UNIVAC Marketing

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[1] Better entitled "Personal History of Herbert F. Mitchell, Jr., and Family History of the Mitchell Clan"

Univac Makes the Big Time

The election prediction publicity was probably responsible for the great interest shown in Univac in 1953, both by Government and private organizations. The Air Materiel Command, supply organization of the Air Force worldwide, bought four machines. As already mentioned, US Steel bought one for their Pittsburgh operations (payroll); later one for their plant in Gary (IN), also for payroll. General Electric bought one for their Appliance Park in Louisville (KY), again for payroll. DuPont and Westinghouse Electric bought one each. Commonwealth Edison and Metropolitan Insurance Company bought two each for their New York City operations. In addition to John Hancock Insurance Co. (Boston), three smaller insurance companies bought Univac Is (Pacific Mutual in Los Angeles, Franklin Life in Springfield IL, and Life and Casualty of Tennessee in Nashville). Mr. Rand wouldn't authorize the cost, and Pres Eckert didn't want to use the talent of the engineering staff to convert the laboratory version of the first Univac into a production model. So the first machine was largely duplicated through 28 clones, although some minor improvements were made, until the redesign of Univac II introduced some production features. The cost of construction could probably have been reduced by $100,000 or more. Our chief operator was hired by Franklin Life as their maintenance engineer, and he was able with a few ingenious additions to double the space efficiency of the instruction code. But Pres Eckert had much more ambitious ideas about computer design, and spent about two years on an elaborate design for a supercomputer for the AEC called LARC (Livermore Atomic Research Computer). Only two were sold — Livermore and the Navy's David Taylor Model Basin.

General MacArthur

When General MacArthur lost his bid for Presidential nomination in the summer of 1952, Mr. Rand offered him the position of chairman of the board of Remington-Rand, which he accepted. He was given an apartment high up in the Waldorf-Astoria Hotel in New York City, where the sales staff would bring senior officers of major corporations to meet and hear this very famous person, and incidentally to raise their opinion of Remington-Rand, which IBM disparaged at every opportunity. Since some of these meetings involved Univac prospects, I had the privilege of being present, and thoroughly enjoyed the long but never dull comments the General had on whatever topic was put to him. When the time came for dedication of the first Univac I for the Air Materiel Command (September 1954), the commanding general sent his C54 command plane to La Guardia to fetch General MacArthur, John Parker, Luther Harr, and myself. General MacArthur was to give the keynote speech at the luncheon, and I was the company spokesman for the dedication ceremony. On the way to Dayton (Ohio) for the ceremony, I rode on a seat with Arthur Treacher, the British movie star famous for his portrayal of butlers. He was a very interesting person, answering my question of "Don't you get tired of being in the limelight?" with "Oh, no, not at all!" On the return flight that afternoon, I had two hours sitting with General MacArthur! I asked him questions about his career and opinions about current events. He would usually give me a 20-minute answer, leaving me ample time to think up another question. I have never before or since had the privilege of being in the company of such a brilliant mind. Then over 70, the General never paused for a name or fact, never backtracked or got lost in a story, never made a grammatical error, and used the best choice

of words I have ever been exposed to. However, his political sense seemed to be out of keeping with his other talents. When I asked him what he thought of then President Eisenhower, he gave me a long preliminary about the years in the Philippines when Major Eisenhower was his aide and he commanded the Philippine Army. He said he considered Ike to be another son, but still felt he would make a bust of the Presidency. As I remember his words, he said, "For the next year his popularity will diminish arithmetically; then the next year it will diminish geometrically; and in the final year it will diminish exponentially!" (Of course, Ike was easily reelected after his first term.) I then asked him who he thought would be our next President. His answer was: "Lausche of Ohio" who wasn't even nominated. Even the most brilliant minds cannot predict the future!

Our Programmers Make Good

As mentioned above, our trained programmers were in great demand by our customers. At first we provided at least one senior programmer, and occasionally several assistants to get the customer's application programmed. Morgan Huff was one of the most valuable of these men. He was our representative at the General Electric Appliance Park, where he did outstanding work in organizing that 11,000-man payroll, with 11 unions, and many special management provisions, plus every kind of compensation then commonly used by manufacturers. During production tests prior to going on line, the program was disappointingly slow, due to its extreme complexity, and the GE management complained to our New York office. Mr. Parker sent me down to Louisville to see what the problem was. Morgan briefed me about the cause of the slow-down, the fact that the middle management people had insisted on including some complicated cases for which there were a very few employees each, mostly management. The GE programming staff had urged their elimination, but the management people wouldn't budge. I asked a few questions and did a lot of listening, and then went to the senior management that had complained, urging them to eliminate these few people from the computer payroll computation. This was done, and the time dramatically improved, making me a hero, when all I did was listen! Morgan was later sent to Los Angeles to be the computer consultant for the Pacific Mutual Life Insurance Company. He eventually wound up as vice president of the computer department of the Life and Casualty Company of Tennessee in Nashville, from which position he retired a few years ago.

