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RICHARD BACKUS ORAL HISTORY

October 21, 29 and November 12, 24, 2003 Interview by Frank Taylor

Tape 2 of 4 tapes

Woods Hole Oceanographic Institution

- 1 TAYLOR: [Tests equipment.] 4, 5, 6, 7. We're here at the Archives of the McLean Laboratory
- 2 of the Woods Hole Oceanographic Institution for our second session on the oral history with Dr.
- 3 Richard Backus. Before we started to record, Dick mentioned to me. He said, "You know, one
- 4 of the things I should have said was how the hell I got into oceanography as such." So I think
- 5 we'll go back to that and then"
- 6 BACKUS: OK, this is less how I got into oceanography, perhaps, than how I didn't get into
- 7 something else. In any case, we were talking about my parents and about my upbringing the last
- 8 time. So a year or so before I came to the Woods Hole Oceanographic Institution and was still in
- 9 the graduate school, still studying ichthyology and related subjects at Cornell University, I came
- 10 home to the place I grew up in one weekend, and one lunchtime I was sitting in the kitchen
- 11 having lunch with my mother and father when, as a part of the conversation, but more or less
- 12 suddenly, it seemed to me, my father said, "Well, it would have been nice if you'd been a lawyer
- 13 and joined me in the law office and practice law with me." And I thought--I said, maybe--
- 14 "What! You never, ever, in all the time that I lived with you, which was 18 years of growing up,
- 15 never once suggested that I become a lawyer and come into the law firm with you." And I
- 16 realized that that was a generous act on his part. He never twisted my arm to do something that
- 17 he thought was a good idea. He let me have my head. So, if he'd twisted my arm perhaps I
- 18 would have become a lawyer and gone into the law office with him, but instead I turned out to be
- 19 a zoologist and came to work at the Woods Hole Oceanographic Institution.

20 TAYLOR: But, you know, you had Thinking back on this oral history myself, you had a
21 number of things that happened to you that were kind of decisive in the direction that you were
22 going to end up going. One of them was the fact that, as hard as it seems to say, in a certain way
23 the Second World War was positive for you, because it allowed you to continue studying on the
24 G.I. Bill, and your generation That was really important.

25 BACKUS: The G.I. Bill was a great thing and gave a lot of us a real break. I not only had
26 tuition, living expenses paid towards in a big way by the G.I. Bill, but when I came to Woods
27 Hole, and, after living here for a year or so wanted to buy a house, I got a G.I. mortgage--3
28 percent. My monthly mortgage bill, when I bought a house on what is now Cricket Lane for just
29 under \$15,000, my monthly mortgage bill was \$93. [They laugh.]

30 TAYLOR: Yeah, because one of the things that you're not going to be as an oceanographer,
31 you're not going to get fabulously wealthy, that's for sure.

32 BACKUS: That's true. Fortunately, I never cared too much about that.

33 TAYLOR: But you know the other thing that you had going for you, I think, was the fact that
34 you had a very supportive but very active family.

35 BACKUS: Right.

36 TAYLOR: There's a lot of academic kinds of thinking that went on in your family background.

37 BACKUS: Yes, I suppose that's true. Yes, yup.

38 TAYLOR: So it kind of allowed you the freedom to develop and go in the direction you wanted
39 to go in.

40 BACKUS: I had lots of freedom, and when I got out of the Army Air Corps at the end of World
41 War II, I thought, "Boy, here you are. You're out of the Army. You're alive. You know you're
42 lucky. You're smarter than you were before, and you can do anything you want to, and you got
43 the whole wide world to do it in." That was a great feeling. [They laugh.]

44 TAYLOR: But you bring out a very, very interesting point. I'd like you to talk about it a little
45 bit. As mentioned to you earlier, last Monday, the 27th of October, I talked with Bud Froelich,
46 who was the designer of the *Sea Pup*, which became the *Alvin*, and he had similar experiences to
47 yourself, in that he was in the Navy, and he was in the Guadalcanal scene, and all that, where
48 you were in B-24s, and had your own series of adventures. Both of you had very strong families.
49 Both of you In his case, college wasn't even on the drawing boards. He mentioned to me
50 he worked at one point for 35 cents a day in a canning factory out in Iowa because that's all there

51 was for money during the depression and all that kind of thing. But you generation has been
52 called the “greatest” generation. And, boy, I know in terms of designing submersibles, putting
53 down the foundations for what modern-day oceanography is all about, you guys did all that.
54 Was it the times, do you think, that built you that way? I mean, you talk about this unbounded
55 enthusiasm you had: “I’m out. I’m alive! The world’s going to be my oyster.”

56 BACKUS: Yeah, it was the times to a certain extent, sure. It was recovery from the depression.
57 It was recovery from the war. And everybody took a very optimistic view of the future and was
58 willing to work hard for personal rewards other than money, or sometimes money was the
59 stimulus--not for an oceanographer, as you said. Yeah, I think it was the times in part. I don’t
60 think we were more special as people than any other generation.

61 TAYLOR: Well, everybody had to sacrifice during that time. You couldn’t get certain products
62 here. You couldn’t get gasoline. Everybody was involved with what was going on. When it
63 ended, and I can clearly remember exactly where I was when it ended, and when I started to hear
64 all the whistles and sirens going off and all this kind of thing, people generally came out. They
65 had this whole new void: now we can really go. And along with that, a lot of new organizations
66 started. The ONR started.

67 BACKUS: It’s true that, in American history, I think right from the start, after every war that
68 we’ve had is closed there has been a great leap forward in new directions with new energy and
69 new ideas. That was surely true of the aftermath of the Civil War and also World War I. I don’t
70 know about the Spanish-American War. That was kind of a minor fracas.

