

# Working on ENIAC: The Lost Labors of the Information Age

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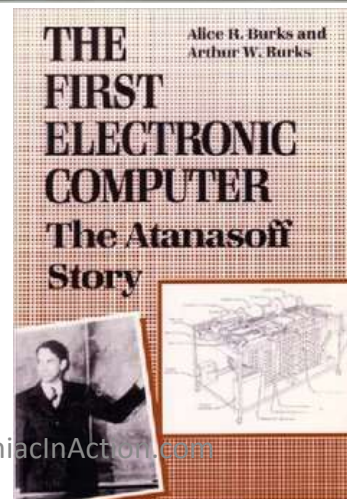
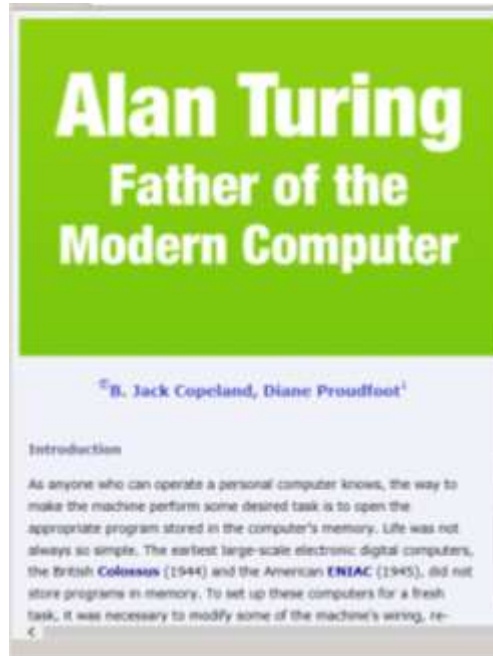
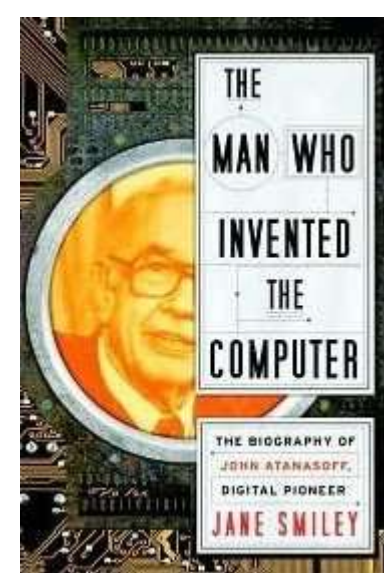
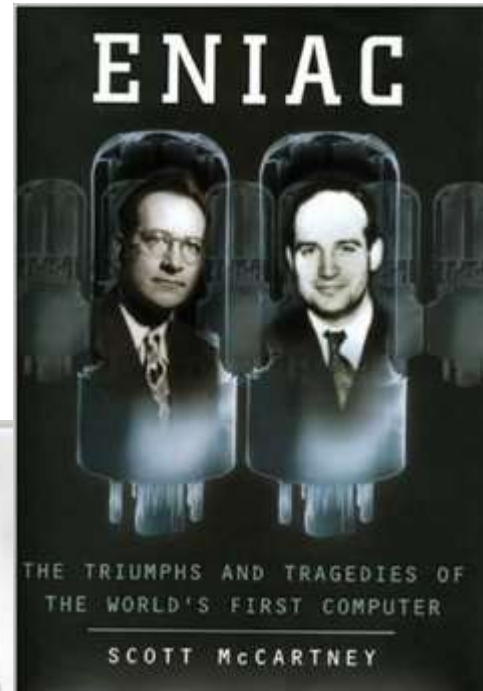
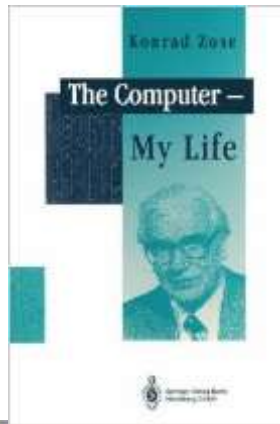
# This Research Is Sponsored By

- Mrs L.D. Rope's Second Charitable Trust
- Mrs L.D. Rope's Third Charitable Trust

Thanks for contributions by my coauthors Mark Priestley & Crispin Rope. And to assistance from others including Ann Graf, Peter Sachs Collopy, and Stephanie Dick.

# **CONVENTIONAL HISTORY OF COMPUTING**

# The Battle for “Firsts”



# Example: Alan Turing



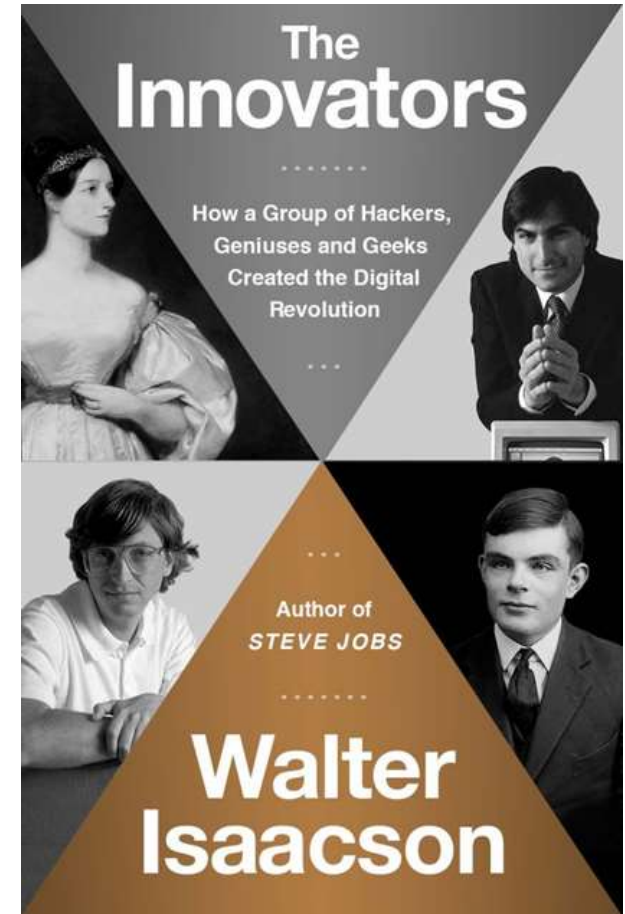
- A lone genius, according to *The Imitation Game*
  - “I don’t have time to explain myself as I go along, and I’m afraid these men will only slow me down”
- Hand building “Christopher”
  - In reality hundreds of “bombers” manufactured





# Isaacson's "The Innovators"

- Many admirable features
  - Stress on teamwork
  - Lively writing
  - References to scholarly history
  - Goes back beyond 1970s
  - Stresses role of liberal arts in tech innovation
- But going to disagree with some basic assumptions
  - Like the subtitle!



# Amazon

- Isaacson has 7 of the top 10 in “Computer Industry History”
  - 4 Jobs
  - 3 Innovators

Best Sellers in Computing Industry History

<p>1. <b>Steve Jobs</b> by Walter Isaacson</p> <p>★★★★★ (4,865)</p> <p>Audible Audio Edition \$20.95 2 new from \$26.95</p>	<p>2. <b>Steve Jobs</b> by Walter Isaacson</p> <p>★★★★★ (4,865)</p> <p>Kindle Edition \$12.99</p>	<p>3. <b>Steve Jobs</b> by Walter Isaacson</p> <p>★★★★★ (4,865)</p> <p>Paperback \$11.08 87 used &amp; new from \$2.60</p>
<p>4. <b>The Innovators: How a Group of Hackers...</b> by Walter Isaacson</p> <p>★★★★★ (861)</p> <p>Audible Audio Edition \$29.95</p>	<p>5. <b>Steve Jobs</b> by Walter Isaacson</p> <p>★★★★★ (4,865)</p> <p>Hardcover \$20.83 1184 used &amp; new from \$0.01</p>	<p>6. <b>Alan Turing: The Enigma: The Book That...</b> by Andrew Hodges</p> <p>★★★★☆ (559)</p> <p>Paperback \$10.49 154 used &amp; new from \$5.40</p>
<p>7. <b>The Innovators: How a Group of Hackers...</b> by Walter Isaacson</p> <p>★★★★★ (861)</p> <p>Paperback \$12.88 71 used &amp; new from \$4.00</p>	<p>8. <b>hackers: Heroes of the Computer Revolution</b> by Steven Levy</p> <p>★★★★★ (162)</p> <p>Audible Audio Edition \$19.95</p>	<p>9. <b>The Innovators: How a Group of Hackers...</b> by Walter Isaacson</p> <p>★★★★★ (861)</p> <p>Kindle Edition \$15.99</p>
<p>10. <b>Alan Turing: The Enigma: The Book That...</b> by Andrew Hodges</p>	<p>11. <b>Countdown to Zero Day</b> by Bruce Schneier</p>	<p>12. <b>Countdown to Zero Day</b> by Bruce Schneier</p>

Electronic Dreams: How 1990... Audible Audio Edition \$21.83

Commodore: The Amiga Years Hardcover \$21.29

Track Changes: A Literary H... Hardcover \$24.43

Most Wished For [See Top 100](#)

Gift Ideas [See Top 100](#)

# Groundbreaking for “Pennovation Center” Oct, 2014



“Six women Ph.D. students were tasked with programming the machine, but when the computer was unveiled to the public on Valentine’s Day of 1946, Isaacson said, the women programmers were not invited to the black tie event after the announcement.”



# Teams of Superheroes



viewpoints

DOI:10.1145/2804228 Thomas Huij and Mark Priestley

## Historical Reflections Innovators Assemble: Ada Lovelace, Walter Isaacson, and the Superheroines of Computing

Can computing history be both inspiring and accurate?

CONSIDER TWO RECENT block-  
buster sequels. *Avengers: Age  
of Ultron*, a superhero movie,  
enjoyed the second strongest  
opening weekend of all time,  
behind only its predecessor, *Avengers  
Assemble*. The fastest-selling history  
of computing book ever published is  
Walter Isaacson's *The Innovators: How  
a Group of Hackers, Geniuses, and Geeks  
Created the Digital Revolution*. Its sales  
fall short only in comparison to his pre-  
vious book, *Steve Jobs*, which reported-  
ly broke all records for a biography.

*Avengers* and *Innovators* turn out to  
have a surprising amount in common.  
Both require one to assemble a team of  
superheroes who must work together  
to defy daunting odds and change the  
course of human history. Both deploy a  
cast of characters who have been written  
about for decades but are now reaching  
massive audiences. Both feel somewhat  
overstuffed, as their hugely experienced  
creators struggle to maintain a tight  
touch while maneuvering a compli-

cated narrative through a host number  
of required plot points. Both highlight  
origin stories, as if understanding the  
moments at which individuals received  
their special powers or the circumstan-  
ces in which particular technologies were  
first coaxed into operation will always  
explain their subsequent trajectories.

Isaacson's geek revolutionaries are,  
for the most part, entrepreneurs rather  
than academicians. People are interested  
in the men behind the companies be-  
hind the glories of daily life, particu-  
larly if those men became spectacularly  
rich while exhibiting captivating flaws.  
Hence the wealth of books and films  
about Steve Jobs, Bill Gates, Mark Zuk-  
erberg, and the early days of Google.

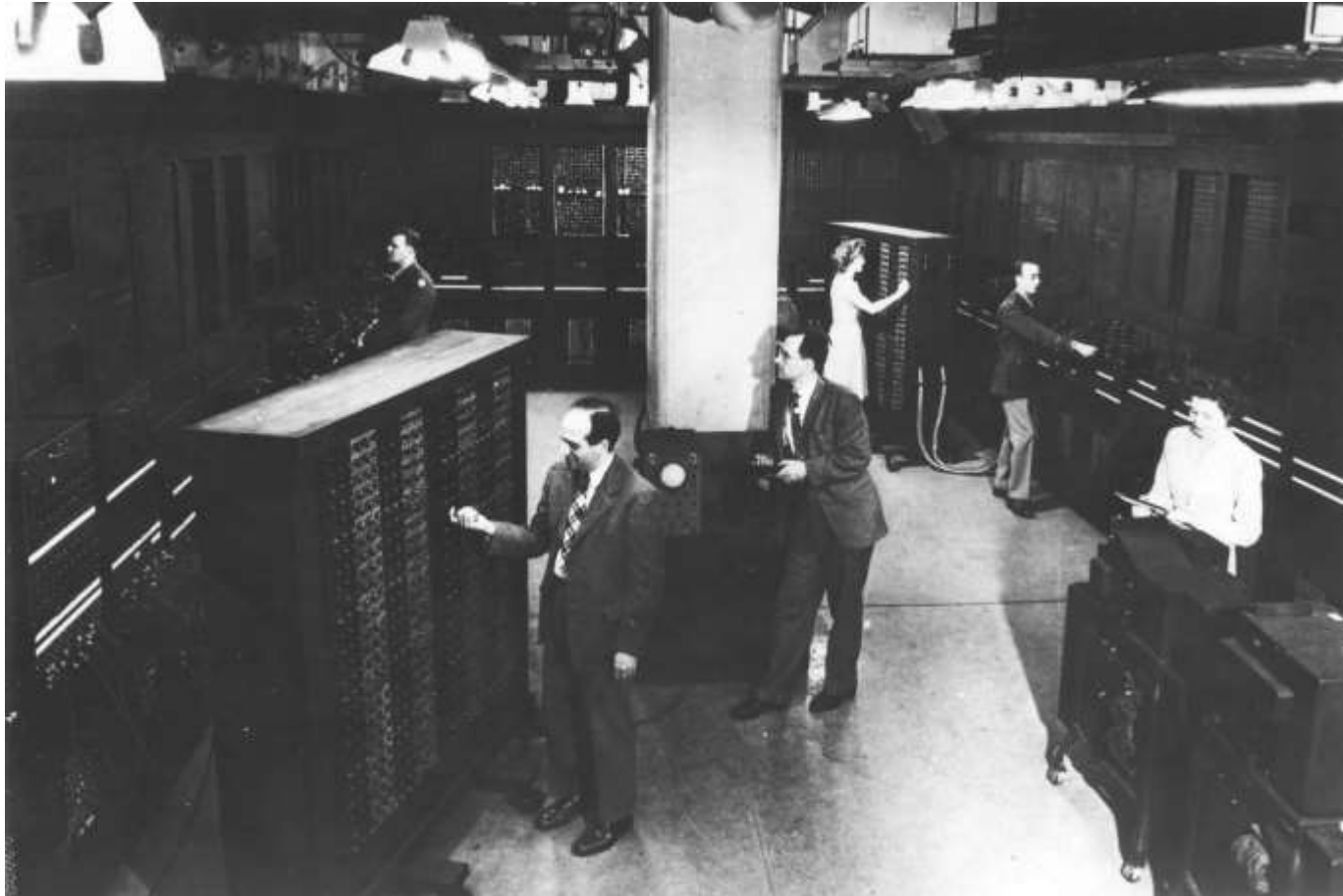
Most of the computer science students  
featured in these stories dropped out  
part way through their degrees. Com-  
puter science has invested little effort  
in building and celebrating its own set  
of heroic role models. Individuals such  
as Edgar Dijkstra, Donald Knuth, and  
Alan Kay all have their followings but

none have yet inspired a full-length biog-  
raphy, a statue, or a museum. Even John  
von Neumann has largely slipped from  
general awareness in the decades since  
his death. Perhaps computer scientists  
feel their discipline is doing pretty well  
without devoting significant energy to  
the construction and celebration of  
main heroes. Alan Turing is the excep-  
tion that proves the rule here, given his  
gripping personal story, significant con-  
tribution to the Second World War, and  
crossover appeal as a gay martyr.

Isaacson, who has headed both  
CNN and *Time* Magazine, is one of the  
world's most successful and best-con-  
nected journalists. His titular premise of  
"geeks" and "genius" signals this is a  
fairly conservative retelling of computer  
history, discounting the invention of tech-  
nologies rather than their commercial-  
ization or use. He arranges a series of  
 vignettes along a familiar arc, leading from  
the Victorian dreams of Charles Babbage  
through the various computer inventions  
of the 1940s to the networking pioneers



# ENIAC as one of the “Great Machines”



# ENIAC Life Story

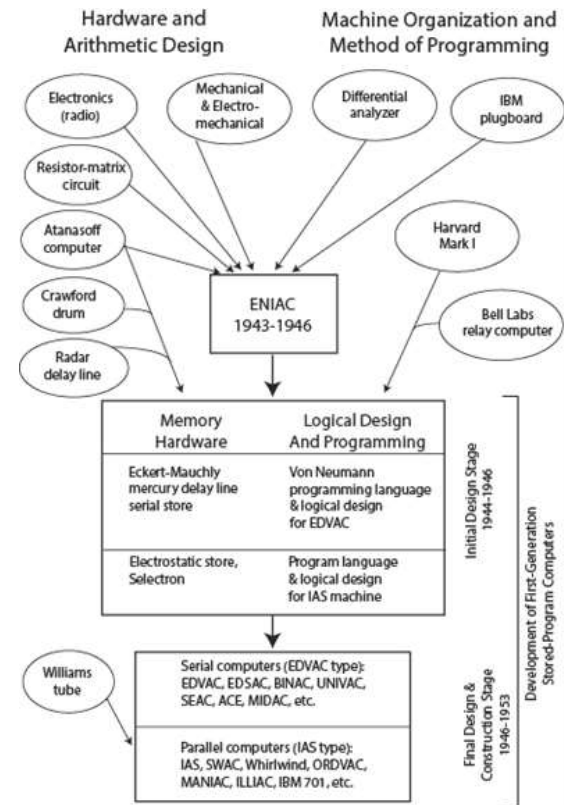
- 1943: Proposed and approved. Design work.
- 1944: Details plans and prototyping work
- 1945: Main construction & debugging.
- 1946: Experimental use at Moore School.
- 1947: Reassembled and tested at the Ballistics Research Laboratory
- 1948-1954. Intensive use at BRL
- 1955: Decommissioned

## THE COMPUTER TREE



# ENIAC in Computer History

- Often called the first
  - “electronic, digital, general-purpose computer”
- A step on the path to the “first stored-program computer”







