ings on information management, in 1958.

Samuel A. Goudsmit, in a recent article (2) on the state of the scientific literature, has suggested the creation of review centers, located at large universities or research institutes, where a permanent staff of competent writers would provide assistance to the outstanding scientists who would accept responsibility for review articles.

Essential to the success of any system of incentives will be an understanding of the importance of quality. The publication of inferior material will have to be ruthlessly discouraged, lest such material appear in print and block access to good material, bringing discredit upon the entire scheme. As always, the crucial task will be the selection of the individuals to whom the stipends are awarded. One of the major objectives will be endowment of the supported activities with great prestige, and this can be achieved only through selection of individuals by a jury with outstanding qualifications. The government would do well to enlist the help of the National Academy of Sciences in this task. The Academy has given a clear signal of its awareness of the problem by its recent creation of a Committee on Scientific and Technical Communication.

A well-executed program for improving the printed record of scholarship will bring growing recognition to the individuals selected for financial support. Distinguished contributions to the structure of written communications in a field of scholarship will take their place, along with creative research and imaginative teaching, on the path to academic promotion. Faculty members will be encouraged to participate in the more effective management of the journal and report literature of their field. The task of controlling the holdings of central libraries and departmental book rooms at universities will be regarded as a responsibility deserving the close and continuing attention of the best available talent in each department.

A new attitude on the part of our universities toward these forgotten aspects of scholarship will have clear implications for the future of research libraries. The attention given by outstanding scholars in each field to the improvement of communications in general, and of the printed record in particular, will produce the indispensable intellectual element needed in the control of the procedures that modern technology will make available to libraries. With this new attitude to support them, librarians and engineers will be able to create information transfer networks that can reach into every corner of the academic community and give scholars a kind of command over the written record that will lead to wholly unforeseen extensions of our intellectual world.

References

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NEWS AND COMMENT

Rep. Joe Evins: NSF and NASA Get a New Master of Finance

Among the custodians of the vaults from which cash is passed out to the scientific and technical community is a little-known Southern congressman whose power and influence are on the rise. He is Representative Joe L. Evins, of Tennessee's Fourth Congressional District, an area which is without city slickers except for those who happen to be passing through.

During his two decades as a member of the House, Evins has seen death, defeat, and retirement remove many of the elders who stood between him and the seniority system's upper reaches, where the light is better and the levers of power are within grasp. This inexorable attrition is the ally of all those who survive. Last year, his 20th in Congress, Evins, at 55, succeeded to the chairmanship of the Appropriations Subcommittee on Independent Offices, replacing the late Albert Thomas of Texas, the benevolent despot of finance for the National Science Foundation, NASA, the Office of Science and Technology, the Department of Housing and Urban Development (HUD), the regulatory commissions, and numerous other agencies. As chairman, Evins, a Southern moderate, will be important to the fund-seekers, though whether he will become as important as Thomas is uncertain.

The reason, of course, why the appropriations subcommittees are so important is that they tend to be semi-autonomous in relation to the parent Appropriations Committee, and relatively few appropriations decisions made in subcommittee are reversed by the House itself.

The control Thomas exercised over the subcommittee was unusual even on a congressional scene in which domineering chairmen have by no means been rare. Agency officials marveled at Thomas's grasp of budgetary detail and were never complacent during his aggressive, incisive interrogations. Evins has been given good marks so far by his Appropriations Committee colleagues, but it is fair to say that more time must elapse before his qualities can be assessed. This is particularly true inasmuch as Thomas was such an overshadowing figure that Evins, as well as most other members of the subcommittee, remained obscure.

The new chairman is taking over at a somewhat inauspicious moment. As the result of Republican gains in the November elections, the Independent Offices Subcommittee has been enlarged from a seven- to a ten-man body and its ideological complexion has become distinctly more conservative. Evins may find himself outvoted if he tries, as a Democratic loyalist, to deal generously with some of the more controversial administration programs, such as the model cities program.

Nevertheless, on any committee the chairman tends to be the most important member, at least until seniority leads to senility. His authority is buttressed by custom and congressional folkways. Evins, still in the prime of middle age, is reputed to have plenty of political savvy and his influence over appropriations should be substantial.