71 TAYLOR: So you came into this, a newly minted doctor. Oceanography was essentially just
72 getting its feet wet. If we look at the history before that: Scripps started in the late 1800s, early
73 1900s, over in the boathouse in the old Coronado Hotel. Woods Hole Oceanographic came
74 along in 1930. So we’re only talking, roughly, 20 years after the start of this institution that you
75 came here. So this was pretty basic stuff. You came in. You had mentioned that you applied for
76 a job ‘cause you thought this would be a great place to work. They asked you what it was you
77 proposed to do, and then you got a subsequent letter asking you to go into the Hersey group.
78 Now, we talked a little bit about that, but I’d really like to flesh that one out, because it just
79 strikes me as being so unique to that particular period oceanographic research. You’re a
80 biologist with a doctorate, which you’re going to work with a physical oceanographer here.

81 BACKUS: Yeah. Brackett Hersey was a geophysicist, and there were other people in the group
82 with various degrees of formal education. But there was Frank Dietz, a physicist who later
83 became a professor at the University of Rhode Island. There were mechanical engineers such as
84 Bud Mat[SP?], and electronics engineer Willie Dow, a number of people who were processing
85 sound transmission data and other sorts of data collected at sea who were skilled, bright, smart
86 people who caught on fast and were good at what they were doing. I was pretty much in the dark
87 when I started out with this group. As we said the last time we talked, I had no formal physics
88 course, which Brackett Hersey never found out about when he interviewed me for the job. I
89 managed to coast through all of these first months and the first year or two, however. I spent a
90 fair amount of time going to sea locally, mostly on the motor vessel *Bear*, and as a rolled around
91 on her afterdeck, slacking and then pulling in hydrophone cables, I wondered if this was what I'd
92 really gone to graduate school for. The first seagoing that I did was on the motor vessel *Bear*. It
93 had been built in the It was called the box that the *Balanus* came in, because it was not
94 regarded as a very handsome vessel. And it was shaped quite a bit like a smaller ship caused the
95 *Balanus* that we operated for awhile, so the *Bear* was called the box that the *Balanus* came in, or
96 sometimes it was called the "Plywood Palace" because the superstructure--lots of it was
97 plywood. The hull itself actually was quite handsome. It had been built in the Herreshoff yard
98 in Bristol, Rhode Island, during World War II, and served as an inter-island freighter in the
99 Pacific. So she made her way all across the Pacific and back, or most of the way. I don't know
100 who we got her from, but she served the Institution well for a number of years. We did a number
101 of two-ship exercises, sometimes with submarines, but sometimes just the two WHOI vessels by
102 themselves, doing seismic work, seismic-refraction runs and sound-transmission runs. On these
103 exercises, the *Atlantis* often served as the "shooting ship" (so-called), because the sound source
104 employed in these exercises was explosives, which we fired a lot of over the years, explosives of
105 various kinds, but the commonest, I suppose, was the half-pound block of tetratol. That was
106 fired by crimping a piece of black-powder fuse into a blasting cap, then inserting the blasting cap
107 into the well of the half-pound block, and fastening it there with friction tape, then either lighting
108 it with a match or a cigar or a fuse lighter, then throwing it overboard. We used to go through
109 cases and cases of friction tape, and I remember one summer a guy said to me, "Wow," he said,
110 "a roll of friction tape lasts my father four or five years. You guys [Laughingly] really use it up
111 here. We had some amusing times during some of those two-ship exercises. In a seismic-

112 refraction run, for instance, *Bear* would be listening ship--that is, there were hydrophones
113 overboard and her tape recorders, and she would be hove-to in a certain spot, and *Atlantis* would
114 start perhaps 10 miles away to the eastward, and on a rigid shot schedule steam towards *Bear*
115 firing explosives every five minutes, perhaps, then maybe going on to a two-minute schedule as
116 she got closer, and then coming right to *Bear* as close as seamanship would permit, then open the
117 range by going ten miles to the westward. We had some interesting episodes when the two ships
118 passed each other at close hand. We used to throw potatoes at each other as the work allowed,
119 and then once Jan Hahn He was the Institution's PR guy in the early days, and the founding
120 editor of the magazine *Oceanus*. He was even poorer than the rest of us, and he was a great
121 scrounger of tobacco, so on one occasion he made a deal with somebody on *Atlantis* to throw
122 him over some tobacco as the ships passed, and so the ships did pass, and the tobacco was
123 thrown over, but somebody thought it was a missile, not tobacco, and caught it and threw it
124 halfway back. [They laugh.] So poor Jan lost his tobacco.

125 TAYLOR: I'm surprised he didn't dive in to try and recover it.

126 BACKUS: Ah, gosh. Well, we did a lot of rolling around out there, because we couldn't wait to
127 just go out there in the nice summer weather. We spent a lot of time rolling our guts out.

128 TAYLOR: You get seasick?

129 BACKUS: I got seasick off and on. Lots of people seem to be immune to it, but most people
130 aren't, I guess.

131 TAYLOR: This was a really interesting group. I look at that whole Hersey group: names like
132 Betty Bunce come out, and things like this. I think now: you went the gamut from people that
133 were high-school dropout to people that had academic training in a totally different field. (Betty
134 Bunce was a PE teacher--physical education.)

135 BACKUS: Right.

136 TAYLOR: Right up to someone like yourself or Hersey, who were Ph.D.s. Right. Betty Bunce
137 was a graduate of Smith College, I think. And interestingly she was a hockey coach of my sister,
138 who went to Smith College some years before I came here. Betty Bunce was a stalwart of the
139 group and one of the first women to go to sea out of the Institution. We could get back to the
140 subject of women going to sea sometime. She was a great part of the group. Another person
141 who I remember with a special fondness because he was really bright, and I'm not sure he'd ever
142 gone to college was a Finnish-American from Maine name of Henry Johnson, a really smart,

143 smart guy with little or no formal education but who was a wizard at interpreting sound-
144 transmission data and working in the group in that way. Unfortunately, he was sick with
145 alcoholism and eventually died of it, a great loss to the group.