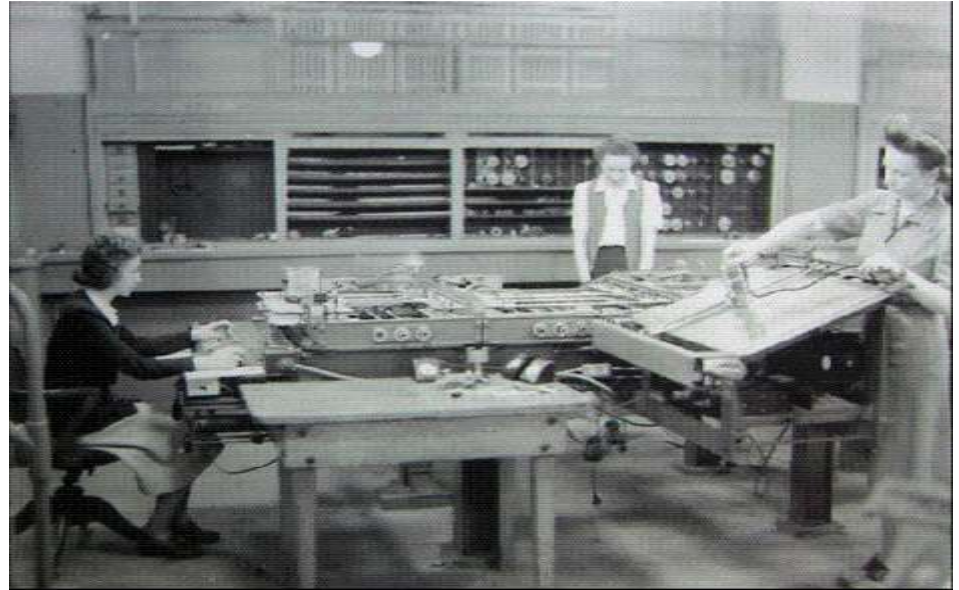
# Conventional Computer History

- Traditional focus
  - Obsessed with “firsts”
  - Reduces each computer to a single date of first operation
  - Considers only architectural innovations
  - Doesn’t care about what computers were used for
- This leaves out a great deal...
- Hence: *ENIAC in Action*

# **BUILDING ENIAC**

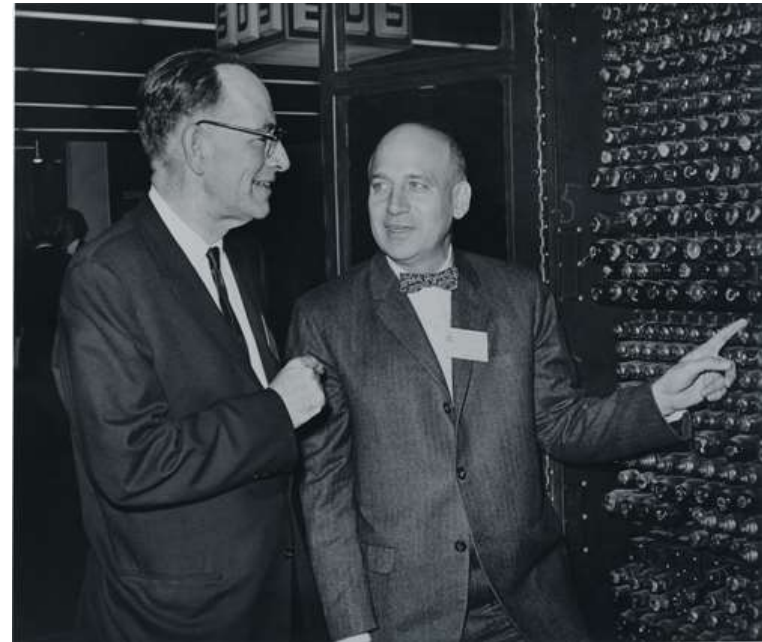
# Built by the University of Pennsylvania

- Moore School of Electrical Engineering
  - Founded 1923
  - Strong ties to local electronics industry
  - Had already partnered with BRL to build “differential analyzer” and carry out hand computations
  - Fairly small



# Project Initiators

- John W. Mauchly
  - Ph.D. physicist, now teaching at the Moore School after taking a summer course in electronics
- J. Presper Eckert
  - Star electrical engineering student, recently recruited to the laboratory staff for war projects





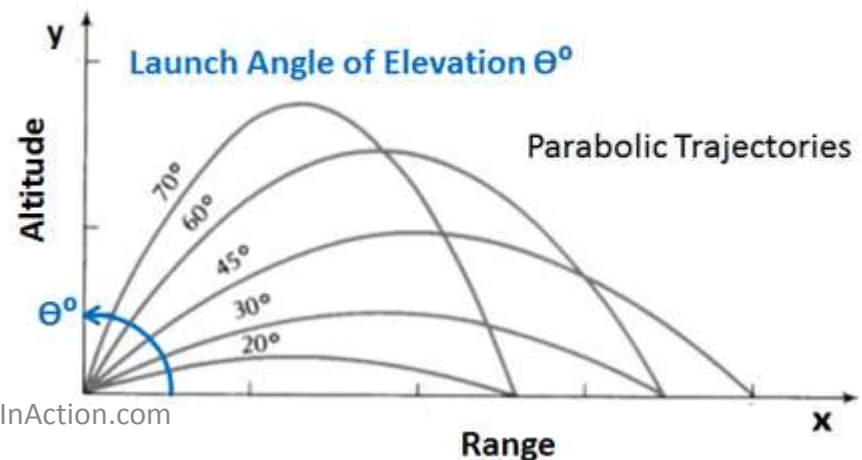
# Sponsor: Ordnance Department

- Ballistics Research Laboratory
  - Part of Aberdeen Proving Ground, which was part of the Ordnance Department

TABLE II.—PART OF A FIRING TABLE FOR 75-MILLIMETER GUN

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Range ft.	Kardian ft.	7° Park ft.	Change in velocity ft./sec. per 100 yd. change in range	Change in range for 1 mil change in elevation	Time of flight sec.	Range ft.	Deflection ft.	Height of burst ft.	Time of fall sec.	Mass number of muzzle velocity	Deflection ft.	Corrections to muzzle velocity ft./sec.	Range effect of increase of muzzle velocity ft.	Range effect of increase of muzzle velocity ft.	Range effect of increase of muzzle velocity ft.	Range effect of increase of muzzle velocity ft.	Range effect of increase of muzzle velocity ft.	Range effect of increase of muzzle velocity ft.	Range effect of increase of muzzle velocity ft.
4000	122.0	2	4.6	22	10.2	11	1	5.5	1	R 4	.4	+ .01 - .01	-1	+2.3	+1.4	+3.7	-14		
4100	126.0	2	4.6	21	10.5	12	2	5.3	1	R 4	.4	+ .01 - .01	-1	+2.4	+1.2	+3.6	-14		
4200	131.4	2	4.8	21	10.9	12	2	5.1	1	R 4	.4	+ .01 - .01	-1	+2.4	+1.2	+4.0	-15		
4300	136.2	2	4.8	21	11.2	12	2	4.9	1	R 4	.5	+ .02 - .02	0	+2.4	+1.3	+4.2	-15		
4400	141.0	2	4.8	20	11.6	12	2	4.7	1	R 4	.5	+ .02 - .02	0	+2.5	+1.4	+4.4	-15		
4500	146.0	2	5.0	20	11.9	12	2	4.5	2	R 4	.5	+ .02 - .02	0	+2.5	+1.4	+4.6	-16		
4600	151.0	3	5.0	20	12.3	12	2	4.3	2	R 4	.5	+ .02 - .02	0	+2.5	+1.5	+4.8	-16		
4700	156.0	3	5.0	19	12.6	12	2	4.2	2	R 4	.5	+ .02 - .02	+1	+2.5	+1.6	+5.0	-16		
4800	161.0	3	5.2	19	13.0	12	2	4.0	2	R 5	.5	+ .02 - .02	+1	+2.6	+1.7	+5.2	-17		
4900	166.0	3	5.2	19	13.3	13	2	3.9	2	R 5	.5	+ .02 - .02	+1	+2.6	+1.7	+5.4	-17		
5000	172.0	3	5.4	19	13.7	13	3	3.7	2	R 5	.5	+ .02 - .02	+2	+2.6	+1.8	+5.6	-18		
5100	177.0	3	5.4	18	14.0	13	3	3.6	2	R 5	.5	+ .02 - .02	+2	+2.6	+1.9	+5.8	-18		
5200	183.2	3	5.6	18	14.4	13	3	3.5	2	R 5	.5	+ .03 - .03	+2	+2.6	+1.9	+6.0	-19		
5300	188.8	3	5.6	18	14.8	14	3	3.4	2	R 6	.6	+ .03 - .03	+2	+2.6	+2.0	+6.2	-19		
5400	194.4	3	5.8	17	15.2	14	3	3.2	2	R 6	.6	+ .03 - .03	+3	+2.7	+2.1	+6.4	-20		
5500	200.2	3	5.8	17	15.6	14	3	3.1	2	R 6	.6	+ .03 - .03	+3	+2.7	+2.2	+6.7	-20		

Range R vs Launch Angle  $\theta$  for a Given Initial Velocity  $V_0$



# Engineering Team

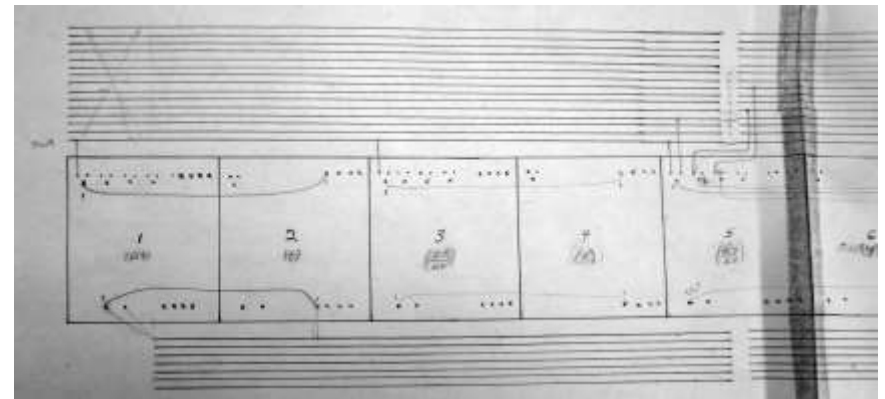
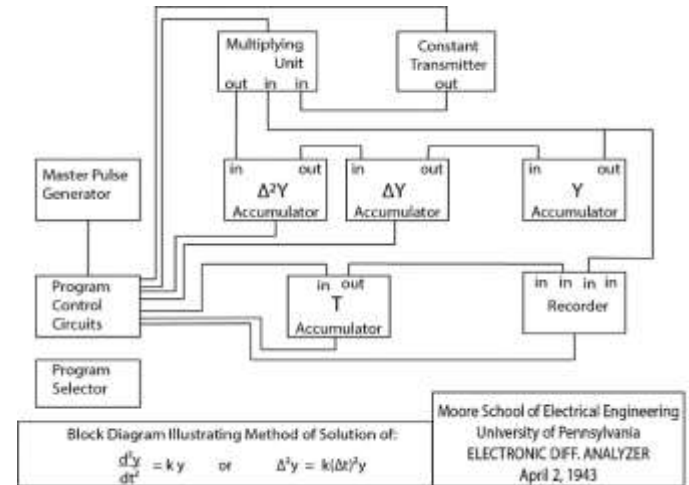
- T. Kite Sharpless
- Arthur Burks
- Robert Shaw
- Joseph Chedaker
- Chuan Chu
- Frank Mural
- And others...

# Other Longtime Roles

- Moore School:
  - Harold Pender, Dean
  - John Grist Brainerd, Project Director
  - Isabelle Jay, Secretary
  - Marjorie Santa Maria, Draughtswoman
- Penn:
  - Hans Rademacher, Numerical Methods Expert
- BRL:
  - Herman Goldstine, oversaw BRL work at Moore School
  - Paul Gillon, Goldstine's boss
  - Leland Cunningham, head of machine computation group
  - Derek Lehmer & Haskell Curry, mathematical would-be users

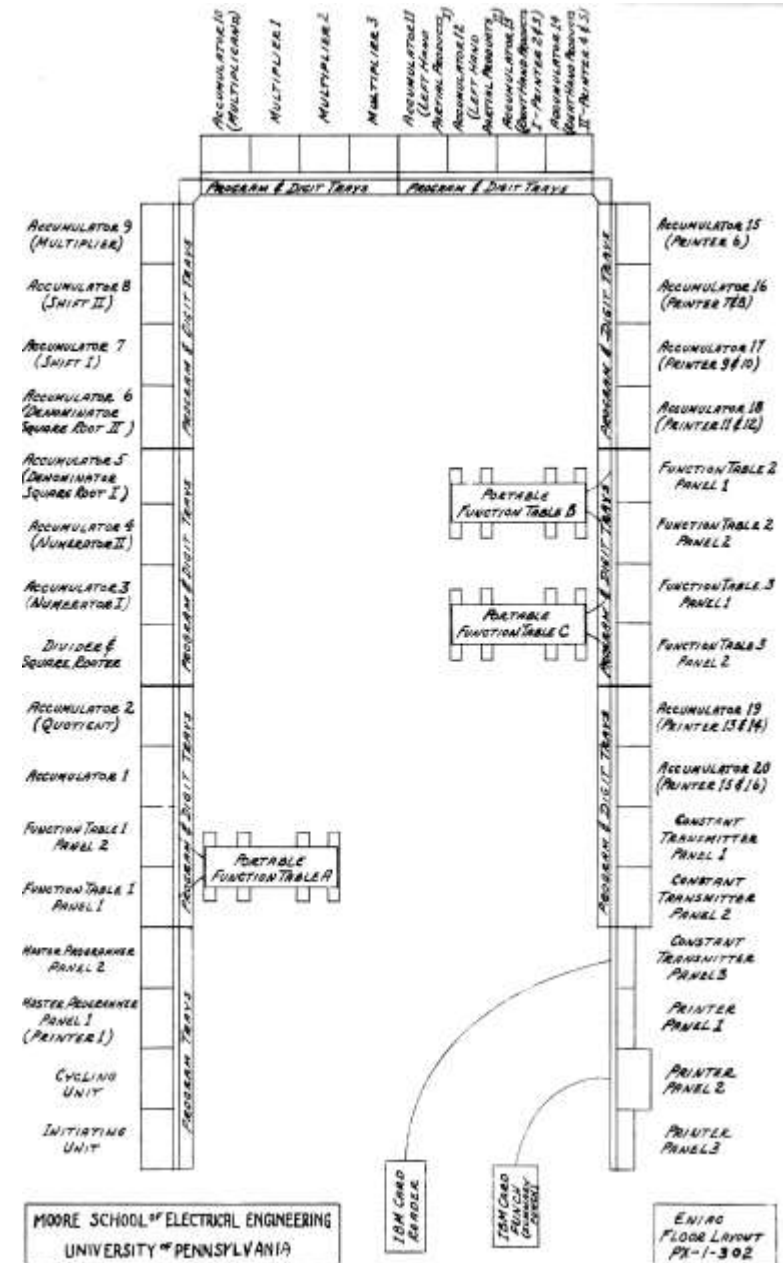
# Structured from Mathematical Analysis

- Detailed analysis of the firing tables problem in 1943 guided ENIAC's fundamental design
- But it could tackle many other kinds of problem



# Unique Architecture

- Wires route control pulses from one unit to another
- Switches determine what happens when a pulse arrives
- Data flows on ad-hoc busses





# Technical Specifications

- Cost: Circa \$500,000 excluding delivery
  - Up from initial budget of \$150,000
- Size: About 2,000 square feet
- Weight: About 30 tons
- Power consumption: 150KW
- Memory (RAM): 200 decimal digits
- Memory (ROM): 4000 decimal digits
- Multiplications per second: approx 300

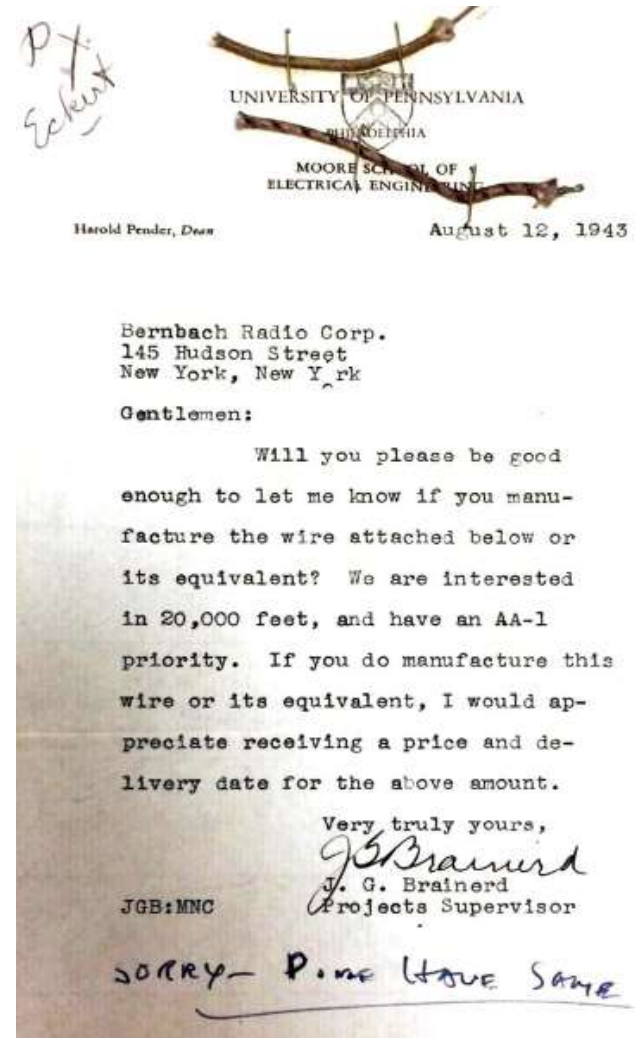
# ENIAC Storage

- Each decimal digit was a “plug-in” module with 23 vacuum tubes



# Procurement Challenges

- Challenging to source large quantities of high performance components in war economy
  - Vacuum tubes
  - Precision resistors
  - Custom power supplies
    - 78 voltage levels from 28 different power supplies
  - Even wire!



# Physical Construction

- Project staff size increased rapidly in 1944 as production work began
- Split into separate groups for
  - Engineering & Test (7 design engineers)
  - Mechanical Design & Drafting (3 people)
  - Model Making Team (3 people)
  - Production team (34 FTE workers by end of 1944)
- Formal approval process needed to move designs from one group to another

# Some Truly Forgotten Women

- Accounting & personnel records show
  - “Wiremen”
  - “Technicians”
  - “Assemblers”

Mr. H. I. MacLean, Comptroller  
207 S. 36th Street

Dear Mr. MacLean:

Will you please be good enough to ~~make~~ the payments indicated below. until further notice.

Very truly yours,

Dean.

Name as it should appear on check	Reason for payment	Time interval covered by payment	Payment	Account against which payment is to be charged.
Frances Spurrier	Promotion from Trainee to Assistant Technician	Beginning April 3, 1944 increase the salary of Mrs. Spurrier from \$1850 per year to \$2000 per year.		PX #2

www.EniactnAction.com

(6)

MOORE SCHOOL PROJECT - PX #2

NOV 1944

DATE	EXPLANATION	DEPT. REQ. NO.	CODE NO.	EXPENDITURES	RECEIPTS	UNRECONCILED BALANCE
NOV 30	CARRIED FORWARD SALARIES---		SAL			16,757.61
	G MOERMAN			210.63		
	J P MOORE			253.08		
	F URS			316.66		
	J E NOLAN			49.38		
	WV NOLAN			168.00		
	VIOLET PAIGE			51.00		15,708.86
	C C PARKER			309.69		
	R J PEOPLES			47.50		
	JANE PEPPER			150.00		
	ALICE PRITCHETT			229.32		
	JAMES REID			6.00		
	S ROSENTHAL			322.89		
	RUTH RUOH			245.42		
	MARJORIE SANTA MARIA			30.00		
	T K SHAMPLESS			316.66		
	R F SHAW			291.66		
	ELEANOR SIMONE			252.37		
	CAROLYN SHIERMAN			230.06		
	DOROTHY SHISLER			86.66		
	JAMES SMITH			392.21		
	FRANCIS SPURIER			231.39		
	A T STEVENS			265.10		
	P SULLIVAN			371.10		
	S P THALAN			146.85		
	EVANGELINE WERLEY			88.17		
	DIANA WRENN			134.67		11,560.15

5197.46

Please check with Departmental regulations issued against this account and if statement does not agree, communicate with the Comptroller's Office.



