

**CONFIDENTIAL**THE GEORGE WASHINGTON UNIVERSITY  
WASHINGTON 7, D. C.

PHONE: STERLING 4539

ADDRESS REPLY TO  
LOGISTICS RESEARCH PROJECT  
707 22ND STREET, N.W.~~29~~<sup>30</sup> October 1951Address reply in care  
of the RAND Corporation,  
1500 Fourth St, Santa Monica, Cal.Dr. H.T. Engstrom, Chairman  
SCAG.

Dear Howard:

Speaking ~~only~~<sup>only</sup> for myself, but after conferences with you and others, I suggest that the SCAG contribution, at least in mathematics, could be materially strengthened by arranging for some time consuming research by members and possibly others in congenial surroundings. I believe that such research could be presented to AFSA people at <sup>SCAG</sup> meetings, and that these meetings might consist of three parts: (A) important new findings and developments at AFSA; (B) AFSA technical reports & recommendations including priorities; (C) SCAG technical reports & reactions to (B).

I suspect that a year around research facility could be established easily with ~~considerable~~ perfectly adequate security guarantees, with good facilities for the congenial surroundings, and with high probability of productivity, especially in summers by means of a contract between CIA and the RAND Corporation. This might serve to provide a means for future effective employment of ex-copied Reserve Officers also. If such a contract is negotiated, I suggest that CIA immediately arrange for an adequate computing facility there - preferably the second 1101, which I understand has already been ordered, or at least the third

Sincerely,  
Tommy  
C. B. Tompkins**CONFIDENTIAL**Declassified and approved  
for release by NSA on  
04-15-2014 pursuant to E.O.  
13526

## Office Memorandum • UNITED STATES GOVERNMENT

TO : 008

DATE: 10 Nov 1951

FROM : 03

SUBJECT:

This proposal seems to have merit provided the necessary full time mathematicians (for continuity purposes) can be obtained.


Am not sold on the Rand Corporation and would prefer AFSA to do the contracting if it can be arranged. We should have had little difficulty getting the necessary

additional funds REF ID: A65945 don't think CIA lent  
would have no objection to an outright transfer  
of funds from them with no strings attached.

Don't believe we could afford to give them the  
second Atlas lent could order another and  
possibly another Abner if ~~that~~<sup>ours</sup> proves successful.  
Believe Abner will be faster than Atlas for some  
problems.

I think the East would be a better location  
for this project. Suggest a semi resort type  
of small city.

Have not discussed with Kullback or Campaign



*Expedite*

## Office Memorandum • UNITED STATES GOVERNMENT

TO : AFSA-00B *hasen AFSA 02* DATE: 14 November 1951  
 FROM : AFSA-00T *Please expedite*  
 SUBJECT: Proposal of Dr. Tompkins *JFM*

1. I am not enthusiastic about the proposal in general because:

a. I doubt whether there are many or even a few high-level mathematicians who would be available to work on a full-time or large part-time basis only on AFSA's complex problems;

b. Even if we could find them, I think their employment on such a basis could be construed as merely a subterfuge for circumventing Civil Service Regulations;

c. I doubt whether the complex AFSA problems can be successfully handled at a large distance from AFSA. Certainly California is too far away;

d. Our experience to date leaves me a bit sceptical of the short-term value of the entire SCAG project or of any project like the one here proposed. Perhaps such projects would begin to be productive after 10-12 years. But we can't wait that long;

e. If such a project is to be established, we should do it, not CIA, for we would be playing right into CIA hands. The project would certainly be quite similar to the one CIA itself proposed to AFSA about a year ago;

f. If AFSA should establish such a project, its location should be in the east, possibly near or in Princeton.

2. What AFSA might better do now is to get a sufficient number of GS-14 to 17 positions authorized to enable us to keep what good technical people we now have and to attract some we don't now have but might be able to get. We have recently lost Dr. Leibler; I understand we are about to lose Dr. Kramer. AFSA-03 is rapidly losing ground in its research personnel.

