

Hickernell

December 27, 1962

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, N. Y.

Dear Hick:

PUBLICATIONS

Here are ten pages from the transcript of a meeting of the Council of Engineering Societies Secretaries which took place in Toronto last spring. The transcript only recently came to my desk.

The speaker here is a former business manager of the American Chemical Society who is now the Director of Planning of Fundamental Journals of the same organization. I heard him on a previous occasion and consider him one of the most knowledgeable chaps in this business.

I pass these pages on to you with the thought that you might find in them some interesting ideas relative to the problems of the IEEE Editorial Advisory Committee.

The American Chemical Society is only slightly smaller than the IEEE and operates a whole raft of publications, apparently, with considerable success.

I am enclosing a second copy of Mr. Bellknap's remarks in case you find any gems there that you might like to mark and call to the attention of another member of the Advisory Committee.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH.mec

Encl.

Hickernell

December 19, 1962

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, N. Y.

Dear Hick:

EF AND DATA PROCESSING

Yesterday, I attended the luncheon meeting called by Harold Work to discuss data processing in relation to the Engineering Foundation and other matters. Other matters were supposed to include continuing education for engineering societies members. However, this did not come up at all.

The luncheon was actually presided over by Allan Kidder. Harold Work was there, of course, and all five of the Founder Societies Secretaries. This was an unusual event in itself. It is not often that the five of us, are available at the same time for a meeting.

I seemed to be the only one who knew that the minutes of the Engineering Foundation called for the referral of this subject to the UEC Operating Committee, of which Lobo is the chairman.

Things rather quickly lined up, with the Chemicals and Miners all on one side asking for a grant from the Engineering Foundation, and the Mechanicals and Electricals on the other side insisting that the job ought to be done, at least in the early stages, by consulting with IIM which has already studied and made proposals and installations for at least four out of the five Founder Societies. The Civils are still on the addressograph system and have made only preliminary investigations and studies of data processing.

The argument got fairly warm between the Mechanicals and the Chemicals, but the final conclusion was that preliminary discussions should be held with IIM and that there would be no need for any Engineering Foundation participation in the project, at least at this time. So the matter was disposed of to the satisfaction of at least three out of the five, and Allan Kidder seemed pleased to drop the problem from the agenda of Engineering Foundation.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH.mec

Hickernell

October 25, 1962

Dr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, N. Y.

Dear Hick:

In line with our recent discussions about the quantity and quality of technical papers, I think you might be interested in the enclosed paper by W. D. Rowe, which you may or may not have noticed on the program of the Fall General Meeting at Chicago.

I have not read it all the way through, but have seen enough of it to feel that it reflects a good deal of my own thinking on the subject. I don't know Mr. Rowe and I did not know that this paper was coming up, and came across it only by accident.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH.mec

Hickernell

October 22, 1962

Mr. L. F. Hickernell.
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, N. Y.

Dear Hick:

I don't know whether you noticed this or
not.

It struck me that, after having lived at the
Pick-Congress for a week, I had more in common with the
Governor of Mississippi than I realized.

Cordially yours,

N. S. Hilsman
Executive Secretary

NSH:mec

Hickernell

September 17, 1962

Mr. L. F. Hickernell
11 Birch Lane
Dobbs Ferry, N. Y.

- 1) EJC ENGINEERING RESEARCH COMMITTEE
- 2) EJC INFORMATION SYSTEMS COMMITTEE

Dear Hick:

Thank you for your letters of September 13 and 14 on these two EJC Committees. I am very sorry to hear of your illness. Adaline had a similar experience at about the same time. I guess it must be something "going around".

1) I am fully in accord with your conclusions with respect to the Bronwell Report. I am not aware of any experience in responsible position with any of the major engineering societies on which the author could base conclusions worthy of serious attention. A good many of his ideas could have been derived from the AIEE publication "Climate.....". So far as I know, the author's background is mostly that of a mathematician. I concur in your conclusions and recommend that they be given to Mr. Blackmon.

2) I intend to use your compilation of Information Systems Committee material to follow up again our contributions to this effort. TOD has been doing some work in this field and, of course, our Editorial Department has cooperated completely as is evidenced from the last several issues of ELECTRICAL ENGINEERING. I agree that the Engineering Societies Library and the Engineering Index should be the focus. The Exhibition Hall does seem to offer attractive space for some such activity. If it were filled with impressive computing machinery visible from the outside, the impression on the public might be favorable indeed. I can't think of a better exhibit which, at the same time, would be serving an important and useful practical purpose.

I hope this idea is presented to UET as well as EJC. There was an extended discussion of the Exhibition Hall at the last meeting of the UEC Operating Committee. Mr. Fletcher was present, as was Mr. Lobo, Chairman of the Operating Committee. The various possible uses of the Exhibit Hall were reviewed for the information of the Operating Committee. These included the development, at a cost of from \$200,000 to \$250,000, of a "Science and Industry Exhibition", a bookstore, centralized services, centralized office space for UET, EJC, NEDP, JETS, etc.; the latest one I had not heard of before was the Norwegian Delegation to the United Nations. I threw in the idea of renting the whole thing on a yearly basis to Eastman, IBM, or some other large industry for a Science and Engineering Exhibition of their own products and processes. Fletcher thought this was not bad. However, Mr. Fletcher would rather see it stand empty than admit that the whole thing was a mistake by converting it to some practical use, such as a bookstore or office space.

Cordially yours,

N. S. Hibshman
Executive Secretary

Hickernell

August 27, 1962

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, N. Y.

Dear Hick:

MEMOS of 8/23/62

Thank you for the memoranda received this Saturday morning,
August 25, 1962.

1) P. R. Moses. I regret to note the passing of this rare personality. It seems to me that three years ago we investigated his claim to being the oldest or nearly the oldest member of AIEE. At that time, as I recall it, there were about a dozen senior to him. On Monday, I will have Mrs. Hooks make another check and, in any event, we will want to run a story on him which, I believe, can be gotten into the October issue of ELECTRICAL ENGINEERING. No doubt in the last three years or four, he has moved up in seniority. I wonder how his passing will affect Larry Hollander.

2) Burroughs vs. IBM. The equipment which IRE has installed, and which was pictured in the Herald Tribune of 8/20/62, is a bank-type posting machine which we believe has very limited use in connection with an operation such as ours. There will have to be a careful overall study of the requirements of the IEEE before new equipment is standardized. Our investigations which have been quite extensive would indicate that either the IBM 1401 or the RCA 301 would do the complete job for the new organization and perhaps serve several additional smaller ones as well. The cost would be only about \$1,000 a year more than the cost of this Burroughs equipment, but it would do infinitely more. As it is, I understand, that IRE was able to drop twenty employees as a result of this installation. I further understand that they are obligated to keep it for two years. It will take at least that long to program the operation for the combined organization. We are particularly impressed with the RCA 301 with its six-tape drives. This would seem to lend itself to somewhat more flexible operation and I believe also it is less expensive. Either equipment would do the whole job, including the printing of the Directory. So far, we have not had an opportunity to show Don Fink through our plant. He has been in my office for two conferences and another one is scheduled at 79th Street for next Tuesday.

3) Parkinson. This is a delightful fellow. I enjoy reading what he writes. Even though he may now be padding and repeating himself, I will be tempted to buy the new book. As regards the application of Parkinson's Third Law, it probably should be assumed that the Du Ponts picked their in-laws pretty carefully. It may very well have been the case that the retiring president of the corporation

August 27, 1962

was chosen by his father-in-law rather than the other way around.

4) MDH. Did you see the latest edition of the Hoover Family Newspaper? If I still have it on my desk at the office, I will enclose it with this letter. In it, you will find that Morris has pretty much resigned himself to a good deal. Accepting the IEEE was perhaps not too much of a strain for him.

5) IEE. I don't know whether I told you that Brasher had suffered a heart attack and would not be making the trip to Canada and New York for which he asked me to make arrangements at this end. His President, Mr. Lucas, will be coming to the Commonwealth Conference in Canada and will meet Warren Chase here in New York and proceed to Philadelphia for the ECPD Meeting, October 1 and 2. The new Secretary who takes office on October 1, F. M. Gainsborough, is tentatively planning to come directly to New York and fulfill the engagements that I am arranging for Brasher. Brasher was coming with fire in his eye on this matter of IEEE invasion of Europe, particularly the United Kingdom. I don't know what the strategy will be. I have suggested that Ernst Weber should be the one to talk to him about this. It may very well be, since it is an accomplished fact so far as IRE is concerned, that they will simply leave it up to me to explain that I don't know anything about it and can't do anything about it anyway. I imagine, however, that Weber will be willing to meet with Gainsborough and set the matter as nearly straight as possible. I think it would be much better for Weber to do this than to have McFarlan in the picture. Dick Teare and Warren Chase are planning to entertain the IEE President in Philadelphia as well as in New York which will take care of him all right. I will have to do what I can to look after the Secretary. You may have noticed that the lawyers threw out Region 8 as inadmissible in the current phase of the organization of IEEE. The 14-Man Committee had included it along with the Regional Director in the ballot, but the lawyers for both organizations agreed without question that it would not be legal to do so. However, I have no doubt that the Region 8 will be organized immediately after January 1. I should perhaps say formalized, because as a matter of fact it is all organized and ready to go. I am afraid that it will prove expensive. At least, the Regional Director will have to travel to the Board meetings. I don't know whether that is much more expensive than bringing a West Coast Director to New York or not; probably not. However, I am sure that these European Sections will want all kinds of subsidies and allotments. The same doubtless will be true of the South American and Middle Eastern Sections. However, George Bailey and I have agreed that we will continue to work for the organization just as hard as is necessary, but that we are not going to worry about it. We are assuming that the worrying will be a part of the exclusive authority and responsibility of the General Manager.

The GM is planning to spend one or two days a week in New York from now on until the 1st of October, after which New York will be his headquarters, and he will probably be obliged to spend "one or two days a week" in Philadelphia, cleaning up matters at Philco. The last I heard his replacement at Philco had not been found. His immediate superior, named Smith, I believe, is planning to take over the direction of the laboratory in the interim.

Mr. L. F. Hickernell

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August 27, 1962

Adaline and I are going to Pennsylvania and Syracuse Thursday and Friday of this week and will be back on Sunday afternoon in order to spend Labor Day quietly at home.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:mec
Encl./

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See NYHT, 8/24/62, p16

Run special item in EE —
 oldest (or 2nd) member of AEE —
 1st paper, etc?

H 8/24/62

Hickernell
August 1, 1962

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, N. Y.

Dear Hick:

WJB

I am sorry that Walter feels that he has not been kept up to date on the merger. I guess I have been negligent in that respect, but I don't feel that there has been very much news outside of what has been given to him. Certainly, there has been very little that he would enjoy hearing about. However, if he wants it, we can give it to him. I can have him put on Ray Mayer's release list so that he gets what is officially sent out, at least. I do a good deal of clipping and pasting and duplicating and sending out to the people who are actively engaged in this thing and I am never quite sure how much they want to be released to other people.

I could easily get myself into an awkward position if I were to tell Walter Barrett something and he felt inspired to pick up the telephone and take Warren Chase apart on the subject.

I am returning herewith your letter from Walter and enclosing with it a copy of my most recent from him which, as you see, is a rather complete clinical report.

Cordially yours,

N. S. Hibelman
Executive Secretary

NSH.mec
Encl.

Route 6, Box 602
Tucson, Arizona
July 31, 1962.

Dear Nelson:

Your newsy letter of 7/26 was very welcome. Many thanks! I am amazed that you could have hay fever and still show excessive sugar. Maybe, in the absence of any other signs of diabetes, normal sugar for you is higher than the average. As you say, maybe you are a special case.

Sorry to hear about Chuck's accident. That wave story is a bit odd. Was there perhaps a stray log riding the wave? Give him my best if you are talking to him, please. The death of a father is bound to be a considerable blow even though long expected. Mildred joins me in extending sympathy to Adeline.

The old building! I guess Bill Thompson is nervous for the reason you give, but I have a lot of confidence in Simon Pessant, and from all I know about Rudinger, I don't think I'd play with him any longer. Could the building be rented, by any chance?

Do I detect a faint note of disillusionment about the way the merger is going? Ten IRE past-president for president, and another for general manager! They do pretty well for themselves. I fear we put in our third string to

negotiated with a bunch of old "pros." I agree that IESE would be a better name than IEEE. My first comment on that name was that "electronic" was redundant. As for nothing of AIEE being accepted for inclusion in organization, policy, or program of the new institute, this does not surprise me very much. Again, our third string! It's been took!

I had heard somewhere that Jim Furman was retiring, possibly from Hick. I may have met Mr. Brower, but cannot recall.

A couple of weeks ago I saw a man-made satellite for the first, second, and third times. Within about 5 or 6 days, as I remember it, sitting on our porch, we watched "Echo" cross a clear and star-studded sky practically from horizon to horizon. But that was tame ^{compared} to our evening shows now that the rainy season has started. We have had a few rains here, but not the real heavy ones they have had in Tucson. But I never dreamed of, much less saw, the lightning we watch on various parts of the horizon. Tonight it was most spectacular over (or beyond) the Loskrugga Mtns. which lie just about due west of us. I made a rather careful estimate that the strokes, including cloud-to-cloud and cloud-to-ground averaged about 3 to 4 seconds apart and kept it up for about 1 1/2 hours! And all this in a fairly narrow arc of horizon, probably about 20 to 30 degrees. In one space

of about 10 minutes, I counted 7 strokes to ground which appeared to be hitting the same spot! I know this sounds fantastic, but there it is. And furthermore the same thing happened over the same area about three nights ago!

Your talk of retirement makes me wonder again if you are as enthusiastic about the IEEE as some others must be. Before or after you retire, and the sooner the better, we hope to have you and Adaline out here for a visit.

As I wrote Nick recently, I look for complete swallowing of AIEE by IRE, followed in not many years by a splinter group of power engineers who have always been the hard core of AIEE. Then look where we'll be. IRE will have "negotiated" us out of our 1884 charter, and our place as a Founder Society, and the new AIEE (or whatever name it may take) will be an "upstart" on the outside looking in. What a nice prospect! I just cannot understand what Elgin Robertson is doing in this game. I thought he had imagination.

Write another of your interesting and informative letters when you can find the time - soon, I hope!

As ever

Haeter

420 Clinton Avenue
Brooklyn 38, N. Y.
Thursday, July 26, 1962

Mr. Walter J. Barrett
2102 North Riviera Drive
Route 6, Box 602
Tucson, Arizona

Dear Walter:

I am very glad to have your letter of July 21, 1962, and to have confirmed the assumption that you have moved into your new home and are enjoying it. Upon receipt of your address, we immediately put it into the machinery and you should be receiving your Institute mail. Tomorrow, I will check up and make sure that it is actually in the works.

I am sorry to hear that the Mexican bugs are still troubling you. I do hope that the present treatment will permanently end their tenancy. They certainly are a persistent lot of little critters.

I am something of a special case myself. Blood tests show excessive sugar, but so far there has been no primary evidence of diabetes. Your old friend, the Islets of Langerhans, have something to do with my apparent troubles. However, I must say that I have suffered no difficulties except that I am very tired. There is a general supposition that a vacation would help that situation, however. A further puzzle in the case is that I seem to recall that, according to the book that you found to be so helpful, anyone with excess sugar in the blood should not be subject to allergy. Nevertheless, I have had rag weed hayfever for the last thirty years. Probably, I had it before that, but didn't know what it was.

There is a good deal of trouble abroad these days. I just learned that Chuck Savage came home from his vacation with a broken leg. When I heard about it first indirectly, I immediately imagined that he had been involved in an automobile accident. However, they just got home today and, by telephone this evening, I learned that he was standing by the seashore and was hit by a wave which broke his leg. I don't know what to think about this. I don't know whether it was a wave of water from the ocean or whether it was a female sailor using jujitsu.

Last week, Adaline's father died in St. Petersburg - a week ago Sunday that was - and we went to Williamsport, Pa., for the funeral and then over to State College, Pa., for the interment on Saturday. Adaline has been considerably upset although, of course, she has been expecting it for a least a year or more. He was 93 years old and had suffered a stroke about two years ago which was followed by several subsequent strokes. Nevertheless, the event still was a considerable shock to her. Right now, she doesn't know whether he was a citizen of Pennsylvania or Florida and she is under considerable uncertainty as to where she should probate the will. So, the lawyers will have to enter the case here.

Speaking of lawyers, UFT has not yet sold the old building. They are still playing around with Rudinger. They have about \$125,000 of his money and he is suing them to get it back. They have some other prospects for purchasing the

building but none of them have the cash money to lay on the line. They all want UET to take about a \$1,000,000 in mortgage. I would say that the situation is in a bit of a mess. Bill Thompson is very anxious to settle with Rudinger and let him have the building on his terms. Personally, I don't think Rudinger ever will come through and that UET will, in the long run, regret any further dealings they have with him. We are assured that he can get nowhere with his suit, but, since Bill Thompson is included among those who are being sued, I think he is personally too nervous about the thing to consider it objectively.

As for the merger, the 14-Man Committee is now in session in Dallas, Texas. As I wrote this, I am expecting a telephone call from Warren Chase at the end of a half-day session of the AIEE 7-Man contingent of the 14-Man Committee. This is Thursday night. The 14-Man Committee goes into session tomorrow (Friday). At this session, they are expected to come up with the slate of officers and Directors for the first year of IEEE. They have already chosen the General Manager. Next Tuesday, the news release will come from the Societies and the Philco Corporation, announcing the appointment of IRE Past President and Past Editor Donald Fink to be the IEEE General Manager. He will take office on a part time basis, I guess, within the next few weeks. I would think that in about a week there will also be an announcement that the new slate of officers has been chosen to be headed by a Past President of IRE as the first President of IEEE. The slate of IEEE Directors and officers will be submitted to the memberships of the two organizations in a couple of weeks for a vote of approval. It will be a question of "yes or no" on the slate as a whole. I have no doubt that the memberships will approve.

Yes, the memberships of AIEE and IRE both approved the merger and the agreements on which they were asked to vote last month. AIEE voted officially at its Annual Meeting of June 18, 1962, where about 150 votes were cast in person. A total of nearly 30,000 votes were cast by proxy. Altogether, about 61% of AIEE voting members voted and 87% of them voted in favor of the merger. Almost exactly the same percentages applied in the case of the IRE voting members. Their official action was taken on July 11 when they had a membership meeting at their Headquarters on 79th Street. There will, of course, be no such percentage of response to the vote on the Board of Directors. For one thing, we will not supply return postage, and I don't think that most of the members will be that much interested in the election of this Board of Directors. In all probability, half of the nominees will be unknown to each of the organizations. I guess I might say that considerably more than half of the nominees will be unknown to the voting members of IRE and AIEE.

I understand that the meeting in Dallas tomorrow will discuss a possible change in the proposed name of the new organization. It is now suggested that the name should be Institute of Electrical Science and Engineering. I favor this over the present proposal because I consider the word "Electronic" to be redundant when used along with "Electrical". I feel that the new proposal will make the organization more attractive to the many bright young men who are working in research and development but who prefer to consider themselves scientists. There are also many members of the Acoustical Society and the Optical Society who are very unhappy in their present relation to the physicists and who, I think, would welcome a more hospitable home that we might provide. In both cases, they fit neatly into the electro-magnetic spectrum.

So far, practically nothing of AIEE has been accepted for inclusion in the organization, policy, and program of IEEE (or IESE). I understand that a new draft of the Bylaws is now being considered among three or four of the leaders of the 14-Man Committee. I have not seen it. I hope that it is subjected to sufficient scrutiny by AIEE people before it is actually offered to the two Boards of Directors for adoption. All four of the AIEE Departments have made formal recommendations for inclusion in the IEEE program. TOD has a very definite set of recommendations for the organization of the technical activities in IEEE. GAD, likewise, has submitted such a set of proposals. These two are presently out for a letter ballot of the Board of Directors. The Publications Department and the PDR Department have also made recommendations, but they have not submitted them to the Board of Directors. However, they are all available to the 14-Man Committee in Dallas right now. Personally, I have very little expectation that they will be adopted - any of them. I

I don't know whether you know that the present 14-Man Committee is made up of the original 8-Man Committee plus three additional appointees from each Society. AIEE added Russ Clark, Hendley Blackmon, and Lawrence M. Robertson of Denver, Colo., to its original four to make its total of seven. IRE added a former President by the name of Henderson from Canada, Jack Ryder, and a West Coast man by the name of W. E. Peterson. All of the IRE seven men, except Peterson, are Past Presidents of IRE.

Coming back to UET, which I know is of considerable interest to you, Jim Fairman is retiring from Con Edison and all appointments and offices in October. He will be replaced on the UET Board by R. F. Brower. I think Brower is a good choice because UET has a good deal of business with Con Edison and needs a sympathetic representative there. Jim Fairman is retiring and going to live in Birmingham, Michigan. He has bought a house out there and is going to move, I think it is in December.

We are all enjoying the new building very much. The bugs are not all out of the elevators yet, but I guess they will settle down sometime. The air-conditioning is very comfortable these days. We had a good view of the television activities in connection with Telstar last week (No, I guess that was just this week) when they were taking the pictures around the United Nations to broadcast to Europe. This afternoon, as we left the office, there were perhaps 50 or more policemen outside preparing for a Cuban demonstration. So far as we could see, there were no Cubans anywhere around, but the police were certainly getting ready for them. It seems that 47th Street and First Avenue is the officially designated place for demonstrations. I guess the demonstrators or pickets must apply for a permit or something because the police come and set up fences around the wide sidewalk on the south side of the street, and then the police surround the whole thing about half of them on foot and the other half on horseback and then the pickets come and put on their demonstration. Apparently, they are demonstrating for the movie and television cameras because certainly nobody pays any attention to them. There is another area down on the Plaza between 42nd and 43rd Streets where they also parade, but that is a very limited space. Not very many picketers can march there. I would judge that, from the number of police that were on the job when we left the office this afternoon, they must have been expecting both Castro and Anti-Castro Cubans to

show up. I am, of course, guessing. Maybe it was not Cubans at all. Maybe it was Africans or something else. We have a very cosmopolitan neighborhood here. I have sometimes said that, when the United Nations is in session and all of the colorfully gowned Africans are coming and going, it sort of looks like Halloween in Harlem.

Clarence Linder is retiring from the General Electric Company at the end of 1962. I understand he is going to live in Schenectady or near there. He is keeping his place on the UET Board and also, apparently, is going to accept a Directorship on the IEEE Board. However, he will be completely out of GE come the end of this year.

I had lunch with Hickernell today and he was doing a lot of talking about his retirement plans. I don't think that will happen within two years, but nevertheless he is talking about it. It seems as though all of my friends are either retired or planning on it. I guess I ought to give it some serious thought myself. It is only a matter of four years after January, 1963 - provided I can hold on to a job in this new organization that long. I have no idea what kind of a job they will have for me, if any.

Adaline joins me in best wishes to you and Mildred and hope that you may long enjoy all 360° of your horizon and that the stars may continue to shine brightly over your happy home.

Sincerely yours,

Route 6, Box 602

Tucson, Arizona

July 21, 1962.

Dear Nelson:

I assume that if you received our change of address card, you deduced that at long last our new home is finished and we have moved in. We have a street address, 9102 N. Riviera Dr., but we are really $6\frac{1}{2}$ mi. outside the city limits and while the Tucson Post Office delivers the mail, they do not give door-to-door service in an area as thinly built as this (64 lots of 1-acre or more each, and only 3 houses finished, with 2 more nearing completion) so we have a box about $\frac{1}{4}$ mi or less from the house, on the main road, in this case U.S. 80.

For nearly two months I have been a little under the weather and only during the last week to ten days been feeling anything like well. It started with what

was subsequently diagnosed as a ~~old~~ recurrence of my amoebic dysentery. The doctors back east told me on a few similar occasions that I had no amoebae left in me, but that my bout with them years ago had left me with rather sensitive intestines, which occasionally gave a little trouble. The internist here who is reputed to be about the best of many in town listened gravely to this and said that if it was all the same to me he would like his laboratory to have a look. So they had a look and reported finding amoebae. The Doc said he knew of many experiences like mine, especially in cases where the initial treatment had not been continued long enough (mine was for only 1 week about 10 years ago). So he has been feeding me pills of two different kinds (one kind at a time) for over six weeks and this will continue for 1 more week. Then I am to wait a month and then his lab will have another look.

Two weeks after the rather mild amoebiasis appeared things really became interesting when I got the first headache I have had in many years. And this one

was a lulu, in both front and back of the head and was with me day and night for over a month. Because of my sinus history, the Doc prescribed first one anti-biotic and then another for a couple of weeks but these did no good. Aspirin several times a day helped some. Meanwhile he sent me to an eye specialist with the request that he not only look for eye trouble, but also by examination of the optic nerves look for signs of brain tumor. This man gave me a clean bill of health but I still had the headache which, after the first few days had brought along a friend in the form of a 100° temp. I had also had my neck X-rayed and this showed the usual amount of arthritis in a young fellow my age. The Doc prescribed neck-stretching physiotherapy for this, but after three sessions I could see this was helping nothing so with his consent I discontinued these in spite of the fact that the therapist is a cute red-headed doll. Then he sent me to an ear-nose and throat man and with me sent sinus X-rays taken in his X-Ray dept. (He is one of the senior members of a group of about 20 MDs in various fields who operate a large clinic here with all facilities included).

After a Thursday visit and a Friday visit to this guy, I woke up Saturday morning $6\frac{1}{3}$ with a temp. of $97\frac{1}{2}$ and no headache. And a good job that was because that was the day I was the featured speaker at lunch at the annual meeting of the Arizona Society of Prof. Engs.

My temp. has not since that day been as low as $97\frac{1}{2}$ but neither has it gone above 99.2 and such headaches as I have had have been slight. Usually my temp. runs just about "normal" 98.6 I had daily treatments and shots in the arm for about 3 weeks and now am on a 3-a-week schedule.

Early in the game this man took swabs which were cultured and identified as "Laemmlytic staphylococcus aureus." The bugs were then tested for sensitivity to various antibiotics and the lab. furnished a list of 3 found most effective. The Doc selected albamycin and put me on four big capsules per day. The other day he reduced this to three. I am feeling almost like a

human being again. Oh yes I forgot to mention that during the diagnostic period the internist told me to have my dentist make a full set of root X-rays to look for any infection. This turned out negative.

Our artist here is a young fellow named Roy Whitacre who told me his father was an E.E. and studied at Ames, Iowa!

We moved in here on June 29 but my feeling low slowed up our getting settled somewhat. Now, however, we are beginning to feel at home. There were lots of little things to buy which we had not kept when we were cleaning out the house in Glen Ridge. Nearly all of these have now been acquired as well as new guest room furniture, which was delivered the other day. The night stand was scratched and we are now waiting for a replacement. Our furniture stood the trip well from the storage warehouse in Elizabeth, N.J. with only four items damaged. I have filed a claim with the mover for the cost of repairs (totaling about \$50) ~~as~~ as we paid for insurance.

The weather has been warm but our central cooling system has kept the house comfortable. The summer rains have just started, about 10 days late. So far they have not amounted to much.

I am not going to say I did not get my Eln. Egg for July but I cannot find it and do not remember seeing it. Could that be the reason I have no news at

all about the progress of the merger? I merely assume it was approved by our members. How did the IRE members vote? Have any more detailed plans been crystallized regarding the combined operations, publications, etc.? Is everybody happy? Any information you can give me will be appreciated.

What are the chances of you and Adeline getting out this way? We would certainly love to have you visit with us. The views from our house around about 315° of the compass are grand. Several mountain ranges in various directions, one real close in our rear, and views for about 40 miles down two broad flat-floored valleys are really worth seeing. We are shut off from a view of the city to the south by a low buttress from the mountains behind us, which accounts for the missing 50° or so of the compass. That makes for brighter stars and more of them. Three times within about the last week we have sat out on our back porch and watched satellite "Echo" go over. We watched it practically from horizon to horizon. It really moves fast!

Best regards from both of us to both of you!

As ever

Walter

Route 6, Box 602
Tucson, Ariz. 7/13/62.

Dear Dick:

Our house was custom built to my plans and specifications, and it took just three months! That does seem fast as the one we had built in Glen Ridge N.J. in 1937 took seven months. But this is smaller, built on a slab with no cellar, and all on one level. Furthermore, we had sunshine for the entire three months and as my builder has the best possible reputation with supplying houses and sub-contractors, nobody held the job up for 5 minutes!

Your letter was the first information I have received about the merger in a very long time. I have been somewhat under the weather (since trouble) for about two months, and have not had much correspondence. Now I am feeling pretty well again and just yesterday wrote Nelson asking for news. Your letter gave me all the answers to my questions.

I feel about as you do regarding the merger. People like Russ Clark and Hendley Blackburn are no match for the IRE team. We've been took! I do not

expect this marriage to last. The IRE people will soon be in control and soon thereafter we shall find we've merely joined IRE. In a few years the power people will feel as the radio people did about AIEE 50 years ago. Then we shall see a new society "The Institute of Electric Power Engineers" or what not. And in this way, the IRE will have replaced AIEE as a founder society at AIEE expense, and the AIEE will be an "upstart" on the outside looking in. Shades of Charlie Scott! I am amazed that people can be so short sighted. Or maybe they are merely ambitious.

We are enjoying the Arizona climate and our new house very much. You speak of looking forward to escaping Thatcher and N.Y. taxes, snow, and humidity. Here we have somewhat lower real estate taxes, I believe (I have yet to see my first bill) but have 3% state sales tax (+1% if you are in Tucson, which we are not) and state income tax. No snow! As for humidity this is the start of the rainy season, and the early morning rel. humid. runs 60%. By late afternoon this has dropped to 25%. Most of the year it runs 10-15%. Come and see us!

Regards

Thatcher

Hickernell

April 6, 1962

Dr. L. F. Hickernell
Anaconda Wire & Cable Co.
Hastings-on-Hudson 6, New York

OLD TRANSACTIONS

Dear Hick:

I have in my office now a paper bound set of Transactions from Volume 1 to Volume 10 as announced here in the enclosed circular from the Johnson Reprint Corporation. It is a remarkably good job.

If I was spending this much money, I would spend the additional for the cloth bound set, but the paper bound set is really very good looking and the print is perfectly wonderful. I think you will be pleased to see how the job turned out.

Cordially yours,

NSH:amd

N. S. Hibshman
Executive Secretary

Hickernell

March 21, 1962

Dr. L. F. Hickernell
Anaconda Wire & Cable Co.
Hastings-on-Hudson 6, New York

CONSTITUTION

Dear Hick:

I believe you told me that I neglected to send you a copy of the draft of the Constitution of IEEE which I wrote. Apparently, it was no good because it was completely ignored by everyone to whom it was given. However, it has the merit of being the only draft in which any effort was made to avoid simply copying the wording of the Constitution of the other constituent society.

Incidentally, here you will find the preamble which precipitated the discussion at the last joint Board meeting about preambles. This one was read to the two Boards and found unsatisfactory by Legal Counsel for IRE who said that it is extremely important that the concept of AIEE being a continuing corporation must be preserved in all documents. I notice, of course, that I referred to the two organizations being amalgamated which, of course, is not a good word. So, the lawyer proceeded to fix it up, and he fixed it so well that IRE could not accept it.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:amd

Encl.

P.S.: The enclosed draft of the Constitution was written by the GE lawyer with only a few changes of phrases by myself. NSH

Hickernell

March 19, 1962

Dr. L. F. Hickernell
Anaconda Wire & Cable Co.
Hastings-on-Hudson 6, New York

VIVA ITALIA

Dear Hick:

These affairs have been going on for some years, I believe. I was invited once or twice, but was never able to go. As an alumnus, you should find it interesting. If you are wondering about the size of the contribution expected, I don't know. My only suggestion would be to go to the party, if you can, and see if you can get a hint that way. In the meantime, I will see if I can pick up some idea for you. After all, I guess I got you into this. I hope we don't regret it.

I have several thoughts about this whole situation:

- 1) Ernst is probably the No. 1 educator around New York and he is all electrical.
- 2) Our Volta Scholarship fund is petering out. BPI has a Volta Fellow this year. Pirelli should do something about this. Osborne has talked about raising money for Volta Scholarships for years, but nothing has happened. Maybe the whole idea could be transferred to BPI with a Pirelli endowment. After all, BPI has been an outstanding center for high polymer research, and I suspect that could be related to cables.
- 3) Anaconda was willing at one time to give AIEE a Hickernell Medal. Maybe a Hickernell Scholarship or Fellowship or prize at BPI would serve a good purpose.
- 4) After all, isn't there more cable in use and in prospect in New York than anywhere else? Why not develop some research at BPI which in turn might develop some of the cable engineers needed. Maybe this is a project for IPCEA.

What I am reaching for is a way to enhance your status as a BPI alumnus, but at the expense of the IRS and the cable business rather than your own.

Cordially yours,

NSH:amd

N. S. Hishman
Executive Secretary

Encl.

Hickernell

February 16, 1962

Dr. L. F. Hickernell
Anaconda Wire & Cable Co.
Hastings-on-Hudson 6, New York

NATIONAL ELECTRICAL WEEK

Dear Hick:

I am enclosing here some material that has accumulated in our files relative to the 1962 "National Electrical Week".

Included is a program for the luncheon at the Astor yesterday given by the Electrical League of New York Incorporated. They had the Ballroom of the Astor Hotel full of contractors, appliance dealers, utility men and others interested in the sale of appliances, equipment, and energy. A good deal of attention was paid to the commissioners of the fire department and the department of water supply, gas and electricity, of the city. The main address was given by Homer L. Travis, Vice-President, Kelvinator Division, American Motors Corporation, who is currently the President of NEMA. The theme of his talk was better salesmanship emphasizing quality and service rather than price. He quoted a lot of statistics showing the decline in profits in this field and the big opportunities for future business if it is properly approached. He made a great point of the number of homes and other buildings that need re-wiring and should be buying electrical appliances rather than spending their money some other way.

After this luncheon I went over to an appointment with Mr. Linder and told him something about it. His comment was, "These fellows never seem to learn". I guess he inferred that there was something dangerous about talking against price cutting, but I wouldn't know about such things.

Incidentally, I must admit that the turnout for your inspection trip on January 31 was not very impressive from your standpoint. I am afraid you will have to charge it off to "education".

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:amd

Encl.

Hickernell

January 21, 1962

Dr. L. F. Hickernell
Anaconda Wire & Cable Co.
Hastings-on-Hudson 6, New York

MISCELLANEA

Dear Hick:

This Sunday afternoon I have been shuffling papers to make up a book for the Board Meeting a week from next Friday. I have no idea what will actually be taken up and what will be passed over when the meeting takes place. There is only one topic worth talking about. I have no idea what will be offered for discussion. The Forum on Wednesday evening will, no doubt, suggest some points needing consideration. The way things stand right now, I expect that the meeting yesterday in Dallas may shed some light on the next steps.

I was asked to tell our lawyer to get in touch with the IRE lawyer and be prepared to advise on the following: 1) What does the membership have to vote on; the Constitution, agreement of merger, Certificate of Incorporation? Do they have to accept the Bylaws? (Off-hand, Presant says not, if the Constitution defines the Bylaws as being in the hands of the Board.) 2) Can the AIEE charter or certificate be amended to serve as the consolidated charter? (This is taken as a very generous gesture from the junior body to the senior.) 3) Can a 16-Man Committee (four more from each Institute) proceed to prepare these documents and otherwise implement the merger by nominating the original officers, hiring the General Manager, and generally getting things set to commence business on the first of January 1963? I assume that the election of the original officers would be included in the membership vote that adopts the Constitution.

As to this vote, the lawyers now agree that it should be in the form of a membership meeting (ours in June, I assume) with proxies. This will require only two-thirds of those voting in person at the meeting or by proxy. The February 15 deadline for Constitution amendments is said not to apply in consolidation proceedings.

The lawyers are also to report on the best way to conduct business after the consolidation. That is; by letter ballot, or by assembly. I can read in the law that the assembly is the right way for any corporation, but I haven't found the place that says the assembly may be of 17 delegates. That must be legal, because I know that IRE has been very careful about these things.

1/21/62

I am told that there is now, as a result of pleas by Cullen Pearce and others, a disposition to insert subregions called "Districts" headed by appointees of the Regional Directors. There is also to be a Sections Committee and a Student Branches Committee. These I could well do without. In fact, I rather welcome the idea of fewer committees. In the past week, I have had calls or visits from quite a number trying to throw together something to report at the Winter Meeting. From the staff viewpoint, there is something to be said for the centralized operation especially in the administrative, or housekeeping, area. Participation in the technical areas is what is really needed.

CLUBS AND RUSSIANS - Sometimes I buy an evening paper for homeward-bound subway reading. Now and again I run across something interesting. The enclosed clippings represent two such. Sooner or later I suppose the Engineers' Club will get into the news. There will be firms that will claim unfair competition or restraint of trade because they can't get their salesmen in. That should give Bobby something to take hold of.

BUILDING - I agree that a school might make as good use of the old building as any type of organization that I can imagine. In fact, they could buy 33 West 39th and the 39th Street end of the club at the same time. Then there would be no problem of the wall. I believe the UN group I told you about had some such idea. I know that the Club's plans would fit in with that, too. I have the impression that the RCA Institute has moved since I was last in their place. I agree, what I saw was not attractive. However, as I told you, they have to make a profit and they may not be able to justify anything fancy. As for the other one on 70th Street, I never heard of it. It appears to be one of the new state colleges. If the push for education is going to be as advertised, there should be more new schools starting up and more expansion of old ones. The location of the old building would be good - especially for adult evening education purposes.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:amd

Encl.

ANACONDA WIRE AND CABLE COMPANY



HASTINGS-ON-HUDSON, 6
NEW YORK

VICE PRESIDENT-ENGINEERING

ENGINEERING SOCIETIES BUILDING
Disposition

January 15, 1962

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

Supplementing my letter of 12/26/61, attached are 2 clippings from the New York Times (courtesy of Miss Auld), 1/8/62:

RCA Institutes, Inc.

If it is "A Service of Radio Corporation of America", it apparently is supported, if not controlled, by it?

N.Y. Institute of Technology

First I ever heard of this outfit. Any idea of its resources? Ever seen 135 W 70th St.?

Cordially,

L. F. Hickernell

aa

Re your letter of 1/15/62 to Past-Presidents asking what we have seen and heard so far about the proposed merger.

All that I have seen or heard has been disquieting. What I had seen in addition to the material enclosed with your letter were news releases, principally reports in ELECTRONIC NEWS of interviews with or speeches by IRE Presidents L. V. Berkner and P. E. Haggerty. Public announcements of the proposed merger last fall contained many inaccuracies all of which happened to be in IRE's favor. In the 1/15/62 issue of EN, Haggerty outlined the principal items in the proposed Constitution. Making public these provisions prior to action on them by the Boards of Directors of AIEE and IRE was entirely out of order, in my opinion.

What I have heard are comments by disturbed AIEE members. These complaints in assense may be summarized in a single sentence:

This is not a merger, it is absorption of AIEE by IRE.

Until now, I have followed the traditional role of a passive Past-President with regard to these comments; but I do share the concern of the members who void them. A merger by choice rather than by force of circumstances can be expected to be advantageous to both participants. However, I have waited in vain for evidence that AIEE members interests are being well cared for in the negotiations. The proposed Constitution and Bylaws, Revision I, 1/2/62, does not allay my apprehension.

The Constitution is practically word for word IRE's current Constitution. The Bylaws are the modus operandi of the present IRE organization. Neither document reflects the philosophy of improvements made in AIEE operations during the last decade many of which were the result of study and recommendations by Stevenson, Jordan and Harrison, Management Consultants.

If a departmental organization is desirable for a society of 50,000 members, it should be imperative for one of 150,000 members. While I can take exception to paragraph after paragraph in the proposed Constitution and Bylaws, for the sake of brevity, I shall confine myself to two examples:

Board of Directors: Attached is a table showing the composition of the proposed Board, and by whom each group of Directors would be nominated and elected. Of a total of twenty-five, seventeen members and all the officers are nominated by the Board members. A selfperpetuating body, if ever I heard of one.

Regional Directors: The U.S., its possessions, Canada and Mexico would be divided into seven Regions. The rest of the world Region 8, according to the Bylaw 101.1.

A principle source of AIEE's strength is its Section and District organization. In 1921, when Districts were first formed, the USA, Canada, and Mexico were divided into ten Districts. At the time, there were 42 Sections, 65 Branches, and 13,215 members. By 1951, when there were 89 Sections, 54 Subsections, 132 Branches, and 38,058 members, it had become evident that there were too many units for a District Vice-President to visit and also earn his bread and butter. A study initiated in September 1952 led eventually to our present 15 Districts. (119 Sections, 77 Subsections, 277 Technical Groups, 167 Branches, and 56,473 members).

To adopt the proposed seven Regions (replacing our 15 Districts) would be to turn back the clock 40 years. Obviously, the proposal does not envision annual, or even biennial, visits to the Sections by the Regional Director who would replace our District Vice-President. To me, this would be a serious shortcoming.

Summary: Has AIEE once again been outmaneuvered in having agreed to something "in principle", the "details" to follow. Obviously, the IRE Board will act favorably on the proposed Constitution and Bylaws since it essentially is what they have now. If the AIEE Board does not accept the documents, they will be the bad guys who upset the merger.

Nevertheless, having in mind what I believe to be the best interests of the present members of AIEE and the profession in general, it called upon to accept these proposed documents 1) if I were a member of the 1961-62 Board, I would vote a loud "NO"; 2) As an individual member, I would mark the ballot with a silent "NO".

My recommendation is that the approval of the proposed Constitution and Bylaws be tabled at the Board meeting on February 2nd, and that our Representatives be instructed to submit documents which incorporate the best features in both organizations.

Hickernell

January 15, 1962

Dr. L. F. Hickernell
Anaconda Wire & Cable Co.
Hastings-on-Hudson 6, New York

MERGER AND STUFF

Dear Hick:

Enclosed here is some material which is being sent to all of the Past-Presidents - except Elmer Housley, who died January 10 in Fort Lauderdale, Florida, and was buried January 13 at Maryville, Tennessee.

Much of this stuff, I guess, you have already received, but there might be something new in it.

Harold Osborne was in my office Friday morning to discuss his assignment to work on the Two-Man Committee along with Dr. McFarlan on International Relations. Dr. Osborne is aware of a difference in policy between the two organizations in this respect. All indications point to the intention of IRE to expand aggressively into foreign countries. They sent an exploratory delegation to Europe last summer to test out the attitudes of the engineering societies of various countries in Europe relative to the formation of IRE Sections. I saw some correspondence which indicates that, while the first moves will be on the basis of "by your leave", they intend to recruit members aggressively to develop strong Sections. On the other hand, AIEE has not attempted to move in. As a matter of fact, this might be simply lack of energy on our part, but I am sure there is in the records of the Board of Directors a definite policy against the aggressive promotion of foreign memberships and particularly foreign Sections. We set up "overseas chapters" but did nothing more about it. As members of EUSEC, we are pledged to avoid the establishment of activities in the countries of EUSEC members without their specific approval and cooperation. On the other hand, in the "underdeveloped countries" I think AIEE has a good deal more to offer than IRE. What those parts of the world need is power and industry and basic communications. They certainly don't need the highly refined and "sophisticated" type of electronics to that IRE purveys.

I think you will be interested in the enclosed pages (not sent to other Past-Presidents) from the minutes of a recent meeting of the ASME Council. While this is not the report of their management consultants, it does list most of the recommendations made. It seems unlikely that ASME will adopt a much bigger percentage of their recommendations than did AIEE. Some of it is obviously irrelevant. Those members of ASME who were interviewed and who apparently demanded a restyling and modernization of the monthly magazine MECHANICAL ENGINEERING have obviously not looked inside the book for the last year and a half.

1/15/62

Another item that I am slipping into your envelope is the Blackmon-Weber grouping of AIEE Technical Committees and IRE Professional Groups into five Divisions. It seems to me that publications of the transactions type built around these five Divisions might make a good deal of sense. Perhaps some of them could be monthly, some bi-monthly, some quarterly. I really don't see much sense in carrying on both ELECTRICAL ENGINEERING and the IRE PROCEEDINGS as monthly magazines to be sent to all members of the consolidated organization. I sometimes think that all the talk about setting up a new organization is not bearing much fruit. It looks as though the intention is to continue IRE just as appears and permit a few of the AIEE activities and publications to continue in parallel until they can be chucked off.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:amd

Encl.

Hickernell

January 8, 1962
(Dictated 1/7/62)

Dr. L. F. Hickernell
Anaconda Wire & Cable Co.
Hastings-on-Hudson 6, New York

GOSSIP

Dear Hick:

It has been a long time since I have sat back of a Sunday afternoon and summarized for your sympathetic eye what has been going on in my office.

The fact is, at the moment, I don't know what is going on. The Eight-Man Committee is supposed to be in session today at the Waldorf Astoria. Warren Chase was supposed to arrive in town yesterday afternoon around five o'clock. I made a trip up to the Barkley Hotel with some last-minute stuff and his mail and left it there for him. However, the weather being what it was yesterday, I don't know whether the Eight-Man Committee got to New York. It is now 5:00 P.M. on Sunday, and I have heard nothing from Warren. I begin to suspect that the meeting may have been called off.

The purpose of the Eight-Man Committee meeting scheduled for today was an interim program to take care of the transition to follow the decision for merger. In so far as I have any information, matters stand about as follows:

Constitution and Bylaws - On Friday last, we finally mailed out the minutes of the December 14 meeting of the Executive Committee. We just received the revised Constitution and Bylaws from Texas on January 3. We received one copy which we then recopied and had bound up as a 16-page pamphlet. I am not sure whether the girls mailed you a copy on Friday or not. If not, you will find a copy enclosed. There is no important change evident in this revised edition. A Student Branches Committee has been added, but that is about as much of a concession as I can see to the AIEE organization. As far as I am concerned, that is the one thing they could leave out. The talk had been that there was to be a delegation of the management of Student Branches to the Regions and Sections. I don't see that that has particularly been the case, and now we have the Student Branches Committee back in which opens the way for a continuation of the professor's lobby. Of course, this is all still very tentative. I hope particularly that careful consideration is given to the matter of publications and the organization of the technical work.

Publications - What appears in the C&B is certainly not the recommendation of the Two-Man Committee on this subject. Nobody that I have talked with feels that the continuation of the "Proceedings" as a monthly technical magazine is justified. The original idea was that there should be one monthly magazine of the type of "ELECTRICAL ENGINEERING" and that the technical material should be organized in four or five publications of the "Bimonthly" type. This would fit very well with the technical activities organization that Blackmon and Weber had planned.

Professional Technical Groups and Technical Committees - Blackmon and Weber have outlined a plan for assembling the Professional Groups and Technical Committees into five areas around which conventions and publications could be designed. It was assumed that a good many of the Professional Groups and AIEE Technical Committees could be fitted into these five categories eventually. In some areas, such as "communications", it was thought that it could be accomplished very quickly while in other areas, such as Power where there is practically no overlapping, the transition might be somewhat slower. In any event, there is no indication that such an arrangement is contemplated by the writer of the Constitution and Bylaws. It may be that another revision will come out of today's meeting, if indeed, there was one.

WGM Forum - If you did not receive a copy, I am also enclosing herewith the announcement of the turning over of the Technical Committee Chairmen's Forum to a "Town Meeting" on the merger. As you see, this is going to be a full-dress affair. One of the things that is bound to be discussed at this meeting is the arrangement of technical activities and their organization. If this version of the Constitution and Bylaws is to serve as a basis for discussion at that time, it will not convey anything except the present IRE organization - which, of course, is typical of the whole trend in the merger plans.

The Vote - So far as I know, it has not been decided whether it will be necessary to get a favorable vote of two-thirds of the total voting membership of the two organizations. As you probably know, there is an alternative in the state law which, for organizations over 500 membership, appears to provide that there can be an assembled meeting with proxies which, if properly announced and conducted, can make such a decision on the basis of a two-thirds majority of those present in person or by proxy. This could, no doubt, be managed. It is the way we amended our Charter at Montreal. There is a great deal of doubt that we can get a two-thirds favorable vote by the ordinary mail-ballot method. If we got a 75% response and 10% negative votes, that would be that.

General Manager - I have been asked for suggestions for this position which I find described in these Constitution and Bylaws Sections in such a way as to appear to be not particularly different from the office of the Executive Secretary as understood in most of the Founder Societies. It is my belief that a General Manager of a membership organization is in quite a different position from the General Manager of a trade association. His influence and authority have to be exercised internally. He cannot be the "spokesman" for the organization. The necessary authority and responsibility and influence is often exercised within the confines of such a job - especially if the financial income from sources other than dues is sufficient to operate with a comfortable margin. The societies that have had dominant General Managers have usually inherited them from a prior proprietary situation where

the individual actually started the society as an adjunct to his publishing or exposition business. We have several that came through that route. They have had a difficult time getting rid of the Founder-General Manager, but they have all found it necessary to do so.

I have been requested (unofficially, of course) to make suggestions. I don't know him personally. I may have met him. I am impressed with the record, however, of the man with whom you made the first contacts that led to this whole thing. I have in mind Don Fink whose publishing experience should be very valuable and whose management experience has been in the technical field. As I read the newspapers, he could be a merger casualty himself. What would be your opinion? Speaking of casualties, George Bailey fell down one of those marble staircases of his and broke his arm recently. After the IRE Board meetings and the like Monday and Tuesday of next week he has promised to come over and visit our office. I hope he is favorably impressed. I have a sort of a feeling that as far as the present staff is concerned we could probably squeeze them all into the available $4\frac{1}{2}$ floors - particularly if we were to take loft space for some of our storage. However, I guess there is no chance of that for a while, anyway. I am troubled about the prospects of putting the two office operations together in a short while. We are committed to IBM, and IRE has an entirely different system and is going deeper into it right now by taking on Burroughs equipment to the tune of \$60,000 a year with commitments for the next two years.

Translation Trouble - The sale of subscriptions for our Russian translations is doing very well. We are running considerably ahead of our anticipated sales in spite of the competition from the unsuccessful contractor who has done almost everything possible to embarrass and harass us. I think you know that he is bringing a suit against us which has opened with a petition for a temporary injunction to restrain us from doing a lot of things that we never did nor intended to do. In that respect, we are in the good company of the General Electric Company who are being threatened with similar injunctions by Brother Bobby. I think we have put up a strong defense and our lawyers assure us that there is no chance of his getting the injunction. However, when the lawyers talk so confidentially, I get even more scared than I was. However, we did collect a good deal of material, much of it should be quite embarrassing to him. In fact, our lawyers have reported that his lawyers don't want to proceed with the case in the light of the material that we have produced, and they have asked for a two week delay during which they hope to persuade their client to drop the whole thing. It seems that he has suffered a personal misfortune in the injury of his son - in an automobile accident, I suppose - and is hard to reach at this time. The firm handling his legal business in this instance had indicated that, if he insists on going ahead, they may drop out. Any ordinary reasonable businessman would certainly drop the thing. However, this man is neither ordinary nor reasonable. Now we are being asked to consider taking on the translation and publishing of certain Japanese journals originating with the Institute of Electrical Engineers of Japan and the Institute of Communication Electrical Engineers of Japan. These are official publications of friendly groups which we would arrange for through regular channels of copyrights and so forth with the report of the National Science Foundation. This is a good deal more attractive way to proceed, and there might be a little money and prestige in it for us without all of the headaches, if we can get capable people to do it. As I understand it, the

Japanese want to do their own translating and then we would have the editing and printing and distribution to do here. I imagine the editor would have quite a job smothering out the Japanese translations. Actually, I am told that translating should be done by people whose native tongue is the ultimate one in which the stuff is to appear.

IPCEA - Since agreeing with the current President of the association to proceed on the basis of the original letter of understanding, I have not heard anything about this project. Charlie Rich was told to proceed. However, with lawyers, Exposition managers, merger committeemen, foreign visitors, and an assorted lot of officers and others buzzing around here, I have not checked to see how this is coming along. I will have to ask Charlie about it tomorrow.

Advertising - Charlie has his troubles; or should I say his share of my troubles, with the advertising income away down. To avoid upsetting the appiecart completely, I am going to wait until after the Winter General Meeting and the Exposition to reduce staff in this area. I find that we have as many people involved here as we had when we were doing considerably more than twice as much business in advertising. I have the feeling that right now, no matter how much we spend, we are not going to sell a great deal more advertising in ELECTRICAL ENGINEERING. We are third or fourth on most agency lists. When they cut expenses we always go. There is no great point in spending money on the prospects of getting any returns or the way they are at the present time. We retired one of the salesmen last week. I think we will drop our agency, and probably some of the people in this department. It is about the only place that I can reduce personnel. There is no use in reducing the text material in ELECTRICAL ENGINEERING below the present level, because it would take us off of the WEBD press and jump the cost of printing far beyond any savings involved. We are committed two pages of Transactions. This business of allotting quotas to various committees to my mind is extremely wasteful. Some of them have nothing in the world to say, but they feel obliged to solicit papers to fill the quota. I wish we could get away from the whole business of having meetings at stated times and places and feeling obliged to solicit papers to make a program. The trouble is that you have to make your arrangements with the hotels years in advance. It is virtually impossible to discover today that some extremely interesting new thing has been developed and schedule a meeting a month or two from now to hear about it. Even the so called Special Technical Conferences have to be planned much longer than that in advance, before knowing just what there will be to talk about. Chuck Savage gave an interesting paper before the last meeting of the Board of Directors of EJC on this general subject of planning meetings. I wish that it were possible to have the time and the skill to work out some wholly new approach to this whole business before this merger becomes settled.

Exposition - We just about had the scheduled space sold at the Exposition when we announced this business about the merger and immediately began to receive cancellations. I would also say that the anticipated increase in advertising melted away pretty quickly too after the announcement of the exploration of the merger. I am not able to understand exactly the whole connection. However, I do know very definitely that our lack in the sale of exposition space was related to the position taken by NEMA. I have seen some letters to

1/8/62

our Exposition, and I can certainly see that NEMA was no help, to put it very mildly. This, together with their effort to push AIEE out of the standards business, adds up to an extremely unfriendly attitude and inclines me to embrace the idea of merger with the prospect of forming a much broader industrial basis of membership and support.

Christmas - I hope that you and Estell had a good Christmas and a restful holiday. Adaline and I rushed up to Syracuse on Saturday and spent Sunday with the children and immediately drove back to New York on Monday, Christmas day. The trip was relatively uneventful and the visit pleasant. Except for perhaps ten miles in the neighborhood of Amsterdam, New York, the road was practically clear and the going smooth. In fact, the impression that there were practically no state police on duty that day led to very close to a record fit from Syracuse to New York.

Papers - I continue to appreciate and enjoy your generous practice of forwarding your Wall Street Journals and the Electronic News to me. I am convinced that the WSJ is the best newspaper in the country. If we could manage to make ELECTRICAL ENGINEERING cover its field as well and as interestingly, I don't believe we would have much trouble selling advertising; or what comes first, getting our members to read it.

Let me know next time you come to town. I will try to keep the office clear of other visitors. - 'Taint easy.

Cordially yours,

NSH:amd
amd

Encl.

N. S. Hibshman
Executive Secretary

12/17/61

MEC: OK

Send

Cheapest way to go.

send. Also send

Pres. Xmas Card.

sent

12/19/61

REFE		GE TO	ANACONDA WIRE & CABLE CO.		FILE _____
CORRESPONDENCE		ADVERTISEMENT	ENGINEERING	 HASTINGS-ON HUDSON, N.Y.	MEMO BY _____ DATE _____
MEMORANDUM		PUBLICATION	DEPARTMENT		FOLLOW _____ DATE _____
DISCUSSION		TECH PAPER	MEMORANDUM		REFERENCE BY _____
TELEPHONE		PERIODICAL			TO _____ DATE _____
MEETING		BOOK			
REPORT					

SUBJECT _____

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| | FARNSWORTH | |
| | THOMPSON | |
| | CASEY | |
| | CARTER | |
| | HICKERNELL | |
| | FILE | |

In his letter of 11/26/61, Ted Saylor says:

"I now get EW regularly - 6 weeks late, of course - but I surely enjoy it. Read all the advertisements now - all of them!

I could use an AZEE Directory very
nicely - slow mail - of course. And
my best regards to Nelson - I think
of him quite often in his "ivory tower".

Can you send him a Directory?

Hydrobi

E. V. Sayles
Harza Eng. Co. Intl.
Box 267
Lahore, West Pakistan

L F Hickernell

October 24, 1961

Dr. L. F. Hickernell
Anaconda Wire & Cable Co.
Hastings-on-Hudson 6, N.Y.

PICTURE

Dear Hick:

Here is the inscription printed on the 4"x20" board that used to hang below the frame of the picture in the old Board room.

Our authority on art has not indicated just how much can be accommodated on the new frame, but he indicated that it should be cut down to a very minimum. I would appreciate your suggestion as to what that acceptable minimum might be.

Cordially yours,

NSH:amd

N. S. Hibshman
Executive Secretary

Encl.