146 TAYLOR: But see, that's what I'm trying to get a picture of. This is such a disparate group
147 when you talk about educational backgrounds, family backgrounds, where they all came from;
148 but yet it melded together in an incredibly productive whole that went on to set a certain kind of
149 course for future oceanography. Betty Bunch, just to mention one, as I say, was a PE teacher,
150 came down here, wanted to take a tour. Wouldn't let her take a tour unless she was applying for
151 a job. Applied for a job and got it.

152 BACKUS: Then there was a brother group to the Hersey group which was I think maybe
153 some people thought of it as all being one group, but it was actually divisible into two, and that
154 was the group that Allyn Vine ran, which was more concerning with certain engineering aspects
155 of underwater sound, particularly the matter of variable-depth sonar. This was a concept which
156 would overcome certain problems that the near-surface temperature structure of the water caused
157 to sonar sets. If you could lower your sonar to beneath such an embarrassing layer at the surface
158 you would achieve greater range in submarine detection, and so the Vine group was concerned
159 with that. One person in that group who became my especial friend was another biologist, a guy
160 named Bill Schevill, who spent half of his week at the Museum of Comparative Zoology at
161 Harvard, and the other half of the week here at the Woods Hole Oceanographic Institution. I
162 don't remember why he was aligned with the Vine group instead of the Hersey group. Oh, yes, I
163 do. He was one of the mentors to the submarine service during World War II. He and Dean
164 Bumpus, for instance, went around teaching submariners about the bathythermograph and how
165 they could use the bathythermograph to measure near-surface temperature structure to give them
166 clues about sound-transmission conditions that suggestive evasive actions when they were being
167 sought by enemy sonar, and so on. So Vine had been a part, during the War, of
168 bathythermograph instrumentation development, and Schevill became a buddy of Vine's and
169 remained a part of the Vine group after the War. But he, like I, was kind of a loner in the sense
170 that he was a biologist amidst a group of non-biologists.

171 TAYLOR: But he kind of took from them what they were doing and applied it to his own later
172 research with mammal sounds and things like this.

173 BACKUS: Yes, to be sure, he capitalized on the engineering abilities of both the Vine group and
174 the Hersey group, maybe even especially the Hersey group so far as principally listening
175 apparatus went. So over the years Schevill and I spent a lot of time at sea together on various
176 problems. He was a really interesting man with a great sense of humor, a unique style of speech,
177 very original in his speech. He was tall and lanky, kind of had a pointy goatee, was sort of a Don
178 Quixote-looking character, a very bright man and a very talented one.

179 TAYLOR: What was he like on a personal level. You know, I've done Bill Watkins, who was
180 with him for years, but of course Schevill had gone on.

181 BACKUS: Right.

182 TAYLOR: So, on a personal level. You know, you say, when you get friendly with someone,
183 there's more to it than just a shared professional interest.

184 BACKUS: Yeah. Well, he was a charming man, a very literate man, a well-educated man. He
185 did not have a Ph.D., but he had a Master's Degree from Harvard, and he had been at Harvard as
186 an undergraduate. He grew up in St. Louis. His father was a portrait painter. But he was a
187 charming person, a lot of fun, and whenever you went any place with him, you found out that he
188 had friends everywhere, many of whom were biologists, and I remember within a couple of years
189 of coming here, he and I went off on a trip to Florida, a Navy-related trip. One of the things we
190 did, for instance, was go up in a helicopter that had dunking sonar. We went out of Key Wet on
191 this helicopter, hovered over the ocean and lowered a sonar, so-called "dunking" sonar into the
192 ocean, and pinged around, looking for things to get echoes from. But on that trip, for instance,
193 he said, "Oh, we'll call on my old friend David Fairchild." David Fairchild then was about 90
194 years old, but he'd been a plant explorer for the U.S. Department of Agriculture and had been all
195 over the world looking particularly for improvements to existing agriculture crops for the United
196 States but also new ones, and he did a lot of improving grains and fruits in the United States by
197 imports of propagation material from countries everywhere. The Fairchild Garden in Miami, or
198 maybe it's Coconut Grove, which is one of the world's largest collection of palm trees, is named
199 after him. Anyhow, David Fairchild was married to one of Alexander Graham Bell's daughters,
200 and he lived in a charming house and garden in Coconut Grove (I think it was.), and it was a
201 little cabin and a garden that Bill Schevill and I were invited to stay in for a couple of days.
202 David Fairchild was a remarkable man, a charming man, so it was a treat to go traveling with

203 Bill Schevill, because, as I say, almost everywhere we went he'd say, "Oh, let's go over to the
204 museum and look up so-and-so while we're here." [They laugh.]

205 TAYLOR: But you know, all of this, as you tell me this, all of this was continuing your own
206 growth. I mean, you were learning techniques with Bracket Hersey and second-hand from the
207 Vine group and whatnot, about a field that you hadn't been trained in.

208 BACKUS: Oh, right. I was on the steep part of the learning curve, and I was learning a lot of
209 stuff. But for awhile, for a couple of years it didn't really look like I was going much of any
210 place. But eventually that straightened out. One of the things that they wanted me to be
211 interested in, and I was captured by right away, was the so-called problem of the deep scattering
212 layers.

213 TAYLOR: For someone listening to this that might now know what the DSL was, would you
214 define that for us?

215 BACKUS: Sure. It was called the "deep scattering layer," although it proved to be more than
216 one layer, so after awhile we talked about deep scatter layers, but originally people talking about
217 the deep scattering layer. This was a phenomenon that showed up on echosounder records. An
218 echosounder, of course, is an instrument which emits short pulses of high-frequency sound
219 which travel downward, principally, to the bottom, are reflected from the bottom and come back
220 to the surface instrument, and the time that it takes for this pulse to go to the bottom and come
221 back is measured and then time is translated into depth, so one measures the depth of the ocean
222 and portrays an outline of the bottom by repeated, precisely-timed pulses followed by echoes. In
223 the case of the deep-scattering layer, this was a band of echoes which showed up on the
224 echosounder record in deep water off the continental shelves and out in the deep ocean, a band of
225 echoes that showed up on the echosounder paper record between the surface and the bottom, so
226 at first people thought, well, it's a reflection of sound from a change in density, perhaps. But
227 almost immediately that was eliminated as a possibility because this layer moved up to the
228 surface at sunset from a depth of a couple of hundred fathoms, maybe, 400 or 500 meters up to
229 quite near the surface, where it was lost in the near-surface reverberation. Then in the morning,
230 with sunrise, the layer formed again and was seen to move downward to its daytime depth, back
231 around a couple of hundred fathoms or a few hundred meters. The fact that there was this
232 diurnal vertical migration, this movement up to the surface at night and down away from the
233 surface by day meant that whatever was responsible for these echoes was a collection of living

234 things. And the question was, of course, what were these living things. So I got very interested
235 in that.

