

UNIVERSITY CORPORATION FOR ATMOSPHERIC RESEARCH

Minutes of the Executive Committee
October 20, 1959
Ithaca, New York

The third meeting of the Executive Committee of the University Corporation for Atmospheric Research was called to order by Chairman Houghton on October 20, 1959, 9:30 a.m., Ithaca, New York, in the Conference Room of Carpenter Hall on the Cornell University campus.

Present were the following members of the Executive Committee: W. A. Baum, H. R. Byers, E. W. Hewson, A. R. Kassar, D. F. Leipper, P. S. Macaulay, T. F. Malone, J. M. Miller, T. P. Wright; also present, ex-officio, E. G. Houghton, Chairman, M. A. Farrell, Secretary-Treasurer; and by invitation, W. B. Harrell, Benjamin Nichols, J. R. Stinson, and Roy Wilkinson.

The minutes of the Executive Committee meeting of August 20, 1959, were approved as distributed.

1. REPORT ON NEGOTIATIONS WITH NSF

Chairman Houghton distributed copies of the resolution shown below which was developed by the NSF Board following an extended discussion of UCAR's proposal at their September meeting.

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Excerpt from the Report
of the Sixty-first Meeting
of the National Science Board

September 8, 1959

5. The Board authorized the Foundation to enter into an agreement with the University Corporation for Atmospheric Research for an amount of \$500,000 or less to cover the first one or two fiscal years for the following purposes:

- (a) To assemble a small scientific staff and a director to initiate planning of research programs and facilities with the understanding that every effort will be made to cover the salaries and administrative expenses of this group by future Foundation grants at least until 1965;

- (b) Through this staff, to propose broad research programs, involving to the maximum extent possible, the collaborative efforts of the existing university groups, aimed to stimulate and to expand the efforts of the latter. The central group will also serve to coordinate the efforts and to manage the major physical facilities as they are developed;
- (c) Within the central group to initiate research programs supplementing and supporting those of the university groups; and
- (d) To establish, after approval and funding by the Foundation, specialized research facilities as required for maximum usefulness and accessibility to the active university groups, and to manage such facilities so as to be of maximum service to the Nation's atmospheric research program.

Further, it is not at this time visualized that the major facilities should be necessarily concentrated at a single place or that a single massive central "research institute" be now created. Rather, the central group will plan, stimulate and coordinate research programs, and provide facility management for what may be eventually a large but may be a widely dispersed research effort. An immediate purpose of the enterprise is to strengthen atmospheric research and training in all U. S. universities.

The Chairman, T. F. Malone, and W. A. Baum later met with NSF personnel and discussed this resolution. In considering the interpretation and implications of the resolutions by the Executive Committee, the following points were made:

- a. A small group would devote time to research and research planning at a temporary site rather than spending time mainly in planning the full-blown Institute.
- b. This changes the UCAR timetable as outlined in the "blue report."
- c. Does the Board have doubts about a central facility vs expanded research in universities? Yes, they have doubts. A similar concern is evident across the country today in that central facilities will be removing scientists from universities. The resolution of the NSF Board reflects both viewpoints, i.e. centralized and decentralized laboratories.

- d. Nothing much is really changed. Should not consider action a deterrent.
- e. NSF Board has essentially made a commitment and we should proceed with our plans. If we move aggressively we shall achieve the objectives as planned. Necessity of moving more cautiously may provide a stronger foundation, i.e., develop a sounder longer-range research plan and well-planned facilities.
- f. Have to have faith. Augurs well everything considered. Early reaction of NSF to the proposal to be discussed later in this meeting will clarify some issues.
- g. What will this do to our obtaining a qualified director? Probably nothing. It becomes more difficult if we can't present a complete package to a director.
- h. NSF resolution is too vague for planning. Since we need a definite base on which to build, is there a need to get a more clear-cut statement from NSF?
- i. Some concern was expressed if this action by NSF Board was aimed at directing science and scientists.
- j. The consensus was that aggressive action should be taken by UCAR. It must be remembered that action on this project was initiated by the National Academy of Science-National Research Council which was followed by the studies of the University Committee on Atmospheric Research and later the formation of the University Corporation for Atmospheric Research. The extensive review in which these groups as well as 150 scientists participated has focused attention on the acute needs in atmospheric research.

