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THE WHITE HOUSE
WASHINGTON

Jerry Jones
for your options paper
on Science Advisor.

Rich

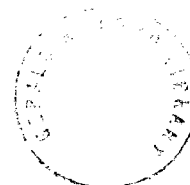
MEMORANDUM

THE WHITE HOUSE
WASHINGTON

Phil Buchen

October 8, 1974

MEMORANDUM FOR: DONALD RUMSFELD
FROM: PHILIP W. BUCHEN
SUBJECT: Attached letter from Congressman Udall
dated August 22, 1974



I thought this more appropriate for your consideration.

SEP 5 1974

Dear Me:

Thank you very much for your August 22 letter. As long-time partners in the legislative process, we have shared major decisions affecting the well-being of our great country.

I am confident that, in a cooperative effort between the Legislative and the Executive branches, we will move ahead to meet our essential domestic and foreign policy goals. I do want to let you know that your views and recommendations will always be welcome.

As you may know, I am currently reviewing the structure of the White House organization and I appreciate having your suggestions on the importance of including a science and technology advisory capacity. Your views will be most helpful to me in assessing the requirements of the Executive Office of the President.

With warmest personal regards,

Sincerely,

JERRY FORD



The Honorable Morris K. Udall
House of Representatives
Washington, D. C. 20515

~~bcc:~~ w/incoming to William Scranton - FYI

Note: Interim acknowledgement cc by Bill Timmons and copy of incoming letter sent to your office on August 30.

GRF:WET:EF:VO:vo

August 30, 1974

Dear Mr:

Until the President has an opportunity to do so personally, he has asked me to thank you for your warm comments about his conduct of the Presidency. He also appreciated your sending him your suggestions concerning the establishment of a three man science advisory council within the Executive Office of the President.

As you may know, the President is reviewing recommendations for restructuring the White House organization and your views will be most helpful to him as he weighs various proposals.

With warm regards,

Sincerely,



William E. Timmons
Assistant to the President



The Honorable Morris K. Udall
House of Representatives
Washington, D.C. 20515

bcc: w/incoming to William Scranton for appropriate handling
bcc: w/incoming to E. Frayer - for Presidential letter

WET:EF:VO:ah

Congress of the United States

House of Representatives

Washington, D.C. 20515

22 August 1974

The President
The White House
Washington, D.C. 20006



Dear Mr. President:

BT
May I offer my congratulations on your first week in office. The spirit of openness, cooperation and straight talking which you both propose and practice cannot fail to make a major contribution to the solution of the serious problems which face us. Although I know that you are desperately busy just now, I should like to offer a suggestion about which I feel very strongly.

I believe that the current lack of a science and technology advisory capacity within the Executive Office of the President is a serious failing that should be remedied as you set up and organize your administration. Currently, as you know, the Director of the National Science Foundation serves as the President's science advisor. This arrangement creates a serious built-in conflict of interest for the Director. In this respect I can do no better than to quote from a recent report published by the National Academy of Sciences entitled "Science and Technology in Presidential Policymaking," which I commend to you very warmly. The report states:

"It is not merely that an Advisor outside the White House and the Executive Office has a different status than one who is within it. It is also the untenable position of one who is at the same time both applicant to the OMB and counselor to it, who must at the same time battle for the prerogatives of science and technology and weigh those prerogatives against the demands of others who make competing claims on resources."

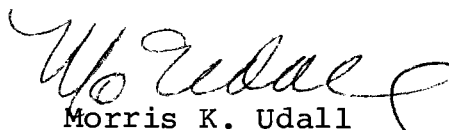
The Ad-hoc Committee which wrote this report recommended that the President's Science Advisor be reconstituted in the form of a three man council, preferably established by law, whose members would be chosen by the President with the advice and consent of the Senate and supported by a staff of sufficient size and appropriate expertise. The Committee made several other suggestions concerning how the council

should function, with which executive agencies it should have close working relationships, and the need for expert support from outside the Executive Office. These are sound proposals, worthy of serious consideration. In my own judgment, however, the essential element of success will rest in the choice of the individual advisors -- they must be men and women who command universal respect among their professional peers, and for whom you feel complete confidence and a close personal rapport.

