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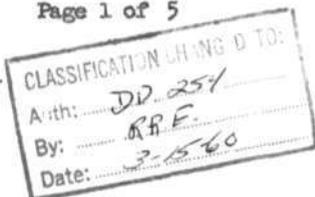
Memorandum 6L-226

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Division 6 - Lincoln Laboratory  
 Massachusetts Institute of Technology  
 Lexington 73, Massachusetts



SUBJECT: GROUP LEADERS' MEETING - October 31, 1955

To: Group Leaders and Associate Group Leaders

From: C. W. Farr

Date: November 2, 1955

Present: J. W. Forrester, R. R. Everett, J. A. Arnow, D. R. Brown, S. H. Dodd,  
 C. W. Farr, D. R. Israel, J. F. Jacobs, B. E. Morriss, Jr.,  
 J. A. O'Brien, W. N. Papian, J. C. Proctor, E. S. Rich, N. H. Taylor,  
 P. Youtz

- Agenda:
1. Visitors to Group 63
  2. Colliers' Visit
  3. Tuesday Visit
  4. Division of Responsibility - Group 61
  5. New Section Leader - Group 61
  6. Combat Center
  7. Responsibility for AA Problem
  8. Fifth Section - Group 61
  9. BTL Manpower
  10. BTL Discussion
  11. Future Aspects of Engineering of SAGE System
  12. Membership of AG T Working Groups
  13. Vinal Resignation
  14. TX-O
  15. November 7 Group Leaders' Meeting

1. Visitors to Group 63

Brown announced that Group 63 expects two groups of visitors on Monday morning, November 7. One group from Remington Rand will be in position to discuss LARC circuitry; the second group will be from the Institute for Advanced Study.

2. Colliers' Visit

Forrester and Proctor explained that the Colliers Magazine representatives who visited Lincoln last Friday, were shown the SAGE Film and given a tour of the computer area of Building F. Clearance was granted Colliers from Washington; the Institute administrative offices were cognizant. The visitors were entertained by CRC which conducted the tour.

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3. Tuesday Visitors

Taylor said he expected visit of members of the Board of Directors of Sprague Corporation, Tuesday, November 8; Sprague is planning a luncheon for which Paine will make arrangements for Lincoln attendance. Forrester requested Taylor to investigate the possibility of changing the date from Tuesday to Thursday, November 10.

4. Division of Responsibility - Group 61

Jacobs announced that Arnov and Israel, who have been functioning in a staff capacity, are being assigned line responsibilities. Arnov will be responsible for meeting the April 15 schedule date on the master program; Benington and Rising will report to Arnov. Israel will be responsible for the ESS shutdown, including the operations specifications and the supporting programming work; Zraket and Attridge will report to Israel.

5. New Section Leader - Group 61

Jacobs announced plans to appoint Attridge Section Leader. A document defining responsibility of all sections and subsections in Group 61 will be ready for distribution November 1. Plans for assignment of newly acquired personnel to subsections has been projected four to five months in the future.

6. Combat Center

Israel stated conclusion that it is not feasible to operate a TBS room in the Combat Center; such information must come from a Direction Center. Furthermore, he said that the bulk of the program checkout for the first Combat Center will fall on Syracuse since it is not feasible to check much of it on XD-1.

7. Responsibility for AA Problem

Jacobs read a letter from Colonel LaMontagne to Dr. Holloway requesting Lincoln recommendation on the AA Problem. After a discussion, it was concluded that the letter should be answered by referring to our previous recommendations in TM-63. Forrester and Jacobs were to agree after the meeting who would write such a memorandum to the Director's Office.

8. Fifth Section - Group 61

Jacobs announced plans to start a new section in Group 61 next spring to be responsible for adaptation of the Master Program to McGuire and Stewart Direction Centers, for checkout of the programs at those locations and for advancing from Lincoln to Rand, the transition of responsibility for adaptation of the Master Program to other subsectors.

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9. BTL Manpower

Taylor summarized the results of meeting October 27 with Halligan of BTL relating to manpower for test programming and equipment testing. Subject to Halligan's further discussion in New York and confirming letter which Halligan was to issue October 31, BTL's plans would provide six additional people per month for a total of eighteen people, the first two to be available immediately. Taylor expected to have a final work from Burger on the afternoon of October 31.

10. BTL Discussion

Dodd commented on meeting October 26 with Halligan, Simon, and Forrester to discuss BTL-Lincoln responsibility for test specifications and equipment. He summarized that Lincoln is willing to take responsibility for the adequacy of Test Specifications but Lincoln feels that BTL and WS should put manpower at work to participate and get experience in the ESS testing program, also to carry forward work on test equipment. Taylor pointed out that present working relationships with BTL are good and that the present need is for additional BTL manpower.