The Minneapolis {sic: St. Paul} Computer Development

Meanwhile the engineering staff in Minneapolis - that had been brought into the Remington-Rand family from Engineering Research Associates in 1952 - had been improving their scientific computer, the 1103. Magnetic cores were substituted for the tricky electrostatic memory system, and the input-output capabilities were improved. A line of drum computers was also developed which became popular in industrial process control and such applications as bridge and tunnel toll monitoring. This development culminated in the Univac 1150 series utilizing huge drum memories that competed for a while with the disk memories that are the industry standard today. With the fizzling out of the LARC, Remington-Rand's management gave more funds and directives to the Minneapolis group, until that group eventually became the principal research and development arm for the whole computer effort of the company.

Even that long ago, a small research group was working on what were then called thin-film memories, the forerunner of the electronic chips of today.

IBM Wakes Up to the Computer Age

IBM reversed its stand on computers in 1954, and brought out in the following year their first competitor to the Univac, called the IBM 702. This computer had magnetic core memory — a great improvement over the tricky mercury tanks of Univac I — but lacked the capability of simultaneous input, output, and compute. Although its internal speed was somewhat greater than Univac I, its throughput was about half on most commercial applications (it had to read, write and compute separately, rather than simultaneously as did Univac). It is a testimony to the sales ability of IBM and their stranglehold on American business that they were able to beat us out on two out of three potential customers (all of whom, of course, currently used IBM punched card equipment). Even before the 702 was released, IBM had marketed a smaller drum computer, called the 650, which had a modest acceptance, especially on the West Coast. Realizing the weakness of the 702 compared with Univac I, IBM announced in 1955 a new model for business applications, the 705, which clearly eclipsed the Univac in performance. We had been urging improvement for over a year but Eckert steadfastly refused to divert his engineers from the LARC. Finally, an engineer at Minneapolis offered to undertake an upgrade of Univac I, and I served as the interface from the sales organization to determine its specifications. It was offered to our Univac customers for a $250,000 upgrade price, but actually cost the company much more than that, as there was no "trade-in" value to the older machine.

The New York Univac Service Bureau

The service-bureau Univac in our New York office has an interesting history. One of its purposes was to serve as back-up for the Univac Is in industry — particularly those doing payroll, as failure to pay on time was a very serious matter. On two occasions the US Steel (Pittsburgh) Univac went down at a critical time in payroll processing, and the magnetic tapes were flown to New York to the service-bureau Univac. I remember Luther Harr going to La Guardia Airport at 4:30 one morning to meet the US Steel people, including one of their vice presidents. No pay schedule ever failed to be met, but some were close calls. I n my opinion, our most important job was the production of the concordance of the Revised Standard Bible, done our first year (1954). Thomas Nelson Publishers paid us for the work at $550 an hour. The entire Bible was first recorded, verse by verse, with a special code prefixed to each verse. Then the resulting text was sorted by individual word, each carrying with it the verse and code that identified the word's location. Insignificant words (and, the, for, at, etc.) were eliminated, and then the reference text was created according to rules that we could program the computer to carry out, giving a one-line (or shorter) context for each word. The entire task, including programming, took only a few weeks, whereas the concordance for the King James Bible took nearly a lifetime to produce. One other job might be of interest (we didn't do it). A firm that produced a sort of almanac wanted us to compute the favorable and unfavorable days in the year according to the right ascension (horizontal angle from north) of the moon (at midnight?). Superstition has long held that the moon's position could have a bearing on the outcome of important events, and these people thought

there would be a market among farmers, fishermen, investors, sports, gamblers, etc. for such a publication. Incidentally, the service bureau staff, while under my direction, was headed by Arthur Katz, the student who had helped me in my thesis computation on the Mark II computer eleven years before.

