has been referred to me. I am not acquainted with the details of Cybernetics training in England, but you can get authoritative and authentic statements of the possibilities from the following men. Dr. Grey Walter can be reached at the Burden Neurological Institute, Stapleton-near-Bristol. Dr. W. Ross Ashby can be reached at the Department of Research, Barnwood House, Gloucester. Dr. D. Gabor is at the Imperial College of Science and Technology in London. Dr. Turing, whose present whereabouts I do not know, used to be with the National Physical Laboratories at Teddington.

Any of these men can answer your question more adequately than I.

Sincerely yours,

Norbert Wiener

hb

p.s. I have sent your letter on to our Department of Architecture, from whom you will soon hear in reply to your other question.

December 5, 1952

Dr. N. Rashevsky
Committee on Mathematical Biology
5741 Drexel Avenue
Chicago 37, Illinois

My dear Rashevsky:

I have forwarded your inquiry to Dr. Tamara Dembo of the Psychological Clinic at Harvard. I am told that she has the data you want. You will probably hear from her directly.

Sincerely yours,

Norbert Wiener

hb

Asked if "some reference to the existing literature on prosthetic devices." Referred to lecture given by Wiener in Chicago 2-3 yrs. ago on general subject.

December 5, 1952

Mr. Samuel Woolf
1221 E. 71st Place
Chicago 19, Illinois

Dear Mr. Woolf:

While I am very much interested in prostheses for the handicapped, I am not now actually engaged in research on such devices. The work is in the hands of Professor Jerome Wiesner at M.I.T., and you might get in touch with him to learn what has been done.

Thank you for your kind words about my books.

Sincerely yours,

Norbert Wiener

hb

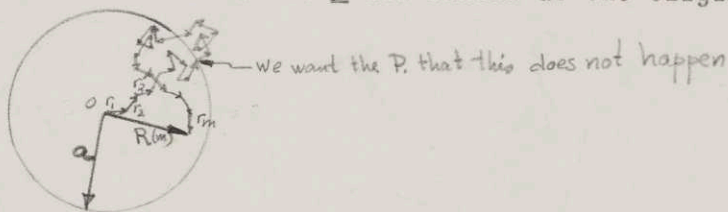
EMILIO ROSENBLUETH
Edificio Condesa R-4
México 11, D.F.
7 December 1952

Dr. Norbert Wiener
53 Cedar Rd.
Belmont, Mass.

Dear Dr. Wiener,

In connection with aseismic design I have run across a problem of probability theory which has proved a bit difficult. I asked Arturo if he knew of a book that might be of help (text books by Uspensky, Niels-Buch, and Cramér have not) and he suggested my writing you. The physical concept associated with the problem concerns the maximum responses of elastic structures to idealized earthquakes. It can be reduced to finding the probability that $R(n) < a$ for

all $n \leq m$, where $\vec{R}(n) = \sum_{i=1}^n \vec{r}_i$, the sum is vectorial, the r_i 's all have small magnitude and random direction, and m is large. In other words, we have a long series of small vectors oriented at random, we put m of them one after the other on a plane, and desire the probability that the path we have drawn thus does not intersect a circle with radius a and center at the origin:



The answer we are interested in is the simplest asymptotic form in which the probability can be expressed for large m .

By using an erroneous reasoning I have arrived at the following result,

$$P[\max_n R(n) < a] = 1 - 2 \sum_{k=0}^{\infty} (-1)^k \left[1 - \operatorname{erf} \frac{(2k+1)a\sqrt{\pi}}{2E[\max_n R(n)]} \right],$$

$$E[\max_n R(n)] = \sqrt{\sum_{i=1}^m r_i^2}, \operatorname{erf} \theta = \frac{2}{\sqrt{\pi}} \int_0^{\theta} e^{-z^2} dz.$$

This result checks excellently with several hundred empirical values of $\max_n R(n)$. However, I have been unable to find a rigorous proof of these expressions and am not entirely certain of their correctness.

Perhaps if you have time you would find the problem interesting. Otherwise I would be very grateful for suggestions about books that might have something on the subject.

My mother joins me in sending you and Mrs. Wiener and the girls our warmest regards and in wishing you a very happy holiday season.