We all know (sometimes to our sorrow when they are misused) of the enormous power and potential of modern science and technology. Within just the past year, the longterm problems of worldwide food and protein shortages, non-renewable natural resource management, climate change, and energy conservation and resource development, have taken on frightening new dimensions. These have to be added to the more familiar list of problems which depend vitally on science and technology for their solution: national defense and international arms control, health care and its delivery, urban development and many more. The list is awesome in its breadth and consequence. The search for wise solutions will require that the President of the United States have at his right hand, directly and intimately in his service, the best scientific and engineering advice he can find.

In closing, I urge you to give this suggestion and those contained in the Academy's report your sympathetic consideration, and I send you my warmest personal wishes for success in all your undertakings.

Sincerely,


Morris K. Udall



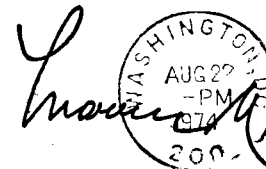
tmm

Congress of the United States

House of Representatives

Washington, D.C. 20515

OFFICIAL BUSINESS



M.C.

The President
The White House
Washington, D.C. 20006

1/13 - When do we expect
this and whom should
I follow-up with?

Nobody -
Just send back
to me in 2 wks

J 1/28

D - lets memo
O'Neill for a
status report of

GERALD R

THE WHITE HOUSE
WASHINGTON

Date _____

TO:

J -

FROM:

JERRY H. JONES

*Put in
follow up -
Rocky is
supposed to
come in with
a recommendation
J*

THE WHITE HOUSE

WASHINGTON

December 10, 1974

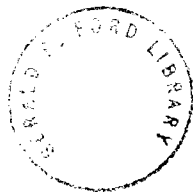
MEMORANDUM FOR: JERRY JONES
FROM: DICK CHENEY

7



Jerry, this is just a reminder that you might want to touch base with Paul O'Neill to make certain he's working up options for the Science Advisory function. I believe Don talked to him by phone, but you should follow up.

Barbara is getting the attachment.



THE WHITE HOUSE

WASHINGTON

November 8, 1974

MEMORANDUM FOR : JERRY JONES

FROM: DICK CHENEY



The President would like to include something in the State of the Union on the science question. There is a letter attached from Ed David which should be considered. The Council approach is probably the best one. You should keep in mind that we have to consult fully with Tiger Teague on which approach we take.

You probably ought to get the Domestic Council or whoever is responsible to prepare some options along the lines of the Council approach, possibly with some other non-Council approaches and make certain somebody checks with Tiger Teague to get his views on the subject.

THE WHITE HOUSE
WASHINGTON

DIANA

HERE IS THE
ED DAVID
LETTER WHICH
SHOULD BE
ATTACHED TO
THAT MEMO
TO JJ.



BARIPPIC
11-12-74
9:02 a.m.

OFFICE OF THE PRESIDENT

WASHINGTON, D.C.

From the President:

To:

Don Rumsfeld

Date:

Time

a.m.

p.m.



*He lays it out well.
I lean toward #3
which is legislation in mill.
Let's discuss.*

THE WHITE HOUSE
WASHINGTON

January 30, 1975

MEMORANDUM FOR: THE PRESIDENT
FROM: DON RUMSELD

Congressman Teague, Congressman Mosher and others are anxious to be cooperative on the science adviser matter. Their committee is poised and ready to go. They want to be helpful and are hopeful of passing a bill that will be acceptable to you. They are awaiting consultation and advice from us as to what might be appropriate.