I Become Active in the Professional World

It was company policy for senior sales people to be active in professional societies. I belonged to the three that were active in computer technology: the AIEE (American Institute of Electrical Engineers — I had joined as an EE student at George Washington Univ.), the IRE (Institute of Radio Engineers), and the ACM (Association for Computing Machinery). Our most ambitious undertaking was an annual joint computer conference, at first only for the presentation of technical papers, but very soon to include manufacturers' displays as well. It rapidly grew into a major event, with thousands of persons attending, and requiring the largest show grounds available. The task of coordinating it was given to the Joint Computer Committee, soon to be split into eastern and western committees. I served on one or the other of these committees more or less continuously from the early 50's until I left Univac in 1960. I usually presented a paper at each conference. The first paper was presented at the first (or second) such national conference in New Brunswick (NJ), on a method of inverting very large matrices, which had a self-correcting feature that reduced the loss of precision due to round-off errors. The paper created quite a debate between Herb Grosch (the IBM representative) and Richard Clippinger (the Honeywell representative) as to the legality of my method. I couldn't get a word in edgewise, and it was just as well, as Dr. Clippinger ably defended me, and silenced Dr. Grosch. This method was later successfully used to invert an industry input-output matrix of 300 industry sectors (nearly 1,000 times the amount of computation of my thesis problem) for Project SCOOP of the US Air Force.

A second dimension of my professional society involvement was to be a traveling lecturer to State professional chapters of the AIEE and IRE for the years 1957 and 1958. John Mauchly served as such for the States east of the Mississippi, and I served the State groups west thereof. These public lectures gave me good training for the work I was to do in the early and mid 70's, and again emphasized the value of my course in Public Speaking at GW. Still a third was the occasional request to teach a management-oriented computer course. The first of these was at the New York University in 1953, followed by several short courses at the American Management Association in New York. After moving to California, I taught an evening class in the principles of electronics at UCLA.

Merger with the Sperry Corporation

In the spring of 1955, rumors of a merger with the Sperry Corporation began to circulate, soon to be confirmed. It seemed that Mr. Rand had gotten tired of managing the company, and not finding anyone among his subordinates that he felt had the management ability to succeed him, chose Mr. Vickers, president of the Sperry Corporation, to take over that responsibility. The merger was accomplished as of July 1, 1955. The new company was

first called the Sperry Rand Corp., and later became Sperry Univac. Changes in my management were swift to follow. One of the senior engineers in the original Engineering Research Associates was a William Norris, who had good financial connections in the Twin Cities. Bill Norris quickly gained the confidence of Mr. Vickers, and had himself appointed manager of a new Univac Division, which would include all engineering and manufacturing facilities in Philadelphia and Minneapolis, and the New York sales organization. I have a vivid recollection of the scene in John Parker's office when Bill Norris came in and announced himself as the new division manager. He told John Parker that he didn't want him as his sales manager, although he asked him to stay temporarily until his replacement could be found. I learned later that John and Bill had crossed horns in the old ERA Company, where Bill was the junior man. Now the situation was reversed and Bill was getting his revenge.

It seems that there was general dissatisfaction among the engineers of that company with their merger with Remington-Rand in 1951, which had been engineered largely by John Parker, the former president of ERA. This dissatisfaction led to a sub-rosa plan to launch a new computer company, with financial support largely from Minneapolis. Bill Norris apparently was slated to be president of this new company. No word of this development reached our ears until the spring of 1956, when the persons involved in the plan, though still employees of Sperry Rand, spent most of their time preparing to launch the new company, which they did on July 1, 1956, as the Control Data Corp. Why they waited a full year after the merger with Sperry, I don't know. I had occasion to go with Bill Norris to the management of a company in Chicago that had indicated an interest in Univac, but had some reservations. I must say that Bill Norris did nothing to ease those reservations — if anything he did the reverse!

We Move to Los Angeles

The new regime was anything but heartening. Coming back from a board meeting, Bill Norris told us that the new management didn't approve of our way of seeking business, and intended to develop their own. What a blow! Nearly six years of giving my all to the cause of Univac, and now to be told that wasn't the way to do it, by people who, in our opinion, knew nothing about it. I wanted to get as far from New York as I could. The opportunity came quicker than I dared to believe. In January 1956, I made a routine trip to Los Angeles, and shared my woes with the branch manager there. He said that he would be very pleased to have me on his staff, but he had no vacancy. The very next morning, as I was preparing to return to New York, he called me into his office to tell me that Irwin Tomash had submitted his resignation that very morning, and if I wanted his job as West Coast Univac Representative, it was mine! What a delightful prospect. Mary Charlotte hated New England, and I hated New York City. Both of us had enjoyed our war years in California, and now we could come back. Hallelujah! Praise the Lord! I wasted no time in telling John Parker, who was being kicked out shortly himself, and he made immediate arrangements for my transfer. On my last day in the New York Office, John had all the secretaries line up to kiss me goodbye. One of these, Ruth Britton, refused to do so, as she was going to transfer to the Los Angeles office also. On my first day of work in the Los Angeles office, when my new boss was present, here comes Ruth and plants a kiss on me before I knew what was