236 TAYLOR: Let me ask you at that point. You spent a couple of years doing this work, hauling
237 hydrophones, I think you said. How did it come about that you made the decision to say, “Hey,
238 wait a minute, I’m not a physicist here. I’m not going to spend my career throwing hydrophones
239 in and out.” What was the mechanism that got you into “I’m going to start my own thing now”?

240 BACKUS: Well, that was easy. It just sort of naturally came about. I mean, Hersey was very
241 generous to me and encouraged me right from the start to pick up on things for myself. There
242 was no revolution involved or anything like that. It was all evolution. I naturally, as I learned
243 more, I could become more helpful to the group by being less of a technician and more of a
244 scientist, so it came about very easily for me because Hersey was so generous, for one thing. So
245 there was no problem there. So as I learned more and was able to function more as a scientist, I
246 did function more as a scientist and less as a deck hand and technician.

247 TAYLOR: But you wouldn’t trade in that ability that you picked up as a deckhand and
248 technician, I don’t think.

249 BACKUS: No, no, no, everything I learned was useful. Maybe I already knew that I had a
250 certain amount of organizational ability, and I didn’t mind making decisions, and I got along
251 well with ships’ crews, so after awhile, if Hersey was on one ship, I would often be put in charge
252 of the group on the other ship, become the so-called chief scientist. But the deep-scattering-layer
253 problem was a very interesting one. And of course my immediate approach to the problem was
254 to try to see what the possibilities were by trying to tow nets in these layers.

255 TAYLOR: Now, were you still with the Hersey group?

256 BACKUS: Still with the Hersey group, yup.

257 TAYLOR: Because, those were the early years of scuba diving, and if you were a
258 knowledgeable scuba diver, there were two things that you could talk about: one was the
259 thermocline, and one was the deep scattering layer. So they were kind of big deals at the time.

260 BACKUS: Right. Of course, the deep scattering layer was beyond the reach of scuba divers.
261 Scuba divers are limited to 100 feet, maybe? in normal operations, or 50 feet?

262 TAYLOR: Well, in my case it was 15 feet, and I looked the other 85 down.

263 BACKUS: Yeah, right, so there were severe depth limits as far as scuba diving goes, and the
264 deep scattering layer was well beyond the reach of scuba divers.

265 TAYLOR: But see this showed that you were on the scientific end of scuba diving. You had a
266 term you could throw out.

267 BACKUS: [Laughingly] right.

268 TAYLOR: You actually started to do work on that.

269 BACKUS: Right, right. So as a biologist and a person who was used to collecting things and
270 pickling them in formalin in quart jars, my right-away inclination was to tow nets in these layers.
271 The fact that you could tow a net and catch something in one of these layers didn't of course
272 mean that that was the source of the sound scattering. Not sufficient to say that, "Well, there's a
273 good strong correlation between what we caught at this depth and the fact that the layer is at this
274 depth." You've got to catch the animal, we decided, in the process of sound scattering. So one
275 of the things that we worked on quite a bit and was ultimately only moderately successful was an
276 echosounding camera. That is, we combined a 12-kilohertz echosounder with one of Harold
277 Edgerton's deep-sea cameras--Harold Edgerton of MIT fame, "Papa Flash," as he was known by
278 Cousteau and others. So we built and tested and used an apparatus that we called Suspedo which
279 was for the suspended EDO, the name of the 12-kilohertz echosounding system that was in use at
280 the time, built by Noel McLean's company, the EDO Corporation, Noel McLean of the McLean
281 Laboratory that we're sitting in. So the idea of this apparatus was to photograph well enough so
282 that the we could identify the sound-scattering object at the same time that we were recording
283 echoes from it. As I say, we only had modest success with that apparatus, which was difficult to
284 design well. There were technological limitations that we never quite solved.

285 TAYLOR: Now, were you actively involved in the design of this yourself?

286 BACKUS: Yeah, conceptually. I didn't have much to do with the actual

287 TAYLOR: . . . manufacture?

288 BACKUS: . . . building of it.

289 TAYLOR: Yeah, but you know it's interesting. First of all, you didn't know what was down
290 there.

291 BACKUS: Right.

292 TAYLOR: So you had to come up with an idea to find out what was down there. And then you
293 had to come up with the concept of what it was going to be. Now since Galileo's time I don't
294 know of many people that have build their own microscope so to speak.