Truly yours,

Emilio

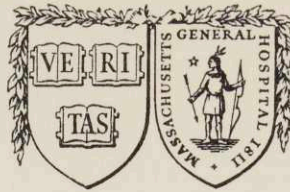
[ans. 5-23-53]

HARVARD MEDICAL SCHOOL



MASSACHUSETTS GENERAL HOSPITAL

STANLEY COBB, M.D.
Bullard Professor of Neuropathology



PSYCHIATRIST-IN-CHIEF
*Massachusetts General Hospital
Fruit Street, Boston 14*

December 8, 1952

Professor Norbert Wiener
Mass. Institute of Technology
Cambridge, Massachusetts

Dear Professor Wiener:

Dr. Morris Chafetz would like to start work here
on December 15. In order to have him appointed at the
Hospital, I need three letters of recommendation. Could
you send me a brief note about his qualifications?

As ever yours

Stanley Cobb

SC:A

[and 12/9/52]

THE AMERICAN SOCIETY OF MECHANICAL ENGINEERS

29 WEST 39TH STREET, NEW YORK 18, N. Y.



MANAGEMENT DIVISION

EXECUTIVE COMMITTEE - 1952

E. H. MACNIECE (1952), CHAIRMAN
JOHNSON AND JOHNSON
500 GEORGE STREET
NEW BRUNSWICK, N. J.

A. M. PERRIN (1953), VICE-CHAIRMAN
NATIONAL CONVEYORS CO., INC.
50 CHURCH STREET
NEW YORK 7, N. Y.

T. A. MARSHALL, JR. (1954)
ENGINEERING MANPOWER COMMISSION OF
ENGINEERS JOINT COUNCIL
29 WEST 39TH STREET
NEW YORK 18, N. Y.

PHIL CARROLL (1955)
6 CRESTWOOD DRIVE
MAPLEWOOD, N. J.

S. STOKES TOMLIN, JR. (1956)
TURCK HILL & CO., INC.
10 ROCKEFELLER PLAZA
NEW YORK 20, N. Y.

W. A. MACCREHAN, SECRETARY
LORD BALTIMORE PRESS
1601 EDISON HIGHWAY
BALTIMORE, MD.

ERCOLE ROSA, JR., ASST. SECRETARY
DEPT. OF INDUSTRIAL ENGINEERING
COLUMBIA UNIVERSITY
NEW YORK 27, N. Y.

December 8, 1952

Professor Norbert Wiener
Dept. of Mathematics
Massachusetts Institute of Technology
Cambridge 39, Mass.

Dear Professor Wiener:

Please accept the congratulations and thanks of the Management Division of The American Society of Mechanical Engineers for your splendid contribution to the success of our Annual Meeting.

The attendance was a compliment not only to the timeliness of the subject, but to the importance and prominence of those participating in the program. Your valuable contribution is greatly appreciated.

The Executive Committee of the Management Division wish to take this opportunity to extend to you its sincere thanks.

With the Seasons Greetings, I remain

Very truly yours,

ARTHUR M. PERRIN

AMP:ll

cc: Mr. E. Rosa

ALEX W. RATHE

December 8, 1952

Dr. Norbert Wiener
Department of Mathematics
Massachusetts Institute of Technology
Cambridge, Massachusetts

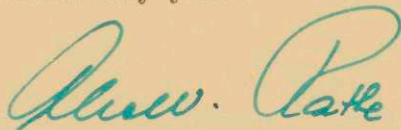
Dear Dr. Wiener:

I have no experience in writing fan letters. But I wish I had so as to be able to express more adequately my most sincere appreciation of that wonderful contribution of yours to the A.S.M.E. sessions last week. If it would stand just by itself, it would be a classic. But read against the background of your address before the S.A.M. two years ago, the further developments in these relatively short months is most inspiring.

As always when looking back on memorable moments, my overpowering feeling is one of deep regret that they are gone and exist in memory only. There is so incredibly much which management can learn from cybernetics. Naturally, I would like to be able to think of a practical approach how such an exchange could be accomplished. During the coming weeks, I'll be mulling this one over in my mind most thoroughly and I hope that the outcome may be a suggestion which finds pleasure with you.

With renewed thanks and best regards

Sincerely yours



Edgebrook Estates
White Plains, N. Y.
Phone: 6-9333

CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable symbol above or preceding the address.

WESTERN UNION

1201

SYMBOLS

DL=Day Letter

NL=Night Letter

LT=Int'l Letter Telegram

VLT=Int'l Victory Ltr.