# Almost 50 confirmed “ENIAC Women” In 1944 Alone

15. We found the names of ENIAC workers in the detailed, tabulated accounting statements for “Project PX-2” in MSOD-UP, box 48 (MS-112). These list the full names of most employees, as do some of the monthly tabulations in “PX-2 Payrolls, 1944-1945” in the same archival box. By mid-1944, women made up a clear majority of those being paid to create ENIAC. Personnel records in MSOD, box 48 (MS-104) record earlier employment; pay rises and changes of status are logged in MSOD, box 49 (PX-2 Accounts 1944). Unlike ENIAC’s operators, hired by the BRL the next year, these women have not been remembered by history, with the exception of Adele Goldstine (“Project Mathematician”). We can do little more than remember them here, as literal footnotes to the project’s history. Let the record show that among the women who helped to design and build ENIAC during 1944 were Viola Andreoni, Martha Bobe, Lydia R. Bell, Vava Callison, Nellie T. Collett, O’Bera Darling, Helen Anna De Lacy, Jeanette M. Edelsack (draftswoman), Theresa Fraley, Gertrude E. Gilbert, Ann Gintis, Rita Golden, Margaret Henshaw, Jane Hodes, Virginia Humphrey, Mary Ann Isreall, Dorothy F. Keller, Mary Knos, Alice T. Larsen, Alma Markward (assembler), Mary Martin, Anne D. McBride, Cathrine J. McCann (draftswoman), Rose McDonough, Mary E. McGrath, Mary McNetchell, Gertrude Moriarty, Anna Munson, Ann O’Neill, Violet Paige, Jane L. Pepper (draftswoman), Alice Pritchett, Ruth Ruch, Marjorie Santa Maria (draftswoman), Nancy Sellers, Eleanor Simone (technician), Carolyn Shearman, Dorothy K. Shisler, Frances Spurrier, Grace M. Warner, Evangeline E. Werley, Charlotte Widcamp, Sally Wilson, Diana Wrenn, and Isabelle Jay (secretary).

# Spinning Progress to Sponsors

- By 1944 the end of the war is clearly approaching
  - May 26, 1944: Goldstine promises completion “by October 1”
  - August 1944, will be “virtually completed” by the end of 1944
  - Sept 1944, work is “on the fairways”
  - December 1944, “in the throes of completing the production of the ENIAC... within the next two months”
  - May 1945, “on the home stretch” with testing starting “about 2 weeks from now.”

# Launch Day: 15 February, 1946



## PROGRAM

### Speakers

The President of the University of Pennsylvania  
DR. GEORGE WM. McCLELLAND

The President of the National Academy of Sciences  
DR. FRANK B. JEWETT

The Chief of the Research and Development Service, Ordnance  
Department, United States Army  
MAJOR GENERAL GLADEN M. BARNES

### *The Dedication of the ENIAC* (Information confidential until released)

The Electronic Numerical Integrator and Computer — the ENIAC — is the fastest computing machine ever developed. It will perform more than one million additions or subtractions of ten-figure numbers in five minutes, more than a million multiplications in an hour. It can be used in the solution of mathematical problems from the simplest to the most abstruse and of many problems previously not capable of solution.

Under the direction of the Ordnance Department, United States Army, the ENIAC was developed by the Moore School of Electrical Engineering of the University of Pennsylvania. The dedication of this pioneering scientific achievement will mark the initial release of information to the public and the first viewing of the ENIAC.

## MENU

Bisque of Lobster

---

Filet Mignon Au Jus  
or  
Broiled Salmon Steak

Fresh String Beans

---

Au Gratin Potatoes

Hearts of Lettuce, French Dressing

---

Cheese

---

Crackers

Ice Cream

---

Fancy Cakes

Cafe

---

- Based on earlier, Feb 1 1946 demo for journalists

**By T. R. KENNEDY Jr.**  
Special to THE NEW YORK TIMES.

The "Eniac," as the new elec-

3. **Column 3**

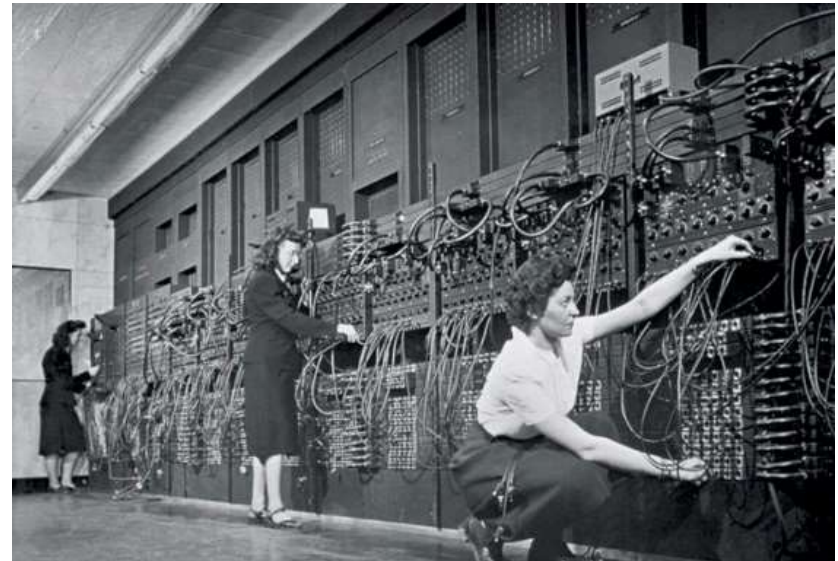
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# **OPERATING ENIAC**

# The Operators

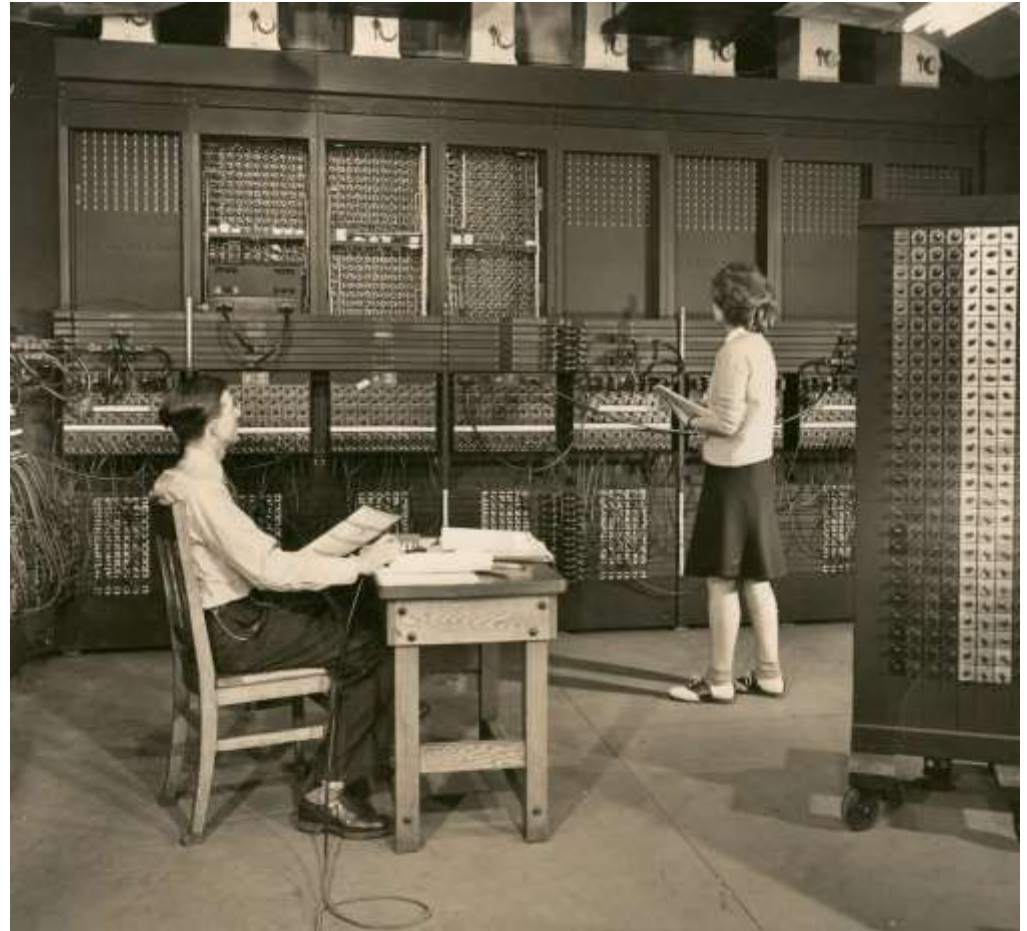
- Six women selected summer 1945
  - Had previously been computing trajectories manually
- Operated ENIAC at the Moore School
  - Some transitioned back to Aberdeen
- Duties included
  - Configuring and wiring units from paper plans
  - Helping to diagnose and correct problems
  - Feeding cards in and out of ENIAC
  - Working the auxiliary punched card equipment
  - Working with scientific users to design ENIAC setups





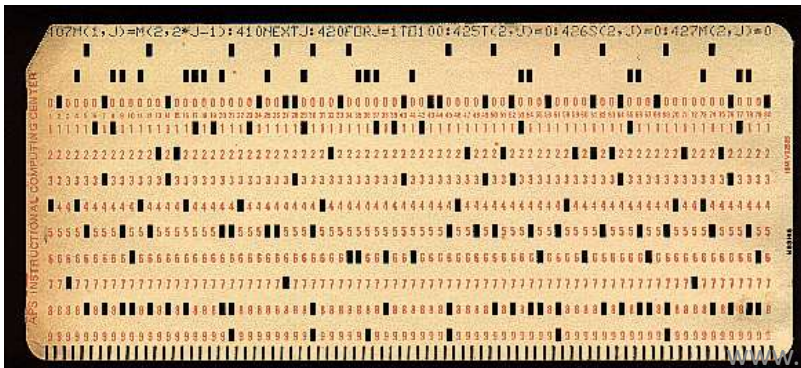
# ENIAC Operation

- A hand held unit started/stopped
- Single step mode
- Adjustable clock speed

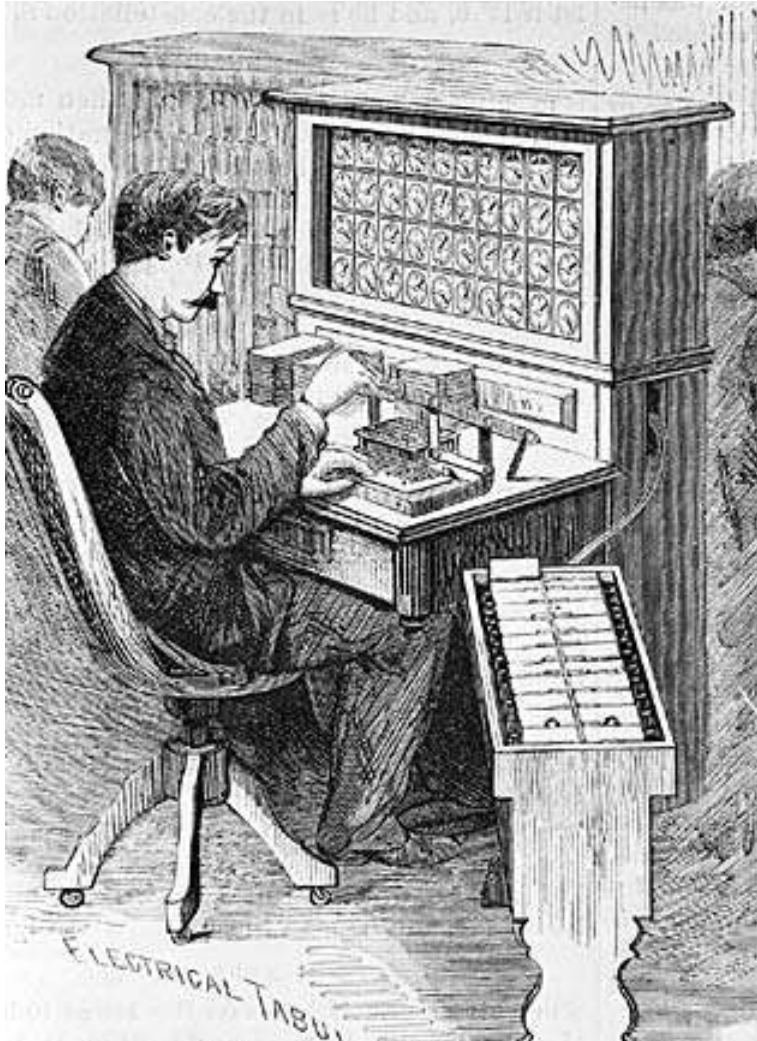


# Punched Card Machines

- Specialized units
  - Sorter
  - Collator
  - Punch
  - Tabulator
- Human operators reconfigure machines and move cards between them

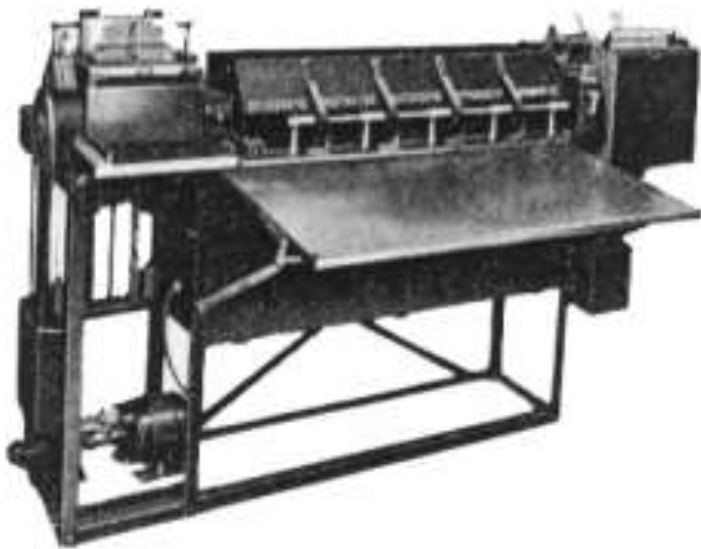


# Punch Card Machines

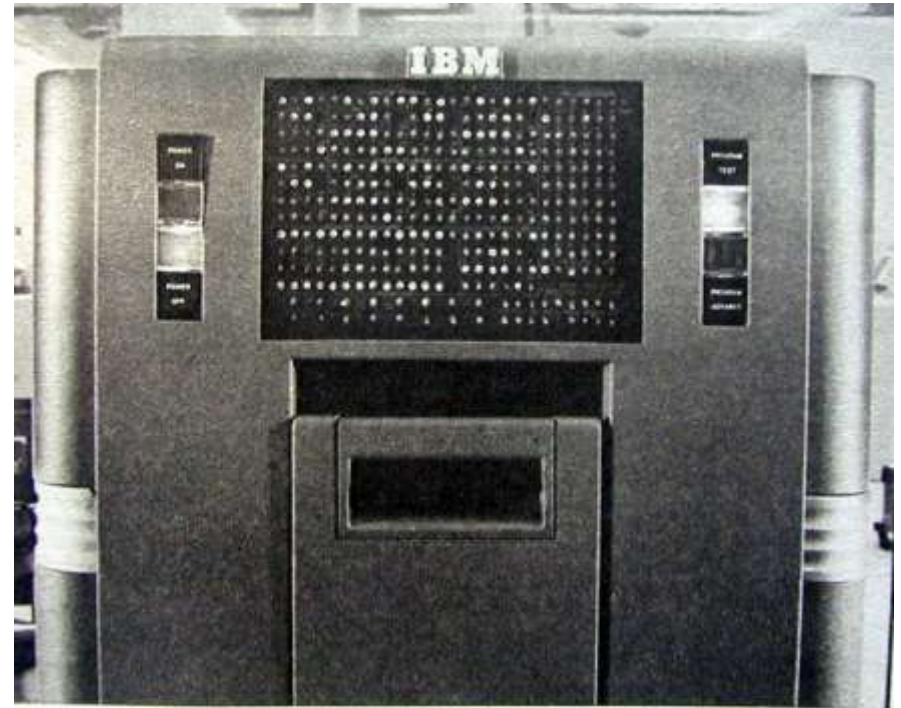


- Invented by Herman Hollerith
- Original use for 1880 Census
- His company eventually becomes IBM