3. Recommend we do nothing with Tompkins' proposal right now but put it on agenda for discussion at next SCAG meeting.

4. Why not get AFSA-02's comments?

*William F. Friedman*  
 WILLIAM F. FRIEDMAN  
 Consultant

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<b>MEMO ROUTING SLIP</b>				
1 NAME OR TITLE <i>Dr Kullback</i>	INITIALS			CIRCULATE
ORGANIZATION AND LOCATION	DATE			COORDINATION
2				FILE
				INFORMATION
3				NECESSARY ACTION
				NOTE AND RETURN
4	<i>Engstrom has raised with me the question of preventing proposal to SCAG</i>			SEE ME SIGNATURE
REMARKS	<i>Having established SCAG to advise us, we cannot attempt to kill a suggestion before it is presented nor ignore it afterwards. We must deal with their ideas objectively and openly. What are your views as to how this matter should be handled at the next meeting of SCAG?</i>			
FROM NAME OR TITLE				DATE
ORGANIZATION AND LOCATION				TELEPHONE

21 November 1951

MEMORANDUM FOR AFSA-00B

TERU: AFSA-02

*Concur*

SUBJECT: Proposal of Dr. Tompkins

1. Mr. Rowlett received the Tompkins file as he was going on leave. In view of the urgency, he asked me to act for him, indicating his strong concurrence with Mr. Friedman's position on the matter. Beyond this it must be clear I am speaking for myself and not Mr. Rowlett.

2. The Tompkins proposal is of course as Mr. Friedman says a thickly veiled rehash of the CIA proposal of last year prepared by Dr. Engstrom. Every argument used against that proposal surely applies here and rather than reiterate them, it would appear preferable to combine the two files for study.

3. I also must completely concur with Mr. Friedman, I must differ with him in that he states the objection much less bluntly and more diplomatically than I feel, perhaps because of his greater experience and greater tact.

4. It is my personal feeling that AFSA is not looking the Engstrom-Tompkins proposal squarely in the eye, and until we do we are beating around the bush.

5. The positions of Drs. Engstrom and Tompkins in the field of science cannot be denied. Their selection for SCAG is an admission of this by AFSA. With this recognition comes the requirement that we heed carefully their advice or SCAG itself is worthless. Both of these gentlemen, like Mr. Friedman, are more tactful diplomats than I and use much more polite language.

6. Bluntly both gentlemen accept as fact that conditions are not right in AFSA for high-level cryptanalytic work. In spite of the obvious advantages of being close to traffic, close to people familiar with problems, etc., apparently other considerations are overwhelming. This, gentlemen, is appalling. The next session of SCAG might be quite profitably devoted to asking SCAG why it feels this way and how the situation might be corrected.

*F. Raven*  
FRANK A. RAVEN  
Head, AFSA-206

cc: AFSA-00T

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27 November 1951

TO: OOB

Via: 03

SUBJECT: Proposal of Dr. Tompkins.

1. It is a fact that the personnel turnover of AFSA-03 is much too high. It is also a fact that AFSA-03 can attract top people only with great difficulty.

2. Dr. Tompkins is proposing a way around these difficulties, a way already exploited by the Air Force, the Navy, the Atomic Energy Commission, and other Government agencies.

3. An alternative would be to make conditions in AFSA attractive enough to keep good people and even attract outstanding newcomers. This is easier said than done. A few steps in this direction are mentioned here.

- 3,1. Pay higher wages. This is the simplest but most expensive step.
- 3,2. Raise the standard of facility at the employee's disposal to that of the rest of the Government. The number of telephones, rugs, bookcases, and private offices per AFSA employee is definitely below the Government average for the same grades.
- 3,3. Protect the employee from the frustrations of our continual turmoil of housekeeping details. Just by reading the series of directives concerning butt buckets, displaying badges, fastening papers on the wall, etc., one would conclude that the Agency was being run for the benefit of the security patrol, the armed guards, the painters, and other auxiliaries, but not for the technical worker. Remember that these housekeeping directives are 90% of the communications received by the operational employee from management.
- 3,4. Emphasize continually that the main objective is to get the job done, and measure efficiency only in terms of accomplishment. What impression would a shoe store make which "to improve efficiency" sold men's shoes only on even days of the month and women's only on odd days? Yet this is what our procurement services are doing.

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27 November 1951

SUBJECT: Proposal of Dr. Tompkins.  
  
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4. This amounts to saying that morale needs raising. The low morale is emphasized by the fact that we are in strong competition with other research institutions. AFSA-03 might profitably make a study of what conditions pertain at those laboratories which are attracting our better people.

5. In my opinion it is not pay alone which attracts the professional worker. No scientist of stature is willing to watch waste motion go unchecked just because he is paid for it. Universitys who pay much less than we do can attract better workers because they offer other things, the first of which is professional prestige.

Respectfully,

/s/H. Campaigne  
H. CAMPAIGNE

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