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NATIONAL SECURITY AGENCY
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11 Feb 1954

Dr. Walter E. G. Baker
Vice President and General Manager
Electronic Division
General Electric Company
Syracuse, New York

Dear Dr. Baker:

This is to report on the state of our search, on behalf of the National Security Agency, for a Deputy Director for Research and Development, and to solicit your further consideration of this problem between now and the next Board meeting, scheduled for Tuesday and Wednesday, 20-21 April 1954.

There were five names in our first preferential listing, all of whom have been approached with negative results, namely:

J. W. McRae
C. Guy Suits
Julius Stratton
A. G. Hill
Jerome B. Wiesner

This was reported to you by General Canine at the October meeting, except in the case of Wiesner, with whom negotiations were then in progress.

The following nominees were also approached, with negative results:

Howard T. Engstrom
Robert D. Huntoon (NBS)
Norman Ramsey (Harvard)
Ralph Sawyer (Michigan)
Louis T. E. Thompson (formerly RDB)

At the last October meeting, we listed the following four names preferentially:

George Valley
Louis Ridenour
Lawrence R. Hafstad
J. E. Hobson

Later, the name of Jerrold R. Zacharias was added to the foregoing list at the suggestion of Professor Robertson.

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It appears that Ridenour is unlikely to be interested. Since we were not successful in getting any one of the three M.I.T. men on our first list, it may prove desirable now to try for Valley or Zacharias, both also of M.I.T., in the hope that the resistance there may be broken down in at least one case.

Although a Deputy may be obtained before our next meeting, there is no strong reason for confidence. I am therefore writing to urge your continued consideration of the problem, together with a suggestion that you aid in the search for other good prospects, so that we may adequately review the situation in April. The following additional suggestions have come from a number of sources (names preceded by an asterisk were in "Category II" on our first list):

*Luis Alvarez	- George Krause (Stanford Research Institute)
Wallace Brode (NBS)	George Metcalfe (to be a Vice President of G.E., highly recommended to Prof. Robertson by Lloyd V. Berkner)
Ralph Clark (CIA)	Emanuel R. Piore (ONR)
Arthur Compton (recently resigned as Chancellor of Washington U.)	*Edward M. Purcell
*Ivan A. Getting	Mina Rees (formerly ONR)
George Haller (Dean, Penn. State)	Raymond J. Seeger (Nat. Science Foundation)
Leland Haworth (Brookhaven)	Irven Travis (Burroughs)
Zay Jeffries (recently retired from G. E.)	Eric Walker (Penn. State)
Ralph Johnson (recently of Hughes Aircraft)	Carroll Wilson (formerly AEC; now with Climax Molybdenum)

You may wish to inform yourselves regarding these possibilities and, as requested above, to supplement the list with other likely prospects. Careful advance consideration on the part of us all should enable us to do a thorough job of preparing another preferential list of candidates. In your deliberations, the following are among the desiderata to be kept in mind:

- (1) Experience in the particular fields of interest to NSA, or in closely related fields.
- (2) Success in administering research, preferably on a fairly large scale under conditions requiring a certain amount of drive.

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- (3) A strong reputation as a research worker, and a high degree of general prestige.
- (4) Some reasonable hopes of availability and clearability, from security standpoint.

It is clearly difficult to satisfy all the criteria, but they are useful as standards against which to measure the possibilities. As to availability, any one really desirable on the other scores will presumably be hard to get. On the other hand, very powerful pressure can be exerted once a good prospect shows any tentative interest. In this connection, you will recall that General Canine was successful in obtaining for the job the highest possible rating in government service, namely GS-18.

With best regards,

FLASH!

Please add to the list of
names on page 2:
A. B. Clark (Bell Tel. Labs.)

WILLIAM F. FRIEDMAN
for
STEWART S. CAIRNS
Chairman, NSASAB

sci AG
C/S
S/ASST (Mr. Friedman)
Chairman, NSASAB (Dr. S. S. Cairns)

W. F. F.

M/R A report on the state of NSASAB's search for a DD/R&D, listing several nominees contacted with negative results, and soliciting additional suggestions and opinions from NSASAB members on a new list of eighteen possible nominees to be discussed at the 20-21 April Board meeting. Four general criteria are stated.

ITMcDonald/S/ASST/60493/ 8 Feb 54

Identical letters sent to:

Mr. H. P. Corwith

Dr. Howard P. Robertson

Dr. Howard T. Engstrom

Dr. John von Neumann

Mr. John C. McPherson

Dr. S. S. Wilks

Mr. Donald A. Quarles