2. REPORT OF THE SITE COMMITTEE

Werner A. Bann as chairman of the Site Committee distributed copies of the Committee's report which is reproduced below:

October 1959

The Site Committee unanimously recommends to the Board of Trustees, through the Executive Committee, that:

- (1) For reasons of accessibility; variety of weather phenomena; cultural, scientific and intellectual suitability; and generally satisfactory living conditions, the National Institute of Atmospheric Research be located in one of the following areas:

- (a) The quadrilateral enclosed by Cheyenne (Wyoming), North Platte (Nebraska), Amarillo (Texas), and Albuquerque (New Mexico).
- (b) The triangle enclosed by Minneapolis (Minnesota), Buffalo (New York), and Knoxville (Tennessee).
- (c) The triangle enclosed by New York (New York), Buffalo (New York), and Burlington (Vermont).
- (d) The triangle enclosed by Chattanooga (Tennessee), Richmond (Virginia), and Wilmington (North Carolina).

(This sequential listing does not constitute any priority order. The cities cited do not have any special significance in themselves as possible sites; they constitute a convenient method of delineating the recommended areas.)

- (2) The Board of Trustees narrow this list of four areas to one or two areas.
- (3) The Site Committee be instructed to recommend, upon the advice of professional consultants, one specific site within the area or areas approved by the Board of Trustees.

W. B. Harrell
J. Spar
W. A. Baum, Chairman

The Chairman reviewed the criteria discussed at the meeting of the Executive Committee in Washington, D.C., last August and indicated the Executive Committee had instructed the Site Committee to designate broad areas. He pointed out there is no single overriding criterion that determines the location of a site; when the area becomes limited other considerations become operative.

In an extended discussion of the report the following actions, certain of which were assumed to be substitute motions, were taken:

It was agreed that since the Site Committee had been instructed to report to the Executive Committee that the words in the first paragraph "Board of Trustees, through the" be stricken from the report.

It was regularly moved and seconded that "University Center for" be substituted for "National Institute of" in item (1). Motion carried.

It was regularly moved and seconded that the report be amended as follows: That the last line in item (1) be changed to read "located in or near one of the following areas"; and item (3) be changed to read "within or near the area or areas..." Motion lost.

It was agreed to change item (3) by eliminating the phrase "upon the advice of professional consultants" and to substitute the word "locale" for "site" in the second line.

It was regularly moved and seconded that the Executive Committee approve the report of the Site Committee as amended. Motion carried.

The amended report is shown below:

The Site Committee unanimously recommends to the Executive Committee that:

- (1) For reasons of accessibility; variety of weather phenomena; cultural, scientific and intellectual suitability; and generally satisfactory living conditions, the University Center for Atmospheric Research be located in one of the following areas:
 - (a) The quadrilateral enclosed by Cheyenne (Wyoming), North Platte (Nebraska), Amarillo (Texas), and Albuquerque (New Mexico).
 - (b) The triangle enclosed by Minneapolis (Minnesota), Buffalo (New York), and Knoxville (Tennessee).
 - (c) The triangle enclosed by New York (New York), Buffalo (New York), and Burlington (Vermont).
 - (d) The triangle enclosed by Chattanooga (Tennessee), Richmond (Virginia), and Wilmington (North Carolina).

(This sequential listing does not constitute any priority order. The cities cited do not have any special significance in themselves as possible sites; they constitute a convenient method of delineating the recommended areas.)

- (2) The Board of Trustees consider narrowing this list of four areas to one or two areas.
- (3) The Site Committee be instructed to recommend one

specific locale within the area or areas approved by the Board of Trustees.

W. B. Harrell
J. Spar
W. A. Baum, Chairman

Chairman Houghton stated the report of the Site Committee would be presented to the full Board tomorrow for consideration. He stated that the selection of a site is inextricably bound up with other matters.

3. ADMISSIONS COMMITTEE REPORT

The report of the Admissions Committee shown below was distributed by T. F. Malone for discussion. He pointed out that the report spells out some brief guidelines. It does not include an evaluation of prospective members. If the report is accepted, an evaluation committee would be needed.

Notes on Admissions Policy for UCAR

UCAR should limit its membership to sixteen institutions and its Board of Trustees should consist of no more than thirty-seven members including the five members at large prescribed in the existing By-Laws.