happening! That was the most embarrassing incident I can recall in my ten years with Univac! After all the details of the move had been completed in late February, Mrs. Chapman, the two kids, Mary Charlotte, the dog and I got into our Pontiac station wagon and headed for sunny California.

West Coast Univac Representative

My new title was West Coast Univac representative. We had several Univac 1103's (scientific computers) in LA and San Diego, and a half dozen or so Univac I's (and, later, II's) in my region. I made my rounds of these places every other week unless a call came for some specific purpose. I inherited from Irwin Tomash a young man named Bob Rose, to assist me with the 1103 customers. Mary Charlotte invited Bob and his wife to dinner one Sunday, and they came, along with their new baby. When the conversation got on the topic of how Californians always seem to have come from somewhere else, Mrs. Rose spoke up, "I'm a sixth generation Californian and my son here is a seventh!" It seems that her great-great-great-grandfather had settled in the San Francisco area before San Francisco existed, before the gold rush of 1849.

Morgan Huff had brought his family with him when he was assigned as "our man" at Pacific Mutual Life Insurance Company, and I had frequent consultations with him on the progress of their programming effort. This program had some interesting quirks; for instance, in setting up the program to convert the punched card files to magnetic tape, our programmer had allowed space for a single digit for 'sex', thinking of the two possible values. But Pacific Mutual used 13 codes! It seems that they had family policies, with various combinations of parents and children. Another matter of concern was how to provide for access to the loan value of the policy, when a policyholder wanted to obtain a loan. Morgan came up with an ingenious way of dealing with this.

Just before leaving New York, my salary had been increased to $22,000, but the job in Los Angeles only paid $18,000. Much to my delight I received a bonus check from the company of $3,500 that summer. I was also eligible for the 3% commission for selling a computer. Pacific Mutual had not yet accepted theirs, and expected to do so in September, and I looked forward another $3,000-plus from the commission. Shortly after the first of September, a reorganization removed me from the Los Angeles office and reassigned me to the New York office, effective October 1st. If Pacific Mutual didn't pay before then I would lose my commission! But thank the Good Lord; they did pay on September 29th (or 30th). Mr. Rand came from New York to attend the ceremonies, and receive the check for $1,100,000, as the computer printed it. He then gave it to me to take personally to the airport for mailing to New York, a task I was only too happy to carry out.

Special Representative of the Vice President for Sales

I never did thoroughly understand the company politics which ousted me from the LA office, but enjoyed the next two years as the "special representative" to Howard Widdoes. He was the Remington-Rand vice president who succeeded Al Seares as general sales manager for the Remington-Rand side of the business. When told of my new assignment, Mary Charlotte

flatly refused to return to the New York area, and I had no wish to do so either. Mr. Widdoes graciously allowed me to keep my home in North Hollywood, and be on expense account whenever I came to New York. It soon became apparent that my job was to assist the Remington-Rand sales organization in the marketing of the computers, as the new management gave in to the pressure of the veteran Remington-Rand sales people that they should market computers on the same basis as other company products. Accordingly, whenever a sales office had made a proposal to a prospective firm or government agency, they would call on me to tear down the IBM proposal, on technical grounds, and show the economic advantage of acquiring Univac over the IBM 705. One interested insurance company in Fort Wayne, Indiana, was actually given to me as sales representative, since the local office could not handle it. I worked with the actuary of the company, and made a promise of showing him how using Univac would be $1,000,000 cheaper than getting IBM. I had established well over $700,000 in savings, when the 1956 consent decree of IBM under the monopoly law provided for sale as well as lease for all IBM products. That permitted the IBM salesman to propose much less hardware than would actually be needed (a ploy they consistently used to undermine us), and my "savings" evaporated, as well as my prospect. It turned out that the company spent more than $2,000,000 above the IBM estimate and took more than a year longer than we had forecast to get into business on the computer.

