

W. Edwards Deming

A Register of His Papers in the Library of Congress

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the assistance of Paul Colton, Patrick Kerwin, Lisa Madison,
and Sherralyn McCoy**



Manuscript Division, Library of Congress

Washington, D.C.

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Collection Summary

Title: Papers of W. Edwards Deming

Span Dates: 1795-1994

Bulk Dates: (bulk 1930-1993)

ID No.: MSS83010

Creator: Deming, W. Edwards (William Edwards), 1900-

Extent: 58,000 items; 166 containers plus 1 classified; 70 linear feet

Language: Collection material in English

Repository: Manuscript Division, Library of Congress, Washington, D.C.

Abstract: Correspondence, memoranda, reports, articles, speeches, lectures, interviews, reviews, books, writings, musical scores, photographs, and other papers documenting W. Edwards Deming's government service at the U.S. Bureau of the Budget and Bureau of the Census; his academic positions at George Washington University, New York University, and the U.S. Dept. of Agriculture Graduate School; and his career as a consultant in statistical studies and management in the United States and abroad. The collection reflects Deming's advocacy of the application of statistical quality control in industry and his work with motor freight, railroad, and telephone companies.

Selected Search Terms

The following terms have been used to index the description of this collection in the Library's online catalog. They are grouped by name of person or organization, by subject or location, and by occupation and listed alphabetically therein.

Names:

Deming, W. Edwards (William Edwards), 1900-
Aitken, A. C. (Alexander Craig), 1895- --Correspondence
Barnard, George A. (George Alfred)--Correspondence
Birge, Raymond T. (Raymond Thayer), b. 1887--Correspondence
Dodge, Harold French, b. 1893--Correspondence
Drucker, Peter Ferdinand, 1909- --Correspondence
Eisenhart, Churchill--Correspondence
Fisher, Ronald Aylmer, Sir, 1890-1962--Correspondence
Gingrich, Newt--Correspondence
Iacocca, Lee A.--Correspondence
Ishikawa, Ichirō--Correspondence
Juran, J. M. (Joseph M.), 1904- --Correspondence
Kendall, Maurice G. (Maurice George), 1907- --Correspondence
Koyanagi, Ken'ichi--Correspondence
Lidstone, Gregory--Correspondence
Mahalanobis, P. C. (Prasanta Chandra), 1893-1972--Correspondence
Nehru, Jawaharlal, 1889-1964--Correspondence
Neyman, Jerzy, 1894- --Correspondence
Pearson, E. S. (Egon Sharpe), 1895- --Correspondence
Pearson, Karl, 1857-1936--Correspondence
Perot, H. Ross, 1930- --Correspondence
Quayle, Dan, 1947- --Correspondence
Reagan, Ronald--Correspondence.
Reich, Robert B.--Correspondence
Shewhart, Walter A. (Walter Andrew), 1891-1967--Correspondence
Sukhatme, Pandurang Vasudeo, 1911- --Correspondence
Tippett, L. H. C. (Leonard Henry Caleb), 1902- --Correspondence
Tukey, John Wilder, 1915- --Correspondence
Wallis, W. Allen (Wilson Allen), 1912- --Correspondence
Wishart, John, 1898- --Correspondence
American Statistical Association

Bell Telephone Laboratories, inc.
George Washington University--Faculty
Graduate School, USDA--Faculty
New York University--Faculty
Nikkagiren
United States. Bureau of the Budget
United States. Bureau of the Census

Subjects:

Elections--Greece--1946
Freight and freightage--Quality control
Management
Music
Quality control
Railroads--Quality control
Statistics
Telephone companies--Quality control
Great Britain--Economic conditions--1945-
India--Economic conditions--1945-
Japan--Economic conditions--1945-
Turkey--Economic conditions--1945-

Occupations:

Educators
Statisticians

Administrative Information

Provenance:

The papers of William Edwards Deming, statistician and educator, were deposited in the Library of Congress in 1994 by the W. Edwards Deming Institute, Washington, D.C., with additional material deposited in 1995. The entire collection was converted to a gift in 1995.

Copyright Status:

Copyright in the unpublished writings of W. Edwards Deming in these papers and in other collections in the custody of the Library of Congress is controlled by the W. Edwards Deming Institute.

Restrictions:

Restrictions apply governing the use, photoduplication, or publication of items in the Deming collection. Consult a reference librarian in the Manuscript Division for information concerning these restrictions.

Preferred Citation:

Researchers wishing to cite this collection should include the following information: Container number, W. Edwards Deming Papers, Manuscript Division, Library of Congress, Washington, D.C.

Biographical Note

<i>Date</i>	<i>Event</i>
1900, Oct. 14	Born, Sioux City, Iowa
1921	B.S., electrical engineering, University of Wyoming, Laramie, Wyo.

1922-1924 Assistant professor of physics, Colorado School of Mines, Golden, Colo.

1922 Married Agnes Bell (died 1930)

1924 M.S., mathematics and mathematical physics, University of Colorado, Boulder, Colo.

1924-1925 Assistant professor of physics, University of Colorado, Boulder, Colo.

1925-1927 Instructor in physics, Yale University, New Haven, Conn.

1927-1939 Mathematical physicist, Bureau of Chemistry and Soils, Agriculture Department

1928 Ph.D., mathematics and mathematical physics, Yale University, New Haven, Conn.

1930-1944 Special lecturer, National Bureau of Standards

1932 Married Lola Shupe (died 1986)

1935-1953 Head, Department of Mathematics and Statistics, Graduate School, Agriculture Department

1936 Studied under Sir Ronald Aylmer Fisher and Jerzy Neyman at University College, London, England

1938 Published *Some Notes on Least Squares* (Washington, D.C.: Graduate School, Department of Agriculture. 181 pp.)

1939-1945 Head mathematician and advisor in sampling, Bureau of the Census

1940-1950 Consultant to secretary of war and secretary of defense

1942-1944 Taught statistical quality control courses to defense supply industries

1942-1953 Advisor for sampling, Bureau of the Budget

1943 Published *Statistical Adjustment of Data* (New York: John Wiley and Sons. 261 pp.)

1946-1993 Professor of statistics, Graduate School of Business Administration, New York University, New York, N.Y.
Consultant in statistical studies for industry

1947 Advisor for sampling techniques, Supreme Command of the Allied Powers, Tokyo, Japan

1947-1952 Member, United Nations Subcommittee on Statistical Sampling

1950 Lecturer, Union of Japanese Scientists and Engineers
Creation of the Deming Prize in Japan
Published *Some Theory of Sampling* (New York: John Wiley and Sons. 602 pp.)

1955 Awarded Shewhart Medal, American Society for Quality Control

1960 Decorated, Second Order of the Sacred Treasure, Japan
Published *Sample Design in Business Research* (New York: John Wiley and Sons. 517 pp.)

1980	Television broadcast of National Broadcasting Co. (NBC) documentary "If Japan Can, Why Can't We?" featuring Deming
1980-1993	Lectured on management principles to corporate and management personnel
1982	Published <i>Quality, Productivity, and Competitive Position</i> (Cambridge, Mass.: Massachusetts Institute of Technology, Center for Advanced Engineering Study. 373 pp.)
1986	Published <i>Out of the Crisis</i> (Cambridge, Mass.: Massachusetts Institute of Technology, Center for Advanced Engineering Study. 505 pp.)
1987	Awarded National Medal of Technology by President Ronald Reagan
1993	Published <i>The New Economics for Industry, Government, Education</i> (Cambridge, Mass.: Massachusetts Institute of Technology, Center for Advanced Engineering Study. 240 pp.)
1993, Dec. 20	Died, Washington, D.C.

