

Carey is now an Arthur D. Little, Inc., vice president.

In the 1950's the real money in federal R & D was in defense, atomic energy, and medical research. Carey recalls that general-purpose, basic research was "tagged on" to the budgets in these main growth areas of R & D. Each of the main items represented different subgovernments and were handled differently in BOB.

"The bureau," as it still tends to be called by BOB veterans, had less leverage on military R & D than on civilian science. As technical investment became more critical under the conditions of the Cold War in the 1950's, the bureau realized it could not approach the review of the defense budget in the same way it did other budgets. Time was a factor. If defense "numbers" came into the bureau in October, as other agency figures did, it was physically impossible to get a massive military budget through the "screen," sort out issues, and get decisions by January. Therefore, a joint review of the budget was devised, with the bureau sharing the review carried out in the office of the Secretary of Defense. BOB, in effect, hitched on to the Defense Secretary's review of the budget. The review was essentially the Secretary's, not the budget director's, and the edge in decision-making on the military budget passed to the Pentagon.

With the formidable Robert S. McNamara as Secretary of Defense in the Kennedy Administration, the process went a step further. McNamara, by all accounts, was his own budget officer. Up to that time BOB had been instrumental in setting a dollar limit on the defense budget. McNamara succeeded in breaching BOB power to impose a total figure. It was the time of a shift from the doctrine of massive retaliation to a policy of more flexible response and a consequent major buildup of conventional forces. Those who witnessed the process year after year say the R & D component of the military budget was determined largely by the Secretary of Defense.

Reportedly, the budget agency has had some success in reasserting itself in recent years, but it will be interesting to see how the Department of Defense comports itself in the first budget cycle under its new Secretary, James R. Schlesinger. A former RAND Corporation economist, Schlesinger put his knowledge of defense systems to work in his first Washington job as an assist-

ant director of the BOB. He then moved on briefly to the top jobs at the Atomic Energy Commission (AEC) and the Central Intelligence Agency on his way to the office of Secretary of Defense. He is expected to keep a firm grip on the budgetary reins.

In the case of the AEC, relations with the budget agency have been less

skewed from the norm. AEC R & D also had to be seen in relation to military systems, but the AEC weapons budget has been relatively stable and has not gyrated as the Department of Defense budget did. The nonmilitary areas of AEC operations afforded an abundance of technological opportunities—civilian power, nuclear applica-

Mead Elected AAAS President

Anthropologist Margaret Mead has been elected president of the AAAS in the first election open to the association's general membership in modern times. AAAS officials said voting was lighter than expected, with just over 44,500 ballots received by mail from the 130,000 members. Ballot counts were not disclosed for Mead and her opponent, Melvin Calvin, a Nobel laureate in chemistry at the University of California at Berkeley.



Margaret Mead

As president-elect, Mead will serve as a member of the AAAS board of directors during 1974 and assume the presidency from Roger Revelle of Harvard University in January 1975. Also elected as members of the AAAS board were Ruth M. Davis, an applied mathematician with the National Bureau of Standards, and Chauncey Starr, president of the Electric Power Research Institute.

The mail election, carried out in November, is the first under a new organizational and procedural format intended to give the AAAS membership a larger voice in association affairs. After several years of debate, the 530-member governing council of the AAAS gave its final approval in December 1972 to a representative system in which each of the association's 21 sections functions as a discrete electorate. In addition to voting directly for board members and president, each electorate chose one or more delegates (the precise number depends on the size of the section) who together will comprise the new and much-reduced AAAS council. Its membership is 73—a reflection of the fact that only about 67,200 AAAS members have enrolled in, and therefore are represented by, the 21 sections. (All members were eligible to vote for president and board, however.)

William Bevan, the AAAS executive director, said he was "very impressed with the quality and mix" of persons elected to the new council and that its new composition was a "reassuring outcome" of the election. Any overlap that may exist between old and new councils was not immediately apparent.

In the past, council members often were chosen haphazardly by affiliated groups. The council was long regarded as unwieldy in size. Its members, moreover, tended to regard their appointments as honorific, and attendance at meetings has traditionally been poor. AAAS officials hope the new council, imbued with a sense of constituency, will overcome these difficulties. The new council first convenes at the AAAS meeting in San Francisco in February.—R.G.