295 BACKUS: [Laughs.]

296 TAYLOR: But that's what you fellows had to do.

297 BACKUS: Right, yeah. Now, there was another approach to the problem that I undertook with
298 Hersey, and he gets most of the credit for this. As I said earlier, we spent a lot of time in this
299 group firing explosives and using the sound that an explosion is as a sound source for seismic
300 studies, sound-transmission studies, echo studies, so Hersey had the idea that we would look at
301 these layers using explosions as sound sources. Now the echosounder that we ordinarily looked
302 at the deep scattering layer with was operated at a single frequency, emitted pulses rapidly on a
303 precisely timed schedule. Explosion as a sound source and a way of studying the layer was
304 something entirely different. Instead of being a single-frequency source, an explosion is a multi-
305 frequency source. There are sound frequencies in an explosion from quite low, below the limit
306 of human hearing, to quite high, beyond the limit of human hearing. So as a multi-frequency
307 source the explosion is a great thing. The limitation of an explosion as a sound source is that you
308 can't fire them rapidly, and it's impossible to put them on a really precise schedule.
309 Nevertheless, Brackett decided that we should fire explosives, record the scattered sound as the
310 layers were coming up toward the surface at night. And when we did this and analyzed the
311 scattered sound Well, first of all, it sounds like this: we got "BANG!" and then you've got
312 "SHHHH! BOOM!" Now the "SHHHH!" is the scattered sound from the layer. The "boom" is
313 the echo from the bottom. In any case, we would fire explosives on a, say, two-minute schedule
314 for a couple of hours while a layer was coming up from several hundred meters up until the
315 surface. Then tape recordings of the scattered sound is received by a hydrophone, run through a
316 spectrum analyzer, and this plots a rectangular sheet of paper which is blackened in proportion to
317 the intensity of the sound scattering, so that as you go from the left-hand margin of the paper to
318 the right-hand margin of the paper, time increases, and as you go from the top margin of the
319 paper to the bottom margin of the paper, frequency decreases, so that the depth of a layer is
320 translatable into time, or time is translatable into depth, so that a layer, for instance, might show
321 up in the middle of this paper record as a black blob. If it was in the middle of the piece of
322 paper, it was mid-frequency. If it was well toward the right margin of the paper, it was deep.
323 And then we found that this black blob, as we expected, migrated in depth as the sunset vertical
324 migration went on, moved from right to left on the paper. But what we didn't expect was that
325 the band of frequencies at which this layer best scattered sound also migrated or changed so that
326 as the scattering layer got closer and closer to the surface at night it scattered sound at a lower

327 and lower frequency. And this was a really exciting discovery. Actually, the layer was changing
328 its sound-scattering properties the way a bubble would change its sound-scattering properties,
329 and what did it mean that it was bubbles? A bubble could be related to the swim bladders of
330 fishes, so that here was a strong clue that the layer was composed of small fishes whose swim
331 bladders were gas-filled, were bubbles, were the principal sound reflectors, and then the
332 characteristics of the sound scatter changed as the layer moved up in accordance with physical
333 laws that said bubbles of gas were indicated. I'm sorry that I've made that a little awkward. It's
334 complicated, and I haven't said those words for a long time. In short, when we studied the
335 migration of the layers either up or down, the sound frequencies best scattered by the layers
336 changed as the layers changed depth. They changed in such a way that meant bubbles of gas
337 were involved. And bubbles of gas could only be, we thought, the swim bladders of fishes. So
338 that was a big discovery, and moved us well along in our thinking about deep scattering layers.

339 TAYLOR: OK, a couple of questions immediately come to mind, because you said it any
340 youngster could understand when you kind of restated it. But there are two things I'd like to talk
341 about: one, first of all, there's a huge reliance now on physical properties to go with your
342 biology, and of course that's what you've been doing for a couple of years. You and Brackett
343 Hersey, how did you come up with the methodology that you were going to use? Two scientists,
344 now, two eminent scientists: how do you get together and come up with this methodology?

345 BACKUS: Well, it was principally Brackett that had done that. And the methodology was not a
346 great departure from methods that were in common use by the group; that is, the whole business
347 of using explosives as sound sources. That was straightforward. The business of recording
348 echoes generated by explosives and recording them: that was straightforward. Although, the
349 group often looked horizontally at things in the water, looked at For instance, the group
350 studied the spectral characteristics of the echoes off of submarines when you fired an explosion
351 and looked at the sound that the submarine scattered back to you.

352 TAYLOR: Which, of course, now has been refined to an art that you wouldn't even believe
353 back in that period.

354 BACKUS: Right. So it didn't require too much of an alteration of methods and equipment
355 already in hand to decided, "Hey, we'll look down at the layer as it moves up, and we'll fire
356 explosives one after the other and record the scattered sound, and then we'll do a frequency
357 analysis of the scattered sound and see what we see."

358 TAYLOR: So that, in that particular period of oceanography, an energy release answered a
359 multitude of different kinds of questions. It was kind of a standard tool of the day?

360 BACKUS: Yeah, it was [laughs]. Yes, there were attempts by Harold Sawyer when the Vine
361 group, for instance, was working on a device--I forget what it was called, whether it was called
362 the "thumper," or whether the thumper was something else. But there were various attempts to
363 make mechanical devices that would generate multi-frequency sounds, complex sounds to be
364 used as sound sources in various studies. Explosives as a sound source have several
365 shortcomings. They're dangerous, for one thing. They're not too reliable. That is, sometimes
366 they don't go off, and you can't schedule them very well. You can't schedule them to repeat
367 themselves rapidly. You can't schedule them to be on a precise schedule. So there were a
368 number of attempts to devise mechanical systems that generated complex sound signals. So the
369 explosion--firing tetratol--was a standard way of generating a complex sound source in those
370 days. It was maybe a year or so after a came, I was walking down to work one morning. I lived
371 up on what was Stewart[SP?] Lane, now Cricket Lane, and I walked down to work, and at about
372 the drugstore I bumped into Vine. He lived out on Juniper Point. He was coming to work, and
373 we walked on down Water Street to Bigelow, which was the only building then. I said to Vine,
374 "I could see it would be handy if I was checked out as an explosives handler, because I can see
375 that's going to be a part of my work and would make me a handier guy in the group anyhow. So,
376 will you check me out sometime?" And Vine said, "Sure. What are you doing this morning?" I
377 said, "I don't know." "Let's go see if Bosworth will take us out on the *Asterias*." So Bosworth
378 didn't have anything to do with the *Asterias* that morning, so we go over to Sheep Pen Cove on
379 Nonamesset and get some explosives out of the magazine over there, and Vine took me out and
380 checked me out. It was a very elaborate checkout. A few minutes of instruction, which mostly
381 had to do with how not to blow yourself up.