Scope and Content Note

The papers of William Edwards Deming (1900-1993) span the years 1795-1994 with the bulk of the items concentrated between 1930 and 1993. The collection reflects the breadth of Deming's career, including government service, academic positions, and activities as a consultant in statistical studies and management in the United States and abroad. The papers contain the following series: [Personal File](#), [General Correspondence](#), [International File](#), [Client File](#), [Subject File](#), [Writings](#), [Academic File](#), [Reference File](#), and [Miscellany](#).

The [Personal File](#) contains correspondence and other papers relating to Deming's family, engagement calendars, and a 1795 French military leave pass for Captain Jean Baptiste Fraube. Other files relate to Deming's study of music and include copies of his sacred music compositions and music he wrote for the "Star Spangled Banner."

The [General Correspondence](#) series consists primarily of letters exchanged with professional colleagues in academia and industry. One file relates to Walter A. Shewhart of Bell Telephone Laboratories in New York, a statistician who had a seminal influence on Deming's understanding and study of statistical analysis of quality control for industrial production. Also included is important correspondence with such statisticians as A. C. Aitken, Raymond T. Birge, Harold French Dodge, Churchill Eisenhart, J. M. Juran, Gregory Lidstone, Jerzy Neyman, John Wilder Tukey, and W. Allen Wallis. Other significant or frequent correspondents include Peter Ferdinand Drucker, Newt Gingrich, Lee A. Iacocca, Ichirō Ishikawa, Ken'ichi Koyanagi, H. Ross Perot, Dan Quayle, Ronald Reagan, and Robert B. Reich.

The [International File](#) features material pertaining to Deming's work with foreign corporations and governments, his collaborations with professional colleagues abroad, and personal matters. Among the principal files are those relating to Japan. In 1947, Deming visited Japan as a statistical advisor to the Supreme Command of the Allied Powers. On a return trip in 1950, the Union of Japanese Scientists and Engineers invited Deming to lecture on the application of statistical quality control to industry. The penetrating effect of his ideas and lectures on Japanese industrial leaders and managers resulted in a long association, and many cite Deming as a major influence in Japan's ascent as a world economic power after World War II. Correspondence and related material also reflect his relations with Japan's academic community. Files pertaining to Great Britain contain correspondence with A. C. Aitken, George Bernard, Sir Ronald Aylmer Fisher, Maurice G. Kendall, E. S. Pearson, Karl Pearson, L. H. C. Tippett, and John Wishart. The file for India includes correspondence with P. C. Mahalanobis, Jawaharlal Nehru, and Pandurang Vasudeo Sukhatme. Other files document Deming's trips to Greece in 1946 to observe elections and his consultant work for the government of Turkey.

The [Client File](#) constitutes the largest portion of the Deming collection. It records Deming's activities as a private consultant to American industry from the late 1940s to the 1990s and includes correspondence, memoranda, reports, testimony, seminars, charts, and other related items. The bulk of the material pertains to Deming's work with motor freight, railroad, and telephone

companies. As an advisor to these industries, he used sampling and statistical analysis to evaluate and set service rates and to address other industry concerns. He designed a “continuous traffic study” for the self-regulation of the motor freight industry and participated in government hearings in 1979-1980 regarding deregulation of the industry. He also provided statistical studies for setting rates for transcontinental railroads and often testified before the Interstate Commerce Commission in disputes among the railroads. Other clients featured in the papers include automobile companies, medical researchers, marketing research companies, and government agencies. Deming's management seminars are also represented in notebooks created for individual engagements, material related to statistical sample techniques, such as his red bead and funnel tests, a typescript account of a four-day seminar, notes, and itineraries.

The [Subject File](#) highlights Deming's association with professional organizations and government service, including the Bureau of the Census and the Bureau of the Budget. Deming was employed by the Census Bureau from 1939 to 1945, and his proposed sampling methods were successfully implemented in the 1940 census. He served simultaneously as an instructor for the Budget Bureau and taught statistical quality control courses to the defense supply industry. Other files in the series relate to the Union of Japanese Scientists and Engineers, the Deming Prize, the American Statistical Association, and the National Broadcasting Company's television documentary in 1980 on Deming and Japan.

The [Writings File](#) contains articles, papers, speeches, lectures, books, forewords, interviews, and reviews spanning Deming's entire career. Deming was a frequent contributor to scholarly journals. Set I in the Writings File is composed of published copies of articles and papers arranged in rough chronological order according to a numerical system devised by Deming and his staff. Set II includes additional articles and papers, book production files, speeches and lectures, interviews, reviews, and other writings. Among the interviews is a transcript of an interview with Deming and Robert B. Reich in 1986.

The [Academic File](#) focuses on Deming's student work and his teaching positions. His meticulous notes and papers as a student are early evidence of a disciplined mind. Included are copies of his master's thesis at the University of Colorado and his doctoral dissertation at Yale. As head of the Department of Mathematics and Statistics in the Graduate School of the Department of Agriculture from 1935 to 1953, Deming contributed to the statistical education of government employees and arranged for a notable series of lectures on statistical theory and methodology. Material from this phase of his career as well as from his association with New York and George Washington universities is also located in the [Academic File](#). A separate [Reference File](#) contains notes and printed matter related to mathematical and statistical topics and includes notes and printed matter regarding individual mathematicians. [Miscellany](#) in the Deming collection contains books with marginalia, certificates and awards, biographical printed matter, programs from speaking engagements, photographs, and a few writings by others. Among the photographs are portraits, scenes from family and professional gatherings, and photographs taken by Deming during his travels abroad.

Organization of the Papers

The collection is arranged in nine series:

- [Personal File, 1795-1994, n.d.](#)
- [General Correspondence, 1924-1994, n.d.](#)
- [International File, 1930-1992, n.d.](#)
- [Client File, 1940-1994, n.d.](#)
- [Subject File, 1927-1994, n.d.](#)
- [Writings, 1928-1993, n.d.](#)
- [Academic File, 1917-1992, n.d.](#)
- [Reference File, 1921-1993, n.d.](#)
- [Miscellany, 1922-1994, n.d.](#)