The Air Materiel Command Contest

The most important of these sales support assignments which I had was for our proposal in early 1957 to upgrade the four Univac Is owned by the Air Materiel Command. Several years earlier, General Sunderland had decided that the AMC would acquire 4 Univac I computer systems and 4 IBM 702's for the eight depots around the country that supported the Air Force worldwide. But now these computers were overloaded and both companies had newer and faster machines to offer. Our problem in Sperry Rand (as our company was now called) was two-fold. First, IBM had their new computer in being and could demonstrate it, while ours was still on paper, although the components existed. Second, the Air Materiel Command was loaded with systems men who had grown up with IBM punched card machines, and who were uncomfortable working with Sperry Rand. They missed the systems expertise that the IBM salesman had and our salespeople usually didn't have. I was well aware of that situation, and recognized that the cards were really stacked against us.

I visited the Gentile AMC Depot (near Dayton, OH), talked with the people there who were using the Univac I and got copies of all the programs in use. I then retired to California and studied the programs, learning from them exactly what processing was done, in complete detail. I found that they were operating at about one-third efficiency, due to poor systems design, and that they could triple the performance of their computer with a few simple programming changes. I then calculated the performance of our new computer (the 1105 — a hybrid between the Univac and the 1103), on these programs. I must have been working well over a month when I got a call from our New York office, saying that the AMC Headquarters people wanted a "progress report" on my study, to be made the following Monday morning at AMC HQ in Dayton. I had not quite finished my calculations, but rushed through a series of pencil charts showing what I had done, and winding up with a brief performance and cost comparison between the Univac I and the new 1105. In fact, I

finished the last sheet at 7am Monday morning in the hotel in Dayton just before leaving for AMC HQ. When we arrived at the HQ, we found that this meeting was not just a "progress report" to a few systems men at HQ, but a full-fledged sales presentation on which the AMC decision for acquisition would be made! They had brought in their principal systems men from all eight of the AMC depots to hear my presentation in order to make a technical recommendation to General Sunderland. I called for an overhead projector, and proceeded to talk through my charts. It took just under two hours. When I finished, showing a six-to-one improvement in cost over the Univac I and an even better performance ratio, the men sprang to their feet and gave me a rousing cheer! I was dumbfounded! Sales reps are the lowest form of animal to the government bureaucrats. What on earth had caused this reaction? As we left the HQ to return to our hotel, I asked one of our men how come this had happened. He said, "You qualified yourself as an expert in their business by never once looking at a note or backtracking." The upshot of the meeting was that General Sunderland decided to continue to share the AMC business with IBM and Sperry Rand, with 1105's to replace Univac Is. It was an $8,000,000 order for us!

Back to New York

In the spring of 1958, my boss, Howard Widdoes, decided to reorganize the sales headquarters staff in the New York office, creating four departments within the computer sales staff. Luther Haar and I were to head two of these. Although Mr. Widdoes wanted me there in New York, he allowed me to continue to live in California, and promised me a work assignment in the LA area at least one week a month. I chose to live in a small room in a hotel considered second-rate, as I did not want to live at the Grammercy Park, where Luther lived, due to their callous treatment of me in the past. I don't remember much of what went on during those months of 1958, but two incidents do come to mind. Our US Steel customer in Pittsburgh (National Tube Division) asked for me to visit two of their vice presidents at a hotel in Pittsburgh, not saying why. Of course, I was sent, and had a luncheon with them. It turned out they wanted to hire one of our leading programmers. The significant thing about the meeting was that the salad I ate (with lots of whipped cream on it) gave me a violent case of indigestion, so bad I had to excuse myself and go to my room. That was the first outbreak of stomach problems that were to plague me for many years. Ever since the drinking days in New York back in 1954-55 (related earlier), I had experienced stomach upset when imbibing alcoholic beverages of any kind, and so had studiously avoided them. But now even ordinary food, particularly meats, gave me problems and I practically gave up meats, living on such vegetables and salads as I could get in restaurants.

Business Trip to England

I don't remember much about my work those next few months, except that I was selected in June to head a study team to answer an invitation of an English company to market its computer in the US. Electronic and Music Industries, Ltd. (EMI) had designed a new computer aimed at the middle-sized business or scientific user, and wanted it marketed in the US. Our Univac II was by now outclassed by other computers in the middle-sized computer market, and our 1105 was too expensive for that market. We badly needed a replacement for the Univac II, but the engineers in Philadelphia, under Pres Eckert's leadership, wanted to

shoot for bigger and better machines, not smaller and less expensive ones. The team comprised both applications people from the sales department and engineers from Philadelphia. We spent about ten days in London to make our study, finding the British very genial hosts (I had the most tasty fish I had ever eaten in a top London restaurant I would never have attended if I had to pay the bill). We gave a qualified recommendation for marketing EMI's computer, but only because we had nothing better. Management turned down our recommendation and proceeded to develop something better, the Univac III (which never materialized).