W. P. MARSHALL, PRESIDENT

The filing time shown in the date line on telegrams and day letters is STANDARD TIME at point of origin. Time of receipt is STANDARD TIME at point of destination

BA156

1952 DEC 8 AM 11 44

B, NA252 PD=FAX NEW YORK NY 8 1050A=

DR NORBERT WIENER, DEPT OF MATHEMATICS=

MASS INSTITUTE OF TECHNOLOGY CAMBRIDGE MASS-

=UNLESS YOU SERIOUSLY OBJECT WE SHOULD LIKE TO RETAIN

PARAGRAPH ABOUT SIDIS DEATH NO LIBEL DANGER INVOLVED=

:HENRY SIMON=

Dec. 8 - 3:30 p.m.

Go ahead with Sidis passage. Wiener.

THE COMPANY WILL APPRECIATE SUGGESTIONS FROM ITS PATRONS CONCERNING ITS SERVICE

WESTERN RESERVE UNIVERSITY
CLEVELAND 6, OHIO

VICE PRESIDENT AND
DEAN OF THE FACULTY OF
ARTS AND SCIENCES

December 8, 1952

Dear Doctor Wiener:

We are delighted that you and Mrs. Wiener can have lunch with us on Wednesday, December 10, at the Hotel Cleveland. Mr. Musselman and I together with our wives are looking forward to a pleasant, informal luncheon with you and Mrs. Wiener.

Cordially yours,

Webster G. Simon

Dr. Norbert Wiener
Hotel Cleveland
Cleveland 15
Ohio

[ans 12/15/52]

December 8, 1952

Mr. James Bates
Department of Philosophy
University of California
Los Angeles 24, California

Dear Mr. Bates:

I should like to be able to send you reprints of the articles you mentioned in your recent letter, but I have reprints for neither article. I never received any of the Scientific American article. Reprints may be available of the Philosophy of Science article from my co-author, Dr. Arturo Rosenblueth, at the Instituto Nacional de Cardiologia, Calzada de la Piedad, 300 Mexico D.F., Mexico.

As for the Life article you mention, I can't identify it from your description of its contents. My understanding is that Life sells whole issues of back numbers, and never reprints of its articles. So I suggest you write directly to Life about this.

Sincerely yours,

Norbert Wiener

hb

December 8, 1952

Mr. K.W. Glendinning
American Society of Mechanical Engineers
29 West 39th Street
New York 18, New York

Dear Mr. Glendinning:

I am enclosing a copy of a letter I received this morning from Carey McWilliams of The Nation.

The address to which his letter refers is the manuscript which you are going to publish in Mechanical Engineering under the title, "The Future of Automatic Machinery." I wonder whether this article can be republished in The Nation? Will you let me know about this so that I can give Mr. McWilliams a firm answer?

Sincerely yours,

Norbert Wiener

hb
cc: Mr. McWilliams

December 8, 1952

Mr. Carey McWilliams
Editorial Director, The Nation
20 Vesey Street
New York 7, N.Y.

Dear Mr. McWilliams:

Thank you for your kind comment about the lecture I gave last week to the American Society of Mechanical Engineers.

The ASME requested some time ago that I permit them to publish this lecture in their journal, Mechanical Engineering. Whether it could be republished in The Nation I rather doubt, but I have written to the editor and shall let you know what he says. For your information, I have enclosed a carbon of this letter.

Sincerely yours,

Norbert Wiener

hb

COPY

December 8, 1952

Mr. W. Bruce Taylor
355 Royce Hall
UCLA
Los Angeles 24, California

Dear Mr. Taylor:

Thank you for your recent letter. I wish I could send you the reprints you have requested, but unfortunately I cannot. I never received any reprints of the Scientific American article. As for the Philosophy of Science article, reprints are available from my co-author, Dr. Arturo Rosenblueth, at the Instituto Nacional de Cardiologia, Calzada de la Piedad, 300 Mexico D.F., Mexico.

Sincerely yours,

Norbert Wiener

hb

6-630 - Clapitz

CO 7-5300
579

THE NEW YORK ACADEMY OF MEDICINE

2 EAST 103 STREET
NEW YORK 29, N. Y.

TELEPHONE TRAFALGAR 6-8200

December 9, 1952

Dear Wiener:

I am delighted with the prospects of seeing you on Friday night next but your cordial invitation to wine and dine with you at the M.I.T. Faculty Club embarrasses me a bit. The reasons are as follows.

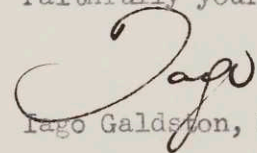
One -- my young son, who as perhaps you will recall, is a resident at the Boston City Hospital, is eager to share my visit with you, and I am equally eager that he should do so. Then again, there is a young English pair, both of them physicians. He is on a Fellowship at the Rockefeller Institute working with Dr. Peyton Rous, and she is working with me on a study of medical history.