In his first year as chairman, Evins did little to cause surprise except for his decision to kill NSF's Mohole project (*Science*, 13 May 1966), which had become an increasingly costly endeavor to study the earth's deep crust and mantle. Previously, Mohole had been spared, very possibly because the contractor responsible for building the deep-sea drilling rig was located in Houston, Chairman Thomas's own political base. Rendering a judgment that many scientists found discouragingly flip and imprecise, Evins told the House that "this is not the time to expend huge sums of money to dig a hole." He said the cost of Mohole might go as high as $115 million. A common surmise among scientists, however, was that the summary trial and execution of Mohole was best explained as a defiant blow at Thomas, the departed father-figure.

However much some may deplore the Mohole decision, there seems no reason to think that Evins tends toward unexpected or erratic behavior. Those who observed him in his first year's performance as chairman seem agreed that he was steady and workmanlike. His manner was less jarring to witnesses than that of Thomas, who never let agency officials forget that he had once been a prosecuting attorney. The Thomas method was to probe for weak spots in an agency's budget rather than to scrutinize the whole thing. "Evins made a systematic survey of our budget," an agency official told *Science*. "He seemed reasonable and well-informed and there was no bombast."

The idea of Evins, or even of a Thomas, being really "well informed" about the budgets and programs of more than 20 agencies, some of them quite large, is one which some people find hard to accept. Moreover, Evins has responsibilities on committees other than the Independent Offices Subcommittee. Public policy governing science and technology is by no means one of his dominant concerns. *Understanding Congress*, the pedestrian—and partly ghost-written—book Evins published a few years ago, discusses Congress' relations with the regulatory agencies but scarcely mentions any of the scientific agencies except AEC, which is discussed largely in connection with AEC's controversial and abortive "Dixon-Yates" contract. By that contract, as one recalls, the government would have bought relatively high-price power from a private combine, instead of having the Tennessee Valley Authority add to its capacity to produce lower-price power for sale to AEC.

Representative Joe L. Evins

The fact that Evins's attention is necessarily divided among a great many interests and duties might pose less of a problem if his subcommittee staff, which consists of two professionals, was larger and less absorbed in routine. Some thought occasionally has been given to splitting up the Independent Offices subcommittee and creating a new appropriations subcommittee on science budgets. But committee chairmen seldom yield much of their jurisdiction gladly, and Evins seems certain to resist should any serious proposals to split his subcommittee be made. He indicates that he is as much a supporter of science as the next man. Perhaps understandably, however, he is not willing to be pinned down on such questions as whether he shares the view some scientists hold that federal support for basic research should grow by more than 15 percent a year. The record does clearly show that Evins is among the increasing number of congressmen who want federal support for research and development spread more broadly. His own district has several developing universities.

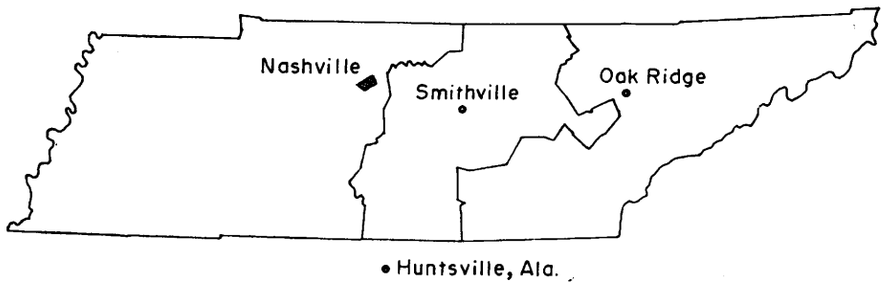
Whether its working methods are truly searching or not, the subcommittee plays with sums impressive even to an Ibn-Saud. When Evins presented the Independent Offices appropriations bill to the House in May, he had lived up to the expectations of the Appropriations Committee's bedrock conservative and senior Republican, Frank T. Bow of Ohio, who commended Evins on an "excellent job" in cutting almost $306 million from budget requests totalling $14.3 billion. Bow said he would not propose, as he usually does, a 5-percent cut in the subcommittee bill.