LFH

L. F. Hickman

ANACONDA WIRE AND CABLE COMPANY



OFFICE OF
VICE PRESIDENT-ENGINEERING

HASTINGS-ON-HUDSON, 6
NEW YORK

CABLE ENGINEERING.....
EE, Oct 1961, pp 745-53

October 10, 1961

Mr. C. S. Rich, Editor & Manager of Publications
American Institute of Electrical Engineers

Dear Charlie:

Received my copy of EE, Monday, October 9th. In general, I think the new format is an improvement. Naturally, some features do not appeal to me; for example:

- 1.. No provision for tertiary (running) headings
- 2.. Tables take up too much space (We used Tables 1, 2 & 3 only to save space. Actually, I think our original text was shorter!)

I am sorry the length exceeded my original estimate; even so, we cut the manuscript more than 50%. However, since it did run almost 9 pages, I am sorry I cut out one of the figures which could have been used instead of the filler photo on p 753. Apparently our space estimate based on the old format was not very accurate.

A hurried reading discloses only 2 typos so far:

- 1) p 751, col 2, ¶4, "necessary" should be "unnecessary".
- 2) p 753, col 1, Ref 6, "Basset" (2nd time) should be "Bassett".

I would be interested in the results of the readership survey, if one is conducted.

Sincerely,

Hick

cc: Mr. N. S. Hibshman

aa

ANACONDA WIRE & CABLE CO.
TIME SAVER MEMO

TO:

Miss Clark

FROM: Hickernell

The attached papers are referred to you for the purpose checked below.

- ☒ FOR YOUR INFORMATION
- ☒ WHAT DO YOU SUGGEST?
- ☒ PLEASE NOTE AND FILE
- ☒ PLEASE TAKE CARE OF THIS
- ☒ PLEASE ANSWER, SENDING ME COPY
- ☒ PREPARE REPLY FOR MY SIGNATURE
- ☒ PLEASE INVESTIGATE AND REPORT FINDINGS
- ☒ TAKE UP WITH _____
- ☒ PLEASE NOTE AND RETURN
- ☒ FOR YOUR OK AND/OR COMMENTS

REMARKS —

Thanks. Now that I am not on the B/D I guess we can discontinue this practice of a copy for home. #8/10

4/10/61

Mr. Hickernell:

It seems to me that at one time you requested that we send you two copies of the BofD minutes - one for your home files and one for the office. I think we have been neglecting to do thatso here is a second copy of the Ex.Com, minutes 1/27/61 and BofD minutes 2/3/61. If you want a second copy of previous minutes, please let me know.

Mary E. Clarke

Hickernell

August 1, 1961

Dr. L. F. Hickernell
Anaconda Wire & Cable Co.
Hastings-on-Hudson 6, N.Y.

EDUCATION AND STUFF

Dear Hick:

I have just returned this Monday evening, July 31, after a weekend with the grandchildren in Syracuse. We drove up there on Friday and back again. today. It is always an interesting experience; the young folks are now 7½ years old and rapidly developing into human beings with all of the complexities that implies. It is always amazing to get a little glimpse into what goes on inside their innocent looking heads, and to realize how little one really understands them. It seems to me they have everything. They have a suburban home with a big yard and bicycles and two little cars - one for father to go to work and one for mother to do the shopping and take them to the private park with a big swimming pond and all of the accessories. They are healthy and tanned and sophisticated (for their years) and, I am afraid, a little bored. God knows, they can't afford what they have, but they don't know it and all of us are carrying on what might be called a conspiracy to protect them from the facts. I hope that we can continue the charade for ten or a dozen or more years until they can get through college and have a chance at earning what they are accustomed to.

All of this is by way of assuring you that I am fully conscious of the superficialities of American education, a small segment of which is illuminated by the comments contained in your memorandum of July 26 and the attached correspondence which I find here on my return from Syracuse. Engineering education is only one segment of it and probably not the worse. As a product and as a perpetrator of the system, I am perhaps as conscious as anyone of its limitations. I, too, can tell stories of an electrical engineering student finding his notebook and laboratory records corresponding exactly with those of his father who took the course before him. We had instances of a student turning in his father's laboratory reports with only the date and the name changed and receiving the same grades that his father got on the same documents. I don't know whether this has all changed greatly in the last ten years or not. I hear a good deal of talk that indicates that it may have, but I am thoroughly familiar with the gap that exists between the speeches made before ASEE and the actual practice and performance on the typical American engineering college campus. If the professors I meet in ASEE are at all representative, I have my doubts. The brighter ones are absorbed in their research work, and I doubt that the undergraduate student, at least, ever sees much of them.

I sometimes doubt if engineering, as such, can be taught to undergraduates. I wonder if we should not be content to teach mathematics and physics, English, and history to the 17 and 21 year-old. I wonder if engineering, as such, may not have to be learned on the job, with such formal instruction as the employer in cooperation with the neighboring university and the professional society can provide.

I wonder if your friend and mentor, Dr. Bush, is not right when he says that engineers are so rapidly absorbed into management that the profession of engineering itself has never had a chance to achieve a distinctive character of its own. I am certainly inclined to that conclusion when we look around among the active members of AIEE and try to find an honest-to-God engineer to analyse and evaluate a paper or to undertake to review the literature in some field. Everywhere I turn I find only men who know somebody else who, they think, they might get to do the job. I don't recall the figures, but I think there is a wide disparity between the ratio of combatant to non-combatant troops in the American Army as compared with the Russian Army. I sometimes wonder if the ratio of "non-combatant" engineers to the actual working engineers in our industry is not also quite high.

As you know, I enjoy and appreciate your kindness in sending me the Wall Street Journal. I read it regularly and find much that is stimulating and agreeable to my own views as a lifelong conservative republican. I am much impressed with the productivity of such men as John Chamberlain. How he manages to contribute a major editorial or book review several times a week and a comprehensive series such as his "A History of American Business" which is appearing monthly in FORTUNE MAGAZINE, I don't know. I notice in the July 25 WSJ we have another editorial writer named William Henry Chamberlin.

It just occurs to me that in a matter of an hour and three quarters a new administration takes office in AIEE. The old administration has one major piece of business to carry through and that is the organization and guidance of the "Weber Committee". I awoke the other day to the realization that, while it had been agreed who the members of this committee should be, I had not done anything about appointing them. So far as I knew it was to be the job of either Weber or Linder. It seemed to me that in a case like this a letter of appointment from "Joe Secretary" would hardly be very impressive. I called Linder and told him that as far as I know nothing had been done about making the appointments. I was relieved to find that he was not expecting that I was going to do it. It was his idea that Weber would assemble his own committee. Well, nothing has been done because Weber is in Europe and will be back the latter part of this week. Then, Weber, Chase, and Linder, are getting together to decide on the objectives of the committee. Then, I suppose, the job of actually appointing and getting the committee together will begin. I wish that I could be more optimistic about the outcome of such a project. It always seems to me that we know so much more about what needs to be done than we are able to persuade anybody to do, that it is rather futile to be thinking up other jobs that will never be done. When the Vice-Presidents assembled at Ithaca, the biggest demand was for someone to write speeches for them and tell them what to say when they visit the Sections. That reminded me somewhat of my own teaching days when the students presented themselves in class with the attitude, "Well, here I am. I dare you to teach me anything." The only difference here seems to be that the attitude is, "Well, here I am. I have been honored with the office of Vice-President. Now will somebody tell me what it is all about and what to do and what to say to complete the illusion

that I am adequate to the office to which I have been elected".

Speaking, as I was, of the WSJ, I am interested and not very much encouraged by the report that industry is not taking up exposition space in the Seattle and New York World Fairs. While our Management continues to be optimistic, it appears to me that industry is not taking space at our 1962 AIEE Exposition very fast either. This and the NSF Translation Program are turning out to be something of headaches. I suppose that it serves me right for not opposing and trying to sidetrack these "get rich quick" schemes. Callahan is proving a considerable help in connection with the translation thing. However, we are engaged in a hassle with the contractor that we dropped right now which may prove embarrassing. He seems to feel that he has a proprietary interest in the matter which no one else appears to recognize. What trouble he can cause and embarrassment he can stir up I am not sure, but I am confident that he is going to try.

On Thursday afternoon, just before I left for what seems to have been a long vacation, and is in my program, I attended a meeting of the United Engineering Trustees Board. I didn't get in for all of the meeting, but I heard enough to gather that the sale of the 39th Street building is about to fall through. The other thing I learned was that, if we can make a sufficiently good claim to being educational institutions, one of the Foundations may be persuaded to make a substantial gift to the Building Fund. So, the secretaries of the Founder Societies were ordered to produce a report showing how and why and to what extent his society is an educational institution. I assume that this will hinge to a considerable extent on your concept of "A Postgraduate School". I hope that we don't find the Foundation requiring us to have a preliminary report prepared by the Sociology Department of Columbia University at the cost of \$25,000 in order to impress them to the point where they will turn it down "after careful consideration", instead of turning it down, period.

Well, that's about all that comes to mind under the heading of "Education and Stuff" tonight.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:amd

P.S.: Walter Barrett told me on Thursday afternoon after the UET meeting that his present plan is to retire as of September 1, 1961 and leave town. He said he will resign from the UET Board but retain his membership on the Intersociety Relations Committee. We are looking for a replacement on the UET Board. Barrett strongly recommends that we also find a replacement for C.H.L. However, resignations usually receive replacements. NSH

Hickernell

July 17, 1961

Dr. L. F. Hickernell
Anaconda Wire & Cable Co.
Hastings-on-Hudson 6, New York

EDUCATION

Dear Hick:

The enclosed collection of clippings somehow ties together, I am sure, although I don't have time to figure out just how. Perhaps the most distressing item is the one in which, it seems to me, His Holiness advocates the means for achieving the opposite of his objectives.

Anyone who lives in Brooklyn would not need Dr. Conant to tell him of the danger involved in the rapidly growing numbers of vicious looking young bums all over the place.

I have had some experience with both vocational education and the impingement of the progressives even on the engineering college level. I find John Chamberlain, as usual, completely sound.

My own observation of trade schools is that most of them are not very effective and are, indeed, usually the dumping place for the totally incompetent and undisciplined. The present day craftsman and technician and even semi-skilled laborer needs a degree of intelligence, character, and discipline not very often found in any number in the public trade schools. Most of the private trade schools and technical institutes of any quality and integrity are quickly driven out of business by setting up public schools at great expense to compete with them.

The building of boats and repairing of automobiles for politicians is certainly one of the very minor abuses of the public trade school system, but it is symptomatic.

7/17/61

I am sorry to say that I feel that AIEE made no contribution to the cause of excellence in education by adding the two student branches that it did on June 23. I am afraid it was a great mistake to put authority for this sort of thing in the hands of the Vice-President and the Student Branches Committee. There is much need for a "Board of Examiners" in this area.

It is hard for me to realize that you have, indeed, retired from the Board of Directors. I guess I won't quite realize it altogether until the next meeting when you probably won't be there. I hope, however, that you are planning to be at the Detroit Fall General Meeting. There should be a considerable concentration of your old friends there - including me.

Cordially yours,

N. S. Hibahman
Executive Secretary

Encl.

NSH:amd

Mr. Hibshman,

Here is a copy of Mr. H.'s
remarks at the B of D meeting. Want any
for B of D minutes?

MEC - yes, get so

and mail for

APPENDIX "C"

etc

Alice Auld
6/27

BOD min 6/23/61

FAREWELL REMARKS
to
AIEE BOARD OF DIRECTORS*

L. F. Hickernell

It is natural, when you come to the end of a path, to glance back at the distance you have covered. Progress is a rather subtle thing; it cannot be measured at close range. Surely not many of us on the Board feel satisfied with the accomplishments of any one meeting - or even any one year's meetings. Yet, looking back over my $8\frac{1}{2}$ years of Board membership, I see that we have taken great strides.

To mention only a few:- We expanded our Districts from the original 10 to 15. We engaged a consultant to conduct a membership opinion survey of our operations and of employment conditions. Later, we obtained a management consulting firm's appraisal of our workings, and as a result adopted a new, more modern, departmental organization. We created a new unit, Overseas Chapter, to permit interested members in countries other than North American to form groups identifiable with, but not supported by, the Institute. Our governing documents were increased to 3 with the introduction of "Department Procedures". The Constitution and Bylaws were analyzed and rewritten in more usable style. We repealed a Bylaw to permit Exhibits at General Meetings, and scheduled one for the 1962 Winter General Meeting. We took part in the discussion and inspection of sites for the new United Engineering Center, and raised our quota of funds for its construction. We reorganized our Board to give wider representation to exploding technologies. We added 5 new Awards, enabling us to give recognition to additional outstanding members. We celebrated, in conservative no-hangover style, our 75th anniversary. We discussed Unity at length, and formulated the Functional Plan, which became the focal point of Unity discussion among national engineering societies. We have, in short, demonstrated our willingness to "live modern".

The 8 gentlemen who have occupied the presidential chair since I joined the Board have been quite unlike. They have conducted the office differently, and their contributions to the Institute have been varied. First, there was conscientious administrator Don Quarles who, within 2 years, became Secretary of the Air Force. Then came realist Elgin Robertson, father of the Functional Plan. And the dynamic A. C. Monteith. (Monty was courageous - he raised the dues!) Then the gentleman philosopher, Morris Hooven; our unassuming educator, Merv Coover; the indefatigable Walter Barrett; traveling scholar Harold Foote; and now, analytical executive Clarence Linder.

I have not mentioned my own term in the presidency - but I am going to; it is too important to me not to mention it. One of the first congratulatory messages I received was written in an old-fashioned hand. I looked at the signature and searched my memory in an effort to identify the writer. I couldn't - and no wonder! He was an enterprising tailor who wanted to make me some suits - and not for free in deference to my high office, either!

*Presented at meeting of Board of Directors during 1961 Summer General Meeting, Ithaca, New York, June 23, 1961

Women are respected adversaries in any field - and they don't hesitate to intrude upon the man's world of AIEE administration. Two of them took me to task in '58-59. One wrote me a steaming letter about an article in Electrical Engineering. The system it described, she said, had been developed by her husband some 25 years ago. Settling this claim would have taken full time to explore the literature, and to obtain testimony of witnesses of unknown whereabouts. I passed the buck on that one - to the author of the article.

My second female assailant was the wife of an eminent inventor. She complained that in our 75th anniversary brochure, we had used photographs of great engineers of the Institute's lifetime, and had failed to include her husband. That one was easy. I simply admitted that we had omitted him, and added that we were glad to have done so. He simply did not yet qualify for our Hall of Fame, being still alive! I never heard from her again.

I have thoroughly enjoyed my years on the Board - as Director, Treasurer, President, and Past President. Unless someone thinks of running me for Vice President, I guess this is it...

I have always found the give-and-take stimulating, the support of those who agreed with me gratifying - and I don't even mind the scars of battle picked up along the way.

For years, I have devoted personal time to working for the Institute. Others have suggested that this was a thankless expenditure of time. It was not. The Institute has repaid me in full - in the friendship of my colleagues. I am deeply appreciative. Thank you - and goodbye.

LATTIMER FARRINGTON HICKERNELL

Xerox copy to
CS Rick
6/26/61
Hick

Two outstanding institutions claim you as their own -- Grinnell College and the Massachusetts Institute of Technology.

Polytechnic now joins them, for you are truly worthy of our highest academic accolade. Scion of a dual heritage: the heritage of craftsmanship, strong and clean and clearly disciplined, and the heritage of music, the highest art, gentle, yet truly elevating.

These two gifts with all their attributes are a priceless heritage, marking an American ideal, rarely realized, always venerated.

The ideal of the self-made man who by dint of an unusual mind and unflagging zeal, who from a boyish tinkerer with the works of a new-found science, rose to a position of telling importance with one of America's great companies.

Beyond this, Polytechnic sees in you a true example of a man dedicated to his profession, exemplified in your long labors in the service of the American Institute of Electrical Engineers.

A meticulous worker, an imaginative executive, a forceful yet truly gentle man, Polytechnic is proud to confer on you, Latimer Farrington Hickernell, the degree of Doctor of Engineering, honoris causa, and welcomes you to the ranks of its alumni.

Hickernell

May 23, 1961

Mr. L. F. Hickernell
Anaconda Wire & Cable Co.
Hastings-on-Hudson 6, N.Y.

BTI

Dear Hick:

I have been pondering over your letter of May 18, 1961, without coming up with anything useful to suggest at this time.

I would say that, if it turns out as well as the Del Mar introduction, it will be entirely worthy of the occasion. I have heard excerpts from the Del Mar speech quoted on two separate occasions by two different people who were there and apparently very much impressed.

It seems to me that the outline you have proposed should do very well as a skeleton on which to hang the story. I assume you will follow your usual procedure which, I believe, is the one recommended by the professionals and the experts; namely, write everything that comes to mind under each of these headings and then go back and whittle it down to the desired length, and in the process the points will sharpen up and the interesting aspects fall into perspective.

I like the concept of the cable as a device for transporting energy comparable to the railroad train of coal cars or tank cars carrying fuel. It could likewise be compared to the pipeline carrying oil or gas, and its capacity for transporting energy as compared to these devices might make an interesting concept for some of the folks who had not thought of it before.

I still think the protection of the cables from their biological hazards is a matter of some interest as a passing thought. The wave-guide as an inside-out cable is also an interesting thought. I suspect that you will have in your audience a number of others besides scientists and engineers. I believe that Brooklyn Poly has on its Board of Trustees some clergy and lawyers and prominent business men who are not engineers. If your talk is geared to interest and entertain them, I think it will be of a maximum value to the engineers also. There are lots of civil, mechanical, and other varieties of engineers including electrical who have never thought very much about what goes into power and communication cables. It would not do at all to look upon this as an audience of experts such as you are accustomed to face in the sessions of your Insulated Conductors Committee. I am completely confident that your "doctoral dissertation" will earn a high grade.

Cordially yours,

N. S. Hibshman
Executive Secretary

P.S.: Don't forget the degaussing cables. Maybe that's what you had in mind in connection with "technological warfare". NSH

Hickernell

May 4, 1961

Mr. L. F. Hickernell
Anaconda Wire & Cable Co.
Hastings-on-Hudson 6, New York

DEL MAR

Dear Hick:

William A. Del Mar, elected a Fellow of AIEE in 1920, gives the following employment information on his application record.

1901 - General Electric Company.

1902-1904 - Manhattan Railway Company.

1904-1916 - New York Central Railroad Company: During last few years as Technical Assistant in charge of estimates of electrification of various divisions and affiliated lines.

1916-1918 - Interborough Rapid Transit Company: Assistant Electric Engineer in charge of design of transmission and distribution systems for new and old lines.

1918 - Habirshaw Electric Cable Company and affiliated companies.

Dr. Harold Pender says, "Mr. Del Mar was connected with the New York Central Railroad for about thirteen years, starting as a draftsman. When he left, he was Transmission Engineer. He went with the Interborough Rapid Transit Company as Electrical Engineer with which company he remained about two years. For the last two years he has been Chief Engineer of the Habirshaw Wire Company"

Alexander Del Mar: The 1959, eighth edition, of Who is Who in Engineering says that William A. Del Mar is the son of Alexander Del Mar. The October 1929 JOURNAL of AIEE says, "His father, then a well known mining engineer, retired in 1887 and took his family to Europe in order that he might indulge his hobby of historical and archeological research..."

The Engineering Societies library has one volume written by Alexander Del Mar, M.E.. It is stamped: AIME Library, February 1912. This book is the second edition-revised dated 1902, published by the Cambridge Encyclopedia Company. The title is: A HISTORY OF THE PRECIOUS METALS, FROM THE EARLIEST TIMES TO THE PRESENT.

May 4, 1961

Other books by the same author:

A HISTORY OF MONEY IN ANCIENT STATES
MONEY AND CIVILIZATION
A HISTORY OF MONITORY SYSTEMS
HISTORY OF MONEY IN AMERICA
HISTORY OF MONITORY CRIMES
THE SCIENCE OF MONEY

The AIME seems to have no record of Alexander Del Mar having been a member. Miss Clarke is presently in the library looking for more biographical material on Alexander Del Mar. I'll continue this letter when she gets back.

Miss Clarke has now returned from the library with the enclosed pages from a biographical dictionary which still leave these matters slightly in doubt. We find Alexander Del Mar in California between 1876 and 1878; but whether he returned there or his wife stayed there for the birth of William A. in 1880 is not clear. Nowhere do we find mention of William A. who, it would appear, was born 19 years after the marriage. I think we will either have to go to 1924-1925 edition of Who is Who in America or to the New York Times of July 3, 1926, as the next step in the pursuit of this illusive relationship. If, in the meantime, you have not settled the matter, we will pursue it further.

Cordially yours,

N. S. Hibshman
Executive Secretary

Encl.

NSH:amd

ANACONDA WIRE AND CABLE COMPANY

Hickernell



OFFICE OF
VICE PRESIDENT-ENGINEERING

HASTINGS-ON-HUDSON, 6
NEW YORK

TECHNICAL OPERATIONS DEPT.
1961-62 Personnel

April 21, 1961

Mr. F. L. Lawton, Chairman
Technical Operations Dept.

Dear Fred:

Re your letter of 4/5/61 requesting me to continue as a Member-at-Large of TOD and Chairman, Outside Organization Relations Subcommittee:

In view of my relative inactivity during the past year, particularly poor attendance at AdCom meetings, I should think you would drop me from the membership!

However, if you wish to keep me on the roll, I shall be glad to continue within the limits of the time now available for this activity.

Sincerely,

L. F. Hickernell

cc: Mr. N. S. Hibshman
Mr. I. S. Coggeshall

aa

C
O
P
Y

Hickernell

April 19, 1961

Mr. L. F. Hickernell
Anaconda Wire & Cable Co.
Hastings-on-Hudson 6, New York

MARTIN HOCHSTADTER

Dear Hick:

The only information I appear to have on Martin Hochstadter is dated February 1930 when he was admitted to the Institute as a Member. At that time he described himself as Consulting Electrical Engineer, gave his address as Brussels, Belgium and his date of birth as January 3, 1883.

His education was received at the Technical High Schools of Aachen and Stuttgart in Germany.

He was a member of Elektrotechnischer Verein Berlin.

1907-08 - Assistant to Professor Electrical Engineering Technical High College, Stuttgart.

1909-13 - Electrical Engineer Siemens Schuckert Works in Berlin, London, Japan.

Since 1914 - Independent Electrical Engineer and Consulting Engineer, Director of companies in Holland and Great Britain, doing business in the industry of electrical cables.

F. M. Farmer said, "Mr. Hochstadter developed a type of high-tension underground cable construction over 15 years ago which has since come in to extensive use. His original work and his developmental work on cables since that time have contributed very greatly to the progress that has been made in underground transmission of higher and higher voltages."

R. W. Atkinson said, "His invention and publication with regard to the 'Hochstadter Cable' practically all cables for operation above 15 KV manufactured at present time anywhere in the world being made under licenses from patents under his invention. Aside from this, his relation to the electric cable industry as an executive and engineer easily qualifies him for the grade of Member."

D. M. Simmons said, "The Hochstadter Cable, now used throughout the entire world for all high voltage cable."

D. W. Roper said, "His principle accomplishment has been pattern #1199789 covering the type of cable called "Hochstadter Cable", type "H" Cable, or shielded conductor cable. After a number of years' discussion, all of the cable manufacturers in this country are now licensed to make this type of cable on a royalty basis and it is the only successful type for the higher voltage 3-conductor cables. The American manufacturers have practically discontinued other types of construction for voltages above 20 KV, and the manufacturers are recommending this type of construction for 3-conductor cables above 10 KV.

The experience abroad has been practically the same, that is, after considerable discussion, the English manufacturers are now all licensed to use the Hochstadter pattern, except one small manufacturer. Mr. Hochstadter also told me that practically all of the leading continental manufacturers were also licensed to use his pattern.

If he had done nothing else, I think that this achievement would entitle him to admission as a Fellow of the Institute."

Mr. Hochstadter becomes eligible for Member-for-Life next month. His address, according to our latest information, is correctly given in the 1959-1960 MEMBERSHIP DIRECTORY.

I am afraid this is not a very good record for such a distinguished man. He should probably have been a Fellow in the process of which we would have brought his record up-to-date.

Cordially yours,

N. S. Hibshman
Executive Secretary

P.S.: Your inquiry accomplished one thing. I discovered that he was scheduled, in error, to become a Member-for-Life May 1, 1963. Actually, at his age, he is already eligible.

N.

NSH:amd

Hicknell

April 8, 1961

GOSSIP

Dear Hick:

As you see, I still have a supply of past-presidential stationery (or is it -ary?). I expect that there will be quite some left over this year too, unless we can dream up some sort of circular letter to use it up. Personally, I don't believe that I will ever catch up with this supply by using it for private and confidential correspondence. Linder did say the other day that he received a letter from the President of IRE on the plain letterhead of the organization, and that he considered the practice economical and appropriate. Come to think of it, I don't believe I have seen a personalized piece of stationery from IRE; but then, I see almost none of it anyway.

How I got on this subject I don't know... oh yes, it was Monty's letterhead. Well, I just had a long distance call from one of our new committee chairmen asking if we could revive the practice of putting the names and addresses of the committee members on the letterheads again. We have another committee chairman who probably wouldn't care about that. He sent us a bill for \$61 dollar's worth of telephone calls during his tenure so far this fiscal year. I wonder if we should have a policy about that sort of thing. I paid it. His committee had a budget of \$250 and no other expenses. No, this isn't a professor. He works for a good-sized outfit and heads the committee that we should look to for guidance in such management policies. I don't remember getting such a bill before, except, of course, from a Vice-President once or twice, and as part of the expenses of a General or District meeting.

I continue to enjoy the WSJ. I find the editorial page the best. I also found the solution in the WSJ to a puzzle of the kind that I wouldn't expect to find there at all. For some years I have been conscious of the bumping and bouncing of my car when first taking it out from the garage. I feared it might be a wheel bearing, I hoped it was just the ripples in the asphalt street near our garage, I knew it couldn't be a flat tire; but it was probably four of them. Nylon, says the WSJ, does that. It takes a set and gives you flat spots. You may not have noticed it; using your car every day. Mine sits at least a week between trips. So, while I haven't learned how to make a fortune in stocks, I have learned one thing that gives me some satisfaction, and relief.

I didn't go to Cleveland to the P&C Subcommittee meeting on the improvement of the nominating procedures for 1961. I stayed home and sent a request for a grant from the N

Stayed home and wrote up and sent a NSF for \$115,000 to translate Russian.

I hope to use \$25,000 of it more or less, advantageously for AIEE. In anticipation of that, I have practically offered John Callahan a job starting in June to manage our part of the translation business and do other staff jobs. Linder feels that Standards needs a going over. That opens the possibility of having Anderson concentrate on Standards for a year while Callahan takes charge of GAD. With Brad Cozzins on the Coast, we will need lots of staff back-up. Cullen feels that he didn't get enough this past year or two. Actually he got a lot more from me than should be necessary. I don't know just how to work that out. I believe Linder would have AIEE do a lot less in Standards. I really don't know what is in his mind. I am supposed to read another of his speeches and try to figure it out. I read the one from the Purchasing Agents meeting in Chicago, but I couldn't tell much from that. He says he made it clearer in Florida last week. I hope so. I also hope he has something, because I believe there is room for improvement and streamlining the Standards procedures. I think it needs doing all the way from the top to the bottom and not merely by AIEE giving up something more.

Joe Barker and his Office Equipment Manufacturers Institute damn near dealt us out of the ASA Computer Standards business. EJC was supposed to represent AIEE, along with AWWA and others. The representative proposed to EJC by the same OEMI was an IRE man ... not, as yet at least, an EJC constituent. Our Standards Committee didn't go for it, and, I guess, we are now represented.* But EJC is clamoring to get on, also. I have no objection. The Civils discovered computers within the last year, and that puts EJC in the business.

Linder talked at the IRE Board luncheon. As may have been expected, they had some openly critical remarks to make in the "question period". So far as I can learn, "AIEE has no fixed policies and changes its direction and objectives with each administration". Therefore, IRE finds it difficult to cooperate. This seems to be the current party line. It is being reported to me from other sources. Never any particulars; nothing specific. I am curious. I think there is some basis for that criticism, but I wonder what their basis is; if they need one. I wonder if it is that we have not opened transfers to our mutual members, as they have done. I have heard some complaints about that recently. I have heard too that they don't like our ITG program. (I don't think much of it myself). Maybe, after we get Dr. Weber to set us straight, they will like us better. Last I heard, he hadn't taken the job. He talked with me about it. He had doubts that a recent PP or IRE should be undertaking it. That gives me some clue as to what goes on in their Board and Executive Committee. I have a feeling that they are more competition conscious than we are. I think our Board would be very happy to have Weber do it. I have heard that they don't like Heising, and Cogge especially, working for us. By "they" I probably mean just a few of the founders and their best pupils.

Westinghouse got off easy at their stockholders meeting. I imagine GE will too. Harold was in to see me about his friend's proposal that we get into the act. He asked me to take it up with Linder. I wasn't going to, but Linder brought up the subject in another connection. It seems that the testimony and record show that these bad boys met at AIEE meetings, as well as NEMA meetings. So far, nothing has come out about that, at least not that I have heard. It sounded as though Linder proposed to ask the Executive Committee to consider something about that. I can't imagine what we could

do except rule vice-presidents not eligible to attend our meetings. I advised him to forget the whole thing as far as AIEE was concerned. I so advised Harold also. GE is lending all facilities to the placement of their bad boys in jobs worthy of their abilities but in non-sensitive areas ... and outside the company. There should be some quotes in that last sentence, but I don't quite remember where they start and stop.

As I was aying some pages back, the P&C Subcommittee on nominating procedures met on Thursday in Cleveland. Chase was there. He was then in New York on Friday to attend one of those Ron Smith intersociety relations meetings. He spent most of the morning with Linder getting pictures taken and conferring on the state of the nation. From what little Warren told me about the Cleveland meeting, I am not sure that it got very far. The thing that seemed to impress him most was a suggestion that the Committee Chairmen do their own correspondence with the Sections in rounding up candidates for committees. It is not unexpected that considerations did not get beyond envelope stuffing. I made a mistake in one of several letters I wrote to Black on by saying that this business of soliciting committee nominations from the Sections was a lot of work and for little good purpose that I could recognize. The work seems to have come in for consideration, but not, so far as I could find out, the purpose. I guess I should have gone to the damn meeting instead of writing long letters to Chase and Blackie trying to tell them all I know and think about the subject. I don't know whether I sent you copies of the letters or not. I thought they were pretty good, and so did Linder. I tried to raise some questions of policy. I think it is worth while soon to examine the importance of carrying on such an elaborate pretense of democracy. We have dropped the most obvious nonsense with all that stuffing ballots in sealed envelopes within sealed envelopes and the like. However, I wonder if there is not still a lot of waste and pretense about the way the Nominating Committee is put together and functions. I hope that some committee sometime gets at the innards of some of these things. I hope that you will accept a place on the Weber Committee if it becomes that and, of course, if you are invited.

Last weekend we had the kids here and lots of guests. This weekend, it is very quiet. The cats don't make much noise. Yes, cats. A friend of Adaline's, a maiden lady, had to go to the hospital for an operation... about two weeks I believe. Her most prized possession and the objects of her affection are these two cats. She couldn't bear to have them subjected to the impersonal and cruel confinement of a cat institution... and at \$30 per week, per cat. Sooooo, Adaline

4.

To tell you the truth, they have been no trouble at all. For the first day or so the only problem was to find them. They just went off and hid.... mostly under the davenport. However, now they have decided they are among friends afterall, and they have been behaving accordingly. They have the run of the place and have done no damage so far. The Persian has revealed by the dust on her heavy tan coat that the help has not been dusting under some of the furniture very regularly. The Persian is Miss Joelea (or something that sounds like that); and the Egyptian is called Mr. Nichols. I never could see why anybody put up with the critters. I never had any of them around. After less than a week, I must say they are rather interesting. I expect we will miss them when they go back. I just hope they keep weel and don't get out. I'd hate to have to go looking for two lost cats in Brooklyn.

Sincerely,

Hickernell

April 3, 1961
(Dictated 4/1/61)

Mr. L. F. Hickernell
Anaconda Wire & Cable Co.
Hastings-on-Hudson 6, New York

MISCELLANEOUS GOSSIP

Dear Hick:

I took Friday away from the office and tried to catch up with some of my reading and correspondence. I tried to set down everything I knew or thought about the subject of electing and appointing officers to send to Hendley Blackmon for his meeting in Cleveland next Thursday as a substitute for my attending the meeting which I don't feel that I can afford to do. Apparently, I didn't miss anything at the shop; I guess most of our people took Good Friday as a religious holiday. Mrs. Landres covered our telephones and had instructions to pass along any calls to me here at home, but I got none.

I guess it was on Wednesday morning that Dr. Weber stopped in my office to discuss the desirability of his accepting appointment as Chairman of the "Coctail Committee". He has not yet made up his mind. He has discussed it with the President and Secretary of IRE and, I guess, other people. He is concerned about the inferences that might be drawn from a recent Past President and enthusiastic member of IRE undertaking to reshape the policies of AIEE. I can sympathize with his scruples in this matter. I have a notion that a large part of the reason why Professor Hamburger declined to serve on our Board this past year is because of his office in IRE. Certainly, the small additional duties of the Technical Vice-President over and above those of the Division Chairman would hardly account for it. There is, undoubtedly, a rivalry, and I am sure that it is freely discussed in the Councils of IRE and conscious plans made in connection with it. I can see how a conscientious chap like Weber would hesitate. I think that there should have been more hesitation on our side in making the choice.

I told Dr. Weber that I was sure that the Board of Directors was genuinely interested in crystallizing and getting down on paper in some detail the objectives of the Institute and an outline of a program to meet these objectives. I told him I thought the Board would be receptive and cooperative. I told him also that I doubted that the majority of the Board, at least, would think of him primarily in his relationship with IRE. I don't know how nearly right I was in that.

Incidentally, he told me he was through with the literature I left in his office several weeks ago (I am very glad that I got the other project taken care of before this business came into the picture). So, on Wednesday evening I stopped by and picked up about 50 pounds of Hickernellia. I have made a bundle out of the two books of technical papers and included a group of BPI publications which you may find useful. The package is in the check room at the Engineers Club, and the check is in an envelope in the mail box at the main desk of the club where your driver or messenger can get it and

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then proceed to the checkroom and get the package. I thought this was the best way to take care of it in case it lies there for several days as, in fact, it already has.

As it turned out to be a busy day, I didn't get much done Wednesday evening, so I went to the office early on Thursday morning in preparation for a conference with a contractor who had the lowest bid and the best proposal for doing some Russian translations under our sponsorship. I wanted to go over the papers and get set for this conference at ten o'clock. You may imagine my delight when Past President Foote walked in at about five minutes past nine. He gave me some invaluable advice and help relative to two other matters and then got around to what is rather much on his mind these days - the rigged bid case. As I told you, Adolph Ackerman has been needling him and apparently talking around to students and others about how remiss AIEE is in not taking disciplinary action on its members who were indited in this case. I think I told you that Mr. Foote wrote to me on this subject, and I told you what I replied. He had received my letter and indicated agreement with the principles I had set down there. On the other hand he was anxious that I call a meeting of the Secretaries of the Founder Societies and determine what the policies of the societies will be in connection with this case. I told him that there were no civil engineers involved and I doubted if there were either mining engineers or chemical engineers, I am not even sure whether there were any mechanical engineers. I told him also that in my opinion the first indication of interest in the matter would lead to the resignation of all of the men who maintain their membership out of loyalty and historic interest rather than any direct benefit to their present activity as business executives and not engineers.

The thing I tried to impress on him most forcefully was that, if anything was going to be done about this, it should be done by the constitutional route of petition, and I told him that he should make it very clear that in any such petition Abu Ben Ackerman's name should lead all the rest. He is rather well known around here for stirring up messes and leaving other people in the middle. I don't want any part of such a deal. However, Mr. Foote did recommend that I discuss it with Mr. Linder, which I most certainly will do. I have not talked with him about this at all up to now. He did, however, indicate also that he thought the appropriate and proper thing that might be for the societies whose members were involved to make a public pronouncement favorable to these members and pointing out the difference between ethical and legal behavior, particularly when the Government encourages and requires price-fixing and market-sharing in some industries and areas.

I don't know whether you saw the FORTUNE article yet or not. I was particularly interested in the part that Fischer Black played in the early stages of this thing. I wonder if that had anything to do with this leaving EW.

April 3, 1961

I am getting some material from the Exposition Management which disturbs me a little bit. It is not particularly out of line; but it is certainly not "soft sell". However, when I see some of the stuff coming out of the IRE shell, I guess we will not be too far out of line with current practice in the best circle. I had hoped that our exposition would not have such a heavy flavor of the "trade show", but I guess that's the only way a thing like this can be made to go. There is no use in kidding ourselves about the "educational aspects" to being enough to bring anybody to the show to exhibit and for that matter very many to observe. I will see if I can find the issues of the ELECTRONICS NEWS and cut out any articles on Fuel Cells in there.

Speaking of advertising and the like, I was interested in the W. S. J. story about the Saturday Evening Post, Look, and Life changing their format in order to attract advertisers. That is exactly what we are in the process of doing right now.

I certainly had no intentions of getting you in to additional work with this little BPI project. I thought all you would need to do would be to stand up on the platform and let somebody lasso you with a silk hood. Now it appears you are going to have to write a book. Actually, this is not the kind of degree that usually calls for a dissertation. However, I think you have hold of a splendid idea and might as well be developed now as any time.

I noticed in W.S.J. the Texas candidate for Linden Johnson's job who wanted to offer married women \$1,000 to quit their jobs. I think we have to remember that, with 71 candidates running for that job, a fellow is really rather hard-put to come up with something new and novel in the way of a "giveaway". I think this shows an originality and economics of a quality comparable to some that is incoming out of Washington now. I think this fellow would feel quite at home if he is elected to the Senat.

I told you that I was not going to Cleveland for Blackmon's meeting. The meeting is of a Subcommittee to make up an agenda and steer the Planning and Coordination Committee when it meets on April 27. It is concerning itself (that is the Subcommittee) entirely with the resolution of the Nominating Committee calling for more and better candidates for Institution Office. I tried to substitute a long letter for my presence in Cleveland in the process of which I tried to propound nine questions about what we believe on major offices should stand for and what we should do by way of selecting those who fill them. Unfortunately, I don't seem to be able to break through in my own mind to formulate the kind of questions that I think should be asked and the answers to which will be fine on policies and principles.

EIC PLUS CCPE EQUALS CIPE. This is a very interesting development. I knew something was stirring up there from the questions I get from various officers of these two organizations. I had no idea it had gotten as far as it has. I am sceptical, however, that it will really come off. I have always thought those two were about as friendly as ASEE and NSPE.

Cordially yours,

N. S. Hibshman
Executive Secretary

Hickernell

March 28, 1961

Mr. L. F. Hickernell
Anaconda Wire & Cable Co.
Hastings-on-Hudson 6, New York

BPI

Dear Hick:

Sorry to be so stupid on the telephone this afternoon. Of course, I have your letter of March 22. I guess I was so impressed with the first half of it, I didn't get the full significance of the part about the speech. Fact is, I may have handed it over to Adaline before finishing reading it myself. She has been as excited about this project as I.

Well now, I have read it. I think it is perfect for the occasion and for publication. It is the kind of thing that could be used in a number of places; certainly in ELECTRICAL ENGINEERING, the EE DIGEST, and possibly even READER'S DIGEST, depending on how much "human interest" can be packed into it. I have been hoping for a long time to get something into READER'S DIGEST.

Before dreaming too much, however, let me suggest the possibility of getting some entomology and zoology into it. Seems to me I have heard of tropical bugs that bore holes into lead cables, and squirrels that chew the sheath for a salt that is part of its composition. Oceanography doubtless comes into the picture at some point.

To the extent that time and space will permit, there should be brief glimpses of the personalities involved. This could be a book; and it may well turn out to be.

As for the title, I can't suggest an improvement. Something may suggest itself as the story develops.

I will pick up the Brooklyn Poly story when I get your books and papers one day this week. I think I'll be driving to work before the week is over. I'll probably suggest that your car stop at the club and pick up the package. I don't want to leave that stuff around the school too long. It might get scattered.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:amd

Hickernell

March 24, 1961
(Dictated 3/23/61)

Mr. L. F. Hickernell
Anaconda Wire & Cable Co.
Hastings-on-Hudson 6, New York

WALKER LEE CISLER

Dear Hick:

I was not able to reach anyone in the ASME office after our conversation this afternoon. I expect that by the time this gets into the mail it will have enclosed with it some biographical material on Mr. Cisler supplied by the ASME. What follows is from the files of AIEE.

Walker Lee Cisler was born in Marietta, Ohio, October 8, 1897; was graduated from Cornell University in 1922 with a degree in Mechanical Engineering; and is a member of the National Honorary Societies Tau Beta Pi and Phi Kappa Phi.

He was employed in 1922 by the Public Service Electric & Gas Company, Newark, New Jersey, as a Cadett Engineer and gradually advanced to General Superintendent of Generation and Assistant General Manager of the Electric Department. Prior to the outbreak of World War II, he was loaned to the War Production Board, Office of War Utilities, to assist the Government in mobilizing electric power for the war effort. These duties developed into the supervising of scheduling and production of power equipment, including that for the War and Navy Departments, the coordination of construction of power plants, and the development and allocation of equipment for lend-lease and others.

In October 1943, Walker Cisler was employed by the Detroit Edison Company and granted a leave of absence to serve in the United States Army at the request of the War Department. He was commissioned a Lieutenant Colonel and immediately sent overseas to the Mediterranean Theater of Operations to survey and make recommendations concerning the rehabilitation and operation of electric power facilities in that theater. In January 1944, he was transferred to the European Theater of Operations and became Chief of the Public Utilities Section, Supreme Headquarters Allied Expeditionary Force (ASHAEF). In January 1945, he was promoted to Colonel and after the dissolution of ASHAEP was appointed Chief of the Public Utilities Section, Office of Military Government of Germany.

As a member of General Eisenhower's staff, Walker Cisler was responsible for the rehabilitation of electric power, gas and water services for military and essential civilian requirements. In recognition of his outstanding performance in coordinating and directing the many military and civilian organizations involved and widespread area affected and for initiating and

March 24, 1961

establishing the quadripartite organization for controlling the German Utilities, he was awarded the American "Bronze Star", the French "Croix de Guerre with Palm", the French "Legion of Honor", the English "Order of the British Empire", the Netherlands "Order of Orange Nassau, Degree of Commander", and the Belgian "Officer de L'Ordre de Leopold", and the American "Legion of Merit".

In November 1945, he returned from overseas and assumed the duties of the Chief Engineer of Power Plants of the Detroit Edison Company (he was elected Executive Vice-President effective January 1, 1948). In addition to his Company duties, he is acting as a Consultant to the War and State Departments on matters pertaining to electric power in occupied and other areas, and also to the Mexican Government on electric power. At the present time he is also serving as a Consultant to the Atomic Energy Commission (as of June 1947, that is).

Since the beginning of his career, he has served actively on various technical and administrative committees of the Edison Electric Institute, the American Society of Mechanical Engineers, and the American Institute of Electrical Engineers of which he is a Fellow and Past Chairman of the Committee of Power Generation. While in Europe, he actively participated in the formation of the Public Utilities Panel of the Emergency Economic Committee for Europe to coordinate electric power facilities on an international basis. He is a member of the American National Committee of CIGRE (International Conference on large Electric High-tensioned Systems), and has served on the Electric Advisory Committee of the Industrial College of the Armed Forces. He is also Past President of the Cornell Society of Engineers (as of June 1947).

Apparently, Walker Cisler entered AIEE on June 26, 1935, as a Member. His references included Jacob T. Barron, Edward B. Meyer, Paul M. Lincoln, Marion Penn, John S. Ware, and Vladimir Karapetoff.

As of this date he is described as "General Superintendent of Generation, Electric Department, Public Service Electric & Gas Company".

His employment experience indicates that he worked for the Pennsylvania State Highway Department from February 1919 to October 1919 as Plant Inspector - inspection of manufacture and acceptance of tars, asphalts, sand, stone, cement and other materials entering into road construction and maintenance. He held the same jobs again June 1920 to October 1920 and June 1921 to October 1921.

He started with Public Service Electric & Gas Company of New Jersey in July 1922. From then till July 1924 he was a Cadett Engineer, persuing a training course covering the operation and maintenance of electric generating stations, substations, and distribution lines; mechanical and electrical design, and instruction of new generating stations.

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July 1924 to December 1924: Test Engineer, Marion Generating Station; testing and efficiency work in connection with plant operation and maintenance.

January 1925 to August 1926: Test Engineer, Cearnly Generating Station; testing and efficiency work in connection with plant operation and maintenance.

August 1926 to July 1927: Assistant Chief Engineer, Paterson Generating Station; supervision of station.

July 1927 to May 1931: Chief Engineer, Marion Generating Station; following operation of station and acting for superintendent in charge of station in his absence.

May 1931 to March 1935: Planning and Installation Engineer; making economic studies and following new construction work in generating station.

March 1935: General Superintendent of Generation; supervision of generating station.

The following is taken from a proposal for the grade of Fellow which was received in this office on February 10, 1947. It was approved by the Board of Directors on June 12, 1947. This proposal, listed as reference, says the following: Nevin E. Funk, C. A. Powel, Philip Sporn, E. V. Sayles, Mark Eldredge, and T. F. Barton.

This proposal for the grade of Fellow is the present occupation of the candidate as "Chief Engineer of Power Plants, the Detroit Edison Company".

Picking up the record where we left off, May 1936 to May 1938: Assistant General Manager, Electric Department, Public Service Electric & Gas Company, New Jersey; supervision of all electric operations both generation, transmission and distribution.

May 1938 to September 1941: Assistant Chief Engineer, Electric Department, Public Service Electric & Gas Company; in charge of engineering, design and construction.

September 1941 to October 1943: Chief, Equipment Production Branch, office of War Utilities, War Production Board; supervision of scheduling and production of power equipment, a coordination of construction of power projects and the development and allocation of equipment for lend-lease and others.

October 1943 to December 1945: Lieutenant Colonel and Colonel in the United States Army. First in Mediterranean Theater of Operations on special electric power mission, and from January 1944 on as Chief, Public Utilities Section, Supreme Headquarters Allied Expeditionary Force, and later as Chief, Public Utilities Section, Office of Military Government for Germany.

March 24, 1961

December 1945 to February 1947: Chief Engineer of Power Plants, the Detroit Edison Company; in charge of Production Department, covering supervision of Power Plants, Gas System, and Steam Heating and Water System outside of Detroit. Also Civilian Consultant to the War and State Departments on Electric Power in occupied and other area; and to the Mexican Government on Electric Power Matters.

The proposal for Fellow grade is signed, among others, by M.D. Hooven.

So that is as far as the records of AIEE record the history of Walker Lee Cisler. Tomorrow morning I will see what I can find from ASME. I don't think I'll find anything of an intimate nature there either. You may have to rely on Ted Sayles, Morris Hooven, and other intimate friends and co-workers for that sort of thing. I don't know the subject very well, but I would guess that the kind of personal intimate material that you are looking for will not be easy to find. I don't know, but I suspect that we may have been in Washington at the same time as Jim Fairman.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:amd
Encl.

Hickernell

March 9, 1961

Mr. L. F. Hickernell
Anaconda Wire and Cable Company
Hastings-on-Hudson 6, New York

SPECIAL CONVOCATION

Dear Hick:

In the discharge of my normal duties, I attended yesterday afternoon a special convocation of the Technion Israel Institute of Technology in the Carnegie Building across the street from the new United Engineering Center. This place, incidentally, has quite a few meeting and assembly areas which might come in handy when the limited assembly space in our new building is over-taxed.

I didn't know many of the people there, naturally. I was, however, struck by the interest of one particular organization.

Dr. Sporn's address was on a topic something like "The Roles of Science and Engineering in Society." It was almost entirely devoted to deploring the over-emphasis and aggrandizement of the scientist at the expense of the engineer these days. He took three examples of new developments and compared the contributions of the scientists and the engineers. In the case of atomic energy, he conceded that the scientists had made the major contributions to the development of the atomic bomb. He says, however, that they held on to the job of development of nuclear power much too long, as a consequence of which its significance and potentialities were misunderstood and over-rated. Real progress toward a competitive nuclear power source has come about only in the last ten years since the engineers have taken over the job. With relation to the conversion of sea water, the science is well known and well understood for a hundred years or more and it is now and should be a purely engineering job. In the case of mhd, the same is true; the principle is very old and what it needs is engineering. He revealed something that I hadn't heard before and that is that an mhd generator has been brought up to 185 kilowatts for a brief time.

Then he launched into a criticism of education which was pretty much a case of "we need more and better education." We need engineers aimed for the broad view, capable of understanding the significance of their work in society. We need engineers trained to synthesize components into large complex systems. We need better scholars, better teachers, better schools, more cooperative programs to bring the student closer into touch with industry at an earlier point. We need more great engineers on the faculties of our schools just as the medical profession has the advantage of the teaching service of all the great surgeons and physicians.

Mr. L. F. Hickernell, March 9, 1961, Page 2.

One of the reasons I went to this thing was that I thought that a speech at an intimate affair like this might have some new thoughts in it. I guess this one did but it didn't particularly click with me so I am not going to make any effort to get the publication rights. I am afraid, however, that I am not too good a judge of these things. I hear so much talk that it is awfully hard for me to work up any enthusiasm for a speech.

Dr. Sporn was cited and praised for having received the AIEE Edison Medal and the John Fritz Medal and more particularly, for his work as an advisor to the Government of Israel on matters of nuclear and conventional power development. The citation was first read by the President of American Technion Society in Hebrew. That was rather painful because I don't believe the gentleman is up on his mother tongue.

Well, it was a bit of an experience, and one about which I can't talk too much, but I thought you might be interested.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw
Encl.

Hickernell

March 8, 1961

Mr. L. F. Hickernell
Anaconda Wire and Cable Company
Hastings-on-Hudson 6, New York

EDITOR

Dear Hick:

I saw a very personable young man yesterday who is presently editor of INDUSTRIAL ELECTRONICS which is a Sutton publication. We talked generalities mostly. He is interested although entirely satisfied with his present job.

He is young but apparently quite capable.

I am enclosing a copy of his resume and a copy of the March issue of the magazine he edits. It is a very different book from ELECTRICAL ENGINEERING but at least the layout seems to be attractive. He tells me that he and his secretary do all of the editing and a good deal of the writing of the book. I wouldn't say the writing is brilliant at all but then he hasn't got too much to work with.

I wonder if you would be willing to meet Mr. Jurgen some time soon. I think that if you were to call him on the phone at White Plains 9-8500, he would be glad to call on you at your office. I talked about the possibility of doing that as a means of getting acquainted with the Institute and some of the people who run it.

It might well be that he could find a story for his magazine out of such an interview.

He is young. I want to be very sure of his qualities and get the best judgment I can before making him an offer. Charlie Rich knows him. In fact, his first job, as you will see from his resume, was with us here.

I will, of course, check up at McGraw-Hill and also with Don Fink. However, I would like you to meet him before I go much farther with this thing.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw
Encl.

Hickernell

March 6, 1961

Mr. L. F. Hickernell
Anaconda Wire and Cable Company
Hastings-on-Hudson 6, New York

ODDS AND ENDS

Dear Hick:

I completed my obligations as a citizen of the Borough of Brooklyn, County of Kings a little after noon on Friday, March 3. During that time I heard 105 cases involving 118 people and the whole catalogue of felonies with the possible exception of bid rigging. Out of the 105 cases, the Grand Jury got in 97 indictments. Five cases were dismissed with "no bill" and the other three could not be completed because of the absence of witnesses or experts or something. I would not say that New York should do away with the Grand Jury system but I have a feeling that it could be made a lot more efficient. The cost must be terrific. There were three Grand Juries each with 23 members sitting at the same time and I suppose all of them had about the same number of cases. Every case requires an Assistant District Attorney to present it and a stenographer to record everything. Every case involved testimony by at least one policeman or detective; sometimes several. The Medical Examiner and Chemists and toxicologists and serologists were frequently involved. While this is all going on the accused or "defendant" is being entertained at the County's expense of about \$10.00 a day in an eleven million dollar modern "house of detention" across the street from the Court House. This particular institution is for adolescents, 16 to 21 years of age. There are 1,200 of them in there right now. These are the ones who can't raise bail. How many more are out looking for new opportunities while they await trial, I don't know. The net result of the experience is an even more firm determination to stay off of the streets of Brooklyn just as much as possible.

During the last month I have managed to keep up with my correspondence and my paper work but there are some of the more important problems that have probably been neglected.

We sent out the Committee Chairmen appointments last week. This year, we are by-passing the step in which we tell the Committee Chairman that he has been appointed and ask for his acknowledgement and acceptance of the appointment prior to sending him the suggestions that have been accumulated from the Sections and elsewhere. This year, the suggestions were sent right along with the notice of appointment with a postal card return to accept the appointment. We have

asked for the firm recommendations to lay before the President by April 1. That puts us about a month ahead of previous schedules. In the process, I took some chances because I am not sure that Warren Chase has given thought to all of these Committee Chairmen. In the case of the Technical Committees, we are moving on confidently without even consulting him because of the succession that has become standardized there. I did hold off in the case of one or two General Committees because I have my doubts about the persons recommended by the retiring Committee Chairman. The trouble is, Warren is down in Mexico on a month's vacation and I am afraid that, except through an occasional telephone contact, I won't have much of the benefit of his advice.

The committee that I am most hesitant about is the Education Committee because it got so far away from the purposes for which it was appointed in the last two years that I feel there should be some radical departure in an effort to bring it back. The retiring Chairman recommended another professor with exactly the same interests as his, although I think he would be a little amenable to direction and guidance. On the basis that this committee, equally divided between professors and others, should rotate its Chairman from the academic to the business side, I am holding out in the hope of finding somebody on the non-academic side of the committee who would make a good Chairman. There are several there but I doubt that they would undertake it. Tim Linville is still laid up with his eye operation. I talked to him on the telephone the other day and learned that the first operation was not a success. The new cornea planted in his eye developed an abscess just like the old one. So, I guess, the whole nasty business will have to be done all over again.

As for the Insulation Conference, I very much appreciate your letter of March 3 and the attached clipping from INSULATION. On the day following the telephone conversation with Roger White, I had the office send him all of the information that we have about the Exposition, including the contract with Reber-Friel. I have not yet heard from him nor have I had an opportunity to explore the reasons for the lack of communication that led to the choice of February for the Insulation Conference. It certainly is hard to understand why these fellows would have chosen to have their conference within two weeks of the Winter General Meeting even if we were not having an Exposition.

Further on the subject of the Exposition, I think you will be interested in a copy of the letters sent out by the Secretary of the GT&DE Division. This bears out your expectation that NEMA, as such, would take no position but that the individual Division probably would. Personally, I am distressed about this and I can't, for the life of me, understand why it is always AIEE that has to be the brunt of the opposition. If there are too many meetings as a result of all the splinter groups piling into the business - AIEE should get out. There are too many shows - boycott AIEE's show.

I see by the paper that the hotel where we are planning to have our 1962 Fall General Meeting had a fire. I imagine that

Mr. L. F. Hickernell, March 6, 1961, Page 3.

will not affect us except possibly to have more modernized rooms than they had scheduled for completion by that date.

Speaking of the papers, I clipped two stories from the Herald-Tribune this morning (March 5) which are enclosed here. I don't remember whether you take the Sunday Herald-Tribune or not. If you do, I won't be adding any clippings to your considerable file from that source. I am inclined to think you do read the Herald-Tribune both daily and Sundays because I recall your referring to the financial editor's column on at least one occasion.

I'm seriously considering skipping the District Meetings this year. In the first place, we are running short of money and trying to cut down the expenses all around. In the second place, I have too much to do here to waste time at meetings. My own feeling is that my attendance at District Meetings has been largely a waste of time. When a District Executive Committee Meeting is held, it might be worthwhile. I am planning to send one staff man to each of these meetings. Morrison can go to New Orleans because they are making quite a point of their student affair down there. With the Presidential nominee out of touch for this month when there should be a lot of discussion about committees, I think I will do much better to stay around. I recall that you expressed some doubt about the Secretary running around the country to District Meetings at this time of the year. So, I think I will try it out this time and perhaps make it a general rule to cut down the Secretary's attendance to General Meetings only.

I don't know what effect the resignation of the President of General Electric will have on the fortunes of AIEE. Who the new President will be, I haven't found anyone willing to guess. I have had no contact with the President and very little with Savage during the past month. Apparently they were both very busy on company affairs.

I am hopeful of seeing the young man that is a prospect for our editorial staff this week. He is presently working for the Sutton Publications which I believe operates somewhere up in your general direction. From what I have been told about him, he sounds attractive. I wonder if you would be willing to meet him some time before we get too serious in our discussions with him. He probably wants more money than is reasonable but these are not reasonable times in which we operate.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw
Encl.

Hickernell

March 2, 1961

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, N. Y.

Mr. Hickernell's file
returned

Dear Mr. Hickernell:

With regard to your memorandum dated February 23,
I checked with Engineers Joint Council regarding the
American Universities Field Staff.