# Punch Card Machines Evolve



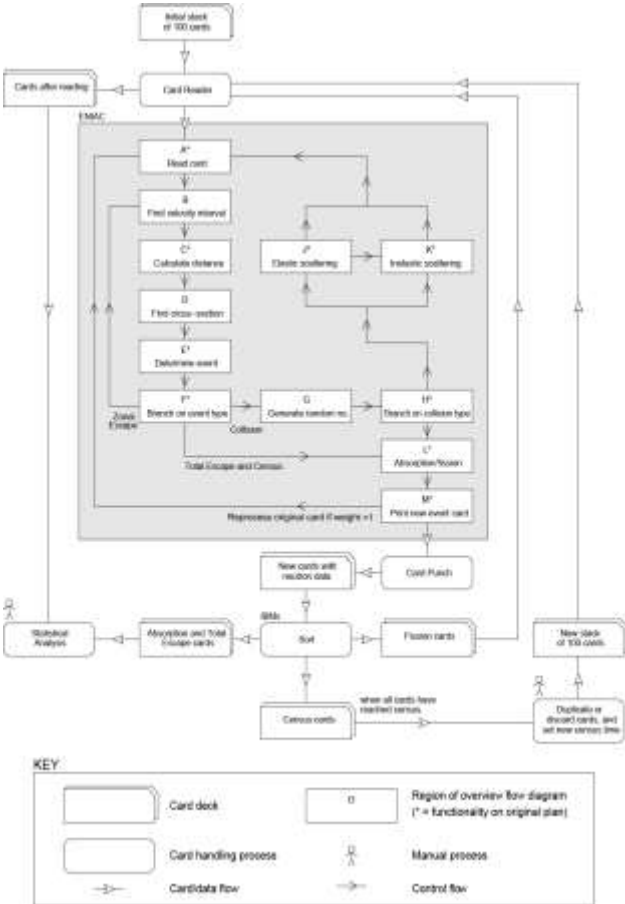
1920s



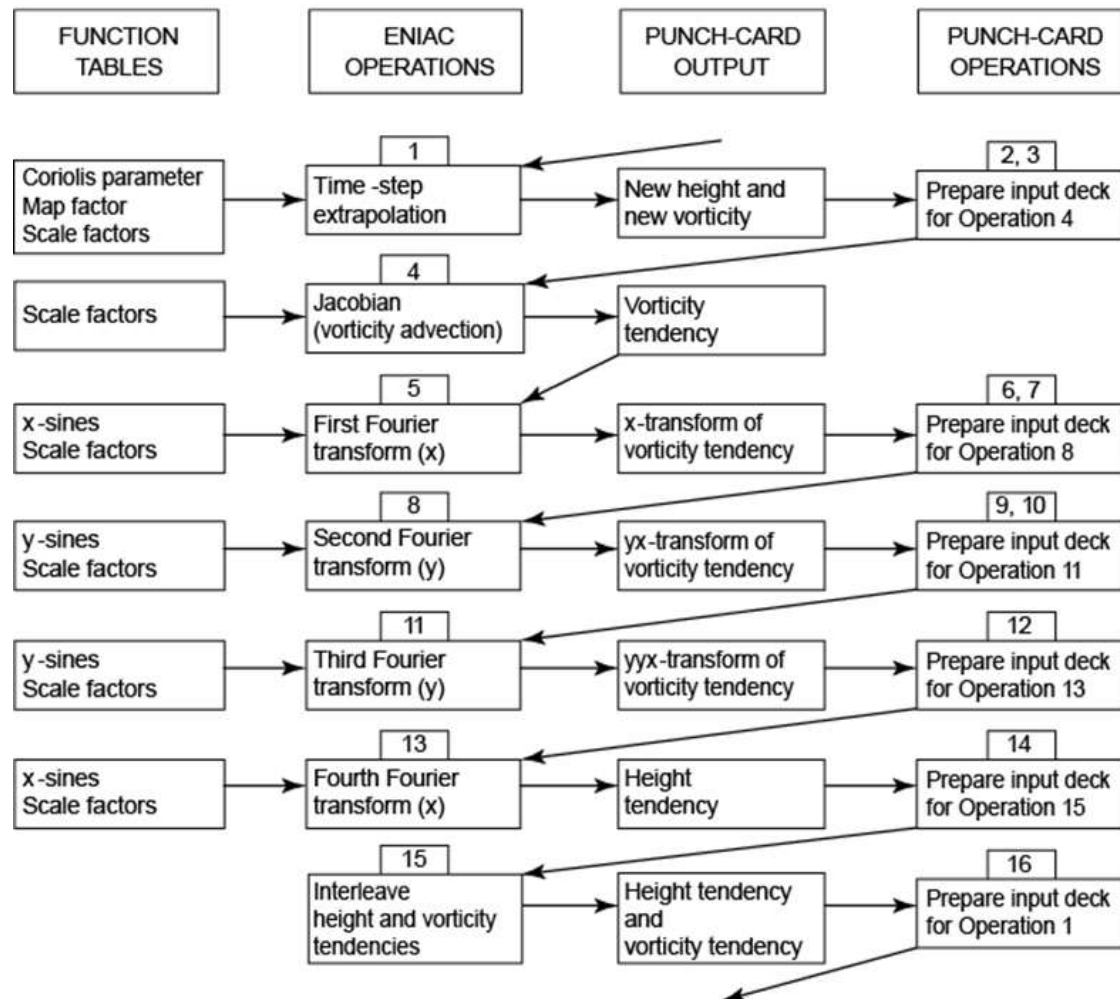
Late 1940s



# ENIAC as Part of a Bigger System



# Weather Prediction Application (1950)



# **ENIAC AS A MATERIAL SPACE**



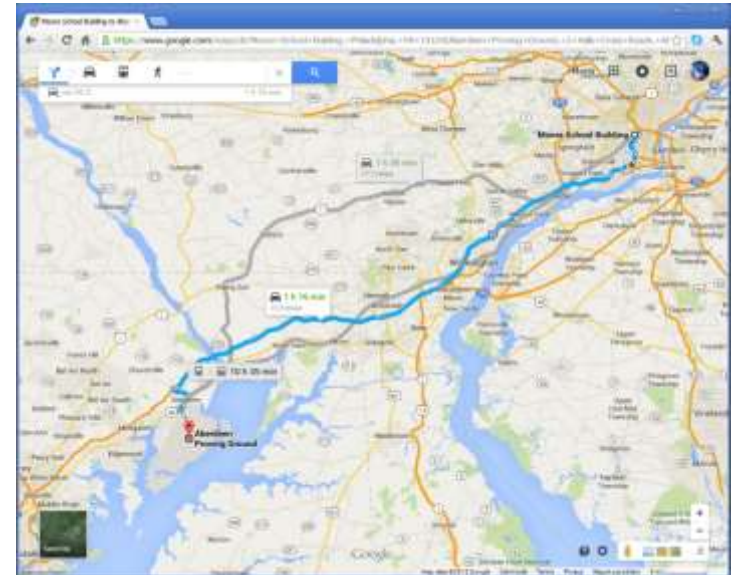
# Poor Conditions at Moore School

- Floods in October & December 1945
  - December 25 flood from snow melt, Mauchly went home at 3am leaving “about five men still working, mopping up water and emptying buckets which catch drips.”
- Fire on October 26, 1945
  - Shutdown circuits on blowers prevent spread to other panels

GOVERNMENT'S ORDER AND CONTRACTOR'S ACCEPTANCE		CONTRACT NO. (IF ANY)	
<p>This contract is authorized by the First War Relocation Act, 1943 (Public No. 854, 77th Congress) as amended by the Act of June 8, 1944 (Public No. 380, 77th Congress) and the Act of July 1, 1945 (Public No. 181, 78th Congress).</p> <p>ORDERED BY: Aberdeen Proving Ground, Maryland</p> <p>TO: Trustees of the University of Pennsylvania 207 S. 36th Street Philadelphia 4, Pa.</p>		<p>DATE: 12-1-45</p> <p>SHEET: 1 OF 1</p> <p>ORDER NO. 47-1816</p> <p>REQUISITION NO. 2171005 705-3005 +516-07</p> <p>DIRECTIVE NO. 1602</p>	
<p>INVOICE FOR PAYMENT WILL BE MAILED TO: Aberdeen Proving Ground, Md.</p>		<p>PAYMENT WILL BE MADE BY FINANCE OFFICER, U.S. ARMY AT: Aberdeen Proving Ground, Md.</p>	
<p>GOVERNMENT'S ORDER</p> <p>15</p> <p>DISCOUNT TERMS: Net</p> <p>SCHEDULE OF DELIVERIES: 7 weeks</p>		<p>INSTRUCTIONS: University of Pa. Philadelphia, Pa.</p>	
<p>REPAIRS to the ENIAC which was damaged by recent fire, and make the following changes and improvements in the ENIAC to eliminate as far as possible any future fire hazards:</p> <ol style="list-style-type: none"> <li>Add D.C. disconnect switch</li> <li>Change position of Function Table No. 1 and Accessories Nos. 19 and 20.</li> <li>Change filament fuses to transformer plug-in unit.</li> <li>Wye connect filament transformer.</li> <li>Provide Ballistic Research Laboratories with set of nameplates.</li> <li>Provide two (2) additional IBM receptacles on remote panel.</li> </ol>		<p>QUANTITY: Lot</p> <p>UNIT: \$16,000.00</p> <p>UNIT PRICE: \$16,000.00</p> <p>AMOUNT: \$16,000.00</p>	
<p>CONTRACTOR'S ACCEPTANCE</p> <p>ACCEPTED THIS 5th DAY OF December 1945</p> <p>BY: William M. DuBarry EXECUTIVE VICE-PRESIDENT</p>		<p>TOTAL: \$16,000.00</p> <p>UNITED STATES OF AMERICA</p> <p>BY: A. H. QUINTON, JR. Brigadier General, U.S.A. Contracting Officer</p>	

# The Move to Aberdeen

<u>SUMMARY OF STATUS OF ENIAC MOVING - 1 JULY 1947</u>		
Value of Contract	Original	\$94,200
	Change #1	2,500
	Change #2	10,000
	Total	\$106,700.00
Expended to 1 July (per Comptrollers' statement)		\$64,713.76
Subcontract Commitments		18,282.66
Overhead on subcontract commitments		1,828.26
Total expended & Committed 1 July		84,824.68
Remaining 1 July		\$23,875.32
<u>To be done</u>		
Technicians, 5½ man weeks @ \$130/wk/man		\$715.00
J.A.C. at Aberdeen 1 mo. with car @ 460/mo		460.00
Extra travel for 1 day trips by J.A.C.		70.00
T.E.S. at Aberdeen 1 wk. @ 500/mo		115.00
R.E.M. at Aberdeen 1 mo. @ 400/mo		400.00
H.J.G. at Aberdeen 9 wks @ 110/wk		990.00
J.A.C. Drafting 1 wk		82.00
Draftsman 1 mo		198.00
Overhead		824.00
Total salaries, travel and overhead		3,854.00
Misc. expenditures		200.00
Total estimated to completion		4,054.00
Estimated total available		19,821.32
<u>Hung Ceiling</u>		
Subcontract	8,000.00	
Overhead on subcontract	800.00	
M. S. Service	400.00	
Overhead on M. S. Service	160.00	
Total estimate for hung ceiling		9,360.00
Estimated total remaining		\$10,461.32



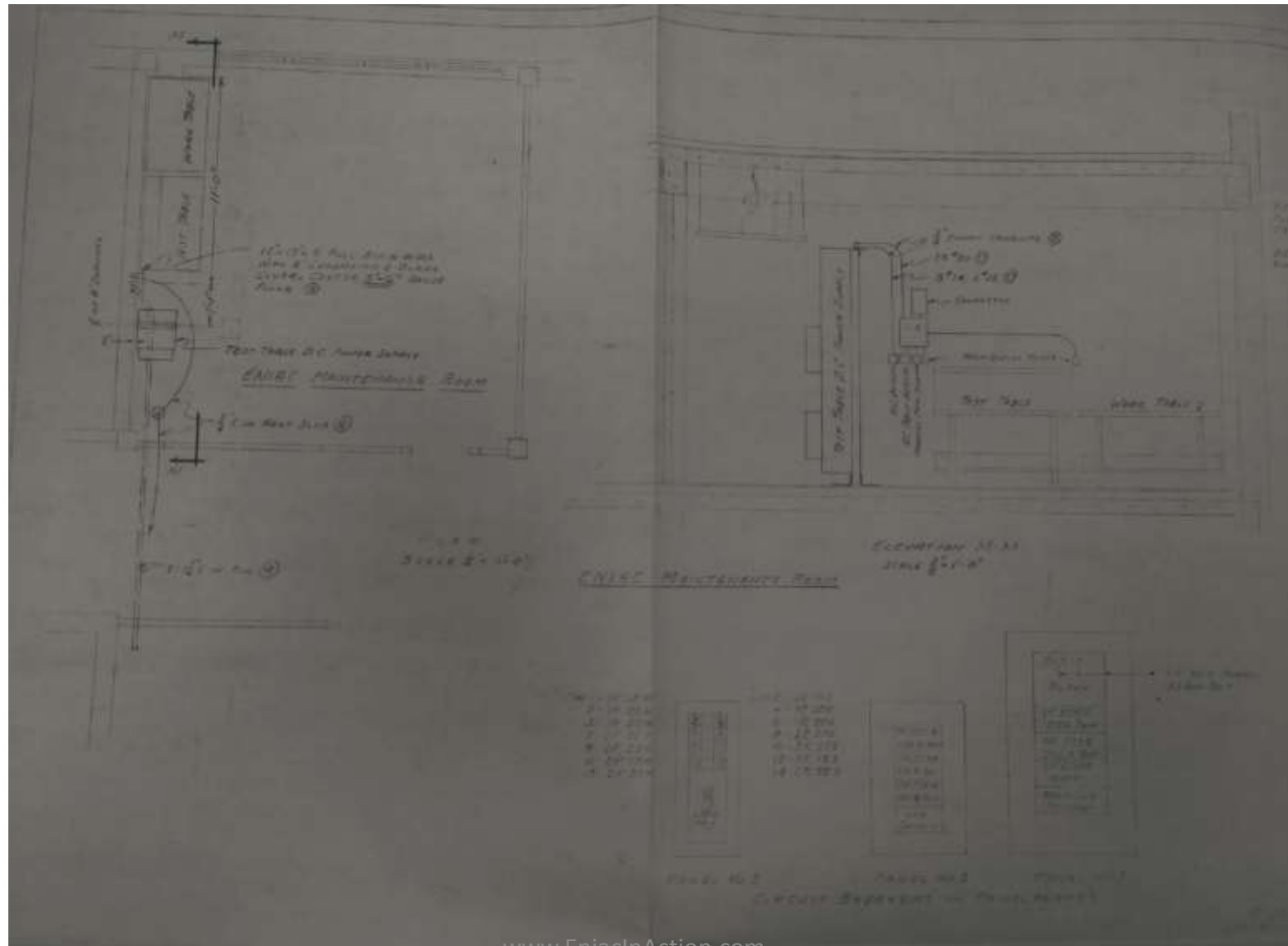
- Contracted to local moving company
- Panels winched through a hole in the outer wall.



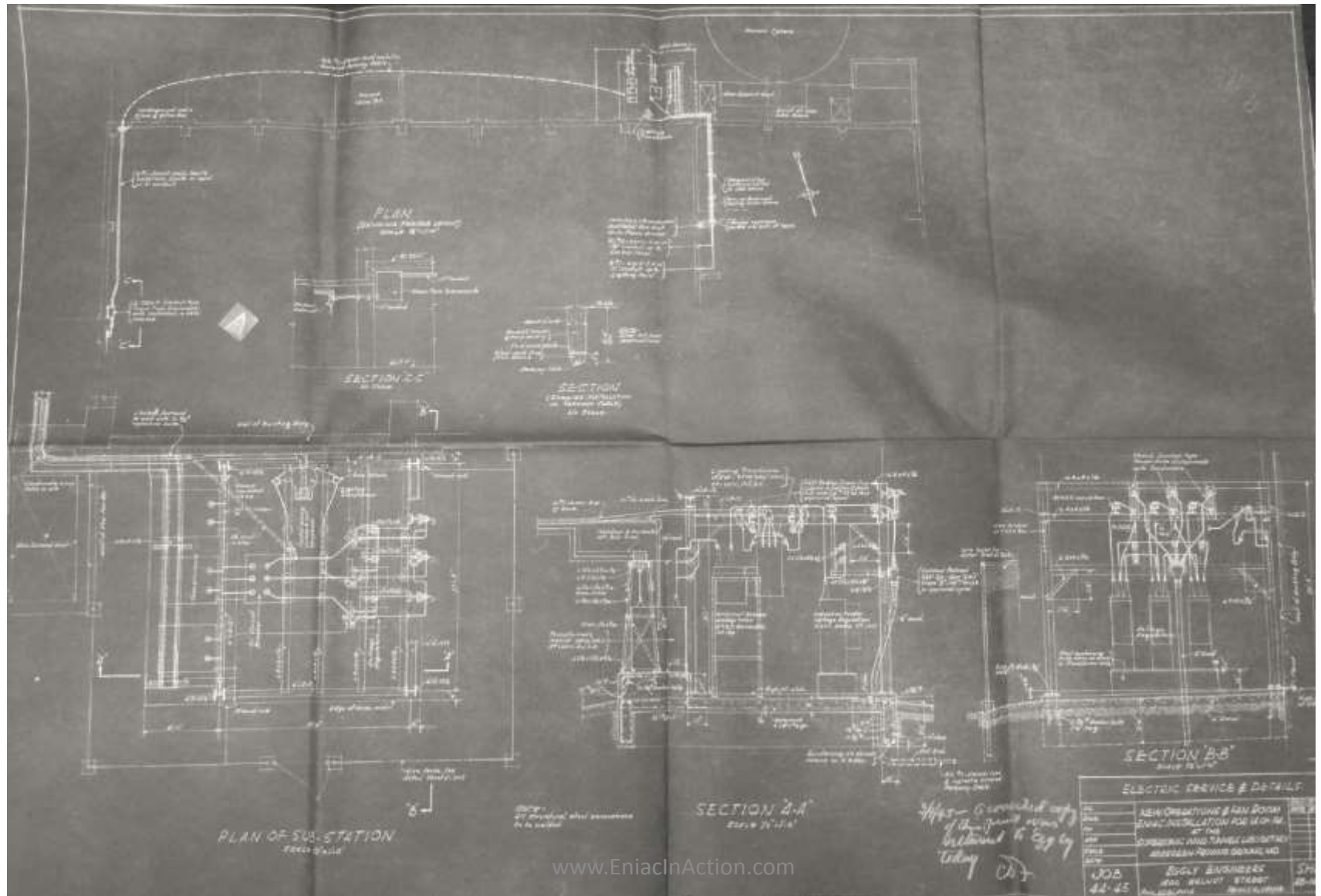


[illegible]

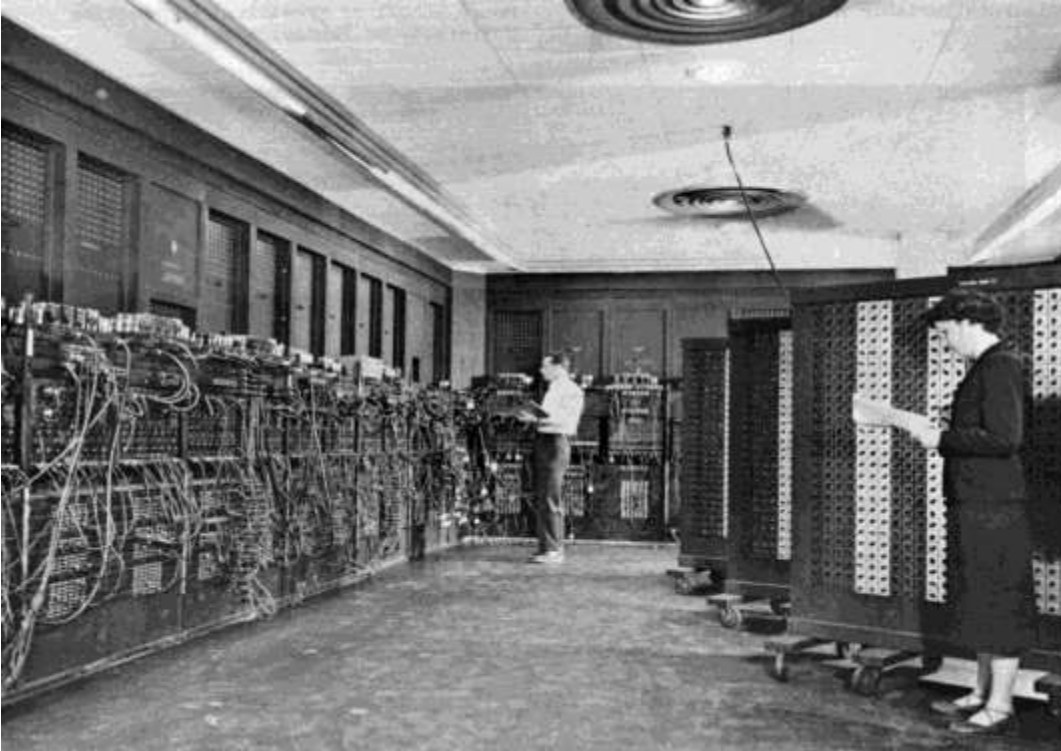
# Test Room Plans



# Electric Service Plan



# The Suspended Ceiling



- Proposed in early planning, but seen as luxury
- Approved by the Army only in June, 1947
  - Installed 1948