It is believed that this decision is justified and, in fact, dictated by the following considerations:

1. UCAR is not an exclusive club existing only for the benefit of its members. From the beginning it has been understood that any programs or facilities developed by UCAR shall be as readily available to non-members as to members. So long as this principle is adhered to strictly, membership in the Corporation will have no special advantage so far as participation in the program is concerned.
2. The Corporation's primary objective -- both immediate and long-range -- is to create an effective management group capable of organizing and maintaining a broad program of atmospheric research and of planning and operating a large facility.
3. Effective management requires, among other things, experience, responsibility, continuity and, above all, stability. These qualities can be achieved and maintained if members are limited. They will be lost or severely diluted if the organization is permitted to become unwieldy.

4. Inevitably, in an organization of this kind, much of the business is carried on by the Executive Committee. Present By-Laws call for a committee of nine which is probably the ideal size. This number also bears a reasonably good relationship to the membership of the total Board in that it is likely that approximately half of the institutional members will be represented on the Executive Committee at any one time.
5. To increase the institutional participation and thus the membership on the full Board would necessitate either increasing the size of the Executive Committee, which would make it unwieldy, or reducing the chances of participation by some of the member institutions in the main business of the Corporation. Neither alternative is satisfactory.
6. While a great deal of authority may be delegated to an Executive Committee, one cannot forget -- and prospective granters of large funds are not likely to forget -- that the real power resides in the full Board. It is entirely possible for a board which is too large, too loosely constructed, and too far out of touch with the real problems of the Corporation, to negate, or at least to vitiate, the carefully considered plans and policies of an Executive Committee. This risk, however slight, is one which UCAR cannot afford to take in the critical years immediately ahead.

The recommendation at the beginning of this statement is not designed to be a blueprint for the indefinite future. It is intended to represent a firm policy for a period embracing the planning, construction and initial operational phases of the Corporation's program. The growing pains of an organization of this kind are going to be severe enough without the addition of growth itself as another source of distress. With a limited and stable membership, the Corporation in the years ahead should be able to demonstrate its responsibility as a management group. It should see more and more clearly the dimensions of the project it has undertaken. It should then be prepared to review the whole organizational structure and to effect such changes as have been indicated by experience.

P. S. Macaulay
G. L. Lee
T. F. Malone, Chairman

In discussing the report, some of the views expressed included the following:

- a. Should the By-Laws show an upper limit in memberships?
- b. Should new members be required to pay a higher membership fee?
- c. The manner of selection of present membership was reviewed.
- d. What can interested institutions or scientists at these institutions contribute to UCAR?
- e. Should interested institutional representatives be invited to a meeting at which problem would be discussed? This was not favored.
- f. Associate memberships? Second class citizens. Not favored.
- g. Committees of Corporation could be broadened by naming people who are not trustees.
- h. Other pros and cons of open-ended versus closed corporations were discussed.

It was regularly moved and seconded that the report be accepted with the following changes: That the first paragraph be changed to read "fourteen institutions", "thirty three members", and further, that this policy be for a period of two years after which it will be re-examined. Motion carried.

4. NEW PROPOSAL TO NSF

Chairman Houghton distributed copies of a new proposal to NSF which is designed to permit UCAR to proceed towards its original objectives but without doing violence to the NSF Board resolution. The new proposal was discussed in relation to the NSF Board resolution. It is evident that the main issue is dispersed versus centrally-located facilities.

The Executive Committee of UCAR is in unanimous agreement that a centralized facility is needed for atmospheric research. It is also recognized that the programs at universities should be strengthened.

The following questions or suggestions were made relative to improving the proposal:

- a. Group together items under laboratory operations and computer facility and reduce the dollar total.
- b. Is the sum listed for flight facility defensible?
- c. Increase the sum for rental under plant operation.

- d. Management allowance is O.K., but put in a lump sum.
- e. Substitute staff assistant for administrative assistant.
- f. Delete last sentence of the first paragraph near the bottom of page five.
- g. Include more on plans for research.

Chairman Houghton plans to informally review the new proposal with Dr. Robertson of NSF. If his suggestions are essentially minor in nature, this draft with certain changes will be submitted to NSF.