I was told that this is a reputable organization.
Their finances are received through Foundations, such as
Ford. Verification can be made through the Institute of
International Education, 1 East 67th Street, New York 21, NY.

Very truly yours,

(Miss) Mary E. Clarke
Secretary to N. S. Hibshman

C

TO: MISS M. E. CLARKE

FROM: N. S. HIBSHMAN February 27, 1961

SUBJECT: AMERICAN UNIVERSITIES FIELD STAFF

Will you please take this folder of material with Mr. Hickernell's note of February 23, 1961 on it. Go down to Mr. Wischeidt or Mr. Wheelock or somebody in EJC and ask them if they know anything about it and ask them to tell you what it is and who finances it or anything else that they might know and then will you please proceed to write Mr. Hickernell a report on the subject.

N. S. Hibshman
Executive Secretary

NSH:epw
Encl.

*This is a reputable organization
finances received through Foundations, such as Ford
verification can be made through IIE, 1 E. 67th
St., NY 21, N.Y.*

mcc

5-60
E.D. FORM 61-22

REFERENCE TO		ANACONDA WIRE & CABLE CO.		FILE _____
CORRESPONDENCE	ADVERTISEMENT	ENGINEERING		HASTINGS-ON HUDSON, N.Y.
MEMORANDUM	PUBLICATION	DEPARTMENT		MEMO BY _____ DATE _____
DISCUSSION	TECH PAPER	MEMORANDUM		FOLLOW _____ DATE _____
TELEPHONE	PERIODICAL			REFERENCE BY _____
MEETING	BOOK			TO _____ DATE _____
REPORT				

SUBJECT Amer. Universities Field Staff

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| <input type="checkbox"/> | CASEY |
| <input type="checkbox"/> | CARTER |
| <input type="checkbox"/> | HICKERNELL |
| <input type="checkbox"/> | FILE |

First I have heard of this outfit.

Know how it is financed?

Report is of GI (General Interest), but right now my problem is how to sell more W&C at a profit to support ETR.

H 2/23/61

Hickernell

March 1, 1961

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, N. Y.

Dear Hick:

UEC CONFIDENTIAL

I think you might be interested in the enclosed confidential copy of a letter just received which puzzles me a good deal but doesn't surprise me entirely. It looks to me as though something has misfired here. Apparently, they have not succeeded in completing the sale of the building. I saw a copy of an advertisement that appeared in a Westchester paper indicating that the man who contracted to buy the building was selling shares in it. I had heard otherwise that he had not met his date for closing the deal and that UET had extended the time. In other words, it sounded to me from what I heard, that his option had run out and he should have forfeited the amount of money he deposited, but UET had given him an extension. I am afraid that they are dealing with a rather unsubstantial individual.

The thing that scares me is that we are faced with possibly as much as \$200,000 moving and settling expenses, plus a demand to make up the difference between what we have pledged and what is our quota, plus the prospect of \$40,000 or \$50,000 a year more rent than we pay now. In addition, we are expected to make interest-free loans to UET to complete the building.

The thing that I don't like about all this is not that we will eventually pay the bill. I don't like this attempt to milk the money out of the societies in such a way as to cover up the extravagance and bad management of a willful little group of men who got us into this extravagant position. If UET is in the trouble it seems to me to be in, they should face the situation frankly and borrow the money on their own cognizance and carry the job through. We will pay the interest on what they borrow and it probably won't be too much more than we would lose by taking the money out of our reserves and giving it to them interest-free. But it will certainly tend to cover up the cost of the building and the sloppy way in which the whole thing has been handled.

That is just one man's opinion and I express it to you merely to get it off my chest. Mr. Linder, who is a member of the UET Board as well as the AIEE Board, has apparently chosen not to bring these problems before AIEE at all. Whether he will do so now that this demand has been put

Mr. L. F. Hickernell

- 2 -

March 1, 1961

before us, I don't know. I have not discussed it with him. I have tried on several occasions to point out what we are up against, and what the costs are going to be, including the rent, but he has chosen to give it no attention.

With respect to the rent, we were told up until about a month ago that the rent was figured on the "net usable space". We were assured that it would not be above \$4.50 per square foot on that basis. Now we are told that it is to be \$4.50 a square foot for the gross area. It makes no difference to me whether they figure it on the gross area or the net area, but it does indicate that their calculations were in error to begin with.

I don't know just where we stand with respect to our Member-Gifts Campaign. Lester Goldsmith told me that he was "through with it". Now I find that he is back on the job - at least to the extent of holding luncheon meetings with Howard Sheppard and Walter Scholz. Walter Scholz tells me that Lester is still determined to carry through and make the quota. I think we can do that without too much trouble. New York Section has brought in over \$5,000 recently with their mailed campaign and we have one or two good suggestions for getting the rest of it in. The one I don't care much for is Arch Cooper's which is enthusiastically backed by Walter Barrett. That is to have an appeal go out with the dues bill. I am very much afraid that any such appeal with the dues bill will have a detrimental affect on the dues collection. On the other hand, Lee Sponholtz of Washington on his own just decided to get in touch with ten of his friends down there asking them for \$5.00 to \$10.00 for the building and as a result he sent in \$90.00. If some of the Sections that have not actually done their canvassing could organize teams to do just that without any formal pledging or anything else, I believe they could collect some additional money. Right now, I am strongly tempted to put some of my folks together to look into the gifts that we have received from a number of very substantially situated members, including the current Board of Directors. I may be wrong but I have a certain doubt as to whether the latter investigation would show 100% participation.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH.mec

Hickernell

February 27, 1961

Mr. L. F. Hickernell
Anaconda Wire and Cable Company
Hastings-on-Hudson 6, New York

MISCELLANEA*

Dear Hick:

This is late Saturday afternoon and I have about caught up with the mail that I picked up on Thursday evening and again on a quick trip Friday noon. I have read the Wall Street Journal up to and including February 24 and I am returning some clippings here which I think you will want to keep in addition to a couple of "Luce" ones.

I particularly enjoyed the "Non-Sequitur" editorial because it describes so many of the arguments earnestly put forward, not only by politicians but also by the folks active in the management of engineering societies and federations of engineering societies. The arguments for merging ECPD and EJC were as good an example of this as I think I have ever seen.

I have been admiring and enjoying your "Anaconda Engineer" and planning to try my hand at something of this sort for circulation to the Section Chairmen and Section Secretaries on a trial basis with the thought that if it seems to catch on at all, it might be included in ELECTRICAL ENGINEERING. This is what you suggested some time ago. In fact, I have in mind either tonight or tomorrow, trying to report on the meeting of the Board of Directors in somewhat the same style for the April issue of ELECTRICAL ENGINEERING.

I have not seen the NCSBEE Proceedings. I'll put it down as something to look at. Maybe it did come across my desk the other day and all I did was mark an article about the Model Law for reproduction and mailing to some of the folks who are supposed to be working on our response.

I haven't the faintest idea what the American University Field Staff is. From the list of names on its letterhead, I assume that it is respectable in a limited sense of the word. I can't imagine why you would want to subscribe to it. I am sure I do not. I will, sometime, ask some of our international folks here in EJC if they know anything about it.

As to mailing lists: I am not clear on how the mailing list was made up by the Exhibit Management. We had some discussion

*I ain't had much learnin'; and besides, I'm lazy. However, I have wondered about the word "agenda" and the way we use it in connection with meetings.

Mr. L. F. Hickernell, February 27, 1961, Page 2.

about it and, as I recall it, AIEE was going to contribute some names, but it was finally decided that Reber-Friel would use their own lists for this first mailing. Perhaps, it was our thought that we would follow up in a second mailing to people known directly to AIEE.

On the subject of committees, I have a feeling that committees can serve to criticize and evaluate and generally "pick things to pieces." In a sense perhaps committees could be considered as guinea pigs. The people who are attempting to do the creative work can try out their efforts and have them evaluated by the committees. The setting of standards is the sort of thing committees can do. In fact, I wonder sometimes whether the Societies do not pretty much confine themselves to setting "standards" in a very broad sense. I was thinking about this in connection with ESPS. I suggested to the ESPS Board that perhaps we should go out of business so far as operating is concerned and simply issue and keep up-to-date a list of "accredited" employment agencies suitable to serve engineers.

The P & C Committee investigation of nominating procedures will, of course, go into the District 5 plan.

With respect to the South American stuff that came to you from Ebasco, a year or more ago Mr. Foote received something of this sort from Mr. Crippen and enthusiastically embraced it as something AIEE ought to get interested in. I turned it over to EJC and also recommended Mr. Crippen as AIEE representative on the EJC International Relations Committee. He has been so appointed and I am hopeful that his interests will therefore be channeled through EJC in the future.

I had a meeting of my staff "Finance Committee" on Thursday evening and I think it is going to prove worthwhile. The boys are each going to write me a report outlining his suggestions that he made at the meeting, plus whatever he thinks of since.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw
Encl.

Hickernell

ANACONDA WIRE AND CABLE COMPANY

TOD



OFFICE OF
VICE PRESIDENT-ENGINEERING

HASTINGS-ON-HUDSON, G
NEW YORK

CIRP Circular No: 23/60
ELECTRICAL EQUIPMENT MANUFACTURING FOR NEPAL

February 24, 1961

Prof. W. R. LePage, Chairman
Dept. of Electrical Engineering
Syracuse University

Dear Prof. LePage:

Re your letter of 1/30/61, transmitting:

- 1.. Circular No: 23/60 from CIRP, Paris, 12/17/60
- 2.. Letter from Laksmi Prasad Keshav Prasad & Sons,
Kathmandu, Nepal

Several times I have reached your request, only to lay it aside in hope of having an inspiration; none has come.

The wide range of products (Ref. 2, ¶2) on which manufacturing know-how is requested is produced in the USA by only General Electric Co. (Even Westinghouse does not manufacture all the products listed.)

On "insulated cables and wires", I can speak with some experience. In 1947, I had occasion to estimate the cost of machinery only (no building, erection, installation, etc.) for a small wire and cable plant in an undeveloped country, perhaps less backward than Nepal. It amounted to approximately \$1½-million (at today's prices, the amount would be at least double).

I would doubt that manufacturing know-how could be satisfactorily transmitted by correspondence. We do not try to do this even among our own people when initiating a new product. We send one or more "experts" from one plant to another when training is necessary. I can think of no active experienced personnel available for such an assignment. Perhaps a retired expert might be interested, but I know of none to recommend.

I do not see that AIEE could be of any assistance in this case; however, I cannot speak officially, since I am retired from administrative office. The information requested is more in the area of the National Electrical Manufacturers Association (NEMA), of which my Company is a member. From what I know of this Association, I think that it would not undertake such an assignment.

WRLeP from LFH - 2/24/61
CIRP Circular No: 23/60

2.

In conclusion, I am of the opinion that this request from Nepal cannot be answered by any association, and I doubt that any manufacturer would attempt it.

Sorry the delay in replying failed to result in any helpful suggestions!

Sincerely yours,




L. F. Hickernell
Vice President - Engineering

aa

cc: Dr. V. Weiss (via Prof. LePage)

bcc: Mr. C. H. Linder
Mr. N. S. Hibshman



Hickernell

February 20, 1961

Mr. L. F. Hickernell
Anaconda Wire and Cable Company
Hastings-on-Hudson 6, New York

Dear Hick:

I am returning herewith some clippings which I think you will want to include in your current history collection. Most of them are from the WALL STREET JOURNAL which you so kindly sent me. I recall now seeing one or two in the Herald-Tribune that I thought might be worthwhile and I will see if I can find those for you. They had to do with the curious diligence with which the Government applies itself to seeking out monopolistic practices on the part of business and industry while apparently completely blind to infinitely worse abuses arising from organized labor. If corporations, communities, and individuals could sue and collect from Unions triple damages, there wouldn't be many Unions very long - or at least there would be only good ones.

Yes, I think your advice about the staff doing some thinking on their own about economies is most pertinent and timely. I can just imagine what might happen in a Board Meeting if the Board is confronted with a serious deficit without accompanying fully-planned, off-setting actions. It was interesting at the last Board Meeting to see the GAD in there pitching to get its expenses of questionable value approved before even the Finance Committee has had a chance to look at the overall picture. I am inclined to agree with Mr. Linder that many of these payments to Sections and Branches are of dubious value.

I continue to be tied up with this Grand Jury thing (I am dictating this in the office on Saturday afternoon, tomorrow I have to go to Syracuse for the funeral of my daughter-in-law's grandmother who is the matriarch of that family...or I should say, was). What I am going to do is get the small staff group together next Thursday evening to start an exploration of these matters. The one thing that is annoying to me and I am sure, irritating and suspicious to a number of Board members, is, as you say, that excessively large item of "unallocated expenses." As you well know, this does not mean that we don't know where the money goes, it merely means that it is difficult to identify it as being spent specifically under the auspices of one of the Departments or other organization unit.

I am beginning to see carbon copies of suggestions from the Board to the President. Some of them come from our "one-day

Mr. L. F. Hickernell, February 20, 1961, Page 2.

wonders" who rarely do anything or give any thought to the Institute when the Board is not in session and they don't have an audience.

Speaking of money, here is a copy of Russ Clark's speech before the Section Representatives Meeting. I thought it was one of his better performances and I am glad to include it with the Board Minutes and get it into the Minutes of the Section Representatives Meeting. The Board Minutes are going to be a little late because I am also waiting for a report from McElroy about the Institute Technical Groups. Also, I would like to have Linder's okay, particularly on the write-up of the afternoon meeting. I must confess that, while it sounded pretty good to me at the time, I had a good deal of trouble finding very much of significance in the discussion when I came to write it up. I hope we can get it finished up this week and in the mail. In the meantime, don't forget to send back a postal card and get yourself a good room at Cornell. It is most unlikely that I would let you forget it or that I would let rooms go without taking care of you. As a matter of fact, I don't think we are going to be too badly off. I have ninety good rooms and the Board will hardly take more than half of those so we can take care of Past-Presidents and others who desire the more expensive arrangements. For myself, I will be in the dormitory and so will all the rest of the staff that goes there. I am going to cut down on staff travel. I don't think I'll send more than one man to New Orleans and perhaps one to each of the other District Meetings.

One of our committee people, I don't remember who it was, had a bright idea the other day. He wanted one of these special rooms at Cornell for each of the Student Prize Paper Winners. "Because they are tired of living in dormitories and should be given an opportunity to enjoy the better life that AIEE provides."

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw
Encl.

Hickernell

February 17, 1961

Mr. L. F. Hickernell
Anaconda Wire and Cable Company
Hastings-on-Hudson 6, New York

Dear Hick:

I wonder if you have ever seen this interesting portrait of Michael Faraday. It is a new one to me.

When I got to the office this afternoon about 3:30, I found the two extremely impressive volumes of your Technical Papers. I shall consider these only as a loan and will take all measures to return them to you in good shape, if it is desired.

I have had a most disconcerting telephone call from Les Price of NEMA wanting to know what this Show of ours is all about. It seems that he gathered from one of the committees of NEMA that there is an organized move to boycott it. I had a strong suspicion that some of the people who voted for it at our Board of Directors meeting, would be shooting at it from behind NEMA. When I was assured by the Managing Director of NEMA that there was no such intention, I accepted his assurance. If the thing develops, I am afraid that I am going to lose patience and raise a little bit of Hell about it.

As far as I am concerned, I had no interest or sympathy in this Show myself. I assumed that the Board, in its good judgment, would vote it down. But when the Board voted for it as overwhelmingly as it did, I thought it only reasonable to expect support for it. One of the comments made in the process of informing me of this growing organized opposition was that these companies support AIEE through their hospitality rooms at our Winter General Meetings and they don't intend to spend any more money in supporting a Show. Personally, I am not altogether clear on just what support AIEE gets out of these hospitality rooms. My own judgment, at the moment, would be that some honest sales effort under business-like conditions at a Show or through the advertising pages in ELECTRICAL ENGINEERING would be better, both for the company and for AIEE. Am I wrong about this?

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw
Encl.

Hickernell
February 14, 1961

Mr. L. F. Hickernell
Anaconda Wire and Cable Company
Hastings-on-Hudson 6, New York

WSJ

Dear Hick:

I am returning here the pages from the Wall Street Journal which you indicated that you would like to have saved. I had an impulse to cut them up and paste them on pages for a notebook but I thought better of it in view of the likelihood that you have your own system for making scrapbooks and files. So, I am just returning the whole pages. Obviously you are building a file on the anti-Trust case. I added a few clippings from the February 12 issue of the Herald-Tribune.

I view this thing with a good deal of personal apprehension. It looks to me as though all of the New Dealers who had to lie low during the last eight years are going to take the opportunity to make things difficult for the corporations. Everybody who has bought anything from a vacuum sweeper to a bow tie-megawatt station is going to try to get three times his money back -- particularly the public power boys.

All of this cannot but influence the fortunes of AIEE adversely. If these suits begin to mount up as they probably will, all sorts of activities in these companies which employ a very considerable fraction of our members, will be curtailed. In fact, AIEE is so closely identified with the power industry that our own prestige, "image", and even our ethics may be considered suspect.

The whole thing is going to react badly in the colleges. Even fewer students will want to work for "heavy current" companies and join the "heavy current" society.

It may be that I am exaggerating the situation and I certainly hope so. There is plenty of calamity howling going on in AIEE without my joining the chorus but, as I say, I can't help feeling apprehensive.

Another reason the case interests me is that I was slightly acquainted with J. Cullen Ganey when he and his brother were young, red-headed, democratic politicians in Bethlehem. J. Cullen was fresh out of law school when I got to Bethlehem. I did not know him well at all. We traveled in quite different social

Mr. L. F. Hickernell, February 14, 1961, Page 2.

and political groups. I used to meet him in connection with civic affairs like the Red Cross Campaign, Boy Scouts, and the like. I don't recall whether he was a member of the Lions Club when I was or not. That was a younger group in Bethlehem. The older, better-established business men and professors belonged to the Rotary Club. I am now an alumnus of both. Anyway, Ganey was very active in New Deal politics and simply couldn't miss when the New Deal came in. His is the classic story of the lucky young lawyer: Born well, educated well, married well, picked the right political party at the right time. The big question that it leaves in my mind, however, is whether a Federal judgeship has enough attractions to hold a man with all of those advantages from age 41 to 62.

Here is his modest listing in the 1960-1961 Who's Who in America, in case you would like it for your file:

GANEY, J. CULLEN; b. Bethlehem, Pa. April 22, 1899; s. Thomas and Catherine (Cullen) G.; A.B., Lehigh U. 1920; LL.B., Harvard 1923; LL.D. (Honorary), St. Josephs College 1952, married Evelyn Gorman November 19, 1933; one dau. Jean Mary, Admitted to Pa. Bar 1923, and practiced in Bethlehem, U. S. Attorney for Eastern District of Pa.; 1937-40; U. S. Federal Judge for the Eastern District of Pa., since July 10, 1940. Mem. Am. Bar Assoc., Pa. State Bar Association. Democrat, home: Philadelphia. Address: Federal Court Building., 9th and Chestnut Streets, Philadelphia.

If our electrical manufacturing industries are going to be temporarily embarrassed and upset by this, maybe the thing for AIEE to do is to push its membership and services among the electric utility and industry operating and maintenance people. There isn't any advertising to be gotten out of these people, to be sure; and, I am afraid, not much literature either. What do you think we can do to minimize the effect of this on the Institute?

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw
Encl.

Hickernell

February 9, 1961

Mr. L. F. Hickernell
Anaconda Wire and Cable Company
Hastings-on-Hudson 6, New York

NSPE BALLOT

Dear Hick:

I have been interested in observing from year to year the background and connections of the nominees for NSPE office. I am continually struck by the thought that if AIEE is a "Power" organization on the basis of the membership of its Board of Directors, NSPE certainly justifies the characterization as a "faction of the Civil Engineers." I don't know how this Electrical managed to intrude into this solidly Civil ballot for 1961-1962 officers. I must say also that I am still puzzled about the tremendous interest in and concern for this group of engineers on the part of our predominantly industrially-employed people who, with regard to the things that interest these people most, "couldn't care less."

I am just plain puzzled. I guess the answer is that our position is that since these things are of no interest to us and should not be of interest to any technical society, nor EJC, they should be delegated to this group and forgotten about. If that is our position, it makes some sense provided we are willing to forget about it. I can't help thinking that there is something behind all of this that I don't know and can't grasp.

Right now, however, I am more interested in writing Minutes and keeping up with the correspondence while putting in the middle of the day on the Kings County Grand Jury. I have had only two days of it and I don't enjoy contemplating the rest of the month. I am in the office most mornings from 8:30 to 9:30 and so far I have gotten home in the middle of the afternoon to pick up the paperwork.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw
Encl.

Mr. L. F. Hickernell, February 9, 1961, Page 2.

P. S. - I assume you have read the article entitled "MIT and the New Breed of Hairy Ears" in the current issue of FORTUNE magazine, page 129. This article, it seems to me, sheds a good deal of light on what is going on not only in MIT but also in AIEE. - NSH

Hickernell

January 23, 1961

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

MISCELLANEOUS

Dear Hick:

Thank you for the second volume of valuable historical material on the "President's Activities." This is a wonderfully fine collection which I shall certainly prize and which I expect to find very useful. These two volumes make a fine record of our anniversary year.

I wonder if your office has made a collection of your technical papers in one place. I could no doubt get copies of at least some of your AIEE papers but there have been other articles and papers in other publications which I might not find readily available. I don't know whether I am going to need them or might prove useful if I could borrow them for a few days in connection with a little project I have in mind.

Well, I am doubly glad that you didn't undertake to come down for the EJC meeting. It was all right as such meetings go. In fact, I guess it was much better than most of them from the standpoint of AIEE because between the President's Dinner the night before and the Assembly on Thursday afternoon, Mr. Linder appeared to make a great deal of progress in selling AIEE's viewpoint about the activities of EJC. The only specific thing that he advocated was the meeting schedule which, after all, was your idea several years ago. Everything seemed to be "sweetness and light." There was no argument of any kind. I rather think that the meeting can be rated as very successful. Apparently both sides think they won. I have reason to believe that the Civil, Chemical, Mining axis was putting on something that football people call the "draw play." Just what gain they expect to make out of it, I don't know but I overheard some talk to the effect that they had sold AIEE something by making us believe that it was our idea. I don't know what it was about but there was apparently equal rejoicing on both sides so either it was a very good bargain - profitable to both - or somebody got took and still doesn't know it.

However, the best dog-garned meeting in the world certainly wasn't worth coming down from Dobbs Ferry for on Thursday. People

Mr. L. F. Hickernell, January 23, 1961, Page 2.

had a great deal of trouble getting home against the dual obstacles of the railroad strike and the blizzard. I suppose I was among the most fortunate in that I could get into the subway directly from the Biltmore and I had only the short wade through the snowdrifts here at the Brooklyn end. However, the 150 yards or so that I have to negotiate from the subway exit to my house was an exhausting experience; against the wind and snow and deep drifts that piled up at the street corners and on some of the pavements.

Our Intersociety Relations Committee Meeting on Friday was rather slimly attended. Chase has been in town since Wednesday. Al Johnson came in Wednesday night and I guess Clair Gaylord did too. Scott Hill, however, drove down from his home in Connecticut on Friday morning and I guess that was something of a rugged experience but Scott felt the meeting was so important that he had to do it. Chuck Hochgesang came in about 11 o'clock and stayed through lunch, and Mr. Linder joined the party at lunch so you see, there were really four out of the nine members of the committee present. Gaylord is now an EJC Representative and he came down for that affair. Those Representatives were all invited to the meeting but he was the only one that came. Mr. Linder joined us for lunch.

The committee decided to recommend the acceptance of the ECPD Charter amendments and the addition of IRE and IAES to the membership of ECPD. However, they deferred taking action on admitting NSPE on the basis that they didn't know whether NSPE was any longer interested in membership in ECPD. After all, the applications of all these people were made back in 1957 and have not, so far as anybody knows, been renewed. According to Paul Robbins, with whom Warren Chase talked within the last day or two, NSPE hasn't made up its mind whether it really wants to join or not. The new ECPD Charter, of course, provides now for two types of members; the Technical Society Member has all and complete privileges but the Sustaining Member is not included in the Education and Accreditation Committee. With the adoption of the new Charter, EIC, ASEE, NCSBEE, and NSPE (if they join) would be Sustaining Members. I rather like this new set-up because I would like to see the accrediting activities limited to the Technical Societies. I should think that Mr. Foote would approve it also. As things work out under the old scheme, the Education and Accreditation Committee could be darned near all Mechanical Engineers, for instance, because Mechanical Engineers are members of EIC, ASRE, and NCSBEE. I assume that even a few of them are members of NSPE. The same, naturally, goes for any of the other Technical Societies. Likewise, these now Sustaining Members could dominate also by the same route of common membership. I also, personally, approve of keeping NSPE out of the accrediting business. The only trouble as I see it is that, as soon as you admit individuals or organizations to a subordinate form of membership, the democratic consciences begin to hurt and, in a year or so, your back with oratorical enunciations of "second-class citizenship." The argument in this case is weakened, of course, by the transfer (if it's accepted) of these present members of ECPD to the new type of membership.

Mr. L. F. Hickernell, January 23, 1961, Page 3.

The committee voted against Amalgamation, naturally. But they split on the question of whether a man who is an Associate Member of AIEE and a Senior Member of IRE should be permitted to resign from AIEE and rejoin as a Member, thus avoiding the transfer fee and the necessity for having his record judged according to AIEE Member requirements. Some thought that this was a bad thing and should be prohibited. Others thought that the rules should provide that transfer to an equal grade in AIEE to that held in IRE (Fellow excepted) should be automatic. I don't know what will happen in the Board of Directors where this thing is coming up as a Bylaw interpretation. The Board of Examiners says "no" and they are asking the Board to sustain their position in this respect.

I have asked Warren Chase to excuse me from attending any more Intersociety Relations Committee meetings. I can see that my views are entirely too "nationalistic" to make me a good person to be in these deliberations. I don't know what got into me but I talked entirely too much at this meeting and raised entirely too many questions about the welfare of AIEE in connection with our cooperation with IRE, in particular, and to some extent NSPE. It seems to me that we are giving IRE everything they want and when we come to the point of doing something significant in connection with the Student Branch business, they immediately back out. Scott Hill blames it on Haraden Pratt but I have my doubts and I still say that we ought to go extremely slow on all of this business until IRE declares, as we have, that their long-range intention is for a merger. I am hoping that the President of IRE will, when he addresses our Board on February 3, be as frank about this as he was in private conversation with Mr. Linder.

I don't know how effective our two meetings on January 27 and February 3 are going to be. There is a lot of stuff on the Executive Committee Agenda that is going to be held up because the Department Chairmen want to take it to their Departments first. On the other hand, the President wants to keep the Board meeting short so as to leave time for further discussion of high policy. I guess the financial matters can be handled by the Executive Committee but, on the other hand, the Finance Committee really ought to get prepared on that subject too. I guess it will work out all right. However, when we put the meetings on Fridays, I guess we didn't give sufficient thought to the impelling need for members to get away early. I don't know how many of the Executive Committee will come in on Friday, the 27th, and spend the weekend in New York. I have a feeling that it were better to have Executive Committee meetings about half way between Board meetings or, at any rate, completely separated from the occasions of Board meetings such as at General Meetings.

Coggeshall tells me that he is getting responses to the Institute Technical Group mailing. It will be a great surprise to me if anything coherent comes out of that. I didn't see the announcement before it was mailed out and I don't know whether I could have

Mr. L. F. Hickernell, January 23, 1961, Page 4.

influenced the committee to change it or not but if any of our ordinary members can figure out what it is all about from that brochure, I shall be surprised. It starts out with a section headed "WHY" and I swear to goodness, I couldn't find a single reason in the whole section that would answer the question "Why?" That mailing is going to cost over \$4,000.00 which I guess will be well spent if it turns out that the idea is given up but I am afraid that there will have to be another mailing, and another, and another with more money wasted. The interesting thing that developed in my conversation with Coggeshall later was that he didn't know that we had classified our members already according to their committee interest and had punched it into our IBM cards so that we could use the information as a basis for circularizing people with regard to Special Technical Conferences. I should think that some members would reply to the effect that they had already given us adequate information for doing this thing.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

*File
L.F.H.*

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
President



Please address reply in care of
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Telephone GReenleaf 8-1500

Past

HIGH-VOLTAGE LABORATORIES

January 19, 1961

Mr. D. Mahto
46, Engineers Hostel
Heavy Electricals, Ltd.
Bhopal, M.P., India

Dear Mr. Mahto:

Your letter of December 19, 1960 to the Secretary of AIEE has been referred to me for reply, since we at Anaconda recently built a new High-Voltage Laboratory.

To the best of my knowledge, no published list is available of High Power and High-Voltage Testing Laboratories in the USA. Practically all manufacturers of cable, insulators, transformers, circuit breakers and lightning arrestors have high-voltage testing facilities. Some laboratories I happen to know have been built or remodeled rather recently are:

Allis Chalmers Manufacturing Co.....	West Allis, Wisconsin
American Steel & Wire Co.....	Worcester, Massachusetts
*Anaconda Wire & Cable Co.....	Hastings-on-Hudson, New York
A. B. Chance Co.....	Centralia, Missouri
General Cable Corp.....	Perth Amboy, New Jersey
General Electric Co.....	Philadelphia, Pennsylvania; Pittsfield, Massachusetts; Baltimore, Maryland
Hubbard and Co.....	McCook, Illinois
I-T-E Circuit Breaker Co.....	Los Angeles, California
Line Material Industries.....	Franksville, Wisconsin
Ohio Brass Co.....	Barberton, Ohio
Okonite Co.....	Paterson, New Jersey
Pennsylvania Transformer Co.....	Canonsburg, Pennsylvania
Phelps Dodge Copper Products Corp....	Yonkers, New York
John A. Roebling's Sons Co.....	Trenton, New Jersey
Simplex Wire & Cable Co.....	Cambridge, Massachusetts
Westinghouse Electric Corp.....	Sharon, Pennsylvania; East Pittsburgh, Pennsylvania

*Enclosed is a reprint (Anaconda Publication No. C-104) of an article which appeared in "Electrical Engineering", June 1959.

Most of the universities (such as Cornell, Purdue, Northwestern, California Institute of Technology, Stanford) have dismantled their High-Voltage Laboratories, and have sold the equipment to some of the manufacturers listed above.

I hope that this information will be helpful to you.

Sincerely yours,

cc: Mr. N. S. Hibshman, Executive Secretary, AIEE

L. F. Hickernell

Hickernell

January 16, 1961

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

MEMORABILIA
1958-1959

Dear Hick:

Thank you very much for the handsome volume PAPERS OF THE AIEE PRESIDENT, 1958-1959. This is a valuable volume of lasting importance to AIEE. As Executive Secretary, I sincerely express the appreciation of the Institute for the record and infinitely more so, for the service it records.

I shall look forward to the second volume entitled ACTIVITIES OF THE AIEE PRESIDENT, 1958-1959. This I shall personally cherish in memory of what has been and probably will be my most pleasant year, and what well might be described by objective historians as the Institute's "finest year." If the Institute moves forward in the next four or five years, it will be on the impetus of the sound sense with which it was directed in your years of major influence culminating in your Presidency.

Sincerely yours,

N. S. Hibshman

NSH:epw

ANACONDA WIRE AND CABLE COMPANY



OFFICE OF
VICE PRESIDENT-ENGINEERING

HASTINGS-ON-HUDSON, 6
NEW YORK

EHV CABLE CONFERENCE
Elmira, NY, Apr 11-13/61

January 9, 1961

Mr. L. I. Komives, Chairman
Jt AEIC-EEI-Mfrs EHV Cable Research Project Steering Comm.

Dear Komi:

Re your letter of 1/4/61:

One of the beauties of the English language is in its nuances. At the same time, these can be a trap for us who become accustomed to using certain common words without referring to the dictionary for their exact shading.

It is quite apparent that the word "meaningful" applied to measurements at Cornell does not mean the same to you as it does to me.

When we finally compromised and agreed that the Conference would be postponed unless "meaningful measurements" were obtained by Jan. 1, 1961, I was under the impression that the phrase meant that the test program would at least be underway. To date, we do not have even the "first point on the curve".

I still feel that it is a mistake to schedule this Conference in April, but am reconciled to its being held then since that is the will of the majority.

Sincerely,

L. F. Hickernell

cc: Mr. F. M. Hull
Dr. J. Sticher
Mr. C. T. Hatcher
Mr. H. Malperin

bcc: Mr. N. S. Hibshman

Hickernell
file

December 12, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

PROFESSORIAL GUBBLEDY-GOOP

Dear Hick:

I am returning herewith, after having greatly enjoyed an opportunity to read your exchange of experience with Ken Wyatt on the subject of professorial gubbledy-goop. From what I hear, the letter offered as an example may have been written pretty much in the spirit and language of the "Worcester Conference." However, it strikes me that you are assigning too much credit for this performance to the academic associations of the writer. Remember, we had a "post-graduate" course at NSF.

I am admittedly rusty in this language but I will attempt to translate the letter for you.

Translation (with notes):

Sorry I'm late. (Standard professorial opening.) I'd like to help; but frankly, I ain't well. I've still got a buzzing noise in my head from the time I worked for NSF (noodle soup factory). Smarter guys than me couldn't figure out what's goin' on there; so they're building a bigger plant to make smaller noodles. All the best noodle men got together in Worcester. The buzzing in their heads was so loud they called it a brainstorm. They figured out that since they didn't know what they was doing they would delegate the job to AIEE to take to Cornell next June and measure the power factor. (I hope they put the noodles in the pot and not the pothead on the noodles).

Now the way I see it; you gotta make big noodles first. If you bend 'em here and there and drill holes in 'em, you can get the macaroni men into the act too. Then when you get big noodles with holes in 'em and elbows you can also slice 'em lengthwise and get spaghetti too. Then maybe we can get a rubber chemist to find out what materials and components go into noodles in the first place.

Personally, I say why the hell didn't we stay home and read ELECTRICAL ENGINEERING in the first place.

Let's get together some time in Boston or Schenectady and compare the frequencies of our buzzin' heads. Maybe we can make

Mr. L. F. Hickernell, December 12, 1960, Page 2.

beautiful music, if not noodles.

Sincerely (no doubt about it)

Signed

Admittedly, this is a fairly free translation but I think it is adequate for understanding the "frame of reference... to evaluate...in terms of the state of knowledge...to meet this need...ex post facto... in broad area grouping...on an interdisciplinary approach rather than the more parochial viewpoints of organizational groups..."

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



Please address reply in care of
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COEMODULAR TAPE

December 7, 1960

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

Re your note of 11/27/60 conveying letter from Leon Coe, Inventor (?), to you, dated 11/16/60:

Even as a Life Member (since 7/14/60; see attached certificate) of Jackson, Mich., Lodge #17, F&AM, my interest would match yours (-459.67F or -273.16C), except for a recent experience at home.

Over a period of time, I have been building another set of shelves and tool boards in my garage. One support for the shelves is fastened to a brick lally column. Either my combination level-plumb (Sears' best) is cockeyed, or the brick mason who laid up the column was! Maybe the "Coemodular Tape" would be an improvement over the human eye? However, I can't imagine present-day craftsmen (?) using such a device.

Speaking of "interesting" mail, crackpot inventors are not the only authors of gobbledygook. Attached is copy of an exchange of correspondence with Ken Wyatt re a letter from a Dean of Engineering!

Sincerely,

cc: Mr. K. S. Wyatt
Irvington-on-Hudson

aa

ANACONDA WIRE & CABLE CO.
TIME SAVER MEMO

TO:

Hibshman

FROM: Hickernell

The attached papers are referred to you for the purpose checked below.

- ☐ FOR YOUR INFORMATION
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- ☐ PLEASE NOTE AND FILE
- ☐ PLEASE TAKE CARE OF THIS
- ☐ PLEASE ANSWER, SENDING ME COPY
- ☐ PREPARE REPLY FOR MY SIGNATURE
- ☐ PLEASE INVESTIGATE AND REPORT FINDINGS
- ☐ TAKE UP WITH _____
- ☐ PLEASE NOTE AND RETURN
- ☐ FOR YOUR OK AND/OR COMMENTS

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Hickernell

November 18, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

MISCELLANEOUS

Dear Hick:

I have been interested in noting in the Minutes of the ASME Executive Committee some of the developments in that organization:

1) They have under consideration a Bylaw amendment requiring that all members of the "regular Nominating Committee shall be of the Member or Fellow grade." This is a part of a tightening up process that I think I have sensed to be under way in ASME for some time. There is a considerable element in ASME that is interested in holding the line against too much inclusiveness and too much "integration." On the other hand, they have some rather serious splintering problems too. The Rocket Society is probably the fastest growing thing in the organizational world.

2) I notice also that they are standing by their policy with respect to the affiliation of their Sections with "Court House groups." I suppose that we are wise to "do nothing" and it is easy to take this position when you never have to hear about any of the questions that are raised.

3) ASME is now studying the inclusion of Group Life Insurance along with their Group Disability Insurance plan.

4) ASME, which practically refurnished their offices only two or three years ago, voted to authorize the expenditure of \$12,000.00 for the refinishing and rehabilitation of equipment and all objects now in use, and \$94,900.00 for new furnishings; these expenditures to be made from the \$150,000.00 transferred from the General Fund unallocated surplus ..."

5) ASME has engaged Cresap, McCormack, and Paget to "study if membership potential, growth and turn-over, adequacy of services to members, and effectiveness of the ASME organization.."

Mr. L. F. Hickernell, November 18, 1960, Page 2.

I suspect they have a more expensive organization than we did and I hope that they get their answers for \$24,000.00. Their Council was divided on this but their President insisted that they needed to be studied. I turned over to them all of our reports on this before they made their contract so they had the benefit of all of our experience. I guess that statement is not entirely true ... I gave them the reports and not much of the discussions leading up to the engagement of the consultants.

All of this is a matter of passing interest. I just like to have some of these things on record before I forget them and I don't think that I have previously told you about these developments. I think ASME is, in a number of ways, having exactly the same problems that we have. The major difference seems to me to be that they don't make such a fetish of advertising their troubles or using their problems and troubles for the aggrandizement of other organizations.

I don't intend to try to draw you into any of these discussions but it is a source of some comfort to me and I think, advantage to the well-being of the Institute that information be in the hands of those with experience and wisdom to understand and evaluate it.

It was very pleasant to visit with you yesterday, as always. You may consider this bit of gossip as a footnote to our conversation.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



Please address reply in care of
ANACONDA WIRE AND CABLE CO.
Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 8-1500

EJC - BOARD OF DIRECTORS
Breakfast Meeting, 11/18/60

November 11, 1960

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

Re your Call of 10/31/60:

As usual at this time of year, my meeting schedule is bunched:

M/11/14	3:00P	AIEE - EHV Cable Conference Comm.
T/11/15	9:00A	AIEE - Insulated Conductors Comm.
	2:00P	" - " " "
W/11/16	9:00A	" - " " "
	2:00P	" - " " "
F/11/18	8:30A	EJC - Board of Directors, AIEE Reprs.
	10:00A	" - " " "
M/11/21	9:00A	AWC - Executive Staff
T/11/22	9:30A	AIEE - Honors Advisory Comm.

Since I (a) am trying to get back on a bread-and-butter effort (ICC vs EJC),
(b) will be retired from the EJC Board of Directors in January 1961,
(c) would like to have Friday in the office to prepare for the Staff meeting on Monday, and
(d) would like to attend the Honors Advisory Comm. meeting on Tuesday,

I had planned to skip the EJC meeting on Friday, 11/18.

Here are my views on EJC, which I believe are well known:

- A) Hold EJC's assessments to a minimum; certainly not exceed present 25¢ per AIEE member.
- B) Cut out the EJC Engineer.
- C) If the EJC Engineer is published, do not circulate to our membership; abstract it for Electrical Engineering.

Sincerely,

cc: Mr. C. H. Linder
Mr. H. Blackmon

aa

Hickernell
October 25, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

ANACONDA ENGINEER
Issue No. 1, 10/19/60

Dear Hick:

Thanks for another excellent example of what might be done in AIEE to keep the membership and particularly the officers and committee people better informed. I should certainly think that your Engineering and Research Department would appreciate this brief and readable report. I imagine that it will prompt some of them to look for more information on some of the items. I hope that I may be considered as a regular subscriber to this new publication. On the other hand, I wouldn't want to upset any delicate relations with the Post Office Department.

Your circulation is probably big enough to consider economy but over the years, it will be easier to keep a file on these if they are printed on both sides of the paper. I guess the best reason for not doing that is to avoid inconvenience to those who bind their papers at the top instead of using books as you and I do. I had a few kicks when I started writing the Minutes on both sides of the paper but it seems now that everybody is relaxed and I haven't heard anything about it lately.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

ANACONDA WIRE & CABLE CO.
TIME SAVER MEMO

TO:

Hibshman

FROM: Hickernell

The attached papers are referred to you for the purpose checked below.

~~FOR YOUR INFORMATION~~

~~WHAT DO YOU SUGGEST?~~

~~PLEASE NOTE AND FILE~~

~~PLEASE TAKE CARE OF THIS~~

~~PLEASE ANSWER, SENDING ME COPY~~

~~PREPARE REPLY FOR MY SIGNATURE~~

~~PLEASE INVESTIGATE AND REPORT FINDINGS~~

~~TAKE UP WITH~~

~~PLEASE NOTE AND RETURN~~

☒ ~~FOR YOUR OK AND/OR COMMENTS~~

REMARKS —

ANACONDA WIRE & CABLE COMPANY

G 400A

INTER-OFFICE CORRESPONDENCE

COPIES TO:

TO: All Members of the
ENGINEERING & RESEARCH DEPT. DATE October 19, 1960

FROM: Hickernell OFFICE Hastings

SUBJECT: ANACONDA ENGINEER
Issue #1, 10/19/60

REFERRING TO:

FILE REFERENCE:

Lack of communication is not indigenous to our Department, nor to our Company. It is a problem which exists in every group or organization consisting of more than 2 members. No one, to my knowledge, has ever completely found the solution, nor is anyone likely to do so.

As an example, AIEE has a 1960-61 publications budget of \$900,000 which includes a monthly magazine (Electrical Engineering), 18 bimonthly publications (Applications & Industry, Communication & Electronics, Power Apparatus & Systems), variable number of Conference Proceedings, quarterly student publication (EE Digest), annual Organization Manual, operational guides (Author's, Technical Sessions', Districts', Student Branches', etc.), and numerous Special Publications. Yet lack of communications between administration and members continues to be one of AIEE's major problems, as it has for 75 years.

Although a tough problem, there is no reason why we as engineers should not attempt to solve it even though human relations are not susceptible to mathematical equations or computer technique. One of the difficulties is that all of us are buried in literature. No one, no matter how specialized, could hope to read 10% of the material published on his specialty. It is, therefore, with some trepidation that I add another publication to the stream over your desks.

Operating in 4 groups, isolated geographically, there is a need for trying to inform one group what the other is doing. As a trial, I plan to issue a family "newsletter" of items selected from the mass of correspondence, reports and periodicals which come to my desk. It will be published on a "when, as and if" basis; that is, there will be no deadline, just publication when we have something to say.

Attached is Issue No. 1 of the "Anaconda Engineer". For your information, source material for this initial issue was:

- 1) 3Q60 Reports of Marion and Hastings Labs
- 2) Sept. Reports of District Sales Offices
- 3) Electrical World
- 4) Electronics News
- 5) LFH Notes on AIEE Fall Meeting & Natl. Electronics Conference, Chicago, 10/9-14/60

supplemented by memory.

E&R Dept from LFH, 10/19/60

2.

Do you feel that this publication answers a need? What kind of material would you like included? Your comments (good or bad) on this endeavor will be welcomed, signed or not, as you choose.

L.F.H.

aa
attachment

Anaconda Engineer

Published for Members of the ENGINEERING & RESEARCH DEPT. of Anaconda Wire & Cable Co.

No. 1

Oct. 19, 1960

1. EXPANDED ALL-METAL ACSR (2.15" OD) and accessories passed rigid physical and visual corona tests specified by Bonneville Power Authority with flying colors in Hastings EHV Lab, the only lab in the country equipped to make such tests in one location under controlled atmospheric conditions. Assembly was corona free at 300 kv to ground (520 kv phase to phase).
2. LONG-TIME CREEP test equipment for ACSR is being erected in the Hastings Lab.
3. NATIONAL EMERGENCY ALARM REPEATER (NEAR) system total cost was estimated at 40-50 million dollars in a paper presented at AIEE Fall Meeting. A single generator installation, costing \$100,000, operates home warning receivers for a population area of 100,000. Trial installation at Battle Creek, Mich., covered area of 1,000 sq.mi. with population of 260,000.
4. ANATHERM magnet wire is being used in new models of Maytag automatic washers and dryers, the Des Moines District Office (DO) advises.
5. SKUNK CABLE is the unlikely name applied to Commonwealth Edison's 600V direct-burial secondary cable for residential distribution, the Chicago DO tells us. It is a flat-parallel construction of 2/C, 3/0 Al insulated and 1/C, 1/0 Al neutral with a white stripe down the middle for code identification. Let's hope it will resemble its namesake in appearance only.
6. 7,000 Mcm FURNACE CABLE with rubber-insulation and hollow core has been manufactured at Marion and installed for field trial.
7. 540 TELEPHONE WIRE SPLICES were made and are under test to evaluate conventional twisted and soldered splices in silicone sleeves vs 3M Scotchlok Type UR self-stripping connectors.
8. 345-kv LPOF CABLES of 4 constructions (3 paper, 1 synthetic insulation) withstood cyclic-load test at 1.3X rated voltage and 120C. Upon increase to 1.45X rated voltage, one paper cable failed. It was not a prototype of the one installed at Cornell U. The test will be continued using the 4 bundled-conductor overhead transmission line as a return conductor to the ac-dc rectifier used for conductor heating.
9. CORNELL EHV CABLE TESTING STATION was officially energized 9/14/60. See "\$3-Million Cornell EHV Cable Test Project, Electrical World, 10/10/60, pp 50-1. Cable vault and joint in photo on p 51 are ours.
10. US NAVY ANTENNA at Machias, Maine, contains 550,000 lbs calsun bronze cable; ground system, 900,000 lbs. copper wire.
11. AMPACITY TABLES for paper, VC, rubber, plastic insulated cables are being calculated on IBM 650 digital computer by Engineering Division under a contract from IPCEA. These are based on the new Neher-McGrath method of calculation (AIEE Paper 57-660), using earth resistivities of 60, 90 and 120.
12. SPECIFIER'S HANDBOOK is being received with enthusiasm and is a "Terrific Sales Tool", according to our New Orleans DO.
13. JET FUEL-RESISTANT jacket compounds are being evaluated by Hastings Lab.

14. MIDWEST was played by Dr. F. E. Terman, VP-Provost, Stanford U., at 16th National Electronics Conference at Chicago for failure of its universities to exercise leadership, for lack of imagination in its industries, and wrong psychological atmosphere for creative work. Terman said Northwestern had missed opportunities to assume leadership in electronics, that electrical engineering takes a subordinate role at Illinois Tech and Mich. State, and that work at Mich. U., Purdue and other fine universities has not been adequate. Believe it or not, Terman was given a standing ovation!
15. SILICONE RUBBER CABLE has been ordered by Con Edison for its Nuclear Power Plant at Indian Point on the Hudson River 20 miles north of Hastings.
16. E&R LADIES may be interested in an erudite discussion at a meeting of the Structures Subcomm., Insulated Conductors Comm., AIEE, 4/19/60, as recorded in the recently issued Minutes: "The problem of small diameter heels being caught in network vault gratings still exists. It was considered that...the solution should come from the grating manufacturers. Sidewalk gratings are used for many purposes other than network vaults and utilities are to a large extent dependent on gratings..commercially available. It was hopefully predicted that, women's styles being what they are, the style of heels will probably change before a 'heelproof' grating can be designed or invented by anyone."
17. 15-kv POLYETHYLENE (linear high density) insulated cable has withstood 388 cycles on cyclic-load test with no significant increase in power factor nor ionization. Currently, loading is at 2.25X rated voltage at 110C.
18. EHV CABLE RESEARCH PROJECT at Cornell U. sponsored by AEIC-EEI is now estimated to cost \$705,000, up 41% from original estimate of \$500,000. Adding the costs of development and furnishing of test lengths and terminals by 4 cable and 2 terminal manufacturers, total expenditure is estimated at \$3,000,000.
19. ELECTRONICS RESEARCH may become prime product of American corporations, says John Carter, President, Fairchild Camera and Instrument Co. Labor rates are too high to compete in electronics manufacture with Europe and Japan.
20. HONEYWELL 800 electronic data processing system valued at \$1.5 million will be installed at MIT Instrumentation Lab for high-speed analysis and simulation of guidance in missile field. This computer has a 16,000-word memory, 4 high-speed tape drives, card reader and punch, and high-speed printer.
21. 15-kv MYLAR insulated LPGF cable has withstood 148 cycles at rated voltage and 100C. Power factor is comparable to paper-oil insulation.
22. 138-kv HPGF JOINT withstood successfully 204 kv ac for 6 hrs; 650 kv, impulse. After drainage by heating, failure occurred at 204 kv ac in $\frac{1}{2}$ -hr.
23. EDISON discovered thermionic emission ("Edison Effect") in 1883. Not until 20 years later was a practical application made by Fleming (valve detector or oscillator) in 1904, and by DeForest (3-element amplifier tube) in 1906. Regularly scheduled radio broadcasting by KDKA (Westinghouse) did not start until 1920. So - don't get discouraged if your "great" ideas are not adopted immediately!

L. F. Hilsenrath

Hickernell

4-59
E.D. FORM 61-20

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DISCUSSION	TECH PAPER	MEMORANDUM		REFERENCE BY _____
TELEPHONE	PERIODICAL			TO _____ DATE _____
MEETING	BOOK			
REPORT				

SUBJECT Organization Manual MEC Hudson

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- sent 10/19/60
- ✓ 1. Miss Auld
 - ✓ 2. Edgar Schmitz
(The one who makes our charts)
 - ✓ 3. L.F.H. - Home Copy
- H 10/18

) Hickernell

September 28, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

GENERAL MEETINGS

Dear Hick:

I took a look through the Constitution and Bylaws and the Minutes of the Board of Directors for the last four years and came up with the enclosed material bearing on my assignment to present the problem as to whether our policy should be to bring proposed locations of General Meetings before the Board of Directors or leave the whole matter up to the TOD as specified by Policy No. 21 for District Meetings. The Bylaws are ambiguous in that B80.060d4 says TOD "schedules" while B90.020 says, "The Board of Directors determines the location..."

The resolutions and policies might also be said to work both ways. R14 says, "Departments...charged with responsibility for administering the policies set up by the Board..." The policies might be considered as quite well defined, however, when it comes to the location of General Meetings, Policy No. 14 says "Locations for General Meetings shall be approved by the Board of Directors upon recommendation of the Technical Operations Department."

At the last meeting, the Executive Committee made what might be considered a policy pronouncement in support of Policy No. 14.

In looking back over the Minutes, I find that until very recently (until about June of 1959), there appears at least to have been no formal vote taken on these "recommendations" or announcements of the TOD. Since about June of 1959 it appears that the Board has actually voted quite regularly on the locations of General Meetings.

Personally, I don't think it makes a whole lot of difference which way we do it. If the Vice Presidents and some of the Directors-at-Large want a meeting, they will eventually persuade the Board of Directors to give it to them, no matter what TOD says - at least the record seems to bear this out - particularly if the honor of the confederacy is at stake.

In this outline, I have introduced a couple of extraneous items to which no attention should be paid. I always have that trouble

Mr. L. F. Hickernell, September 28, 1960, Page 2.

when I'm reading back issues of the Board Minutes. I keep running across items that are interesting in the light of later developments. In the instances shown here where we voted money for a federation, I was reminded that on the one hand, we have been "alarmed and concerned" about the assessments levied by EJC and ECPD and on the other, we are being pressed to enter an unlimited number of federations through which we may become liable for assessments. In some ways it is easier to build an empire by the federation route and get your money from your constituents than it is to go out and start an honest-to-goodness splinter society. If you can count on the mailing lists of the constituents and the pages of their publications in addition, that makes it just about all you need to set up a business.

To get back to the subject, I haven't given any particular thought to exactly the recommendation that I will bring in to the meeting. I was highly pleased with the President's instructions to me to seek your advice and counsel. I think it has been observed in the past that a good way to get your orders carried out is to tell somebody to do something that they were very likely to do anyway. This, undoubtedly, may be taken as evidence of management skill.

Unless this thing is something that catches your interest or something about which you feel at all strongly, I certainly won't urge you to both about it. I'll put something together and bring it in.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

September 28, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

CORNELL

Dear Hick:

I talked to Professor Erickson on the telephone this morning about the program and the meeting at Cornell. I gathered that he has had his preliminary meeting of his committee and feels that he is in quite good shape as to the plans for his meeting. He puts a great deal of emphasis on the fact that the majority of his committee serve also on the committee that arranged for and ran the ASEE meeting there recently.

I urged him strongly to get out definitive publicity and information on just how housing and other facilities are going to be handled. I couldn't get very much definite information out of him and I hadn't any particular success in wangling an invitation to come to his next committee meeting. I don't believe he has set a date for it. At least he did not reveal it to me.

On the matter of hospitality, he insists that the Statler Hotel has 14 rooms that lend themselves readily to cocktail parties. It has been his thought that that would be adequate for the entertainment that the various companies are going to put on. I gather that he thinks they can arrange for the rooms as they want them to put on parties. He did not say that it would be out of order to rent a room for every day in the week. In any event, that is one way that it might be done. Your company could reserve one of these meeting rooms in the Statler from, let us say, 11 o'clock in the morning to midnight for as many days of the week as you care to have it. There would not, of course, be sleeping quarters with it so you would have to see that your guests were either able to walk out or provide them other means of transportation. The best I could learn was that if anyone wanted to establish 24-hour hospitality, the fraternity houses would be available. This would be just a little rugged on the fellows who were assigned to run the operation because sleeping accommodations are usually rather primitive in fraternity houses. Of course, I am speaking of experience a good many years ago. I have not been in a fraternity house in probably twenty years.

There is no question about it, this Summer General Meeting is going to be "different." It will take some adapting on the part

Mr. L. F. Hickernell, September 28, 1960, Page 2.

of some of us. On the other hand, I hope we can get a sufficiently attractive program to bring out the younger crowd with their families and station wagons and camping equipment on the basis of the nature of the country and the low cost of the accommodations. Dr. Coggeshall is going to work on the expirations on the program. I do wish that it proves possible to bring the EHV program there for the Summer General Meeting. I think there are a good many people who are interested in the subject but not sufficiently involved to attend a Special Technical Conference. If we could have a good EHV program and a good electronics, new power sources, computers, etc. program for the younger crowd, I think we might have a fairly successful meeting.

I am not sure whether I stirred action up at all and I haven't had a chance to discuss it with the President as yet. I may get to him - or at least to Savage tomorrow. I had a meeting with the President today which I will make the subject of another communication.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

September 28, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

THE BIG PICTURE

Dear Hick:

Today the President entertained the seven members of the staff and Mr. Savage at lunch at the Sheraton East - where the Vice-Presidential candidate gets his hair shampooed. There were, as I say, Savage, Anderson, Herrmann, Coggeshall, Rich, Mrs. Landres and Miss Lennon and me. The President wanted to meet the administrative segment of the staff and discuss "problems" with them. I think that we got a preview of the presentation that the Board is going to hear on October 10 - without illustrations, of course. The President discussed the intersociety relations, frontiers of knowledge, management of technology, communication of technology, EJC, ECPD, NSPE and all of the broader aspects of the Institute's relationships, both national and international.

The folks were, I think, impressed and a little bit thrilled at being taken into the President's confidence in this way and I think the occasion was useful because these people had not actually heard much about all of these aspects of the Institute's relationship. I guess I have been remiss in not having staff meetings for the purpose of enlightening them.

Naturally the discussion - the questions and suggestions which the President invited - were mostly of a somewhat more practical nature and of more immediate interest to the people there in their day-to-day work. By and large, I came away feeling not too badly about the whole thing. I think it will prove something of a morale builder although all of these people, so far as I am aware, are devoted. The group of seven we had there represented a total of 97 years of Institute service. The only thing that I would hope is that all the talk about the Founder Societies being obsolete and the profession needing to be reorganized and reshuffled and realigned doesn't make them apprehensive about their job security. I could also hope that they don't find all of this so interesting that they would rather talk about it and think about it than do the job that needs to be done. I sometimes think that the Board and some of our officers enjoy talking about the long-range matters so much that they never get around to doing the obvious job that needs to be done.

I am afraid that I did not improve my standing with the President by several observations that I made toward the end of the discussion. There had been a good deal of small talk about the Nixon-Kennedy debate last night and I observed that both candidates agreed

Mr. L. F. Hickernell, September 28, 1960, Page 2.

that if America is to save the world, America itself must be strong and growing and vigorous internally. I said I thought if AIEE was going to play an important part in this big future, we would have to pay attention to our knitting and make sure that AIEE grew in GNP fast enough to support its undertaking. Then I made another contribution to the effect that I had been driving at one time and was so engrossed in the scenery and anticipation of what I would find on the other side of the distant hills that I forgot to look at the gas gauge and ran out of gasoline and never did get where I wanted to go. This all comes under the head of negative thinking, if not downright subversion.