For this reason, I suggest you might wish to again raise the matter with the Vice President so that, hopefully, he can give you some sort of report. Otherwise, it strikes me we ought to get some people in the White House working on it. We want to get going before the Congress starts moving on a different track.

*MMJ
Will have
report early
next week.*

ORIGINAL RETIRED FOR PRESERVATION

EDWARD E. DAVID, JR.
1000 INTERNATIONAL TOWER BUILDING
8550 WEST BRYN MAWR AVENUE
CHICAGO, ILLINOIS 60631

November 4, 1974

Dear Rummy:

I enjoyed discussing briefly with you last week the matter of science in the White House. As you requested, I am attaching a brief options paper on the subject. It contains no recommendations and I think fairly represents the range of actions available at this time.

My own preference in the matter is to go with a simple, straightforward arrangement such as that described in Option #4, namely appointing a Counsellor for Science and Technology. Clearly, in the longer range, Option #3, namely a group with operational responsibility in the Executive Office, is preferable. If it could be pulled off at this time, it would be a very effective instrument for the President. The other options seem to me either impractical or ineffective.

The general matter of science in the White House I have discussed informally with a number of other people previous to seeing you. Among these were Senator Charles Goodell, Dr. Ted Marris, and the President himself when he was Vice President. For each of them I wrote a short summary of my views. In addition, I testified at general hearings before the House Committee on Science and Astronautics and on Bill S2495 before the Senate Commerce Committee. I understand that that bill has been approved by the Committee for action on the Senate floor. This bill calls for a Council of Science and Technology along the lines of Option #2 which as I said before, would be cumbersome and ineffective. I will make all the material I have written on these matters available to you if you so desire.

Please let me know if I can be of further assistance.

Yours cordially,

The Honorable Donald Rumsfeld
Assistant to the President
The White House
Washington, D. C.



Ed

OPTIONS FOR SCIENCE IN THE WHITE HOUSE



Background

The Executive Office of Science and Technology was established in 1962 (Eisenhower Administration). With it and comprising the total White House science apparatus was the Science Adviser to the President (Assistant rank), the President's Science Advisory Committee ("distinguished" outside consultants), and the Federal Council for Science and Technology (Departmental Assistant Secretaries for R&D). All except the latter were abolished in Reorganization Plan #1 of 1973, effective June 30, 1973. The Director of the National Science Foundation was designated as Science Adviser (to the Executive Branch generally, not the President specifically) and the Federal Council was transferred to his cognizance.

In this role, the National Science Foundation and its advisory apparatus have worked largely under OMB on issues related to budgets. There has been little interaction with, for example, the Defense Department or HEW on matters of R&D. The issue now is whether to re-establish a White House mechanism and, if so, of what sort.

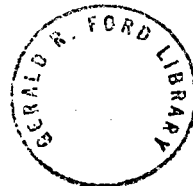
Any such mechanism must consider two aspects of science and technology policy. First and most important for the White House is a scientific input for Presidential policy matters. For example, the President's anti-inflation program could make greater use of technological methods for increasing productivity, reducing waste, and reclaiming scrap. This function is commonly called science for public policy-making.

There is also policy for science. This includes federal policies which impact the scientific and engineering community. Among such policies are Federal reim-

bursement of R&D expense by government contractors, federal patent policy, federal support of graduate education and research in science, and funding of federal science facilities and laboratories.

There are approximately 1.5 million scientists and engineers in the U.S. today. About two-thirds are engineers, one-third scientists. This cohort does not have its own integrated governance. There are many interest groups including professional societies, scientific organizations, and irregular groupings. Predominantly engineers work in industry, scientists in academic and non-profit institutions. Both are present in large numbers in the Federal government. Despite their reputation for liberal thought, the community at large represents all shades of opinion in very nearly the same proportion as the general population. There tends to be, however, different value systems between scientists and engineers, the former value ideas and intellectual substance, the latter tangible accomplishment in the worlds of affairs and business.

