Dear Ed:

I was very glad to have your letter. It has finally spurred me to write the one I have been intending to get off for some months. I expect it will reach you on your return from your Continental interlude—which sounds wonderful.

Please proceed as you see fit with our friend of the British Journal. From the letter he sent me, I judged that, in spite of referees, he was about ready to accept it if we revised it a bit. All of this monkeyshines is a terrible waste of time, but you simply have to lump it with the other wastes of time that make up 99% of what is humorously called one's "productive" time.

Which brings me to the subject of IPL V and EPAM. Shortly after your departure, I dutifully got to work to master EPAM. I did three jobs: (a) I wrote a master program to carry it through a sequence of calibration runs that would indicate how rate of learning varies with rate of presentation and value of P2; (b) revised your executive routines—e.g., FL0, C3, etc.—because I found that you still did not have a proper separation between experimenter and subject; (c) I wrote a set of executives for paired associate learning (which, after the revision (b) turned out to be simple to the point of triviality). Meanwhile I had told Hersch to go ahead with the calibration runs.

That was in October. As of this date, I still have not had a successful calibration run, for the simple reason that they have never gotten IPL V to work again on the 704. I know this sounds incredible, but I can only report it and leave your jaw ajar. The current value of the von Neumann constant is one week. I am still optimistic—I don't know why. Meanwhile, I have been
writing little pieces of program (e.g., a routine to rearrange paired associate lists randomly between trials) and checking them out on the Pitt 650—whose IPL system is very nearly operating. Also, I have been working with Gregg and Loughery, whose black box program is more or less operating.

If you are going to do some work on EPAM this spring, I had better have a listing of the revised program sent to you, because the changes are of some significance. They attempt to make explicit "who knows what" as between subject and experimenter, and this requires a more concrete representation of immediate memory in connection with the interrupt features.

The only other business matter I have to raise relates to your plans for next year. Have you taken a job? I spoke to Hovland on the phone last week, and he mentioned that the Cowles Commission had written you, but had not had a reply. I told him that I guessed your interest in Yale would be somewhat proportional to the extent to which you could be a psychologist rather than an economist, and he said (a) that he thought the Cowles Commission—e.g., Marschak in this case—was prepared to let you work in the area of cognition, and (b) that you could have as much relation to psychology as you wanted. I suggest, therefore, that if you have been holding off replying, you write to Tobin or Marschak—whomever you got the letter from—and explore the situation even if the initial proposal doesn't sound like what you want. Incidentally, Yale is getting a 7070.

In spite of my views on travel (which remain unchanged), it appears that Dot and I are going to circumnavigate the globe between the middle of February and the middle of March. We are going to Australia for an international management meeting, then to India for about a week or ten days. We may be in London for as much as one day on our way back, in which case we will be in touch with you.

With respect to the longer run, it now appears likely that I shall spend next year in Santa Monica on leave at RAND. Formal arrangements are not concluded, but it is pretty well settled. This means I will have my hands right on a 709—Bert Green has meanwhile programmed IPL V for the Lincoln 709 and has checked out his program so that it is actually running. Hence, when you get back, we will need a strategy session to discuss what will be a fruitful direction to go, and whether I can be of use to you in running EPAM-like programs for you next year.
Dr. Edward A. Feigenbaum

I will have to save up the other news until you get back or I see you in England. If you learn anything interesting from the Delphic Oracle, please pass it on to me.

I am sorry that your missionary efforts have not been more fruitful up to the present. Better luck this Spring!

With very best regards to you and Nancy,

Cordially,

Herbert A. Simon

HAS/ela