Description of Series

<i>Container</i>	<i>Series</i>
BOX 1-4	<p><u>Personal File, 1795-1994, n.d.</u></p> <p>Correspondence, notes, music compositions, engagement calendars, and papers pertaining to family members.</p> <p>Arranged alphabetically by topic or type of material and chronologically therein.</p>
BOX 5-21	<p><u>General Correspondence, 1924-1994, n.d.</u></p> <p>Letters received and copies of letters sent with attached and related material.</p> <p>Arranged alphabetically by name of correspondent or organization and chronologically therein.</p>
BOX 21-30	<p><u>International File, 1930-1992, n.d.</u></p> <p>Correspondence, reports, notes, printed matter, and other background material.</p> <p>Organized alphabetically by country, by topic or type of material therein, and chronologically within these categories.</p>
BOX 31-106	<p><u>Client File, 1940-1994, n.d.</u></p> <p>Reports, testimony, correspondence, memoranda, notes, data sheets, notebooks, financial papers, and printed matter.</p> <p>Arranged alphabetically by topic or type of client, thereunder by client's name or subject, and chronologically therein.</p>
BOX 106-116	<p><u>Subject File, 1927-1994, n.d.</u></p> <p>Correspondence, memoranda, reports, notes, and printed and near-print matter.</p> <p>Filed alphabetically by topic and chronologically therein.</p>
BOX 117-133	<p><u>Writings, 1928-1993, n.d.</u></p> <p>Articles, papers, book production files, forewords, interviews, reviews, letters to editors, speeches and lectures, poems, and notes.</p> <p>Arranged in two sets. Set I contains published articles and papers arranged roughly chronologically by numerical designations assigned by Deming and his staff. Set II contains a variety of writings arranged alphabetically by format and chronologically thereunder. Books are arranged alphabetically by title.</p>
BOX 133-139	<p><u>Academic File, 1917-1992, n.d.</u></p> <p>Notebooks, notes, correspondence, reports, and academic studies.</p> <p>Arranged alphabetically by institution and thereunder by topic or type of material.</p>
BOX 140-148	<p><u>Reference File, 1921-1993, n.d.</u></p> <p>Notes, calculations, notebooks, exercises, and printed and near-print matter.</p> <p>Organized alphabetically by topic and chronologically therein.</p>
BOX 148-166	<p><u>Miscellany, 1922-1994, n.d.</u></p> <p>Certificates, awards, programs, photographs, annotated books, printed matter, newspapers, postcards, addresses, calling cards, and writings by others.</p> <p>Arranged alphabetically by type of material and chronologically therein.</p>

Container List

<i>Container</i>	<i>Contents</i>
BOX 1-4	Personal File, 1795-1994, n.d. Correspondence, notes, music compositions, engagement calendars, and papers pertaining to family members. Arranged alphabetically by topic or type of material and chronologically therein.
BOX 1	Biographical material Civil service, 1927-1951 (2 folders) General, 1922-1987, n.d. (2 folders) Birthday greetings, 1991 Correspondence Family, 1930-1993, n.d. (5 folders) General, 1925-1972
BOX 2	Engagement calendars, 1962-1992 (7 folders) Family members Baker, Dorothy Deming (daughter), 1929, 1983-1984 Cahill, Diana Deming (daughter), 1935-1966 (2 folders)
BOX 3	Deming, Lola Shupe (wife), 1936-1986, n.d. Haupt, Linda Deming (daughter), 1943, 1978-1984, n.d. Miscellaneous, 1922, 1990, n.d. Medical records, 1966-1993 Memorial services, 1993-1994 Military leave pass for Captain Jean Baptiste Fraube, French army, 1795 Miscellany, 1916-1991, n.d. (3 folders) Music Compositions, 1935-1985, n.d. (3 folders) Correspondence 1938-1980 1982-1993, n.d.
BOX 4	Miscellany, 1932-1987, n.d. (4 folders) Notes and printed matter, 1916-1993, n.d. (2 folders) Notebooks, 1944-1987 Passports and identification, 1946-1993 Retirement, 1952-1982, n.d.

Personal File, 1795-1994, n.d.

Container

Contents

St. Paul's Episcopal Church, Washington, D.C., 1991
Vacations, 1964-1966

BOX 5-21

General Correspondence, 1924-1994, n.d.

Letters received and copies of letters sent with attached and related material.
Arranged alphabetically by name of correspondent or organization and chronologically therein.

BOX 5

Aitken, A. C., 1934-1942 For additional material see Container 23, Great Britain

“A” miscellaneous, 1924-1993

(4 folders)

Birge, Raymond T., 1931-1936, 1955

(2 folders)

BOX 6

“B” miscellaneous, 1932-1993

(6 folders)

Carter, Tony, 1992-1993

Cobb, Willie, 1947-1948

Comrie, L. J., 1937-1939

BOX 7

“C” miscellaneous, 1924-1993

(6 folders)

Dodge, Harold French, 1942-1977

Drucker, Peter Ferdinand, 1976-1990

“D” miscellaneous, 1930-1993

(2 folders)

BOX 8

(5 folders)

Eisenhart, Churchill, 1943-1993

“E” miscellaneous, 1931-1993

Francis, Ivor S., 1990-1991

BOX 9

“F” miscellaneous, 1936-1993

(3 folders)

Gingrich, Newt, 1991-1993

(3 folders)

Golomski, William, 1981-1991

Gurland, Barry, 1987-1993

“G” miscellaneous, 1938-1993

(2 folders)

BOX 10

(2 folders)

Haller, Harold, 1987-1990

“H” miscellaneous, 1936-1993

(6 folders)

BOX 11

(2 folders)

Iacocca, Lee A., 1989

Ishikawa, Ichirō, 1950-1970

“I” miscellaneous, 1948-1993

Joiner, Brian, 1968-1993

(2 folders)

Juran, J. M., 1951-1992

BOX 12

“J” miscellaneous, 1942-1993

(2 folders)

General Correspondence, 1924-1994, n.d.

Container

Contents

	Kao, S. C., 1970
	Kilian, Cecelia S., 1955-1994, n.d.
	Koyanagi, Ken'ichi, 1958-1978 For additional material see Container 25, Correspondence
	Kruskal, William, 1965-1992
	“K” miscellaneous, 1950-1994 (5 folders)
BOX 13	Lataif, Louis E., 1991-1993
	Lidstone, Gregory, 1937-1951, n.d. (6 folders)
	“L” miscellaneous, 1930-1993 (3 folders)
BOX 14	(1 folder)
	Maloney, Jamie, 1991-1992
	Mann, Nancy, 1992
	Massachusetts Institute of Technology, Center for Advanced Engineering Study, Cambridge, Mass., 1983-1994
	“M” miscellaneous, 1935-1993 (5 folders)
	Neave, Henry, 1991-1993
BOX 15	New York University, New York, N.Y., 1946-1993 See also Containers 114 and 135, same heading
	Neyman, Jerzy, 1936-1941 (2 folders)
	Nishibori, E. E., 1988-1989, n.d.
	Nishihara, T., 1970
	Nishikawa, Tadaichi, 1992
	Noguchi, Junji, 1970-1993
	“N” miscellaneous, 1935-1993 (3 folders)
	Orsini, Joyce, 1978-1992
	“O” miscellaneous, 1931-1992 (2 folders)
BOX 16	(1 folder)
	Perot, H. Ross, 1988
	Peterson, Donald E., 1982-1990
	Petty, Priscilla, 1990-1993
	“P” miscellaneous, 1937-1993 (6 folders)
	Quayle, Dan, 1991
	“Q” miscellaneous, 1978-1991
BOX 17	Ranney, Gipsie B., 1989-1991, n.d.
	Rasch, Dieter, 1970-1991
	Reagan, Ronald, 1984
	Reich, Robert B., 1987-1993 See also Container 130, Interviews, Robert B. Reich
	Rivier College, Nashua, N.H., 1981-1993
	“R” miscellaneous, 1937-1993 (4 folders)

General Correspondence, 1924-1994, n.d.