Option 1 - Department of Science and Technology



This option would establish a Cabinet-level department including most of the independent science-based agencies; for example, NASA, National Science Foundation, Bureau of Standards, National Oceanographic and Atmospheric Agency, Energy Research and Development Agency, and perhaps some others. The Department would not usurp existing Departments' research and development where that work was directly supporting the Departmental mission. Scientific inputs for the White House would come from the new Department.

PRO

1. Consolidates a number of independent elements which can be more effectively focused on national problems.
2. Can act in part as a representative for the technical community which today feels underrepresented in national decisions.
3. Avoids expansion of the Executive Office and the White House staff.

CON

1. Requires legislation. (A first step not requiring legislation would appoint a Presidential Counsellor for Science and Technology and have independent science agencies report to him.)
2. Reduces diversity of support for technical programs.
3. Increases separation of science and technology from their customers.
4. Creates a new bureaucracy.
5. Would be received with some scepticism by technical community.



Option 2 - Council of Scientific Advisers

This Council would be established in the Executive Office after the pattern of the Council of Economic Advisers. Its duties would be purely advisory and it would publish a yearly report on the state of U. S. science and technology.

PRO

1. Has been recommended by a distinguished committee of the National Academy of Sciences, the most prestigious organization of U.S. community.
2. Would essentially re-establish the previous White House science mechanism with minor modifications.

3. Would be favorably received principally by scientific community.

CON

1. Would inflate Executive Office and White House staff.
2. Would add nothing new to the previous White House mechanism which in the end was ineffective.
3. As a purely advisory office, it would have difficulty in establishing itself as a force for influencing decisions and R&D activities by the agencies and departments.

Option 3 - Office of Research and Engineering Management

This Executive Office would be charged with approving all Federal R&D programs before they were submitted to OMB for budgeting. Thus, it would perform the same function for the Executive as authorization committees do for the Congress. The Director of the Office could be either a Counsellor or Assistant to the President.

PRO

1. Would be a truly effective means for improving the quality and productivity of Federal R&D.
2. Would have a well-defined area of responsibility along with the necessary authority to set R&D priorities in response to national policies.
3. Could attract high-quality industrial as well as academic scientists and engineers. Thereby more action-orientation would be achieved.
4. Would be well received by entire technical community.



CON

1. Would be opposed by OMB and perhaps other elements of the Executive Office.
2. Would expand Executive Office and White House staff.
3. Would put another level of approval in budgetary procedure.

Option 4 - Counsellor for Science and Technology

This option envisions appointing a Counsellor to the President with a small staff. They would be chartered to study the matter of science in the White House further and make recommendations, say, within six months. During the period, the Counsellor, using his staff and outside agency resources, would provide the desired scientific inputs for policy-making.



PRO

1. Would be widely recognized as a plausible and constructive step.
2. Would be possible to recruit an outstanding scientist or engineer of accomplishment to fill position.
3. Would encounter minimum opposition.
4. Would provide sound technical inputs to meet immediate needs.

CON

1. Would create expectations of further action.
2. Would be volatile and could disappear without ceremony.
3. Would depend heavily on outside White House sources for information and staff work.

Option 5 - Upgrade the Current Arrangement

This option would dress up the current arrangement making the NSF Director the Science Adviser to the President and giving him a seat on the White House councils as well as such prerequisites as an office in the Old EOB.

PRO

1. Could be done at once by promoting the incumbent.
2. Would please the OMB who have already established working relations with the NSF advisory apparatus.
3. Would re-establish the previous presence of science in the White House.
4. Minimal inflation of Executive Office and White House staff.

CON

1. Would not be well received by the technical community generally.
2. NSF by its nature as primarily a basic research-academic support agency is not well suited to advise across the spectrum of White House needs.
3. The current arrangement does not include military R&D in its scope. Military analysis of technical options and programs would continue to be carried out by NSC.