They too, and notably the male member of the pair, are most eager to make your acquaintance. He, as a matter of fact, commented on that score long before he knew that I either knew you in person, or was likely to see you. My thought therefore originally was that should you not object I would have them as my guests and you also. I ought to add that both these youngsters are really thoroughly nice people and I am sure you will enjoy meeting them.

Now I should like to leave it to you to decide as to which arrangement would suit you best. The alternatives are as follows: I could meet you alone as you propose in your letter; or, you and Peggy could join me on Friday at 6:00 P.M. at the Copley-Plaza; or, possibly, your hospitality could embrace the other three of your admirers. I count on you to consider first of all your own conveniences, and only secondarily our wishes.

I shall call your office early on Friday. In the meanwhile my very best to you.

Faithfully yours,



Iago Galdston, M.D.

Prof. Norbert Wiener
Department of Mathematics
Massachusetts Institute of Technology
Cambridge 39, Mass.

/ek

CLEVELAND COLLEGE
WESTERN RESERVE UNIVERSITY
CLEVELAND 14, OHIO

HERBERT C. HUNSAKER
DEAN

December 9, 1952

Dear Dr. Wiener:

The Cleveland Plain Dealer has asked for a short interview with you this evening so that it may be printed in the morning paper. We have told them that you expect to arrive by plane sometime this evening so that they will undoubtedly call you at your room around 8:30 p. m. From your secretary's letter we are not sure whether you are due at the airport at 7:30 or downtown at that time.

We would be grateful to you if you can give this time to the reporter tonight. We feel that a news story in tomorrow morning's paper will help our attendance tomorrow night.

Your schedule for tomorrow, as I understand it, is as follows:

- 12:30 p.m. - you and Mrs. Wiener will be having lunch with Vice President Simon and his friends.
- 1:45 p. m. - Vice President Simon will take you to Station W. G. A. R. to make a recording for a thirty-minute program which will be broadcast on our regular Sunday Round Table at a later date. Incidentally, David Dietz, Science Writer for Scripps Howard, will participate with you in this Round Table discussion. By 3 p.m. the recording should be over.
- 5:45 p. m. Mrs. Hunsaker and I would like to have you and Mrs. Wiener join us and some of our friends for dinner at the Hotel Cleveland.
- 7:30 p. m. We will leave for the Engineer's Auditorium which is just across the Public Square.
- 8:00 p. m. We will begin the lecture program.

This completes the plans that have been made up to this point. However, one of our local television stations, - W. E. W. S. would like very much to have a very brief interview, if it can possibly arranged. Such an interview would not exceed 10 or 12 minutes and probably can be arranged for late tomorrow morning or around 3 or 3:15 p.m. tomorrow afternoon. If you feel that this is going to be a bit too strenuous, please do not hesitate to say so because we have not made any definite promise that commits you to participating in the television broadcast.

If Miss Farnham on our Public Relations staff does not see you tonight, I shall phone you in the morning to discuss this proposed T. V. broadcast.

We are pleased that you are here.

Sincerely yours,

Herbert C. Hunsaker

Herbert C. Hunsaker
Dean

Tuesday, December 9, 1952:

United Airlines Fl. No. 711
Lv. Boston 3:55 p.m., arr. Cleveland
7:30 p.m. Dinner aboard.

Hotel Cleveland.

Wednesday, December 10, 1952:

Dean Hunsaker's office: TOWER 1-7650.

Press conference

Recording of Western Reserve University
Round Table.

Mathematics Department luncheon.

6:00 - dinner

8:00 - Lecture, followed by question period.

Planes and trains returning from Cleveland:

United Fl. 610: lv. 11:55 am, arr. Boston 3:05 p.m.

632: lv. 8:10 p.m., arr. Boston 11:20 p.m.

United flights from Cleveland to N.Y. leaving Cleveland at 12:55p.m.,
4:00 p.m., and 6:40 p.m. which make good Boston connections in
New York.

N.Y. Central: Lv. 6:10 p.m., arr. Boston 9:10 a.m.

Lv. 8:46 p.m., arr. Boston 11:55 p.m.

December 9, 1952

Dr. Stanley Cobb
Massachusetts General Hospital
Fruit Street
Boston 14, Mass.

Dear Dr. Cobb:

I am writing this letter in behalf of Dr. Morris Chafetz, stating what I know about him and my estimate of him. Naturally, I do not have with me here a complete vita, but I think it is more important that you get your material promptly rather than that you wait until I have been able to dot every i and cross every t.

