

16 January 1961

TO: Prof. Houghton

FROM: W.O. Roberts

SUBJECT: Recommended consulting policy at NCAR.

Henry:

The following represents my thoughts on a consulting policy for the NCAR. I have discussed the general principles of this with Phil Thompson and he agrees wholeheartedly. If you think it appropriate, I believe it might well be introduced at the Executive Committee meeting on the 23rd of January:

The success of the NCAR will depend, in large part, on its ability to develop an atmosphere conducive to creative intellectual activity. NCAR must promote imagination and individual attainment by providing an environment of freedom and encouragement, but one in which conflicts of ideas are stimulated.

The staff of the Center must be free to conduct their work with a minimum of restrictions on their activities or distractions from their basic goals. It is the view of the Director and of the Trustees that the creation of a desirable intellectual environment is aided by establishing a single employer policy for the research and technical staff of the Center, and that such a policy will protect the independence and professional advancement of the staff. As a consequence, a further definition of the intent of the policy follows.

Staff members of the Center are encouraged to consult with or give advice to other private or governmental organizations whenever it is professionally desirable for them to do so. Consulting fees, if such are involved, shall be paid to the Center and not to the individuals involved in the consultation. Certain honoraria or fees for activities clearly in the public interest are excepted, such as honoraria for public lectures or articles, honoraria for service on governmental review committees, honoraria for service on advisory boards of non-profit institutions, royalties on books prepared for public distribution, etc.

Individual cases shall be dealt with on their own merits,



Prof. Houghton  
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within the broad framework of this policy, as interpreted by the Director. It is recognized that the prohibition on outside consulting fees to individuals involves considerations affecting the general salary levels of the Center.

END OF MEMO

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(Typed and signed in Dr. Roberts's absence)