Option 6 - Do Nothing

PRO

1. There is no imposing urgency to re-establish science in the White House.

CON

1. Misses an opportunity to make science and technology an effective part of White House decision-making.

2. Undercuts implied (only) resolve by President to take action on the matter based on statements when he was Vice President.
3. Would disappoint most of technical community.



THE WHITE HOUSE
WASHINGTON

January 28, 1975

MEMORANDUM FOR:

PAUL O'NEILL

FROM:

JERRY H. JONES

Would you please put together a status report on the options for the Science Advisory function.

Thank you.



THE WHITE HOUSE
WASHINGTON

Don R.

Have read.
Interested in stepping
comments.

MR Z



ORIGINAL RETIRED FOR PRESERVATION

THE WHITE HOUSE
WASHINGTON

February 4, 1975

MEMORANDUM FOR: DIANNA GWIN
FROM: JERRY  JONES

Please find out what Paul O'Neill's intentions are as to making recommendations either to the President or the Vice President on the Science Advisor.





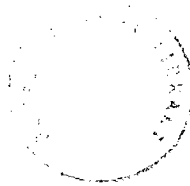
THE VICE PRESIDENT
WASHINGTON

February 5, 1975

MEMORANDUM

TO: THE PRESIDENT
FROM: THE VICE PRESIDENT *WATZ*
THROUGH: MR. JERRY JONES

As requested, I am sending you
a paper containing recommendations entitled
"Science, Technology and the President's
Executive Office."



SUMMARY

SCIENCE, TECHNOLOGY AND THE PRESIDENT'S EXECUTIVE OFFICE



In order to meet his responsibilities most effectively, the President must have ready access to independent scientific and technical advice of the highest quality.

Recommendation

An Office of Technology and Science should be established by legislation within the Executive Office of the President.

Staffing

The Office would be headed by a Director, a highly qualified scientist, who would serve at the pleasure of the President.

The Director would be assisted by a Deputy, a flexible number of Assistant or Associate Directors depending on the needs of the Office, and a variety of ad hoc panels created from time to time to provide specialized advice and judgment.

Activities

Depending on the President's requirements, the Office would have the capacity, among other things, to

- resolve conflicting technical advice,
- gather and analyze expert views,
- identify gaps in scientific research or technological development,
- maintain contact with the scientific and technical staff of the Departments and Agencies, and
- provide specialized assistance to the Domestic Council and the National Security Council.

Estimated Budget: 1 to 3 million dollars.

SUGGESTIONS FOR NATIONAL SCIENCE ADVISORY BOARD

Dr. Lewis Branscomb, Vice President and Chief
Scientist, IBM

Dr. Harold Brown, President of Cal Tech

Dr. William Hewlett, President of Hewlett-Packard

Dr. Hans Mark, Director, Ames Research Center, NASA



(biographical material will be forthcoming)

SCIENCE, TECHNOLOGY AND THE
PRESIDENT'S EXECUTIVE OFFICE



Recommendations

February 5, 1975

February 5, 1975

SCIENCE, TECHNOLOGY AND
THE PRESIDENT'S EXECUTIVE OFFICE



Recommendations

1. There should be a scientific and technological capability directly available to the President
 - (a) Many issues that come to the President, either for decision or for initiative, involve science and technology, sometimes to a very high degree, in the analytical and judgmental process.
 - (b) While the federal departments and agencies have, and should have, scientific and technological competence of high quality, the President should have available to him an independent source of scientific and technological judgment of the very highest quality. The organization set up to provide such a source for the President must not be, or be perceived as, the representative of the scientific and technical community in the President's office.
 - (c) While the present need for such a capability is clear, in our complex and technologically varied society, the need to draw upon science and technology to meet urgent problems and opportunities will be even greater in the decades ahead.