Container

Contents

	Scholtes, Peter, 1991-1993
	Schultz, Louis E., 1986-1992
	Seebass, Richard, 1990-1993
	Senge, Peter, 1990-1992
BOX 18	Shewhart, Walter A., 1938-1939
	Simpson, Alan K., 1994
	Steele, Richard, 1989
	Stephan, Frederick F., 1949-1971
	Stone, Margaret, 1945-1949
	Sugiyama, Hiroshi, 1976-1985
	“S” miscellaneous, 1937-1993 (7 folders)
BOX 19	(3 folders)
	Torki, Neviene, 1991-1993
	Tribus, Myron, 1983-1992, n.d. (3 folders)
	Tukey, John Wilder, 1951-1952
	Tveite, Michael D., 1989-1991
BOX 20	“T” miscellaneous, 1934, 1950-1993 (4 folders)
	Union of Japanese Scientists and Engineers, 1951-1978, n.d. See also Container 115, same heading
	University of Wyoming, Laramie, Wyo., 1948, 1990-1991
	“U-V” miscellaneous, 1943-1992 (2 folders)
	Wallis, W. Allen, 1959, 1979-1992
	Wheeler, Donald and Frances, 1988-1992
	Wingersky, Melvin F., 1953-1958
	“W” miscellaneous, 1934-1993 (2 folders)
BOX 21	(1 folder)
	Xerox Corp., 1992
	Yale University, New Haven, Conn., 1925-1928
	“Y” miscellaneous, 1954-1992 (2 folders)
	Zahn, Douglas, 1979 (3 folders)
	“Z” miscellaneous, 1952-1991
	Unidentified, 1937-1992, n.d. (2 folders)
BOX 21-30	International File, 1930-1992, n.d. Correspondence, reports, notes, printed matter, and other background material. Organized alphabetically by country, by topic or type of material therein, and chronologically within these categories.
BOX 21	Addresses, ca. 1966
	Africa, 1947-1982

International File, 1930-1992, n.d.

Container

Contents

BOX 22	Argentina, 1971-1973 Australia, 1934-1989 Austria, 1953-1955 Belgium, 1964 Canada, 1941-1974 Chile, 1954, 1971-1974 China, Republic of See Container 30, Taiwan Colombia, 1971-1973 Czechoslovakia, 1947-1976 Denmark, 1955-1982 Egypt, 1963-1967 Finland, 1948 France Correspondence, 1946-1981, n.d. Miscellany, 1980, n.d.
BOX 23	Germany, 1948-1983 (2 folders) Great Britain, 1932-1981, n.d. (2 folders) Greece Allied Mission to Observe the Greek Elections, 1946, n.d. (3 folders)
BOX 24	General, 1946-1976 Haiti, 1951-1952 Hong Kong, 1974-1977 Hungary, 1962-1985 India, 1946-1983, n.d. (2 folders) Ireland, 1949-1970 Israel, 1976 Italy, 1948-1967 Japan Addresses, ca. 1965 Christmas cards, 1930-1970, n.d.
BOX 25	Correspondence, 1946-1989 (8 folders) Deming Prize See Containers 111-112, same heading
BOX 26	General, 1947-87, n.d. (6 folders) Invitations, 1949-1969, n.d.
BOX 27	Itineraries, 1970-1982, n.d. Memorabilia, 1951-1980, n.d. (3 folders) Messages, 1975-1979, n.d. Notebook, 1943-1944 Notes, 1951-1982 (2 folders)

International File, 1930-1992, n.d.

Container

Contents

BOX 28	Printed matter, 1943-1969 (5 folders) Writings, 1949-1987, n.d. Korea (South), 1960-1983, n.d. (2 folders)
BOX 29	Mexico, 1951-1970 Netherlands, 1939-1981 New Zealand, 1951 Norway, n.d. Pakistan, 1948-1956 Peru, 1971 Philippines, 1970, n.d. Poland, 1938-1946 Portugal, 1943-1969 Puerto Rico, 1972-1978, n.d. (2 folders) Romania, 1947-1976 Russia, 1976 Singapore, 1977, 1992 Spain, 1949-1974, n.d. (2 folders) Sweden, 1955-1958 Switzerland, 1981
BOX 30	Taiwan, 1947-1979, n.d. (4 folders) Turkey, 1959-1966, n.d. (3 folders) Yugoslavia, 1950-1974
BOX 31-106	Client File, 1940-1994, n.d. Reports, testimony, correspondence, memoranda, notes, data sheets, notebooks, financial papers, and printed matter. Arranged alphabetically by topic or type of client, thereunder by client's name or subject, and chronologically therein.
BOX 31	Client lists, 1966, 1974, n.d. Fees and expenses Bound, 1944-1959 (2 folders) Unbound 1943, 1950-1964 (8 folders)
BOX 32	1965-1971 (10 folders)
BOX 33	1972-1977 (12 folders)
BOX 34	1978-1981 (9 folders)

Client File, 1940-1994, n.d.

<i>Container</i>	<i>Contents</i>
BOX 35	1982 (2 folders) Miscellaneous Alaska General, 1983-1984, n.d. (2 folders) Notebook, 1983-1984 (2 folders) Schmid, Robert C., 1984 Alfred Politz Research, Inc., 1950-1973
BOX 36	Allis-Chalmers Manufacturing Co., General Electric Co., and Westinghouse Electric Co., 1961-1965 (3 folders) American Express Co., 1975 American Society of Composers, Authors and Publishers, 1963-1965 Axiom Market Research Bureau, 1971-1974 (4 folders)
BOX 37	Brooklyn State Hospital, Brooklyn, N.Y., 1967 Bureau of Customs, 1954 Canadian Facts Co. Contract, 1974 Data, 1974-1975 General, 1972-1977, n.d. (3 folders) Questionnaires, 1974, n.d. Reports, 1974-1975 (2 folders)
BOX 38	(2 folders) Chrysler Corp., 1957-1959 (6 folders) Civil Service Commission, 1964
BOX 39	Columbia University, Center for Geriatrics and Gerontology, New York, N.Y., 1979-1987, n.d. Cotton Transit Study, 1967-1990, n.d. Deed sampling Nassau County, N.Y., 1959-1963 (2 folders) Buffalo and Rochester, N.Y., 1962-1964 <i>Detroit News</i> , 1964-1967 (3 folders)
BOX 40	East Ohio Gas Co. General, 1961-1973, n.d. (2 folders) Notebooks, 1962-1970 (3 folders) Testimony, 1962-1973 (2 folders)
BOX 41	(2 folders)

Client File, 1940-1994, n.d.

