

increasing the total effectiveness of the Federal Government's laboratories. Because of the size of the RDT&E base system in the Department of Defense (DoD), particular attention was given to the Defense laboratories. The PSAC Panel's report is not yet available, but it is expected to consider many of the same basic questions covered in previous reports.

Shortly after Dr. Foster succeeded Dr. Brown in October 1965, he initiated action to determine the status of the DoD laboratory question. After a series of meetings with the Departments' Assistant Secretaries (R&D), he forwarded to them a memorandum, dated 7 November 1965, which emphasized the urgent need to develop a comprehensive plan for the development of the DoD in-house laboratories. He has asked the Military Departments to:

- (1) Develop a list of five to ten top-priority military R&D problem areas needing urgent and continuing attention for the next ten years (e. g., amphibious warfare, limited warfare, air-to-ground warfare).
- (2) Determine which of the problem areas developed are the most suitable for lead or systems laboratories or technical centers; indicate any necessary construction at the lead sites and subsequent phase-outs of other sites.
- (3) Outline the main functions that should be considered for performance in the lead DoD laboratories or technical centers.
- (4) State what additional authorities or steps are required to make the new laboratories as effective as possible.

Dr. Foster received preliminary responses from the Departments and has held a number of meetings with them to determine the most appropriate action to take. In addition, he established a Defense Science Board Task Force to assist in the evaluation of these Service inputs and possibly to provide suggestions for appropriate alternatives. On 10 May 1966, Dr. Foster convened a special group, composed of the Chairman of the PSAC Panel on Government In-House Laboratories, the Chairman of the PSAC Panel on Government Personnel, the Chairman of the DSB Task Force on In-House Laboratories, the Military Departments' Directors of Laboratories, and the Air Force Special Assistant for Laboratories. It is Dr. Foster's intention to meet periodically with this group to discuss specific plans of action to improve the DoD laboratories.