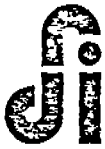


Attachment 9 ①



DESERT RESEARCH INSTITUTE
University of Nevada System

Atmospheric Sciences Center

P.O. Box 60220
Reno, Nevada 89506
(702) 972-1676

May 10, 1985

President G.M. Hidy
Desert Research Institute
P.O. Box 60220
Reno, Nevada 89506

Dear Dr. Hidy:

All members of the Desert Research Institute have a responsibility for its future growth and development. As a vital part of the staff of the present Atmospheric Sciences Center, we would like to make several positive suggestions about the future structure of the Center. We address ourselves directly to you because we do not believe that certain members of the "senior" staff have the necessary foresight to consider our ideas seriously.

1. Task Oriented Groups Versus the Present Laboratory Structure

The present laboratory structure within ASC produces barriers between scientists whose skills could be directed towards interdisciplinary research areas. Such cooperation or "talent integration" should lead to new research topics being identified and, possibly, the establishment of a broader, more stable funding base. This demands an increase in communication within the staff so that each of us knows the interests and skills of our colleagues. Thus we may be able to properly exploit those skills for our mutual advantage. In the absence of the present rigid structure we anticipate that task orientated groups will evolve naturally in response to new sources of funding. Amongst the "junior" staff there is a strong desire to pursue this kind of interaction.

2. The Long-Term Future of Atmospheric Sciences at the DRI

In the long term, if atmospheric sciences at the DRI are to survive, a shift in responsibilities to a much broader cross-section of the staff is required. In general, we view the present structure to be top heavy; that is, certain laboratory directors tend to assume the responsibility for obtaining contracts and setting the direction of our scientific endeavors allowing little or no initiative to emerge from the other members of staff.

Attachment 9 Cont'd (2)

Dr. George Hidy

May 9, 1985

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We feel that the "senior" staff must encourage our initiatives for DRI to survive and grow. In the present system many of the funded projects, and submitted proposals, with a few notable exceptions, are for large programs intended to maintain the integrity of the laboratory structure and initiated by laboratory directors. Missing is the active encouragement of the staff to seek a fraction of their own support. Clearly, this requires an atmosphere of cooperation. The long-term future of the Center depends on the "junior" staff being trained now as principal investigators on new proposals, with the "senior" staff occupying a supervisory capacity rather than an active role. Without this, continuity within the Center cannot be maintained.

3. Proposal Development

Initially some fraction of a researcher's time could be allocated to encourage proposal development. Whenever possible the "senior" staff should be used to exploit existing contacts and to seek out new sources of funds. Although we must protect existing markets, more private sector funds must be found if the viability of the Institute is to be maintained. It must be realized that good science does not necessarily depend on the source of funding. Direct input from the President is sought.

It is recommended that all investigators, particularly the "junior" staff, should have the opportunity to make a pre-proposal presentation to a committee of peers. This will serve several useful functions. In particular, a thoughtful discussion about a new idea may improve its chances of success. The whole community will be better informed about their colleagues' research. Appropriate sources of funding and contact persons in the various agencies can be identified. Such open discussion would encourage joint research efforts and identify appropriate skills and resources available to the project. The opportunity to make such a presentation must be at the behest of the principle investigator, and thus this cannot be used as a form of censorship. A positive recommendation to the Executive Director from such a panel should carry considerable weight in the allocation of the Institute funds necessary for proposal development.

4. Conferences

We encourage a more systematic approach to, and cost/benefit analysis of, the use of Institute funds to attend conferences. It seems clear enough that marketing of the Institute's services could be a component of any individual's attendance at a conference.

Attachment a cont'd. (3)

In summary, we feel that the true potential of the Institute as an internationally renowned organization lies in the ability of all its members, not just the "senior" staff. Cooperation and teamwork are essential to achieve our main goal of excellence in all our endeavors. We look forward to having the opportunity to discuss these suggestions in greater detail with you, either collectively or individually.

Sincerely yours,

W. W. Albright
William Albright
Staff Chemist

John L. Bowen
John Bowen
Asst. Res. Prof.

Rick Brown
Rick Brown
Assoc. Res. Engr.

Ric Capirci
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C. Fred Rogers
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David Schorran
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DR
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Patricia A. Walsh
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Michael R. Whitbeck
Michael Whitbeck
Assoc. Res. Prof.