382 TAYLOR: You know, all the guys that do that always seem to greet each other with, "You still
383 got all your fingers." [They laugh.]

384 BACKUS: Well, the thing is you don't lose a finger. That's the trouble. You're more apt to
385 lose your head or There've been some nasty accidents over the years, but none here that
386 ever killed anybody, as far as I know. Lamont had an unhappy accident in which a guy was
387 killed on the *Vema*, but we never had any bad accidents. Once a half-pound block, I think, got

388 tangled in *Atlantis*'s main boom, and everybody ran below, and it went off and didn't do too
389 much damage.

390 TAYLOR: Of course one of the things of being an oceanographer during that period--it was a
391 lot of fun.

392 BACKUS: Sure was.

393 TAYLOR: I mean, where else could you get firecrackers that size?

394 BACKUS: Right. That's exactly right. And later, well, that account of that cruise there talks
395 about explosives use studying sound deep scattering layers, and at the start of that cruise, there
396 were only *AII* cruise 59, I think it was. We were firing explosives every day at 1 o'clock in
397 the afternoon, and there were only two of us that were checked out, so that meant every other
398 day, whatever else you had to go up there and fire half-pound blocks. As I say there, it's always
399 easy to come up with a couple of guys, who, the idea of making a loud sound appeals to. So we
400 checked out a couple of guys, and they took over most of the explosives work on *AII* 59.

401 TAYLOR: About two months ago I took a group of tourists through the REMUS laboratory, and
402 of course there were three or four guys all working on the new deep-sea REMUS, and this
403 woman said to me, she says, "This place looks like a bunch of boys playing with their toys." I
404 said, "Good Lord, she's discovered the secret of the Woods Hole Oceanographic."

405 BACKUS: That's right, she's

406 TAYLOR: That's absolutely true.

407 BACKUS: . . . right on. That's right.

408 TAYLOR: And another thing that intrigued me this description you had of the beginnings of
409 your work with the deep scattering layer. I had asked you how you went about coming up with a
410 methodology. In all of the natural sciences, it's not like the textbook illustrations an eighth-
411 grade kid is going to see: a little x-y axis, and there'll be a nice, neat, single line. You've got
412 stuff coming in from all over the place. How do you work your way through all that, particularly
413 with a new procedure like that.

414 BACKUS: There are lots of sloppinesses. Well, lots of scientific work is surrounded with
415 sloppinesses, I suppose, and you just have to work your way through them. The secret is
416 shutting out a lot of the slop and eliminating as much noise as you can and hoping that there's
417 some signal or outstanding feature left that you can make some sense out of and learn something

418 new from. But science mostly is a sloppy process, although I suppose strict, white-coat
419 laboratory science, I suppose, is perhaps tidier, but it doubt it very much.

420 TAYLOR: Well, your field didn't really lend itself to laboratory experimentation.

421 BACKUS: No. There's a lot sloppiness in oceanography. In any case, at the same time that we
422 were trying to photograph sound scatterers, and were studying the frequency-dependent
423 properties of these deep-scattering layers, I also started towing nets in the deep scattering layers,
424 and

425 [END OF SIDE 1]

426 BACKUS: . . . Isaacs and Louis[SP?] Kidd. Yeah. It was called the Isaacs-Kidd midwater
427 trawl. And that was a trawl net that had a big steel, sort of open V-shaped depressor at the mouth
428 of the net and a spreader bar and a bridle, and the point of this depressor or paravane was that it
429 took the belly out of the cable of the net and made the net go deep so that you could get
430 relatively deep with relatively short amounts of wire, and also that let you do little simple
431 trigonometry to figure out, however crudely, the depth of the net, because the wire that towed the
432 net was straighter than it would have been had the depressor not been there. So I got the
433 depressor and allied stuff built over in Fairhaven at one of the yards that does work for the
434 fishing industry, and I forget where the net came from. Somebody over there probably knitted
435 that up too. Anyhow, the net was about 10 feet across at the mouth and several feet high,
436 stretched out 25 feet or so behind the mouth. The net was 25 feet long is what I'm trying to say.
437 I began towing that net in the deep scattering layers and other places and had good luck at
438 catching This was in deep water off the continental shelf south of New England, and had
439 good luck catching really interesting fishes, the kinds of fishes that people then had associated
440 with William Beebe and his ventures in . . .

441 TAYLOR: . . . the bathyscaphe?

442 BACKUS: . . . the bathyscaphe, and you know, big-eyed, big-mouthed, toothy [??] fishes, and .
443 ..

444 TAYLOR: [Talking over Backus] Scorpion fish, yeah.

445 BACKUS: So, the captures that we made with that net told us what some of the possibilities
446 were for inhabitants for these deep scattering layers. As I said earlier, we couldn't be sure what
447 we caught was what was actually doing the sound scattering, but at least it told us some of the
448 possibilities of animals that were living in these layers, and indeed we caught a certain number of

449 fishes who had gas-filled swim bladders of a size that seemed to fulfill the bill and fit what
450 Hersey and I had seen by firing explosives and looking at the sound-scattering changes as the
451 layers moved up from deep up to near the surface. So we definitely were making progress in
452 deciding what these layers were likely to be composed of. And as deep-scattering-layer study
453 went on and on, and as echosounding equipment became more and more refined, and the Hersey
454 group made big contributions in the design and testing and application of high-resolution, high-
455 speed echosounder systems. As we used that equipment more and more, we found that there
456 were lots of different layers to be seen under different sets of circumstances, and the final
457 conclusion I suppose was that mostly these layers were composed of fishes with gas-filled swim
458 bladders.

459 TAYLOR: You kind of shot right by it, but you talked about coming up with a net, a trawl, to
460 put over the side. Now you're talking to a guy that never mastered casting without getting a big
461 wuzzle and all the backlash and things. You weren't a commercial fisherman. How did you go
462 about learning to use a device like that? This is not a small piece of equipment.