The fact is, however, the subcommittee had, on the average, cut the requests by only about 2 percent, which will never qualify Evins for the economizers' hall of fame. Evins usually supports major administration programs. He has close ties to Speaker McCormack and other House leaders. Unlike many Southern congressmen who frequently wander off the Democratic reservation to consort with Republicans, Evins is what some of his Dixie colleagues disparagingly refer to as a "leadership man."

Although he has taken on more and more the look of a team player as his seniority and committee responsibilities have increased, Evins seems to have decided long ago to follow the advice of the late Speaker Sam Rayburn: "To get along, go along." For instance, in 1949, during his third year in Congress, Evins heeded the leadership's urging by voting to recommit for further study a bill reaffirming the basic provisions of the Taft-Hartley Act, which Evins favored but which the House leaders wanted drastically revised. Although his vote displeased some of his more conservative constituents, he had accommodated the leadership on a largely procedural matter without doing violence to his conscience.

His votes in 1961 and later years to bring the House Rules Committee under closer leadership control also set Evins apart from the majority of his Southern colleagues. These gestures have not been forgotten. Just as Evins has helped the House leaders, the leadership has helped him, in ways big and small.

For example, Evins is now in his third year as chairman of Speaker McCormack's patronage committee. This committee keeps track of the patronage jobs on Capitol Hill, which members hand out to friends and constituents, deserving or otherwise. As head of this obscure but not insignificant committee, Evins is able to do favors for his colleagues. "You not only have a constituency in your district, but also a constituency among your colleagues," he observes. "A lot of votes are cast on a personal basis." (Evins knows how to get the maximum political mileage from his own patronage. For instance, instead of appointing sons of constituents to come to Washington to serve 1 or more years as House pages, as many congressmen



Evins' Fourth Congressional District in middle Tennessee. Smithville is the congressman's hometown.

do, Evins appoints his pages to serve only 1 month. Usually, this is long enough for the lads to shake hands with the Speaker and not too long for them to become cynics. They return to Tennessee to join the ever-growing army of stalwart Evins supporters and political workers.)

Evins often has been able and willing to go along with the leadership on substantive as well as procedural issues. In his middle-Tennessee district, largely a region of farms, villages, and small towns, the liberal spirit of such figures as Andrew Jackson and Cordell Hull has not been entirely crowded out by the ethos of the chamber of commerce and the country-club locker room.

Since the early 1930's the Tennessee Valley Authority has provided, in east Tennessee, a continuing demonstration of federal-state-and-local collaboration in regional planning and development. Moreover, possibly because Negroes make up only a small part of the population in most of the district, politics there have been much freer of racial overtones than the politics of many congressional districts in the South. This alone has given Evins a freedom in legislative matters that he could not possibly have had if racist politics had prevailed. In some Southern districts the conservative elements in control have managed to convince many white voters (and possibly themselves) that every program that comes along, from public housing to the war on poverty, is either part of an integrationist plot or a boondoggle for the benefit of Negroes too lazy to work.

Evins has been perhaps a bit more liberal than his district, although many of the county leaders and small-town mayors have learned to show a lively interest in the federal dollar. Evins voted for President Johnson's aid-to-education measures, for Medicare, for the antipoverty program, and for establishment of the Department of Housing and Urban Development, among other things. Evins seems less conservative today than he was during the Kennedy and Eisenhower years. For instance, he voted against Eisenhower's school construction bill of 1960 and against a Kennedy plan in 1962 to create HUD.

Evins occasionally has parted company with the Johnson administration on major issues, especially on civil rights. He voted against last year's civil rights bill, which included controversial open-housing provisions. Though never a demagogue on the racial issue, Evins has opposed all major civil rights bills except the voting rights measure of 1965. His signing of the "Southern Manifesto" of 1956 denouncing the Supreme Court's school integration ruling and his subsequent stands on civil rights legislation may have led, indirectly, to his remaining in Congress.

Some of his political friends back home say that Evins, by his record on civil rights and labor legislation, foreclosed any chance of obtaining strong Negro and labor backing in a bid for the governorship. In 1962 Evins took soundings to determine the support he could expect if he ran for governor. According to one of his closest associates, his findings were not encouraging, although Evins says that, while he could have won the governorship, he preferred to stay in Congress.