11. Future Aspects of Engineering of SAGE System

Forrester threw out this question for general discussion. Various type problems were discussed. Morris asked whether Lincoln or Rand would tackle future problems such as an approved method of tracking. Forrester observed that once Rand has assimilated its full responsibility, it might handle such a problem but it is perhaps more likely that Lincoln would develop the method and Rand would handle the adaptation. Israel inquired about the integration of future weapons such as BOMARC. Forrester observed that this is not firmly decided but would likely be a job for Rand if the problem arises after the completion of the initial phase of the ESS program. He said that Lincoln would probably continue to operate the ESS and carry on development work evolving from it. Taylor and Dodd spoke of the need for a positive program for Lincoln both for the purpose of giving Lincoln personnel evidence of continuing challenging tasks and for the purpose of improving relations with the SAGE contractors upon whom we are continually thrusting responsibilities as SAGE System emerges from the development to the production and operating phases. Forrester mentioned the AICBM program to which Lincoln is committed and cited the air traffic control problem and other problems in the offing. He pointed out that Lincoln's preoccupation with SAGE System will continue two years into the future and that it is not feasible at present to predict the optimum direction of Lincoln effort that far in advance. He pointed out the need for action to avoid Lincoln involvement in future ESS activities clearly not within our province and mentioned recent LFO letters raising this question. He suggested that Lincoln might relax concerning long-range plans, meanwhile keeping alert to challenging problems arising in the future for which Lincoln is suited; alternately, he said we might make a tentative program based on presently known problems and allow the program to be modified in accordance with priorities as they develop. He suggested that we clarify our thinking concerning the SAGE System responsibilities which do not belong to Lincoln.

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~~CONFIDENTIAL~~11. Future Aspects of Engineering of SAGE System (cont'd)

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Taylor pointed out that Lincoln definitely does not belong in the building design field and that the redesign contemplated, starting with the ninth or tenth subsector, is a job for architectural specialists given proper guidance by technical and operating people. Taylor mentioned the development of a fast, small computer, perhaps lending itself to airborne application as a possible Lincoln project. Brown pointed out that Lincoln should work on problems for which it is uniquely qualified. Taylor characterized Lincoln as a laboratory with limited manpower, limited budget, and unique flexibility in the use of its budget. Further discussion brought out the opinion that Lincoln is unique in its experience in systems design and in the management problems that arise in connection with a large complex systems problem.

Brown summarized that our future problem should be based on careful analysis of Lincoln's capabilities and the current national needs. He said that these questions need thorough investigation rather than superficial opinion.

Taylor recollected a meeting conducted by military people to state military problems to industrial representatives (problems not proposed solutions); he felt such a meeting would be a good approach to our present problem.

Everett closed the discussion pointing out that our future program is likely to emerge largely from our own thinking. He, therefore, urged that we make a concentrated effort to prepare realistic proposals for presentation at the Group Leaders' Meeting, Monday, November 7.

12. Membership of AGET Working Groups

Everett stated that the Advisory Group on Electron Tubes, responsible to the Department of Defense, met at Lincoln within the past two months and was addressed by Taylor. Samuel of IBM wrote Lincoln speaking favorably of Lincoln's tube development program and suggesting that Lincoln appoint representatives to four AGET working groups, namely Special Tubes, (Corderman proposed by Everett) Microwaves, Semi-Conductors, Receiving Tubes (Twicken proposed by Everett).

Brown pointed out that the AGET is an important factor in the transistor field.

13. Vinal Resignation

Brown announced Vinal's resignation effective December 1 to join RCA Victor who will set up a ferrite laboratory in Waltham under the direction of its tube department. Brown said RCA hopes to attract some Lincoln people to its new laboratory; Lincoln contemplates a vigorous ferrite program and does not expect serious losses in personnel. Details of reorganization to replace Vinal are not yet formulated.

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14. TX-O

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Papian announced that work is finally underway in erecting partitions in the basement of Building A to house TX-O. He said that this work is about a month behind schedule and that Group 63 contemplates starting to move equipment into the area late in December.

15. November 7 Group Leaders' Meeting

A question was raised concerning the conflict of the Computer Conference, the Monday visitors to Group 63, and next week's Group Leaders' Meeting. Everett ruled that the Group Leaders' Meeting would take place according to schedule unless members are notified to the contrary.

*C. W. Farr*

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C. W. Farr  
Secretary

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