Container

Contents

	Educational Testing Service, 1980
	Energy Department/Rockwell International, Rocky Flats Plant, Colo., 1974-1980, n.d. (5 folders)
BOX 42	Farmers Cooperative Exchange, 1964-1967 Federal Aviation Administration, 1966, n.d. Federal salary compatibility survey, 1964 Federal Trade Commission, 1977 Ford Motor Co. 1980-1993 (6 folders)
BOX 43	Undated Fort Berthold, N.D. (Three Affiliated Tribes), 1977-1980 General Motors Corp. Apr. 1981-Mar. 1992 (5 folders)
BOX 44	May 1992-Feb. 1994, n.d. (2 folders) Goodyear Tire and Rubber Co., 1971-1973 (3 folders) Hewlett Packard, 1977-1978 Indiana Broadcasting Corp. General, 1964-1967, n.d. (2 folders) Notebook, 1963-1967
BOX 45	International Business Machines Corp., 1971 Justice Department, Antitrust Division, 1959 Libby, McNeil, and Libby, 1968 Library of Congress, Washington, D.C., 1968-1970 Market Facts, Inc. Data, 1977 General, 1975-1978, n.d. Notebooks, 1975-1978 (4 folders)
BOX 46	Mead Packaging, division of Mead Corp., 1966-1967 Miscellany, 1940-1993, n.d. National Institute of Neurological Disorders and Communicative Disorders and Stroke, Office of Biometry and Field Studies, Bethesda, Md., 1974-1985, n.d. (5 folders)
BOX 47	National Plant Food Institute, Washington, D.C., 1957-1958 National sample, 1972-1975 (2 folders) New York State Psychiatric Institute, New York, N.Y., and Institute of Psychiatry, London, England General, 1958-1979, n.d. (7 folders)
BOX 48	Notebook, 1976-1979 (2 folders)

Client File, 1940-1994, n.d.

Container

Contents

	New York Times Co., 1990
	Pennsylvania Blue Shield
	General, 1968-1970, n.d.
	Notebooks, 1964-1968
	(5 folders)
BOX 49	Pfizer Pharmaceuticals, 1972-1974
	(2 folders)
	Surveys and Research Corp., 1963-1964
	United States Testing Co.
	Inventory, 1978
	(2 folders)
	Notebook, 1978-1979
	(2 folders)
BOX 50	University of Delaware, Newark, Del., 1952-1955
	University of Maryland, College Park, Md., 1982
	University of Michigan, Ann Arbor, Mich., 1949-1950
	Volkswagen of America, 1962-1965
	Young and Rubican, Inc., 1960-1974, n.d.
	(2 folders)
	Motor freight carriers
	Age of assets survey
	Apr. 1985-Mar. 1986
	(2 folders)
BOX 51	Apr. 1986-Sept. 1988, n.d.
	(2 folders)
	American Trucking Associations
	General, 1976-1978
	(2 folders)
	Results, 1976-1978
	(2 folders)
	Central and Southern Motor Freight Tariff Association
	General, 1976-1987, n.d.
	Testimony, 1978, 1989
BOX 52	Central States Motor Freight Bureau
	General, 1989-1992
	(2 folders)
	Notebook, 1980
	Continuous Traffic Study
	General
	Oct. 1967-Nov. 1990
	(4 folders)
BOX 53	Oct. 1991-Nov. 1992, n.d.
	Uniform controls
	General, 1971-1981
	(3 folders)
	Notebooks, 1970-1974
	(2 folders)

Client File, 1940-1994, n.d.

Container

Contents

BOX 54	Density sampling, 1969-1970 Deregulation General May 1978-Sept. 1980 (9 folders)
BOX 55	Undated (2 folders) Notebook, 1979 Eastern Central Motor Carriers Association General, 1969-1993, n.d. (4 folders)
BOX 56	Testimony, 1969-1991 (4 folders)
BOX 57	General Aug. 1959-Mar. 1974 (6 folders)
BOX 58	May 1974-June 1981 (7 folders)
BOX 59	July 1981-Feb. 1993, n.d. (7 folders)
BOX 60	Household Goods Carriers' Bureau General, 1970-1979, n.d. (3 folders) Notebooks, 1970-1974 (2 folders) Testimony 1972-1978 (3 folders) 1979, n.d. (2 folders)
BOX 61	Middle Atlantic Conference General, 1963-1993, n.d. (4 folders) Notebook, 1962-1967
BOX 62	Reports, 1962-1987 Middlewest Motor Freight Bureau General, 1979-1993 Testimony, 1984-1993 (4 folders)
BOX 63	Motor Carrier Ratemaking Study Commission, 1980-1982 (2 folders) National Motor Freight Traffic Association, 1974-1980 (2 folders) New England Motor Rate Bureau General, 1970-1984, n.d. (2 folders) Notebook, 1974-1975 (2 folders)

Client File, 1940-1994, n.d.

Container

Contents

BOX 64	New York Motor Carrier Conference, 1961-1989, n.d. (5 folders) Niagara Frontier Tariff Bureau Buffer traffic study General, 1976-1985, n.d. (2 folders) Notebook, 1974-1979 (2 folders)
BOX 65	General, 1971-1993, n.d. (6 folders) Notebooks 1968-1972 1974-1975
BOX 66	Reports, 1975-1982 Pacific Inland Tariff Bureau, 1970-1977, n.d. Platform studies General, 1970-1979, n.d. (3 folders)
BOX 67	Legal documents, 1971-1980, n.d. (5 folders)
BOX 68	Notebooks, 1974-1978 (3 folders) Reports, 1973-1979 (2 folders) Probability sampling studies, 1965-1968, n.d.
BOX 69	Regular Common Carrier Conference, 1971-1985, n.d. (2 folders) Review of proposed new procedures in motor carrier revenue proceedings, <i>Ex Parte MC-82</i> , 1970-1973, n.d. Roadway Express, 1981-1988, n.d. (2 folders) Southern Motor Carriers Rate Conference, 1964-1993 (4 folders) Steel Carriers' Tariff Association, 1979-1980, n.d.
BOX 70	Tonnage Survey Data, 1975-1978 General, 1977-1978 United Parcel Service diversion study A-P-A Transport Corp., 1977-1978 Carolina Freight Carriers Corp., 1977-1978 General, 1977-1993, n.d. (2 folders)
BOX 71	Legal documents, 1978-1979, n.d. (3 folders) Notebook, 1976-1978 Regular Common Carrier Conference, 1977-1978

Client File, 1940-1994, n.d.

<i>Container</i>	<i>Contents</i>
BOX 72	Roadway Express, 1977-1978 (2 folders) St. Johnsbury Trucking Corp., 1977-1978 (2 folders) Yellow Freight System, 1977-1978 Railroad companies Chicago and North Western Railway Co. General, 1966-1969 (2 folders)
BOX 73	Midwestern divisions case, 1968-1970 Notebook, 1965-1967 Chicago Great Western Railway Co., 1967 Consolidated Railway Corp. General Nov. 1978-Nov. 1979 (4 folders)
BOX 74	Apr. 1980-June 1981, n.d. (3 folders) Notebooks I, 1980-1981 (2 folders)
BOX 75	II, 1981 Testimony by others, 1979-1981 (4 folders)
BOX 76	Duluth, Missabe, and Iron Range Railway Co. General, 1971-1979, n.d. (4 folders) Notebooks, 1971-1979 (4 folders) Illinois Central Railroad, 1968
BOX 77	Justice Department, <i>Burlington Northern v. United States</i> , average life of gradings and tunnels study Background material May 1976-Mar. 1983 (5 folders)
BOX 78	May 1983-Sept. 1985, n.d. (3 folders) General, 1981-1985, n.d. (2 folders)
BOX 79	Legal documents, 1983-1985, n.d. (4 folders) Notebook, 1975-1976 (2 folders) Kansas City Southern Railway Co. General, 1964
BOX 80	Notebooks, 1964-1969 (3 folders) Minneapolis and St. Louis Railway Co., 1957

Client File, 1940-1994, n.d.

