

MEMORANDUM

To : All MBARI Personnel

From : David Packard

May 14, 1990

I understand that my statement of MBARI objectives that I discussed with you on May 4 has caused some concern. I want to clarify a few points.

The statement of objectives I gave you on May 4 is not a change in the original objectives on which MBARI was established. It describes what I wanted MBARI to do from the very beginning. The problem was that we did not know how to do what was intended.

I completely supported the operating plans developed under Dick Barber's leadership including the intent to establish an overall system concept of the Monterey Bay. This, unfortunately turned out to be far too big and complex a task for MBARI to attempt at this stage of its development. Perhaps we should have known this ahead of time. We all, Dick and Mike and I, thought this would be a real accomplishment, and it can be when we have the equipment the resources and the know how sometime in the future.

I want to emphasize that MBARI has accomplished a great deal under Dick Barber's leadership. However, we can now clearly see we can not support everything we have been, trying to do without

jeopardizing our goal of becoming a world class Ocean Science Institution. I do not want MBARI to be just another "me to" ocean science institution.

From the early years in the history of all disciplines of the physical sciences it has been the development of equipment and instrumentation, technology in a broad sense, that has made scientific progress possible. MBARI can make a real contribution only by following rigorously those objectives I discussed with you on May 4. This requires a team spirit, Engineers and Scientists working together on a co-equal basis. It will be the responsibility of the new Director working with all of you and the Board of Directors to make this happen.

You can all be proud of what has been accomplished at MBARI during Dick Barbers tenure. We have made a fine start but we have a long way to go and the challenge will be exciting and rewarding in the years ahead.