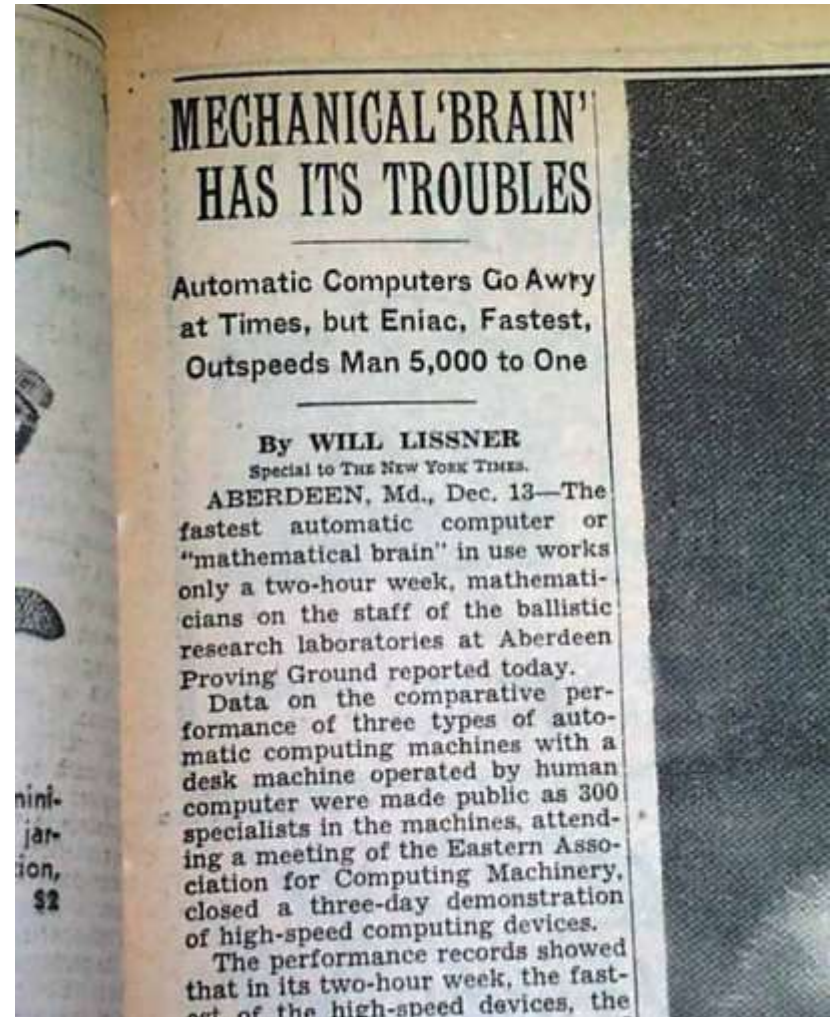
# ENIAC as a Showpiece

- Even before ENIAC was finished, there were enough visitors to trigger a ban
- In 1948, regular visits by delegations for demonstrations



# In December 1947

- Running on production work 2 hours a week!
- 17% of time setting up and testing configurations
- 49% checking, diagnosing, and fixing hardware



# Struggling for Reliability

- Frank E. Grubbs, Ph.D. student turned mathematical analyst for BRL
  - Pioneered statistical tests for outliers
- Three weeks of computer time before first useful output produced
  - Intermittents
  - Power supplies “dumping”
  - Error in mathematical treatment
  - Time lost to hardware upgrades
  - Unreproducible results
  - Preparations for inspection by Secretary of Army

# ENIAC Operations Log

- Preserved, but never used by historians previously

11 March 1948 Thursday.  
Eniac out of order but problem  
to demonstrate for Secretary of Army  
is on and set to go. Everything  
is held in abeyance until after  
he comes.

12 March 1948 Friday

The Secretary of the Army finally  
canceled his visit to Bklyn as  
all the wiring & delay over the  
demonstration was wasted. This  
information was soon learned about  
lunch time. Spence began work  
repairing the multiplier. Night  
shift had been canceled earlier due  
to having to wait for 4:15 for  
the scheduled visit of Royall.  
The D. E. C. problem is scheduled  
for Monday March 22.  
Eniac still out of order at 4:00 PM.

15 March 1948.

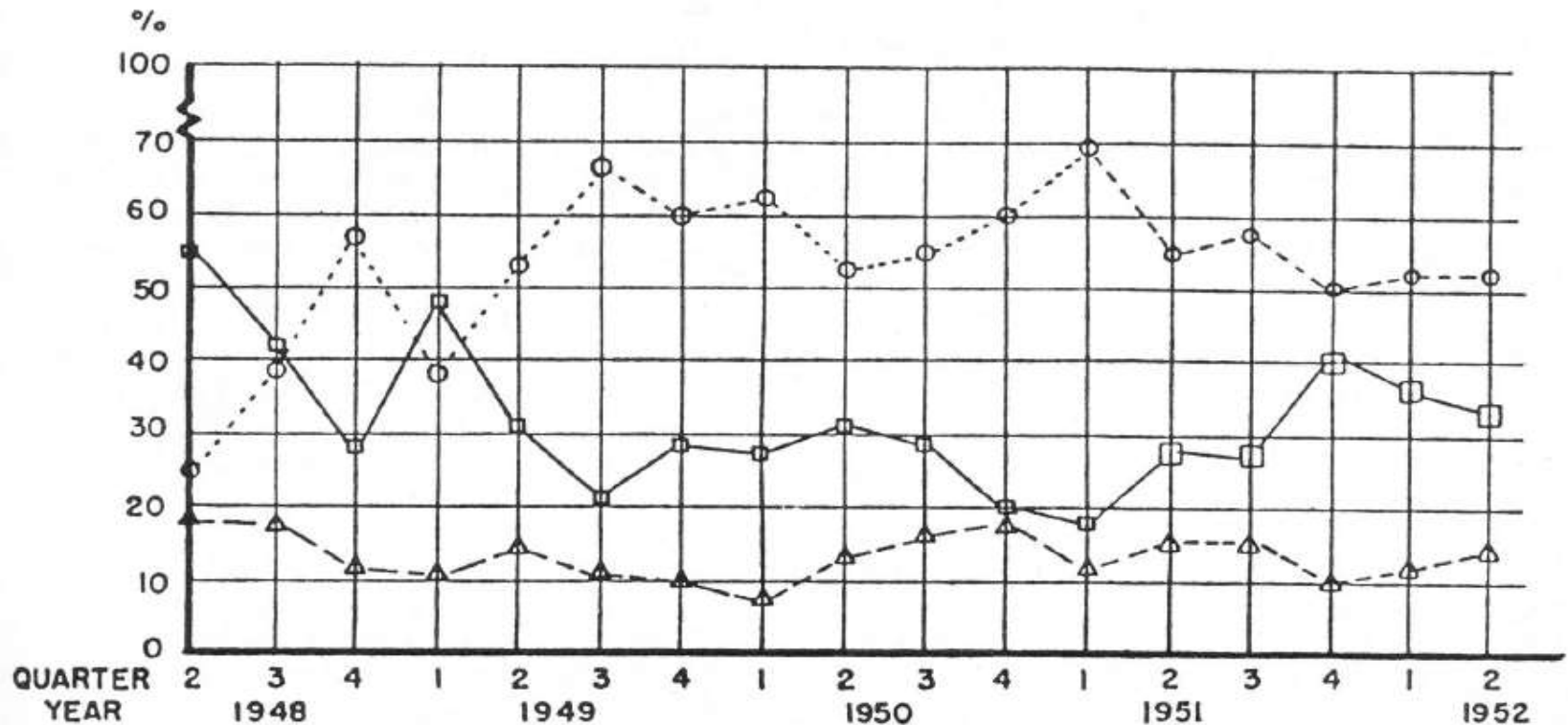
Merrin down from Moore School.  
He expects to complete installation of  
converter today. No attempt was  
made to run the machine for

# Homer Spence

- Original an army technical assigned to ENIAC
- Returned to BRL as civilian employee
- Spence “detected so many cold solder joints that he simply went through and resoldered every joint on the machine.”



# Usable Machine Time



1. ○----○ CORRECTLY OPERATING ON THE SOLUTION OF REGULAR PROBLEMS.
2. □—□ LOCATING AND CORRECTING MACHINE TROUBLE IN THE ENIAC, NON DUPLICATION TIME, AND DOWN TIME ON SPECIAL PREVENTIVE MAINTENANCE.
3. Δ----Δ PLACING NEW PROBLEMS ON THE ENIAC, CHECKING PROGRAMMING, DATA ANALYSIS, AND DOWN TIME DUE TO HUMAN OPERATING ERROR.

# **UPGRADES TO ENIAC**



# New Programming System

- From March 1948 ENIAC control switches and wires no longer moved
- Programs were written as numerical codes read and executed from addressable memory
- First modern computer program ever run!

65	5E	25	
	19E	39	was 66!
	19C	19	→
	N3D6	83	
	00	00	
	63	63	
66	N6D6	84	
	06	06	
	71	71	was 65!
	71	71	
	00	00	
	00	00	
67	16E	36	53/7/70551
	5L1	60	3/7/705510
	N2D	72	
	05	05	3/7/705515
	5L5	80	705515 00000
	5R2	43	
68	3E	03	00705515000
	4E	04	
	N3D8	75	
	05	05	
	00	00	

171	16t	36	
	SIRI	38	
	12t	62	
	SL5	84	
	11t	11	
172	12t	62	
	10t	10	67700 98765
	0t	15	
	0t	15	567900 9876
	0t	15	09976
	10t	15	
173	12t	62	
	SL5	80	
	X	57	0560858040
	7t	07	
	11t	31	
	X	57	0097535376
174	SRS	52	00975
	7t	27	0560859015
	7t	27	1121717055
	7t	07	
	12t	62	
	SL5	80	
175	11t	11	
	11t	31	
	X	57	3225104100
	SL5	80	04100
	7t	27	
	DS	46	1531717055
176	S-10	0	5317170550
	12t	62	5317170551
	16t	16	
	Count		
	CT	69	

$(10^5 \bar{S}_1)_{\bar{L}}$   
 $10^5 \bar{S}_0 \rightarrow [12]_R$   
 $10^5 \bar{S}_0 \rightarrow [10]_R$   
 $567900 (12)$   
 $567900 10^5 \bar{S}_0$   
 $\bar{S}_0 (10^5 \bar{S}_1)$   
 $(\bar{S}_0 (10^5 \bar{S}_1)) \rightarrow 560858040$   
 $(10^5 \bar{S}_1)^2$   
 $10^5 \bar{S}_1$   
 $(10^5 \bar{S}_1)^2 + 2 \bar{S}_0 (10^5 \bar{S}_1)$   
 $1121717055$

0t
16t
SRI
12t
SL5
11t
12t
10t
12t

↓  
 (S)  
 (L)  
 ↓

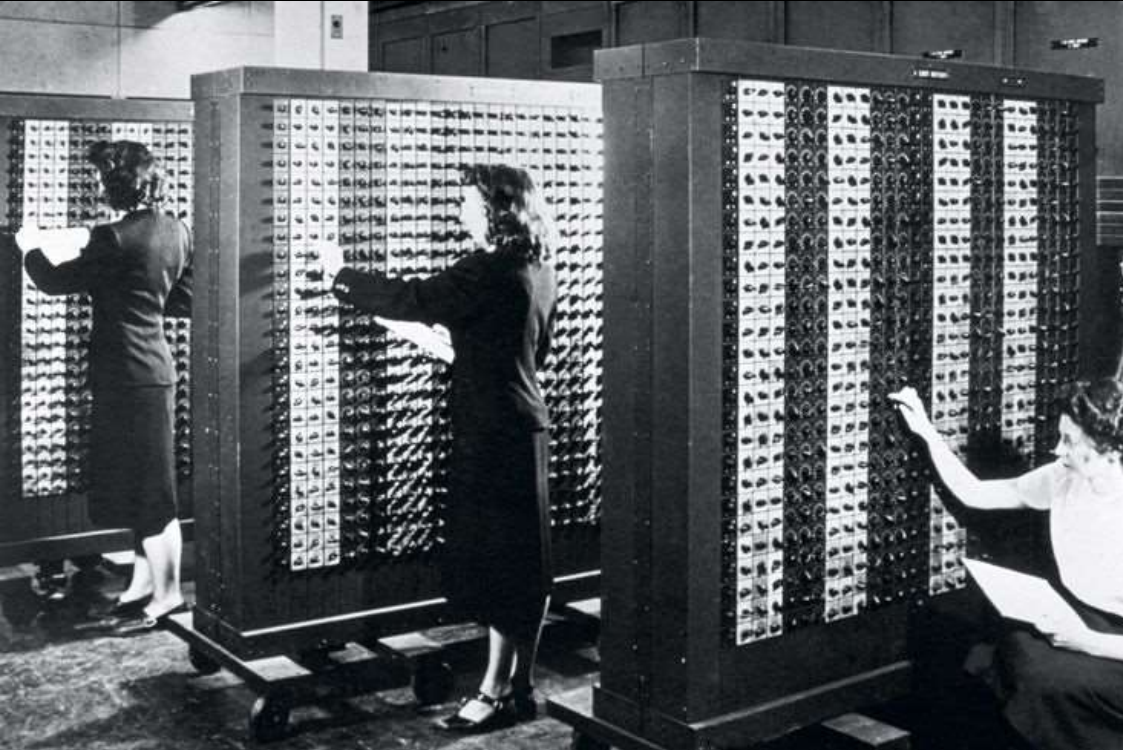
A complex human-readable text,  
written in 1948 by Klára von Neumann

Many different layers of information

Added to and amended over time

Central repository of information about the program





ENIAC read only the 2-digit codes,  
set on switches by operators



Earlier ENIAC “programs” are tables or diagrams

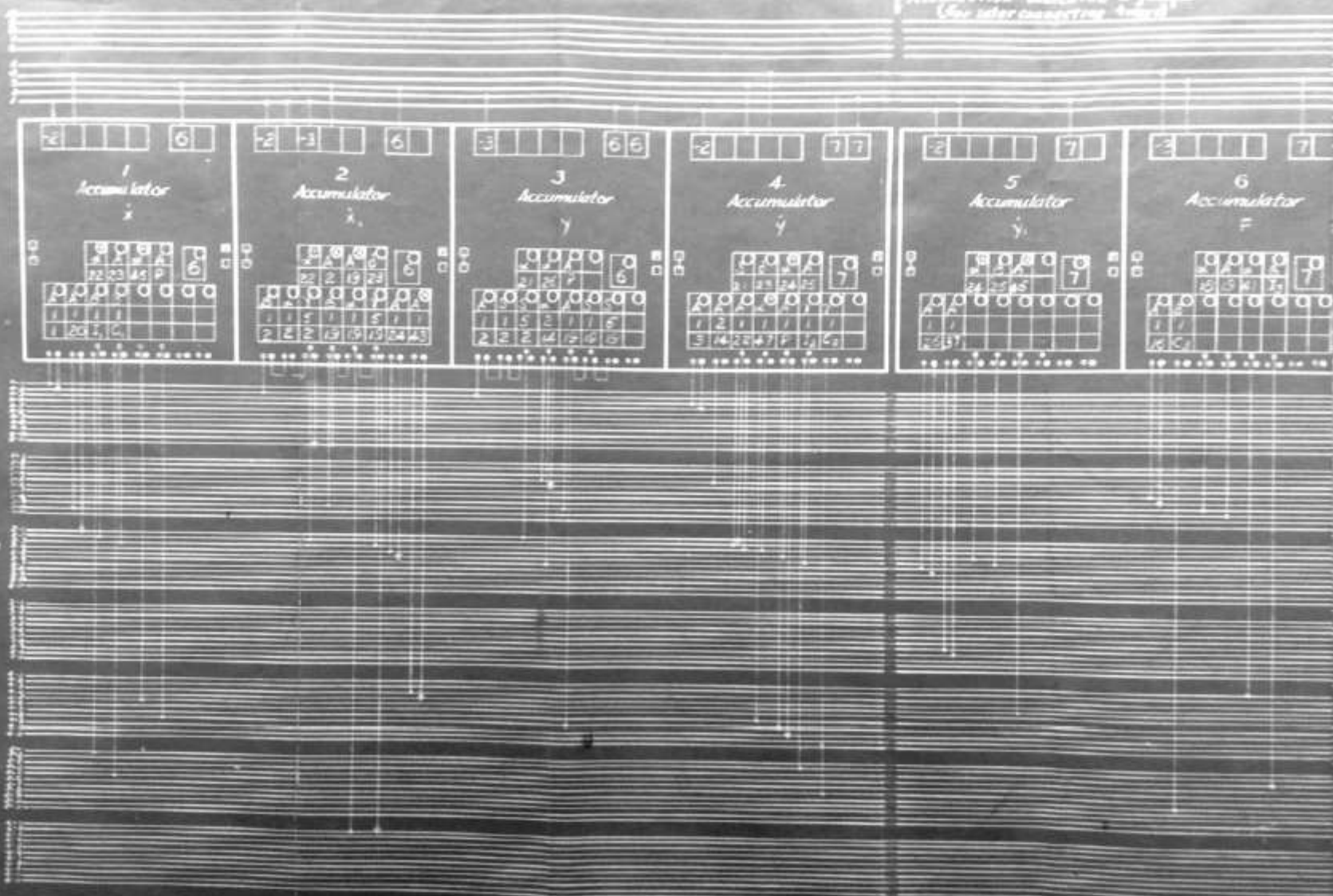


Step  (Initiated by master programmer  Consists of several operations)	Number of Unit of ENIAC		1	2	3	4
	Serial Order Number of Operation	Setting of Accumulator Round-off Switch	6	6	6	7
		Decimal Point of Accumulator	3.7	3.7	4.6	3.7
		Addition Times Required	Program Line Used	Accumulator	Accumulator	Accumulator
Initial Conditions Step				$\dot{x}$ $0 < x < 10^8$	$\dot{x}_1$	$\dot{y}$ $0 < y < 10^4$
	$I_1$	1	5-1	$\dot{x}_1 -$		
	$I_2$	1	5-2			$\dot{y}_1 -$
	$I_3$	1	5-3			
			5-4			
	1	1	0-1	$\dot{x}_0 [3.3] \bigcirc$		
	2	9	0-2		$10^{-2} y_0 [3.3] -$	
			0-11		$10^{-4} y_0 [3.4] -$	
	3	1	0-3			
	4	10	0-4			$\dot{y}_0 [3.4] \bigcirc$
	5	1	0-5			



Digit Trunks  
(Each line represents  
one digit trunk; 4a  
Houses and ground)

Connection indicates a jumper  
(for interconnecting traps)