2. This capability should be lodged in an Office of Technology and Science

- (a) An Office of Technology and Science should be established by Congressional action and should be headed by a Director who should also have the title of Science and Technology Advisor to the President. The Office should be made a part of the Executive Office of the President.
- (b) An Office, better than a single Advisor, or a Council, or Committee of Advisors, can
- cover the full range of necessary competence without seeming to subordinate one area to another;
 - interact with (and "translate" the reports of) ad hoc expert task forces of consultants drawn from a variety of disciplines in and out of science and technology;
 - call on and utilize the best scientific, technological and professional talents in the country for specific tasks relevant to the President's responsibilities;
 - resist the pressures to make the President's Science Advisor the "spokesman for science and technology" as distinguished from the President's need for scientific competence in meeting his national responsibilities.

3. The areas of potential activity for the Office of Technology and Science should be principally:

[Note: Not all of the following activities need be undertaken at the outset. The functions of the Office should be allowed to grow as the President may require, as relationships with the departments and agencies of government develop, and as emerging national programs, policies and issues may make desirable and useful.]



- (a) To respond on scientific and technical matters to requests from the President with respect to issues that are before him for decision, or new initiatives.
- (b) To help the President resolve conflicting advice involving scientific matters that come to the President from departments, agencies or the Congress.
- (c) To organize ad hoc panels of consultants to assist in the collection and evaluation of relevant data with respect to particular technical and scientific issues.

The membership of such panels would be drawn from the special competence available in the private and public sectors including universities, the National Academies, industry, and government laboratories.

- (d) To provide the President with early warning of either
 - opportunities, or
 - problems

that have a scientific or technological component, including some longer range forecasting of such opportunities, problems or developments.

- (e) To identify and report on any gaps in scientific research and technological development in the public or private sectors that merit attention.
- (f) To consult with the President on the appointments of various scientific and technical officials in the federal agencies.
- (g) To stay in contact with the professional staffs of the federal departments and agencies, and of state and local governments, as well as with private sector organizations involved in science and technology.
- (h) To be available for participation in reviews of policies and programs of the departments and agencies having technical responsibilities and thus to assist in the formulation of national policy on technical and scientific matters.
- (i) To assist the Domestic Council, the National Security Council and the OMB in reviewing department and agency programs that have technical and scientific content.
- (j) To have a modest budget to initiate analyses and studies in support of the ad hoc panels mentioned in subparagraph (c) above. These analyses and studies would be performed in



universities, private industry or federally supported institutions.

4. Organization of the Office

- (a) The full-time Director of the Office should serve at the pleasure of the President.
- (b) The Director should have a full-time deputy responsible for the administration of the Office who need not be a scientist.
- (c) There should be provision for a flexible number of full-time Assistant Directors (up to five) so as to cover a decent range of professional disciplines without trying for "representation" of every professional discipline or interest, and to respond to the possible growth in Presidential needs for special competence.
- (d) Provision should be made for a flexible number of full-time professionally qualified staff (up to a dozen) as well as a clerical staff to meet the responsibilities of the Office as they may develop.
- (e) The ad hoc advisory panels (mentioned in paragraph 3 above) which are central to the effective functioning of the Office should:



- (i) be exempt from the Federal Advisory Committee Act.

Frank and objective advice cannot be expected to be available if exposed to continuous and public scrutiny and controversy;

- (ii) have their members, in general, appointed by the President;
- (iii) serve on a part-time basis for a limited term;
- (f) The Director would maintain close relationships with the National Academies of Science and of Engineering and the Institute of Medicine and, in establishing ad hoc panels, would make full use of their membership, as well as of academic faculties and such organizations as the Social Science Research Council.
- (g) The Office in its initial full year of operation should have an annual budget in the \$1 to \$3 million range.
- (h) Since science and technology are profoundly inter-related (not only among the scientific disciplines themselves, but with domestic and foreign social and political issues and the intellectual activity of the nation) the area of the Office's concern should be broad and include:



- social and behavioral sciences
- physical and life sciences
- medicine
- engineering
- military applications
- international aspects of science and technology
- science and technology in the private sector
- education and training of scientific manpower



5. The Qualifications of the Director

The Director must have, or be the type of person who can readily gain, the personal confidence of the President.