In the judgment of a Tennessean who, as journalist and scholar, has followed Evin's congressional career from the beginning, Evins never has been one to get far out front. "Joe goes with the power structure in Congress and in the district," this observer says. "He's no Kefauver. He's cautious. He stays pretty closely within the rural set of values of the Fourth District. Yet he is a man of considerable fairness and he commands respect."

On at least one occasion Evins put caution aside and, without calculating the political consequences, expressed his convictions forcefully and spontaneously. In 1960, when interest in the presidential election was reaching its peak, Evins attended a Church of Christ service in Nashville and was appalled to hear the minister say that no Catholic should be elected president. At the close of the service Evins, without invitation from anyone, urged the congregation to ignore the minister's counsel and not let their voting be influenced by religious intolerance.

Evins has been in good political circumstances from the day of his birth. His hometown and birthplace is

Evins (left) in his hometown of Smithville with Mayor Othel Smith; R. G. Ridner, director of the chamber of commerce; and Norval Webb, Jr., local pharmacist.

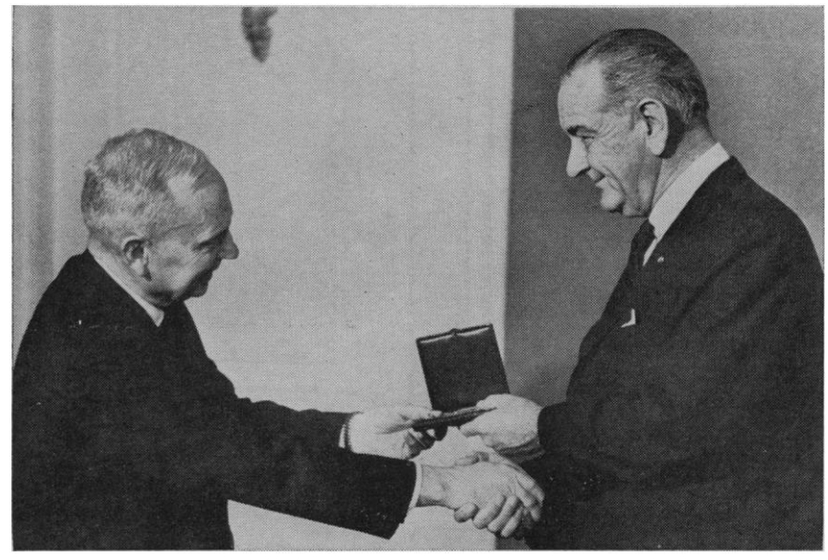
Smithville, today a hamlet (population, 2300) of which the decrepit DeKalb County courthouse is the principal architectural feature. He was born there on 24 October 1910, the son of James Edgar Evins, a self-made man who, during his lifetime, made considerable money running a bus line to Nashville and in other enterprises. The elder Evins, besides being wealthy by community standards, was influential in local politics. He was a magistrate for 35 years, mayor for 15, and a state senator for 4.

The younger Evins, according to Miss Willie D. Gist, who taught him in the third grade, showed an early political aptitude. "I remember the first time I ever saw him," says Miss Gist, as quoted last year in the Nashville *Tennessean*. "He was wearing a pink blouse, white trousers, and a skull cap. He was one of the finest little boys I ever had in school. He was good-natured and he liked to make speeches, even then. I knew he would turn out to be something good." (Evins has not turned out to be an avid speechmaker, however. Unlike many of his colleagues, he does not revel in political oratory and is not particularly good at it.)

After a country upbringing, Evins went off to Vanderbilt University for his bachelor's degree and later to Cumberland Law School for his LL.B. Academically, his record was mediocre but he had acquired the savoir faire necessary to court and marry the daughter of the circuit judge after he went back to Smithville to begin law practice. This conquest may have been critical to his future success. Ann Smartt, the judge's attractive daughter, is usually described as possessing patience and an imperturbable spirit, qualities counterbalancing Evins' somewhat nervous and impatient temperament. Moreover, her father (now retired from the bench) was a "popular people's judge" with a strong political following in part of the Fourth District. He and Evins' father were two of Evins' most influential supporters in 1946 when he made his first race for Congress.