463 BACKUS: No, it's not a small piece, and we were clumsy at the start, but the first fishing that I
464 did was of course from old *Atlantis*, who had a pretty good deep-sea winch with lots of heavy
465 wire. It had a gallus frame that held a wheel that wire could pay out over. It had handling gear
466 that could pick up this depressor and put it out over the side. So getting the net off the deck and
467 into the water and not getting tangled here and there, and keeping it out of the ship's screw was
468 always a problem. Paying out the wire and towing it was always straightforward, although
469 sometimes there were screwups, with the net not streaming out properly and getting open. But
470 getting it back over the side of the ship and on deck without banging things up was not quite as
471 difficult as getting it out. But later, as we went to bigger ships, it became easier and easier.
472 When we went to *Chain*, for instance. *Chain* cruise one was in 1958, yeah. That was a big
473 change in the Institution's life. I'm getting off the subject of nets for the moment, but a big
474 change in the Institution's life, and a big change in my life, and a big change in the life of the
475 Hersey group was when we went from little ships--the *Bear*, the motor vessel *Bear* that I've
476 spoken of (the box the *Balanus* came in, was about a hundred feet long. *Atlantis* was about 140,
477 maybe, as I remember . . .
478 TAYLOR: 144, yeah.

479 BACKUS: . . . 140 feet long. We had some experience with the *Yamacraw*, a retired coast-
480 guard cable layer in 1957 and 1958, which was a bigger ship, a couple of hundred feet plus, I
481 guess. The , a retired coast-guard cable layer in 1957 and 1958, which was a bigger ship, a
482 couple of hundred feet plus, I guess, the *Yamacraw* was. But in the fall of 1958, I think
483 November of 1958 we got *Chain*, and that revolutionized seagoing life at the Institution--life at
484 the Institution. *Chain* was a Navy rescue and salvage tug, ARS-20, I think. In any case, she was
485 turned over to us for use, and at the first operation by the Military Sea Transportation Service
486 (MSTS), I lucked out. The Hersey group was going to bring the ship from the shipyard in
487 Savannah to Woods Hole, and the Hersey group was expected to be a big user of the *Chain*, as
488 they were. In any case, the ship was refitted to a certain extent in a shipyard in Savannah,
489 Georgia, and Earl Hays, a Ph.D. physicist, had joined the Hersey group by this time. Earl Hays
490 was going to go to Savannah and be chief scientist on *Chain* cruise one. For some reason or
491 other, he had to bow out, couldn't. So Hersey said to me, "You're going to be chief scientist on
492 *Chain* cruise one. You're going to go to Savannah and bring the ship back to Woods Hole."
493 And of course I was delighted. And wow! Was that a big time. Dr. Redfield and Dr. Fye and I
494 went down in a sleeper from Boston to Savannah. There were others that made up the scientific
495 party on that first cruise, but we were in Savannah for two or three days as the final touches were
496 being put on the ship. Later the Oceanographic Institution operated the ship with its own crew,
497 but for the first couple of years--I'm not sure how many months--the MSTS operated the ship.
498 The skipper of the ship was a wonderful man named Warren Allovie[SP?]. I really came to be
499 very fond of him. He was a great guy. The afternoon that we sailed from Savannah, the head of
500 the shipyard was down on the deck of the ship, giving Allovie[SP?] a hard time about something.
501 I was nearby, and I heard Olivie[SP?] say, "Mr. So-and-So, I'm the skipper of this ship. Kindly
502 take your ass in your hand and carry it ashore." [They laugh.] So that was Warren Olivie[SP?].
503 He was a great guy, very competent seaman, charming, handsome man that we got along with
504 fine. I remember there was a lot of ceremony in Savannah at the time, and there was a big
505 luncheon at one of the downtown hotels and a commissioning ceremony, and I remember at one
506 point some Navy commander said to me, "Oh, I'm really concerned that you guys are going to
507 get along with the MSTS, because it's very important if the MSTS is going to operate this ship
508 that there be good relations between the MSTS and you people at Woods Hole Oceanographic
509 Institution." I said, "Go worry about something worthwhile. I'm sure you've got something that

510 you ought to be worrying about. Don't worry about that one." And of course everybody got
511 along fine. They were great people, the MSTs people. And after a couple of years, why
512 Emerson Hiller became the Institution's first skipper of *Chain*.

513 TAYLOR: Another wonderful individual.

514 BACKUS: Oh, right. Terrific individual. And as far as I'm concerned, *Chain* was the best
515 I know nothing about the present day *Atlantis*, but I made many cruises on *Atlantis II*. I was
516 lucky enough to be chief scientist on *Knorr* cruise one, and I made a number of cruises on her. I
517 made many cruises on *Chain*. In my estimation, the *Chain* was the best ship the Institution ever
518 had. It was too bad that she was retired, I think and turned into razor blades. I think, for political
519 reasons, she had to be the ship that was retired. She was old, of course, but she was very
520 comfortable in a sea way, and very handy, a great ship.

521 TAYLOR: But see, you're bringing out a whole host of different things here.

522 BACKUS: I'm wandering. [Laughs.]

523 TAYLOR: No, not really. 'Cause we're going through your development here, and your growth
524 as an oceanographer, and I mean it's gone from hauling hydrophones in and out up to chief
525 scientist, change of ships, new kinds of instrumentation, need to learn how to get that instrument,
526 back up, all that kind of thing, and it's a whole growth process. That's what gives you the title
527 "oceanographer," not just biologist, if you will.

528 BACKUS: Right, yes, yes indeed.

529 TAYLOR: When you were on the *Bear*, not as comfortable a ship, not as good in a sea way.
530 Bob Dinsmore told me once, 'cause he'd had a lot to do with ship design. He said, "Hey,
531 number one thing is to make the ship comfortable for the scientists, because if it isn't they're not
532 going to go to sea enough." And he said that's a real important factor. So your mentioning that
533 was important.