He or she should be a scientist, engineer or medical person of proven scientific or technical capability, have some experience in public service or administration, and should preferably be a member of one of the National Academies of Science or Technology or the Institute of Medicine.

THE WHITE HOUSE

WASHINGTON

February 5, 1975

MR. PRESIDENT:

Attached are the Vice President's recommendations as to how you should organize the Executive Office of the President to provide advice on science and technology. This paper has not been staffed and the Staff Secretary is circulating it to Buchen, Marsh, O'Neill, Cavanaugh and Scowcroft for comment. These comments are due Friday and I should have a memorandum to you summarizing them by Monday.



Don

You may want to discuss it with the V.P. tomorrow when you meet with him.

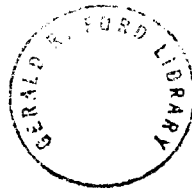
2/9/75 Has this now been stepped out?

ORIGINAL RETIRED FOR PRESERVATION

Out Boy

SCIENCE, TECHNOLOGY AND THE
PRESIDENT'S EXECUTIVE OFFICE

Recommendations



February 5, 1975

February 5, 1975

SCIENCE, TECHNOLOGY AND
THE PRESIDENT'S EXECUTIVE OFFICE



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- (h) To be available for participation in reviews of policies and programs of the departments and agencies having technical responsibilities and thus to assist in the formulation of national policy on technical and scientific matters.
- (i) To assist the Domestic Council, the National Security Council and the OMB in reviewing department and agency programs that have technical and scientific content.
- (j) To have a modest budget to initiate analyses and studies in support of the ad hoc panels mentioned in subparagraph (c) above. These analyses and studies would be performed in



universities, private industry or federally supported institutions.

4. Organization of the Office

- (a) The full-time Director of the Office should serve at the pleasure of the President.
- (b) The Director should have a full-time deputy responsible for the administration of the Office who need not be a scientist.
- (c) There should be provision for a flexible number of full-time Assistant Directors (up to five) so as to cover a decent range of professional disciplines without trying for "representation" of every professional discipline or interest, and to respond to the possible growth in Presidential needs for special competence.
- (d) Provision should be made for a flexible number of full-time professionally qualified staff (up to a dozen) as well as a clerical staff to meet the responsibilities of the Office as they may develop.
- (e) The ad hoc advisory panels (mentioned in paragraph 3 above) which are central to the effective functioning of the Office should:



- (i) be exempt from the Federal Advisory Committee Act.

Frank and objective advice cannot be expected to be available if exposed to continuous and public scrutiny and controversy.

- (ii) have their members, in general, appointed by the President.
- (iii) serve on a part-time basis for a limited term;
- (f) The Director would maintain close relationships with the National Academies of Science and of Engineering and the Institute of Medicine and, in establishing ad hoc panels, would make full use of their membership, as well as of academic faculties and such organizations as the Social Science Research Council.
- (g) The Office in its initial full year of operation should have an annual budget in the \$1 to \$3 million range.
- (h) Since science and technology are profoundly inter-related (not only among the scientific disciplines themselves, but with domestic and foreign social and political issues and the intellectual activity of the nation) the area of the Office's concern should be broad and include:



- social and behavioral sciences
- physical and life sciences
- medicine
- engineering
- military applications
- international aspects of science and technology
- science and technology in the private sector
- education and training of scientific manpower



5. The Qualifications of the Director

The Director must have, or be the type of person who can readily gain, the personal confidence of the President.

He or she should be a scientist, engineer or medical person of proven scientific or technical capability, have some experience in public service or administration, and should preferably be a member of one of the National Academies of Science or Technology or the Institute of Medicine.