Well, as you know, Mr. Savage is working frantically on a set of slides. I spent about two-thirds of last Wednesday with Chuck and a couple of bright, young speech writers so that, together with the warm-up today is all I can give you as the basis for a forecast of what the October 10 meeting is going to be about. I have honestly tried to think of something effective to contribute and I still hope I will come up with something. However, the kind of ideas that you and I tend to have don't seem quite to fit this particular need. Today I tried to introduce something about which Miss Lennon could get into the conversation on a subject of membership and the qualifications for membership and whether we wanted a big national geographic-type membership or whether we wanted something a little different but the thinking quickly turned to "scientists." Now, I have nothing against scientists. I am most happy to welcome the real article into AIEE in any numbers. I am afraid, however, that most of the available ones are well within the IRE fold by now. What does alarm me, however, is the wide open gate that apparently some people want to leave in the hope that some scientists will wander in. What bothers me is what else will come in under the general open-door policy. In getting Mrs. Landres into the picture, I made some remarks about recognition and awards and honors and the importance of making them meaningful but that also is not likely to be a part of the "big picture."

To sum it all up, I would say that this meeting is going to present some problems in connection with writing both an agenda and the minutes which gives you some idea of the level on which I am thinking tonight.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

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AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

PLANNING AND COORDINATION COMMITTEE

Address Reply to

Westinghouse Electric Corp.
P. O. Box 2278
Pittsburgh 30, Pa.

August 10, 1960

Mr. L. F. Hickernell
Anaconda Wire and Cable Co.
Hastings-on-Hudson 6, N. Y.

Organization Chart
1960-61.

Dear Hick:

Thanks for your letter of August 5 and the Organization Chart, which I just found on my return from vacation.

It is an excellent chart, and as far as I can tell, it is clear and accurate.

Sincerely,


Hendley Blackmon
Chairman

cc - W. A. Lewis
H. S. Hilsman
I. S. Coggeshall
J. J. Anderson

Hickernell

San Diego, Calif.
August 7, 1960

(Transc. New York, August 10, 1960)

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

Dear Hick:

Well, we made it. We left St. Petersburg last Monday, August 1 and followed the Gulf around to Texas and straight across Texas through San Antonio to El Paso and then to Tucson, Yuma, El Centro, then north to Palm Springs and this morning back south to San Diego, arriving at the El Cortez Hotel at about 11 o'clock Pacific Daylight Savings Time. We could have been in here yesterday at about 2:30 if we had proceeded directly west from El Centro instead of going up to Palm Springs. However, Adaline wanted to see Palm Springs and we saw it. We do all of the winter resorts in August. The fact of the matter is, however, the only really uncomfortable part of the trip was from Tucson to Palm Springs. The Yuma Desert and the Salton Sea and Palm Springs were really hot. I think it was probably 110 in the shade all through this part of the country. It was hot this morning at 7 o'clock when we left Palm Springs but within 30 miles or less, as we proceeded north, the temperature dropped down into the 70s and has been a little on the cool side ever since. We are going to get another touch of desert driving, of course, as we head out of here for Barstow and the Grand Canyon. As I recall it, Barstow is a pretty hot spot too. However, from there on, I don't anticipate any particular discomfort more than one would expect at home in August. We have a reservation for the Grand Canyon. I think the reason we are going back there is to sort of make up for the night we slept in the car there about 8 years ago.

I imagine you are familiar with the El Cortez Hotel here in San Diego. It is located like the Mark Hopkins in San Francisco and gives one a beautiful view of the city and the bay area. As a place to stay, it is apparently very comfortable. I don't know how it is situated for handling the meetings. I expect to look into that tomorrow.

I have the proofs of the Bylaws here which Ed Morris and I are going to read over together on Wednesday. Coggie got in today. I think I saw Ed Corey in the Lobby downstairs. Those are the only two AIEE people that I have seen around.

Mr. L. F. Hickernell, August 7, 1960, Page 2.

We had a re-issue of your summary of the proposals and suggestions made at Forums. I had a few copies sent out to me to look over and pass around. I don't know whether Coggie has been successful in organizing a small forum of West Coast committeemen or not. My purpose in wanting him to come out here was to get acquainted with some of the West Coast people and perhaps to stimulate some greater activities in the newer fields in this area. I am also interested in having the people out here see that we now have a TOD man. As a matter of fact, I have got the whole blooming gang out here. I had intended that Gardner and Day should not come here but they both put up quite an argument and so I made each of them give me a list of the people they expected to see and what they intended to do over and above merely attending the Convention. Well, they made out pretty impressive lists of people they were going to see either at this meeting or on their way here or on their way back. Now I will have to get a report afterwards and see what they actually did.

I have been thinking that it is high time that something got started at Cornell for the Summer General Meeting. I was rather shocked recently to find that the committee is just going to get together for what I believe is going to be their first meeting in September. I am going to try to get up for that meeting and Day should be there also; possibly some other people, including the Vice-President of the District, because it seems to me we are going to have quite a bit of lost time to make up and I would like to see the Summer General Meeting at Ithaca a successful affair from the standpoint that it brings out a lot of younger people who will be attracted by the environment and what I hope will be the very low cost of living there. However, what we need most of all is a good technical program to bring those people out. I don't know whether your cable project will be far enough along then to feature it for the utility people and I don't know just what we can feature for the "Light Current" crowd. Maybe, as a matter of supporting our new President, the Electronics people at Syracuse will turn to and help put together a special program.

Adaline joins me in wishing that you and Estelle were here. We miss you.

Sincerely yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



Please address reply in care of
ANACONDA WIRE AND CABLE CO.
Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 8-1500

ORGANIZATION CHART 1960-1961

August 5, 1960

Mr. Hendley Blackmon, Chairman
Planning & Coordination Committee

Dear Blackie:

Attached is a copy of the Organization Chart prepared for inclusion in the Organization Manual for 1960-61.

Will you (and those to whom copies of this letter and chart are being sent) please check and return to arrive in my office by Thursday, August 11th.

Pay no attention to the Bylaw numbers; Anderson has checked these from the printed proof copy of the Bylaws.

We have expanded the Chart from 2 to 4 pages in the Manual to show the complete organization of TOD, and the position of the new Technical VPs. Also, it shows how large this arm of the Institute really is; a fact not appreciated by many experienced only in Sectional activities.

Will Coggeshall please check the TOD organization to see that we have incorporated any changes in Committees made during 1959-60.

In my opinion, an organization plan which permits the Technical VP and Division Chairman to be 2 separate individuals is cockeyed; but that is what the Bylaw apparently says!

Sincerely,

cc: Dr. W. A. Lewis
Mr. N. S. Hibshman
Mr. I. S. Coggeshall
Mr. J. J. Anderson

aa
attachment

Hickernell

August 2, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

MISCELLANEOUS

Dear Hick:

1) Personal - This is dictated on Sunday afternoon, July 31 2:00 p.m. Eastern Standard Time, St. Petersburg, Florida. Arrived here yesterday afternoon after a very comfortable and relaxing ride on an air-conditioned railroad coach. The last two trips of that kind I have taken the air-conditioning really worked - I had to cut it down in fact to be comfortable. The weather here is, I guess, typical for the rainy season in this semi-tropical area. They just had a young hurricane two or three days ago which did a bit of damage around here. It came in off of the Gulf and hit between St. Petersburg and Sarasota. There were some exceedingly heavy rains and the wind backed up the water in the Tampa Bay and that flooded roads and homes and showed some of these good folks perhaps why they got what they considered bargains in Florida real estate. It has been raining oh I would say half the time since I have been here. The storm is passed but as I say, this is the "rainy season" and when it rains, it rains in buckets. Tomorrow morning we start for San Diego. We are enjoying the temperature which comes with this rainy weather but there comes a time when you get a little tired of the soggy wetness and would be glad for drying sunshine.

2) P & C Meeting - Well, on the basis of your protest and one from Bob Gear, I got word indirectly from Hendley Blackmon that the P & C Meeting should be shifted to September 19th, as you now doubtless know. I don't know how many members of the P & C Committee will find this one unsatisfactory. It may have been better to send out an exploratory announcement offering of several dates and finding which would bring the largest attendance.

3) Intersociety Relations Committee - President- as of tomorrow - is still looking for a Chairman of the Intersociety Relations Committee. I am trying to help him look. The two or three men he would like to have have declined and three or four others that he could get he is not enthusiastic about. I don't know when we are going to be able to close the books on this one because, in addition to the Chairman, there are three other places to be filled by appointment. If you get any inspirations as to a Chairman of IRC, I am sure the President would be most grateful. Of course, what he would like best would be for you to take it. I don't know what he is going to do about this Presidential Task Force. Harold had Walter attending that - I don't know whether that will be continued or not. I would be inclined to doubt it.

The indications are that I will see more of the new President at San Diego than I am likely to see of him in six months in New York. He insists that he is going to spend some time with me there. I don't know for sure, he has the whole staff making a schedule for him and lists of important people that he must see so I'll be probably whittled down to a hasty luncheon before this thing is over.

4) ESPS - I have on the way down here organized a "study" of what we should do with ESPS and how to go about doing it. I have broken it down into five possible suggestions for the future organization and conduct of the service and appointed a subcommittee of the ESPS Board to study and report on the advantages and disadvantages and procedures involved in each of these schemes. We'll be meeting somewhere around the middle of September. It will be interesting to see what we get. The Miners' Board of Directors voted to liquidate the ESPS. Well, that doesn't make any sense either. They are one of five members of the Corporation. They can't liquidate it or do anything about it at all themselves and it is a little frightening to have a Founder Society take unilateral action of that kind anyway, even if they meant to vote that they were going to withdraw from the Corporation. I don't think they knew what they were doing and it's amazing to me that they ever do with that holding company arrangement and three independent, jealous, bickering splinter societies. It may very well be that we ought to, and will, liquidate this Corporation and discontinue the Service but that is for the Board of Directors of the Corporation to decide with, I suppose, the approval of the Boards of the Founder Societies. I think, however, it is an independent Corporation and if its Directors chose to close its affairs out, they would be answerable chiefly to the Courts of the State of New York.

Considering the other stuff that we spend money for in large amounts, the library, ECPD, and EJC and the fact that a relatively few of the members of the supporting societies have any personal contact or derive any measurable value from this money, maybe a little subsidy for ESPS wouldn't be as crazy as it sounds. It is true that many of the members registered with the Service don't have a great deal to offer and are chronically unemployed; many of them also are retired or in the age bracket where they are difficult to place. No commercial agency would waste 10 minutes on any of these people. Our Service, on the other hand, has been interviewing them and holding their hands and searching the records for opportunities for all of them. It is not at all surprising in today's market that they don't make much money. Only a few members are benefited but then, as I said, that's true with a lot of things we spend money on. I would not, however, ask for any subsidy for the thing as it is now run. As I think I told the Board, I might come back later with a completely different picture of a reorganized Service that would need some help in the way of capital funds to equip itself and set up in a much more limited placement operation. I am going to describe one of the plans that I am suggesting to the ESPS Board on which I would appreciate your opinion.

This would be a sort of employment registry. There would be no interviewing, no writing up resumes and following up either registrants

or prospective employers. It would be chiefly an office with some IBM equipment, maybe one good clerk with a girl or two for assistance. Any member (and this would be strictly limited to members of the participating Societies) wishing to use the Service would fill out a specially designed questionnaire which could be punched into an IBM card. Any employer who wanted to file a job would do the same, with the job description. These cards would be run through the machine and matched up and a tabulation of the names and addresses of the employers with jobs the requirements of which seem to approach closely the qualifications of the applicant would be sent to the applicant and vice versa, a list of the names and addresses of the applicants whose questionnaires indicated something close to the employer's needs would be sent to the employer. At that point the Service would end. The registrant who isn't serious about a job but just wants to be on the list for the lightning to strike would be somewhat discouraged by the fact that his own employer might very well get his name on such a list. Employers offering jobs would have a certain disadvantage there too. This Service would permit registration for perhaps three months and the automatic discontinuance of the name and the requirement that re-registration with complete new questionnaire would be required. That would be discouraging to the casual job seeker. "Sustaining memberships" would be available to employers for the support of this registry and the privilege of filing their jobs with it. There would be a nominal fee, if any, for registering on the part of the applicant. There would be no "placement fee" and hence, I believe no subjection to the State laws covering employment agencies. It seems to me that possibly the Engineering Manpower Commission of EJC might even be interested in operating such an agency or in perhaps developing such an agency to be run under the general auspices of EJC, if they want to get into things of that kind. Actually, I suppose this is much more on the "Professional" side and most of our "Unity" boys would want to give it to NSPE. They tell me that the Canadians are operating something rather similar to this, with considerable success. The industries have got behind it, in a very satisfactory way.

There are other things we could do; I suppose that we could contract with a national agency to take over the whole business and operate it on a commercial basis but giving members of the Founder Societies a discount on their bills in return for the use of our magazines and the endorsement.

Another way we might go at it is to maintain a central office for control and contract with local agencies in the major industrial centers to carry on the work again with some advantage offered to the members of the Societies.

The fact is, I suppose, the Service might at least pay for itself at the present except for the fact that the staff is getting old and there isn't very much left in the way of either energy or imagination to drive for business or to approve methods in the interest of a better ratio of income to expenses. However, this business of having to be nice to everybody uses up uselessly a great deal of their time and the tendency of both the employers and the applicants to chisel on them whenever possible doesn't help either. Actually, I suppose that the Founder

Mr. L. F. Hickernell, August 2, 1960, Page 3.

Societies could simply set up a sort of ECPD for engineering employment agencies and publish a list of "accredited" ones. The fact is that when a man gets a job and, after he gets the job, he hates to pay the fee. They sometimes take the position, in spite of the fact that they have signed a firm contract, that they have been paying dues to the Society for a long time and the Society owes them this service for free.

I don't expect to get too much out of this study because we brought in to the Board at least one extra member from each of the Founder Societies, in addition to the two on each that are members of the Headquarters Staff. In other words, Gardner and I have been on this Board ever since I came here. We have now added Scott Hill. Each of the other Founder Societies has added a similar man. This was to get experience and "know how" into the Board and was supposed to be a means of solving our problems. We had some committees of these industry hot shots study everything and make reports. The reports amounted to just about this: "You should operate more efficiently; have a better staff; be more aggressive in selling placements; keep a better set of files and records; work the staff overtime and follow up on job leads on the long-distance telephone." It was pretty much the old typical "we want a touchdown" type of report. I am discovering that there is a separation of duties in an organization which goes something like this: "The officers make policy, the staff does the work, including the determination of what policy the officers should determine."

What do you think of the "registry" scheme? It would be designed entirely to tell the applicants where the jobs are and to tell the employers where there are available men approximating his requirements. It is up to these two then to get together. The employer would do his own interviewing. In some ways over the years, this agency of ours has been working for the employer in collecting its money from the applicant. It has been seeking out applicants, screening them, practically recommending them to the employer and the employer, at no cost, and little trouble has been getting quite a service. It is true, of course, that a good many employers now are paying the fee but that's a matter between them and the applicant and not the Service. It seems to me that basically, anything operated by the Societies ought to be run for the members, only and exclusively. Right now, it is difficult to make a case for the existence of such agency in any form but let business slow up as a result of peace setting in or other reasons, and the employers will take to the hills and become as shy and coy as the Rocky Mountain sheep. The unemployed members will besiege the Society offices for help in stocking them. This is the only time when the Service justifies its existence in my opinion.

The reason I presume to impose on your attention for this thing is that you have had personal experience with it from both sides. From old correspondence that you recently made available to me, it would appear that this experience goes back quite a way and represents a time when the Service was about in the same position as it is now on the last previous cycle of its existence. It was shortly thereafter reorganized and started up again with the present staff in charge and apparently did pretty well for a while building up a reserve of nearly \$100,000. Now, it has pretty

much run down again and needs either to be junked or overhauled and put back into working order. I don't remember how this sentence started anymore but I would appreciate your thoughts on the subject sometime within the present month. I expect to run into some excited people out on the West Coast where the talk of possibly liquidating this has stirred up the emotions. In Los Angeles, a local federation of engineering societies, including the Sections of the Founder Societies do have an arrangement with a private commercial agency to handle engineering business under their auspices and they claim it works out very well. For myself, I would prefer a central registry without getting into the actual agency business, either on our own or through contract.

5) Bylaw Proofs - I am expecting to spend probably a day with Ed Morris in San Diego running over the proofs for the Bylaws and Constitution. I asked Andy to send you a set of the Bylaw proofs as soon as they come in. This is done only because I thought you might want to take a quick look at it and make some suggestions as to format. I don't want to impose on you by asking you to read this proof or edit it. I think it could use an overall editing job but somebody ought to work on it for a solid week or more without any kind of interruptions. Andy should be able to give you all the numbers necessary for the Organization Chart. I guess, as a matter of fact, he has.

6) Cable - I saw Len Carter at the Club recently and he told me that your cable sample is still on the line and behaving beautifully. I am very happy to hear this. I hope it does as well when it comes up against the competition.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

150 copies to ISC - 8/4/60

IMPROVEMENTS IN TECHNICAL OPERATIONS*
Summary of Suggestions at 18 Forums

L. F. Hickernell
President, AIRE

It is now 8 years since our Forums of Technical Committee Chairmen were initiated. The first, an all-day affair, was held during the Fall General Meeting at Oklahoma City, Okla., on October 25, 1950.

For the first 2 administrative years (1950-52), the Chairmanship was rotated among the Chairmen of the former Technical Program, Standards, Publication, and Planning & Coordination Committees. In 1952-53, the sponsorship of the Forum was assigned by Bylaw 99 to the Committee on Technical Operations which in 1956 became the Technical Operations Department under the current organization of the Institute.

A few of us old-timers like to think the idea of this Forum was created on the lawn at the Pentagon in Washington, D. C. during recess of a meeting between the Engineers Joint Council and the Office of the Secretary of Defense on May 11, 1950. More probably, it was the inevitable operation of "Parkinson's Law".⁽¹⁾

According to Parkinson, the ideal committee or cabinet consists of 5 members. This number is easy to assemble and, when assembled, can act with competence, secrecy and speed. Of these members, 4 may well be versed, respectively, in finance, foreign policy, defense, and law. The fifth, who has failed to master any of these subjects, usually becomes the chairman, or prime minister.

The original 5 quickly rise to 7 or 9, the usual excuse being the need for special knowledge on more than 4 topics. Actually, there is a more potent reason. In a cabinet of 9, it will be found that policy is made by 3, information supplied by 2, and financial warning sounded by 1. With the neutral chairman, this accounts for 7, the other 2 appearing at first glance to be merely ornamental. This pattern was first noted in Britain about 1639, but there can be no doubt that the folly of including more than 3 able and talkative men in one committee had been discovered long before then. Little is known about the function of the 2 silent members, but there is good reason to believe that a cabinet, in this 2nd stage of development, might be unworkable without them.

Inevitably, the 3rd stage sets in with the addition of other members; some with a claim to special knowledge, but more because of their nuisance value when excluded. Their opposition can be silenced only by making them a party to decisions, if any. As they are admitted (and placated), the total membership rises from 10 to 20. Now trouble arises. It is difficult to find a location, date, and time to meet. Probably the majority were included merely to conciliate some special-interest group. Their tendency is to report what happens to the group they represent. Members begin to prepare speeches. As these representatives assert themselves, other groups clamor for representation. Internal parties form, and seek to gain strength by further recruitment. The total of 20 is reached and passed; and the 4th and final stage sets in.

Suddenly, a metamorphosis takes place. The original 5 (or their counterparts) start to meet in advance. With decisions already reached, little remains for the assembly to do. All resistance to expansion ends. More members will not waste more time; for the whole meeting, in any case, is a waste of time. So the pressure of outside groups is temporarily satisfied by the admission of their representatives, and the membership rises from 20 to 30 to 40. The number does not matter, since the cabinet has already ceased to be a cabinet, and has been succeeded in its original functions by some other body.

What has this analysis of British history got to do with our Institute? Let's review our own history for a moment.

Originally, the old Technical Program Committee consisted of both the Section and Technical Committee Chairmen. As the number of Sections grew from 1 in 1900 to 25 to 36 to 56 to 70 in succeeding decades, the Committee became unwieldy. The Section Chairmen were removed from the Committee, and the Section Delegates Conference was established.

*To be presented at the 19th Forum of Technical Committee Chairmen, Feb. 4, during the 1959 Winter General Meeting, New York, N. Y., Feb. 1-6

In 1914 there were 13 Technical Committees; in 1944, still only 19. Starting in 1946 with 30, by 1957 we had 52. Again, the Technical Program Committee became unwieldy, so a Technical Advisory Committee consisting principally of the Division Chairmen was organized in 1950, and the Forum of Technical Committee Chairmen was instituted. In 1952, the Technical Advisory and Technical Program Committees were merged into the Committee on Technical Operations (CTO), which in 1956 became the Technical Operations Department (TOD).

In 1957, the Technical Operations Department became so large an Administrative Committee of 17 members was instituted, thus completing the full cycle of Parkinson's Law.

Before anyone gains the impression that these Forums are a waste of time, let me hasten to disclaim such a thought. I have attended all 19 of them. I certainly would not have done this to waste time. I like a social evening as well as anyone.

Proof of the value of the Forum, in addition to indoctrination of new personnel and education in organization and procedures, is evident in the 157 suggestions which have been made from the rostrum and from the floor. A list of these suggestions, abstracted from the Minutes of the Forum, is contained in the Appendix.

Some of these suggestions have been adopted; for example:

- 2-3) The preprinting of CPs by the Institute
- 7-5)
- 3-6 Request to authors that they furnish to the Institute for sale at meetings, copies of CPs, if not preprinted
- 2-5 Waiver of registration fee for invited nonmember authors
- 6-5 Hold FGM at fixed location; e.g., Chicago
- 11-1 Identify sponsor Technical Committee in Meeting Program
- 12-3 Organize a Joint Division Committee on Automation
- 12-4 Establish One-Day registration fee at General Meetings on a trial basis
- 15-1 Include travel allowance for special speakers in Special Technical Conferences budget
- 15-4 Publish mathematical papers without presentation

The status of the remainder of the suggestions may be classified as follows:

- 1) Some are good, but too expensive; for example:
 - a) Microfilm CPs for permanent record and sale (2-8);
 - b) Serve Martinis at Forums (18th Forum, p 4, Item 10t).
- 2) Some are too complicated from an operating standpoint.
- 3) Some are currently under study.
- 4) Some have not been given adequate consideration and/or attention.
- 5) Some are not concerned directly with Technical Operations and should be referred to other Departments.

Accordingly, having "played 18 holes", perhaps we should have a "19th hole" session to review and evaluate these suggestions, in the interest of improving Institute operations.

(1) Parkinson's Law (a book)
by C. Northcote Parkinson, Houghton Mifflin Co., Boston, 1957

Appendix

FORUM OF TECHNICAL COMMITTEE CHAIRMEN
Suggestions - October 1950 to June 1958

<u>1st Forum - 10/25/50 - Oklahoma City, Okla.</u>		Minutes
		<u>page</u>
1-1	Retain active member regardless of length of service	11
1-2	Present papers at Section and District Mtgs prior to General Mtgs	11
1-3	Exercise caution in changing publications in order not to confuse librarians and users	11
1-4	Automatically send high-level technical publication to 10% of membership (recent graduates & graduate students)	11
1-5	Consider adopting IEE* plan: (1) General, (2) Power Engineering, and (3) Radio & Communication Engineering)	12
1-6	Devise means of interesting 30- to 35-year-old authors	12
1-7	Furnish cloth-bound Conference Proceedings to libraries at additional cost of 50¢	12
1-8	Each Division should be responsible for session at ASCE Centennial Celebration at Chicago, Sept. 10-12, 1952	13
1-9	Indicate sister society affiliation of non-member authors	13
1-10	Make CPs available to membership	13
1-11	Publish general in place of detailed meeting programs in Electrical Engineering	13
1-12	Furnish Technical Committee Chairmen with Minutes of Standards Committee	13
1-13	Allow 20 minutes for presentation of CPs; 10 for TPs	14
1-14	Invite Vice-Chairmen of Technical Committees to Forum	14
<u>2nd Forum - 1/22/51 - New York, N. Y.</u>		Minutes
		<u>page</u>
2-1	Select TC personnel with special aptitude to arrange programs, review papers, run Conferences, write for EE, etc.	3
2-2	Utilize Vice-Chairmen fully	3
2-3	Preprint CPs	6
2-4	Publish Transactions quarterly in 5 Divisions	6
2-5	Waive registration fee for both member and nonmember authors VOTED:- To recommend waiver for invited nonmember authors APPROVED by Board of Directors	8 9
2-6	Appoint 3 Committee members for each Technical Session to recommend immediately if a CP should be offered as a TP	10
2-7	Present TP, ACO, CP in this order	10
2-8	HQ should microfilm CPs for permanent record and sale REPORT:- Too costly; \$15 to \$18 per copy (Forum #6, p 8)	11
2-9	Establish plan to review CPs for publication in EE or Trans.	11
<u>3rd Forum - 6/27/51 - Toronto, Ont.</u>		
3-1	Invite to Forum S/c Chairmen who organize Tech. Sessions programs. VOTED:- So to do	2
3-2	Tech. Program Comm. schedule separate forum in early Sept. VOTED:- Not to do	2
3-3	CPs: Advantages vs disadvantages	4,5
3-4	CPs: Reproduce author's manuscript "as is"	5
3-5	CPs: Add alphabetical list in Index to Transactions. VOTED:- Not to do	5
3-6	CPs: Author should furnish 100-200 copies Author should furnish stencils Should be sold at meetings VOTED:- Authors be requested to furnish several hundred copies for sale at meetings	7 7 7 7
3-7	Be active in all fields of electrical engineering to prevent splinter groups	7
3-8	Technical Committees should be represented on BofD Each Division should have a Director on B of D	9 9
3-9	Activities should attract young students	9
3-10	TCs should send in more information when requesting new or revised Standard	10
3-11	Publish recommended papers in EE or Trans. even if published elsewhere	11
3-12	Publish indexes of articles of interest to membership	11

*For extensions of abbreviations, see Legend on last page of Appendix

Appendix - F of TCC

	Minutes page
<u>4th Forum - 10/25/51 - Cleveland, Ohio</u>	
4-1 CPs: Request authors to furnish 25 copies 2 weeks in advance for distribution to stimulate discussion	5
4-2 CPs: Request author to deliver to Paper Desk to be issued one to a member	5
4-3 Merge Technical Advisory & Technical Program Committees into top-level Committee VOTED:- So to do	6 10
4-4 Direct representation of TCs on B of D should replace present Director liaison member on Divisions	11
4-5 Continue Forum under new organization plan (4-3) CONSENSUS:- So to do	12
4-6 TCs should have publicity man	12
<u>5th Forum - 1/23/52 - New York, N. Y.</u>	
5-1 Abolish Division Prizes for papers VOTED:- Not to do	2 3
5-2 Substitute Certificates of Merit for cash for Div. Prize papers. VOTED:- So to do	3
5-3 Continue 1st, 2nd and 3rd Prizes VOTED:- Not to do	3
5-4 Continue Annual Review of Developments in EE VOTED:- So to do (Many abstained from voting.)	4
5-5 All papers received on time and in proper form be preprinted. Discussion be filed. Within 4 months, TC recommend if to be published in Transactions. CONSENSUS:- In favor	5 6
<u>6th Forum - 1/21/53 - New York, N. Y.</u>	
6-1 Suggested format for Technical Operations Manual	1
6-2 WGM: Limit to 8 concurrent sessions; capacity of Statler Hotel VOTED:- Not to do (close)	2
6-3 WGM: Rent additional meeting rooms in (a) ESB, or (b) McAlpin & Governor Clinton VOTED:- About tie	2
6-4 WGM: Hold evening sessions VOTED:- Not to do	2
6-5 FGM: Hold at fixed location like Chicago to relieve WGM	2
6-6 Publish Proceedings of all STCs CONSENSUS:- Divided	3
6-7 Information for Authors: Include list of standard symbols and instructions for definition of symbols if text deviates	9
6-8 Discontinue one-page abstracts in EE CONSENSUS:- Agree	10
<u>7th Forum - 1/20/54 - New York, N. Y.</u>	
7-1 WGM: Select papers to reduce number of sessions	1
7-2 SGM: Because of difficulty of securing adequate hotel accommodations, consider holding 3 Divisional Mtgs. CONSENSUS:- Opposed to Divisional Mtgs	2
7-3 WGM: Include only TPs	2
7-4 Delete rating on paper review forms	3
7-5 CPs: Preprint 200 to 300 per year (cost, \$15,000), if reproducible and submitted to HQ 60 days in advance VOTED:- Approval (all but 2)	4
7-6 Hold more STCs to reduce number of papers at GMs	4
<u>8th Forum - 10/14/54 - Chicago, Ill.</u>	
8-1 TCs should appoint Liaison Representatives to Standards Comm.	4
8-2 TCs should advise Standards Comm. of ASA Sectional Comm. in which they are interested	4
8-3 TCs should check with Standards Comm. before starting work on a new Standard	4
8-4 CPs: Should carry statement "preprinted by AIEE as a courtesy to the author"	5
<u>9th Forum - 2/2/55 - New York, N. Y.</u>	
9-1 Send Bimonthly Transactions to students	2
9-2 Instead of \$5 increase in dues, increase \$1 or \$2 for several years	4
9-3 Save expenditures by keeping HQ work to a minimum	4
9-4 TCs should be informed by Standards Comm. on what is going on in outside (such as ASA) Standards; AIEE Representative should know thinking of TC before he votes	4

	Minutes page
<u>10th Forum - 6/30/55 - Swampscott, Mass.</u>	
10-1 TCs should initiate Standards, not the Standards Comm.	2
10-2 Need accurate mailing list on 1st, 2nd and 3rd technical interest of members	3
10-3 Establish Associate membership in TCs	3
10-4 Centralize instructions on projection of slides	3
10-5 Presiding Officers of Technical Sessions should arrive early and check arrangements	3
10-6 Local Committee member should be present at each meeting room	4
10-7 Appoint VC for each Session responsible for mechanical arrangements	4
10-8 Appoint young men on TCs	4
10-9 Main committeemen should be mature, holding responsible positions	4
10-10 Young men should serve on Subcommittees	4
10-11 Distribute Comm. Minutes and reports more widely	4
<u>11th Forum - 10/5/55 - Chicago, Ill.</u>	
11-1 Identify TC sponsoring sessions in mailed announcement	2
11-2 Urge authors to give EE 1st choice on publication	2
11-3 Direct publicity to specialized media	3
11-4 Schedule nonassociated Basic Science papers in cognate sessions	3
<u>12th Forum - 2/1/56 - New York, N. Y.</u>	
12-1 Discontinue Mailed Announcement CONSENSUS:- Continue	2
12-2 Waive registration fee to nonmember authors only of members of other professional societies	3
12-3 Organize a Joint Division Committee on Automation and sponsor STC VOTED:- So to do	3
12-4 Establish One-Day nonmember registration fee CONSENSUS:- Study effect	4
12-5 CPs: Distribution free by author CONSENSUS:- Strongly favorable	
<u>13th Forum - 10/4/56 - Chicago, Ill.</u>	
13-1 Increase number of papers at FGM to relieve WGM	3
13-2 Increase paper closing date from 90 to 120 days	4
13-3 Rotate location of STCs to avoid overburdening host Section	5
13-4 Adopt International System of Indexing papers	5
<u>14th Forum - 1/23/57 - New York, N. Y.</u>	
14-1 Divisions should establish procedure for recommending papers for prizes	1
14-2 Reorganization proposed to relate Section Tech. Groups with Divs.; each Division to issue a Publication (EE, Jan. '57, p 64-7)	2
14-3 Publish 500-word or less abstract of minutes of each Comm. Mtg	ApD,p1
14-4 Publish timely papers in Bimonthlies without presentation	ApD,p3
14-5 Include Section Technical Group Chairman on national TC	ApD,p4
<u>15th Forum - 6/26/57 - Montreal, Que.</u>	
15-1 Pay expenses of special speakers at STCs who otherwise would be unable to attend VOTED:- In favor APPROVED by B of D provided expenditure is included in STC budget	2
15-2 Increase registration fees at STCs to include HQ expenses	3
15-3 STCs should be self-supporting VOTED:- In favor	3
15-4 Publish papers, particularly mathematical, before presentation in some cases VOTED:- In favor	3 5
<u>16th Forum - 10/10/57 - Chicago, Ill.</u>	
16-1 Eliminate classification of papers (TP, CP, CPP) for program published in EE	1
16-2 Set up mechanism by which TC Chairmen can be assured that personnel recommended by Sections for Committees and Subcommittees are willing and able to serve	1
16-3 Re 16-2, perhaps TOD Representative might assist	1
16-4 Re 16-2, perhaps Secretary's letter could include an admonition	1
16-5 Do not impose strict percentage turnover of Comm. personnel	2

(over)

16th Forum - Continued

16-6	TCs should take initiative in developing Standards	Ap B
16-7	TCs should be alert to new developments in their fields	Ap B
16-8	TCs should stimulate research keeping in mind EF	Ap B
16-9	TCs should prepare progress reports, reviews on state of art	Ap B
16-10	New TCs and S/cs should be established as the art progresses and diversifies	Ap B
16-11	TCs should assist Section TGs	Ap B
16-12	TCs should take initiative in STCs	Ap B
16-13	Distribute pamphlets summarizing TCs' accomplishments at STCs	Ap B
16-14	Utilize Vice Chairmen fully	Ap C
16-15	Concentrate on manpower	Ap C
16-16	Weed out non-contributing personnel	Ap C
16-17	Be on alert for young personnel in daily contacts and travels	Ap C
16-18	No one Company should dominate membership of TC or S/c	Ap C
16-19	TC should have geographical balance, if possible	Ap C
16-20	Advise E. C. Day if paper was solicited	Ap C
16-21	Do not send revised paper to different group of reviewers	Ap C
16-22	Four papers per session is ideal number	Ap C
16-23	Study Technical Sessions Guide	Ap C
16-24	"Deadlines: Run Them or They'll Run You!"	Ap C
16-25	Pass on to successor record of Forecasts vs Actual Performance	Ap C
16-26	Delegate Forecasts to Vice Chairman in his 2nd year	Ap C

17th Forum - 2/5/58 - New York, N. Y.

17-1	Retain one copy of ms of paper required to be revised, for forwarding to TC Chairman when revised paper is returned	1
17-2	Simplify rules for Processing Papers	2
17-3	Use air-mail for papers to be reviewed on Pacific Coast	2
17-4	Call attention of availability of Author's Guide in "AIEE Future Meetings" box in EE	2
17-5	TOD District Representatives should call attention to Author's Guide at DEC meetings	2
17-6	TC could assist in attracting Student Members by producing summary and review papers suitable for classroom assignments	3
17-7	Review S/c organization periodically to determine if it covers adequately the Committee scope	6
17-8	Establish approximately 10 Subcommittees	6
17-9	Establish definite scopes for each S/c	6
17-10	In selecting S/c Chairmen, try to obtain balance among user, manufacturer and general interest	6
17-11	Establish rotation in interest of the Chairmanship	6
17-12	Organize an Administrative S/c	6
17-13	Secure recommendations for personnel from S/c Chairmen	6
17-14	Coordinate S/c Chairmen's recommendations to obtain balance by affiliation and geographical distribution	6
17-15	Limit S/c assignments to 2 per member	6
17-16	Limit S/c personnel to approximately 20 to avoid ineffectiveness	7
17-17	Review current literature for authors of papers and articles for potential candidates for TC memberships	7
17-18	Contact older members for recommendations for young members	7
17-19	Do not overlook possibility of publicity for prize awards	Ap
17-20	One District has established a District TC with the TOD Representative as Chairman, and a representative of the Section TGs as members	Ap
17-21	Conduct periodic surveys to determine need for Section TGs	Ap

18th Forum - 6/25/58 - Buffalo, N. Y.

18-1	TC Forum: Have questions submitted in advance and assigned for preparation of answer	3
18-2	TC Forum: Avoid too many formal presentations; 4 is too many	3
18-3	TC Forum: Include old-timers but emphasize new TC Chairmen	4
18-4	TC Forum: Put "brass" panel in front to answer questions	4
18-5	To get Pacific Coast representation, (a) contact Section Ch, (b) contact TC members on Coast, (c) contact TOD District Representatives, (d) contact competitors on Coast	4
18-6	Form more Pacific Coast Subcommittees	4
18-7	For STCs, industry contact better than Section Chairmen	5
18-8	Study Technical Sessions Guide	Ap 6-73
18-9	Use Check Chart for TC Chairmen	Ap 5-4

Legend:

ACO Advance Copies Only
 ASA American Standards Association
 B of D Board of Directors
 Ch Chairman, Chairmen
 Comm. Committee
 CP Conference Paper
 CPP Conference Paper - Preprinted
 DEC District Executive Committee
 Div Division
 EE Electrical Engineering
 ESB Engineering Societies Building
 FGM Fall General Meeting
 GM General Meeting
 HQ Headquarters
 IEE Institution of Electrical Engineers (British)
 ms manuscript
 Mtg Meeting
 S/c Subcommittee
 SGM Summer General Meeting
 STC Special Technical Conference
 TC Technical Committee
 Tech. Technical
 TG Technical Group
 TOD Technical Operations Department
 TP Transactions Paper
 Trans. Transactions
 WGM Winter General Meeting

ADDENDUM TO
"SUMMARY OF SUGGESTIONS AT 18 FORUMS"
 (L. F. Hickernell, 1959 WGM, 19th Forum)

	Minutes
	page
<u>19th Forum - 2/4/59 - New York, N. Y.</u>	
19-1 Remove 10-minute limit on paper presentation time, "Author's Guide." ORDERED:- Removed	2
19-2 Avoid overlapping times of Committee meetings. VOTED:- To show ending times as well as beginning times on GM schedules	2
19-3 Discontinue using cryptic abbreviations in TOD Minutes AGREED:- Secretary will spell out on first appearance in Minutes.	2
19-4 Secretary TOD should maintain archive of Minutes of all TCs VOTED:- Negatively	2
<u>20th Forum - 6/24/59 - Seattle, Wash.</u>	
20-1 TCs should regularly measure performance CONSENSUS:- Agreed. To be studied	2
20-2 Open AIEE office in California	3
20-3 Raise Electronics Committee to Division status	3
20-4 Papers control by pages instead of by papers	3
20-5 3 Reviewers to certify TP quality of paper	3
20-6 TCs to devote certain meetings exclusively to planning	3
20-7 TOD should have 10-year planning program to avoid defections to other Societies	3
20-8 Institute Technical Groups should spring up spontaneously, not by centralized planning	4
<u>21st Forum - 10/15/59 - Chicago, Ill.</u>	
21-1 Sale of preprints at GMs by monitors in meeting rooms	1
21-2 Cafeteria-type sale of papers ACTION:- Referred to WGM '60 Committee	1
21-3 Allocation of papers by past performance and quality instead of by Forecasts	2
21-4 Test of permanent value to be applied to TPs	2
21-5 Advertisements in "EE" do not appeal to members	3

(over)

22nd Forum - 2/3/60 - New York, N. Y.

- 22-1 STCs should be allocated more TPs at expense of GMs
 - 22-2 Avoid build-up of New Technical Activities Committee at expense of TCs
 - 22-3 ITGs should not disturb present STGs
 - 22-4 ITGs should not be formed too fast
 - 22-5 Model ITG Bylaws
- ACTION:- Ad Hoc Committee appointed

Minutes
page

2
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6
6

23rd Forum - 6/23/60 - Atlantic City, N. J.

- 23-1 AIEE should cooperate closely with ISA as well as with IRE
- 23-2 "EE" should adopt practice of devoting more issues to specialized subjects
- 23-3 More people from Sections and the colleges should be appointed to TCs

4
5
5

- - - - -

Addendum prepared by
Manager Technical Operations Services
Aug. 1, 1960

Hickernell

July 25, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

MISCELLANEOUS

Dear Hick:

Sorry about the conflict with the P & C Meeting. I suppose the meeting could be changed. However, I understood that Hendley Blackmon had some difficulty arriving at this date because of various European trips and one thing and another that I don't now recall. I haven't heard from anyone else relative to any conflict. I would be proud to be your proxy but I doubt that I could exercise the vote legally except to report your position on a specific subject if it were made known to me.

No doubt one of the subjects will be the Exposition. Dr. Coggeshall and I, with the help of Present, have put up a contract that I think meets all of the objections of the Board of Directors. We sent it off a week ago to the Management. I had a call to the effect that there were several points in it that they were not prepared to go along with just off-hand. They are tied up and I am going away at the end of this week and I don't know when we will get together. I told him to talk to Coggie and Present while I was away. It may very well be that this contract will come up for consideration at the meeting of the Executive Committee.

Anyway, it appears to me that some organizations that get out their Board minutes nine months after the meeting, lose membership, and lose money, manage to hold the confidence and maintain the optimism of mutual members who seem to have given up on AIEE. I mean Frank McCuhn and Jim Fairman who, together, apparently with 42 others out of a membership of 1,225 conducted a meeting of the Atomic Industrial Forum last November. I wonder if AIF pays travel expenses to its Board meetings.

I am certainly glad that I renewed my subscription to ELECTRICAL WORLD. If they keep up the good work, I will be able to find out the policies of AIEE on the basis of which I am supposed to be doing the work. Maybe I will even find out at what point one gets to be too high-level to appoint or select personnel. As things worked out, however, I think we are better off with the intersociety representatives in GAD - at least we got them appointed. The Intersociety Relations Committee is not yet appointed.

Mr. L. F. Hickernell, July 25, 1960, Page 2.

We have been pushing hard to get the new Bylaws into print - at least into galley form - so that we can take a look at them with more than one or two subparagraphs on a page. In that way, I hope we can exercise some of the editorial authority delegated by the Board and get them into a little more usable form. So far as the amendments to the Constitution and Bylaws are concerned, we have 24 or 25 affirmative votes and 1 negative vote. Consequently, I believe that for at least a good part of the coming year, we will be actually working outside of both the Constitution and the Bylaws which makes it fairly consistent. I wouldn't want to show favoritism as between the two documents.

It's a bad day for the conservatives. Nixon has agreed with Rockefeller and even Barry Goldwater seems about ready to give up.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickman

LFA

LIFE MEMBERSHIP

July 22, 1960

Jackson Lodge #17, F&AM
Masonic Temple
Jackson, Michigan

Gentlemen:

Thank you very much indeed for the
certificate as a Life Member voted by the Lodge on
July 14, 1960.

So far as I can see, receiving such
memberships in organizations is the only nice thing
about growing old!

Sincerely yours,



aa

bcc: Mr. N. S. Hibshman
Mr. E. V. Sayles

Hickernell

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 35 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



Please address reply in care of
ANACONDA WIRE AND CABLE CO.
Hastings-on-Hudson 6, N. Y.
Telephone GRameral 8-1500

PERCIVAL ROBERT MOSES (AM'94-M'05-F'12)
Professional Record

July 22, 1960

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

Enclosed is a brochure sent to our Company by Percival Robert Moses & Associates. He wants to build an office building for us in Hastings - with our money, of course.

I thought you might want to include this in his membership record. However, when the time comes to use it, some discretion will be required.

in his membership folder #672

For example, when George Edgar ("Jigger") Dean, PSE&G Co., Newark, N.J., visited Hastings recently, he spied the brochure on my desk and glanced through it. When he came to:

RECENT RETAINERS

VI EXPERT SERVICES

2 High Tension vs Underground Bulk Transmission

....Roselle case involved world-wide investigation of underground high tension (220 kv or over) bulk transmission of energy.

Jigger hit the roof! The statement is true enough, but, according to Jigger, the "investigation" was made by Public Service with the help of Doc Wiseman.

Sincerely,

aa
enclosure

Hickernell
July 19, 1960

Mr. L. F. Hickernell
Anaconda Cable & Wire Company
Hastings-on-Hudson 6, New York

"A SUGGESTION FOR THE
ENGINEERING PROFESSION"

Dear Hick:

In cleaning out my desk today, I came across some pages from the Transactions of 1913 which apparently had been cut out and put together. It is an address by President William McClellan with discussion by a half dozen prominent members and I swear, most of it could very well have been said relative to our present situation and, in fact, has been said as Dugall Jackson observed "Year after year for a long time."

I am sure you have seen this but there was so much in it that I enjoyed that I am mentioning it to you. Actually, President McClellan invented EJC complete in his proposal. The Civil Engineers were described to a "T" in the discussion and finally, Dugall Jackson summed up with a discussion of scientists versus engineers that might very well have taken place at the last Board meeting or some of the committee meetings preceding it.

I agree with you that history is a fascinating subject and the history of this organization is particularly so.

The full reference is - Transactions, Volume XXXII, Part 2, Page 1271.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:repw

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
President



Please address reply in care of
ANACONDA WIRE AND CABLE CO.
Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 8-1500

AIEE-IRE
Reciprocal Membership

July 19, 1960

Mr. C. H. Linder, Chairman
Intersociety Relations Committee

Dear Clarence:

Apropos of Walter Barrett's timely letter of 7/7/60, I wonder if Grades of Membership in Engineering Societies have not lost their significance - if, indeed, they ever had any.

Historically, in AIEE, Grades of Membership were initiated:

<u>Year</u>	<u>Grade</u>
1884	Honorary Member Member Associate
1913	Fellow
1952	Associate Member (formerly Associate) Affiliate

Originally, all members were admitted as Associates. Qualifications and transfer to Member grade were passed on by the Council (later Board of Directors) until 1887 when the Board of Examiners was organized.

When IRE was organized, it "upgraded" in terminology our grades:

<u>AIEE</u>	<u>IRE</u>
Member	Senior Member
Associate	Member
-	Associate (nonprofessional, nonvoting)

In 1952, we changed our nomenclature to agree with the uniform classification of grades recommended by ECPD. We also added an optional grade of Affiliate (nonprofessional, nonvoting). However, we have not used it as intended by ECPD to include lawyers, physicians, scientists, et al. Instead, we relegated it to cover graduates from nonaccredited schools and others who could not qualify under the new requirements for Associate Member, which are higher than those for the former Associate grade. Unfortunately, our sister societies, as usual, did not follow our lead in adopting the ECPD recommendations.

Recently, ASCE "upgraded" all its full-grade Members to Fellow grade.

As Walter says, we know that a large number of our Associate Members are qualified for Member grade. They just will not make the effort, nor take the time, to fill in the forms required for review of their qualifications by the Board of Examiners, or they do not think the higher grade is significant, or worth the transfer fee.

Also, I know that a number of Members are qualified for Fellow grade. Since they cannot apply, their transfer is dependent upon the activity of their Section Transfers Committee. In the majority of our Sections, this activity is pretty low, and varies from year to year in each Section.

In assessing the value of membership grades, I have about come to the conclusion that, from a practical viewpoint:

1. Fellow grade is cherished because it is conferred by one's peers for accomplishment.
2. Little or no value is placed on the distinction between Member and Associate Member grades.

Re (2), perhaps the distinction in society grades has been replaced in modern times by (a) the Professional Engineers Registration, and (b) Job Descriptions which determine salary levels in industry.

Accordingly, I suggest that consideration be given to reducing the basic grades to:

- | | | |
|--------------|-----------------|-----------|
| 1. Fellow | Professional | Voting |
| 2. Member | Professional | Voting |
| 3. Affiliate | Nonprofessional | Nonvoting |

Currently, the Board of Examiners consists of 43 Fellows. It meets for a day each month except August. Since approximately half the Board attends each meeting, this amounts to 242 man-days which, at the rate of \$100 per working day, costs Industry some \$24,000 per year.

The Examiners' work consists primarily of:

1. Passing on qualifications for transfer to Fellow;
2. Reviewing questionable transfers from Associate Member to Member;
3. Reviewing questionable admissions to Member and Associate Member.

CHL from LFH - 7/19/60
AIEE-IRE Reciprocal Membership

3.

During fiscal 1959-60, the Board acted upon:

Admissions	4,937
Transfers	<u>1,008</u>

Total..... 5,945

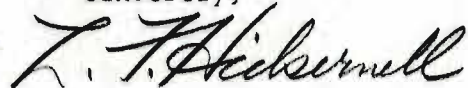
If we had only "Professional" (Fellow and Member) and "Nonprofessional" (Affiliate) grades, the Staff Secretary could handle most of the admissions. This would reduce the Examiners' action primarily to (a) Transfer to Fellow, and (b) questionable cases of admission to Member. Practically anyone could be an Affiliate.

For fiscal 1959-60, the Examiners acted favorably on 96 Fellows.

On this basis, the Examiners probably could reduce its number of meetings from 11 to 4 annually.

Also, the reciprocal grade problem with IRE would disappear.

Sincerely,



L. F. Hickernell

cc: Mr. W. J. Barrett
Mr. W. Scott Hill
Mr. George H. Brown
Dr. E. I. Green
Mr. L. C. Holmes
Mr. N. S. Hibshman

aa

Hickernell

July 18, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

- 1) MEMBERSHIP GRADES
- 2) MISCELLANEOUS

Dear Hick:

1) I find your suggestion contained in the draft of a letter to President-Elect Linder interesting and attractive. Certainly we could do with some simplification and streamlining of the whole procedure and the elimination of this more or less indefinite and catch-all grade of Associate Member would be a great relief. I assume that the graduates of "accredited" schools be considered professional and admissable to the Member grade. Possibly we could reinstall the status of student or, as the British do, "graduate" to carry them through their first year as we used to do to distinguish this very definite group from the Affiliates and give them a chance to decide that they really want to join the Institute. Of course, it occurs to me that this would not be easy to do if we have no Student Members as seems to be the plan. As a matter of fact, I wonder now why all this damned commotion about changing the student set-up when what is proposed by the AIEE-IRE Coordinating Committee is to do away with Student Members completely. My understanding of their plan is that a student is a member of neither AIEE nor IRE but of some neutral holding company or neutral organization of students supported jointly by AIEE and IRE but not claiming the allegiance of any students.

A great deal of thought must be put on the transition from this status to whatever grade of membership is to be offered to these graduates. It would have to be solidly agreed upon or we would find our competition out-bidding us or their membership by inflating the terminology to whatever degree is necessary to make their proposition more attractive. I assume that you intend that these people would be admitted directly to the Member grade if the school from which they graduate is recognized. This further means that AIEE and IRE would have to get together on this matter of recognition. I would look forward hopefully and enthusiastically to working out such a common arrangement but, at the moment, it is my understanding that IRE does not buy the package that was sold to our Board.

While it is not perhaps as significant as the other reasons that you give for the indifference of our Associate Members to transferring, there is, of course, the matter of the transfer fee.

In calling the history of this grade development to the attention of Mr. Linder, it might be helpful to point out that ECPD had a hand in establishing these uniform grades and that we made the adjustment by adding the Affiliate which was an optional grade with ECPD but intended for somewhat different use than we have made of it.

ASME is in the process of doing something about their grades. I will make inquiry tomorrow (Monday) and see if anything significant is actually happening there. I have a vague recollection that they had introduced the professional license into the picture with respect to the qualifications of the grade of Member. I know the Civil Engineers have done something of this sort but I got the impression the Mechanicals were heading down the same road. I can confirm this rather easily.

My opinion of your proposal is that it is reasonable and certainly in the direction of simplifying and clarifying the actual picture. With the professional license growing in significance as a mark of acceptance and with industrial positions being pretty well and recognizably classified, a man has other opportunities than the grade of membership in AIEE to catalog and substantiate his status.

The transfer fees were charged to cover the cost of processing these transfers. Like a good deal of tax money, this has been diverted to other purposes. It may be that, in the process of getting rid of the Associate Member grade, we could do the major part of the job by staff action as was done in IRE and then perhaps let the Sections pass on the remaining uncertain names. They have had a great itch to do something about the work of the Board of Examiners anyway; maybe they would like to have a hand in this.

2) Thanks for the clippings from WSJ. I am afraid it's all too true.

What you say about the IRS throwing the tax application of EJC back at them may be true but the reaction of the Secretary of EJC was not at all hopeful. It seems to me that the application has been back and forth before but I may be wrong about this. If this is the first time it has been thrown back, I would be inclined to agree that it is probably not too significant. Present keeps insisting that the IRS is "after" the engineering societies and all similar organizations to try to get them into the C6 classification.

With respect to IRE's tax dodge, you are doubtless right that it is the show and its huge income that attracts the attention of the tax collector. This, I think, might not have too much effect on their tax classification but the IRS would like to collect taxes on the income from the show as "unrelated activity." Present doesn't see much likelihood that our little show and its modest income would attract tax collectors' attention.

Coggie and I spent a good part of last week writing and rewriting the contract and finally, on Friday afternoon, Present gave it his approval and we sent copies off to Reber-Friel in Philadelphia. We are giving them a week to look it over and suggesting that we have a conference on about July 26. I have no idea whether they will find it satisfactory or not. We have gone all the way in revising it to meet the objections raised at the Board meeting. There are only, however, one or two points that may be objectionable to them. Much of what the Board wanted written in there they were entirely agreeable to. Whether they will leave us free to have other shows in connection with General Meetings around the country and whether they will let us have some of the income from admissions fees, I don't know. There was never any question about those registered for our Winter General Meeting getting into the show for nothing but the Management is accustomed to keeping all of the admissions actually collected at the door. This is the way it worked with EJC, AICHE and other shows that they have run. It is doubtful that they will depart from this policy. I do not intend to send it out to the Executive Committee, however, until Reber-Friel is fully satisfied with what we sent. Then, if the Executive Committee turns it down, that is the end.

Ed Morris sent in Constitution and Bylaw amendments which I guess you will have by now; drafted in such a way as to let the Bylaws go a step beyond what the Constitution presently strictly provides. The actual intent of the Board, which Morris missed, was that we should get along for this year by transferring all the Student Affiliates to Student Associates and the Branches likewise. I don't know that the Board really had much idea of what it was doing. This is what the Student Branches Committee had suggested or at least the GAD had suggested as a way around the difficulty with the Constitution and Bylaws. Bob Weil came down and spent a half a day with Andy and me working on this thing and he was perfectly satisfied that it gave the Student Branches Committee and all of the others wanting this thing, all that they wanted and that they would be most happy with it. Actually, the application blanks and all that kind of thing will be still in the name of Student Associate. But, since the Constitution says that a Student Associate is a student member, I think the Board pretty much has the right to decide to call them by one name or another. At least, I hate like the devil to be amending the Bylaws every year and the Constitution. I think it's terrible that we have to waste \$3,000 to send out the Constitution again to get it amended. I think the membership is beginning to get a little bit disgusted anyway with all of these Constitutional amendments. We told them last year that we had completely revised the Constitution and then within a year, we send out a whole lot more amendments. Even worse is the way we go about it. The Constitution amendments this year were, for the most part, dictated over the telephone from Chicago and San Francisco after the Board meeting had broken up, and we had to get

Mr. L. F. Hickernell, July 18, 1960, Page 4.

them approved by a mail ballot of the Board of Directors. Now, in spite of my hopes and pleas, we find ourselves doing the same damned thing with the Bylaws after the June meeting of the Board.

For the above reasons, I am proposing to Mr. Linder that we have a Board meeting on Sunday or Monday of the convention week and then let the rest of the committees meet and legislate and propose and recommend for action at the next Board meeting. The Mechanicals do this; I don't know whether they do it consciously for this same reason or not but it is most distasteful to have this half-baked stuff shoved through one committee and Department after another and into the Board. The P&C Committee Meeting was extremely unsatisfactory this time. The very important matter of the Exhibit was voted on while two or three members were on their way out of the room declaring over their shoulders that they would go with the majority. After they left, I doubt that there was a quorum left with which to take action. The P&C has been particularly squeezed between TOD in the morning and the social events that are customary on Thursday evening or the forums or whatever there is.

The President-Elect was going to compound this situation by having an Executive Committee Meeting thrown into the convention week. I persuaded him not to do that and then he set it for September the 27th which is barely two weeks before the Board meeting and it means quite a scramble to get the Executive Committee Minutes written and the Board agenda adjusted to eliminate what the Executive Committee has done and to insert what the Executive Committee recommends the Board do. If Bylaws were to be amended further, there would be almost no time to get them into the hands of the delegates or the Board members before they started for the Chicago meeting. All of this was called to the attention of the President-Elect through his liaison officer and so he moved the Executive Committee Meeting back to September 20 which, at least, gives a little more time to digest and record what the Executive Committee does and translate it into terms of an agenda for the Board. Some of us who have talked about an Executive Committee Meeting were thinking in terms of the early part of September. Of course, the President will be in Europe the first few days of September at least, so I guess that's why we couldn't have it that early.

I agree with you, of course, that the Executive Committee has to take initiative and relieve the Board agenda. In some ways, however, it is like inserting another layer into our administration and another place to hear the same arguments and discussions over and over again. Now, I can see things starting in a committee, the discussion being repeated in the Division, in a Department, in the P&C, in the Executive Committee and finally, the Board of Directors if it elicits any amount of interest at all. The interesting thing is that at most of these levels, you will find a great many of the same people since the Vice-Presidents and Directors visit around at the committee meetings and likely would be picking out those where the interesting things are being discussed which might land later in the Board.