Assistant Director of Product Planning

One of the several changes in Sperry Rand that occurred that year was the formation of a product planning department in Philadelphia to represent the sales department's viewpoints on new and improved products to the engineering department. I was offered the job of assistant director at $24,000, and took it more because it was something I could get my teeth into than because I really wanted to. But that entailed moving the family back East. Somewhere I got the yen for going to seminary part-time, and Mary Charlotte thought she would like to go full-time. So we decided to live in Princeton (NJ), where one of the leading Presbyterian seminaries was located, half-way between Philadelphia and New York, with good train commuting both ways on the Pennsy. Accordingly, I borrowed Dad's car and began to house-hunt in Princeton. I found one at 329 Mount Lucas Road that had only three bedrooms, but we thought we could manage it financially.

We Move to Princeton

Back in North Hollywood, we made preparations to move. Our many church friends gave us a big send-off, and we started out in our two station wagons, one towing the other. We thought we would go via the Hoover Dam and Grand Canyon, as the kids had never seen either. Approaching Flagstaff we encountered a heavy snowstorm which dumped up to two feet of wet snow on the highway. We managed to crawl into North Flagstaff, and get a motel before the roads were closed for the night. The next morning, after the plows had been busy all night, we could proceed, so we went on to Grand Canyon, having our Christmas Day dinner at the lodge there. But we made it okay, finally settled in Princeton around the first of the year 1960.

Princeton was an interesting place in which to live, but rather snooty. The presence of the Ivy League university (which Dad had attended at the turn of the century) as well as the Princeton Institute of Advanced Study (an atomic energy think-tank) made it very much an academic town. There were three Presbyterian churches: First, Second and Witherspoon. We tried all three, but settled on Second. First had about 10% black members, Witherspoon 90%, and Second none, but that was not our criteria. Any black that wanted to go to a predominately white church would go to First. When Mary Charlotte and I finally got to apply for admittance to Princeton Seminary, the President had a long talk with us, in which he explained why he wouldn't accept Mary Charlotte at all (most women students failed to use their training), and would accept me only on a full-time rather than my requested part-time basis. That ended that!

Eastern Systems Sales Manager for Honeywell

In early January, Andy Fischer (my boss and director of product planning) was appointed branch manager of the Philadelphia sales office, the job he really wanted, leaving me reporting to a vacant chair. He was an adroit politician, and well able to hold his own in the politics between the sales and engineering departments. I did not have that qualification, and found politics decidedly distasteful. Hence when February brought no new head for the department, I was ripe for another job. The opportunity came almost immediately. I received a phone call from an engineer that I had known at Harvard, asking me to have dinner with him, saying that he had something he thought I might be interested in. I have made it a point all my life to investigate all job offers, which this invite smelled like, so agreed to go. He turned out to be the chief engineer at Honeywell, and principal developer of their current computer, the Honeywell-800, which was about the hottest thing on the market at the time. The newly appointed sales manager for the computer division, Tom Armstrong, was also there, and after questioning me about my computer sales philosophy, offered me the job of Systems Sales Manager for the Eastern US, with an office in New York City, at the same salary I was then making ($24,000). I didn't hesitate to accept, and terminated my more than ten years with Univac early in March. One perk that I bargained for was six weeks leave with pay to take my family to the Orient within three years, in exchange for giving up a stock option not available to me until October. Over the next few months I spent much time at the division headquarters in Wellesley Hills (MA), learning about the computer and the products of the division.

Western Regional Sales Manager for Honeywell

Then Mr. Armstrong (the sales manager) asked me if I could recommend someone for a corresponding position to mine on the West Coast. I immediately answered, "Yes, me!" Much to my delight, he concurred, particularly when I filled him in on my experience there in a similar capacity for Univac. Then I suggested that it made sense to take my six-week trip before getting started, so as not to interrupt the continuity by taking it later. He agreed to this also, and I immediately began planning such a trip and making preparations to move back to the Los Angeles area. Honeywell footed the bill to get me out of my obligations to the builder as well as move all our possessions to California, where we bought a house with a swimming pool at 6640 Gentry Avenue, back again in North Hollywood.

Editor's note: This is the end of the excerpted text, most family information has been edited out. Lowell A. Benson