THE WHITE HOUSE
WASHINGTON

FEB 17 1975

February 15, 1975

MEMORANDUM FOR: JERRY JONES
FROM: DICK CHENEY



Jerry, attached is some of the material on the Science Advisor post. Do we have this resolved yet?

You should pass the names listed in the Vice President's memo to Walker as potential candidates, should we decide to go with a science advisor position.

Attachment

✓
attached

~~Q~~

~~This was
ONVP's
Science
Addresser~~



~~memo -
May I have a
copy?~~

OFFICE OF THE VICE PRESIDENT
WASHINGTON, D.C.

2/5/75

Mr. Rumsfeld:

Here is the report
the Vice President
promised you.

A handwritten signature in black ink, appearing to be 'Ann Whitman', with a large capital 'A' and a cursive 'Whitman'.

Ann Whitman

SCIENCE, TECHNOLOGY AND THE
PRESIDENT'S EXECUTIVE OFFICE

Recommendations



February 5, 1975

February 5, 1975



SCIENCE, TECHNOLOGY AND
THE PRESIDENT'S EXECUTIVE OFFICE

Recommendations

1. There should be a scientific and technological capability directly available to the President
 - (a) Many issues that come to the President, either for decision or for initiative, involve science and technology, sometimes to a very high degree, in the analytical and judgmental process.
 - (b) While the federal departments and agencies have, and should have, scientific and technological competence of high quality, the President should have available to him an independent source of scientific and technological judgment of the very highest quality. The organization set up to provide such a source for the President must not be, or be perceived as, the representative of the scientific and technical community in the President's office.
 - (c) While the present need for such a capability is clear, in our complex and technologically varied society, the need to draw upon science and technology to meet urgent problems and opportunities will be even greater in the decades ahead.

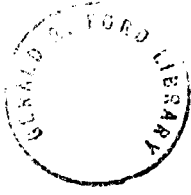
2. This capability should be lodged in
an Office of Technology and Science

- (a) An Office of Technology and Science should be established by Congressional action and should be headed by a Director who should also have the title of Science and Technology Advisor to the President.
- (b) An Office, better than a single Advisor, or a Council or Committee of Advisors, can
- cover the full range of necessary competence without seeming to subordinate one area to another;
 - interact with (and "translate" the reports of) ad hoc expert task forces of consultants drawn from a variety of disciplines in and out of science and technology;
 - call on and utilize the best scientific, technological and professional talents in the country for specific tasks relevant to the President's responsibilities;
 - resist the pressures to make the President's Science Advisor the "spokesman for science and technology" as distinguished from the President's need for scientific competence in meeting his national responsibilities.



3. The areas of potential activity for the Office of Technology and Science should be principally:

[Note: Not all of the following activities need be undertaken at the outset. The functions of the Office should be allowed to grow as the President may require, as relationships with the departments and agencies of government develop, and as emerging national programs, policies and issues may make desirable and useful.]



- (a) To respond on scientific and technical matters to requests from the President with respect to issues that are before him for decision, or new initiatives.
- (b) To help the President resolve conflicting advice involving scientific matters that come to the President from departments, agencies or the Congress.
- (c) To organize ad hoc panels of consultants to assist in the collection and evaluation of relevant data with respect to particular technical and scientific issues.

The membership of such panels would be drawn from the special competence available in the private and public sectors including universities, the National Academies, industry, and government laboratories.

- (d) To provide the President with early warning of either
 - opportunities, or
 - problems

that have a scientific or technological component, including some longer range forecasting of such opportunities, problems or developments.

- (e) To identify and report on any gaps in scientific research and technological development in the public or private sectors that merit attention.
- (f) To consult with the President on the appointments of various scientific and technical officials in the federal agencies.
- (g) To stay in contact with the professional staffs of the federal departments and agencies, and of state and local governments, as well as with private sector organizations involved in science and technology.
- (h) To be available for participation in reviews of policies and programs of the departments and agencies having technical responsibilities and thus to assist in the formulation of national policy on technical and scientific matters.
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