Mr. L. F. Hickernell, July 18, 1960, Page 5.

Aside from legislative matters, the Departments get under foot a great deal in administrative matters such as committee appointments which used to be handled rather efficiently and expeditiously. I think we are approaching over-organization.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

July 14, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

- 1) WGM MAILING
- 2) TAX GOSSIP

Dear Hick:

1) I hate like the devil to bring you any news that will tend to prolong the depression of your spirits which I have detected in several of your recent communications. However, I got a note from Coggy the other day my annoyance at which I can't seem to keep to myself. It says in part:

"In order to put WGM programs in the mail at bulk rates before they become inordinately delayed by first-class Christmas mail (that is, by December 10th), the Manager of Technical Operations Services recommended increasing deadlines for TPs to 100 days, instead of 90 days, ahead of the first day of the WGMs; and advancing all other elements in the papers-program cycle for WGMs by 10 days."

Coggy goes on to report as follows:

"TOD evidenced more concern in keeping the lead-time as short as possible for the benefit of authors and prompt publication, than in members' receiving WGM programs and papers order blanks through the mail with certainty three weeks or more ahead of WGM (that is, January 6)."

This reminds me of the conversation I had with one of the Past-Chairmen of TOD in which he regaled me with the slogan "the customer is always right." At the time I agreed with him but I learned later that the "customer" in his mind is the author of the paper and his employer and not the membership of the Institute.

2) I was told this afternoon (July 13) that EJC had received an unfavorable report from its tax status application. I could not get it too clearly. I cannot say that they have been definitely and irrevocably classified as C6. I do understand, however, that the response is considered unfavorable and in the nature of a "show cause why it should not be classified C6." My

Mr. L. F. Hickernell, July 14, 1960, Page 2.

informant, an officer of EJC, remarked that they have shown all the cause they had to show by this time. If EJC is definitely tagged with a C6, I think it will solve quite a chunk of our unity problem.

I had another piece of information today along this same line and that is that the Internal Revenue Service is hot on the trail of all professional and technical societies and hoping to get them all over into the C6 category. In this case, my informant says, to his personal knowledge, the local office of the Internal Revenue Service has tried several times to tag IRE but finds that they have influence in Washington that prevents his catching up with them although he has made numerous efforts to do so.

This may have some possible bearing on such interest as has been shown in a merger; like EJC, they may be looking for a "prestige property." A financial liability can be a tax asset.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell
July 13, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

VIEWING WITH ALARM

Dear Hick:

I have been back from Florida now since the 4th of July. I wrote my Minutes while I was down there and they are slowly approaching completion. Miss Clarke is on vacation and many little things nibble away at the hours of the day and my family is here biting good-sized chunks out of the evening hours, to say nothing of the Democrats out in Los Angeles. I certainly get no pleasure out of listening to the Convention but I am rather fascinated by the parallel between the state of the Union as the Democrats see it and the state of the Institute's affairs as they sometimes appear.

I can understand the feeling that led to your letter of June 27 and to your more recent letter to the President-Elect relative to service on the Executive Committee. Yet, I have a sort of feeling that both the country and the Institute will somehow muddle through. I will really be discouraged if you withdraw your support and influence from the cause of reason and righteousness in the Institute.

Frankly, it was frightening to see the way the Board accepted exhibits, an unregulated student organization, and IRE coordination without critical examination of the facts. With respect to the last item, Barrett has written Linder a strong letter. On the first one, I am struggling to get together an acceptable contract now that we are in the business. The thing I am particularly distressed about in that connection is that some folks went away from the Board meeting feeling that I had pressed hard to get the exhibits. I merely was goaded into trying to correct some very cock-eyed ideas about the proposition we were offering. I really preferred to have it turned down but I would have liked to have had it turned down for the right reasons. In the matter of Student Members and Student Branches, there is a real puzzle because I am trying to design a ballot on Constitution and Bylaw amendments which can not legally be put into operation unless they want another immediate Constitutional amendment ballot at the cost of \$2,500 or \$3,000. I suppose that we could amend the Bylaws and just wink at the Constitution for a year but actually, what is called for and what I don't believe Ed Morris sees is an anomaly where what is really asked for is an interim situation until the Constitution can be amended. The amendments that he has submitted just assume that they can all be accepted and are compatible right now. The basic trouble, of course, is

Mr. L. F. Hickernell, July 13, 1960, Page 2.

having these committee meetings on Tuesday, Wednesday and Thursday, and having things come up through the Student Branches Committee, the General Administration Department, the P & C and right into the Board when no consideration can really be given to them in that short space of time.

On the other hand, I don't think we can get into too much trouble with the exhibit. If it flops the first year, we can get out of it without losing any money anyway, although a failure is always bad for morale which is none too good anyway. I am not so sure that the IRE is going to buy these student resolutions anyway. They have backed off from some of it already. I would very much prefer only one class of Student Branches and that situation need not get much worse if some control is exercised over the schools that are admitted. I am not fully aware, however, of what is behind it. I think it is chiefly California and the fact that George Harness heads up a new and unaccredited school. Mr. Linder is building a "Fact Book" and I get a call from one of his researchers every now and then. The last one was for information about all of the "Task Forces" that the Institute has had in the last ten years. By "Task Force" I take it that is meant Ad-Hoc Committees such as the Lewis group and the Schooley-Johnson group on the staff. I am having some difficulty remembering any other ones except those associated with intersociety affairs such as the President's committee, later expanded into a Task Force to choose the building site and the Task Force of Past-Presidents on Unity, and some of those. If your historical researches have brought to light, or you remember from your own experience other such Ad-Hoc groups that could be classified as "Task Forces," I would appreciate a suggestion. Another question that is coming up in this research has to do with the growth in the number of different kinds of papers since the introduction of the Conference Paper. I think we have that information around here. The question was just raised on the telephone tonight and I haven't had a chance to look around. I don't know whether we have to collect it from the Annual Reports or whether it has been pulled together. It seems to me that in one of your talks at the Technical Committee Chairmen's Forum, you had a very complete analysis of different types of papers and their growth and development.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

AMERICAN INSTITUTE *of* ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N.Y.)

L. F. HICKERNELL
Past PRESIDENT



Please address reply in care of
ANACONDA WIRE AND CABLE CO.
HASTINGS-ON-HUDSON 6, N. Y.
TELEPHONE GREENLEAF 8-1800

BOARD OF DIRECTORS 1960 Recomposition

July 8, 1960

Prof. W. G. Dow, Head
Dept. of Electrical Engineering
University of Michigan

Dear Bill:

In cleaning out our voluminous AIEE files, my secretary called to my attention your interesting letter of 12/12/52, copy attached.

No doubt you are aware that the membership approved the amendments to the Constitution proposed in the ballot of 3/26/60, thus enlarging the Board of Directors. By 8/1/64, 4 Directors (-at-Large) will have been dropped by retirement one per year.

Accordingly, the Board of Directors in the future will be composed of:

	1959	1960	1964
President-----	1	1	1
Past Presidents-----	2	2	2
District Vice Presidents-----	14	15	15
Technical Vice Presidents-----	0	6	6
nominated by: Communication Division			
General Applications Div.			
Industry Division			
Instrumentation Division			
Power Division			
Science & Electronics Div.			
Department Directors-----	0	4	4
nominated by: General Administration Dept.			
Prof. Devel. & Recog. Dept.			
Publications Department			
Technical Operations Dept.			
Directors-at-Large-----	12	12	8
Treasurer-----	<u>1</u>	<u>1</u>	<u>1</u>
Total.....	30	41	37

From this, it is evident that the technical-activity area will be represented by at least 7 members of the Board (6 Technical VPs, plus 1 Dept. Director). While not all we would wish, at least it's half a loaf!

Since the Board is now in the nature of a "House of Delegates", too large to accomplish much, the Executive Committee, in conformance with "Parkinson's Law", has been expanded and specified more definitively:

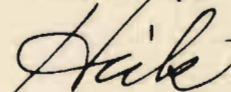
	<u>1959</u>	<u>1960</u>
President (Chairman)-----	1	1
Treasurer-----	1	1
Members-at-Large-----	5	2
Past-President-----	-	1
Department Directors-----	-	4
Chairman, Planning & Coordination Comm.	-	1
Chairman, Finance Committee-----	-	<u>1</u>
Total.....	7	11

As you know, I have worked for this technical area representation on the Board for some 10 years. At times the cause seemed quite hopeless. Consequently, I find it gratifying that in my last year on the Board, there will be at least some of this long-overdue representation.

Come to think of it, this may have been the only subject on which you and I were in complete agreement. Perhaps this phenomenon was partially responsible for the partial victory!

With kindest regards -

Cordially,



L. F. Hickernell

aa
attachment

BENJ. F. BAILEY, PROFESSOR EMERITUS
A. H. LOVELL, PROFESSOR
J. H. CANNON, PROFESSOR
A. D. MOORE, PROFESSOR
S. S. ATTWOOD, PROFESSOR
J. G. TARBOUX, PROFESSOR
M. B. STOUT, PROFESSOR
W. G. DOW, PROFESSOR
L. N. HOLLAND, PROFESSOR
E. R. MARTIN, PROFESSOR
H. S. BULL, ASSOCIATE PROFESSOR
J. J. CAREY, ASSOCIATE PROFESSOR
A. B. MACNEE, ASSOCIATE PROFESSOR
W. A. HEDRICH, ASSISTANT PROFESSOR

UNIVERSITY OF MICHIGAN
DEPARTMENT OF ELECTRICAL ENGINEERING
COLLEGE OF ENGINEERING
ANN ARBOR, MICHIGAN
December 12, 1952

J. F. CLINE, ASSISTANT PROFESSOR
H. J. GOMBERG, ASSISTANT PROFESSOR
G. HOK, LECTURER
N. R. SCOTT, ASSISTANT PROFESSOR
J. S. NEEDLE, ASSISTANT PROFESSOR
L. F. KAZDA, ASSISTANT PROFESSOR
T. E. TALPEY, INSTRUCTOR
R. K. BROWN, INSTRUCTOR
M. B. FOLKERT, INSTRUCTOR
P. H. ROGERS, INSTRUCTOR
W. KERR, INSTRUCTOR
K. A. STONE, INSTRUCTOR
J. A. BOYD, INSTRUCTOR

Mr. L. F. Hickernell
Chairman, Committee on Technical Operations
American Institute of Electrical Engineers
33 West Thirty-Ninth Street
New York 18, New York

DEC 22 1952

Dear Mr. Hickernell:

This letter will give belated comments as to your letter of September 15 relative to the board's action on activities of non-members in subcommittees.

My own feeling is that the Board of Directors is completely off base in taking any such action as they did on January 24, 1952.

This is merely another illustration of the point of view that I have taken repeatedly that by and large the men who in the AIEE have had the pleasure of contributing significantly to the technical activities of the Institute are in fact considered to be second class officers of the Institute. The only first class officers of the Institute are those whose responsibilities are an outgrowth of Section activities. This fact of operation is made evident by such actions as you have described.

The Board of Directors consists primarily of men whose experience lies in the geographical section activity, and who have very little feeling for what actions of this kind will do to the technical committee structure. Nor do they even bother to try to find out.

This is merely further evidence to me of the fact that the only real approach to the problem on an overall basis is to emphasize the matter of making sure that the by-laws, or charter, or whatever it takes, are changed in such a way that we can be sure there always are enough representatives on the Board of Directors so that things of this kind can be flagged before they are acted on without consulting the technical group.

Let me know if I can help you any.

Yours very sincerely,

W. G. Dow

W. G. Dow, Professor
Dept. of Electrical Engineering

WGD:GP

cc: Dr. ~~W. R. Clark~~

W. R. Clark

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



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Telephone GREENleaf 8-1500

INSTITUTE BADGES

July 5, 1960

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

Miss Auld and I are on a clean-up campaign trying to get our offices and files in shape by Labor Day so that we can work more efficiently and look a little tidier.

In sorting over the contents of one desk drawer, I found the enclosed Associate Grade stick pin. It was in the collection you sent me when we were trying to draw up a chart of the badges for the Manual.

The two models of the Franklin-Kite badge are at home. I will try to remember to bring them in to your office some day.

Sincerely,

aa

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

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L. F. HICKERNELL
President

Past



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PISCATORIAL PROGRESS
T&D, 6/60, p 36

July 1, 1960

Mr. Harold M. Jalonack, Editor
Transmission & Distribution
Umpawang Road, RD 2
West Redding, Conn.

Dear Jolly:

For a scoop on your "News Note" on an electric-powered fish scaler, see my address:

The Institute and Philadelphia: 1884
Electrical Engineering
December 1959, pp 1152-1157

Reference to the fish scaler is on:

p 1154, col 1, last ¶.

Yours in fun,

cc: Mr. N. S. Hibshman

aa

Jolly's Jingle



PISCATORIAL PROGRESS

News Note: An electrical device has been invented that will scale fish in about two passes per side. Two models will be manufactured—one for attachment to an electric drill—the other with an integral motor.

Although it's fishy, it is true
Inventors have found something new
And thereby hangs a fishy tale
With everything reduced to scale.

On with the current, off come scales
And silenced the accompanying wails
"I caught enough for a tasty dish
"But I sure hate to scale those fish!"
Jolly Jalonack

May 24, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, N. Y.

CONFIDENTIAL

- 1) HONORARY MEMBER
 - 2) ESPS, INC.
 - 3) EXHIBITS
- Your Letters 5/23/60

Dear Hick:

1) No comment except to say that your list is certainly a good one and should keep the committee employed for a year. I may also add that Adm. Rickover is not a member of AIEE and, except for a brief period in a non-dues-paying military category, never has been.

2) The opinion of our advisory committee of experts, including Scott Hill, is that ESPS could function and at least support itself with efficient and aggressive management. It probably has never had either. I suspect we will have to close it up, but not because of a cost to the FS of \$145.80 per placement. There is something wrong with these figures. The total cost 1918 to 1960 was \$150,000 - not counting free space in the magazine.

3) I have no illusions about getting rich from exhibits. My feeling is that the issue must be put concretely before the Board to get it settled one way or the other. The Board has great difficulty dealing with principle, policy or hypothetical problems. You recall that the question of group insurance had to be put up as a concrete proposition before action could be gotten. Later, by being tough about it, the Finance Committee did get a policy action. When the TOD and GAD committees wouldn't move, I forced the issue, that's all.

In none of these matters will I feel the least personal element in any position you may take. Maybe the Secretary, and especially the Executive Secretary, should advocate and recommend to the Board matters on a "vote of confidence" basis. If I ever come to that, I hope I can find an issue on which I feel much more strongly than I do on any of these.

Incidentally, there is some relaxation of the financial tension in that we appear to be winding up with a favorable balance of about \$71,000 this year. I only hope the "spenders" can control themselves in the light of the probable \$150,000 that moving and settling in the new building will cost.

I have killed the vacation plan, but wasn't able to stop my high-speed transcriber girl from taking her two weeks May 20 to June 6 (her husband's vacation time). It may not work out too badly, however. The mail has been mercifully light this week so far. The agenda, the DOG, and the GAD Manual are out. The P&CC agenda is about ready to go, and the new Bylaws haven't come in yet from San Francisco. Ed Morris is getting them out from there. There will, however, be a great many amendments, I am sure.

Cordially yours,

N. S. Hibshman
Executive Secretary

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



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PROPOSAL FOR HM
B of D 6/24/60, Agenda Item 7.3

May 23, 1960 7

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

CONFIDENTIAL

Re Attachment VIII:

Apparently our Honors Advisory Committee has gone "Internationalist" (Intersociety) along with so many groups today.

I can't find a single good reason to elect its 1960 candidate. If we can't find a worthy electrical engineer in the USA, Canada or Europe, or an outstanding world leader (such as Gen. Foch, Herbert Hoover), then we should pass that year.

What is the matter with:

President J. A. Stratton, MIT (member of IRE)
Gen. Douglas MacArthur (was once Chief of Engrs, US Army)
Adm. Hyman Rickover (member of AIEE)
Philip Sporn
E. F. W. Alexanderson
W. L. Cisler, Pres. ASME (F, AIEE)
L. De Forest
A. B. DuMont
A. N. Goldsmith
F. R. Kappel, Pres. AT&T (F, AIEE)
M. J. Kelly
Draper, MIT (Missile Guidance Systems)
C. G. Suits

If we want to go Internationalist, why not one of the IRE Past Presidents like:

W. R. G. Baker
E. Weber

Sincerely,

PS: Uh-oh, I almost forgot our friend
Brig.-Gen. Sarnoff!

aa

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Past President



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ESPS, INC.
B of D 6/24/60, Agenda Item 6.3

May 23, 1960

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

Re Attachment V:

As I have advised you previously, my experience with ESPS has been unsatisfactory both as (a) job hunter and (b) employer.

In November 1931, while hunting a job, I got absolutely nothing from ESPS. yet on a 3-week Eastern trip from Michigan via auto with a salesman friend, I dug up 5 jobs, of which Anaconda was one. In addition, I had one offer from Dow Chemical at Midland, Mich., before I left on the memorable trip.

In building up Anaconda's staff, 1932-1940, I tried to use ESPS, even going to New York personally and pawing through its files (which, incidentally, were a mess). We again tried in 1948 to 1957. Art Jones made the contacts during the latter part of this period. Again, no luck.

In contrast, we got several good men through Engineering Employment Service, 217 Broadway, N.Y.C.

In this area, I am inclined to feel that the "Government" (Founder Societies) should get out of the "Power Business" (privately operated employment agencies).

Secretary Meyer says (p 1, ¶2) that in a 35-year period (1925-1960) 36,000 placements were made which cost the Founder Societies \$150,000 (1918-1936). This figures:

Average placements per year	= 1,028
Cost to FS per placement	= \$145.80

In my opinion, this is a hell of a poor record.

NSH from LFH - 5/23/60
ESPS, INC.

2.

However, probably I am prejudiced. If you feel strongly that AIEE should support ESPS financially as a "service to members", I would go along if a maximum subsidy were stated, probably not to exceed \$10,000 or so annually.

Sincerely,

A handwritten signature in cursive script, appearing to read "Hick", written in dark ink.

aa

Thermo
Dr Coqgashall

Hickernell

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



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WGM EXHIBITS
Policy and Contracts
B of D, 6/24/60, Agenda Item 5.1

May 23, 1960

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

Re Attachments III and IIIA:

As you know, I personally have been lukewarm about AIEE's sponsoring a "Show". I would go along if I could see it would solve our financial difficulties better than some other method.

According to the Proposed Agreement, Att. IIIA, the income to AIEE would be (p 2, §6):

Gross Income	AIEE's Share:		
	Percent	Total	per Member*
a) Up to \$100,000	10%	Up to \$10,000	Up to \$0.20
b) \$100-200,000	15	\$10-25,000	\$0.20-0.50
c) \$200-300,000	20	\$25-45,000	\$0.50-0.90
d) \$300,000 & Over	25	\$45,000 & Over	\$0.90 & Over

*Based on 50,000 members (for easy calculation)

It seems to me this entails a lot of Staff work (and headaches galore) for a relatively small net income. We could do almost as well by withdrawing from EJC. We could do better by raising the dues only \$1.00.

What does the Management think will be the Gross Income, say by the 5th Exposition?

Unless you feel strongly in favor of an Exposition, I would be inclined to vote "No."

Sincerely,

Hick

aa

Hickernell

May 16, 1960

Mr. L. F. Hickernell
Anaconda Wire and Cable Company
Hastings-on-Hudson 6, New York

ALUMNI AWARD

Dear Hick:

I found your letter of May 13, 1960 when I returned from Rochester (after Syracuse) this afternoon (May 15). I am delighted at the news, and hopeful that still others will take occasion to express admiration and appreciation for what you have accomplished.

We will, of course, have a story in the July issue of **ELECTRICAL ENGINEERING** for which we probably ought to have some more details about the background of the award and the occasion on which it is presented.

I wonder if Grinnell has a picture. I was thinking that I could have Ray Mayer send a glossy print such as we have used, together with some material from his file on you. I think your letter of July 7, 1958 to Ray Mayer on the subject "Personal Items" should be in the hands of the people at Grinnell, in addition to the three items that you have sent them.

Would it be embarrassing to you if we sent them the picture and a copy of this letter (or perhaps better, a rewrite of it in the third person). It would seem to me that for an alumni group or an alumni publication, this would be very good material. I don't want to do anything that would be embarrassing to you in view of the fact that this is supposed to be a "secret." However, as I understand it, the secret is to be kept from your classmates and I don't believe there are any of them connected with the Mayer organization or our own editorial department.

I will probably call you tomorrow morning, but just in case I get tied up, or can't reach you, I wanted you to know how pleased I am and to make the suggestions on behalf of the people at Grinnell who I believe will welcome some additional material besides what you have supplied.

Mr. L. F. Hickernell, May 16, 1960, Page 2.

Another thought occurs to me; I think they ought to have for their files whether or not they can use it, a deluxe copy of your paper on the new laboratory.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

May 11, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

IEE JOURNAL

Dear Hick:

I have read with a good deal of interest the Editorial in the February issue of IEE JOURNAL, in which they explain the philosophy and policy of their publications. I notice, to my surprise, that Baxter Rowe has attempted something similar in our May ELECTRICAL ENGINEERING. I could wish that I had seen the manuscript before he published it, but I didn't. I haven't discussed it with Rowe. I don't know whether he was inspired by the IEE editorial or not.

The April issue of the IEE JOURNAL has not yet showed up around here.

When I was in the library looking for the IEE JOURNAL, the librarian reminded me of your interest in making copies of the 1884 issue of ELECTRICAL WORLD. He has not been able to find a suitable method of copying it. He says that there is no way of repairing the original journals. He is not aware of any copying machine that will handle a book of this size. I don't know whether there is a Xerox machine bigger than yours or not. I told him to get in touch with Consolidated Edison Company which, I understand, is well equipped in its printing and duplicating department. My own preference would be to go through the early volumes of ELECTRICAL WORLD and make a book of excerpts of all of the significant references to AIEE.

Recently, Dr. Sorensen asked about the celebration of our 25th Anniversary. I found relatively little mention of it in our own publications but quite a complete coverage in ELECTRICAL WORLD, including a full-page photograph of the banquet at the Astor Hotel. These early volumes of ELECTRICAL WORLD are, as you say, extremely valuable and must be preserved. I therefore urged the Librarian to pursue this matter of making copies. In view of his finding that the repair and strengthening of the original volumes is not practical, this seems to be the only solution. He

Mr. L. F. Hickernell, May 11, 1960, Page 2.

promised to get in touch not only with Con Edison but also with the Xerox agency to find out whether there is a big enough Xerox machine to do the job. If we could get it on Xerox, we might make a number of copies and ensure their preservation by locating them in various places - especially with people like yourself and Bern Dibner, as well as in the Headquarters library.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

May 9, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

LAST THURSDAY

Dear Hick:

I am sorry that our appointed conference, for all practical purposes, fell through last Thursday. I assure you that I had no other plans or expectations aside from our appointment.

Actually, so far I have not come up with an inspiration for a name or scope either. I am pretty well loaded up with meetings the first three days of the week. Then, on Thursday, I am going to drive up to Syracuse and spend Friday at the District No. 1 Executive Committee Meeting in Rochester. I will be back in the office on Monday morning. Yes, I think I would go to this meeting in Rochester even if I were not so anxious to see "my friend." I have a set of Minutes here from the District 8 Executive Committee Meeting which tells me that there ought to be somebody at these meetings who knows something about what is going on. The appalling nonsense that was conveyed to the District 8 Executive Committee seems utterly inexcusable.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

April 18, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

UNITY

Dear Hick:

Thank you for the opportunity to see and abstract from the correspondence of Glenn Warren some interesting items. I am returning the file to you herewith. To this file, I guess we may soon add the "Ragland Plan" about which I told you from Houston. That one should surely end all prospects of interesting NSPE. Perhaps it was designed for that particular purpose, although, as I think I said, it appears to have the blessing of the Texas Society of Professional Engineers.

It would appear now that the score still stands $3\frac{1}{2}$ to $1\frac{1}{2}$ against the AIEE position with ASME being divided - at least the way the score is kept by H-K-H.

I can see no possible prospect of anything being accomplished in the all-day session, unless somebody comes in with something entirely new and different. Perhaps it is the Ragland Plan that is to be given its introduction at this time although I don't know that AIME Board is going to meet before May 5. On the other hand, maybe the AIME Board doesn't need to meet.

The other suggestion that is interesting is the expansion of the Task Force, or rather its replacement by a new committee representing more societies. This was suggested to me within the last three weeks by someone who felt that progress had been achieved in locating the building by that same procedure. They compared the situation there whereby they had arrived at at least a 4 to 1 majority agreement (some of them thought they had a 5 to 0 until they heard from the ASCE man after his honeymoon). Then, by getting rid of that committee and assembling another larger one made up at least in part of people who didn't have the slightest idea of what it was all about, they were able to reach agreement with the help of a Management Consultant of questionable objectivity. Somehow I got the idea in that story that AIEE was again the original minority party but I don't think these were the facts. When the show-down came, it was the ASCE man who pulled out and the ASME that was divided and finally engineered the conclusion. Whether the conclusion in this case was wise or not, I think we shall have to wait and determine after we see whether or not we go bankrupt in carrying it out.

I think your conclusion that the membership in general is profoundly indifferent to this "Unity" question is right. It is, of course,

again too early to draw conclusions but certainly those Sections that have attempted to have meetings on the subject have had very poor turnouts in spite of the amount of work that was done in preparation for the meeting and the quality of the panel assembled for the discussion. Pittsburgh had a very disappointing turnout which is now on the record and I heard at the District 11 Executive Committee last week that the Columbus Section with 315 members and an average Section Meeting attendance of 92 had a turnout of only half that many for the unity meeting and that the vote was by no means overwhelmingly for the Functional Plan. I could not catch the figures as I listened to the verbal report but I did sense that there was apparently a large element of NSPE people at the Columbus meeting and they cast their votes for the "NSPE Plan." Before the Executive Committee Meeting I will make a collection of the reports from the Sections. There are not more than four or five that had actual Section Meetings. Several more reported Executive Committee discussions and conclusions therefrom.

To me, the unfortunate thing is that in an organization of 55,000 members, we can't keep a number of major activities going at the same time. It ought to be perfectly possible for an intersociety relations group consisting of senior statesmen (I did not say elderly politicians) to carry on the long and tedious discussions and compromises and the like that would be necessary to put together some kind of a unity organization if one is needed or something else of the sort while the vigorous and progressive technical program is expanded and extended into the Sections and into the many and various ramifications of the technology in which we should be making our contribution. At the same time, our professors should be battling with the employers to reach optimum standards and content for the electrical engineering curriculum. We ought to be able to do all of these things at the same time, and I suspect perhaps that the reason we concentrate so much on the unity politics is because of the weakness of our performance in these other fields rather than necessarily the importance or exaggerated notion of the importance of intersociety politics.

My real worry about this unity business is that we are getting frozen out of the leadership of EJC and to a considerable extent of ECPD. The leaders of ECPD are still as they have generally been electrical but they do not represent AIEE. They represent ASEE for the most part or even ASME as in the case of McEachron or something entirely different as in the case of Walker.

We are talking about a merger with IRE. These discussions are likely to go on for several years at best. The kind of an organization that results should be determined in equal parts, I should think, by the philosophies of the two organizations merging. They should bring equally valuable things to the merger. I can imagine that IRE feels that in such a merger, they would gain status and painlessly gain the association with ECPD and EJC and other intersociety symbols of respectability. ... Maybe even including EUSEC. If we are going to fritter away our status in these organizations and our influence in the "profession" whatever that is, we won't even have that to bring to the merger and the strength that the merger would bring to us could not be brought to bear on these affairs as it should be.

Mr. L. F. Hickernell, April 18, 1960, Page 3.

We are desperately in need of achievement and recognition and status (I keep using that word) in the technical fields. I think I told you that Andy Muir has now decided that he cannot take the Chairmanship of TOD. Charlie Hatcher has withdrawn. Andy Muir suggests the next in line to be Fred Lawton, Trucksess and Whaley. These are all estimable men and I think equally capable of replacing Hatcher or Muir. On the other hand, perhaps this disruption in the leadership of TOD confers on the Board an unusual opportunity to introduce new, powerful, and dynamic leadership beyond even what these estimable gentlemen can offer. I am told that our President-Elect would not hesitate to go to the Board with a proposal of that kind even though it did not coincide with the informal recommendations now being planned by the Departmental Organization.

President Foote, as a result of his participation in and study of the Special Technical Conferences, feels very strongly that a whole new step in the expansion and vitalization of TOD is now in order - one in which, I take it, the new status of the Division Vice-President would be signalized by their organizing technical programs which could be offered to their District counterparts in lieu of the waning District Meeting Technical Programs. He feels also that it is urgent to restudy the technical content of the various Divisions and do something about the overlapping interests and the disproportionate size and influence and access to the publications budget on the part of committees that have had nothing new to record for a good many years.

Possibly with Coggeshall now on the staff, a good deal could be accomplished by dynamic leadership drawn from outside the immediate succession in TOD. The importance of familiarity with the details of procedures and the mechanics of operating TOD is not as important as it was several years ago when we had only the very nominal staff support. It isn't anywhere nearly as strong as it should be yet, but at least we have improved it several hundred percent by the addition of one man.

If you have any suggestions for personnel to undertake this job of giving TOD its next big push, they would be very much appreciated.

Although not directly related to what we ordinarily call "unity" I think you would be interested to know that at the three District Executive Committee Meetings I attended in the last two weeks, there was very considerable absence, almost complete - of griping and complaining about the mechanics and details of operations. I believe that George Herrmann is keeping the boys reasonably happy with his output of statistics and cards and one thing and another. There is still a pitiful lack of imagination and a desire to be told what to do. Some of them have picked up a great deal as a result of education courses that have gone over in every case much beyond any expectations anyone had for them. They can't seem to understand why and they seem to be reluctant to the activity on an expanded scale. They do recognize, however, the possibility of the solution of all their financial problems along with a very considerable stimulation of their membership potential by these people coming to the courses. In every case, at least 50% of those who come to the educational course are non-members of AIEE, many of whom are admittedly qualified. Yet

Mr. L. F. Hickernell, April 18, 1960, Page 4.

they don't get very many new members out of it. They have membership blanks on the table at the door. What else can one do?

There is a continuing tendency to emphasize the importance of students and student membership as though it were the only source of new members for AIEE. I think the record shows that, with a very few exceptions, over half of the new members who came into AIEE in the past, came from other than the direct graduation route. I have considerable hopes for better membership work this year under Don Michaels, the new Chairman. Incidentally, the Cleveland Section, District 11, and District 14, went on record as proposing and endorsing respectively the candidacy of Warren Chase for President in 1961-1962.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



Please address reply in care of
ANACONDA WIRE AND CABLE CO.
Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 8-1500

TOD CHAIRMAN

April 18, 1960

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

Re your letter of 4/13/60 from Charleston, W. Va.:

Being completely out of sympathy with the organization of "Institute Technical Groups" in the form advocated by the Lewis Ad Hoc Committee, I find it difficult to get concerned about the TOD Chairmanship for the reason advanced by Harold.

I do regret that the proposed line of succession has crumbled. Lawton following Hatcher is Power succeeding Power, thus adding fuel to the fire that AIEE is dominated by Power.

Up to now, we had a fair distribution:

1952-54	Hickernell	Power
1954-56	Tebo	Science & Electronics
1956-57	Clark	Instrumentation (& Electronics)
1957-59	Blackmon	General Committee (Safety)
1959-60	Hatcher	Power
1960-62	*Muir	General Committee (Stds) & Industry
1962-64	*Lawton	Power (& Industry)

*Proposed

Lawton is a sound solid citizen. I do agree that he probably would not have the time nor inclination to promote the "Institute Technical Groups" as advocated by the Lewis Committee; also, he is a Canadian who probably is not too much excited over all this IRE competitive commotion. However, in my opinion, this is expecting a lot of any TOD Chairman. He has enough to do to operate the Department "as is".

Re the D11 ExCom meeting, I am glad to note that I am not the only one confused. In my comments on the Lewis Committee report at the Chicago meeting, I said (see letter of 10/26/59):

II - NATIONAL TECHNICAL GROUPS

The proposed organization plan is much too complicated from an operational standpoint. In my opinion, it would collapse of its own weight if, indeed, it ever got off the ground.

It would be much simpler to designate the present Technical Committees as "Executive Committees" and limit their membership to 25 or less. Then membership on the Committee could be opened to anyone who wished to join and pay dues.

Frankly, I do not see how anyone could implement the Lewis proposal. One thing for sure, I wouldn't attempt it!

Offhand, the only one with sufficient experience in Division and TOD work I can think of to precede Lawton in the TOD Chairmanship would be Chuck Savage. Probably Linder would not want to appoint a GE man out of the regular succession line.

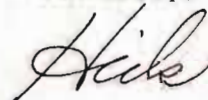
As to separating Science from Electronics, I see no insurmountable problem, if this is desirable. However, it would take some reorganization to split the S&E Division as it now exists; namely:

Science & Electronics Division

Basic Sciences.....	S
Computing Devices.....	E?
Electrical Insulation.....	? (actually neither
Electrical Techniques in Medicine & Biology.....	E?
Electronics.....	E
Magnetic Amplifiers.....	?
Nucleonics.....	S
Semiconductor Metallic Rectifiers.....	E
Solid State Devices.....	E

Actually, our whole Division setup needs a reorganization. I started a study of it towards the end of my TOD Chairmanship, but no one ever finished the job.

Sincerely,



PS:- Since writing this over the weekend, Linder phoned me on Monday. Asked what I thought of Gordon Brown as TOD Chairman. Told him he was a good man, but had no experience in TOD routine, rules and regulations. Linder thought this not too important with Coggie now available at HQ.

I suggested Savage, if he wanted to upset the applecart. He agreed Chuck could do the job, but would "leave this for someone else to do".

I said I would think it over for a few days. How do you like the idea of someone learning the business from the top down?



Hickernell
Charleston, West Virginia
April 13, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

TOD CHAIRMAN

Dear Hick:

We are either in a picklement or in great good luck, I am not exactly sure which.

Charlie Hatcher, as you probably know, has declined a second year as Chairman of TOD. Within the week, Andy Muir has also begged off. Andy had accepted the appointment and then something happened which he has not explained to cause him to withdraw unconditionally.

When Andy wrote his letter of withdrawal, he mentioned the following three men as his preference for the succession: F. L. Lawton, Chairman; D. E. Trucksess, First Vice-Chairman; R. H. Whaley, Second Vice-Chairman. A copy of this letter of Andy Muir's to Charlie Hatcher announcing his withdrawal was sent to Lawton at least and perhaps the other two.

Now, Harold feels very strongly that TOD is in need of a bit of a shake-up, especially one that would separate the basic sciences and electronics. He feels as I do, that to have a Science and Electronics Division is a public invitation to assume that we view electronics as belonging in the physics departments where it started 30 years or more ago. Harold would hope that some progressive, lively leadership could be found for TOD to get it going again on the upgrade where you started it five or six years ago.

Of course, this is more Linder's problem than it is Harold's. Actually, it is the Board's problem in that the Board will have to elect the Division Director. However, he feels that if a change in leadership is to be made, this may offer an unusually good opportunity to bring it about. He is fearful that Fred Lawton would not have the time or perhaps the inclination to push the expansion of TOD as would be needed to take advantage of the opportunities presented by the new Constitution and the adoption, in some form or another, of the Lewis Report for the connecting up of the Sections and the Institute Technical Committees. I keep

Mr. L. F. Hickernell, Charleston, W.Va., April 13, 1960; Page 2.

thinking of it in those terms although the Lord knows what kind of an arrangement will come out of the discussions that I have been hearing relative to the implementation of this part of the program.

I was attending a District 11 Executive Committee Meeting this morning and that was rather typical, I think, of the confusion that now reigns throughout the Institute as to just what we have in mind in this matter of "Technical Groups." I am afraid we have talked too much about it and have got everyone in the same state of confusion that a few of our leaders are in. I have a feeling that in many cases, we ought to think things through better before talking about them at various occasions because the membership, in general, is not going to tell the leadership what to do.

Another illustration of this is in what is happening in connection with the "unity" meetings. Pittsburgh had a very sad meeting the other day. They set up an excellent program; had some very good people on the panel and I think only about 60 or 70 turned out altogether and the vote on the proposals was very mixed. I got the same report today from the Columbus Section. They had a turn-out of something like 39 or 40 and they voted about 40% for the Functional Plan and oh, about an equal number for the NSPE plan. However, about half of those who were at the meeting were NSPE members; some of them not members of AIEE. I begin to smell a little bit that NSPE is going to possibly organize a coverage of these AIEE meetings so that the NSPE interest and NSPE plan gets full coverage and an impressive showing.

This isn't what I started out to talk about. I would appreciate your reaction to this TOD problem. I don't believe that Fred Lawton would want to undertake it frankly if he understood that he would be expected to push some kind of program quite actively. It might be that Trucksess could do the job, particularly if Estill Green were to give him the necessary backing and perhaps he's off on his work to make it possible. Whaley is a good man but he is not with a company where I think we could expect too much backing. Is there someone else who could be brought into the picture. I realize that's difficult with the six Division Chairmen, some of whom are going to be Vice-Presidents and some other recently retired Division Chairmen might want to take a crack at it. I don't know either how radical Mr. Linder is willing to be in making these appointments. So far I haven't seen any evidence of a desire to depart very far from the standard successions. I've got to go to a meeting now.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

April 11, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

MISCELLANEOUS

Dear Hick:

I was in Houston most of last week and I am off to Charleston tomorrow (Sunday, April 10). The budget seems to be in about as good shape as it can be except for somebody either deciding that we can take in \$30,000.00 more or can cut \$30,000.00 out some place. Answers will come at the Executive Committee Meeting on April 21 anyway, it doesn't make too much difference what the Finance Committee does on Monday.

Houston was a pretty good District Meeting as such things go. There were 635 present and some quite well attended Technical Sessions. Don Hutcheson of Westinghouse had a particularly interesting presentation on "Energy Conversion" at the General Session. Apparently, Westinghouse has gone all out on MHD. They have operated a 5 kilowatt machine for four minutes which is pretty good considering the state of the art at the moment.

I don't have the EJC Minutes here but I see what you mean with respect to the Executive Committee electing a Vice-President. I rather liked Cecil Boling. Maybe that's what was wrong with him.

Our representatives on the "Editorial Board" was Coggeshall and on the "Advisory Board" was Russ Clark. I don't think either of them ever had any chance to contribute anything to either policy or editorial content of the first edition. Probably they will never get anywhere close to the rest of them either. I asked Wheelock whether we were going to get any chance to see what was going into the next edition of the newspaper and he said he didn't know.

A whole new "Unity Plan" is in the making. When I was in Houston, Douglas Ragland, a member of the AIME Board and a member of the ECPD Executive Committee from AIME got hold of Harold Foote and Harold brought him up to my room and he gave us each a copy of a new Unity Plan which I left with my secretary to duplicate and send to a few select friends. I am sure you were on the list and should be getting it in a day or two. I guess it is more or less confidential although he didn't make any point of it.

Mr. L. F. Hickernell, April 11, 1960, Page 2.

It has not been given to AIME yet. Ragland wanted opinions on it.

As you see, it assumes the amalgamation of ECPD and EJC which leaves me cold at the beginning. Then, it suggests that NSPE drop its connection with the State societies and become an individual membership national organization, serving as the lobbying agent for this unity organization. That is where Harold got off. However, I understand that he has some backing in the Society of Professional Engineers and I can see no reason why he wouldn't be able to sell it to the Miners. Maybe the Chemicals would buy it too but I can't see the Civils going for it because it gives NSPE too much of a place in the whole picture. Another thing I don't like about it, of course, is that it calls NSPE into the student picture. One of the reasons I don't like NSPE in ECPD is that I think they ought to keep their cotton-pickin' fingers out of the colleges.

You will probably be getting a notice and agenda for the Executive Committee Meeting on April 21. Possibly it will be in the same mail as this letter. I have quite a bit of stuff on there that may not, and possibly should not, be discussed. One item is on the subject of awards. I imagine Ben has told you by now that WAK discussed the question of Conductors with KW and by the time Ben got around to talking with Donlevy, the case had apparently been considerably prejudiced. Ben wanted to know whether he ought to discuss it with you and I told him I thought by all means, he should.

I saw an old friend of yours in Houston - A. Barry Campbell. I have corresponded with him for at least the last five or six years but I had never met him. He and his wife came over to the Shamrock on Wednesday evening to visit with Mr. and Mrs. Foote.

With relation to the 11th floor Publication expert, part of the trouble may be that his wife, who was the Secretary of the ASME Standards Committee, was let out. They were both on the full-time staff and your recollection of seeing them at the Club is undoubtedly correct because I think they had dinner there just about every week-day evening - or maybe just cocktails, because I don't believe anybody could eat in one place like that so regularly for years. I think this arrangement by which she was in charge of Standards and he was in charge of Publications, had been in effect before I came to work at the Institute. At any rate, she has been dropped, or resigned, or is out one way or another. And now, I gather that he could be separated also, without any serious hard feelings on either side. I don't know whether he worked any miracles on that job or not. Maybe he just happened to be there at a time when business was easy to get. At any rate, he has always impressed me as knowing his business and having a thorough background, beginning with McGraw-Hill which is a better place to get your early training in my opinion than in any society publication. I think the person to talk to is Hendley Blackmon. If I am not mistaken, Hendley is Chairman of the ASME Publications Committee right now and probably knows the whole story throughly. Also, he knows the man from the old McGraw-Hill days. I

Mr. L. F. Hickernell, April 11, 1960, Page 3.

think they were on the staff over there together. I think maybe I'll give Hendley a call at home tomorrow before I start for Charleston.

I had a letter from Brasher about Barclay's death but he didn't say anything about a replacement. It didn't surprise me at all if he has a young fellow picked out on the "light current side." Frankly, I don't think it makes a whole lot of difference to AIEE where that job is. In fact, I rather think that I would just as soon not have any more visitors from the Commonwealth anyway. I've got two sets of them coming now. The one wants me to set up a tour for him to all of the utilities that have computers. I think I will tear out about a half dozen pages from the current issue of ELECTRICAL WORLD and send it to him.

Thanks very much for your analysis of the IRE finances. Maybe if I asked Coggie to work on it some more, he could come up with the real figures or something very close to them. As you say, however, any way you figure it, they are doing all right. It is one thing that lends some prospect to Scott Hill's group arriving at a merger because they may be making so much money that they are willing to buy up a relatively unprofitable business just to keep the tax collector out of their hair.

That reminds me that I had lunch with Scott on Friday and find that he is giving a lot of thought to this meeting that is coming up on April 25. I told him that, as far as I was concerned, I didn't care how radical the proposition might be or how far they carried their planning but that I did feel that whatever they planned, they should plan to carry through in a reasonably short period of time to a real conclusion; and not to bake something half way as they did with the Student Branches and leave AIEE to be plucked clean. As we went into the Student Branches deal, they had very few and were having trouble getting into the colleges. We opened the door completely. I understand now that their Section organization is relatively informal and by no means as well organized as ours. Now, if we take the next step of joint Sections, I can see a repetition of what we did before and so on. If we are going to combine the Student Branches and cut out student memberships, that's all right with me. I think we would both save money and enhance our standing in the academic world. Make the students come to us after they graduate. We can give them magazines and other things while they are undergraduates but I would be perfectly glad to give up student memberships as such. But this ought to be only one step and we ought to know exactly what the next steps are and when they are going to take place and what the ultimate objective of it all is. If we are going to put the two organizations into one in the next five years and are thoroughly agreed on that, I don't give a damned what happens inbetween. In other words, if it is to be marriage, all right, but I don't want any more unholy alliances like the joint Student Branches.

I don't know whether I told you about Clarence Linder's trip to New England to meet with the professors. I think I did tell you how

Mr. L. F. Hickernell, April 11, 1960, Page 4.

Harold Foote was supposed to do it but declined because he didn't like the implications of the program. According to Fred Bacon, the thing was a big success. There were 67 professors and deans there and Linder made a big hit. The President of IRE, Dr. MacFarlan was ill with the flu and was unable to be there but he was represented by Jack Crowdes. That's right, that's what the man said. I didn't know that Jack was sufficiently active in IRE to serve as a substitute for their President. I did, however, have some inkling that he was interested in IRE. Well, anyway, the thing was quite a success and the New England professors have a new outlook on engineering societies and a new appreciation of AIEE. Fred wants me to go up to help install the new Vermont Section on April 19. I may just do it if things don't get too complicated here.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell
April 11, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

FRESHMAN MORALE

Dear Hick:

I hope the faculty and administration of MIT don't think they have trouble. If they do, they should undertake similar jobs at a big city institution drawing the bulk of its students from "working-classes" who start off by being sorry for themselves because they can't go to MIT, Cornell, or some other glamour place. "Achieving the requisites of high occupational status" is an objective which, when backed by the ambitions of anxious, first-generation American parents, leads to a situation that a Wellesley sociologist could hardly be expected to cover in a mere 100-page report. It would appear to me that the real trouble at MIT is essentially a mathematical one. The problem is how all of these boys from the top 10% of their high school class can get into the top half of the MIT class. It is probably with a group like this that the competition for scholastic standing begins to work a real hardship. Under conditions of this kind, I would think it desirable to find substitutes for the grade competition; in a less selective beginning situation, of course, there is no substitute. There might be in this case.

I have no doubt that "many members of the Faculty were so interested in research that teaching took a secondary place." One of our troubles in America, however, is in trying to imitate the European university, which for the most part, starts with educated people who do not need much "teaching." I suppose what we need is collegiate education preceding the beginning of professional university work.

For my part, I can't see very much in this report to worry anybody connected with or interested in MIT. I would say, it is most complimentary, although perhaps somewhat discouraging to anyone trying to make a living out of "student activities" such as AIEE Branches.

Cordially yours,

NSH:epw
Encl.

ExeSutHtsBnanetary

Hickernell

May 2, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

MISCELLANEOUS

Dear Hick:

In the rush of getting ready for the Providence Meeting for which I am leaving at 1 o'clock this afternoon (Sunday), I am having trouble commenting on a number of things that I would like to talk with you about.

One is this matter of exhibits which is rushing to a climax and I think that the staff will have to bring some kind of recommendation in to the Board in June. We are already maybe six months late if we are going to hold the first one in 1962. There is a lot of uncertainty about that because now, I believe, that the Nuclear Congress is going to switch to the even-numbered years which will mean that another exhibit will be coming along in the first part of April in the same year and in either 1962 or 1964, AIEE will be supposed to manage the Nuclear Congress. The next turn is that of the Mining Engineers but I am not sure they are going to take it. There is a possibility, of course, that the Nuclear Congress will fold before this next one really comes off. The difficulty, as you know, is that the ANS and the AIF have pulled out and the AIF people are trying very hard to kill off the EJC Nuclear Congress. The only thing is that we have all invested money in it and if it could be kept going at its present rate of income for a few more years, we might hope to get it back. What could be done, of course, would be to capitalize the \$10,000 net income expected at less us say 5% and offer it for sale to the AIF for its good will and capital value which would put us out of business in a dignified and not unprofitable way. We have a couple of bids for the running of our Show which are at great variance. I hope that when I get back from Providence, we can sit down with these people and find out just why one organization is bidding about twice as much as the other on it.

I am enclosing a letter that I wrote to the President in response to the suggestion that came from one of the Vice-Presidents that the Student District Prize Paper Winners be escorted to the platform by their several Vice-Presidents to receive their Certificates. My reaction is concurred in by the President. I am wondering what your view of the matter might be.

Mr. L. F. Hickernell, May 2, 1960, Page 2.

I return also the interesting proposal for a class of 1922 endowed faculty chair. This seems like a worthy project. Considering the rise in costs of education, I am wondering how long private institutions can stay in business.

The third item here is an interesting letter to Gus Kinzel about the advertising campaign of EJC. This one I would like to have back. I don't know what I will do with it. I hate to emphasize and expand the negative attitude of AIEE with respect to EJC. I don't like being on the "outs" with everybody all of the time. I heard a report the other day on a very high-level conference which pretty much came to the conclusion that those who are in positions of responsibility to get big things done, are not the least interested in the titles of those who work for them. They want somebody who can do the job and they don't the least care whether he calls himself a scientist or an engineer.

I will be back on Wednesday afternoon.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw
Encl.

Hickernell

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



Please address reply in care of
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Telephone GReenleaf 8-1500

AIEE: IRE

April 4, 1960

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

Re letter, A. E. Whiteside to JHF, 3/25/60:

This seems like a very thoughtful document.

It does make the usual unfair comparison of EE with IRE proceedings, as I have pointed out before.

In the first place, it is not fair to analyze one issue (Mar. '60) of EE (p 2, ¶2). If he would look at Charlie's figures for an entire year in the Annual Report of the B of D, he would find a larger proportion of "Other Specialties".

Second, he has overlooked the Bimonthlies. See "The Institute's 75th Year", EE, Sept. '59, p 887, Fig. 1. It would be interesting to see if he is a subscriber to S&E.

Insofar as practicable, AIEE does just what he recommends for EE on p 3, ¶3. However, he seems to be unaware of our other publications.

Somehow we must publicize more dramatically that the true comparison is:

<u>AIEE</u>			<u>IRE</u>	
Electrical Engineering)			
Bimonthlies (Transactions))	vs	Proceedings	
Special Publications)			
Conference Papers)	vs	P/G Transactions	
Conference Proceedings)			

Sincerely,

Hickernell

aa

Hickernell

March 31, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

R.H. BARCLAY

Dear Hick:

Yesterday afternoon I attended the funeral of Robert Hamilton Barclay who was a long-time member of our Board of Examiners and an active worker on several other committees, including ECPD. I seem to recall that he was interested in having you take over as "Honorary Secretary" for IEE in the United States.

I wrote Ken Brasher about Barclay's death but I did not mention anything in connection with the office that he held for IEE. So, if you hear any more about this, I don't want you to blame me for promoting it. On the other hand, if you would like to take on the job, I would be very happy to make the suggestion to Brasher. He may ask for my advice before making the appointment. However, I am inclined to expect that it may be somebody from the "light current side," possibly one of the Past-Presidents of IRE. I believe that there are more active relations between IRE and IEE than there are between us. I think they carry on some technical work together and especially in the field of abstracting.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

March 30, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

GOSSIP

Dear Hick:

1) EJC. I think your estimate of the next four years is undoubtedly correct. Some of us are starting a new program which would make EJC the center for evaluating, accrediting, and scheduling all kinds of meetings, congresses, conferences and the like. Linder, Savage, Schier and a number of other people seem to see quite some possibilities in it. I don't know whether it will prove attractive to Augustus I or not. Probably not. However, it is the kind of thing that EJC might do and find its place in the scheme of things. It is entirely consistent with the FP and if it really got under way, would involve all of the prestige that anyone could ask. It would involve a sort of accrediting of meetings and activities of that kind so that it wouldn't be necessary to take over ECPD in order to get the authority that goes with accrediting.

2) "The Book" - I think I have about three letters from small Sections or Subsections saying they held meetings usually with about 25 or 30 present for the discussion of "Organizing the Engineering Profession to Achieve Unity." The vote typically is about 90% in favor of the FP with the other 10% variously scattered. For the most part, the only word I have had has been to the effect that it is too late to schedule a meeting this year. I am afraid that by next Fall, it will be quite forgotten.

3) EJC ENGINEER - I guess this is pretty well settled now that it will go into four issues. I have had various stories about this deposit. Actually, I think what happened was that the Post Office required a returnable deposit of \$7,000.00 on the second-class, non-profit permit. The temporary permit was granted. If this should not become permanent or if its conditions are not fulfilled within the year, I suppose the \$7,000.00 deposit is lost. It does not appear, as I was told, that every mailing involves an additional \$7,000.00. Postal regulations are very tricky. It is not surprising that my several informants were confused. However, \$7,000.00 is half of the total budget of the publication. Added to the \$5,000.00 which the Editor wants, it could pretty nearly clean out the treasury.

Mr. L. F. Hickernell, March 30, 1960, Page 2.

4) Executive Committee. I don't know what Mr. Linder's plans are. I am pretty sure that he will not continue on the Executive Committee of EJC after August, at least. He may retain the title and let Gillette go to the meetings, but I have no idea what his plans are.

5) AIEE Exhibit:- We have been talking with other exhibitors and managers of exhibits. I don't know what the outcome will be. Personally, I thoroughly dislike the whole business and I am rather afraid that a mature membership like ours will be very indifferent to going to exhibits. I can tell you that I was very much impressed by the IRE Show. It appeared that every available foot of exhibit space in the Coliseum was occupied and very nearly every square foot in the aisles was filled. I was there on Tuesday afternoon from about 2:00 to 4:00. That thing must be a gold mine. The audience was quite respectable looking. I imagine a good many men were radio and television technicians but they weren't just kids and casual people off the street. I would certainly be interested in seeing an accounting on this operation. I don't think I ever will, however.

6) AIEE-IRE Cooperation: Scott Hill is meeting with his committee and the three IRE Past-Presidents on April 25 in our Board Room. Scott seems to be quite enthusiastic about prospects of achieving something through this group.

7) APC: I had a telephone call from Harold this afternoon from Chicago. He is at the American Power Conference and said it is a very large and lively affair. He had intended to make a little ceremony out of presenting a tie clasp with the AIEE emblem on it to Past-President Glen Warren of ASME. Unfortunately, we goofed (or possibly his office did) because the piece of jewelry was sent to Jackson, Michigan instead of Chicago.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

March 24, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

GOSSIP

Dear Hick:

Don't bother to reply to any of this. I am just recalling some of the events of the day to myself and I find it easier to put the record in the form of conversation with someone capable of understanding a Dutchman in terms of what he means rather than necessarily what he says.

I took Roy Wheelock, the Secretary of EJC, to a lunch today to catch up on what has transpired there. I learned the following:

1) George Holbrook has been elected Vice President of EJC to replace the resigned Cecil Bolling. Bolling was a relatively unknown quantity and had shown some small degree of independent thinking. We will be spared the uncertainty from here on.

2) There will undoubtedly be four issues of the EJC ENGINEER. As near as I can make it out, it works like this: Having mailed the first issue on a second-class permit, failure to mail the second edition would mean that we owe the Government \$7,000.00 in postage, which is the difference between the second-class permit calling for four editions and the regular postal rate for this first edition. So, after we mail the second one second class, we will owe the Government \$14,000.00 if we don't put out the third edition and so on. If the fourth one isn't mailed, then we are penalized \$21,000.00 additional postage for the first three. We certainly walked into that one. According to Wheelock, there was no dissenting vote in the Executive Committee last Friday on the question of continuing the publication of the newspaper. Wheelock says that he has a great pile of mail from the recipients of the paper, much of it asking for additional information about certain news items without any comment on the quality or value of the publication, but all such comment is favorable. I told him that 100% of the comments that came to AIEE was unfavorable - one letter addressed simultaneously to ASME and ASHREA, the writer being a member of all three. I don't know whether Augustus I figured out this postage deal or not but I am absolutely sure that he never had the slightest intention of reconsidering this matter or evaluating the first edition. Now, it will be interesting to see whether we ever get a chance to see any of the editorial material before it goes into the next edition, which I believe is scheduled for June.

3) In the matter of the Nuclear Congress, I understand it was decided that it should be a biennial affair but whether that starts with 1961 or 1962 is not yet decided. I believe the matter was left up to a 2-man committee which was to explore the possibilities of patching up the differences between ANS and AIF on the one hand, and EJC on the other. I learned today that one of the things that stand in the way of bringing AIF and EJC together is that the Secretary of AIF is dependent for his salary, or part thereof, on the profits from the Forum exhibit. He is, therefore, not interested in merging the Forum exhibit with the EJC exhibit nor in any other way interfering with that. Speaking of exhibits, here is a confidential report on what has transpired in connection with our discussions relative to having an AIEE exhibit in connection with the Winter General Meeting in 1962 and 1964 and every other year after that. The report consists of the findings of the poll taker and the proposed contract submitted by Reber-Friel. I think the contract would have to have a good many details added to it, including something in the way of an escape clause for AIEE if we shouldn't like the way the thing is handled.

I don't know whether you have ever attended an IRE Show or not. If you have, and it was anything like what I saw yesterday afternoon, I suspect it kind of took your breath away as it did mine. There were four floors covered with exhibits and milling crowds. I will no longer doubt the IRE statistics about 70,000 in attendance. I am not sure that they are all "engineers and scientists" but I will say that, while I was there for about two hours yesterday afternoon, it was a mighty respectable looking crowd. There were very few kids. The average age of the men there was considerably less than one sees at an AIEE Convention but it was a pretty good looking crowd. Of course, I have no doubt that many of them were television repairmen and technicians, but it was certainly not just the public off the street.

