

management with reliable information, as well as the systematic exchange of officials between headquarters and decentralized offices. In addition to keeping senior management on top of things, the executive secretariat worked to insure a flow of information to other levels so that all NASA employees could grasp with greater clarity their specific roles in the accomplishment of established missions.<sup>27</sup>

Webb and Seaborg had not been close associates before they accepted their assignments in the Kennedy Administration. Seaborg met with Webb on his first Sunday after arriving in Washington and recalled that the two "hit it off from the start."<sup>28</sup> Their working relationship strengthened as they ushered their agencies' joint programs through many congressional hearings on Capitol Hill and through budget sessions within the Executive Branch.

Webb recalled that soon after his assignment at NASA there were pressing problems with the military which required immediate resolution. The Pentagon had not given up completely on its desire to be the lead agency in the space program. It saw the inauguration of a new president as a possible opportunity to swing the space effort from NASA to the Air Force. Defense Secretary McNamara, however, felt NASA should keep the space program, and key scientists around the country backed this support for civilian control.<sup>29</sup> McNamara's position was consistent with NASA's mandate by the Space Act to develop extensive relationships with universities and corporations and undertake a major cooperative effort to develop the scientific, technical, and administrative capabilities of the nation and its institutions. NASA was also mandated to share this effort with other nations, and therefore wanted the space program to be as open and non-secretive as possible. Webb later explained that he wanted to be able to "say to the press and the scientists and engineers of the eighty nations cooperating, 'Come and bring your camera.'"<sup>30</sup>

The "open" approach of NASA would lead to some problems in AEC-NASA relationships, since the mandates and the traditions of the two agencies differed in significant ways. A firm basis for cooperation was set by the two men who headed these agencies. The need for cooperation increased greatly once President Kennedy announced his challenging goal for space.

It was four months after Kennedy assumed the presidency before he stirred the nation with his startling and exciting goal of landing a man on the Moon by