(At the time these minutes were being reproduced, the above steps had been carried out and Chairman Houghton had forwarded a formal proposal to NSF under date of November 16, 1959. A copy of this proposal is attached to the official minutes. Copies have been distributed also to all members of UCAR.)

5. CONTRACT NEGOTIATIONS WITH NSF

The acceptance of the proposal mentioned above will lead to contract negotiations with NSF.

To facilitate this action, it was regularly moved and seconded that the Chairman and such members of the Executive Committee as he selects be authorized to negotiate and to enter into a contract with NSF, essentially along the lines of the proposal discussed above. Motion carried.

The meeting adjourned at 5:30 p.m.

October 22, 1959

The Executive Committee reassembled on Thursday, October 22, 1959, at 9:00 a.m. in the Conference Room of Carpenter Hall on the Cornell University campus.

Those present were W. A. Baum, H. R. Byers, E. W. Hewson, A. R. Kassandra, D. F. Leipper, T. P. Wright; also present, ex-officio, H. G. Houghton, Chairman, M. A. Farrell, Secretary-Treasurer; and by invitation, J. A. B. Bjerknes, R. A. Bryson, P. E. Church, S. L. Hess, and Roy Wilkinson.

1. CONTACTING THE PROSPECTIVE DIRECTOR

Plans were made for contacting Dr. Van Allen. It was agreed Dr. Byers would contact him by phone in a few days and arrange a time and a place for a conference. Following this conference Dr. Byers will get in touch with Dr. Suomi and Dr. Berkner and urge them to discuss UCAR's goals with Dr. Van Allen.

2. PUBLICITY AND PUBLIC RELATIONS

Concern was expressed that the activities of UCAR were not receiving adequate publicity. The opportunity for some excellent publicity will present itself at the time a director is selected. The following thoughts were presented:

- a. A press conference could be held in Washington, D.C., at the time a director is appointed with officers of NSF and UCAR in attendance.
- b. Chairman Houghton to discuss the possibility of UCAR using NSF publicity facilities.
- c. Kassander will discuss problem with Dr. R. G. Gustavson and explore the possibility of aid through a grant from the Ford Foundation.
- d. Possibility of releasing John Mattill of M.I.T. to work for UCAR. (Chairman stated he is essentially an editor.)
- e. Seek aid from "Madison Avenue."
- f. Employ an administrative assistant now and have him coordinate and expedite an information service as one of his responsibilities.

The Chairman was authorized to contact and to employ John R. Sievers, who is now Executive Secretary of NAS-NRC in atmospheric sciences as administrative assistant to the Chairman on a temporary basis, i.e. six - twelve month period.

The need for a backlog of information on the atmospheric sciences is recognized both for publicity and public relations. To this end it was agreed John Mattill should continue and speed up the preparation of the brochure; Kassander will follow through with (c) above; and each institution will look around for the most interesting atmospheric science picture they have and circulate it to other members and thus provide a supply of about 15 stories for future use.

The need to slant information for use by different audiences was recognized, i.e. general public, scientists, students in atmospheric

sciences, etc. It was suggested that in UCAR local releases the local congressman be brought into the picture.

3. SITE FOR UCAR

The Corporation is confronted with the problem of housing personnel who may be employed in the near future. It is anticipated that in negotiating a contract with NSF they may propose that UCAR use some government sites which are available to them. With such sites available it may be difficult for them to justify spending money for rent. It is recognized that complete responsibility rests with UCAR in selecting a site and while suggestions may be made by others it is the Corporation's decision. The criteria presented by the Site Committee as well as the discussions on this topic will be helpful in evaluating site suitability.

4. NEGOTIATION OF CONTRACT WITH NSF

The need for extensive back-up papers in negotiation of a contract was again emphasized. There is need for a lengthy document in order to have answers to any and all questions.

5. ANNUAL MEETING IN APRIL 1960

Dr. Byers extended an invitation to the Corporation to hold their annual meeting in Chicago next April. Dr. Bryson also extended an invitation to meet at Madison, Wisconsin. Dr. Roughton thanked both men for their invitations and said after he knew about acceptable dates for the Trustees he would start out by contacting Dr. Byers and seeing if these dates fitted schedules at the University of Chicago. It was suggested that consideration be given to holding the spring meetings at the beginning or end of the week rather than in the middle.

The meeting was adjourned at 11:00 a.m.

M. A. Farrell
Secretary-Treasurer