Evins, then 35, had just returned from Europe, where he had served as an Army lawyer. His political experience had been slight, and, as a lawyer, he had not practiced widely in the district, for during the 9 years prior to his entering the Army he was an attorney in Washington for the Federal Trade Commission.

Nevertheless, with the help of his father and father-in-law and on the strength of his own talents as a campaigner, Evins defeated the Fourth District's Democratic incumbent, who had used his one term in Congress to build a vulnerable record. Since this first victory Evins' seat has never been seriously threatened, either in the Democratic primary or in the general election.



President Johnson presenting the National Medal of Science to Henry Eyring at the White House on 6 February. Other recipients were Edward F. Knipling, Fritz A. Lipmann, William C. Rose, Sewall Wright, Claude E. Shannon, Vladimir K. Zworykin, John W. Milnor, Jacob A. B. Bjerknes, Subrahmanyan Chandrasekhar, and John H. Van Vleck. [World Wide Photos]

His first committee assignment as a new congressman was to the Veterans Affairs Committee, which most ambitious young House members leave as soon as a seat on a more desirable committee becomes available. In 1953 a place opened up on the Appropriations Committee, and Evins got it. Two years later he was assigned to the parent body's Independent Offices Subcommittee and the Public Works Subcommittee. Evins is now the second-ranking member of the public works subcommittee, which reviews budgets totaling about $4 billion each year, principally those of the AEC; the water, power, and flood control agencies such as TVA and the Corps of Engineers; and the Water Pollution Control Administration. A secondary committee assignment, but one in which Evins has taken great interest, was his assignment to the Select Committee on Small Business, of which he has been chairman since 1963.

From the standpoint of their relevance to his district's interests and his political welfare, Evins' committee assignments have proved ideal. "Joe Evins Day" was celebrated in the Fourth District last 18 October, and, for the occasion, *The Cookeville Citizen* published a special section headlined "Joe Evins—Legend in His Own Time." "It is significant," said *The Citizen*, "that the Fourth District and the state of Tennessee—since Joe L. Evins reached his influential position in the House—have seen giant dams begin to rise, have seen post offices built or modernized in every county, have seen a flow of federal assistance for a great variety of projects—libraries, airports, sewage and water facilities, watershed projects, streets, health centers, hospitals, and national guard armories, among others."

The Citizen did not overstate the matter. Last September, in a newsletter, Evins said that, while overall public works expenditures nationally had been reduced by $214 million from the previous year, the money appropriated for TVA exceeded, for the second straight year, the administration's budget request. As a high-ranking member of the Public Works Appropriations subcommittee, Evins had contributed substantially to that result. He had managed, for instance, to have an extra $3 million added to the current year's funds for work on Tims Ford Dam, on the Elk River in his district.

Construction of this dam is, at Evins' insistence, being pushed ahead of the building of another dam in east

Tennessee to which TVA assigned higher priority. Also, the $58.5 million Cordell Hull Dam, a Corps of Engineers project on the Cumberland River, will have a $9 million navigation lock which the Corps considered economically unjustified until Evins and others insisted that the matter be restudied in the light of new regional economic development concepts.

Well before President Johnson picked up the idea, Evins was contending that an excellent way to lessen urban problems is for government to strengthen the economic and cultural life of small-town rural America and thus check the population drift to the cities. Many people in the Fourth District are convinced that, besides getting federal projects for the area, Evins is also fostering regional development by being a first-rate industry hunter. There is some truth to this, too.

The year after the 1964 election Evins found, to his surprise, that his efforts to persuade new industry to come to his district were getting a decisive assist from an influential friend—the President of the United States.

The congressman is not a stranger at the White House. Having avoided taking sides in the factional struggles of Tennessee Democrats, Evins was the compromise choice to head the state campaign for the Johnson-Humphrey ticket in 1964. By proposing to sell TVA, Goldwater assisted Evins substantially in this undertaking, and Johnson, obtaining a 125,000-vote majority, was the first Democratic Presidential nominee to carry Tennessee since Truman did it in 1948. In the fall of 1965, after Congress had adjourned, Evins, on vacation in Florida, received a call from a White House staff man and was told, he says, to go to Lockheed-Georgia Company, at Marietta, to talk to Lockheed about locating a plant in his district.

