



THE CHIEF OF NAVAL RESEARCH  
WASHINGTON

17 March 1969

Professor Joshua Lederberg  
Department of Genetics  
School of Medicine  
Stanford University  
Stanford, California 94305

Dear Dr. Lederberg:

I thoroughly enjoyed the opportunity to discuss with you some of the many aspects of current national science funding and problems of allocation of resources. I am grateful for the report of the New York Academy of Science that you arranged to be sent to me.

The continued broad support of our effort in the many disciplines of science is certainly important. It seems to me that much more must be done at the local level by bringing to the attention of local communities the benefits that science has brought them, some greater evidence of what it is doing for the people now, and what it can or will do for them in the future. Lobbying at national level may have its place, but I'm convinced that only a concerted "grass roots" effort on the part of the scientific community will really turn the trick.

The Academy conclusion #2 is somewhat paradoxical. It calls for a growth rate of 15% per year (not saying for how long) and then admits that science spending should be defined by national needs. The latter is the more meaningful if one could get a hand on it. If Leontief or some other input-output analysis man (or group) could come up with a matrix of scientific disciplinary support as related to our needs, perhaps we'd all have a better

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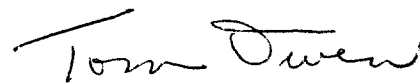
understanding of how much money we needed, how many trained people, and how to allocate our support not on the basis of parochial studies (Westheimer, Parke, Whitford, et al) but with some logic.

The other material you sent me related to psychological studies of those under conditions of stress is interesting. The authors and some of the investigators cited have been contractors to ONR on one occasion or another - not, however, for work of the nature described in the particular papers you enclosed. I shall discuss them with Rear Admiral Frank Voris of the Bureau of Medicine and Surgery.

It was a pleasure to meet Mrs. Lederberg. I'm sorry that I didn't get to talk to her more at Lois' very pleasant luncheon.

Thanks again for your interest and enthusiasm in the "state of science" as we find it today.

Sincerely,

A handwritten signature in cursive script that reads "Tom Owen". The signature is written in black ink and is positioned above the typed name and title.

T. B. OWEN  
Rear Admiral, USN