Container

Contents

BOX 81	Seaboard Coast Line Railroad Co., <i>Southern Ry. v. Seaboard Coast Line R.R.</i> , Florida Peninsula Divisions Case General, 1970-1973, n.d. (3 folders) Notebook, 1970-1972 Southern railways Random starts, 1959-1960
BOX 82	Summary of results by subsample, 1959 (2 folders) Transcontinental Divisions Case, <i>Akron, Canton & Youngstown R.R. v. Atchison, Topeka & Santa Fe Ry.</i> , Interstate Commerce Commission docket no. 31503 Data Atchison, Topeka, and Santa Fe Railway Co., 1969 Chicago, Burlington, and Quincy Railroad Co., 1966
BOX 83	Chicago, Milwaukee, St. Paul and Pacific Railroad Co., 1969 Chicago and North Western Railway Co., 1969 Elgin, Joliet, and Eastern Railway Co., 1969 Great Northern Railway, 1969 Green Bay and Western Railroad Co., 1969 Gulf, Mobile, and Ohio Railroad Co., 1969
BOX 84	Illinois Central Railroad, 1968-1969 Minneapolis, Northfield, and Southern Railway, 1969 Miscellaneous, 1970, n.d. Missouri Pacific Railroad Co., 1969 Northern Pacific Railway Co., 1969 Soo Line Railroad Co., 1969 Southern Pacific Co., 1969
BOX 85	Union Pacific Railroad Co., 1969 Western Pacific Railroad Co., 1969 General Dec. 1965-Oct. 1968 (7 folders)
BOX 86	Nov. 1968-July 1975 (6 folders)
BOX 87	Undated Interline abstracts, 1954 Notebooks, 1967-1971 (3 folders)
BOX 88	(3 folders) Probability calculations, 1969 Substrata for estimation, 1969
BOX 89	Union Railroad Co., 1968 Western railways General, 1955-1956 Notebook, 1954-1956 (2 folders) Summary of results by subsample, 1955-1956

Client File, 1940-1994, n.d.

Container

Contents

	Seminars
	Engagements
	Oct. 1970-Aug. 1987 (5 folders)
BOX 90	Mar. 1990-July 1992 (8 folders)
BOX 91	Jan.-Apr. 1993 (7 folders)
BOX 92	May-Sept. 1993 (5 folders)
	Funnel test, 1985-1990
	Itineraries, 1973-1993, n.d.
	Latzko, William J., and David M. Saunders, "Four Days with Dr. Deming," manuscript, 1993
	Miscellany
	1948-1988
BOX 93	1989-1993, n.d. (2 folders)
	Notes
	Bound, 1990
	Unbound, 1989-1993, n.d.
	Printed matter, 1985-1993, n.d.
	Red beads test
	Charts, 1981-1993 (2 folders)
	General, 1979-1990, n.d.
	Transparencies and charts, 1977-1992, n.d.
BOX 94	Telephone companies
	American Telephone and Telegraph Co.
	Cost of terminals, circuit miles, and ratio route to air, 1960-1963
	General, 1959-1963, n.d. (3 folders)
BOX 95	Notebooks, 1960-1962 (2 folders)
	Samples of property, 1959-1960
	Bell Telephone Co. of Pennsylvania
	Buildings, 1963-1965 (2 folders)
BOX 96	General, 1959-1971, n.d. (4 folders)
	Notebooks, 1961-1962
BOX 97	Notebooks, 1967-1971 (2 folders)
	Underground, 1963-1965
	General, 1951-1958, n.d.
	Illinois Bell Telephone Co.
	General, 1949-1974 (2 folders)

Client File, 1940-1994, n.d.

<i>Container</i>	<i>Contents</i>
BOX 98	Inventory of station apparatus, 1964 Notebooks 1949-1970 (2 folders)
BOX 99	1972-1974 (2 folders) Percent condition study, 1973
BOX 100	Pole records survey, 1973-1975 (6 folders)
BOX 101	Testimony and exhibits 1949-1951 (7 folders)
BOX 102	1953-1973, n.d. (4 folders) Indiana Bell Telephone Co., 1969-1970 Mountain State Telephone and Telegraph Co., 1951 New Jersey Bell Telephone Co. Sampling plans, 1950 Testimony and exhibits, 1950-1951 (2 folders) Ohio Bell Telephone Co., 1957 Pacific Telephone and Telegraph Co., 1956 Southern Bell Telephone and Telegraph Co. Alabama, 1953-1954 (2 folders)
BOX 104	Florida and Kentucky, 1960-1961 (3 folders)
BOX 105	Mississippi, 1956-1957 (3 folders) North Carolina, 1954
BOX 106	Tennessee, 1954-1955 (2 folders)
BOX 106-116	Subject File, 1927-1994, n.d. Correspondence, memoranda, reports, notes, and printed and near-print matter. Filed alphabetically by topic and chronologically therein.
BOX 106	Agriculture Department, 1964, 1979 <u>For additional material see Container 133, Agriculture Department, Graduate School</u> Alpha Therapeutic Corp., 1982 American Physical Society, 1927-1928 American Society for Quality Control, 1959-1979 American Society for Testing and Materials, 1947-1990 (3 folders)
BOX 107	American Statistical Association General, 1950-1988 (2 folders) Notebook, 1962-1965

Subject File, 1927-1994, n.d.

Container

Contents

	Amtrak, 1974-1977, n.d.
	Arts Club of Washington, Washington, D.C., 1976-1977
	Automobile industry
	Emission control, 1967
	Medical costs, 1983
	British Deming Association, 1989-1992 For additional material see Container 6, Tony Carter
	Bureau of Standards, 1929-1953, n.d.
	(2 folders)
BOX 108	Bureau of the Budget
	General, 1941-1953, n.d.
	(2 folders)
	Quality control courses, 1942-1944
	(3 folders)
BOX 109	Bureau of the Census
	1930-1944
	(8 folders)
BOX 110	1945-1979, n.d.
	(5 folders)
	Chaos concept, 1983-1988
	Code of professional conduct, 1957
	Copyright, 1950-1986
	Cosmos Club, Washington, D.C., 1965-1988
BOX 111	Deming Forum, 1993
	Deming Foundation, 1992-1993, n.d.
	<i>Deming Library</i> , CC-M production, 1991
	Deming Prize
	General, 1950-1991, n.d.
	(8 folders)
BOX 112	Messages, 1952-1991
	Deming Study Group, 1989-1992
	Deming Users' Group, 1987
	Deming Working Group, 1992, n.d.
	"Fourteen Points," a theory for management, 1984-1994, n.d.
	Grammar, 1928-1942, n.d.
	Hansen, Morris H., 1938, 1955-1962
	Humorous letters, 1939-1940, n.d.
	Institute of Mathematical Statistics, 1958-1962
	International Geographical Congress, 1979-1981
	International Statistical Institute
	1947-1964
	(2 folders)
BOX 113	1965-1990
	(6 folders)
	John Wiley and Sons, 1953-1977
	Johns Hopkins University, Operation Research Office, Chevy Chase, Md., 1956-1961
	Journal subscriptions, 1976-1979
	Juran, J. M., 1962, 1993, n.d.