4) In spite of a very good try on Coggeshall's part, I guess we have missed out on getting a distinguished European lecturer here under AIEE auspices this Spring. The two men that we tried for from West Germany are both tied up so they can't come over. We are going to see whether the NSF money can be held over for the next academic year so that we can start lining up our lecturer this Spring and summer. I don't approve of spending the taxpayer's money for this kind of thing any more than you do, but I do believe that if we can get a really top-notch man in magnetohydrodynamics or some other hot subject to tour the universities and some of our meetings under our auspices, it will be something worthwhile for AIEE.

5) It looks as though Engineering Foundation is going to settle back into a rut not too different from what it was in before. The new Executive Director does not have the vision of the people who started the reform at all. He is only interested in raising more money to support specific research projects. This is not bad, but I am not

sure it is a worthwhile thing to be doing.

6) Further, on EJC: They are now contemplating starting up a project to list all of the meeting dates and provide a "clearing house" service for the Society. This is something that Clarence Davies always opposed as a "boondoggle." I don't care for it either, if that is all it's going to be. I can, however, see some possibilities in gathering all the information possible about land and projected meetings, classifying them in various ways and punching the date, location, sponsorship, subject matter, and all of the other descriptive material possibly into some kind of data processing equipment and reporting what is projected, not only for the purpose of avoiding conflicts and showing excessive attention to certain subjects and overlapping, but perhaps even revealing voids and showing common interests where more Societies can get together on joint Special Technical Conferences. I can visualize how a project of this kind would tie in with Linder's concept about industry orientation following the spreading of applications of technology. If EJC could organize itself to guide an overall program like this, it would really be doing something worthwhile and consistent with the Functional Plan.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

March 22, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

CONTRACT

Dear Hick:

Here is Simon Present's draft of the agreement proposed for the establishment of the L. F. Hickernell Award. I have supplied copies to Ben Skrotzki and have others here in the file not to be released except upon direction of Mr. Skrotzki.

I don't know how much tinkering with the wording of this will go on but this shows you that progress is being made.

I have heard nothing about any discussions with PD about the field and scope of the proposed award.

Speaking of contracts, we are very actively in pursuit of advertising contracts and one of the ways we propose to do it is to accept and try to develop some advantage out of our position as a "horizontal" publication. A copy of the first edition is enclosed here. This, of course, goes to advertising agencies and advertisers in an effort to show that there is useful market information in ELECTRICAL ENGINEERING and that the publication is commercial-minded and not "long-haired." I have no idea whether this will get us anywhere or not.

I had quite a shock today when I asked for figures on the Student Member applications coming in since February 1st. I find that we are almost 300 behind the same period (February 1 - March 16) last year.

Obviously, getting out a successful publication is not of itself a solution to our troubles. Unfortunately, we were persuaded to try the "soft sell" instead of the posters and the Duning letters to the Counselors. This was all supposed to be very annoying to the Counselors and I'll be doggoned if it doesn't look as though it's necessary to get even the little bit out of them that we manage to get.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw
Encl.

SIMON PRESANT

March 16, 1960

Dear Mr. Hibshman:

I have studied your letter dated February 24th, 1960, and the memorandum enclosed therewith relating to the contemplated gift by the Anaconda Company to the Institute in the amount of \$25,000.00 for the purpose of establishing the L. F. Hickernell Award.

I have prepared and herewith enclose a memorandum in draft form which, in my opinion, should cover the matter. However, I would like you to go over the same very carefully and let me have your comments with respect thereto before it is finalized.

I shall be pleased to discuss with you any phase of the enclosure at your convenience.

With kindest regards, I am

Cordially yours,

(Signed) Simon Presant

DRAFT

AGREEMENT

DRAFT

AGREEMENT CREATING THE
L. F. HICKERNELL MEDAL AND AWARD
IN
ELECTRIC CONDUCTORS

This AGREEMENT made this _____ day of _____, 19____, by and between the Anaconda Wire and Cable Company, a corporation organized and existing under the laws of the State of New York, hereinafter referred to as "Anaconda", and the American Institute of Electrical Engineers, a corporation organized and existing under the laws of the State of New York, hereinafter referred to as "Institute";

W I T N E S S E T H:

THAT WHEREAS, Anaconda is desirous of fostering progress in the arts and sciences germane to the design, manufacture and utilization of Electric Conductors and wishes at the same time to honor the name of L. F. Hickernell, for his distinguished achievements in this field; and

WHEREAS, the objectives and purposes of Institute comprehend the promotion of the arts and sciences applicable to the development and application of Electric Conductors.

NOW, THEREFORE, the parties hereto agree as follows:

1. Anaconda agrees to and does hereby, in consideration of the premises and of other considerations hereby passing, sets over and transfers to Institute the sum of Twenty Five Thousand Dollars (\$25,000.00) to be held by said Institute separately to establish and endow in perpetuity an award in Electric Conductors to be known as the "L. F. Hickernell Award".
 2. Institute does hereby acknowledge receipt of the aforesaid sum of Twenty Five Thousand Dollars (\$25,000.00) from Anaconda to be held by it for such uses and purposes as herein-after provided.
 3. Institute agrees to provide and maintain to the extent feasible from the fund herein, the die and other physical equipment and property necessary for the production of the medal.
- Institute further agrees to hold the remainder of the fund separately and invest the same for the purpose of securing an annual income sufficient to defray the expenses of making the award as hereinafter provided.

(over)

Institute shall not be confined to the usual and customary so-called legal investments for trustees but is at liberty to make other and different investments that, in its judgment, shall seem proper.

4. The award shall consist of a bronze medal, a cash stipend of Five Hundred Dollars (\$500.00), and a suitably inscribed certificate. The nature of the design and inscription of the medal and certificate shall be solely determined and set by Institute.

5. The award shall be available annually, except as hereinafter provided, and shall be made to an individual for meritorious achievement in the advancement of the art, science or engineering of conducting the flow of electricity, for any of its myriad applications.

6. In case the endowment should in any year fail to produce income adequate for making the award as described, Institute may, at its discretion, reduce the amount of the stipend; or skip the award in that year.

7. If Institute, in any year, finds no candidate for the award, it may decline to make an award in that year, and its decision in that respect shall be final and conclusive.

8. If, in any year, Institute finds that an outstanding contribution has been made jointly on the same project by two or more individuals, each meriting equal recognition, a separate award may be made to each in that year, in which event Institute may withhold making an award for a number of immediately ensuing years equal to the awards in excess of one made in that single year.

9. Not more than one such award shall be made to the same individual during the term of this agreement.

10. Institute may, at its sole discretion and in consideration to the future development of the said art, and to insure the quality of the achievement for which the award is given, modify the scope of the field for which the said award is made.

11. No limitations shall be placed on the selection of the recipient of the award by virtue of nationality, residence, or membership in any organization.

12. Institute shall have full and unrestricted authority and discretion in the selection of the recipient of the award and the time, place, procedures, and ceremony of presenting the award, and shall not be responsible for any error in judgment or for anything that it may do or refrain from doing in good faith in handling the fund and/or in carrying out the purposes and intent of the within agreement.

13. Anaconda agrees to hold Institute harmless against any and all claims arising from the use of the name L. F. Hickernell or Anaconda in connection with the public announcement, description and presentation of the award.

14. This agreement shall be binding upon the parties and their successors and assigns.

IN WITNESS WHEREOF, the parties hereto have executed these presents the day and year first above written.

THE ANACONDA COMPANY

By _____

AMERICAN INSTITUTE OF ELECTRICAL ENGINEERS

By _____

ATTEST:

*miss
single (25)*

SIMON PRESANT
COUNSELLOR AT LAW
55 LIBERTY STREET
NEW YORK
RECTOR 2-6858

March 16, 1960

Mr. N. S. Hibshman, Executive Secretary
American Institute of Electrical Engineers
33 West 39th Street
New York 18, N. Y.

Dear Mr. Hibshman:

I have studied your letter dated February 24th, 1960, and the memorandum enclosed therewith relating to the contemplated gift by the Anaconda Company to the Institute in the amount of \$25,000.00 for the purpose of establishing the L. F. Hickernell Award.

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I shall be pleased to discuss with you any phase of the enclosure at your convenience.

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Cordially yours,

Simon Presant

DRAFT

AGREEMENT

SP/MS
Enclosure

Draft

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IN WITNESS WHEREOF, the parties hereto have executed these presents the day and year first above written.

THE ANACONDA COMPANY

By _____

AMERICAN INSTITUTE OF ELECTRICAL
ENGINEERS

By _____

ATTEST:

Hickernell

March 18, 1960

Mr. L. F. Hickernell
11 Birch Lane
Dobbs Ferry, New York

MISCELLANEOUS

Dear Hick:

PERSONAL

This is dictated on Thursday afternoon from home. The last couple of days I have been feeling chills and a sore throat and so I decided to stay home today (and possibly tomorrow) and see if I can get by without a real show-down. There has been no fever so I guess it can't be flu. The way I feel now, I think I ought to go to the office tomorrow, except that if I do, I probably will get hooked for the EJC Executive Committee and waste at least half the day there.

EJC (1) Mr. Linder won't be able to get to the Executive Committee Meeting tomorrow so Savage has turned over all of the stuff that I have prepared for Linder to Bob Gillette and had lunch with him yesterday to prepare him on the two items that are of some interest to us.

(2) The first of these items is, of course, the publication. Apparently that is going to go right ahead with the next edition in June. The Advisory Committee Meeting took place the other day and there was no discussion at all, so I am told, about why the publication was needed and what it was to achieve. The discussion was all about the mechanics of getting it out and paying for it. As I probably told you, I submitted a questionnaire to Mr. Linder with the suggestion that it be sent to our Section Chairmen and Committee Chairmen, but he did not authorize sending it out. I guess he has pretty much given up the struggle too. I understand the Mechanicals have got some information relative to their scheme for handling EJC news, but I have no knowledge that they are going to put up a fight either. The thing that worries me about this is that the next issue will contain a lot of stuff that we won't like at all. This time they had the Nuclear Congress to fill up the edition and I think were inclined to be on their relatively good behavior. Once they feel that they are going to have something they can control indefinitely, I am afraid that they will go to town on the unity subject.

(3) The other item is, of course, the Nuclear Congress itself. It seems very clear that the American Nuclear Society and the Atomic Industrial Forum are going to pull out of this Congress. In those two groups you have the most powerful factors in the nuclear field.

Mr. L. F. Hickernell, March 18, 1960, Page 2.

ANS has most of the high-grade nuclear scientists with ready access to Government files and material and consequently, the best newspaper. The AIF is the industry organization and if they decide to put the pressure on, I think they can practically dry up the EJC show. However, I expect that tomorrow EJC will decide to continue on a biennial basis beginning either in 1961 or 1962. I don't care much which although I would prefer they took the odd-numbered year if we are going to run a show at the Coliseum even years. Actually, I rather suspect that maybe about one more Congress and we will be finished with that even before AIEE ever get the chance to run one of them.

(4) I think Wheelock is on exactly the same basis as I am in AIEE - an annual appointment. This is a new procedure for EJC. I believe that previous Secretaries have been serving "at the pleasure of the Board."

(5) Referring to the Minutes as you did in your recent note: I should certainly say it was high-handed of that committee to go out and spend \$3,000.00 for legal services. I wonder whether our boy had anything to do with it. As I recall it, we have a man on that committee by the name of Maust who is the Chairman of one of our committees having to do with power supplies for industrial buildings. We may yet get a share of that bill.

(6) I think the Nuclear Congress is coming close to its end. I understand that the committee headed by Holbrook is recommending that it be every other year, starting in 1961. The ASME recommendation is also for every other year beginning in 1962.

(7) Yes, Weiss was picked by the President. So far as I know, nobody else had ever heard of him. I was shocked and amused when he walked into my office and before we got through talking, I was perfectly sure that he wouldn't be around very long. I had a feeling that he belonged on 39th Street but not at 33 West.

(8) I don't know what to say about circulating this paper to our members. The additional cost for the Dick strips is very small. I am afraid that if everybody else got it and we withheld it from them, we would be in trouble with our members. As you have pointed out, so far as they are concerned, it is "for free" and it is difficult to keep it from them. I hope to enclose here the ASME inserts.

(9) Yes, I think this documentation thing is pretty much of a boondoggle and I can't see why in Heaven's name we have to put a thousand dollars into it. After all, it is an NSF thing and they always supply the money for such things from the taxpayer's pocket.

(10) I have no idea who the next Vice-President will be but I doubt that it will be a member of AIEE - unless you would be willing to take the job. I think I might get you nominated.

(11) I agree, if both we and the Europeans would stay home and do some work, a great deal more for the good of the world could be accomplished than with this eternal exchanging people.

EUSEC: Speaking of exchanging people, I had a brief conference with Mr. Linder the other day (Monday) in which he brought up the subject of the AIEE delegation to EUSEC. He seems to be a little doubtful about his plan. He suggested that he thought he ought to talk to you about it. I don't know whether he has or not. As I gathered it, it was not a question of personnel, but whether or not we ought to send a delegation. The procedure, I believe, that is shaping up would be that the Executive Committee would make the necessary appropriation on the understanding that either the President or a substitute chosen by him would make the trip. By the time the Board met, the tickets would be all bought and everything would be settled.

ETHICS. I thought you would like that piece by Hunter Hughes entitled "A History of Engineering Ethics." I felt it was very well written and quite perceptive. Some of the research for it was done here in our office by Marjorie Oden for whom we located the Board Report covering the early beginnings. I don't know Hunter Hughes but he and his publication, in general, are not popular around the building. He is a member of ASME and has served on some of their committees and, at least, was once seriously considered for their editorial staff but for some reason, not hired. I understand he is around 40. He is apparently rather an aggressive person and the mention of "ethics" in connection with his name seems quite amusing to some people who know him. I know that his assistant, Miss Oden, has made herself not too popular around here by the aggressive pursuit of controversies. She requested (demanded, I think was the way it was reported) Minutes of the Board of Directors of one of the Societies. When she was turned down, she said well, she could get them any time she wanted them anyway. I am sure that she can get ours. In fact, she hasn't bothered to ask me, although I am pretty sure that she did ask somebody on our staff for them. Maybe it was Charlie Rich. Of course, as this man Hughes points out in his article, engineering ethics tend to be the employer's ethics. If such a person worked for us, I imagine he would be bright enough to adapt himself to the requirements of the job. I don't think he has any electrical background at all. I don't know how much he makes but I can be pretty sure that with his flare for writing, he is much happier in his present situation than he would be working for us.

EE DIGEST. You have been very helpful in getting out the EE DIGEST with your suggestions and with the sending of copies of the ELECTRONICS NEWS. In fact, since Jim Grimm went away, I would say that you are the most active contributor on the list. I must confess, that I rather like this fourth edition myself. There were some rather stupid picture captions but, for the most part, it was a pretty good-looking job and there was really worthwhile material in it.

Mr. L. F. Hickernell, March 18, 1960, Page 4.

I am somewhat tempted to cut it off there and save the rest of the money. This one was late getting out because of some kind of a tie-up in the print shop. I don't know whether we can get another one out by the middle of April or not. I feel that if we don't, it will be wasted. The only trouble is, we don't appear to be getting anything out of it. The number of student applications since February 1 are running behind last year by about 100. It doesn't matter how much or what you give these monkeys; unless somebody on the spot is willing to take them by the scruff of the neck and shake \$5.00 out of them they don't join. And, in at least half of our Branches, we don't have anybody to do that.

PERSONAL. I guess I might as well wind up as I began. Adaline's 90-year old father is having a series of strokes and we are uncertain, from day to day, what demands may be made on our time because Adaline is his only kin. He is re-married but I believe that he and his present wife keep their affairs rather separate. This is a business and not a social arrangement. Another thing that bothers us, although we can't do anymore about it, is that "my friend," our 6-year old grandson has developed a weakness in the hip joint which will mean that he has to be in a harness and go on crutches for several years. I don't believe that Adaline is going to be able to go to any District Meetings this Spring. I often wonder whether my attendance at District Meetings, where I have no specific job to do, is justified. Maybe I should take the boy Morrison around with me - at least to those where the District Student Activities Committees are going to meet. He has lots of intelligence and lots of enthusiasm, but, of course, no background. However, when I hired him, I figured that was the easiest part to acquire. However, he can't acquire very much of it alone by just reading the STUDENT BRANCH MANUAL. Somebody has to spend time with him and I don't know who else.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw
Encl.

P. S. - Hunter Hughes' paper is to be published in one of the upcoming issues of CONSULTING ENGINEER. - NSH

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



Please address reply in care of
ANACONDA WIRE AND CABLE CO.
Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 8-1500

A HISTORY OF ENGINEERING ETHICS
by Hunter Hughes, Editor, Consulting Engineering

March 14, 1960

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

Relet 3/11/60:

Not only is this "historical essay", a very interesting commentary on the subject of "ethics", but also on "intersociety relations". In addition, I found it not only instructive but very entertaining reading, particularly the several bon mots; e.g.,

- ¶ Engineers cannot claim that their relative ethical backwardness can be attributed to professional youth (p2, ¶2).
- ¶ The architects may have tired of waiting for the next meeting (2 yrs; 1855 to 1857) (p4, ¶1).
- ¶ Should a professional society limit its membership to the professionally pure, or should it open its doors to the poor sinners and convert them (Civil-Miner, Electrical-Radio) (p6, ¶2).
- ¶ This process of multiplication by division has had a detrimental effect on professional ethics (p7, 21).
- ¶ Carnegie's money had provided the building, but even that was not enough for the Civils. They resisted for 10 years all efforts to bring them under the same roof as the Miners (p7, ¶2).

Time apparently works wonders. At the 1958-59 Summit Meetings, Howson and Kinzel were as close as Damon and Pythias. United in a common cause - rule from the top down.

- ¶ Thus, after some struggle, it came into being as the first conceived but second born code of ethics for engineers in the United States (p10, ¶1).
- ¶ ...and since ASCE is the Founder Society "than which there is no Founderer"...(p13, ¶1).

¶ It (AAE) looked upon itself as an action group in contrast with the older societies, ASCE in particular, which it saw as a solid mass of inertia-ridden reactionaries incapable of progress (in 1922) (p19, ¶3).

ASCE still is, 38 years later!

¶ Just as the (AE) Council had adopted the Independent Committee, so ECPD now took in the whole orphaned brood (p21, ¶2).

¶ This included such strange bedfellows as the still slightly functioning AAE, the healthy and rapidly expanding NSPE, all the Founder Societies (by now (1955) loosely affiliated in EJC), and others great and small (p25, ¶2).

¶ It would appear that they (Civils) went along with ECPD on the Canons just to keep from looking lonesome (p25, ¶3).

¶ The other Founder Societies have shown more flexibility, but never all at the same time (p27, ¶2).

¶ It (AICHE) was in on the development of the Canons almost from the beginning, being brought into the act as soon as ECPD adopted the Committee left homeless by the death of the AEC (p29, ¶2).

¶ Now, half a century after the adoption of the first codes of ethics by the engineering societies, the engineer finds himself not lacking in guidance but nearly knee-deep in codes and canons (p32, ¶3).

¶ The Canons have been treated lately as though they had been passed down in stone to some Moses or committee of Moses's (p33, ¶1).

And he don't mean Robert Moses! Maybe if Phil had to read this, he would get busy or resign?

§ § §

Commenting on the essay itself:

p1, ¶2 - I certainly did not realize that the AMA did not adopt its code until 1912, and that ours adopted on 3/8/12 was the first of the Founder Societies (p2, ¶2). If so, I could have made a stronger point in my article, The Institute and Its Operations, Part II, July 1959, p 733, col 2, "Professional Conduct Committee". If only our boys had not dilly-dallied between June 1907 and 3/8/12, we could even have firsted the great AMA.

p4, ¶1 - I did not realize that ASCE (&A) held no meetings for 12 $\frac{1}{2}$ years during the term of its 1st President (James Laurie). No wonder AIA was formed in 1857, the first splinter. ASCE has a lot to answer for?

p5, ¶12 - Apparently, Miners split from the ASCE for the same reason Radio split from AIEE.

p6, ¶13 - I don't think that AICHE would have been admitted to the Founder Societies even after 50 years were it not for the new UEC.

p8, ¶13 - "The great majority of engineers, as employees, acted as they were told to act or lost their jobs. And since their employers were men of business, the ethics of employee engineers were at best business ethics, and at worst simply the laws of the commercial jungle." The author could have used the present tense!

p8, ¶14) - I would doubt this as the real reason for adoption of a code of ethics
p9, ¶1) by AICE.

p9, ¶12 - Damn the parliamentarians, anyway! It cost a First - even ahead of AMA and ABA.

p14, ¶12- "The Mechanicals are to be credited with getting this Joint Committee (on Code of Ethics) under way." I do not think that this is true. I must check my notes and original draft of Part III of my article (which was cut considerably to meet Charlie Rich's 5-page maximum limit per article).

p18, ¶14- "The (AAE) insisted that whenever there had been any action by the Founder Societies, it had been in executive session of their boards and actions, if any, were hushed up not only from the public but even from the members."

In AIEE's case, this is not true, as reference to the Reports of the Board of Directors will show (some of these cases were also cut from my article). Of course, names were not published, but the members found guilty were permitted to resign.

p20, ¶1- "The Mechanicals did accept it (Christie's Code) but the Civils, again, did not." Sounds familiar!

p20, ¶12- "It's (AAE's) energetic young men now are retired. The manager, working each day in the Chicago office, is 96."

If George Bailey doesn't last as long, perhaps the same fate will befall IRE as happened to AAE in the '30s?

p22, ¶1- My old perfesser Dugald C. Jackson was not only Chairman of the Committee on Principles of Engineering Ethics of ECPD, but also represented both AIEE and AICE (composed mostly of Civils). Here was a golden opportunity lost forever. If he couldn't corral ASCE into the fold, nobody could.

Probably this is the origin of Phil Alger's (DC's son-in-law) interest in Ethics?

p23, ¶2- "Two of the other societies (ASCE and ASME) have made reports which are somewhat interdestructive..." Here we go again!

p26, ¶3- "The NSPE would like to be the single spokesman for the whole profession in the field of ethics."

In the 1958-59 Summit Meetings, Dwyer and Dunn seemed quite satisfied for ECPD to keep cognizance of the Canon of Ethics. Presumably NSPE was to be the "policeman" of the law laid down by the Congress (ECPD).

p27, ¶1- Change last word, "ethics", to "professional conduct"?

p27, ¶2- This is a popular, but erroneous, conception of the Functional Plan. It does not contemplate that any society give up any of its services to its own members, including the "right to censure or punish" or expel them (since this is a "service" to the other law-abiding members).

p28, ¶2- The OSPE is the outfit which Ward Harrison views with alarm (the Columbus crowd").

p29, ¶3- I thought our "Statement of Principles of Professional Conduct" (1950) was in the OM, but I couldn't find it. Should be?

p31, ¶2- "Not only has the ASCE...stood alone among national engineering organizations in the regular handling of cases involving unprofessional activities, but it is the only national organization to have publicly expelled and suspended members for unethical activity."

If "publicly" means naming names, this statement (if ASCE did) is correct - otherwise it is incorrect. AIEE has tried members, found them guilty and permitted them to resign. Such actions were recorded in the Annual Reports for members' information.

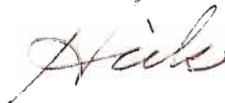
p33, ¶2- In the past, I have not been an admirer of Morris Llewellyn Cooke (believe he died recently). However, I have no quarrel with this quotation, nor the one on p11, ¶2.

§ § § § §

I like the writing style of this Hunter Hughes. If he is as good an Editor as this article would indicate he is an entertaining author and accurate researcher, he would make a good candidate for our new Editor? How old is he? Would he be interested in coming with us?

Something must be done soon to replace Baxter Rowe with a candidate for Rich's job a few years later. Time - Marches On!

Sincerely,



aa

PS:- The article is returned herewith. If it is not published soon, I would like a copy for my Intersociety Relations data file.

Incidentally, if it is published in "Consulting Engineer", consideration should be given to republishing in EE?

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



Please address reply in care of
ANACONDA WIRE AND CABLE CO.
Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 8-1500

EE DIGEST
Vol 1, No 4, Mar 1960

March 14, 1960

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

Thanks for the advance copy, received Sa/3/12/60.

This issue seems interesting - at least to me (graduated 38 yrs ago!). Any comments yet from the students?

The article on the C-Stellarator (pp 5-6) reminds me that L. J. Linde, C-Stellarator Associates (on loan from Allis Chalmers) again invited me during the 60WGM to see it. Commonwealth Associates designed the building and substation. Linde still wants to do AIEE work.

Maybe you and I should drive over some nice Spring Day? (Sorry - forgot you and Harold will soon be on the DM Circuit!)

Now that you are in your 4th issue, I can mention one tiny typographical comment. The heading:

Published by AMERICAN INSTITUTE OF ELECTRICAL ENGINEERS FOR STUDENTS

bothers me a little. Using capitals runs the lead all together so that "FOR STUDENTS" is lost in the name of the publisher.

Have you considered running the photos of the winners of the Student Prizes for each District?

Is there anything I can do to help on this project to earn my name in the masthead?

Sincerely,

aa

Hickernell

March 11, 1960

Mr. L. F. Hickernell
11 Birch Lane
Dobbs Ferry, New York

A HISTORY ...

Dear Hick:

Knowing your interest in history and especially the history of engineering organizations, I think you will find this worth the 20 minutes or half an hour that it may take to read. I realize that this business of ethics is not particularly interesting as a technical matter but the story of society actions, inactions, and differences is quite interesting.

This was written by Hunter Hughes, Editor of CONSULTING ENGINEERING and sent to me by Marjorie Oden with the request for comment.

I would like to have it back because I should send it to Professor Bibber, the present Chairman of our Professional Conduct Committee and Walt MacAdam, the new Chairman for 1960-1961.

The criticism of ECPD must fall to, in some part, on our friend, Phil Alger. He has been fussing around with this thing for at least five years. He has been threatening a revision of our "Principles of Conduct" for about that long also. For myself, I don't think this is a vital area of our work but it seems to interest some of the elderly gentlemen and possibly serves to keep their attention diverted from areas where they could be more of a nuisance.

Enclosed also is the latest EE DIGEST.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw
Encl.

Hickernell

March 14, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

ALTRUISM AND TAXES

Dear Hick:

Here are a couple of pages from a recent issue of TIME magazine on the subject of altruism and Parkinson's Law. These are the kinds of things that I have the uncomfortable experience of seeing as analogies to some of our organization problems. I suppose that is natural enough because they are human problems and we have a very human organization.

Right now, I am faced with a voluminous report from the Chairman of the Publications Department that has Charlie Rich quite upset. It proposes to organize the Department with committees for about everything intending to take charge. I am not as disturbed as Charlie because I am confident that these committees will do no more with their scopes than have most of the rest of our committees. They could, however, impose still additional burdens on the Publications staff because if they want to make the decisions visualized for them, they will need much more intensive and extensive education involving time and energy that should be otherwise employed and offering no assurance whatsoever that the difficult decisions required to keep our volume of publications within our means will ever be made.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw
Encl.

Hickernell

TO: MR. W. BRAUN
FROM: N. S. HIBSHMAN March 11, 1960
SUBJECT: ELECTRICAL ENGINEERING AND ANNUAL REPORT TO MR. HICKERNELL

Will you please arrange for the assembly of a package consisting of ten copies of each 1959 montly edition of ELECTRICAL ENGINEERING, January through December and fifty copies of the 1958-1959 ANNUAL REPORT OF THE BOARD OF DIRECTORS and hold for pick-up by a messenger from the Anaconda Wire & Cable Company early next week.

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

March 11, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

EXCESS COPIES

Dear Hick:

I have ordered a bundle made up for pick-up by your messenger of the following:

10 copies - ELECTRICAL ENGINEERING, each
monthly issue, January thru
December 1959.

50 copies - ANNUAL REPORT OF THE BOARD OF
DIRECTORS 1958-1959

This package can be picked up from our fifth floor Mail Room any time next week that you find it convenient to send your car around this way.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

March 7, 1960

Mr. L. F. Hickernell
11 Birch Lane
Dobbs Ferry, New York

AMENDMENTS AND STUFF

Dear Hick:

I am not going to ask you to do anything about the ballot for the Constitution amendments - I just wanted to show you that we are setting it up in a 3-column form of which I believe you would approve. I rushed it into proof form because I think it is a lot easier to work with when you see how the sizes of the stuff are coming out and also, when you have it in neat, orderly form. I have Bill Lewis, Ed Morris and Hendley Blackmon all reviewing it so I think it ought to come out all right. Andy was out last week with the flu so I didn't have his usual assistance with this thing.

Harold was supposed to be here on Thursday. He made it as far as Albany and then came the rest of the way on bus. You can imagine that was quite an experience. At least it would have been for me. However, he showed up in my office on Friday morning as chipper as you might wish.

We had lunch with the Presidential Nominee and, I think, had some fruitful discussions about intersociety affairs and things, some of which were interesting but not particularly so.

The thing that startled me a little bit was this: The Presidential-Nominee told of having sat by the wife of a Past-President at the Dinner-Dance and having heard, for the first time, the horrible experience that she had had at an ALEE meeting about 13 years or so ago and all of the subsequent struggles back to hell. He was, as we all are, very much impressed. However, in the process he learned that there was some disappointment and, what he took perhaps for a slight amount of resentment, that when President, her husband had not gotten a trip to Europe as a EUSEC delegate. So the Presidential-Nominee quickly came to the conclusion that since he didn't want to go to Europe anyway and if he did, he would pay his own expenses, the Board should appropriate for a trip to Europe next September for this Past-President, *and wife*

While I quickly explained that the reason why this Past-President had not gotten a trip to Europe was because there wasn't any EUSEC Meeting in the year when he was President and furthermore, that there were several

Mr. L. F. Hickernell, March 7, 1960, Page 2.

other Past-Presidents who were much better equipped to represent AIEE at a EUSEC Meeting, and one of them, very anxious to take a trip to Europe and feeling equally disappointed that the year of his presidency did not include a EUSEC Meeting that required a trip to Europe.

Both the President and the Presidential-Nominee felt very strongly that the Institute should make this appropriation for this particular individual (and presumably his wife) to go to Europe next Fall. The argument seemed to run, "that you and the present President and the next one will charge the Institute practically nothing for travel expenses so why not do something nice for this Past-President." L.F.H. 4/10/60

I warned them that if this thing went to the Board in the proper way, they might witness a scramble. I told them what happened the year Morris was President and the Board reluctantly, 13 to 12, voted an appropriation for Morris' trip. I don't know whether Morris would have gone had his wife lived but I am inclined to doubt that he would have on that kind of encouragement.

I have no doubt that if it is properly presented to the Board and if some of the District 5 and 11 people get behind it, it can be put over. On the other hand, if sufficient notice is given to the Board that they are going to select a delegate, I can see the damndest campaign getting under way. What I said to the President and the Presidential-Nominee was, "I like the folks involved here very much. I think they are very pleasant company and deserve a great deal of credit for the courageous way in which they have handled their misfortune, for which perhaps, in a way, AIEE was responsible. However, if you throw this up for grab, you will have started something." The President gave me a rather hard look and the subject was dropped, but I have a strong feeling that this ^{plan} weakness and the like will prevail.

Actually, looking at it from the standpoint of doing the Institute what little good it can possibly be done, the more recent of the Past-Presidents who enjoys travel would be much more suitable representative.

I don't know that I want any particular advice about this. I am going to keep my mouth shut but I hate to be in the position of a man standing at a corner window and seeing two cars heading for a collision and not knowing what to do about it.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

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Past President



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AWARD - ELECTRIC CONDUCTORS

March 3, 1960

Mr. N. S. Hibshman
Executive Secretary, AIEE

→ CONFIDENTIAL

Dear Nelson:

Re your letter of 3/1/60 and proposed Agreement, Draft 2:

While I anticipated some question regarding scopes between awards in Transmission & Distribution vs Electric Conductors, I was not aware that PD Corp. had expressed a preference for the latter in the negotiation period. This does pose a problem.

Offhand, I would doubt that you would get a representative seismograph reading from KW. He is not particularly noted for his closeness to his top people. It seems to me the reaction would have to be obtained directly from Dunlaevy to be truly representative of the donor. In any contacts I have ever had with him, I have usually found him to be very reasonable and objective. Certainly, every effort should be made to avoid an unpleasant eruption.

Nothing as yet has been said to me about the legal agreement. If the usual course were followed, our people would refer it to me before executing it.

AGREEMENT (Draft No. 2)

Here I have a few comments:

p 1, ¶1: As you know, our parent organization is now known as THE ANACONDA COMPANY (formerly Anaconda Copper Mining Co.). Accordingly, to avoid confusion, I would suggest (parentheses indicate deletion):

....hereinafter referred to as (the) Anaconda (Company)

This change would be made throughout the agreement.

p 1, ¶2: Should "research" be added to "design, manufacture, and (or?) utilization..."?

CONFIDENTIAL

p 2, §5: At the recent NY Section Recognition (?) Dinner, Heising suggested considering the inclusion of all kinds of conductors, including "Wave Guides". I see no reason why the award should not be all-inclusive. I am not technically qualified to determine whether or not a wave guide can be described properly as "conducting the flow of electricity". I have a hazy recollection that a very high frequency current is "guided" as the name implies; i.e., on the surface or interface between metal and air. I imagine Heising could determine the proper wording.

p 2, §6: It is my understanding (from B of D reports) that endowment funds are invested in specific securities; e.g., Edison Medal - GE Common Stock. I have wondered at times what would happen if the securities became worthless? (Heaven forbid!)

p 2, §8: In the case of multiple awards in one year, is it better to skip a year or two (as presently provided), or divide the cash stipend? I suppose the cost of striking the medal must also be considered. I have no strong feeling one way or the other.

p 3, §9: Must admit I never thought of this contingency. Imagine someone winning the Edison Medal 2 times!

p 3, Signatures: This must be changed to:

Anaconda Wire & Cable Company

Sincerely,


L. F. Hickernell

Hickernell

March 3, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

PRESIDENT'S SCHEDULE

Dear Hick:

In case you should care to do so, I would appreciate your comments on the enclosed first draft of a schedule for the President of AIEE that I have been asked to prepare for Mr. Linder. I seem to recall that at some point in your administration, you summarized the obligations of the President, but I have not been able to come up with a copy of it as yet. I am having a conference with Chuck Savage on March 8th for a preliminary discussion of this schedule. Any comments that you would care to make before that time would be helpful. However, again, let me urge that you drop the whole thing in the waste basket if it seems at all burdensome.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw
Encl.

Hickernell

March 1, 1960

Mr. L. F. Hickernell
Anaconda Wire and Cable Company
Hastings-on-Hudson 6, New York

CONFIDENTIAL - AWARD

Dear Hick:

A couple of days ago, I sent to Simon Presant Draft No. 2 of a proposed agreement with Anaconda for the establishment of the L. F. Hickernell Award. This agreement has been through Ben Skrotzki's hands. He changed a few words here and there but, in general, found it satisfactory. We thought it would be a good idea to have Presant look at it at this stage to avoid any last-minute changes after it has been submitted to Anaconda.

As I told you, the Board encouraged PDR to proceed with these negotiations and I believe is looking forward to having a formal contract to approve and order the President and Secretary to sign at the June meeting.

Only one question was raised and that was whether or not there would be embarrassment in view of the close relationship between the scope of this Award and the Habirshaw Award. The Board was told that in the negotiation of the Habirshaw Award, the donor was persuaded against his preference to accept "Transmission and Distribution" rather than the broader term of "Conductors" or "Conduction." Having denied the P-D people their preference in this matter, it was anticipated that there might be some unhappiness if the same privilege were extended to another organization in the same field of endeavor. It was put up to the PDR with the assistance of the negotiator of the P-D contract to break the news to KW and take some seismograph readings on the reaction and proceed from there to see what could be done to repair any damage or perhaps to make adjustments, one side or the other, that would prevent damage. I don't know whether this geological expedition has gotten under way yet or not.

This all happened while you were out of the Board Room and, of course, is not covered in the Minutes. There was no hesitation about proceeding with the Anaconda arrangement. The only thought was that whatever possible should be done to forestall or ameliorate repercussions from previous award donors.

I don't think that it was intended that you should take any part in any of these discussions, nor perhaps that you were expected even to see the proposed agreement. However, it is my feeling that

Mr. L. F. Hickernell, March 1, 1960, Page 2.

if there is anything about the agreement, at least, that you would rather see different, it would be much easier to change it now than later when it is all ready for the signatures of the Presidents of the two corporations.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw
Encl.

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



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Telephone GReenleaf 8-1500

COSTS OF ENGINEERING EDUCATION

February 29, 1960

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

The following is abstracted from a whole page of statistics in Technology Review, Vol. 62, No. 4, February 1960, p 29:

	<u>1 Yr Ago</u> <u>(1958-59)</u>	<u>25 Yrs Ago</u> <u>(1934-35)</u>	<u>50 Yrs Ago</u> <u>(1909-10)</u>	<u>75 Yrs Ago</u> <u>(1884-85)</u>
<u>Registration</u>				
Freshmen	941	542	376	193
Other Undergraduates	<u>2,647</u>	<u>1,467</u>	<u>1,070</u>	<u>386</u>
Total " "	3,588	2,009	1,446	579
Graduate Students	<u>2,671</u>	<u>498</u>	<u>33</u>	<u>0</u>
Total.....	6,259 ...	2,507	1,479 ...	579
<u>Instructing Staff</u>				
Faculty Members	625	245	88	28
Other Staff Members	<u>1,324</u>	<u>272</u>	<u>151</u>	<u>29</u>
Total " "	1,949	517	239	57
Students/Staff Member	3.2	4.8	6.2	10.2
Students/Faculty Member	10.0	9.2	16.8	20.7
<u>Degrees Awarded</u>				
Bachelors	794	526	251	28*
Masters	724	184	19	0
Advanced Engineering	72	0	0	0
Doctors	<u>192</u>	<u>45</u>	<u>3§</u>	<u>0</u>
Total.....	1,792 ...	755	273 ...	28

*1st BS in EE to Frank A. Pickernell '85

§1st D.Eng. awarded by MIT, in EE, to Harold S. Osborne '08

Note the large decrease in ratio of Students per Faculty Member and per Staff Member in 75 years. (I believe Asst. Prof. and higher is considered "Faculty"; Instructors, Staff.) This probably accounts for a considerable portion of the increase in tuition. (In 1920-22, I paid \$250; it is now \$1500.)

NSH from LFH - 2/29/60
Costs of Engg Education

2.

The unfortunate part is that the undergraduate student now gets less 1st class instruction for his money; he rarely sees a "Faculty" member except perhaps in a large lecture hall. He is turned over to Instructors (mostly graduate students) who for the most part are lousy teachers. The "Faculty" is principally engaged in graduate teaching and research.

Incidentally, I was interested to note that Pickernell (the old AT&T man?) was the 1st to receive a BS in EE (in 1885) and that friend Osborne received the 1st D.Eng. awarded by MIT, and in EE at that!

Too bad they didn't publish this last year so that I could have worked these 1884-85 statistics into one of my "historical essays" as you call them.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Hickernell', written in dark ink.

L. F. Hickernell

aa

REFER TO		ANACONDA WIRE & CABLE CO.		FILE _____
CORRESPONDENCE	ADVERTISEMENT	ENGINEERING	HASTINGS-ON	MEMO BY _____ DATE _____
MEMORANDUM	PUBLICATION	DEPARTMENT	HUDSON, N.Y.	FOLLOW _____ DATE _____
DISCUSSION	TECH PAPER	MEMORANDUM		REFERENCE BY _____
TELEPHONE	PERIODICAL			TO _____ DATE _____
MEETING	BOOK			
REPORT				

SUBJECT *EGC Exlom 2/26/60*

<input checked="" type="checkbox"/>	NSH
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<input type="checkbox"/>	
<input type="checkbox"/>	JONES
<input type="checkbox"/>	BULLER
<input type="checkbox"/>	BURR
<input type="checkbox"/>	CHRISTIAN
<input type="checkbox"/>	CONNELL
<input type="checkbox"/>	DUFFNER
<input type="checkbox"/>	EASH
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<input type="checkbox"/>	ROSCH
<input type="checkbox"/>	CASEY
<input type="checkbox"/>	CARTER
<input type="checkbox"/>	HICKERNELL
<input type="checkbox"/>	FILE

Quite an interesting mtg?

Apparently, Wheelock is only temporary or on trial?

p2, IV, T-2 - Highbanded?

p3, IV, T-10 - Nuclear Congress atmt dead?

p3, V, 3(1) - Weiss was picked by Gus?

p4, V, 3(3) - Don't believe we should permit circulation to ASEE

Would like to see copy of ASME 1-page insert.

*p5, VII, - Internatl.....
More money (\$100) wasted?*

*- VP Cecil Brining
Upsets the applicant -
Should have been an
ASEE man
Who will they pick now?*

*- Inst. of Internatl.....
Nuts!*

Hickernell
February 26, 1960

Mr. L. F. Hickernell
Anaconda Wire and Cable Company
Hastings-on-Hudson 6, New York

BIBLIOGRAPHIES - ABSTRACTS

Dear Hick:

I have discussed with the Engineering Index, the matter of securing abstracts as a by-product of their regular operations for publication in ELECTRICAL ENGINEERING.

I find that they are supplying this service to SAE and that they would be most happy to enter into a similar arrangement with AIEE to abstract electrical publications, as we might select from among the list that they already handle. I think this would be a fair beginning to say the least.

The Engineering Index is presently rather heavily engaged in getting out their annual volume but they will give me more details on their proposition as soon as possible.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



Please address reply in care of
ANACONDA WIRE AND CABLE CO.
Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 8-1500

BIBLIOGRAPHIES - ABSTRACTS

February 19, 1960

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

Attached are:

- 1) Letter from ASTM Research Fund
- 2) New Tool for the Industry;
Metal Cutting Bibliography Finished
Reprint, The Tool Engineer, Oct. 1959

Here is a laudable undertaking. If it were in our field, I would try to contribute.

Re (2), p 6, col 1, note abstract.

One of the regrets I have over not locating our new UEC in Chicago is the lost possibility of consolidating our ESL with the John Crerar Library. Apparently the Crerar Library has it all over the ESL.

Sincerely,


L. F. Hickernell

aa

Hickernell
February 26, 1960

Mr. L. F. Hickernell
Anaconda Wire and Cable Company
Hastings-on-Hudson 6, New York

CONSTITUTION

Dear Hick:

I think I told you that we have had approval on all of Bill Lewis' suggestions for Constitution amendments. I have run into one little problem, however. We mis-interpreted Bill Lewis' telephone call to the extent of inserting the word "eight" into C50.010. Bill intended only that we refer to "the" Directors-at-Large without specifying the number. This is consistent because nowhere do we limit the number of Vice-Presidents or Department Directors to the present number of Districts, Departments, or Divisions. I wonder if I can simply editorialize that? Would you think it would be feasible to do so?

The other problem is one of presentation of this thing in a way that the membership will be able to vote conveniently. The last time we presented the Constitution, we gave them an opportunity either to approve or disapprove and no chance to vote on the individual items. I think it would be desirable to do the same thing this time but some of these items are not bound up with the major purpose of revising the constituency of the Board of Directors. I have thought somewhat that we might set apart C20.051 and C20.071 from the rest of them and give them a chance to vote on those separately. Certainly it would be a lot simpler and easier if it were a blanket proposition.

Another thing, still speaking of mechanics, is that the Bylaws provide that in case of no contest, the ballot for officers should go out with the dues bill. On the other hand, it would be so much more convenient to send the ballot for officers out with the Constitution ballot. I don't like the idea of cluttering up the dues bill with anything else. Possibly we should amend the Bylaws to say that these ballots, which amount practically to nothing more than announcements, should be sent to the membership in some convenient form and let it go at that.

Mr. L. F. Hickernell, February 26, 1960, Page 2.

If you care to give me some off-hand opinions, I would be grateful.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

February 26, 1960

Mr. L. F. Hickernell
Anaconda Wire and Cable Company
Hastings-on-Hudson 6, New York

Dear Hick:

I notice the article referred to in your letter of February 22, 1960 in LIFE. For a picture book, they have excellent editorials. I read them every week.

This has been my theme for some time. I am favorably inclined to the improvement of our organization and the mechanical agencies through which it functions. I think we do well to repair, modernize, strengthen, and man this machinery. However, it still won't run too well unless high-energy fuel in the form of enthusiastic and dedicated working members can be put behind it. This kind of fuel can be found and refined only in the presence of catalytic purposes and causes.

I am apprehensive about the crop of committee chairmen that I see developing for next year. I doubt very much if our Presidential Nominee will be able to do very much about it either.

I am glad that at least he is going up to Worcester on April 2nd to talk to the New England professors. I think that he will speak on a level that will at least not further alienate them. Whether he will be ready to accept suggestions on what he says, I don't know.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



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Telephone GReenleaf 8-1500

WANTED: A CAUSE

February 22, 1960

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

Apropos our recent phone conversation, apparently we are not alone in needing "A Cause". See LIFE, Editorial: "A Talent Hunt for Leaders" (2/22/60, p 26).

According to Charles H. Brower, President, BBD&O, the American people are greatest when they have a cause. "All of us were better, tougher, less selfish and finer people when we had a fascist empire to get off our backs. Today we seem to have nothing to do. We are no longer building our house. We are not defending it..."

He goes on to say we are studying the wrong people. I commend the whole article. Though written for the Country, with paraphrasing it could apply to AIEE. For example, he suggests we stop studying the selfish, the crafty, the lazy, and the morally weak, and focus on the industrious, the honest, and the morally strong. (Applied to AIEE, "let's recruit the 2/3rds of graduates not enrolled, and forget the borderline cases which require special interpretations of the Constitution and Bylaw revisions at every Board meeting.")

According to Brower, "...even in times of peace, real leaders can set a nation aflame with enthusiasm." Without trying to alibi, I submit that this is pretty hard to do in one year in the Presidency, and the present system of nomination (= election) doesnot lend itself to continuity of effort.

Sincerely,

aa

Hickernell

February 26, 1968

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

UNITY

Dear Hick:

The EJC Executive Committee met today. I looked in before the meeting started and found that our delegation was present. I also learned that the first half hour would be devoted to "Executive Session" at which the paid help was not admitted. Consequently, I went back to my office and returned only in time to attend a luncheon tendered in honor of the retiring Secretary of EJC, Mr. Paul Lange.

At the luncheon there Mr. Linder told me that further consideration of the EJC publication, of which you now have at least one copy, would be postponed until after reports were received from the survey to be run by ASME and would be the subject of further consideration at a future Executive Committee Meeting. In other words, it is yet to be decided whether there will be any more issues of this Newspaper. Mr. Linder felt that it would be desirable for AIEE to get a "reading" from its membership relative to their attitude and position and interest in this publication. A sort of questionnaire to a representative list was briefly discussed. I suggested that we might circularize our Section Chairmen and ask them for comments on the publication. Mr. Linder wondered whether we might get into trouble with the Board of Directors by carrying on such a survey. I allowed as how his report to the Board of Directors had given notice that we were a party to the evaluation and discussion of this plan. It had indicated that our preferences lay in a somewhat different direction but that we, along with others, "will call for a review of the plan." It seemed to me that a properly designed questionnaire to the Section Chairmen could be justified under this general position and attitude.

I know, everything depends on how the questionnaire is designed and what kind of answers it inspired. I know also that unless the questionnaire is heavily weighted against anything that EJC undertakes to do, it will bring down the wrath of the NSPE contingent. At the same time, I think that if we are going to engage with any effectiveness in this discussion, it will be helpful to have some kind of data from which to speak. ASME is having a professional survey made by the Eastman organization which they employ regularly to advise them relative to their publication. I would be satisfied to go along with ASME in this instance.

Mr. L. F. Hickernell, February 26, 1960, Page 2.

God knows, we need friends, even at the expense of a little compromise. On the other hand, if we have a clear position of our own, we have at least some base from which to start compromising.

If you should get tired of corporate problems and be tempted to turn your fertile brain to matters of this kind, I would be obliged for your good advice.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

IRC AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

unity

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



Hickernell
Please address reply in care of
ANACONDA WIRE AND CABLE CO.
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THE 86TH CONGRESS AND ENGINEERING LEGISLATION
American Engineer, October 1959, pp 19-23

February 19, 1960

Mr. J. H. Foote
President, AIEE

Dear Harold:

At a committee meeting (in November, I believe), you gave me your copy of The American Engineer, October 1959. Although I read subject article some time ago, I am just getting around to returning the magazine.

From this Staff Report, and the fact that NSPE maintains at least the following in Washington:

Paul H. Robbins	Executive Director
Kenneth E. Trombley	Director of Public Relations
Milton F. Lunch	Legislative Counsel
Stanley H. Stearman	Asst. Legislative Counsel

it should be evident that NSPE is active in National legislation. I have seen no similar evidence that EJC has done anything worth while.

Our friend Howson claims the credit for the Taft-Hartley exclusion of engineers from automatic inclusion in industry bargaining groups. In fact, he has claimed that ASCE spent \$50,000 and did the job single-handed; and that NSPE had nothing to do with it.

One comment on subject Staff Report; p 19, ¶3, states:

"Working through its legislative staff and functional sections, the Society was on Capitol Hill throughout the 9-month session, presenting more than 22,000 words of testimony before a dozen House and Senate Committees."

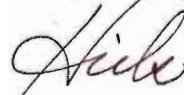
Numbers of words, whether they be 22,000 or 220,000, do not impress me particularly. A more impressive statement would be the exact number and names of the Congressional Committees to which testimony was given.

JHF from LFH - 2/19/60
NSPE

2.

Maybe you should call attention of Ward Harrison to this
Staff Report?

Sincerely,



L. F. Hickernell

cc: Mr. N. S. Hibshman

aa

60 SG/14

Hickernell

ANACONDA WIRE AND CABLE COMPANY



OFFICE OF
VICE PRESIDENT-ENGINEERING

HASTINGS-ON-HUDSON, 6
NEW YORK

CIGRE
Meeting Dates

February 8, 1960

Mr. Philip Sporn, President
US National Committee, CIGRE

Dear Phil:

During your plea for attendance at the forthcoming CIGRE meeting, a thought occurred which I am passing on for whatever value it may be.

I have never attended a CIGRE meeting, and probably never will, for the simple reason that its meeting dates always conflict with the AIEE Summer General Meeting.

Our first Company President, H. Donn Keresey, was quite international-minded. On at least 2 occasions, he suggested that I attend CIGRE, but in both cases I was already committed to presenting a paper at the concurrent AIEE Summer Meeting. Of late, I have always been too involved in AIEE Committee Chairmanships to even consider attending CIGRE.

Perhaps I am the only fellow who ever passed up a Paris trip for an AIEE Summer Meeting in Detroit, but it does seem too bad that CIGRE should schedule its meeting to conflict with AIEE, the largest electrical engineering society in the world covering the same subjects as does CIGRE. There is no possibility of changing AIEE's traditional date of the 3rd or 4th week in June. The first Annual Meeting was held in May 1885. It has been combined with the "Summer General" since 1905, and held in June since 1907. Probably this date was selected originally to be at the end of the academic season so that educators could attend.

Sincerely,

L. F. Hickernell

ANACONDA WIRE AND CABLE COMPANY



HASTINGS-ON-HUDSON, 6
NEW YORK

OFFICE OF
VICE PRESIDENT-ENGINEERING

GUEST ACCOUNT
Rooms 1169/70-1172
Jan 31-Feb 5, 1960

February 8, 1960

Statler Hilton Hotel
7th Ave. at 32-33 Sts.
New York 1, N.Y.

Gentlemen:

In checking my statements (C17488, Z7835) and that of Mrs. E. V. Sayles (C17490), I find the following discrepancy between actual room charges and those posted on the room doors:

Room Number	Posted on Door	Charged on Statement	
		Room	Tax
1169-Bedroom (2)	\$23.00		
1170-Parlor	<u>17.00</u>		
	\$40.00	\$40.50	\$2.03
1172-Bedroom (1)	\$19.00	\$19.50	\$.98

Kindly advise purpose of the extra 50¢ per room per day.

Very truly yours,


L. F. Hickernell

REFERENCE TO		ANACONDA WIRE & CABLE CO.		FILE
CORRESPONDENCE	ADVERTISEMENT	ENGINEERING	HASTINGS-ON	MEMO BY _____ DATE _____
MEMORANDUM	PUBLICATION	DEPARTMENT	HUDSON, N.Y.	FOLLOW _____ DATE _____
DISCUSSION	TECH PAPER	MEMORANDUM		REFERENCE BY _____
TELEPHONE	PERIODICAL			TO _____ DATE _____
MEETING	BOOK			
REPORT				
SUBJECT <u>How Students View Utilities</u>				
<div>✓ NSH</div> <div>See Let to Editor from LG Hollander EW - 2/8/60 - p5 MEC can you get a copy of EW 2/8/60</div>				
JONES				
BULLER				
BUSCEMI				
CHRISTIAN				
DUFFNER				
EICH				
JONES, W				
KARAUS				
KITCHENS				
KOLMORGEN				
KOTHE				
LATHAM				
Mc CRACKEN				
MORRISON				
NUCCIO				
PICKENS				
REPP				
SCHMITZ				
SCHUMACHER				
WHEATON				
WRIGHT				
PLATE				
LAIRD				
LANSCH				
JORE				
EBEL				
D' ASCOLI				
OLSON				
SNYDER				
WITTHOFT				
SAUMS				
FARNSWORTH				
THOMPSON				
ROSCH				
CASEY				
CARTER				
HICKERNELL				
FILE				

Hickernell

January 27, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

REPORT OF THE SPECIAL COMMITTEE

Dear Hick:

Here is a reprint that Chuck Savage gave me the other day which, by no means, should be compared with Ben Franklin but may perhaps be worthy of a place at the back of the same file.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw
Encl.

Hickernell

January 25, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

GOSSIP

Dear Hick:

I am glad you did not waste the day at the EJC Meeting on Friday, January 22. I was not in at all of the meeting but I think nothing any more significant happened while I was away than I heard while I was there.

There was an interesting reaction, however, at the beginning of the 1959 Board Meeting on Friday morning. Paul Lange's resignation was announced and ABK stepped forward and announced that he and several with whom he had consulted had come to the conclusion that there was no necessity to look further for a replacement and they had decided to put forward the recommendation that Roy Wheelock be forthwith appointed Secretary of EJC. The AIEE people turned to me for advice and I said, "that is okay. He is a good boy." However, one of the ASME representatives arose and complained bitterly of "railroading" and insisted that this was an important decision which should be made by a committee consisting of representatives from all of the constituent bodies. He went on to say that he, at least, resented the tendency to make decisions of this kind at the administrative level without the proper consultation with the constituent Societies. He further insisted that the very best man possible should be hired for the job; that the salary should be doubled if necessary; and that it should not be a matter so lightly passed over by the promotion of an incumbent assistant. He had somewhat more to say about the difference between running a corporation for profit and running a cooperative endeavor of volunteer workers such as EJC. Fortunately, our boys restrained their impulses to arise and speak and so the matter was finally resolved by the approval of the appointment of Roy Wheelock as "Acting Secretary" with the understanding that a committee representing the constituent Societies would meet and study the matter and that the Executive Committee would settle on it shortly.

I can't be too sure exactly what happened because the parliamentary procedure was simply atrocious. A motion to approve ABK's recommendation was made and seconded. An amendment was moved and seconded. A "substitute motion" was made and seconded and finally, the original mover and seconder presented a compromise motion of the general import

indicated above which was accepted. Fortunately, WJB was not present and the matter was finally settled in that fashion.

I think it is highly desirable that EJC include in its Constitution a specification of some rules of parliamentary procedure that ought to govern its deliberations. I think, also, that it is only fair to say that at the end of this meeting, ABK made his "inaugural address" and said in effect that it is his habit to submit matters of "policy" for democratic consideration but when the policy is approved, it is his habit to proceed with the implementation without further ado. He went on to say that he thought everybody understood that such was his way of working and if they didn't like it, they should not have elected him President of EJC. I think the stand taken by at least one member of the ASME delegation really got under his skin.

I must say that I sympathize with ABK in this matter. The hiring of help is an administrative matter and I doubt that it should be the subject of debate and vote at the legislative level. At the same time, I think I recognize where his difficulty is. While I was perfectly willing to accept Roy Wheelock as Secretary, I must confess that my reasons were not perhaps wholly commendable. Wheelock is a nice boy and will perform his duties faithfully. However, he is a long way from the kind of "stem-winder" that the ASME delegate was talking about. The reason I favor Wheelock is that if we got a stem-winder in there with ABK, we would really be in trouble, so far as AIEE's position is concerned. I have little doubt that the committee will get anywhere. I have no idea where they are going to get the money to hire this superman that the ASME delegate was talking about. Certainly, AIEE would not accept any increase in its assessment.

As for the rest of it, it was pretty much a matter of "progress reports" from the various committees and nothing of any real significance. The "Forum" in the afternoon developed practically no discussion. The time was all taken up by these wearisome reports expressing optimistic expectations of things as yet to be planned and carried out with the help, in many instances, of Government money.