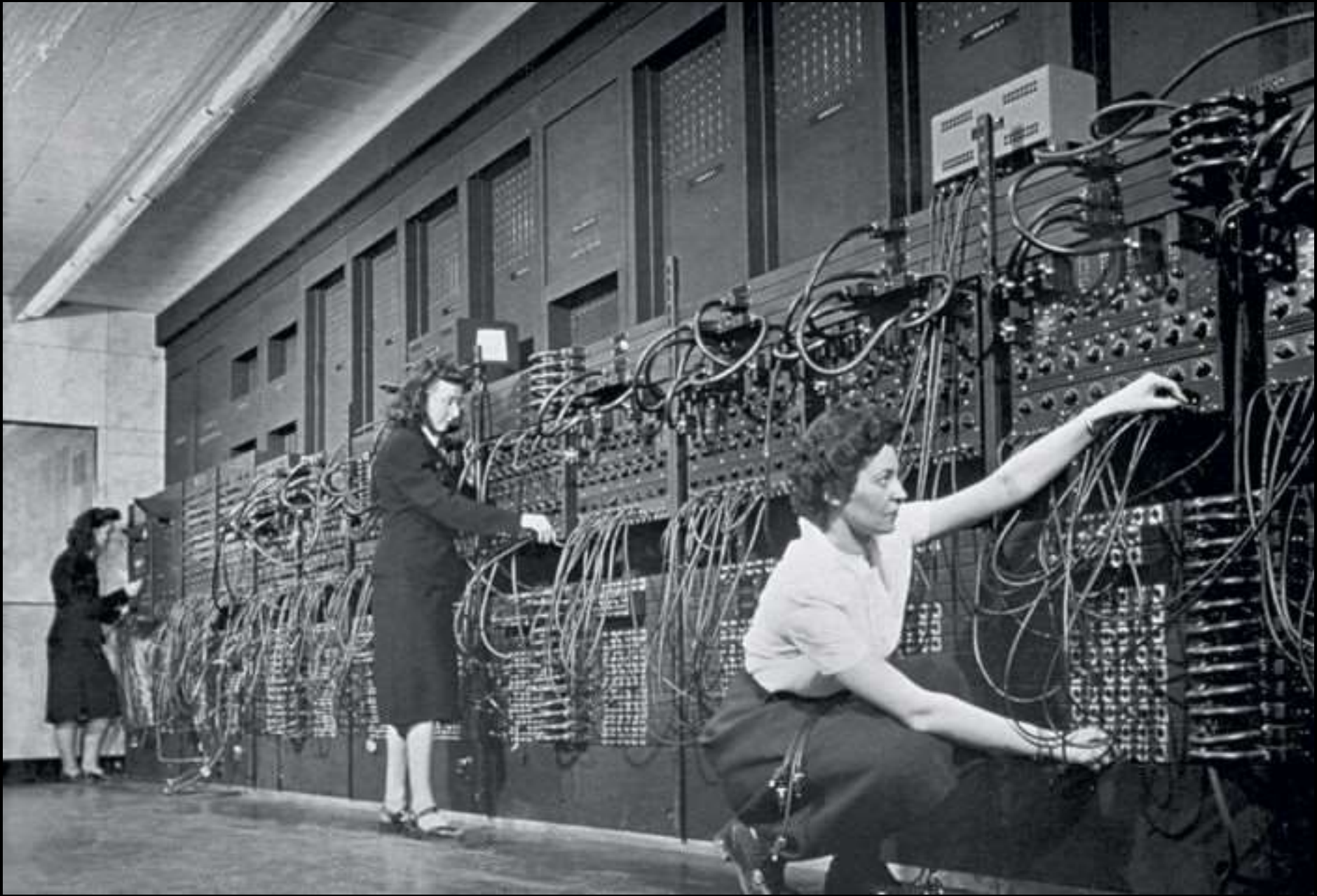


Program Lines  
(Each line represents  
one program line,  
ie. one wire and  
ground)

A set of 11 connections indicates a jumper  
(for interconnecting traps)



that tell you how to set up ENIAC for a specific problem



Compendio de los datos de los 20 años de la C. General de la República de Colombia, 1950-1970

21

H.P.	Acc 1	Acc 2	Acc 3	Acc 4	Acc 5	Acc 6	Acc 7	Acc 8	Acc 9	Acc 10	Acc 11	Acc 12	Acc 13	Acc 14	Acc 15	Acc 16	Acc 17	Acc 18	Acc 19	Acc 20	C.T.
H.P.	H(1)	H(2)	H(3)	H(4)	H(5)	H(6)	H(7)	H(8)	H(9)	H(10)	H(11)	H(12)	H(13)	H(14)	H(15)	H(16)	H(17)	H(18)	H(19)	H(20)	C.T.
20.1.1950	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
20.1.1950	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
H(1)																					
H(2)																					
H(3)																					
H(4)																					
H(5)																					
H(6)																					
H(7)																					
H(8)																					
H(9)																					
H(10)																					
H(11)																					
H(12)																					
H(13)																					
H(14)																					
H(15)																					
H(16)																					
H(17)																					
H(18)																					
H(19)																					
H(20)																					
C.T.																					

With ENIAC's successor, the EDVAC,  
programming takes a linguistic turn

MOORE SCHOOL OF ELEC. ENG.  
LIBRARY

First Draft of a Report  
on the EDVAC

by

John von Neumann

Contract No. W-670-ORD-4926

Between the

United States Army Ordnance Department

and the

University of Pennsylvania

Moore School of Electrical Engineering  
University of Pennsylvania

June 30, 1945

Table.

(I) Type.	(II) Meaning.	(III) Short Symbol	(IV) Code Symbol																																				
			Minor cycle $1 = (i_1) =$ $(i_0 i_1 i_2 \dots i_{31})$																																				
Standard number or Order (Y)	Storage for the number defined by $\{ = 1_{31}$ . $i_{30} i_{29} \dots i_1 = \frac{i_1}{2^1} + \frac{i_2}{2^2} + \dots + \frac{i_{31}}{2^{31}} \pmod{2}$ (mod 2) $i_1 = 1 \frac{1}{2} < 1$ . $i_{31}$ is the sign: 0 for +, 1 for -. If CC is connected to this minor cycle, then it operates as an order, causing the transfer of into $I_{ca}$ . This does not apply however if this minor cycle follows immediately upon an order $w \rightarrow A$ or $wh \rightarrow A$ .	$N \xi$	$i_0 = 0$																																				
Order (a) + (z)	Order to carry out the operation w in CA and to dispose of the result. w is from the list of 11.4. These are the operations of 11.4, with their current numbers w and their symbols w:	$w \rightarrow up$ or $wh \rightarrow up$	$i_1 = 1$																																				
Order (a) + (z)	<table><tr><th>w, decimal</th><th>w, binary</th><th>w</th><th>w, decimal</th><th>w, binary</th><th>w</th></tr><tr><td>0</td><td>0000</td><td>+</td><td>5</td><td>0101</td><td>1</td></tr><tr><td>1</td><td>0001</td><td>-</td><td>6</td><td>0110</td><td>j</td></tr><tr><td>2</td><td>0010</td><td>x</td><td>7</td><td>0111</td><td>s</td></tr><tr><td>3</td><td>0011</td><td>/</td><td>8</td><td>1000</td><td>db</td></tr><tr><td>4</td><td>0100</td><td>-</td><td>9</td><td>1001</td><td>bd</td></tr></table>	w, decimal	w, binary	w	w, decimal	w, binary	w	0	0000	+	5	0101	1	1	0001	-	6	0110	j	2	0010	x	7	0111	s	3	0011	/	8	1000	db	4	0100	-	9	1001	bd	$w \rightarrow f$ or $wh \rightarrow f$	
w, decimal	w, binary	w	w, decimal	w, binary	w																																		
0	0000	+	5	0101	1																																		
1	0001	-	6	0110	j																																		
2	0010	x	7	0111	s																																		
3	0011	/	8	1000	db																																		
4	0100	-	9	1001	bd																																		
Order (a) + (z)		$w \rightarrow A$ or $wh \rightarrow A$																																					
Order (a)	h means that the result is to be held in $O_{ca}$ . $\rightarrow up$ means, that the result is to be transferred into the minor cycle p in the major cycle u; $\rightarrow f$ , that it is to be transferred into the minor cycle immediately following upon the order; $\rightarrow A$ , that it is to be transferred into $I_{ca}$ ; no $\rightarrow$ , that no disposal is wanted (apart from h).	wh																																					
Order (p)	Order to transfer the number in the minor cycle in the major cycle u into $I_{ca}$ .	$Ac \rightarrow up$																																					
Order	Order to connect CC with the minor cycle in the major cycle u.	$Cc \rightarrow up$																																					



# Central Control for ENIAC

Table 1 - 51 Order Vocabulary  
(C-1)

Table 2 - Digit Connections for  
Control System  
(C-2)

Table 3 - Set-up for Control Process  
(C-3)

GOLOSINE  
DEFINITION  
SERIES  
REPORT

205551

## Table - I 51 order vocabulary

7/10/47

Acc.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Acc. - 10 to acc. 15 T	Code Symbol 01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20
	Order #	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Clear Acc. 15 - and receive from acc. 15 AC. L	Code Symbol 25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44
	Order #	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39

C. S.	Order #	Instruction	C. S.	Order #	Instruction
53	33	Dummy. clear format	75	38	+1 shift + 1/16
71	34	MULTIPLY X 1) Clear 12 & 15 AC → 12 2) Mult. 10 place eig. 110, leave prod. in 15 and do not clear 12 & 15 AC.	76	39	-0
			81	40	+5
			82	41	-5
72	35	SUBTRACT - take complement of no. in acc. 15.	83	42	7.3 Hamric { clear "
					A(11) + A(12) - A(12) → acc. 11
					B(11) + B(12) - B(12) → acc. 15
73	36	DIVIDE 1) Clear acc. 7 & 15 AC → 7 2) Clear 12 & 4 AC → 12 3) 9 AC → 15 4) ÷, 10 place, 111 hold denom. & remainder from numerator 5) Acc. 15 AC → 9 Acc. 4 AC → 15 Acc. 12 AC → 4	84	43	CONSTANT TRANSMITTER, ABC
			85	44	" " DEF
			86	45	" " GB
			91	46	Read
			92	47	Print
			93	48	NEXT TWO DIGITS - send No. 1
			94	49	next instruc. from 0 to 15 place
74	37	SQUARE ROOT V 1) Clear acc. 5 & 15 AC 2) Clear 12 & 7 AC → 12 3) 9 AC → 15 4) 1, 10 place, 111 hold remainder 5) 15 AC → 9 7 AC 2V 5 place → 15 12 AC → 7	95	50	U.T. 1) clear acc. 8 R 2) transmit 7759 & next instruc. to 8 R
			96	51	C.T. 1) Transmit 8 R from 15 → 8 2) Discriminate
					188 3) 11 M, continue to next instruc. if clear 6 and acc. 11 → 18

ENIAC is set up to read and interpret  
an EDVAC-style numerical code



November 7, 1947

Master Sheet

p. 1

Initiating Unit

Order Selector

Master Programmer

Pi O-1

i G-8 Cppo F-4

Stepper A

Po C-5

Cdi G-6 Ou ~~II~~ E-2

i B-2

Ri O-2

Cppi F-3 Ot II<sub>2</sub> F-6

di E-2

Ro C-5

P.M. Discriminator<sup>#1</sup>

Cdi F-5

Sci<sup>#1</sup> F-5

i F-7 0 → F-9

Sl. 1 C-1 Sl. 4 S-3

Sco<sup>#1</sup> G-8

di F-6 9 → F-8

Sl. 2 S-1 Sl. 5 S-4

Sci<sup>#2</sup> E-3

Cdi G-7

Sl. 3 S-2 Sl. 6 S-5

Sco<sup>#2</sup> U-10P.M. Discriminator<sup>#2</sup>

Stepper B

Sci<sup>#3</sup> O-4

i G-4 0 → G-5

i B-5

Sco<sup>#3</sup> C-4

di G-3 9 → C-5

di E-2

D-1 → C-2  
 D-1 → E-1

~~BASIC~~ BASIC SEQUENCE  
~~F.T. CONTROL~~ F.T. CONTROL  
 SHEET 1 OF 1

①

E-8 → F-1 → F-3

IU	MP	2	3	6	10	20	CONV	OS	FT	FTS
IP D-1		D-1 001								
		C-5						C-2 colic		E-1 CM (02)
C-6 001										
E-8										
F-1 001						E-8 004			H-1...6	F-3 i

Marginal notes on the listing cross-reference

a flow-diagram used to plan the program

171	16t	36
	SIRI	38
	12t	62
	SL5	84
	11t	11

172	12t	62
	10t	10 677900 98765
	0t	15
	0t	15 567900 9876
	0t	15 09976
	10t	15

173	12t	62
	SL5	80
	X	57 0560858040
	7t	07
	11t	31
	X	57 0097535376

174	SRS	52 00975
	7t	27 0560859015
	7t	27 1121717055
	7t	07
	12t	62 30
	SL5	80

175	11t	11
	11t	31
	X	57 3225104100
	SL5	80 04100
	7t	27
	DS	46 1531717055

176	S-10	0 5317170550
	12t	62 5317170551
	16t	16
	Count	
	CT	69

$$(10^{-5} \bar{S}_0)_R$$

$$567900 \cdot 10^{-5} \bar{S}_0$$

$$\bar{S}_0 (10^{-5} \bar{S}_1)$$

$$(10^{-5} \bar{S}_0)^2$$

$$10^{-5} \bar{S}_1$$

$$\bar{S}_0^2$$

$$\bar{S}_0^2$$

$$\bar{S}_1$$

$$10^{-5} \bar{S}_0 \rightarrow [0.2]_R$$

$$(10^{-5} \bar{S}_1)_L$$

$$10^{-5} \bar{S}_0 \rightarrow [10]_R$$

$$(12)$$

$$(\bar{S}_0 / 10^{-5} \bar{S}_1) \rightarrow 560858040$$

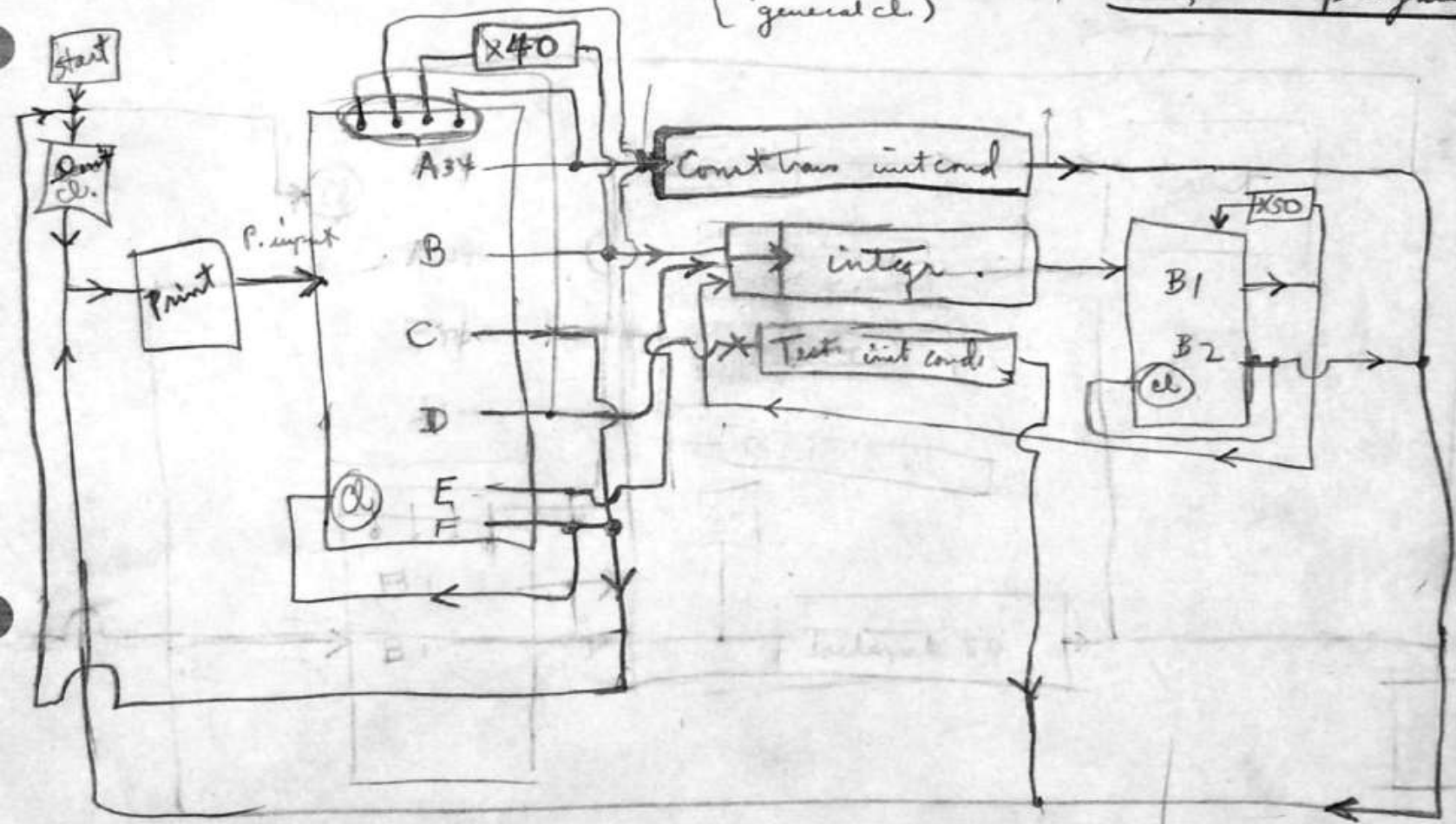
$$10^{-10} \bar{S}_0^2 + 2 \bar{S}_0 (10^{-5} \bar{S}_1)$$