Subject File, 1927-1994, n.d.

Container

Contents

	Loyalty clearance, 1948-1952
	Malcolm Baldrige National Quality Award, 1991, n.d.
BOX 114	Management principles, 1959
	National Broadcasting Co. white paper, television documentary broadcast, 1980 (2 folders)
	National Bureau of Standards See Container 107, Bureau of Standards
	National Defense Research Committee, 1944 (2 folders)
	National Educational Service, 1989 (2 folders)
	National Medal of Technology, 1987
	New York University, New York, N.Y., 1955-1986 See also Containers 15 and 135, same heading
BOX 115	Quality control, 1942-1984, n.d. (3 folders)
	Royal Statistical Society, 1946, 1956
	Royalty statements, 1980-1991
	Shewhart, Walter A., 1956-1967
	Taguchi, Genichi, 1981, n.d.
	Unemployment Compensation Board, Washington, D.C., 1954
	Union of Japanese Scientists and Engineers See also Container 20, same heading
	General
	1957-1972 (2 folders)
BOX 116	1977-1993, n.d. (2 folders)
	History, 1978-1982
	United Nations Subcommittee on Statistical Sampling, 1947-1951 (2 folders)
	University of Wyoming, Laramie, Wyo., 1958-1983
	W. Edwards Deming Institute, 1982-1994, n.d.
	W. Edwards Deming Institute for the Improvement of Productivity and Quality, Miami, Fla., 1982-1985, n.d.
	World population, 1950
BOX 117-133	Writings, 1928-1993, n.d.
	Articles, papers, book production files, forewords, interviews, reviews, letters to editors, speeches and lectures, poems, and notes.
	Arranged in two sets. Set I contains published articles and papers arranged roughly chronologically by numerical designations assigned by Deming and his staff. Set II contains a variety of writings arranged alphabetically by format and chronologically thereunder. Books are arranged alphabetically by title.
BOX 117	Set I
	Indexes (2 folders)
	Articles and papers, 1928-1991
	1-59 (6 folders)

Writings, 1928-1993, n.d.

<i>Container</i>	<i>Contents</i>
BOX 118	60-119 (8 folders)
BOX 119	120-171 (6 folders)
	Set II
	Articles and papers
	1929-1942 (7 folders)
BOX 120	1943-1955 (22 folders)
BOX 121	1956-1965 (21 folders)
BOX 122	1966-1969 (19 folders)
BOX 123	1970-1977 (39 folders)
BOX 124	1978-1987 (28 folders)
BOX 125	1988-1991, n.d. (28 folders)
	Authorization for copyrighted material, 1933-1981
BOX 126	Books
	<i>New Economics for Industry, Government, Education</i> , 1993 (3 folders)
	<i>Out of the Crisis</i> , 1988 (2 folders)
	<i>Sample Designs in Business Research</i>
	Drafts, 1960 (2 folders)
BOX 127	(2 folders)
	General, 1960-1991
	Graphs, 1952-1959
	"Some Notes on Interpolation" Drafts, 1942-1962 (5 folders)
BOX 128	Set II
	Books
	"Some Notes on Interpolation" Miscellany, 1937
	<i>Some Notes on Least Squares</i> , 1933 (2 folders)
	<i>Some Theory of Sampling</i>
	Errata, 1950-1953
	Publication, 1948-1970
	<i>Statistical Adjustment of Data</i>
	Calculations, 1933-1935
	Publication, 1942-1964

Writings, 1928-1993, n.d.

Container

Contents

	Unidentified
	Chapters
	1934-1954
	(8 folders)
BOX 129	1976, n.d.
	(2 folders)
	Manuscripts and notes, 1937-1981
	(9 folders)
BOX 130	Forewords, 1936-1993, n.d.
	Fragments, 1952-1990, n.d.
	(2 folders)
	Interviews
	General, 1980-1992, n.d.
	(2 folders)
	Robert B. Reich, 1986, n.d. See also Container 17, Reich, Robert B.
	Letters to the editor
	General, 1931-1992, n.d.
	Malpractice in medicine, 1975-1977
	Miscellaneous, 1961-1988, n.d.
BOX 131	Notes
	Bound, 1953-1982
	(3 folders)
	Unbound, 1936-1993, n.d.
	(3 folders)
	Poems, n.d.
	Reviews
	By Deming, 1936-1993
	Of Deming's work, 1939-1993
	(2 folders)
BOX 132	Speeches and lectures
	1937-1971
	(28 folders)
BOX 133	1972-1993, n.d.
	(14 folders)
	Statements and observations, 1969-1992, n.d.
	Unidentified, 1953-1954, n.d.
BOX 133-139	Academic File, 1917-1992, n.d.
	Notebooks, notes, correspondence, reports, and academic studies.
	Arranged alphabetically by institution and thereunder by topic or type of material.
BOX 133	Institutions
	Agriculture Department, Graduate School, Washington, D.C.
	Class lists, 1931-1945
	General, 1936-1964
	"Notes on the Theory of Infinite Processes," lectures by C. Winston, 1938-1940
	"Six Lectures on Interpolation, Approximation, and Mechanical Quadrature," by J. Shohat, 1939

	"Ten Lectures and Discussions on Science: Its History, Philosophy, and Relation to Democracy," edited by Deming, 1939 (2 folders)
BOX 134	American University, Washington, D.C., 1978-1979, n.d. George Washington University, Washington, D.C. "Applied Statistical Theory," notes by Deming, 1980-1981 (5 folders)
BOX 135	General, 1976-1990 New York University, New York, N.Y., 1950-1992, n.d. (4 folders) See also Containers 15 and 114, same heading University College, London, England, 1936 University of Colorado, Boulder, Colo. Master's thesis, 1923-1924 (2 folders)
BOX 136	Notebooks, 1922-1933 (5 folders)
BOX 137	(3 folders) University of Wyoming, Laramie, Wyo., notes and papers, 1917-1922, n.d. (5 folders)
BOX 138	(4 folders) Yale University, New Haven, Conn. Doctoral dissertation, 1927 Notebooks, 1925-1927 (4 folders)
BOX 139	Miscellaneous notebooks Fourier series, 1931-1938 (2 folders) "Problems in Potential Theory, Electricity and Magnetism," 1929 "The Series Method of Frobenius for Solution of Certain Differential Equations," 1930-1940 "Theory of Functions," 1938-1942
BOX 140-148	Reference File, 1921-1993, n.d. Notes, calculations, notebooks, exercises, and printed and near-print matter. Organized alphabetically by topic and chronologically therein.
BOX 140	Mathematics Bessel functions, 1938, n.d. Bias in a ratio, 1953-1993 Calculations for books, 1951, n.d. Calculus, 1935-1939, n.d. Curvature, n.d. Equal probabilities with replacement, n.d. Euler-MacLaurin sum, 1965, n.d. Functions, 1941-1942 Helmert's curve, 1932-1934 Incomplete gamma function, 1939 Interpolation, 1937, n.d. Inverse interpolation, 1933-1934

Reference File, 1921-1993, n.d.