The retiring President's address was devoted to some extent to "unity." He spoke of the "inflexibility" of some one or two of the plans put forward for unity. He seemed to make quite a point of deferring to Harold Foote. I believe that Harold has made an impression on the retiring President of EJC. I have some doubts about the likelihood of his doing as well with the incoming one. Harold tells me, as he doubtless will tell you, that the Presidents' Dinner the night before the Board Meeting arrived at some progress in the understanding of at least the tax situation. He said that Bill Everitt had made quite an impression on the assembly as a result of his first-hand experience with the tax people in Washington in connection with ECPD's situation. It seems that he came up against the facts of life there and is deeply impressed with the necessity for genuine reform in the behavior of the engineering societies

if they are to continue to enjoy the favorable tax position that they now hold in most cases; and that EJC fondly hopes to secure.

So far as the Newspaper is concerned, work on that is progressing with the idea of using the first edition largely for the announcement and advertising of the Nuclear Congress. I wasn't present, but ABK was quoted as having been very complimentary to ASME for its pioneering experimentation with the insert. It probably doesn't mean anything but Pete Wisely told me privately the other day that he has given up all hope of the Newspaper going beyond this first Nuclear Congress issue. He lays the trouble to the inadequacies of the editor who was hand-picked by ABK.

Herbert York, the speaker at the banquet in the evening, was really very good. He explained a great deal that has, to me, been puzzling about the missile situation. There was an effort to engage him in a discussion of the difference between scientists and engineers. He insisted that he is not in the least concerned about this difference if it really exists. He is interested only in "good people."

I was going to say a while ago that I was rather favorably impressed with the forthrightness of ABK in his "inaugural address" and I am inclined to think that perhaps his trouble is that he doesn't develop his policies sufficiently before considering them ready for implementation. He is much too much inclined to ask for approval "in principle" of a very vague and broad proposition, and then proceed with the implementation of something involving a lot of elements that nobody ever visualized as being a part of what he was proposing and covering by his urgent request for agreement "in principle." I don't think I will have any need to discuss this with him personally because I was holding forth in these terms to a group and turned around and found he was standing right behind me and taking it all in. However, it might just be that the responsibilities of the Presidency will incline him to listen more carefully to the attitudes and opinions of the various constituents - particularly the two largest. As I said, I don't agree with the ASME delegate who upset the opening item of business. However, my reasons for not agreeing with him are rather low in character. Nevertheless, I think that the experience at the very first moment of the new administration may prove to have been healthy.

Thank you for the loan of Volume I, No. 1 of the new International Quarterly of the Society of the History of Technology and Culture. I have passed it on to Charlie Rich with instructions to have one of his more literate editorial workers develop a story for ELECTRICAL ENGINEERING on the new society, the new publication, and your review of Dibner's book. I think this new society is a good idea and I think I had better subscribe to its publication. At the same time, I must admit that the first edition turned out to be a little heavy on

Mr. L. F. Hickernell, January 25, 1960, Page 4.

the methodology of historical research and rather light on the history of technology, so far as I was concerned. However, I expect that this was appropriate for Volume I, No. 1. Your review was very well done. I consider myself something of a judge of these things because, as you probably know, I have not read a book in years. I have, however, read hundreds of book reviews every year. I hold the art of the book reviewer, and literary critic, in very high esteem. I think that critical digesting and commentary would be one of the things that might, to a considerable extent, salvage the mess that engineering literature is in now. I will not say so publicly and, of course, I should not for a moment consider my opinion to carry any weight as against the predominance of returns that we get in our monthly reader surveys. However, I confess that most of the 1-page digests in ELECTRICAL ENGINEERING are totally incomprehensible and useless to me. I think the reason is chiefly that they are written by the authors of the original paper.

I hired the boy from Aurora, Ohio for a six-week trial, beginning tomorrow (Monday, January 25). I don't know exactly what we are going to do with him. I will try to find out in the next six weeks (if he stays that long) what he may be good for and start him on it. It happens that he is a batchelor and has no particular obligations or personal ties except to his mother and father in Aurora so he can afford to invest this time with us and I guess we can afford to spend the money on him too. He has the intelligence and, I believe, the personality to do a job with Student Branches. If, after attending the Student Branches Committee and perhaps the Educational Publications Committee Meetings next week, he is still willing to go into that field, I guess he would be all right. I think that he has the capacity also to handle our Standards. A good deal will depend on his attitude. He is, I am afraid, running away from a scientific career; for which he undoubtedly has the ability but not the motivation. He didn't flunk out on anything so far as I know. He was a very superior student. He had a nervous breakdown. That could, of course, mean anything.

We spent a couple of hours on Thursday morning with Fred Bacon on the New England situation. I don't know whether you know this problem. It seems to be that the New England professors and counselors have, to some extent, declared themselves but to a larger extent indicated by their indifference that they have no interest in engineering societies - neither IRE nor AIEE. Fred Bacon is trying to persuade President Foote to come up there and join with the new President of IRE, Mr. McFarland, in an effort to explain the facts of life with regard to engineering societies to these professors. Everything was going along fine and I thought that I had sold the idea that a good speech on the basic purposes and values and higher purposes of a technical society would be the thing that would do some good - especially if it avoided any controversy as to educational methods or curriculum content and certainly, any controversy as between IRE and AIEE. In other words, my point was that the content of the speech, if it were neutral, was not at all important but the general impression that it made and the revelation that it carried of the

Mr. L. F. Hickernell, January 25, 1960, Page 5.

high-minded educational purposes of the engineering societies would do the trick. However, about the time we were closing the "sale" the subject of having an MIT professor tell about their new curriculum came up and just about wrecked the whole thing.

We are in desperate need of some decision and action in connection with Intersociety Relations but the best I could get from the Chairman of that committee was the suggestion that "we must have lunch together some time." Joe Kerner put a thought that I have entertained for several years very well on Friday evening when he said, "Nobody since Hitler has been stupid enough to think he could fight a war on two fronts and win." It is my feeling that we should come to terms either with IRE or EJC. I think the former is much more important. If we had a single electrical engineering society with 100,000 members, including the energy and youth and drive of the present IRE, we would have no trouble in getting what we wanted from EJC. On the other hand, if we could settle something in EJC, we might turn some of our best talents toward the development of a technological program that would in time demand the respect of the new generation of electrical engineers.

I probably won't read this over before I sign it. Hendley Blackmon will be in my office at the time, revising the Planning and Coordination Committee agenda. Whether any of the revisions will make the proposal for the re-constitution of the Board of Directors more palatable to the gentleman from District No. 12 or not, I don't know. All I do know is that your quotation from Benjamin Franklin's observation in respect to deliberative bodies does seem most pertinent.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

January 25, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

RESEARCH

Dear Hick:

I think there would be some real possibilities in using Engineering Foundation as a center around which to bring the utilities and manufacturers together on a plastic insulation research for cables. I wonder if the project could be advanced by getting KW together with the new Director (I think they call him) of Engineering Foundation? I did not find the new Director particularly interested in the broader approach which would involve support by EF of the type of "library research" that the Barber report visualized and I felt was an important device for the stimulation of technical activities in the Sections and Technical Committees of AIEE. He is interested in developing research projects and raising the money for them. I have no quarrel at all with this approach. I think the profit from it can ultimately be channeled into the more generally scholarly activities that Barber had in mind and I have found so attractive.

I think that if Dr. Harold Work of EF has not been in touch with KW, I could manage to bring them together.

I have no idea whether KW would be interested in having it done this way or not. It may depend on how much encouragement he has had so far from the Utilities and the Cable Industry. I have some reluctance to promote KW for the EF Board because I think, as far as AIEE is concerned, he would prove to be a rather "single tracked" representative. However, if we don't find a better one, maybe we would at least get something accomplished by his service. However, if our present continuing representative could be interested in the project, it might be better to have KW working on the outside.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



Please address reply in care of
ANACONDA WIRE AND CABLE CO.
Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 8-1500

SOCIETY FOR THE HISTORY OF TECHNOLOGY
"Technology and Culture", Vol I, No 1, Winter 1959

Jan. 21, 1960

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

On 3/18/59, Prof. Melvin Kranzberg, Secretary of above, asked if I would write a book review on Bern Dibner's "The Atlantic Cable"; deadline, May 1st.

In spite of the heavy April schedule:

4/7-10	Atlanta	D4/13 Meeting
4/13	Hastings	Press Preview of Lab, including talk: "Why EHV Cable"
4/15	NYC	Finance Comm (to 8:30P)
4/16	NYC	EJC President's Dinner
4/17	NYC	EJC B of D
4/21-24	Akron	D11 Meeting
4/28-5/1	Syracuse	D1 Meeting

in addition to every evening and weekend scheduled for writing the articles on "The Institute and Its Operations" and handling correspondence, Miss Auld prevailed upon me to accept Secretary Kranzberg's assignment.

Some time during April, apparently too rushed to record the date in my GE Diary, I managed to re-read Dibner's monograph and make 2 pages of double-spaced notes. With these, and an assist from her Yale honor-grad husband, she wrote the Book Review credited to me in the first issue of "Technology and Culture" (pp 102-104), which was delayed in publication from "Spring" to January 1960. Incidentally, the galley proof was the best I have ever seen. As I recall, the only change we made was to change the footnote from "President" to "Past President".

The final draft is 99.44% Miss Auld's. So you see, my association with the "eggheads" is under false pretenses (another Charlie Van Doren?).

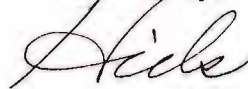
NSH from LFH - 1/21/60
Society for the History of Technology

2.

Since Charlie Rich ran Dibner's monograph serially in Electrical Engineering, I wonder if the Book Review would be of interest? It would also give the new Society some publicity. I hardly think it could be considered a "splinter" group.

We are sending you our copy of the new magazine. Please return it when you have had a chance to look it over.

Sincerely,



L. F. Hickernell

P.S.:— This Book Review is the last writing during my term as AIEE President to be published. Amen.

Hickernell
January 18, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

GOSSIP

Dear Hick:

We have an opportunity to get about \$4,500 from the National Science Foundation through EJC to import a European lecturer to be based at the University for a month or six weeks to give graduate lectures and also be available for Institute conferences and meetings. Dr. Coggeshall is handling it and getting out some circulars on it. We went first and particularly to the New Activities Committee and they are working on it along with some other people. I thought I had better tell you in case you have somebody in mind that you would like to suggest from the European contacts of your organization or otherwise. I am rather anxious to do something with this because it represents the type of "internationalism" that AIEE should support in EJC. This is strictly a technical contribution and if we don't get behind this kind of thing, we can with some justice be accused of general obstructionism whereas our real intent is (so we like to think) selective obstructionism.

I proceed along these lines because I value your reactions. On the other hand, I am determined to impose on your time and thoughts to a minimum extent. Hence, you can take what follows (and the whole letter, for that matter) as merely "for information" in advance of meetings that you may soon be attending.

What I am suggesting is that you would find the January issue of the AMERICAN ENGINEER to be quite interesting and timely in view of the fact that it will be delivered to the "grass roots" at about the same time as our "Field Book" is reaching them. I don't know what to think except that the delays in the publication of our book may prove to have been a fortunate coincidence in bringing these two publications out at the same time.

I have been advocating to Linder and Foote that AIEE should be prepared to present its case in a positive way at the forum planned for this coming Friday afternoon, as part of the EJC Annual Meeting. I have said that I thought the circulation of our book would certainly stir up discussion and prod the "opposition" to use the occasion as effectively as possible to discredit the AIEE position. I have had no response from either of the gentlemen on this subject. Mr. Foote has been touring Texas and Mr. Linder, as I am sure you know, has been promoted to Executive Vice President of General Electric, presiding over a large segment of their utility business. What effect this will have on his AIEE activities, I don't know. It seems hardly likely to provide more time for him to give it his personal attention. The general shake-up in the organization is such that it could possibly affect others with whom we have been working closely. For instance, I don't know yet whether the position of Savage in relation to Linder will so change as to interfere with our ability to work through that office. We may know more tomorrow morning (Monday, when this letter will be typed) when Mr. Linder comes to the Finance Committee Meeting, if he does.

Another problem on which I need his advice and sanction is the position that we are actually going to take concretely with respect to this EJC newspaper. Dr. Coggeshall is going to represent us on the "Editor's Committee" and Russ Clark on the "Editorial Advisory Committee." I was able to give Coggeshall his instructions, which I think are fairly simple. Whatever the format of the paper is to be, he is to push for electrical engineering news of a type suitable for an EJC and of a type AIEE wishes it to be. In other words, there would be mostly technical and technical-related information. The second point he was to press for was a minimum of propaganda for organizational schemes but, in any event, a balanced treatment in every issue. I think we have to insist on "every issue" because most of us expect the damned thing to fold after one or two.

On the other hand, as I visualize Russ Clark's committee, it will have to make a decision as to whether it is a separate newspaper or an insert or just what it is. I have no doubt you have seen the ASME insert by now. However, I don't know just where we should actually stop on this line which I would say begins with:

1) News releases to be used freely by the constituent society magazines.

2) An insert contracted for a certain number of issues of each magazine.

3) A combination of direct circulation to those societies who accept it and inserts to the others. I have a feeling that if ASME holds out for the inserts, that we should stand with them. I have a feeling, incidentally, that ASME is stiffening a good deal and drawing

a lot of ASCE fire away from us.

4) Complete capitulation for the individually mailed newspaper which we would supply the Dick strips for our membership but pay no postage.

The new Editor seems to be having a great deal of difficulty figuring out how he is going to publish and mail this newspaper with the money that he has to work with. I imagine there will be a drive to get more money or unload some of the expenses on the societies. I think the Civils are willing to accept a lot of the costs, at least in the preparation of editorial material. However, this is just where the rest of us are likely to want to call a halt.

However, I have a feeling that our Intersociety Relations Committee ought to say rather definitely what our position is.

I had a possibility for the student job in the office on Thursday. He is a protege of Joe Rittenhouse; a boy with a Bachelor's Degree in Physics from MIT and most of the work for the Master's Degree. His Bachelor's Degree is in Electrical Engineering and the Master's Degree was in Hydrodynamics in the ME Department. He has engineering experience and some writing in editorial experience and seems to be a good personality. The only trouble is that in spite of the fact that Joe said he could be gotten very cheap because he is, in effect, making a new beginning after a nervous breakdown within a month or two of completing his Master's work at MIT. He still wants more money than we are paying one of the boys in our Editorial Department who has more education and a good deal more editorial experience than this chap.

He is not the "education man" that I have in mind. The man I have in mind really knows engineering education. He is a student of that subject in particular and has done a lot of work investigating and studying it. Maybe, of course, he ought to be the ECPD Secretary rather than AIEE. However, that is not my problem at the moment and I hope will not be again for 3 or 4 years at least. The young fellow (35) that I saw last week can begin work immediately, if he accepts what I offer him in the way of pay. I don't think that ought to be over \$7,500.00 a year. The job I have for him for the moment would simply be a more or less general one under Anderson's direction to follow the Student Branches and to help edit the EE DIGEST for the rest of this year. My own estimate of the situation is that he would be a better man for Standards. However, that doesn't appeal to him although after we got him here on the job, we might persuade him otherwise. My thought was that we would (assuming he accepts) bring him in on the 25th and have him here during the Winter Meeting and perhaps for a month thereafter on a trial basis. He is a bachelor, has no responsibilities of any kind that he could think of when we asked him about it.

Mr. L. F. Hickernell, January 18, 1960, Page 4.

Incidentally, did you find out anything about an
R. D. Smith in NEMA?

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

January 4, 1960

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

NSPE NOMINEES

Dear Hick:

Glancing through the list of nominees for NSPE office in 1960-1961, I note the following relationships:

<u>Office</u>	<u>Education</u>	<u>Technical Society</u>
President	BS, CE	ASCE
Vice President	2 years	ASCE
Vice President "Study of ME"	Georgia Tech	ASHREA
Vice President	BS, MS, ME (Prof)	ASME
Vice President	BS, CE	ASCE, ASME, AWWA, ACI
Vice President	BS, CE	-
Vice President	BS, CE	ASCE
Treasurer (13th term)	Prof. of CE	-

Considering the interest and devotion of so many electrical engineers to this organization, it is curious that there are not more electrical engineers nominated for office.

In two instances, no affiliation with ASCE is mentioned in the biographies of these nominees but reference to the 1958 Directory of ASCE shows that they were then, at least, members. It is interesting that this professor from the University of Maryland, who has been Treasurer for 13 years, appears not to be affiliated with ASCE.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

December 29, 1959

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

GADGET

Dear Hick:

Recalling our search for a perpetual calendar some years ago, I was attracted to the enclosed gadget for which I am sure you will have no use but which I was moved to send you as a memento of the old days when you so generously shared my little troubles with me.

Whatever day the future date falls on, I hope it will be a good day for you.

Sincerely yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell
December 22, 1959

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

Dear Hick:

I am relieved to gather from your recent correspondence that your attendance at that dreadful affair in New York did not interfere with your trip to Schenectady.

I have attended a number of affairs like that in various Sections of AIEE and I am afraid these things occur too frequently for the good of the organization. I think the basic trouble is that the officers pass around in a small group for too long a time and the program becomes stereotype and the officers become bored with it.

That the working organization in New York is in no wise in proportion to the membership is, of course, at the basis of the difficulty now being experienced in raising funds for the United Engineering Center.

At any rate, I am glad you got your certificate. Whatever may have been wanting in the presentation ceremony, you can be very sure that your certificate carries with it the genuine and sincere appreciation of what you did for the Institute during your Presidency.

I hope your research project turns out well and that your foresight in seeking an opportunity to put your product to the test publicly will pay off in the long run.

With best wishes for a happy Christmas season and also the best of everything in 1960, I am

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



Please address reply in care of
ANACONDA WIRE AND CABLE CO.
Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 8-1500

NEW YORK SECTION
"Honors Night", 12/9/59

December 17, 1959

PERSONAL & CONFIDENTIAL

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

Your letter of 12/4/59, subject "Certificate for Past-President 1951-1952", in which you state in referring to the "hand-inscribed" President's certificate:

It really should be formally presented and some fuss made on the occasion of its presentation,

prompts me to report on the subject dinner:

1. As we arrived at 5:30 PM, our names were checked off a list.
2. Some time later, a table was set up remote from the entrance at which one could obtain a badge with his name on it.
3. Immediately after we all sat down at the dinner table, the President and the newly-elected Fellows were called to the rear of the room for photos. This left the rest of us to sit and twiddle our thumbs, and delayed serving the dinner.
4. At about 7:20 PM, Chairman Vieth began the presentation of the certificates of appreciation, starting with the President and working on down to the Technical Subcommittee Chairmen, and New York Section Chairman. The "fuss" consisted of hurriedly handing the certificate to the recipient and shaking his hand. A large number of recipients were not present.
5. At about 7:35 PM, VP Kerner was called upon to present the first awards to Paper Prize Winners in District #3

NSH from LFH - 12/17/59
NY Section Honors Night

2.

6. At about 7:45 PM, the meeting was adjourned for attendance at the Section meeting scheduled for 7:30 PM.
7. Not only was President Foote not called upon to "say a few words", he was not even recognized publicly as being present, unless it was done at the Section meeting, which I did not attend.

All in all, it was the most poorly conducted affair of the New York Section that I have ever attended.

Hooven was present; Barrett was not.

Sincerely,



L. F. Hickernell

aa

Hickernell

December 7, 1959

Mr. L. F. Hickernell
Anadona Wire & Cable Company
Hastings-on-Hudson 6, New York

MEDAL

Dear Hick:

A question has been brought up here as to the use of "Electrical" versus "Electric" in a context referring to conductors.

In other words, should it be "Electrical Conductors" or should it be "Electric Conductors".

According to Section 91 of the AMERICAN STANDARD DEFINITIONS OF ELECTRICAL TERMS, page 10, paragraph 95.91.030 - "Electric means containing, producing, arising from, actuated by, or carrying electricity, or designed to carry electricity and capable of doing so.

"Examples: Electric Eel, energy, motor, vehicle, wave."

95.91.035 - "Electrical means related to, pertaining to, or associated with electricity, but not having its properties or characteristics.

"Examples: Electrical engineer, handbook, insulator, rating, school, unit."

A footnote says: "Some dictionaries indicate these terms as synonymous but usage in the electrical engineering field has, in general, been restricted to the meaning given in the definition above. It is recognized that there are borderline cases wherein the usage determines the selection."

This is interesting because, according to this definition, it should be "Electric Conductor" but "Electrical Insulator."

I think it is likely that you people, who make them, know what to call conductors, but I thought I would point out the fact that the members of our Standards Committee, at least, are likely to raise some question with respect to this qualifying adjective.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

ANACONDA WIRE AND CABLE COMPANY



OFFICE OF
VICE PRESIDENT-ENGINEERING

HASTINGS-ON-HUDSON, 6
NEW YORK

December 4, 1959

Mr. N. S. Hibshman
Executive Secretary
American Institute of Electrical Engineers

Dear Mr. Hibshman:

Thank you most sincerely for the inscribed copy of the new Organization Manual. I was touched at the thought, and impressed with its execution.

Having become the proud possessor of a private, personal copy, I looked through the Manual with fresh interest to see what contributions we had made, and must admit to some surprise at the several portions which originated here. However, it is quite obvious that the real work was done at Headquarters.

Mr. Hickernell's AIEE administrative duties called for a goodly spurt on the part of his workers here, all right. However, the work was done gladly, for we felt that our efforts were worth while. We knew, too, that they were appreciated. It is nice to have this evidence that we were right.

Sincerely,

Alice Auld
Secretary to
L. F. HICKERNELL

cc: Mr. J. H. Foote
Mr. J. J. Anderson
Mr. L. F. Hickernell

aa

Hickernell
December 4, 1959

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

CERTIFICATE FOR PAST-PRESIDENT 1951-1952

Dear Hick:

I came across the enclosed note from you in my file of things to be done and thought I had better report on the outcome of it. I have a feeling I wrote you about it but I can't be sure.

What I decided to do was to prepare one of the ordinary certificates of appreciation that we give to retiring Vice Presidents, Directors, etc. each year and have the people at Ames and Rollinson forge the proper signatures to take care of this special request. I am afraid that I cannot bring myself to have one of the special presidential "hand-inscribed" certificates prepared for the casual decoration of a Past-President's den. It really should be formally presented and some fuss made on the occasion of its presentation. In any event, the money involved is a little too much to expend without authorization. This, I feel, we do not have from the action of the Board of Directors. That is, they did not authorize post-hoc presentation - at least as I read it.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

FD FORM 61-20 4-59

REFERENCE TO			ANACONDA WIRE & CABLE CO. ENGINEERING  HASTINGS-ON DEPARTMENT HUDSON, N.Y.		FILE _____ MEMO BY _____ DATE _____ FOLLOW _____ DATE _____ REFERENCE BY <u>Newsletter</u> TO _____ DATE <u>11/59</u>
CORRESPONDENCE MEMORANDUM DISCUSSION TELEPHONE MEETING REPORT	ADVERTISEMENT PUBLICATION TECH PAPER PERIODICAL BOOK	MEMORANDUM			

SUBJECT MIT

✓ Hibshman

Tuition to be increased 1960 Fall to \$1,500.
In 1920-22, I paid 250

Wonder why anyone wants
to study engineering? ²

Freshman (1959) Statistics:

Incoming students	930
From secondary schools numbering	600 ⁺
In top 10 th of their classes	80%
From — States	50
— Foreign Countries	20
Coeds (record number)	22

4/30/59

LFH

ANACONDA WIRE & CABLE COMPANY

Hastings-on-Hudson 6, New York



November 25, 1959

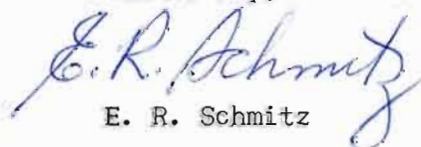
Mr. N. S. Hibshman
Executive Secretary
AIEE

Dear Sir:

I have just received my personalized copy of the AIEE Organization Manual for 1959-1960. This was an unexpected and pleasant surprise for which I am deeply appreciative. My contribution to this publication was somewhat less than co-author and certainly most of the credit should go to Mr. Hickernell.

It has been a pleasure to work on the Manual, and to watch it grow over the past few years, and I am happy to have had a hand in this endeavor.

Sincerely,


E. R. Schmitz

cc: Mr. J. H. Foote
Mr. J. J. Anderson
Mr. L. F. Hickernell

aa

CONFIDENTIAL

November 16, 1959

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

INTER-SOCIETY RELATIONS

Dear Hick:

Barrett and Mapes were here on Friday morning to check the Edison Medal ballot. I understand that this turned out to be a purely routine job. Afterwards, I had lunch with Walter and got around to Inter-Society Relations. I tried to express the advantages of letting ASME carry the ball for a while in spite of the fact that no spectacular gain toward the objectives of AIEE, as we now view them, could be expected.

The best I could get was a promise to "do a lot of listening" at this next meeting, if it materializes this week.

I don't know whether you have ever heard Walter express this particular philosophy or not. He says that it is foreign and distasteful to his nature to engage in any "bargaining." He feels that it is dishonest to put forward and support for the purposes of ultimate compromise anything more than your rock-bottom proposition. In this case he feels it would be dishonest for him to appear to support the ASME proposal for mere tactical reasons.

My talk with Walter, together with one of my conversations with the President, left me feeling like a pretty low character. I, perhaps foolishly, suggested that it might have been something less than wise to have our Board go on record as approving the "Green Report," thus exposing to those with whom we propose to negotiate the full basis of policy from which we are working. For my pains, I got a lecture on the difference between conducting friendly discussions with like high-minded professional people with common objectives and negotiating between "enemies."

I began to feel a little bit like Charles Van Doren facing a "Congressional Sub-Committee." I think Van Doren must have suspected that the politicians to whom he was talking were not entirely ignorant of the practice of "rigging" before he offered his revelations.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

FF-11
AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. E. HICKERNELL
Past President



Please address reply in care of
ANACONDA WIRE AND CABLE CO.
Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 8-1500

OUR 2nd ERA

November 13, 1959

Mr. J. H. Foote
President, AIEE

Personal

Dear Harold:

When I wrote my letter of 10/13/59 (Subject:- Intersociety Relations Committee (New) - Personnel), I had no intimation that "Our 2nd Era" would start so quickly after the election of our new President, R. B. Steinmetz.

Attached is a copy of the first communication from him in his new office. While I suspect that the semi-monthly meetings will quickly shrink to monthly, it is an indication that it is almost imperative that I substitute "interdepartmental" (Anaconda) for "intersociety" (AIEE) relations.

For your information, the individuals listed in the attached letter are identified as:

President
Vice President - Sales
" " - Manufacturing
" " - Engineering (& Research)
" " & General Counsel (Employee & Labor Relations, Patents, etc.)
General Manager of Mills
Secretary-Treasurer
Comptroller (new office)

Sincerely yours,

cc: Mr. N. S. Hibshman

aa
attachment

ANACONDA WIRE & CABLE COMPANY

INTER-OFFICE CORRESPONDENCE

COPIES TO:

6490A

TO:

SEE BELOW

DATE

November 5, 1959

FROM:

Steinmetz

OFFICE

New York

SUBJECT:

EXECUTIVE STAFF MEETINGS

REFERRING TO:

FILE REFERENCE:

TO: Messrs.

Allen

New York

di Lustro

Hastings

Hickernell

Hastings

Grey

Hastings

Past

New York

Benton

Hastings

Guyett

Hastings

RECEIVED

Refer

NOV 6 1959

File

Ans

HICKERNELL

We're going to call this group our Executive Staff and we shall meet twice every month. The purpose of these meetings will be to discuss all matters in your various departments which are of general interest to the group and at the corporate level.

The establishment of our budget will be the responsibility of this group and in this connection, they will act as the Budget Committee.

Our first meeting will be at ten-thirty AM on November 23rd in the New York office Conference Room and if it's convenient, arrange to stay for lunch.

You can plan for the meetings on the Monday immediately preceding the Board Meeting (Board Meetings are held on the fourth Wednesday of the month) and the Monday two weeks following that. This will give us two meetings a month evenly spaced.

Please come to the first meeting well prepared for a lively discussion.

GYL



Hickernell

ANACONDA WIRE AND CABLE COMPANY



HASTINGS-ON-HUDSON, 6
NEW YORK

OFFICE OF
VICE PRESIDENT-ENGINEERING

WHAT RUSSIA'S POWER PROGRAM MEANS
Electrical World, 11/2/59, pp 57-61

November 4, 1959

Mr. Philip Sporn, President
American Electric Power Co.

Dear Phil:

Greatly enjoyed your interesting and informative subject article. In my opinion, in making your excellent analysis available for publication, you have made a real contribution to the industry, and also have performed a useful public service.

Cordially,

L. F. Hickernell

bcc: Mr. N. S. Hibshman

aa

Hickernell

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



Please address reply in care of
ANACONDA WIRE AND CABLE CO.
Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 8-1500

STAFF REQUIREMENTS

October 28, 1959

Mr. N. S. Hibshman
Executive Secretary, AIEE

PERSONAL & CONFIDENTIAL

Dear Nelson:

In the event Coggeshall does not connect with the job he is angling for (in Dayton, Ohio?), how about hiring him as "Manager, Technical Operations" for 2-5 years along with a youngster to train?

Maybe Coggie would like this better than moving to a new locality? I would guess he would come for \$12-15,000.

"Consultants" for the Government get \$75/day, limited to 130 days/year.

Sincerely,

Hick

aa

Hickernell

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



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MISCELLANEOUS
(Staff Requirements)

October 28, 1959

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

PERSONAL & CONFIDENTIAL

Re your letter of 10/5/59; Ray Martin, p 2, ¶s 2,3,4:

Confirming our conversation, I phoned M. W. Balfour, General Engineering Supervisor, Consumers Power Co., Jackson, Mich. Neither he nor C. E. Waits, Transmission Engineer, knew Martin.

At Chicago, on 10/15/59, Clark, Coggeshall and I interviewed Martin in my suite from 5:15 to 6:30 PM, and then had dinner together.

At the Forum, we 3 and Hatcher agreed he would be worth trying.

Sincerely,

Hickernell

aa

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



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ELECTRICAL ENGINEERING
Distribution to Students

October 27, 1959

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

Re Minutes, Section Delegates Conference,
Seattle, Washington, held 6/23/59 (Minutes dated 10/5/59,
received 10/15/59 while I was at Chicago 10/11-16):

On p 12, last Q & A, Shatswell suggests
replacing EE with a Student Publication. Perhaps this
is where the rumor started?

Sincerely,

Hick

aa

Hickernell

why here?

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

Past F. HICKERNELL
President



Please address reply in care of
ANACONDA WIRE AND CABLE CO.
Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 8-1500

SECTION DELEGATES CONFERENCE
Minutes, Seattle, Wash., 6/23/59

October 27, 1959

Mr. W. E. Scholz, Secretary
Sections Committee (1959-60)

Dear Mr. Scholz:

Subject Minutes were received 10/19/59 before my return from Chicago, 10/11-16/59.

They appear to be an excellent set of Minutes. Congratulations!

The only error I detected in my contributions was on p 11, ¶2, last sentence:

"Quarterly" publications should be "Bimonthly".

Sincerely,

cc: Mr. N. S. Hibshman
Mr. J. J. Anderson

aa

Hickernell

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

J. F. HICKERNELL
Past President



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Telephone GReenleaf 8-1500

INTERSOCIETY RELATIONS
Registration of Miners & Chemicals

October 27, 1959

Mr. J. H. Foote
President, AIEE

Dear Harold:

Re your letter of 10/1/59:

Sorry, I do not have a list of States which do not provide for registration of Mining and Chemical Engineers.

I am here repeating the statements made several times by Kinzel and Holbrook. I meant to follow up on this, but somehow it always slipped my mind.

Sincerely,

Hick

cc: Mr. N. S. Hibshman

aa

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

past L. F. HICKERNELL
President



Please address reply in care of
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Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 8-1500

JOHN FRITZ MEDAL BOARD OF AWARD Amendments of Rules of Award

October 27, 1959

Mr. S. W. Marras, Secretary
John Fritz Medal Board of Award

Dear Steve:

Re your letter of 10/1/59:

Instead of increasing the size of the Board from 16 to 20 with the admission of AICHE, it would seem more sensible to me to reduce it to 15; i.e., reduce the number of Representatives from each Society from 4 to 3, and the terms from 4 to 3 years.

Sincerely yours,

L. F. Hickernell

cc: Mr. M. D. Hooven
Mr. M. S. Coover
Mr. W. J. Barrett
Mr. J. H. Foote
Mr. N. S. Hibshman

as

Hickernell

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

Past F. HICKERNELL
President



Please address reply in care of
ANACONDA WIRE AND CABLE CO.
Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 8-1500

POLITICS
1959-60

October 26, 1959

Mr. Hendley Blackmon
Political Consultant, AIEE

Dear Blackies:

Re our phone conversation, 10/21/59:

Attached is a list of affiliations of Past Presidents and of probable new ones. As you can see, the "rotation" revolves around a Telephone man every 5th year.

The more I think of it, the more I believe a 1-year vacancy in a Directorship should be filled by the election of someone who could continue with a full 4-year term and the Presidency.

From the attached tabulation, it is apparent that it will soon be time for another Educator, in the minds of some. Instead of leaving this to pure chance, with a possible poor choice, why not select one now? And, at the same time, bring in someone from the Electronics field?

Offhand, the only one I can think of who fulfills this dual role is Gordon S. Brown, recently made Dean of Engineering at MIT. Also, he would be a TOD man, having served on the Technical Committees, at least.

Sincerely,

L. F. Hickernell

cc: Mr. C. T. Hatcher
Mr. I. S. Coggeshall

bcc: Mr. N. S. Hibshman

aa

attachment

AIEE PRESIDENTS
Actual and Possible
1957-1963

<u>Year</u>	<u>Name</u>	<u>City</u>	<u>Distr.</u>	<u>Affiliation</u>				
				<u>Tel</u>	<u>Mfr</u>	<u>Util</u>	<u>Educ</u>	<u>Other</u>
1957-58	Barrett	Newark, N.J.	3	X				
1958-59	Hickernell	Hastings-on-Hudson, N.Y.	3		X			
1959-60	Foote	Jackson, Mich.	11					X
1960-61	Linder (?)	New York, N.Y.	3		X			
1961-62								?
1962-63	Chase (?)	Cleveland, Ohio	14	X				

Hickernell

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

Past

L. F. HICKERNELL
President



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SUSQUEHANNA SECTION
75th Anniversary Celebration
Harrisburg, Pa., Nov. 19, 1959

October 26, 1959

Mr. Joe Landis Mumma, Chairman
Susquehanna Section, AIEE

Dear Mr. Mumma:

Confirming our phone conversation of 10/7/59, it is my understanding that I have been relieved of attendance at subject meeting.

You were to have a Section Executive Committee meeting on Monday, October 12th, and let me know if our agreement were unsatisfactory.

Fortunately, we agreed on a cancellation, since later developments have made it quite impractical for me to attend a meeting in Harrisburg in the evening of Thursday, November 19th. I must be in Hastings on Friday, November 20th, at 9:00 AM.

I am sorry that so many meetings were scheduled for the week of November 16th, as I am sure I would have enjoyed meeting with your Section in my old home town. I started school at the Old Camp Curtin School, more years ago than I care to remember.

With very best wishes for a successful and enjoyable celebration -

Sincerely,

cc: Mr. W. W. Middleton

bcc: Mr. J. H. Foote

Mr. N. S. Hibshman

aa

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past President



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Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 8-1500

JOINT MEETING SCHEDULE
Nov. 18-20, 1959

October 23, 1959

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

Re your letter of 10/21/59:

For some reason, this seems to be the most popular week for Committee meetings in November and December. "Already yet" before I received your letter, I had the following impossible schedule:

Tu/11/17	New York	AIEE - Insulated Conductor Comm.
W /11/18	" "	" - " " "
Th/11/19	Harrisburg	*AIEE - Susquehanna Section
F /11/20	New York	*EJC - Board of Directors
	Hastings	AEIC - Cable Engineering Section

*Will not attend

Because of overlapping personnel, it is customary for the AEIC Cable Engineering Section to schedule its meetings contiguous with the AIEE Insulated Conductor Committee (ICC). This year, the AEIC members have scheduled their regular meeting on Th/11/19; and an extra day, F/11/20, to visit our new EHV Cable Research Laboratory at Hastings. Naturally, we are very pleased to have them visit us.

Because of my birthplace (Middletown, Pa.), the Susquehanna Section had invited me to Harrisburg to its celebration of our 75th Anniversary. Since it would be impractical for me to attend an evening meeting in Harrisburg and be on hand the next morning at Hastings at 9:30 AM, I have had to run out on our Pennsylvania Dutch Brethren. I always seem to miss out on the meetings which would be fun?

Obviously, I will be unable to attend the EJC Board meeting because of the conflict with the AEIC visitation at Hastings.

The Proposed Joint Meeting Schedule for the week of Nov. 16th is the worst week between now and the 6OWGM, so far as I personally am concerned.

Chairman Blackmon has invited me to attend the P&C Committee meeting on W/11/18. Since I am very much interested in "Item V - Directors to Represent Fields of Technical Activity", I should like to attend. So I am torn between Institute politics and bread-and-butter (ICC).

In my prepared comments on the Lewis report, I had a compromise to offer on Item V; namely, that a small number of Directors-at-Large be elected by the Board of Directors. Since the IRE does this, it should be acceptable to the Special Task Force. I have conveyed this suggestion to Chairman Blackmon in a phone conversation (his nickel) on 10/21/59.

Whether or not I will be able to attend the P&C meeting, if held on 11/18, will depend upon later developments.

If the ExCom meeting is held on Th/11/19, I probably can attend. Naturally, I would have preferred to have Thursday in Hastings to prepare and make last-minute arrangements for the AEIC visitation on Friday. In view of the importance of this visit, this time I will have to give Anaconda priority over AIEE.

As you know, Charlie and Celinda Hatcher are now vacationing in Florida. While Charlie is no longer a member of the ICC, he usually attends its Fall Meeting in NY. Consequently, I do not imagine he would favor a P&C meeting on Th/10/18 any more than I do.

So - there you are!

Sincerely,



L. F. Hickernell

cc: Mr. J. H. Foote
Mr. C. H. Linder
Mr. Hendley Blackmon

PS - To add insult to injury, upon arriving at the office this AM, I find a notice that our Sales Dept. is holding a District Managers Sales Conference at a Country Club in Westchester, Nov. 16-18, including a Hastings Mill visitation on W/11/18!

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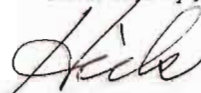
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L. F. Hickernell

cc: Mr. J. H. Foote
Mr. C. H. Linder
Mr. Hendley Blackmon

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MSC of Headquarters 23M

Hickernell

E.O. FORM 61-20 4-59

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MEMORANDUM	PUBLICATION	DEPARTMENT		HUDSON, N.Y.
DISCUSSION	TECH PAPER	MEMORANDUM		FOLLOW _____ DATE _____
TELEPHONE	PERIODICAL			REFERENCE BY _____
MEETING	BOOK			TO _____ DATE _____
REPORT				

SUBJECT Memberships Directory - 1959-60

<input checked="" type="checkbox"/>	Hibshman
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	JONES
<input type="checkbox"/>	BULLER
<input type="checkbox"/>	BURR
<input type="checkbox"/>	CHRISTIAN
<input type="checkbox"/>	CONNELL
<input type="checkbox"/>	DUFFNER
<input type="checkbox"/>	EASH
<input type="checkbox"/>	EICH
<input type="checkbox"/>	KARAUS
<input type="checkbox"/>	KITCHENS
<input type="checkbox"/>	KURTZ
<input type="checkbox"/>	Mc CRACKEN
<input type="checkbox"/>	NUCCIO
<input type="checkbox"/>	PICKENS
<input type="checkbox"/>	REPP
<input type="checkbox"/>	SCHMITZ
<input type="checkbox"/>	SCHUMACHER
<input type="checkbox"/>	SEGEL
<input type="checkbox"/>	VOLK
<input type="checkbox"/>	WHEATON
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<input type="checkbox"/>	PLATE
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<input type="checkbox"/>	LANSCH
<input type="checkbox"/>	JOE
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<input type="checkbox"/>	LATHAM
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<input type="checkbox"/>	SAUMS
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<input type="checkbox"/>	FARNSWORTH
<input type="checkbox"/>	THOMPSON
<input type="checkbox"/>	ROSCH
<input type="checkbox"/>	CASEY
<input type="checkbox"/>	CARTER
<input type="checkbox"/>	HICKERNELL
<input type="checkbox"/>	FILE

As soon as available, we could use efficiently the following copies:

- 1) ZFH - Office
- 2) " - Home
- 3) Miss Auld

3rd class

per 11/12/59

H 10/24/59

REFERENCE TO		ANACONDA WIRE & CABLE CO.		FILE _____
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MEMORANDUM	PUBLICATION	DEPARTMENT	HUDSON, N.Y.	FOLLOW _____ DATE _____
DISCUSSION	TECH PAPER	MEMORANDUM		REFERENCE BY _____
TELEPHONE	PERIODICAL			TO _____ DATE _____
MEETING	BOOK			
REPORT				

SUBJECT 1959-60 Organization Manual

NSHickman

JONES
BULLER
BURR
CHRISTIAN
CONNELL
DUFFNER
EASH
EICH
KARAUS
KITCHENS
KURTZ
Mc CRACKEN
NUCCIO
PICKENS
REPP
SCHMITZ
SCHUMACHER
SEGEL
VOLK
WHEATON
WRIGHT

PLATE
LAIRD
LANSCH
JORE
EBEL

LATHAM

OLSON
SNYDER

WITTHOFT

SAUMS

FARNSWORTH
THOMPSON
ROSCHE
CASEY
CARTER
HICKERNELL

FILE

Confirming conversation at Algo
we could use to advantage

The following copies:

✓ 1) LFH - Office

✓ 2) " - Home

✓ 3) Miss Auld

✓ 4) Edgar Schmitz

✓ 5) Extra - to cut up and use in
suggesting improvements
for 1960-61

*sent 3 copies
mail - 10/26/59*

*Hick
10/23/59*

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
President



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ANACONDA WIRE AND CABLE CO.
Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 8-1500

Past

UNIQUENESS OF ELECTRICAL ENGINEERING

October 7, 1959

Mr. C. V. Kirkpatrick, Chairman
Division of Petroleum and Chemical Engineering
University of Houston
Houston 4, Texas

Dear Mr. Kirkpatrick:

I am very sorry for this belated reply to your letter of 8/19/59. It arrived during a long-postponed vacation, and inadvertently was not placed in my "To Answer" folders of correspondence. My term as President expired July 31st.

Your inquiry reminds me of an old, old story I heard during college days:

Professor:- What is electricity?

Student:- I'm sorry, sir. I did know, but I have forgotten.

Professor:- What a pity! The only man in the world who ever knew what electricity is, and he has forgotten!

In today's complex technology, not only is each discipline unique, but there are many specialties within the original broad categories. For example, we have members who are concerned with transmitting millions of kilowatts, and others with microwatts.

Since to answer your question completely would require a book, I will confine myself to the following short statement:

The uniqueness of electrical engineering lies within the form of energy with which it deals. None is less tangible or more difficult to define; yet lends itself so readily to precise measurement and mathematical analysis. None can be generated in larger quantities, transported more efficiently, subdivided more readily, nor applied more universally. What else can pull a freight train, toast bread, freeze a dessert, light a room, and carry your speaking image half-way around the world in a tenth of a second?

I hope this will arrive in time to be of some use to you in planning your program.

Sincerely yours,

cc: Mr. J. H. Foote, President, AIEE
Mr. N. S. Hibshman, Executive Secretary, AIEE

Hickernell

October 5, 1959

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

UNIQUENESS

Dear Hick:

I swear that I have never seen the attached letter of August 19, 1959 nor did I personally, at least, forward it to Mr. Foote nor would I have been party to letting such a thing out of this office at all. This is the kind of junk we try to keep away from our President. I think you would be amazed at the amount of this sort of thing that we get. Most of it comes from college professors. The other day I got one from the head of an electrical engineering department wanting to know what books and periodicals he should purchase, for his library I assume, to use in starting a graduate program at his school leading to the PhD in electrical engineering. That gives you an idea what it takes to embark on such a project in the minds of some of our educators.

Now that the question has been raised, I wonder if you would be embarrassed if I were to give this Petroleum Engineer the following statement relative to the question:

"The 'uniqueness' of electrical engineering seems to me to lie in the nature of the form of energy with which it deals. None is less tangible or more difficult to define; yet lends itself so readily to precise measurement and mathematical analysis. None can be generated in larger quantities, transported more efficiently, subdivided more readily, nor applied more universally. What else can pull a freight train, toast bread, freeze a dessert, light a room, and carry your speaking image half-way around the world in a tenth of a second?"

This is all that comes to mind at the moment, and I fully agree that that moment has been wasted. If you feel that Intersociety Relations require a response and you are willing to sign your name to it, we can consider the job done.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

L.F.H. Hickernell

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
President

Past



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Telephone GReenleaf 8-1500

ELECTRICAL WORLD

Vol. 3, Jan. 5-June 28, 1884

Vol. 4, July 5-Dec. 27, 1884

October 5, 1959

Librarian
Engineering Societies Library

Dear Sir:

Herewith by special messenger, I am returning subject books which you so kindly loaned me at the request of Secretary Hibshman.

Upon opening these volumes when receiving them, I was dismayed to find several pages torn and some which could easily come loose from the binding. These books are very precious to AIEE, since they contain about the only authentic published record of the Organization Meetings in April and May, and the First Technical Meeting in October, 1884.

In view of their historic value, I would be glad to pay personally for their restoration, if you would arrange to have the work performed by an expert.

These volumes were of considerable value to me in preparing for my speeches at our celebrations this year; namely:

Founders Day Luncheon
Astor Hotel, New York City, May 13, 1959

Celebration of First Technical Meeting
Franklin Institute, Philadelphia, Pa., Oct. 7, 1959

Thank you again for your courtesy in allowing them to be removed from the Library.

Sincerely yours,

L. F. Hickernell

cc: Mr. N. S. Hibshman

aa

Hickernell

October 5, 1959

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

MISCELLANEOUS

Dear Hick:

I don't know whether I told you that the conclusion of the Executive Committee has been that the decision on the Intersociety Relations Book is to be reserved for the Board Meeting on October 16. I have no evidence of this except my own interpretations of what I have been told by five out of the seven members of the Executive Committee. I have one letter for it and one letter against it (that is, the publication and distribution of the book in its original form with slight amendments). However, my conclusion after talking with all members of the Executive Committee is that three are willing to vote for it as it stands and four would very much prefer to see the decision postponed and the book more completely revised than was at first suggested. The majority of the Executive Committee would appear to be in agreement with the proposition that the atmosphere has changed since the book was originally conceived and designed and its introduction written. They feel it would be wise to avoid alienating any of our new friends in the process of carrying on the argument with our opposition. So, it goes on the Agenda of the Board Meeting.

Linville has turned the rewriting of the introduction and foreword over to Mr. Linder's ghost writer and we are told to expect a new version for the Board of Directors in Chicago.

I had lunch with E. G. Bailey on Friday. He was very unhappy about the handling of the Ground-Breaking, particularly the fact that the trustees came down off of the platform and surrounded the ground-breakers to the exclusion of the view of the audience and the efficient work of the photographers. I don't know whether he had anything else particularly in mind or not but he was so worked up about that that he didn't get around to talking about the other things that usually occupies our time. Chiefly, the Kettering Award. One thing, however, he did say that I must pass on to you. He very much admires your three articles on the "Organization of the Institute" and particularly III. He says that is just about the best statement that he has seen. He doesn't assert that he agrees in all matters with what the AIEE believes but he does think that your presentation of the situation is "tops." He expressed

Mr. L. F. Hickernell, October 5, 1959, Page 2.

the hope that you would be designated as the one to continue representing AIEE in this Task Force of Founder Society Presidents. I told him that you did not wish to do this and that I doubted that you could be persuaded to do it. I didn't have the heart to tell him who had been designated to do it, after certain remarks that he made about what a misfortune it would be to have certain people appointed to do the job. I really couldn't bring myself to break the news to him.

This is Saturday afternoon and I am in the office trying to clean up some things preparatory to spending Sunday night and Monday and Tuesday at Cleveland with ECPD. I came in this morning and met a young man from Pittsburgh by the name of Ray Martin who is 35 years old and a splendid personality and a bright young man who I think would make us a very splendid staff member. He is young and his experience with AIEE is completely confined to the Pittsburgh Section where he is now Program Chairman. His attitude and outlook and receptiveness and understanding of problems of the kind we face is really remarkable for one of his age. I wish that we could hire him for possibly \$10,000.00 or less to take over, let us say, Standards and break him in for a couple of years on a job like that by which time I think he would be ready for any job we have here. At his age and with his lack of experience with national AIEE affairs, I am just a little bit apprehensive about dumping him into the manager's job of TOD. He has never written a paper or been active on a national technical committee. I think he was on one of the Power Division committees but apparently not in an active position. His engineering experience is all in the public utility field really. He started with Loftus in Pittsburgh along about 1950 when he graduated from the University of Kentucky. He was a veteran with three or four years in the Air Corps. Then Duquesne Power and Light hired him away from Loftus and then he went from there to the A. B. Chance Company where he is Regional Engineer which means that he backs up the salesmen in Michigan, Ohio, Pennsylvania, West Virginia territory. His work is still, of course, with the public utility in the switchgear and equipment business. I will have to give this a good deal of thought but his age is good for starting at one level lower but I understand it takes \$13,500.00 to get him and we can't afford that kind of money at the next level below the managership of TOD as I see it.

He is married but has no children and lives in an apartment in Pittsburgh so he is not afraid of New York from that standpoint. In fact, he has just about everything but a few more years of both age and experience and perhaps somewhat more broad technical experience for what we want. He would come in as a practically unknown person so far as the people with whom he has to work is concerned. In this respect, Olmsted, of course, has a big advantage. This boy, Martin, has never been to a General Meeting of the Institute although he did help to make the plans for the Pittsburgh Fall General Meeting. I doubt that he has been to a District Meeting for that matter. His activity has been confined entirely to the Pittsburgh Section.

Forgive me for abusing your patience in this matter. I am more

Mr. L. F. Hickernell, October 5, 1959, Page 3.

or less talking to myself but it's easier if I can talk to you. You don't need to comment on it if you don't care to. I don't think you know the young man. I don't know whether any of the people in your organization know him. He says he knows some people in Consumers Power in Michigan. I don't know whether he is acquainted with anybody in Commonwealth Associates or not. He didn't seem to recall any names there.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

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MEMORANDUM	PUBLICATION	DEPARTMENT	HUDSON, N.Y.	FOLLOW _____ DATE _____
DISCUSSION	TECH PAPER			REFERENCE BY _____
TELEPHONE	PERIODICAL			TO _____ DATE _____
MEETING	BOOK			
REPORT				
		MEMORANDUM		

SUBJECT *Tempus Fugit*

✓ NSH	
JONES	
BULLER	
BURR	
CHRISTIAN	
CONNELL	
DUFFNER	
EASH	
EICH	
KARAUS	
KITCHENS	
KURTZ	
Mc CRACKEN	
NUCCIO	
PICKENS	
REPP	
SCHMITZ	
SCHUMACHER	
SEGEL	
VOLK	
WHEATON	
WRIGHT	
PLATE	
LAIRD	
LANSCH	
JOE	
EBEL	
LATHAM	
OLSON	
SNYDER	
WITTHOFT	
SAUMS	
FARNSWORTH	
THOMPSON	
ROSCH	
CASEY	
CARTER	
HICKERNELL	
FILE	

The latest list of Anaconda
Pioneers (20+ yrs service) shows
we aren't getting younger — and
that a lot of opportunities
await the younger men

H 9/30

still working
ACTIVE MEMBERS - 1959

*Anaconda Pioneers
(20 yrs of Service)
Hastings Only*

E- Allen, Arthur
Antku, Helen P.
Antku, John
Arruda, Edmund

Bandre!, George
Baran, Anna
Barna, Stephen
Barnes, L. D.
Barris, Jack
Battisti, Tony
Bengay, Ben
Bemis, John
Benton, W. H.
Bless, Joseph
Bolinski, Charles
Borowitz, William
Bowdren, Ella F.
Brennan, William
Brill, William
Buckovick, Frank
Bufton, M.R.
Burpo, Fred
Burton, Leo
Burton, Raymond
Borrell, Leonard
Byrne, Frank

Capobianco, Maurice
Capobianco, Nicholas
Capuano, Louise
Capuano, Pasquale
Capuano, Robert
Carney, John J.
E- Carter, L.L.
E- Casey, E.A.
Chemko, Julius
Chernoski, Joseph
Chevlin, Norman G.
Ciuardullo, John
Coaxum, Robert
E- Connell, A.C. (ret. 10/59)
Coppola, Concetta
Corratti, Patsy
Costello, Thomas
Cruz, Antonio

DaCosta, J.F.
Darville, William
DaSilva, J. Eduardo
DeLanoy, Curtis
DeLisa, Vincent
De Luca, Elliott
DeNardo, Jennie
DeOliveira, L.J.
Deutsch, Stephen
E- Devenish, Walter
Devlin, John J.
E- Dietrich, Gustave
di Lustro, Vito F.
Doran, James
Dos Santos, John
Drozowski, William
Drought, Richard
Duddy, Mary C.
Duddy, Joseph
Dumich, Michael
Duncan, Alec

E- Ebel, Lawrence

Farrell, Joseph
Fay, Marjorie
Fernandez, Domingos
Fernandez, Augustine
Feury, Edward
Feury, Raymond
Frankovich, John

Gaffney, Vincent
Galayda, John
Gall, Joseph
Gavacs, Emery
Gingras, E.D.
Graney, John
Grant, Kenneth
E- Green, Alice Auld
Green, Henry
Groth, Betty, B.

Halstead, Charles
Hamilton, John
Harney, John
Harris, Marshall
Hatmaker, Howard
Haugh, Ronald
Havrilla, Steve
Heiss, John E.
Hernandez, Ann
E- Hickernell, L.F.
Hickey, Anne
Hickey, Cornelius
Hickey, Mary
Hidalgo, Oscar
Hummer, Robert
Hutton, Edith
Hvizdos, Joseph

Iafrate, Nelson
Iles, Leslie M.

E- Jones, A.A.
E- Jore, Bjorn
Juchnewicz, William
Jurse, Anthony

Kale, John M.
Kane, Al
Kalina, William
Kamesia, Joseph
Karaffa, Steve
Karnicki, Antonio
Karnicki, Ben
Karschmidt, William
Kazura, John
Kazura, Peter
Kennedy, James
Kennedy, John
Kinsley, George
Klein, Regina
Kochan, George
Kolachik, Peter
Kolb, Alonzo
Kolis, Walter
E- Kolmorgen, E.L.
Koslap, John, Jr.
E- Kothe, Eric

E = Engg. & Research Dept.

Laffay, Grace Y.
E- Laird, A.C.
Langhorne, D. R.
La Sota, Edward
E- Latham, Charles
Lazarus, Bertha
Lazzaro, Frank
Leal, Abel
Legler, M.V.
Leon, Bertha
Liber, Henry
Lofgren, Walter
Loffredi, Armando
Lokuta, William
Lynam, Thomas
Lynch, Frank

Macchio, Ann
MacLelland, W. G.
Maher, Gerald
Majdanski, Frank
Mann, Kermit
Mardenbro, John E.
Marsh, Tony
Martin, Grace
Matusik, Paul
Maxmier, Michael
Melella, John
Mello, James
Menasoff, George
Mihaly, John
Miller, Russell
Minkewicz, Frank
Minnick, Paul
Miranda, Anthony
Mitchell, Robert
Moes, Alex
Monteleon, Augustine
Moore, Ernest
Moorman, Kermit S.
Muraik, Michael
Murray, Loretta

McCormick, Anna
McCubbin, Gordon
McDonald, Sandy

Nehrbauer, Henry
Newell, Alexander
Nyahay, John
Nytray, Joseph

O'Hara, William
Olson, John W.
E- O'Mara, Joseph
Orlando, Rocco
Ormerod, H. F.

Palica, Nicholas
Palmer, John
Past, A. E.
Pastorini, John
Pearce, Fred
Peterson, C. L.
Petrovcik, Vincent
Phelan, Thomas F.
E- Pickens, B.M.
Pigiet, Vincent
Poe, Sterling
Politza, John

Radford, Elizabeth
Randall, C. F.
Rapa, Alfred
Redmond, John
Reut, Kostik
E- Reynolds, Edwin
Ritter, W. J.
Roberts, William
Rohrback, Lucinda
E- Rosch, S. J. (ret. 11/59)
Rusnak, Michael
Russak, Alex
Russak, Harry
Rutkowski, Peter

Sabella, Charles
Salevnaik, Frank

Schmidt, Alfred
Schmidt, Harold
E- Schmitz, Edgar
Schuetz, John F.
E- Segel, Harry (ret. 9/59)
Seman, Mike
Skorik, Alex
Smolon, William
Snyder, Henry C.
Sprackling, W. E.
Steinmetz, R. B.
Stewart, John
E- Snyder, C.J.