$$1121717055$$

0
16t
SRI
12t
SL5
11t
12t
10t
12t

Similar diagrams were used from before the conversion

Let us assume that { printer } have only one program input read





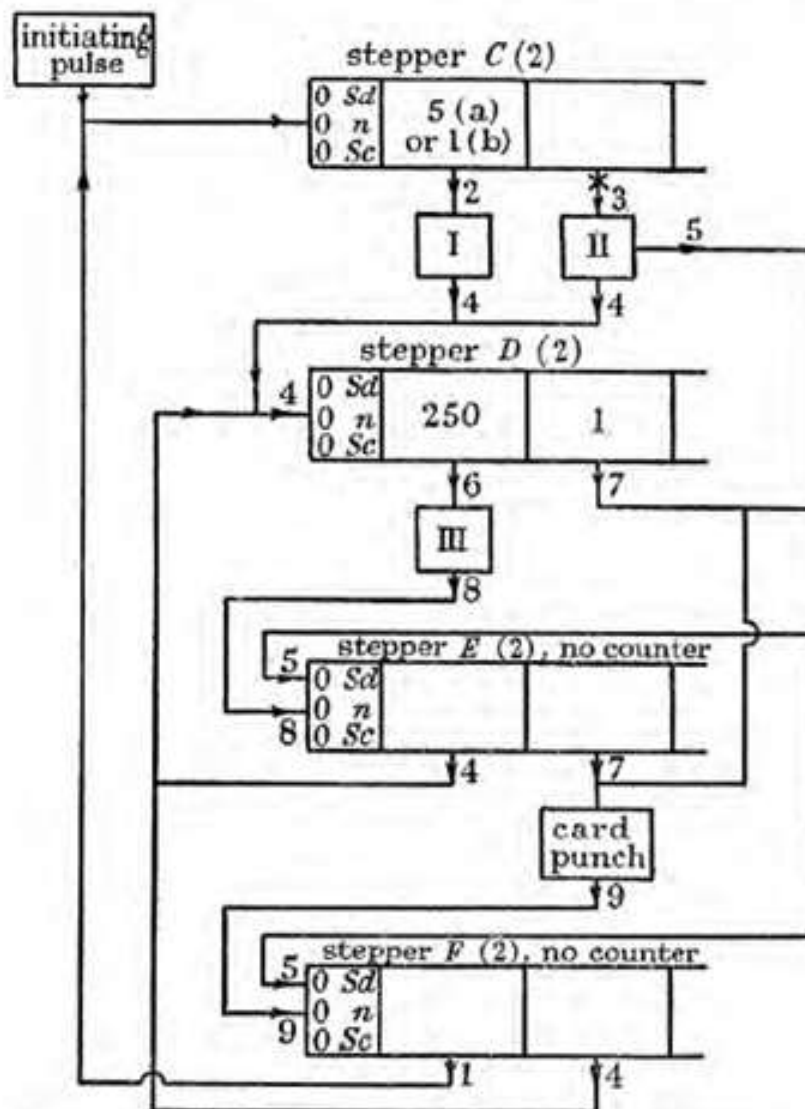
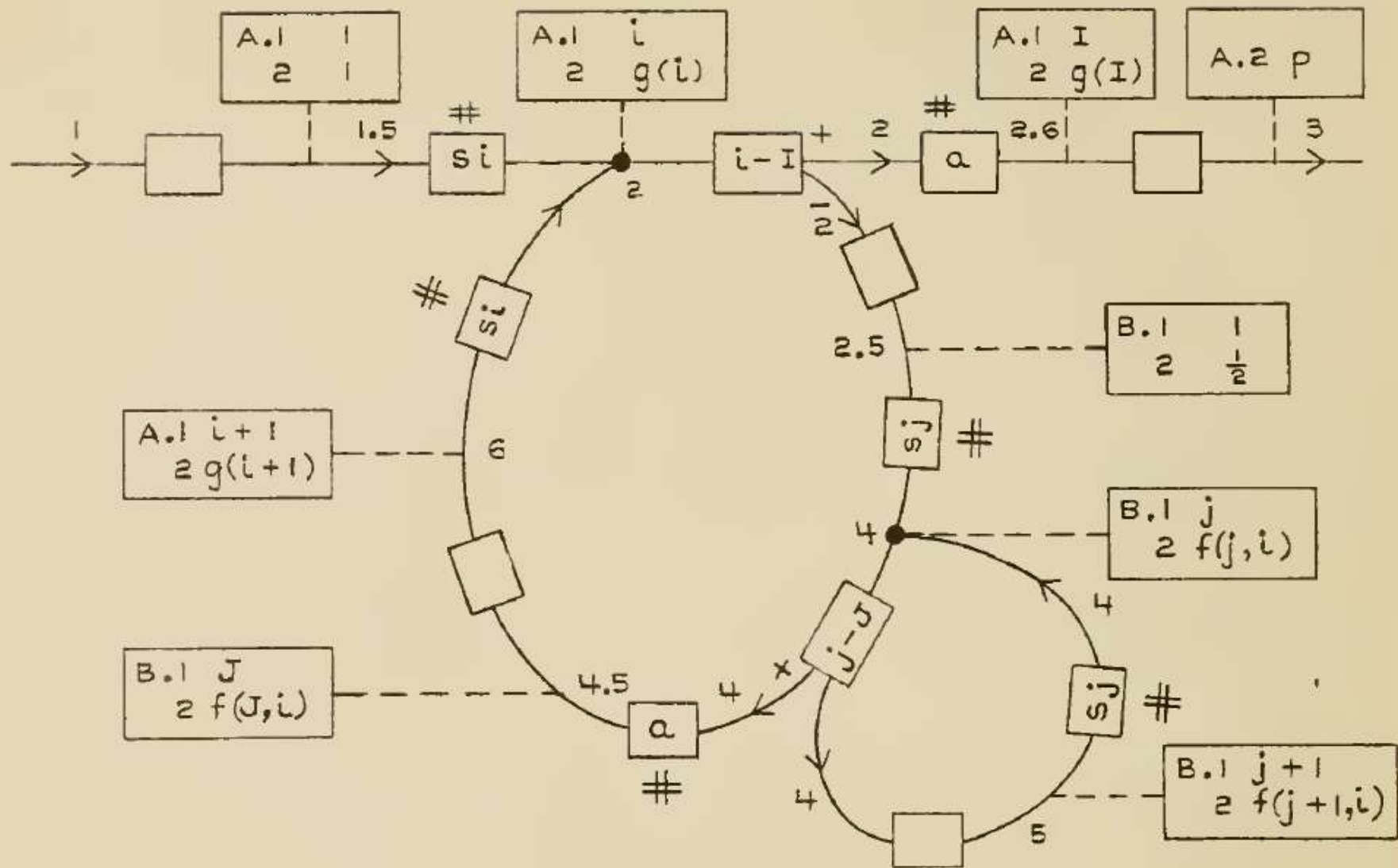
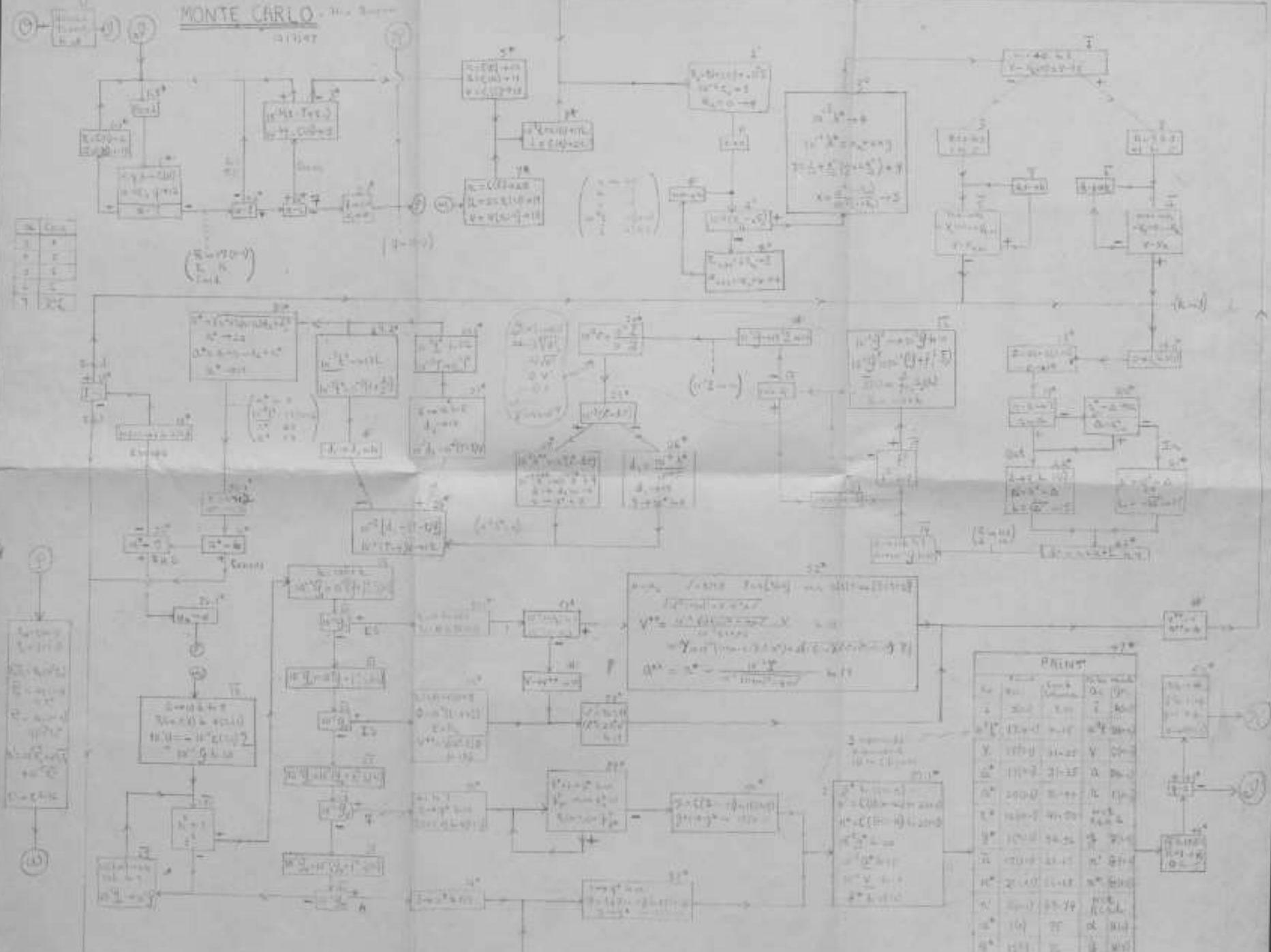


FIGURE 10. Master-programmer set-up for control of computation of null-order functions.

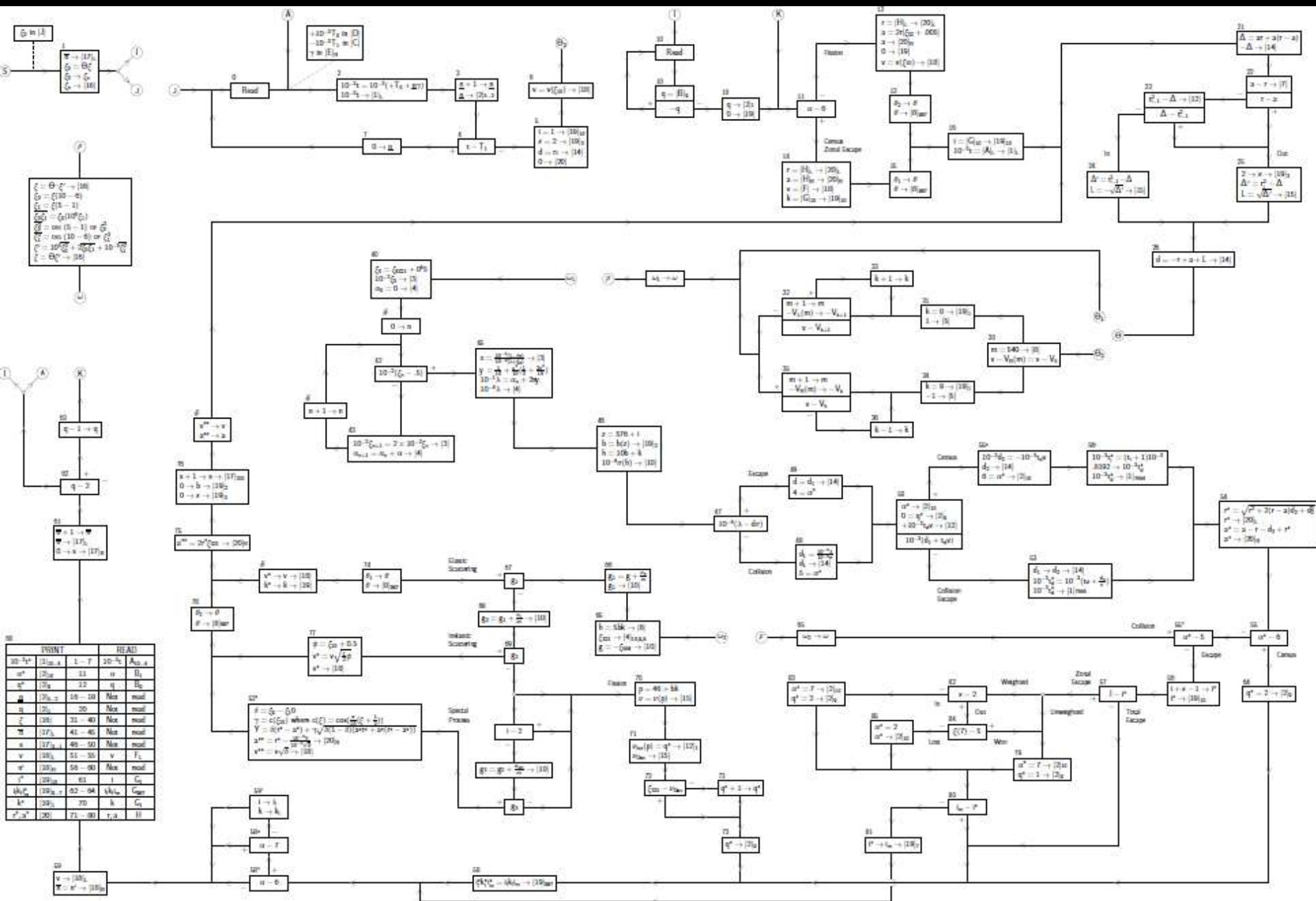


# MONTE CARLO

12/10/97



Step	Value	Count	Out	In
1	1000	1000	1000	1000
2	1000	1000	1000	1000
3	1000	1000	1000	1000
4	1000	1000	1000	1000
5	1000	1000	1000	1000
6	1000	1000	1000	1000
7	1000	1000	1000	1000
8	1000	1000	1000	1000
9	1000	1000	1000	1000
10	1000	1000	1000	1000
11	1000	1000	1000	1000
12	1000	1000	1000	1000
13	1000	1000	1000	1000
14	1000	1000	1000	1000
15	1000	1000	1000	1000
16	1000	1000	1000	1000
17	1000	1000	1000	1000
18	1000	1000	1000	1000
19	1000	1000	1000	1000
20	1000	1000	1000	1000



Annotations on the listing document a  
step-by-step “paper run” to check the code

171	16t	36
	SIRI	38
	12t	62
	SL5	84
	11t	11

172	12t	62
	10t	10 677900 98765
	0t	15
	0t	15 567900 9876
	0t	15 09976
	10t	15

173	12t	62
	SL5	80
	X	57 0560858040
	7t	07
	11t	31
	X	57 0097535376

174	SRS	52 00975
	7t	27 0560859015
	7t	27 1121717055
	7t	07
	12t	62 30
	SL5	80

175	11t	11
	11t	31
	X	57 3225104100
	SL5	80 04100
	7t	27
	DS	46 1531717055

176	S-10	0 5317170550
	12t	62 5317170551
	16t	16
	Count	
	CT	69

$$(10^{-5} \bar{S}_0)_R$$

$$567900 \cdot 10^{-5} \bar{S}_0$$

$$\bar{S}_0 (10^{-5} \bar{S}_1)$$

$$(10^{-5} \bar{S}_0)^2$$

$$10^{-5} \bar{S}_1$$

$$\bar{S}_0^2$$

$$\bar{S}_0^2$$

$$\bar{S}_1$$

$$10^{-5} \bar{S}_0 \rightarrow [0.2]_R$$

$$(10^{-5} \bar{S}_1)_L$$

$$10^{-5} \bar{S}_0 \rightarrow [10]_R$$

$$(12)$$

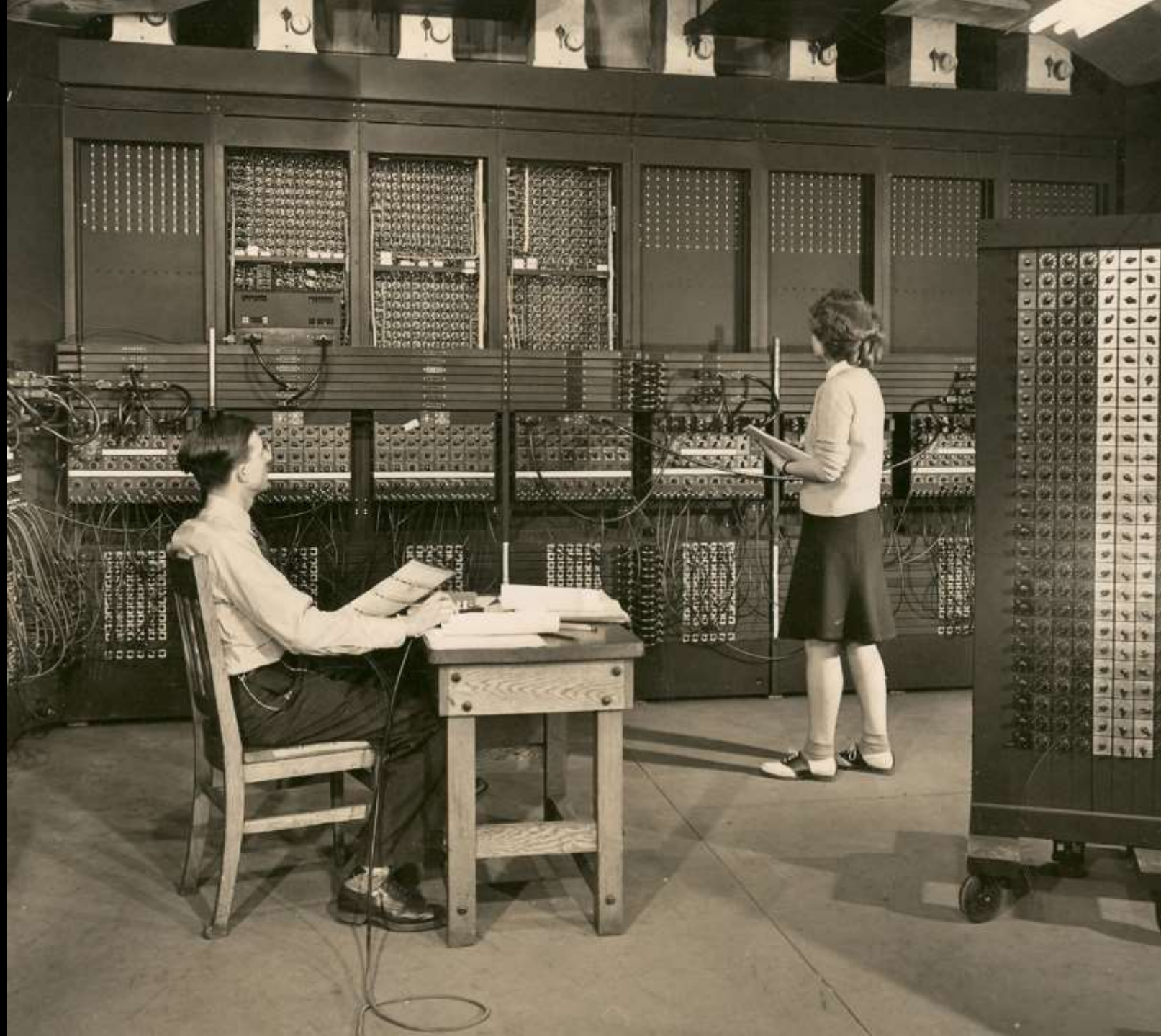
$$(\bar{S}_0 / 10^{-5} \bar{S}_1) \rightarrow 560858040$$

$$10^{-10} \bar{S}_0^2 + 2 \bar{S}_0 (10^{-5} \bar{S}_1)$$

$$1121717055$$

0
16t
SRI
12t
SL5
11t
12t
10t
12t





that we can replicate on an emulator

A 1: M9891808000	CT.A: P0000000000P	MP.A: 1 0/1
A 2: P0000000010	CT.B: P0000000000P	MP.B: 1 00/00
A 3: P0000000000	CT.C: P0100000000P	MP.C: 1 000/000
A 4: P0000000000	CT.D: M9891807999P	MP.D: 1 000/000
A 5: M9999999999	CT.E: P4096000000P	MP.E: 1 0/1
A 6: P0000067176	CT.F: P0000000000P	MP.F: 1 0/1
A 7: P1121717055	CT.G: P0101000000P	MP.G: 1 00/00
A 8: P0000000542	CT.H: P0000000000P	MP.H: 1 000/000
A 9: P0000000000	CT.J: P5679009876P	MP.J: 1 000/001
2*A10: P0000056790	CT.K: P1000000200P	MP.K: 1 0/0
A11: P5679000000		
A12: P5679000000	FT.1:	
A13: P0000000000	2*FT.2: 73	
A14: P0268800000	FT.3:	BP: 176
A15: P1531717055		PC: 176
A16: P6790098765	MULT:	FTS: 1
A17: P0000000000	DVSQ:	OS: 5
A18: P1993500000		CONV: 27
A19: P1000000209	IU.R:	PMD1: 0
*A20: P0000000000	IU.P:	PMD2: 0

Add time: 1125

IU: s) start; t) stop; r) reader start; i) push IPS; l) initial clear  
CY: p) pulse; a) 1 add time; c) continuous f) set bp to F-1  
q) quit

Other dimensions of the program include

What did it do?

