

Federal Energy Office, they created the Institute for Energy Analysis in late 1973. Oak Ridge Associated Universities served as the institute's contract operator. It opened in January 1974 with Herbert MacPherson as director because Weinberg had been called to Washington to lend his expertise to resolving the national energy crisis.

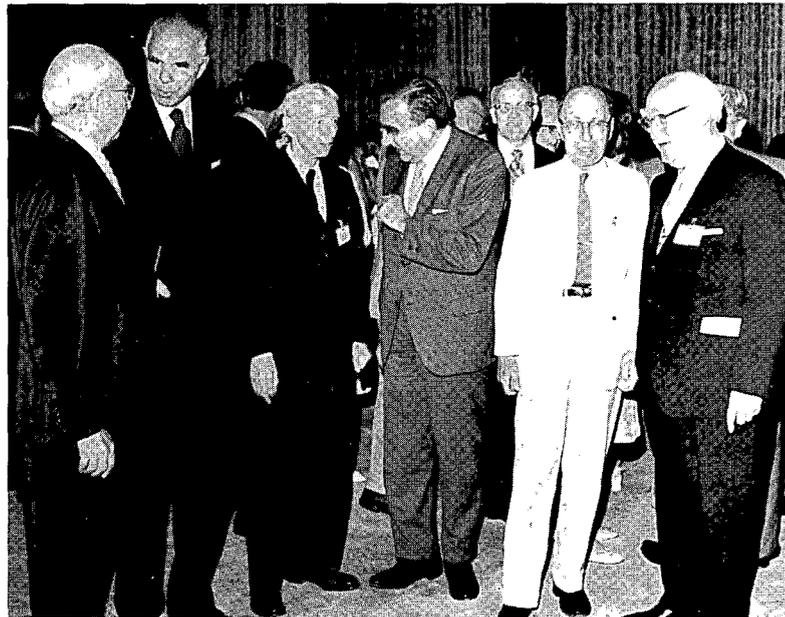
Throughout 1973, Floyd Culler served as acting director of the Laboratory. Described as a "muddy boots type," Culler had received acclaim at the fourth Geneva conference on atomic energy in 1971 for objecting to plans by other nations to store liquid nuclear wastes in tanks.

He contended that bequeathing radioactive wastes to future generations without providing a permanent, safe disposal system posed serious political and moral questions.

Culler's year as Laboratory director resembled a roller coaster ride, which he later described as a "year of many transitions." In January 1973, Milton Shaw, chief of AEC reactor development programs, mandated a quick end to the Laboratory's molten-salt reactor studies because he was deeply committed to development of the liquid-metal breeder reactor. This decision precipitated what Culler described as the "largest and most painful reduction of employment level at the Laboratory in its history." It also undermined the morale of the nearly 3800 personnel who remained.

In March 1973, President Nixon appointed Dixy Lee Ray, a marine biologist, as AEC chairman to replace James Schlesinger, who became Secretary of Defense. Ray has been credited with saving the Laboratory from those in the AEC and Congress who were bent on destroying it.

The highlight of Culler's year was the Laboratory's participation in the national energy strategy. When the president asked Ray to review



Lewis Strauss, Glenn Seaborg, Hyman Rickover, Edward Teller, Eugene Wigner, and Chet Holifield celebrate the AEC's 25th anniversary.

energy research and recommend an integrated national policy, she called on the national laboratories to assist in undertaking these urgent studies. Murray Rosenthal, who was acting as Culler's deputy director, Jere Nichols, and others spent most of the summer in Washington, providing background information for Ray's report.

Titled *The Nation's Energy Future*, it advocated energy conservation to reduce demand as well as research into new technologies and strategies to increase supplies. The report's ultimate goal was to make the nation energy independent by eliminating its need for imported oil by 1980.

The turnaround for Laboratory programs came on the heels of the Israeli-Arab "Yom Kippur War" in the Middle East and the related Arab oil embargo imposed on the United States in October 1973. As disgruntled Americans lined up at filling stations to purchase gasoline, Nixon established the Federal Energy Office. With William Simon as director and John Sawhill as deputy director, the office was responsible for allocating scarce oil and gas supplies during the emergency and for planning long-range solutions to the nation's energy problems.