Strusinski, Stanley
Sutor, Ben
Sutor, Steve
Sweeney, Dennis

Tamuk, Alex
Tanner, Katherine
Tanner, Robert
Taylor, Henry
Tehan, Sabina
E- Thompson, H.E.
Tonkins, E.P.
Totten, Philip
Totten, William

Ulrichs, Otto

Valenzuela, Joseph
Vanek, Andrew
Vanek, John
Vanek, Paul, Jr.
Vaszko, John
Vemuto, Patsy
Vincent, J.L.

Wacura, Carl
Wacek, Peter
Wallace, Frank
Walsh, Edward
Warga, Charles
Waryha, Charles
Weissenpacker, D.
Wenzel, Julia
Wenzel, Robert
Westlake, W. I.
Whipple, Fred
White, Newman
Whittaker, W. A.
Wirchansky, William
Wise, H. P.
Woodward, Edgar
Wood, Mildred

Zabaronick, John
Zabaronick, Nicholas
Zangler, R. M.
Zatkovic, John

Retired
LIFE MEMBERS - 1959

Hastings Only

E — Aime, Frank

Bolinski, Charles
Brown, George K.
Brown, Robert M.
Burak, Joseph
Carmody, Frank
Cloyd, Scott

De Clark, James
Di Mello, Modeste
Donaldson, William
Dosin, Anthony

Fraser, Lena
Fredericks, William

Gondek, Joseph

Harasamovich, Anthony
Haugh, Michael
Havir, John
Himiak, Wasil
Hogan, George

Juskiewicz, Adam

Kameisha, Alex
Keresey, H. Donn
Kochan, Joseph
Kolodzinski, Konstanty
Kopa, John
Kulakowicz, Andrew

Lamb, E.H.
Lanowetsky, John
Ledingham, William
Locke, John
Lucko, Onesem
Lynch, James

Marks, George
Matero, Steve
Maxsymo, Stephen
Mehes, Louis
Muraika, John
Myslicke, Anthony

Nyemcheck, Michael

O'Connor, Maurice
O'Neill, James J.
Orlando, Patsy
Palmer, John
Pendereski, John
Pultina, Anthony

Quintanilla, Victor

Rapoli, James
Reilly, Bernard
Rimar, John

Samal, John
Satula, Peter
Sawastuik, Konstantin
Scott, C.O.
Shulick, Joseph
Smolonsky, Joseph
Solovy, Fred
Stefanko, Joseph

Trypus, John

Vanek, Paul

Zarembo, Michael
Zuk, Sam

Segel - Sept 1959
Connell - Oct "
Rosch - Nov "

LFH → Personal & Confidential

4-59 E.D. FORM 61-20	REFER TO		ANACONDA WIRE & CABLE CO.		FILE _____
	<input checked="" type="checkbox"/> CORRESPONDENCE	ADVERTISEMENT	ENGINEERING		HASTINGS-ON
	MEMORANDUM	PUBLICATION	DEPARTMENT		HUDSON, N.Y.
	DISCUSSION	TECH PAPER	MEMORANDUM		
	TELEPHONE	PERIODICAL			
	MEETING	BOOK			
	REPORT				
MEMO BY _____ DATE _____					
FOLLOW _____ DATE _____					
REFERENCE BY <u>NSH</u>					
TO _____ DATE <u>9/25/59</u>					

SUBJECT ASME Minutes

<input checked="" type="checkbox"/> NSH	
JONES	
BULLER	
BURR	
CHRISTIAN	
CONNELL	
DUFFNER	
EASH	
EICH	
KARAUS	
KITCHENS	
KURTZ	
Mc CRACKEN	
NUCCIO	
PICKENS	
REPP	
SCHMITZ	
SCHUMACHER	
SEGEL	
VOLK	
WHEATON	
WRIGHT	
PLATE	
LAIRD	
LANSCH	
JOE	
EBEL	
LATHAM	
OLSON	
SNYDER	
WITTHOFT	
SAUMS	
FARNSWORTH	
THOMPSON	
ROSCH	
CASEY	
CARTER	
HICKERNELL	
FILE	

Very, very interesting!

p1, #2 - Is WJB's criticism directed at me or JH4?

As well as I can remember, I have sent him cc's of everything except Warren's summary of the mtg of the FS Pres TF, 7/21. Iwille sent this out before I had a chance to get it reproduced before vacation (we had the printing dept swamped with other more important things)

p2, #1 - ASME's specific practice with Mexico would be very interesting.

p2-last #1 } Sounds as tho WJB is looking
p3-#1 } for a permanent pt as Chairman,
ISR Comm, with travel allowance.

p3-#4 - So now they claim over Tom (Ediam)²

p3-#6 - No sense of mtg without Iwille

p3-#7 - I don't think we should organize meetings in other than our own sections. Even here I have misgivings.

REFER. TO		ANACONDA WIRE & CABLE CO.		FILE _____
CORRESPONDENCE	ADVERTISEMENT	ENGINEERING	HASTINGS-ON	MEMO BY _____ DATE _____
MEMORANDUM	PUBLICATION	DEPARTMENT	HUDSON, N.Y.	FOLLOW _____ DATE _____
DISCUSSION	TECH PAPER	MEMORANDUM		REFERENCE BY _____
TELEPHONE	PERIODICAL			TO _____ DATE _____
MEETING	BOOK			
REPORT				

SUBJECT _____

Gossip
(p 2 - last #)

- The only way I see to beat
Joe is to have a list of
better-qualified candidates:

1960 - Tinder

1961 - Chase ?

1962 - ?

1963 - ?

1964 - ?

We better lose no time!

JONES

BULLER

BURR

CHRISTIAN

CONNELL

DUFFNER

EASH

EICH

KARAS

KITCHENS

KURTZ

Mc CRACKEN

NUCCIO

PICKENS

REPP

SCHMITZ

SCHUMACHER

SEGEL

VOLK

WHEATON

WRIGHT

PLATE

LAIRD

LANSCH

JORE

EBEL

LATHAM

OLSON

SNYDER

WITTHOFT

SAUMS

FARNSWORTH

THOMPSON

ROSCH

CASEY

CARTER

HICKERNELL

FILE

Hickernell

CONFIDENTIAL

September 25, 1959

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

ASME MINUTES

Dear Hick:

I have now the Minutes of the September 11, 1959 Executive Committee Meeting of ASME and find the following item of particular interest. I am not giving any further circulation to this because I don't like particularly to do so in view of the fact that these Minutes come to me stamped "CONFIDENTIAL" with the same kind of rubber stamp that I had just bought and have applied to a part of the Agenda of the Board of Directors.

I had a telephone complaint from Mr. Barrett the other day to the effect that he is keeping well informed on the moves of the other Societies "but not through ALEE."

The item that caught my eye appears right on the first page as apparently the first item of business of this meeting. It reads as follows:

"UNITY OF THE PROFESSION

"ASME MEMBERS JOIN NSPE. As a step toward closer cooperation, it was moved and seconded: To recommend to the ASME membership, if registered, they join the National Society of Professional Engineers. A tie vote was recorded for this action. President Warren did not wish to cast a vote breaking the tie; therefore, the motion was lost."

A little further on, I find what appears to be action calling for the payment of ASME dues by foreign members in United States currency:

"VOTED 1) All dues of foreign members to be paid in United States dollars; except as provided in Item (4) below;"

I can't make out exactly what the exception is. It reads in part - "When currency restrictions and other problems make payment in

Mr. L. F. Hickernell, September 25, 1959, Page 2.

United States dollars for Items 1 and 2 about impossible or difficult, the Secretary of the Society is authorized to accept payment in other currencies or arrange for the exchange of funds with recognized foreign engineering societies on a reciprocal basis. Payments should be on the basis of the rate of exchange in effect at the time, the obligation for dues of publications becomes due ..." I would take this to apply to blocked currencies rather than situations such as that in effect with Mexico. I will have to find out specifically what they are going to do about Mexico because their former practice was held up to us as the reason why we should do likewise.

Here is an interesting one: "Internal Revenue Service. The IRS just issued final regulations under TD6391 to tax exemption for non-profit organizations." In the detailed decision, there is a section entitled "Organizations Carrying on Trade or Business" which states:

"An organization may meet the requirements of Section 501(c)(3) although it operates a trade or business as a substantial part of its activities, if the operation of such trade or business is in furtherance of the organization's exempt purpose or purposes and if the organization is not organized or operated for the primary purpose of carrying on an unrelated trade or business, as defined in Section 513. In determining the existence or non-existence of such primary purpose, all the circumstances must be considered including the size and extent of the trade or business and the size and extent of the activities which are in furtherance of one or more exempt purposes."

This would seem to me to have a bearing on the matter of exhibits. It is, of course, of primary interest to the ASME in connection with its publication business.

In connection with travel allowances, I find this:

"VOTED to authorize travel allotment to the Council meetings in Atlantic City, New Jersey, November 29 and 30, 1959 to those Chairmen of Boards and Committees having a seat on Council who have business to present and who request such allotment in accordance with the provisions of Council Policy P-4.5."

This comes to mind in connection with Mr. Barrett's objection to the proposed Bylaw for the reorganization of the Intersociety Relations Committee in which he finds that the choice of the Chairman of this committee from the Board of Directors is too limiting and says that if it is important that this committee Chairman report to the Board, he

should get his expenses to come to the Board Meeting, if needed. This approximates also the policy of the ASCE which makes available travel allowance to its committees and Boards upon request.

Of passing interest is this:

"VOTED to request the Constitution and Bylaws Committee to make the required changes to rename the Annual and Semi-Annual Meetings to Winter Annual and Summer Annual Meetings, respectively."

Further, under the head of "Unity of the Profession" I find the action with which you are already familiar sub-titled "Amalgamation of ECPD and EJC." Aside from the action itself, there is no comment except to give the dates of the documents and references to the material pertinent to the action.

With relation to the "Hall of Fame for Great Americans:"

"VOTED to submit the nomination of Thomas A. Edison, Honorary Member of ASME, to the Hall of Fame for Great Americans and that he be designated as engineer and inventor."

There will be another meeting of Executive Committee of Council on Friday, October 9, 1959.

As I believe I told you yesterday, Mr. Linder will not be available in Chicago until noon, Thursday, October 15th. This, to my mind, makes it not feasible to attempt a joint meeting of the Executive Committee and the Intersociety Relations Committee in Chicago. The Intersociety Relations Committee would apparently be available earlier - even Monday morning. However, it is my judgment that this meeting should not take place except with Mr. Linder present. Unfortunately, President Foote does not want to appoint the IRE Cooperation Committee until the new Intersociety Relations Committee has been established. If we fail to accomplish this in Chicago, of course, we have added another embarrassing delay to the progress of this program.

Yesterday, I had a conversation with Russ Clark in which he told me that Linville had invited him to be a member of his Task Force to spread the gospel of the Functional Plan and that he (Clark) felt that he would have to decline because he did not have the time to make all the speeches and organize the meetings that were called for. In spite of the disclamour from Walter, the letter to the Task Force that Russ Clark read to me over the telephone, it does call on these people to organize meetings outside of AIEE units.

GOSSIP: I had a late dinner last night with Joe Rittenhouse who has apparently been in touch with Eric and is full of dire predictions as to the rumus that will be raised at Chicago over the EE DIGEST. It was my understanding and it still is, although it is by no means as firm, that Rittenhouse himself will be on hand to help defend the

Mr. L. F. Hickernell, September 25, 1959, Page 3.

EE DIGEST, however, he explained what a close personal friend he is and how he doesn't relish going against his friends. Of course, Joe had a lot of other things on his mind as well with respect to 1961 and also with respect to a proposal for Fellow for which he has some eleven sponsors and four references, all distinguished Fellows, including several Past-Presidents. He cannot see how it can possibly fail this time. He obviously still has in mind the next step for his favorite candidate.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

September 23, 1959

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

BINDERS

Dear Hick:

I seem to remember but maybe I just dreamed it or again, it could have been lost in the shuffle while Miss Auld was on vacation.

As I recall it, I asked for the name of the manufacturer and the style or model number of those straight-backed, 3-hole, post binders that you use for 8½ x 11 paper and seem to get so much in a single binder and yet keep it in apple-pie order and condition. I notice that you have stiff-backed ones for your shelves and I believe, a flexible bound one that you carry to Board Meetings and other such occasions. I need to put our working copies of the Board Minutes in better shape than they are kept now and also to have a better portable binder for my own use. I find these ring binders are limited in capacity and very hard on the paper if it has to stay in them very long.

I will appreciate this information so I can get an order on the way - possibly even before the Fall General Meeting in Chicago.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Excerpt from Minutes of the 1st Meeting of the Council of the American Institute of Electrical Engineers held at 127 E. 23rd Street, New York City, Tuesday evening, May 20, 1884:

"By vote, the Secretary was instructed to proceed to Philadelphia for the purpose of securing accommodations for the Institute during the Electrical Exhibition to be held there from September 2 to October 11, 1884."

Excerpt from Minutes of the Meeting of the Executive and Finance Committee of the American Institute of Electrical Engineers held in joint session pursuant to call at room No. 47, No. 115 Broadway, New York City at 2 o'clock August 18, 1884:

"Resolved that the Secretary be, and is hereby, authorized to furnish the room allotted to the American Institute of Electrical Engineers at the International Electrical Exhibition at Philadelphia and to be present during the Exhibition as the Representative of the Institute. It was also Resolved that he be allowed fifty dollars per week for personal and staff expenses during the exhibition."

Excerpt from Minutes of Meeting of the Council held pursuant to call at No. 127 E. 23rd Street, New York City at 8 o'clock p.m. on Tuesday, October 21, 1884:

"On motion the action of the Executive and Finance Committee on August 18th, 1884 relative to the Philadelphia Electrical Exhibition, was approved."

"Messrs. Pope, Hamilton & Keith were, on motion, appointed a Committee on Publication, to decide what is proper to be published of the Transactions of the Philadelphia meeting. On motion the Committee was empowered to print such parts of the Transactions as it may deem best."

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MEMORANDUM	PUBLICATION	DEPARTMENT	HUDSON, N.Y.	FOLLOW _____ DATE _____
DISCUSSION	TECH PAPER	MEMORANDUM		REFERENCE BY _____
TELEPHONE	PERIODICAL			TO _____ DATE _____
MEETING	BOOK			
REPORT				

SUBJECT

Philadelphia Speech

<i>NSH</i>	
JONES	
BULLER	
BURR	
CHRISTIAN	
CONNELL	
DUFFNER	
EASH	
EICH	
KARAUS	
KITCHENS	
KURTZ	
Mc CRACKEN	
NUCCIO	
PICKENS	
REPP	
SCHMITZ	
SCHUMACHER	
SEGEL	
VOLK	
WHEATON	
WRIGHT	
PLATE	
LAIRD	
LANSCH	
JORE	
EBEL	
LATHAM	
OLSON	
SNYDER	
WITTHOFT	
SAUMS	
FARNSWORTH	
THOMPSON	
ROSCH	
CASEY	
CARTER	
HICKERNELL	
FILE	

*In the Minutes of the Council
1884, is there any reference
to the Philadelphia Meeting,
Sept-Oct, 1884, either before
or ^{just} after the 1st Tech Mtg?*

H/9

Hickernell

September 9, 1959

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

STILL MORE INTERSOCIETY RELATIONS

Dear Hick:

I have been thinking about the unfortunate situation that has grown up as a result of instructed delegations to the federation Councils. Here we come to the Council Meeting of ECPD in Cleveland on October 5, 1959 where presumably the Council is supposed to decide whether or not to recommend approval in principle of the proposed merger of EJC and ECPD. Theoretically, this Council is supposed to consider the proposal and recommend to the Boards of the Participating Bodies. What we find, however, is that the governing bodies of the Participating Bodies in four cases (ASCE, AIME, AICHE, and ASME) have already gone on record as approving. Two have gone on record as opposing the proposal (AIEE, and I suppose, NCSBEE). Only two of the Boards of the Participating Bodies are not officially on record (ASME and EIC). This would appear to ensure twelve votes for the proposal, six votes against and six undecided.

As you know, it is not as clean-cut as this because we don't know how our delegation will vote although our Board of Directors firmly expects that they will follow the expressed wishes of the Board. It seems unlikely that there will be any other defections from the action as dictated by the Boards of the other Societies.

Dr. Kinzel, in his letter to President Warren of ASME, seems to assume that ASME holds the key to the whole situation. If ASME and EIC should come into the negative column and our delegation were to vote solidly as desired by the Board, the question would be deadlocked.

My own feeling is that the Council of ECPD should approach this in an entirely uncommitted frame of mind. On the other hand, I certainly am in no position to ask that this be done. I have a feeling that our behavior in the EJC Board has not helped this situation but has tended to encourage and develop the practice of block voting on the basis of prior instructions from the "Home Office." It would seem to me much more desirable that these representative delegations should come to the Councils of the federations informed, but not instructed; and the governing Boards of the constituent Societies should reserve

Mr. L. F. Hickernell, September 9, 1959, Page 2.

action until they receive official and firm recommendations from the Councils of the federation.

In the case of the inclusion of the three applicants into membership in ECPD, we saw the same performance. AIEE took action on NSPE and, I believe, also on IRE before we ever had a firm recommendation from the Council of ECPD. True, this was requested by the then President of ECPD and the whole thing got messed up gloriously.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

P. S. - I find that my report to the Board of Directors on this question of the mail ballot from the Council of ECPD is in error in ascribing three affirmative votes to the representatives of AIME. Actually, there are two affirmative votes and one not heard from. However, it is generally understood that the individual who has not responded is in favor of the proposal. So, for practical purposes, I think it is all right. - NSH

Hickernell

September 9, 1959

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

MORE INTERSOCIETY RELATIONS

Dear Hick:

I expect to see you and Mr. Foote and Mr. Linder on Friday morning in my office from 9:00 to 10:00 a.m. It is rather unlikely that I shall have much opportunity to say anything at that time and I should like to be on my way to Pittsburgh along about noon. I expect to be back in New York on Saturday night. I look forward to the long ride over the Turnpike to do some reading and perhaps some writing, that I didn't get done over the long weekend. Believe it or not, I went to a ball game on Friday night and I did an awful lot of sleeping the rest of the time - mostly involuntary.

1) I have read Dr. Kinzel's letter of September 2, 1959 to Glenn Warren. This is a very simple and straight-forward expression of the heart of the problem, in my opinion: "... doing nothing at this time will result in continued encroachment on the Founder Societies' areas by NSPE." And, in the next paragraph the reasons for the merger are: ".... showing progress to our members and overall strategy."

Still not a word about its effect on the work of ECPD or any advantage to the profession or the individual engineer or anybody else. It is a pure matter of politics, preference, pride and prejudice. In other words, what is desired in an amalgamation of EJC and ECPD may be a good thing to do. I can think of reasons why it might be desirable but these birds are doing it for all the wrong reasons.

2) I spent this morning with Hendley Blackmon discussing the P & C Program and I found that Hendley has a couple of matters that, I believe, should have some place in the thinking of your meeting on Friday morning, or at least, should be discussed at some time with President Foote.

2.1) Hendley would urge that a committee be appointed to carry through with IRE on the limited joint discussions accepted by the Board of Directors. He agrees that it is a good idea to develop the Intersociety Relations Committee and make it more widely representative and give it a broad scope and corresponding authority, including, no doubt, eventually, relations with IRE. However, Hendley feels that the present exploratory operation should be delegated to a Board Committee to get it under way immediately so that it may report back what it finds in the way of attitude and disposition on the part of IRE. So far as I know, the next move in this matter is probably still up to us because, while you notified Dr. Weber of our Board's decision, the next step which you indicated would be taken by your successor has not yet been taken. I know this sounds like another ad hoc committee and I know that President Foote prefers to avoid any more ad hoc committees. However, I think they are not too bad if they are given a definite job to do and a definite period within which to do it. Mr. Blackmon feels that this committee should be chosen for the particular purpose and can then be turned over to the expanded Intersociety Relations Committee after that has been firmly established.

2.2) Mr. Blackmon believes that if any serious move is to be made to change the name of AIEE, it should be done on a strictly blitz basis and that it should not even be discussed in the Planning and Coordination Committee. He would advocate that it be discussed first and a recommendation developed in the confidential confines of the Executive Committee. It is his opinion, which I share, that the moment it is mentioned in the P & C Committee, word will immediately go out to the competition. Since it is possible that extended discussion and consideration might be necessary before bringing the firm recommendation into the Board of Directors, this should be done by the Executive Committee. As a matter of fact, the matter could not be consummated without an amendment to the Constitution and State Charter and other things so that a faster moving organization might still get there first in spite of all the preliminary secrecy that might be exercised. Aside from that, frankly, I seriously question the move. If we were doing a bang-up job in electronics, it might be justified. Under the present conditions, I would feel that it was a hollow gesture and one that would bring no good to the standing of AIEE in the eyes of the profession, in general. I think we would do better to stand on our position that "electrical" encompasses and includes "electronics."

2.3) To come back to the Intersociety Relations matter again, I neglected to say that Mr. Blackmon agrees with the position that it would be untenable to expect P & C to be responsible for "long-range planning" in this field while the responsibility for operating and negotiating and conducting the intersociety affairs of the Institute is in the hands of another Board Committee. He feels that it should be concentrated in one place. If the present specialized concept of

Mr. L. F. Hickernell, September 9, 1959, Page 3.

intersociety relations were to continue, of course, there might be a place for P & C in the field.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell

September 8, 1959

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

ECPD MERGER

Dear Hick:

It is now Monday evening and the long weekend is over without too much being accomplished.

Tomorrow morning, I will meet Hendley Blackmon for a conference on P & C Agenda and program. The rest of the week promises to be pretty well tied up and I am afraid that I will have to be excused along about noon on Friday to get to Pittsburgh in time for my sister's wedding on Saturday morning.

On Friday, (September 4), Scott Hill called up and announced that I had misunderstood his intentions with respect to his interest in working up the negative side of the debate on the EJC-ECPD merger. My hopes had risen considerably that he was going to come to the defense of the AIEE position. I had even assumed that Mr. Linder's viewpoint on the matter had been conveyed to him. However, he says now that he is interested only in discussing it at the Open Forum which doesn't take place until after the ECPD Council should have taken its action. He indicated that he didn't expect to take any part in the discussion at the Council Meeting. I imagine, however, he will not vote for the merger.

The decision in the Council will be a vote by simple majority on the question of recommending to the constituent societies. (Participating Bodies, I believe we call them in ECPD). On this basis, I have little doubt that it will go through. However, a good stiff argument might hold the Canadians and the ASME in line and even get an odd vote here and there which had been carelessly cast or withheld from the mail ballot previously. If the ECPD Council declined to recommend it to their Participating Bodies, why I guess it would be stalled unless, of course, the governing Boards of said Bodies should choose to take it up without recommendation and vote. Of course, some of them have already voted to approve in response to the EJC recommendation. I suppose they could take similar action

Mr. L. F. Hickernell, September 8, 1959, Page 2.

with respect to ECPD and order ECPD to proceed. The vote by Council to recommend is perhaps not very important and I judge that some people who don't think very much of the idea will still vote for it rather than oppose it because the decision has to be made by the governing Boards of the Participating Societies.

In any event, it won't make much difference to AIEE which way the ECPD Council votes and I am sure, the same is true of ASCE and AIME and AICHE.

What is more, Hill tells me that Bill Larkin has lost interest in the fight and does not propose to take part in the argument.

Pete Wisely tells me that there was discussion at the NCSBEE Meeting in Roanoke, Virginia a couple of weeks ago to the effect that the naming of ECPD in the State laws is now considered to be unconstitutional in some or all of the States which do it. The point is that the State may not assign any of its authority to a body not legally under the jurisdiction of the State so that a really constitutional law in each State would delegate the authority to its Board of Examiners which, in turn, could specify as its own standards accrediting by ECPD - as a matter of procedure; not as a matter of law.

Here is where an active, aggressive, realistic, Intersociety Relations Committee could be useful in doing some work on the key members of the ECPD Council, both in our delegation and in the other delegations. Maybe in the one hour that we have with Mr. Linder on Friday morning, it will be possible to find out whether he feels strongly enough about this matter to indicate to Scott Hill the desirability of taking an active stand in this matter. I think Scott could do a lot of good. Unlike Larkin, he is not identified with NSPE and he could pitch his argument on a higher plane without bringing either the Functional Plan or NSPE into the picture.

Incidentally, Walter Barrett feels that the merger was a reaction to the Functional Plan. In like manner, it is easy to recognize this ASCE "philosophy" as a reaction to Report No. 6.

I don't know why I bother you with this. I guess the report of the Special Task Force is more important and in some ways, as difficult to understand.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

September 3, 1959

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

BINDERS

Dear Hick:

I have, from time to time, admired the straight-post binders in which you keep your papers in such good order. I must set about putting our working copies of the Board Minutes and P & C Minutes in better shape. The ring binders tear out rather easily, especially if you try to put a full load in the book and use it to any extent.

I wonder if you would ask Miss Auld to send me the name of the manufacturer and the model numbers for the type and size you use on the shelves of your library and your office.

I would also like to get one like the one you carry around. I think it has a flexible cover but the main thing I like about it is the straight posts and its ability to hold a lot of paper without tearing out.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

720
2514

4-59
E.D. FORM 61-20

REFERENCE TO		ANACONDA WIRE & CABLE CO.		FILE _____
CORRESPONDENCE	ADVERTISEMENT	ENGINEERING	HASTINGS-ON	MEMO BY _____ DATE _____
MEMORANDUM	PUBLICATION	DEPARTMENT	HUDSON, N.Y.	FOLLOW _____ DATE _____
DISCUSSION	TECH PAPER	MEMORANDUM		REFERENCE BY _____
TELEPHONE	PERIODICAL			TO _____ DATE _____
MEETING	BOOK			
REPORT				

SUBJECT _____

✓ NSH

JONES
BULLER
BURR
CHRISTIAN
CONNELL
DUFFNER
EASH
EICH
KARAUS
KITCHENS
KURTZ
Mc CRACKEN
NUCCIO
PICKENS
REPP
SCHMITZ
SCHUMACHER
SEGEL
VOLK
WHEATON
WRIGHT

PLATE
LAIRD
LANSCH
JORE
EBEL

LATHAM

OLSON
SNYDER

WITTHOFT

SAUMS

FARNSWORTH
THOMPSON
ROSCHE
CASEY
CARTER
HICKERNELL

FILE

Hope to take part of my vacation:
M/Aug 24 - Tu/Sep 8

Havent had much luck lately:

1958 - 2 days - 0

57 - 0 - 0

56 - 12 1/2 - 0

55 - 15 1/2 - 0

54 - 5 - 0

53 - 10 1/2 - 0

52 - 14 1/2 - 30

51 - 7 - 0

50 - 8 1/2 - 0

H8/21/59

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
President



Please address reply in care of
ANACONDA WIRE AND CABLE CO.
Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 8-1500

PUBLICATION POLICY

August 19, 1959

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

Re your long-hand comment of 11/26/58 on Ubell's article (Princeton, N.J., Nov 25),

"I believe that our effort to publish everything anybody
will write will ultimately swamp us. - NSH"

In all probably, you are right. We must find a happy medium.

Looking at it cold-bloodedly, what do we give the rank-and-file of the 52,000 members for their dues? As I see it:

1) Tangible:

- 1.1 Electrical Engineering
- 1.2 Bimonthlies (Transactions), for an additional fee; as of 1959

2) Intangible:

- 2.1 Opportunity for informal exchange of information at Meetings (Section, District, General, STC)
- 2.2 Opportunity for professional and personal contacts at Meetings

Unfortunately, Item 2 is available to both members and nonmembers alike.

I think we can forget "Support of the profession by which he earns his B&B" (Bread & Butter, not Benedictine & Brandy). Most of them would not pay 2¢ for this; which is why Engineering is not truly a "Profession", and probably never will be.

In "selling" a membership, it is pretty hard to merchandise Item 2. For a long time, Okonite got higher prices and a larger share of business by convincing the trade that "Okonite Quality Cannot be Written into a Specification". However, in recent years, even they have had to become "competitive", which to a post-war salesman means "Cheaper Price, Quicker Delivery and Better Quality". Unfortunately, most of the present salesmen (?) are really "Order Takers" who started in the days of shortages (during and post war), and consequently now know only how to sell on price. A large number of them wouldn't recognize some of our products, if they saw them; and certainly

couldn't tell you wherein they were superior to a competitor's. The last thing they are interested in is product data.

I doubt that this attitude is peculiar to our Company. I think it is the trend of the times; hence, applicable to some degree to "selling" the Institute. Perhaps we made a mistake in becoming "competitive" (i.e., in competing for number of members with IRE). Had we remained "exclusive", we could have been the Senate and let the hoi polloi join IRE and become the House of Representatives. However, to have done this would have required a different technical committee setup in 1918.

All this is water over the dam. Apparently we are committed to "numbers" and competition, and the question has become, "How shall we compete successfully?"

If I could operate as a Corporate President, I believe I would cut out as many as possible of the intangible "services" which cost money and receive little credit, and increase the tangible items. This would mean:

1. Withdrawing from all Outside Activities (EJC, ECPD, NCSBEE, WPC, Welding Research, NFPA, et al - saving \$25,000 or so).
2. Perhaps withdrawing from UET, if we could. (For less than \$62,000 (to UET in 1957-8), we could rent for you a swank office-suite near GCT, and put the workshop on Long Island.)
3. Eliminate present "Public Relations" (\$50,000) and substitute a real advertising campaign planned by professionals.
4. Hire top-notch Editor and Advertising Manager and put out a magazine which would be read as regularly as Electrical World in the power utility industry.
5. Perhaps eliminate the Student Branches. Make AIEE something to aspire to after gaining approval as an Engineer. (releasing for tangibles \$100,000, including 10,000 copies of EE).

Julius' (and others of his type) reaction to such a program would be interesting?

But, to get back to reality, we now have TPs, CP-Ps, CPs and DPs. We go to a lot of trouble and expense to put on a General Meeting for 2000 to 5000, a District Meeting for 300 or so, an STC for 100 to 1500. More than half the papers are not TPs. A Technical Session is held, a handful or so attend, and that is the end of the paper. If the paper is worth scheduling at a Meeting or STC, it doesn't make sense that it should not be made available to those of the 50,000 who are interested in the subject but could not attend for one or another reason. Notice I said "If". I realize that a good many of them should not be programed at all. Here we should tighten up.

Long ago, I made a rule in our Laboratories that "anything worth doing is worth recording". We issue formal reports on Research Assignments; letter reports on test measurements or results of current interest only.

Reluctantly, I have come to the conclusion that we need 2 grades of publications in the Institute; one for permanent record, another for material of transitory interest.

We publish 3 Bimonthlies, or 18 issues, of very unequal content (size). We should consider regrouping the Divisions as follows:

- 1) Applications and Industry (combined into one Division)
- 2) Communication
- 3) Electronics
- 4) Instrumentation
- 5) Power Apparatus and Systems
- 6) Basic Science

Change publication schedule from Bimonthly to Quarterly, making 24 issues in place of the present 18. The original idea of publication within 2 months after presentation has not materialized anyway; the Editor holds over papers to make the issues of more or less equal size.

CP-Ps (not advanced to TPs), CPs and DPs should be made available on a subscription basis by Committees and Divisions (similar to joining an IRE P/G and obtaining its Transactions). These could be called "Proceedings".

* * * * *

I found the above in one of my "unanswered" correspondence folders. Apparently wrote it last December, but laid it aside for something more urgent. At the moment, I do not know what else, if anything, I was going to say. Rather than tossing it away, I am forwarding it to you to file in the WB. You may remember business was not so good then, and I was a little low.

Sincerely,



PS to Mr. Hibshman -

Re p 2, ¶1,

"Exclusivity" has another advantage which Mr. Hickernell did not mention, which is unrelated to benefits or services. It is the right to say with casual aplomb, "Of course, I belong to the American Institute of Electrical Engineers", and to fill in the Institute's high-sounding name on forms under "Memberships".

Members who join for this rather nebulous reason take no part in activities, read no publications, squawk no squawks. They cannot be sought for their impassivity, but are inclined voluntarily to join an organization for which they are qualified and which will not "bother" them. The more exclusive the society, the more likely these, let's call them "buoyant" members, are to join. (They buoy the society treasury and in turn are buoyed in whatever area of their psyches needs the reassurance such "belonging" provides.)

It would be interesting to know how many of AIEE's members fall into this category. While these chaps may not be enhancing the prestige, or contributing to the lore, of the electrical engineering profession, they are helping to foot the bills, are not making life difficult for the Secretary, and are mighty desirable fellows as a (and in proportion to the size of the!) lot.

Come to think of it the success of any organization which subsists (or thrives) on dues might be said to hinge upon the number of "buoyant members" on its roster!

* * *

Incidentally, it occurred to me that my own term did not expire on July 31st, as I assumed it did. Nowhere in the new Constitution are the terms of unlisted volunteer partisans defined!

Alice Sudd
8/20

August 17, 1959

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

PICTURES

Dear Hick:

Here is the sum total of our travel pictures from this Spring's meetings that might be, in my judgment, of some interest to you. You are welcome to keep any that you wish for your collection - just return the rest to me.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

LFH
Private File

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. E. HICKERNELL
Past President



Please address reply in care of
ANACONDA WIRE AND CABLE CO.
Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 3-1500

→ EDISON MEDAL
Candidate: William Shockley

August 14, 1959

Dr. B. R. Teare, Jr., Dean
College of Engineering and Science
Carnegie Institute of Technology

bcc: Mr. Hibshman

Dear Dick:

Thank you for the kind words in the opening paragraph of your letter of 8/13/59.

I certainly favor awarding the Edison Medal to those who have made contributions to the newer branches of electrical engineering, and to younger men. Note attached copy of my letter of 8/11/59 to the 3 members of the Committee whom I appointed last year.

My reaction to Shockley is:

- 1) I was under the impression that he was one of a team of 3 who invented the transistor. We certainly don't want to split the Edison Medal 3 ways. If Shockley's accomplishments transcend the invention of the transistor, fine and dandy; assuming he is the outstanding one of the team of 3. I am not competent to judge; I would follow your judgment.
- 2) I would like to see our medals passed around to more people. I think it was ridiculous to give Kettering the Edison Medal when he already had a basketful of them, and did not live to receive this last one. Shockley has already received 3 awards plus "other honors", according to your letter. If he is the first of the younger men to rank with former recipients Alexander, de Forest and Zworykin, well and good. However, it would appear he has already been well honored.
- 3) Of course, I would prefer the recipient be a member of AIEE, but I wouldn't allow this personal preference to stand in the way, if he is the man we want to widen the scope of the Edison Medal.

During my former tour of duty on the Committee (1954-56), Ryder and I tried to promote A. B. Dumont, but we didn't get enough support.

BRT from LFH - 8/14/59
Edison Medal Candidate Shockley

2.

I am sorry Dudley A. Buck, inventor of the cryoton, died at 32. He was the sort of lad I would like to see receive one of our awards.

Frankly, I was very disappointed in the list of 8 sponsored by the Technical Committees and Sections (Letter from Committee Secretary, 6/8/59, p 2, Item II). I voted for 3 as instructed, but I wouldn't give the Medal to any of them. Kelly is, of course, qualified; but we gave him the John Fritz Medal, engineering's highest award, last year!

On the Carry-Over List:

- Ailleret - Has received "many honors"
- Alger - Just received Lamme Medal in June 1959
- Baker - Has received several awards
- Bohn - Has received Lamme Medal
- Fairman - Is an Honorary Member (higher honor than Edison Medal)
- Quarles - Was an Honorary Member
- Suits - Has a trunkful of awards

Surely there must be other deserving candidates not already recipients of numerous awards?

Sincerely yours,

L. F. Hickernell
Past President, AIEE

aa

CARNEGIE INSTITUTE OF TECHNOLOGY

SCHENLEY PARK

PITTSBURGH 13, PENNSYLVANIA

COLLEGE OF ENGINEERING AND SCIENCE

B. R. Tress, Jr., Dean

August 13, 1959

RECEIVED
Refer

AUG 14 1959

L. F. Hickernell
Vice-President, Engineering
Anaconda Wire & Cable Co.
Hastings-on-Hudson, New York

File _____
Ans _____
F. HICKERNELL

Dear Hick:

It was a great pleasure and satisfaction to work under your leadership last year in the American Institute of Electrical Engineers. It was a good year for the Institute and we were very fortunate to have you as president.

In the course of a conversation with Hendley Blackmon about possible candidates for the Edison Medal, the name of William Shockley, co-inventor of the transistor, came up and I wonder how you would rate him. Shockley was a member of the staff of Bell Telephone Laboratories and is now director of Shockley Semi-Conductor Laboratories of Beckman Instruments, Inc. Mountain View, California. He is an outstanding contributor to one of the newest, significant areas in electrical engineering, that of semi-conductors and their applications. His work has been recognized by the IRE Morris Liebmann Award, the Oliver E. Buckley Solid State Physics Prize of the American Physical Society, (with Bardeen and Brattain) by the Nobel Prize in Physics in 1956, and he has had other honors. According to my directories, he is not a member of AIME, but is a fellow in IRE.

In addition to the matter of merit, which should be primary, it seems to me that such an award would put the AIME on record as having a deep concern for the newer developments that are more often associated with IRE and thus would be in accord with our ideal of encompassing the whole field of electrical engineering.

As to the other coinventors of the transistor, Dr. Bardeen seems to have turned his attention to the study of superconductivity, and neither he nor Brattain are listed as members of either AIME or IRE. The case for Shockley for the Edison Medal would be the sum total of his valuable contributions to the transistor and semi-conductor fields, not the invention of the transistor alone.

L. F. Hickernell

-2-

August 23, 1959

Later I talked to John Ryder at Michigan State about this and he agrees Spackler would be a good candidate and, furthermore, will make the formal nomination, which I expect to support. Jack said that he had talked to you about Edison Medal candidates and thought you might be interested. Hence this note to you.

With best wishes, I am

Sincerely yours,

B. R. Teare, Jr.

BRT:jg

August 24, 1959

Mr. L. F. Hickernell, Past-President
American Institute of Electrical Engineers
In care of Anaconda Wire and Cable Company
Hastings-on-Hudson 6, New York



Dear Mr. Hickernell:

I have the following names to propose in response to your note, and I'll prepare to do the detailed "digging out" of information provided I get some concurrence from Messrs. Jansky and Loughren as to which ones they feel should be considered at this time.

The names are as follows:

Vandevan Bush for his pioneering work in analog computers; for leadership in the Electrical Engineering profession both as a teacher and as a National Policy formulator.

Harald T. Friis for his pioneering work in radio propagation, especially in the Microwave area.

E. A. Guillemin for his pioneering work in systematizing circuit analysis.

V. L. Hartley for his pioneering work in oscillators.

Julius A. Stratton for his contributions in Electromagnetic Theory and Engineering Education.

Norbert Wiener for his mathematical formulation of feedback mechanisms and mathematical formulation of Information Theory, and the initiation of whole new concepts in Information Theory.

Of those that we have listed, obviously, Norbert Wiener is not an engineer by academic training but I feel he is responsible for giving a new insight in the whole theory of communication.

Sincerely yours,

E. R. Piore

ERP:gwh

cc - Mr. R. C. Cutts, Jr.
Mr. C. M. Jansky, Jr.
Mr. A. V. Loughren
Mr. A. C. Monteith

PPR

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
Past-President



Please address reply in care of
ANACONDA WIRE AND CABLE CO.
Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 8-1500

EDISON MEDAL COMMITTEE Candidates - 1959

August 11, 1959

Mr. C. M. Jansky, Jr.
Mr. A. V. Loughren
Mr. E. R. Plore

nominations

Gentlemen:

In reviewing the list of 8 candidates for the 1959 Award submitted by Secretary Cutts' letter of 6/8/59, I was disappointed to note the scarcity of new nominations from the electronics field.

In appointing you three gentlemen to the Committee last year, Dr. Heising and I were hopeful that you would bring a fresh outlook for candidates in your own area of specialization to the Committee. Accordingly, I urge that you nominate some individuals in the modern electronics field to join the pioneers who have received this highest AIEE award, such as Alexanderson, de Forest and Zworykin.

I realize it is quite a chore to prepare a "Biographical Sketch". Perhaps after selecting candidates known to be worthy by reputation and personal knowledge, you could prevail upon one of their close associates to prepare the biography.

Sincerely yours,

L. F. Hickernell

cc: Mr. A. C. Monteith

bcc: Mr. E. B. Robertson
Dr. R. A. Heising
Mr. N. S. Hibshman

aa

addressed to L.J. Hickmell, Pres., ASSE

ARMAIS ARUTUNOFF
1200 CHEROKEE
BARTLESVILLE, OKLAHOMA

original sent to
L.J. Hickmell LHH
8/14/59

"Every day which is passed without bringing to all the youth of Russia our readiness to see them here as our guests, in exchange or not, for an equal amount of our students, I consider such a day a great loss to us and a boon to the enemies of our country." . . . from my letters of 3/6/48*

"The biggest anti-communist force in the world, and the only force of which the Kremlin is afraid, is the 190 millions of Russian People." . . . 1946

"Future belongs to youth! Let youth decide if it prefers slavery . . . of Communism or the freedom . . . of U.S.A. Therefore, unless you have a better suggestion for weakening our enemy in its own stronghold; for destroying the will to fight (if there is any) of the Red army; for snatching the initiative from our enemy; for confronting our enemy with a sincere proposition which it cannot accept because it may mean an end to its power, even before any such exchange can take place, and cannot refuse for the same reason, in short, unless there is a better plan, I respectfully suggest that you DEMAND that the Russian youth be permitted to visit our country, even if the Kremlin gang refuses to allow our youth to visit the Soviets, in exchange. For any effect, such exchange should be done on a scale comparable to our military defense effort. Such exchange, the acquaintanceship of the youth of these two countries, is inevitable. Why not DEMAND it now?" . . . from my letters to President of U.S.A. 6/3/55 and 12/31/57*

August 12, 1959

TO THE EDITOR:

Dear Sir: Everywhere one goes one hears the same question: Why did we invite Khrushchev to visit us?

Just to keep the record straight: "WE" did not invite Khrushchev — "THEY" did it.

"THEY" are those who are disregarding existence of solution and among other dishonorable things such as giving billions of dollars of our tax-payers moneys in aid to Godless communists like Tito, are trying to make us believe in the NONSENSE that the greatest danger to our nation is from outside of our borders.

Once more the stage is set. To murderer-Khrushchev is slipped a stacked deck.

Watch the tricks!



A. Arutunoff

*Being "people to people", it is directly opposite in purpose and in effect to the Kremlin sponsored infiltration of U.S.A. by spies, which infiltration is fraudulently called "cultural" exchange, and directly opposite in purpose and effect to any "personal diplomacy."

August 12, 1959

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

Dear Hick:

When I left President Foote this evening, he was planning to invite you to meet him tomorrow afternoon in my office for a conference on Intersociety Relations and the like. I want you to know that while I am anxious to see you again, I have not aided and abetted this suggestion to draw you so soon out of your well-earned retirement.

I am intrigued by your suggestion of August 10, 1959 that WJB might be nominated from the floor. If I were capable of doing so, I certainly would enjoy making the nominating speech and calling the attention of the Board of Directors to the efforts of the "party in power" to perpetuate its policies and lead EJC down a path of uncertain future and doubtful validity when judged in the light of EJC's own clearly stated objective. This is one of the things which, if you are able to accept President Foote's invitation, we may discuss tomorrow.

You will be interested in knowing that Scott Hill has, on my advice, undertaken to carry the AIEE side of the debate on the ECPD-EJC merger at the meeting of the ECPD Council in Cleveland on October 5th. It appears that Bill Larkin has come to the conclusion that he has said all he can on the subject. There is another chap named Evans who is quite willing to pick it up but he is an NCSBEE Representative and I don't believe that his capacity as a debator is quite up to the job. Further, at my suggestion, Scott Hill is inviting Warren McCabe to speak for the merger group. As a member of the Program Committee, Hill is privileged to arrange this affair and I feel that if we can draw McCabe into the thing, we will have a good chance of getting it fairly considered. If McCabe, as a Representative of ECPD on the ad hoc committee, is willing to undertake the discussion with Hill, it may be that Gorgeous Gus can be persuaded to stay home. It seems to me that what is required here is a discussion within ECPD without the overwhelming voice from outside. I have agreed to help Scott prepare his side of the argument. I don't know whether Scott has become convinced of the righteousness

Mr. L. F. Hickernell, August 12, 1959, Page 2.

of our cause or not, but at any rate, it seems to me that he is by far the best spokesman that we can get. Scott thought that perhaps Morris Hooven could be persuaded to do it. But I advised against it. I felt that Morris would be so torn emotionally that it was unlikely that he could make a convincing presentation even though he sincerely tried to do so. On the other hand, Scott has a smooth, logical approach to things which usually carries a good deal of weight at a meeting. Frankly, I don't know whether I am going to find time to write a new script for this thing but I do feel that it would be helpful if we could put the brakes on it by getting a negative vote in the Council of ECPD. I don't think that it is impossible. If with sufficient subtlety, we can create the picture of an ambitious expansionist administration in EJC seeking to absorb this innocent, unsophisticated, dedicated, group of educators and devoted friends of education, it might be done. The one trouble is that a good many of these people, by their mail votes in the contest to determine whether or not the Executive Committee should be given the authority to recommend, have committed themselves and may not wish to reverse their position. A simple majority, so far as I know, would carry the day at an assembled Council meeting whereas two out of three of all of the delegation have to be favorable in the kind of mail ballot previously taken.

It is possible that you have by now received my letter addressed to President Foote on the subject of the Education Committee of AIEE. I was shocked to get McEachron's letter to Linville. President Foote didn't like it either. While President Foote was in my office, I called up Linville and told him what we thought of it. Linville himself was not pleased with the viewpoint of the new Chairman of the Education Committee but he assured me that it is his personal intention to carry through the job of establishing a philosophy, policy, and program as an AIEE project in which IRE would have no voice. However, joint meetings are scheduled for the Fall General Meeting and I suppose other occasions. Linville told me that in a telephone conversation, McEachron had told him that he, McEachron, intended to make his mission and major objective as Chairman of the Education Committee, the development of cooperation between AIEE and IRE. Linville agreed with me that this was a hell of an objective. It might be an incidental subsidiary objective but to be the main purpose of the Chairman of one of our committees is just about "the end" in my judgment. At no time in the development of their Professional Group in Education was there any suggestion that AIEE was to be called in to cooperate. This has been the story on every move that they have ever made. But, the minute AIEE proposes anything of any significance whatsoever, the Hugh and Cry immediately goes up, "we can't do this without IRE."

President Foote is having lunch with Prospective-President Linder tomorrow and he expects, as he probably told you, to be through

Mr. L. F. Hickernell, August 12, 1959, Page 3.

by 2:30 p.m. or 3:00 p.m.

The "EE Digest" is almost ready for the printer. I don't think it is quite what it might have been and I very much fear that in addition to the struggle for getting it out, we must look forward to a struggle of an indefinite length and intensity with Eric Gross who has given fair warning that he "ain't going to like it." Apparently his idea of a student publication is another "Bi-Monthly" of technical articles of his particular choosing and news releases from the various colleges which seems to me is exactly what killed the pages that we carried in ELECTRICAL ENGINEERING. This gang actually had the running of the pages in ELECTRICAL ENGINEERING for a couple of years and they completely ruined it and now they want to spend a lot of money on the same thing in separate covers. I should perhaps not say "they" because I don't believe there was ever any unanimity in that committee. The big question is, what authority that committee has. Its scope is not included in the Bylaws and so far as I know, has never been sanctioned by the Board of Directors or even the Publications Department. There is evidence that the publications such as we are getting out is not the business of the Publications Department in any event. After all, it is essentially a public relations device for selling membership to electrical engineering students. As such, it is hardly more than an expansion of the brochures that we have previously gotten out. It falls somewhat in the same category as the book covers and other gadgets that IRE has distributed to attract attention. I am inclined to think that it is actually the responsibility of the Student Branches Committee and not the Educational Publications Committee. However, having over-ridden the Executive Committee and the Finance Committee in the Board of Directors, it will be difficult to put the brakes on our little friend from Chicago. The big problem is whether to invite him in here and try to sell him on it before it actually comes out or to try to weather the storm that is bound to blow up afterwards. If we sold him on it ahead of time and put his name on the publication and by this means purchased his approval, it might be worth it. Whether it is worth the cost of a try, I hardly know.

Jim Grimm is leaving at noon on Thursday, August 20. I hope before he goes that he will have all of the letters written that we want to send to the various Counselors and other people who need to be started off in the Fall. He has been most helpful. It is indeed convincing proof to me, if I needed any, that to have somebody around who knows at least something about the business, is worth a great deal. I imagine I will have spent about \$1,000.00 on his expenses but I think he will have earned at least that much. The big thing is that there is a considerable prospect that we will get our mailing out to the Student Branches on time.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw

Hickernell has a copy of chart 8/2/59

Hickernell

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

L. F. HICKERNELL
President



Please address reply in care of
ANACONDA WIRE AND CABLE CO.
Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 8-1500

ORGANIZATION CHART
1959-1960 (Preliminary)

August 7, 1959

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

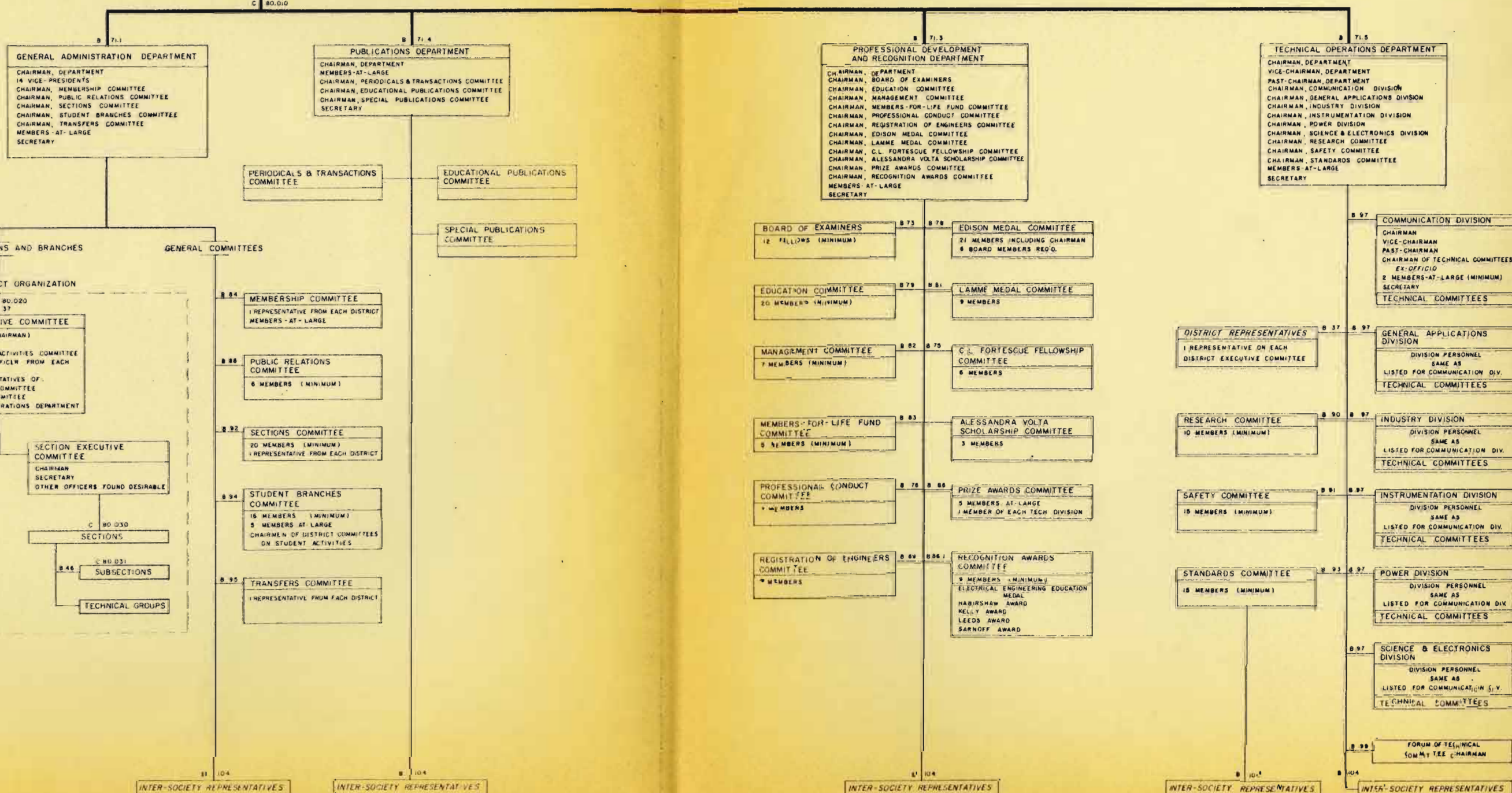
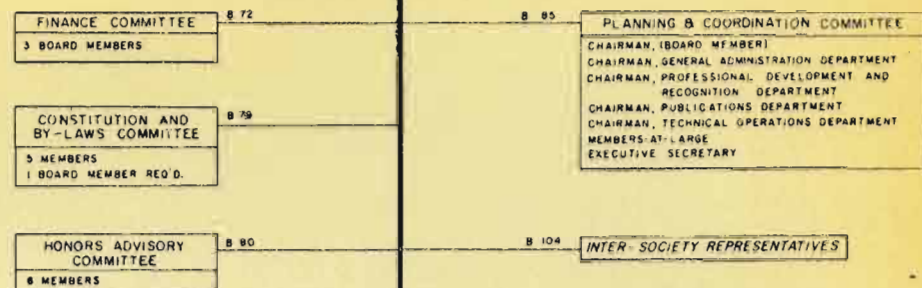
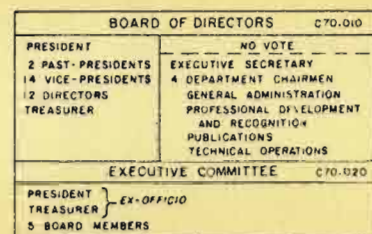
Attached is a copy of subject Chart for use until publication of the Organization Manual.

The revised organization, approved 6/26/59, certainly helped the appearance of the chart, at least!

Sincerely,

cc: Mr. J. H. Foote, President
Mr. C. T. Pearce, Chairman, GAD
Mr. B. G. A. Skrotzki, Chairman, PDRD

aa
attachment



LEGEND
C - CONSTITUTION
B - BY-LAWS

AMERICAN INSTITUTE of ELECTRICAL ENGINEERS

(HEADQUARTERS: 33 WEST THIRTY-NINTH STREET, NEW YORK 18, N. Y.)

File → L. F. HICKERNELL
President



Please address reply in care of
ANACONDA WIRE AND CABLE CO.
Hastings-on-Hudson 6, N. Y.
Telephone GReenleaf 8-1500

ELECTRICAL ENGINEERING
Readership Survey - June 1959

August 5, 1959

Mr. N. S. Hibshman
Executive Secretary, AIEE

Dear Nelson:

Re your letter of 7/31/59 ("Laboratory Paper") attaching copy of subject report:

I don't know whether or not I "can take considerable satisfaction" in the score made by my article "The Institute and Its Operations". The trouble with statistics is that you can get any answer you want, depending upon how you read them; for example:

<u>Article</u>	<u>Preference</u>	<u>Read Fully</u>	<u>Read Partly</u>	<u>Totals</u>
Submarine D-C Cable	(1)	(1) (40)	(3) (50)	(90)
Inst. & Its Oper. (Pt I)	(2)	(5) (29)	(1) (58)	(87)

This could indicate that while it held the highest score (58) for "Read Partly", it was only 5th (29) for "Read Fully". This could mean it failed to sustain the reader's interest? Similar reasoning could apply to the article on the "New EHV Cable Lab...."

The June issue was Part I - Organization and Duties. When available, I would be interested to see the score card on Part II (July), and Part III (Aug.).

Incidentally, the 10,000 reprints have so far been distributed only to visitors to the Lab. I haven't had time yet to distribute them by mail to a selected list.

Sincerely,

aa

July 31, 1959

Mr. L. F. Hickernell
Anaconda Wire & Cable Company
Hastings-on-Hudson 6, New York

LABORATORY PAPER

Dear Hick:

Enclosed is the Survey Report on the June issue of **ELECTRICAL ENGINEERING** showing the response of 196 members out of 1,000 whose opinions and readership of the June 1959 issue of **ELECTRICAL ENGINEERING** was sought.

It would appear that on the basis of total attention, three papers tied for fifth place, one of which was yours.

This is the kind of article that, under present conditions, would be read by people who are definitely interested in the field. It seems to me that, coming after the distribution of 10,000 preprints in the very attractive color cover and the press conferences and releases which preceded it, this readership score is not bad at all. I don't know what the mailing list for the preprints was but I dare say it was largely within the membership of AIEE.

I don't know whether your publicity manager will find any satisfaction in this but certainly as an author and as President of AIEE, you can take considerable satisfaction in the score made by your article "The Institute and Its Operations." This kind of thing usually winds up at the bottom.

Cordially yours,

N. S. Hibshman
Executive Secretary

NSH:epw
Encl.