A Monte Carlo simulation of chain reactions in nuclear material

How did it do it?

Complex program structure (c. 800 instructions), including a subroutine to generate pseudo-random numbers

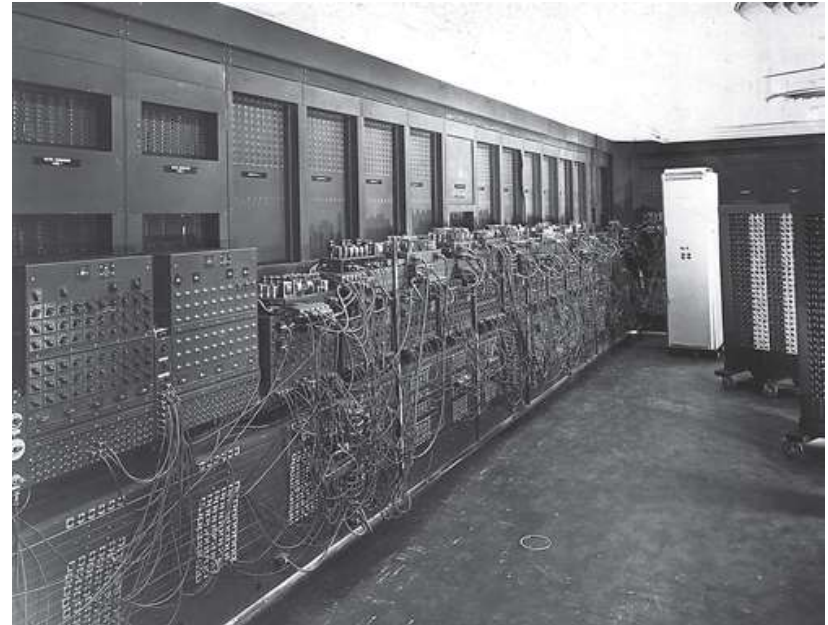
...

# Moore School Programming Group

- Set up March 1947 here, under contract to BRL
  - First leader was Jean Bartik, who didn't want to leave Philadelphia with ENIAC
  - Worked on applications and on “converter code”
  - Probably the first time anyone was hired specifically to do programming

# Core Memory

- ENIAC's biggest limitation was its tiny writable electronic memory
- “Register” delay line memory ordered 1947. Delivered, but never worked.
- Random access static core memory delivered by Burroughs corporation 1953



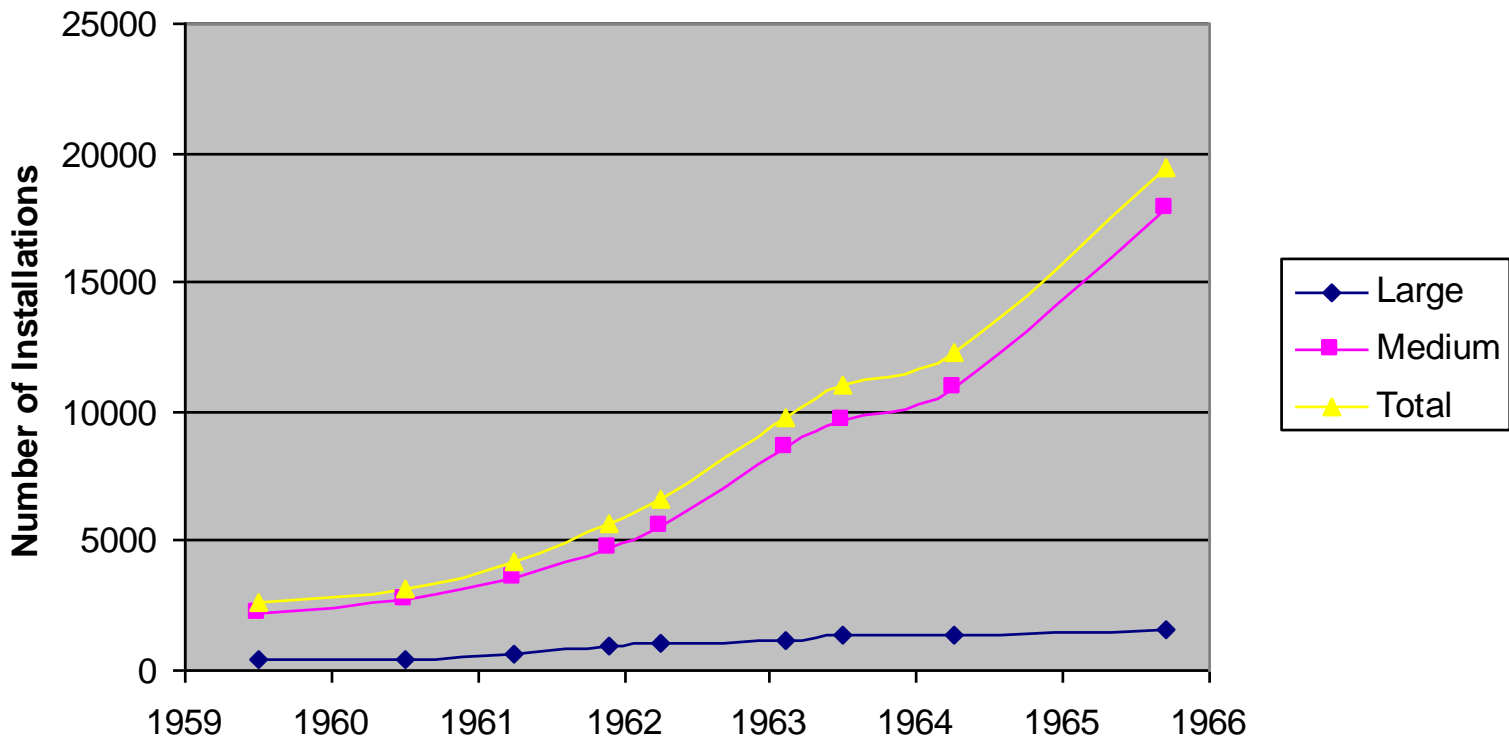


# **DATA PROCESSING OPERATIONS WORK IN THE 1950S & 60S**

# The Computer Enters Business



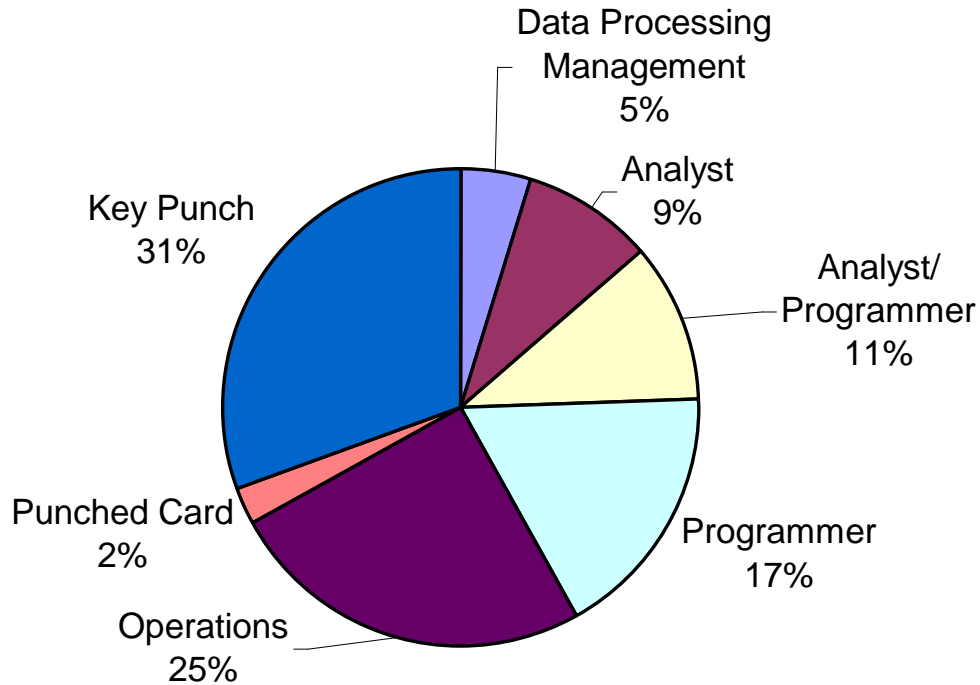
## Computers Installed in the USA 1959-1965 (cumulative)



In 1959 there are 45,000 punched card installations.

In 1962, IBM revenue from computer products overtakes that from punched card products

# Data Processing Staff, 1971



# CONCLUSIONS

# Female Pioneers

- Underrepresentation of women in IT has inspired a hunt for female role models and pioneers
- Historical figures become figureheads for events
  - Ada Lovelace (Day)
  - Grace Hopper (Celebration of Women in Computing)
- The “women of ENIAC” increasingly celebrated as “the first programmers”
  - Proof that women can program



# “The Women of ENIAC”

- Title of 1996 article by W. Barkley Fritz
  - Fragments of memoirs from many women who worked on ENIAC
- Kathryn Kleiman works for years on a film, bringing more attention
  - Esp. 1996 a 1996 WSJ column by Tom Petzinger
- Jennifer S. Light 1999 paper “When Computers Were Women”

# Now Applied Narrowly

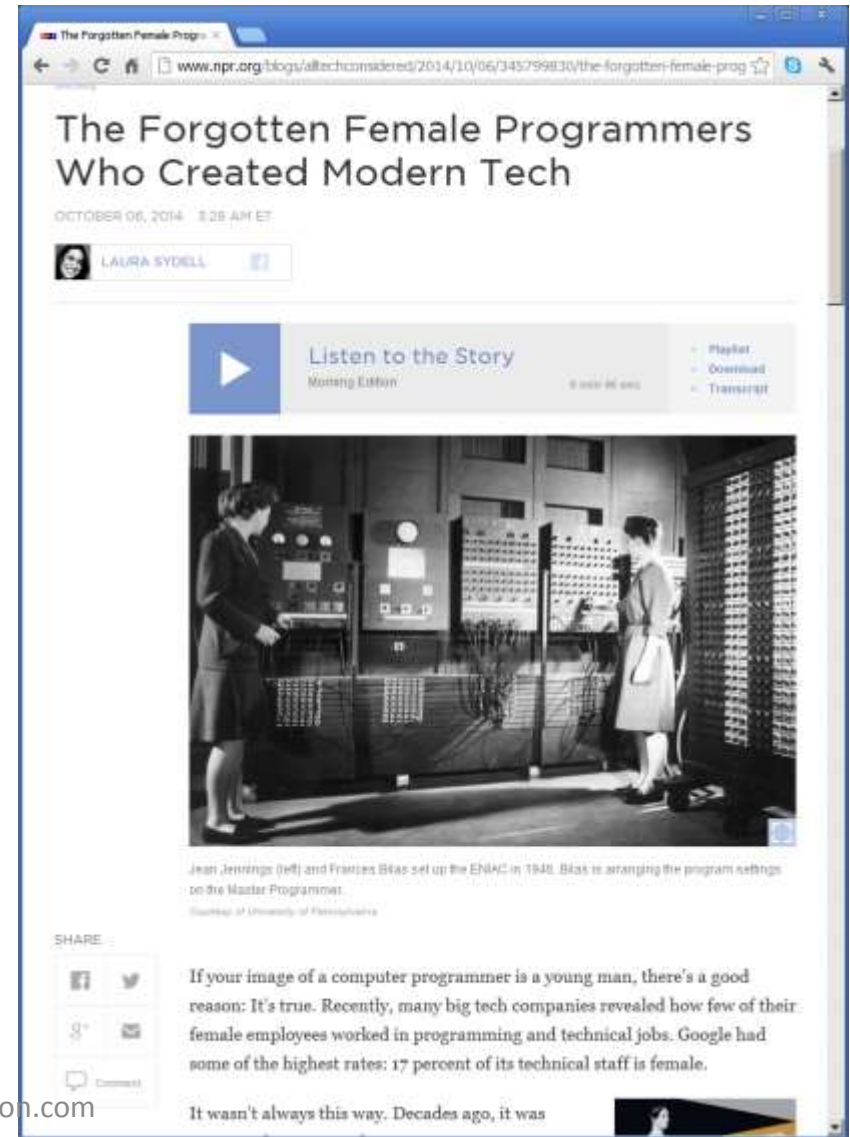
- “Women of ENIAC” = the first six operators
  - Not the women who built ENIAC
  - Or Adele Goldstine who wrote the manual and trained & recruited other women
  - Or Klara von Neumann, who coded the first modern program ever run
  - Or the many later operators and programmers at BRL





# Walter Isaacson

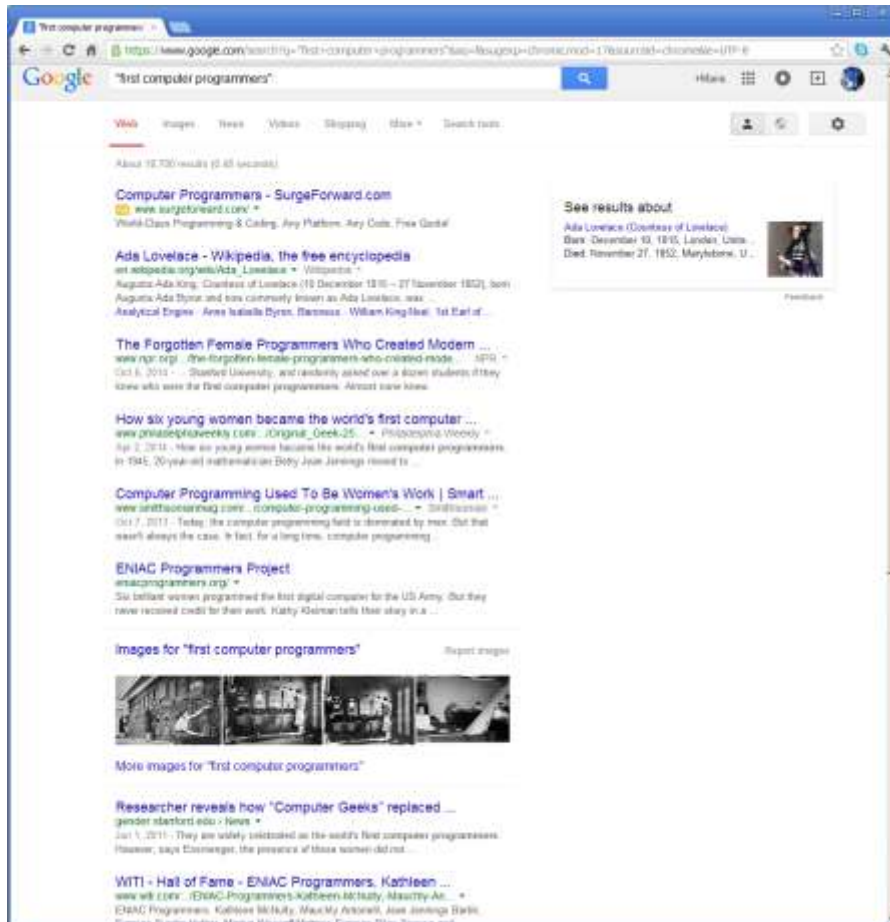
- “All the engineers who built ENIAC’s hardware were men...”
- “all the programmers who created the first general-purpose computer were women.”



# Still forgotten?



# Google “first programmers”



- Top hit is Ada Lovelace
- Next six hits are the ENIAC women
- But... Nobody celebrates the “first computer operators.”



# Girls Who Code vs. Women Who Operate

- We can't fix the "Great Man" view of history by adding a few "Great Women"
  - Insistence on genius and innovative breakthroughs
- By 1950s, computer operations and keypunch work seen as almost blue collar
  - Also the computer work most likely to be done by women
- "reclaiming these women as the first programmers...glosses over the hierarchies...among operators, coders, and analysts."

(Wendy Hui Kyong Chun)





# Cloud Computing



# The Age of the Cloud

- “Cloud” metaphor hides from view the actual physical infrastructure and challenges of computing...
- ... just as a focus on genius, conceptual breakthroughs, and programming has hidden the historical reality of early computing from view.

# “Innovation” Associated With

- Science, Progress, the Future
  - Silicon Valley
  - Billionaires
- History, by definition, is about the past
- Famous Silicon Valley venture capitalist Vinhod Kholsa just wrote...

If subjects like history and literature are focused on too early, it is easy for someone not to learn to think for themselves and not to question assumptions, conclusions, and expert philosophies. This can do a lot of damage.

# One Ironic Proposal

- *The Maintainers: How a Group of Bureaucrats, Standards Engineers, and Introverts Made Digital Infrastructures That Kind of Work Most of the Time* – Andrew Russell
- “The Maintainers” conference is running at Stevens University, April 8

# Closing Thoughts

- History matters, even though IT has always been focused on the future.
- There is more to history than “firsts” and lone geniuses. Don’t believe Hollywood.
- Successful IT innovation has always depended on execution, operations, logistics, and doing the little things well.

# The Work of Innovation

- ENIAC is the story of
  - Smart (to very smart)
  - Hardworking (to obsessive)
  - Flawed
- men and women who came together to do many kinds of work more or less collaboratively.
- They were in the right places at the right time, supported by bigger institutions.
- They did their jobs well enough in challenging times.
- They changed the world, without superpowers.
- All of them did that, even the secretary and the draughtswomen and the wirewomen whose names are forgotten.



# Find out more...

- My website [www.tomandmaria.com/tom](http://www.tomandmaria.com/tom)
- Project website: [www.EniacInAction.com](http://www.EniacInAction.com)
- Book, *ENIAC in Action: Making and Remaking the Modern Computer*, MIT Press, 2016.