Dr. Chafetz was in Mexico last year at the same time I was there. He was working as a doctor (but not a veterinarian) on the Hoot and Mouth Commission, having been detailed to this work from the Public Health Service in which he held a rank corresponding to the Navy rank of Lieutenant Senior Grade. He found a good deal of spare time on his hands and put it in in the laboratory of the Instituto Nacional de Cardiologia where he worked with Dr. Arturo Rosenblueth on neurophysiology. At that time I was also working with Dr. Rosenblueth on the problem of electrical input and output relations in nerve conduction, and I needed a great deal of help in my computations and in the interpretation of experiments. Much of this help I got from Dr. Chafetz, who showed himself both diligent and intelligent in the putting together of experimental data and the methods of mathematical computation. I found that Dr. Chafetz had the training of a psychiatrist and that he was a graduate of the Medical School of my Alma Mater, Tufts College. I found that he had put in service at the Rhode Island State Hospital for the Insane. In talking with him about both personal and general psychiatric and psychoanalytic matters, I found that he had an open mind, a broad understanding, and that he was not hidebound by the dogmatism of any particular school. He is a man of broad sympathies, and I am convinced that he will do well with patients, both personally and professionally.

I left Mexico in February and Dr. Chafets left sometime in the summer. He has recently been working with the U.S. Coast Guard as a psychiatrist at what I believe is the Recruit Depot at Cape May. He intends to make psychiatry his career, and I think his interest is more in the intellectual and human challenge of the field than in mere professional prosperity and success. He is a sensitive, intelligent young man of fine feelings, and -- as far as I can estimate from my point of view outside of the profession -- a man who will give an excellent account of himself in the years to come.

If you want any more information which I can give you, I shall be glad to furnish it.

Sincerely yours,

Norbert Wiener

hb

Summary of content of paper -

Draft letter -- December 9

To the Editor of the Saturday Evening Post.

Dear Sir:

The field with which I am concerned.

It is not my habit to solicit the acceptance of articles in the sector of the press appealing to the general public. But I am breaking my rule because I have found myself rather frequently inadequately interpreted when the science reporters of the newspapers have written up my talks, particularly those on communication and on the impact of the automatic machine on present and future social conditions.

incomplete

- After giving a talk before the American Society of Mechanical Engineers recently, I have become convinced that ~~both~~ the intrinsic ~~and~~ importance of the subject itself, and the changing climate of opinion among people interested in management and the engineering profession in general, are so striking that the public ought to know about them in an authoritative and authentic way. I therefore feel a certain responsibility to write an article on the subject on the level of the general intelligent reading public and to place it where it would do most good. Naturally I have thought of the Saturday Evening Post in this connection.

I do not expect you to buy a pig in a poke, but if you are interested in going further, I should like to write an article for you and to submit it to your journal for publication. Naturally I shall be mindful not to load up the paper with any mathematical material whatever, nor to write in other ways above the heads of my possible readers. On the other hand, I am equally convinced that the policy of writing down to the reader in a condescending way is both insulting and ineffective.

If this offer seems to you worthwhile to follow up I shall write an article and submit it to you. While I have a rough idea of the length of articles acceptable

*Put this next
blank with -*

to you, I should like some indication of the length you prefer. If I have no illustrations for such an article in my files, but there would be no serious difficulty in securing pictorial material for you, particularly with the cooperation of one of your own men.

In this connection I should welcome cooperation and criticism of your editorial staff. But I should expect an article actually written by me and under my own name exclusively. I do not like "With" articles, and I do not approve of ghosts. Do you think it is worthwhile for me to go further?

Sincerely yours,

*Don't ask
to much
I think.*

Questions to a popular article:

The Judgement.

What simple math or logic must our understand to understand these machines? (cf. kernel of atom)

What is rel. between ~~automatic machines~~ + electronic computers + an automatic assembly line?

What kind of work can machines replace in industry?

What will be the course of dev. if there is no war?

What would be the nature of an upheaval created by employment of machines carried on without planning?

THE AMERICAN SOCIETY OF MECHANICAL ENGINEERS

TWENTY-NINE WEST THIRTY-NINTH STREET

NEW YORK 18

December 10, 1952

Dr. Norbert Wiener
Department of Mathematics
Massachusetts Institute of Technology
Cambridge 39, Mass.