Container

Contents

	Least squares, 1941, n.d.
	Loss function, 1993
	Miscellaneous, 1934-1950, n.d.
	Notebooks, 1953, 1963 (3 folders)
	Numerical calculations, 1932-1940, n.d.
	Point binomial, 1933-1958
	Prior existence curves, 1933
BOX 141	Ratio estimate, 1993
	Student's curve, 1932
	Units of a frame, 1993
	Miscellaneous
	Books, 1934-1938, n.d.
	Clippings, 1943-1970, n.d.
	Differential equations, 1925-1937, n.d.
	Direct mail, 1973
	Estimators, n.d.
	Exercises for classes, 1943-1975, n.d. (2 folders)
	Fourier series, 1934-1935, n.d. (2 folders)
	Probability, 1969-1972
BOX 142	Quotations, 1921-1980, n.d. (3 folders)
	Returnable bottles, 1973
	Sex ratio at birth, 1941-1951, n.d.
	Standardized population, 1965-1966
	Surveys, n.d.
	Theory of failure, 1964-1976
	Sampling
	Acceptance, 1978
	Accounts in ledgers, 1955
	Bead distribution, 1952-1961
	Calculations for books, n.d.
	Clusters, 1948-1952
	Compound probabilities, 1974-1977
	Curves, 1942-1943, n.d.
BOX 143	Holding time measurements, 1941-1942
	Interline abstracts, 1955
	Miscellaneous, 1936-1976, n.d. (2 folders)
	Mortality analysis, 1943
	Population, 1939-1948
	Probability, 1966
	Similarities and differences between a complete count and a sample, 1988-1991
	Simple
	Frame, 1977

Reference File, 1921-1993, n.d.

Container

Contents

	Random, 1986
	Stratified, n.d.
	Usefulness, n.d.
	Statistical notes
	Mathematicians
	“A” miscellaneous, 1949, 1981
	Barnard, George A., 1964
	Birge, Raymond T., 1933-1942, n.d.
	“B” miscellaneous, 1940-1985, n.d.
	Chandrasekaran, C., 1980-1981, n.d.
	“C” miscellaneous, 1952-1969, n.d.
BOX 144	Dodge, Harold French, 1942, 1973
	“D” miscellaneous, 1936-1981
	Eisenhart, Churchill, 1947-1949, n.d.
	Fisher, Sir Ronald Aylmer, 1925-1962, n.d.
	“F” miscellaneous, 1927-1981, n.d.
	Geoffrey, Leon, 1941
	Glasser, Gerald, 1961-1979, n.d.
	“G” miscellaneous, 1966, n.d.
	Hald, A., 1952-1986, n.d.
	Hamilton, Allen K., 1949
	Hansen, Morris, 1951-1961
	Hurwitz, William N., 1945-1962, n.d.
	“H-I” miscellaneous, 1956-1986
	Jones, Howard, 1961
	Juran, J. M., 1979-1980
BOX 145	Kates, Louis K., 1982-1983
	“K-L” miscellaneous, 1936-1969, n.d.
	Matern, Bertil, n.d.
	McCarthy, Philip J., 1969-1976, n.d.
	“M-P” miscellaneous, 1940-1976, n.d.
	Routh, Edward John, n.d.
	“R” miscellaneous, 1941-1975, n.d.
	Saito, Kinichiro, 1953
	Shelton, William C., n.d.
	Shewhart, Walter A.
	1924-1929
BOX 146	1931-1984
	(2 folders)
	Sugiyama, Hiroshi, 1962, n.d.
	“S” miscellaneous, 1951-1984, n.d.
	Tukey, John Wilder, 1954-1981
	“T-Y” miscellaneous, 1936-1981, n.d.
	Topics
	Census, 1940-1966
	Chandrasekaran-Deming method, 1968-1971

Reference File, 1921-1993, n.d.

Container

Contents

	Control charts, 1948-1949
	Correlation between a sample and a part thereof, 1952-1976
	Democracy, 1945, n.d.
	Distributions, n.d.
	Enumerative and analytic studies, n.d.
	Estimation, 1980, n.d.
	Examples, horrible, 1942-1976, n.d.
BOX 147	Extreme values, 1956, n.d.
	Fluoridation, 1978
	Generation process, n.d.
	Inference, 1965, n.d.
	Intraclass correlation, 1969-1978
	Inventory, 1953-1959, n.d.
	Inverse matrix, n.d.
	Miscellaneous, 1930-1992, n.d. (3 folders)
	Non-sampling errors, n.d.
	Optimum allocation for a ratio, 1964, 1977
	Proportionate stratified sampling, 1976-1993
	Queuing theory, 1964
	Random drawings, 1951
	Response, 1943-1944
	Seminar in statistical method, 1961-1976, n.d.
	Solutions to exercises, 1940-1945, n.d.
	Speed of light, 1939-1993
	Statistical practice, n.d.
	Testing a hypothesis, 1936
	Time to failure, 1975
	United Nations, 1951
BOX 148	Variance, 1934-1990 (2 folders)
	Weighing, 1965-1966
	Wool blankets, 1953
BOX 148-166	Miscellany, 1922-1994, n.d. Certificates, awards, programs, photographs, annotated books, printed matter, newspapers, postcards, addresses, calling cards, and writings by others. Arranged alphabetically by type of material and chronologically therein.
BOX 148	Addresses, n.d.
BOX 149	Annotated books, 1926-1960 (4 folders)
BOX 150	(5 folders)
BOX 151	(1 folder)
	Awards, 1983-1991
BOX 152	Calling cards, n.d. Certificates, 1922-1984

Miscellany, 1922-1994, n.d.

Container

Contents

	Commemorative booklet, Meadow Brook Elementary School, Rochester, Mich., 1992
BOX 153	Graphs and charts, 1934-1983, n.d. (2 folders) Photographs
	Family and personal, 1931-1991, n.d. (2 folders)
	International
	Australia, 1986-1990
	Europe, 1955-1962, n.d. (2 folders)
BOX 154	Greece, 1946 (2 folders)
	India
	1951 (2 folders)
BOX 155	1971 (1 folder)
	Japan
	1947-1957 (4 folders)
BOX 156	1960-1979 (4 folders)
BOX 157	1980-1991, n.d. (4 folders)
BOX 158	Undated (2 folders)
	Korea, 1975-1976
	Mexico, n.d.
	Taiwan, 1979, n.d.
	Thailand, 1952
BOX 159	Turkey, 1962
	Miscellaneous, 1946, 1965, n.d.
	Negatives
	Europe, 1953
	India, n.d.
	Japan, 1950-1955, n.d.
BOX 160	Miscellaneous, n.d.
	Portraits, 1986, n.d.
	Professional
	Awards, n.d.
	Ford Motor Co., 1981-1988
	General
	1951, 1965-1991 (4 folders)
BOX 161	Undated (2 folders)

Miscellany, 1922-1994, n.d.

Container

Contents

	House of Representatives, 1993
	Postcards, n.d.
	(3 folders)
BOX 162	(1 folder)
	Printed matter
	Clippings
	Biographical, 1951-1994, n.d.
	(9 folders)
	Miscellaneous, 1944-1990, n.d.
	(3 folders)
BOX 163	Newspapers
	Foreign language, 1946-1985
BOX 164	Powell, Wyo., 1951-1984
BOX 165	Programs, 1955-1993, n.d.
	(8 folders)
BOX 166	Writings by others, "C-Z," 1923-1994, n.d.
	(9 folders)