On 16 November 1965 Evins, accompanied by his special assistant, William Keel, went to Marietta prepared to make a sales talk on the advantages middle Tennessee offers new industry. Evins and Keel met with W. A. Pulver, president of Lockheed-Georgia, and three other Lockheed officials. Evins found that it was not necessary to make a spiel. He recalls that the Lockheed people told him the following story. The White House, after the Department of Defense had awarded the prime contract for the giant C5A troop transport to Lockheed, had given the company a list of five congressional districts in Appalachia and had said that it was hoped, if new plants were to be built, they would be located in Appalachia, and in the five districts named. Evins' district was on the list, and Lockheed was planning to put a small plant there. Evins suggested several possible locations for the plant, and, from his suggestions, Lockheed selected a site in Shelbyville, a town in the southern part of the Fourth District. The company was already familiar with the alternative locations. "I suppose my friendship with the President and my managing his campaign had something to do with it," Evins told *Science*.

The new Lockheed plant, which will employ up to 200 people, is now in operation, manufacturing subassemblies for various military transport aircraft produced by Lockheed-Georgia. Evins says Lockheed did not identify the other four districts on the administration's list. However, a Lockheed spokesman in Washington told *Science* that the only other new plant in Appalachia he could speak about is a small facility being established in Logan, Ohio, an Appalachia community in Ohio's tenth congressional district.

The Tenth District was represented by Walter H. Moeller, generally a supporter of LBJ programs, until his defeat in the November election. Moeller told *Science* that he also had visited Marietta, but he could not clearly recall who suggested that he go there. He said that, if Lockheed had already decided to build a plant at Logan, the company did not inform him of this. "I'm certainly not going to say whether the White House had anything to do with this or not," Moeller said. "I frankly don't know."

Evins may have contributed to bringing still other new aircraft plants to middle Tennessee. A complex of five new jet subassembly plants, which altogether will employ up to 570 people, was formally opened last year in the Fourth District by Douglas Aircraft Company. The fifth Douglas plant to be established will be at Smithville. Evins says he had written Douglas repeatedly, urging that it establish some facilities in the Fourth District. Douglas, with considerable fanfare, has described the plant complex as part of its "Appalachia Plan," developed in response to the "national policy of bringing work to places where people need it and where they are entirely capable of doing the job."

In any event, it is perfectly plain that Joe Evins has been, and is likely to continue to be, enormously important to the development of his district. His tenure as chairman of the Independent Offices Subcommittee is likely to be long, if his health continues strong and the Democrats retain control of the House. Evins is said to be unbeatable. Besides keeping a steady flow of federal money and projects coming to the district, Evins has made his position all the stronger by leading what, by all accounts, is an unassailable personal life.

"The Evins are good honorable people who have not been seduced by Washington society," says a family friend. "Joe isn't on the cocktail circuit." Evins works 6 days a week, and, when he is not on Capitol Hill, he is usually at his home in northwest Washington where he and his wife live quietly. (They have reared three daughters. One daughter is now married to a Church of Christ minister in Pennsylvania; another is a school teacher in Nashville; the third is a student at Mount Vernon Seminary in Washington.)

It is not a bad thing for the financial health of the scientific and technical community that, little by little, Evins' district is becoming more technically oriented. Arnold Engineering Development Center at Tullahoma is an important Air Force test facility. Also at Tullahoma is the Tennessee Space Institute, a branch of the University of Tennessee. The Fourth District has four other institutions of higher learning—Sewanee, Cumberland, Middle Tennessee State, and Tennessee Technological universities.

Some people in the southern part of the district commute to civil service and industry jobs at Huntsville, Alabama, jobs created or generated by NASA and Army Missile Command activities. The last congressional redistricting brought Roane County, which borders Oak Ridge, into the district. Thus, many people employed at the Atomic Energy Commission facilities are now Evins' constituents.

It would seem safe to predict that, in the years ahead, Evins, for various reasons—the interests of his constituents, his ties to the Democratic leadership, and his own sense of the national interest—will try to see that the scientific estate escapes penury, though how much he will do to assure its affluence is not yet clear.

—LUTHER J. CARTER