Dear Dr. Wiener:

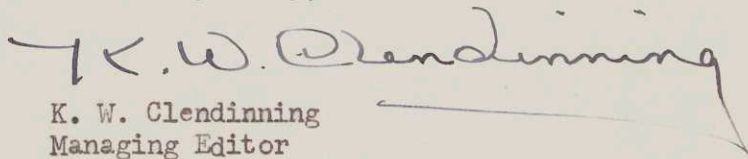
This will acknowledge your letter of December 8.

Any ASME paper is available for publication in the press directly after it has been presented. Credit of course should be given either to the ASME Annual Meeting at which the paper was presented or to the February, 1953, issue of MECHANICAL ENGINEERING in which it is to be published.

We are sending you a duplicate page proof of the paper with the typed-in footnote you sent us with your letter of December 4.

This may be a more convenient proof to sent The Nation.

Yours very truly,


K. W. Clendinning
Managing Editor

KWC:AC
enc.

Handwritten note: 92 y... ..

[and 12/12/52]

The American Society of Mechanical Engineers
29 West 39th Street
New York 18, New York

December 10, 1952

Dr. Norbert Wiener
Department of Mathematics
Massachusetts Institute of Technology
Cambridge 39, Mass.

Dear Dr. Wiener:

This will acknowledge your letter of December 8.

Any ASME paper is available for publication in the press directly after it has been presented. Credit of course should be given either to the ASME Annual Meeting at which the paper was presented or to the February, 1953, issue of MECHANICAL ENGINEERING in which it is to be published.

We are sending you a duplicate page proof of the paper with the typed-in footnote you sent us with your letter on December 4.

This may be a more convenient proof to send The Nation.

Yours very truly,

K.W. Clendinning
Managing Editor

Copy: hb

22nd or 23rd

THE MASSACHUSETTS CHAPTER OF SIGMA XI

University of Massachusetts
Amherst, Massachusetts

December 10, 1952

Dr. Norbert Wiener
Dept. of Mathematics
Massachusetts Institute of Technology
Cambridge, Massachusetts

Dear Dr. Wiener:

The Sigma Xi Chapter of the University of Massachusetts would like to extend you an invitation to give a lecture at the annual initiation ceremony of our Chapter, which has been arranged tentatively for April 15 or 16, 1953. I understand you have a very interesting lecture dealing with cybernetics. Dr. J. Harold Smith, a previous program chairman, informs me you were extended an invitation to give a Sigma Xi lecture in 1950, but at that time you were unable to accept the invitation due to previous commitments. I hope your schedule may be so arranged this year that we may have the privilege of having you with us at our annual Chapter initiation.

It is the custom of the Chapter to pay the lecturer's traveling expenses plus a \$50.00 honorarium. If the dates of April 15 or 16 are not satisfactory for you, I would appreciate it if you would make suggestions as to what dates in April you would be available.

I shall be looking forward to your reply, and if you can accept this invitation I would appreciate it if you would give us the exact title of your lecture.

Very truly yours,

S. B. Hitchner

S. B. Hitchner
Chairman, Program Committee

SBH/H



INDUSTRIAL LIAISON OFFICE

December 10, 1952

Memorandum to: Professor Norbert Wiener
Room 2-155

Dear Professor Weiner:

The enclosed letter was sent to me, through error. The handwriting is not very clear so I held this for some days before realizing that it was probably not intended for me. It now occurs to me that the name on the envelope and letter is probably yours rather than mine.

W. R. Weems
W. R. Weems

WRW:amn
Enclosure

Prof. Wren
Mess. Dir. of Tech. Servs
Aust. Govt.

Dec 2-52
RECEIVED
DEC 4 1952
INDUSTRIAL LIAISON OFFICE

Dear Sir

A screen of device for reading a printed page does not seem an impossibility.

If the page were put into a photographic apparatus with the letters to undergo a electronic or selenium activated tank ~~each~~ letter to receive a variation in degree of activity by sensitized electron which respond only to this letter + then exposed to metallic tape which would record these various degrees of sensitivity it would seem you had a sort of phonic record which could by reflection + use of vowels as director of indication or monitor of the various sounds to be produced.

The various sounds + tones would not be unlimited + by many changes the proper degree of activated letter could be solved so as to be understandable. The beginning + end of sentence could be reflected with the slight pause necessary.

If the doctor Stalin can have a machine as big as a piano devised to keep him alive this problem should not be too difficult.

Perhaps the early Greek, Hebrew Latin + Chinese languages would be more easily treated.

P.S. Perhaps the sensitive fingers of the blind + those who have this ability to read with the touch would be of assistance.