534 BACKUS: That's right.

535 TAYLOR: I had to ask you, when we got on this, about learning to deploy nets and things like
536 that. That net that you first started to use with the deep scattering layer, what size mesh was
537 that? Do you recall?

538 BACKUS: Oh, it was about Well we used The main shell of the net was about inch
539 stretched mesh. If you grab a couple of knots and pull 'em apart like that [GESTURES?], they
540 stretch out to about an inch or a little bit more.

541 TAYLOR: Because a lot of the things you were going to haul up from that deep scattering layer
542 were really small.

543 BACKUS: Right. But we had a liner in the net. Sometimes we lined the net. The liner started
544 at the head of the net and went all the way back to the end. And that liner was of a small mesh,
545 say about a mesh that a pencil would just kind of slip through. And then, at the cod end of the
546 net, we had a cod-end piece that was a truncated canvas cone that increased in size towards the
547 end of the net until a meter hoop fitted it, and then to that meter hoop we had what was basically
548 a coarse plankton net. So the cod end of the net was quite different from the head end of the net
549 so far as the material out of which it was made. So it retained a lot of small stuff. We had to tow
550 it at very low speeds because just couldn't get it to go through the water and strain the water if
551 you went very fast with it.

552 TAYLOR: Well, a lot of those things, if you go too fast they tend to porpoise. They go up and
553 down.

554 BACKUS: Yeah. All kinds of things happen. But in any case, when *Chain* came along, we had
555 a greatly increased ability to handle gear of all kinds on and off the deck of the ship. We had a
556 big fantail aft, a big, flat, open working space, although when *Chain* first came she had quite a
557 bit of gear on her afterdeck which ultimately was taken off so that we had a flat, smooth expanse
558 of working space. *Bear* and *Atlantis*, for instance, had very little open, working deck space.
559 Then we had big, hydraulically operated A-frames, over which one ran the wire. And these A-
560 frames could be brought in or tipped out, which facilitated gear handling quite a bit. And then
561 we had cranes. Cranes came along. I think the first person to take a little crane to sea was
562 Cousteau on *Calypso*. I think he was the guy that saw the utility of cranes. So oceanographic
563 ships have had cranes ever since. But to go from 140-foot *Atlantis* to however big *Chain* was--I
564 forget what *Chain* was, how many--300 feet or 275? I don't know. But we just moved from one
565 class of ships to another, and almost overnight--there was a transition time with things like
566 *Yamacraw*--but almost overnight we went from a little-ship outfit to a big-ship outfit. And that
567 was revolutionary, I think, in the affairs of the Institution.

568 TAYLOR: Well, little things that most people would never think of--the ability to keep yourself
569 clean.

570 BACKUS: Right.

571 TAYLOR: Things like that that people don't realize how dirty you get going to sea.

572 BACKUS: Right, right, right.

573 TAYLOR: And to have a few creature comforts. Maybe have a little library onboard, or
574 something like that.

575 BACKUS: Oh, yes, yes. Yes, it was huge.

576 TAYLOR: And it also made for a more stable platform, didn't it?

577 BACKUS: Oh, yes. Yes, indeed, and *Chain* was very good in that respect. No, what winds that
578 limited operations in *Bear* and *Atlantis* were nothing for *Chain*. She too could ultimately be
579 limited by wind, but it really had to be blowing pretty hard before she had to stop work. So 1958
580 was a big year, the year that *Chain* came.

581 TAYLOR: But you know, that's another factor that you're talking about here. Let me refer back
582 to a big hit movie from a couple of years ago, which I really chuckled when I saw the beginning.
583 When the movie *Titanic*, and when they were showing going down on the *Titanic*. Here was this
584 oceanographic vessel. There wasn't a whitecap in sight. The water was pond-smooth. The ship
585 was pristine in its cleanliness, and anyone that's been down here immediately had a huge grin on
586 their face. Because, with the smaller ships, even more than with the bigger ones, people have
587 this kind of textbook view of a vessel sitting in perfectly calm waters while people are running
588 around in shorts and cut-off shirt, easily lowering things into the sea. That's practically never the
589 case.

590 BACKUS: Practically never, right, yes, yes.

591 TAYLOR: So you're always faced with trying to do these things--well, like putting a net over
592 the side with cables. Man, that stern goes up and down. You can put an enormous amount of
593 strain on one of those cables. That gets to be pretty dangerous.

594 BACKUS: Right, right, it does. So working off of *Chain* was not to be compared seriously with
595 working off of *Bear* and *Atlantis*. So I think of that as one of the big steps in the evolution of the
596 Institution, the year that *Chain* came along, which was November of 1958. Then of course we
597 had plenty of use for *Chain*, and *Chain* was worked hard. The Institution managed to run *Chain*
598 and keep *Chain* occupied. Over the years, the number of days that the Institution has managed to
599 keep ships at sea is outstanding.

600 TAYLOR: How much of your year were you spending at sea during that period?

601 BACKUS: Well, uh . . .

602 TAYLOR: Realizing that it varied.

603 BACKUS: . . . it varied quite a bit, but I suppose I was spending five or six or seven or eight
604 weeks a year at sea.

605 TAYLOR: Did you like going to sea?

606 BACKUS: Yeah, I liked it a lot. Yeah, I liked everything about it except too rough weather.
607 [They laugh.]

608 TAYLOR: When you first started--I'm going to keep referring to this, because I see a real
609 development here. You were hauling hydrophones, then you got to the point where you were
610 working your own project. Certainly if you're going to stay here you're going to publish sooner
611 or later, or you're not going to be around for long.

612 BACKUS: Right.

613 TAYLOR: So you became competent at that. Then you made the switch from a smaller vessel
614 to a larger vessel, and, although that's a good thing, it also brings in a new set of problems, a new
615 way of needing to do things. But then you also started to get the experience of being a chief
616 scientist. Now, could you talk a bit about being a chief scientist, what your role was? You had
617 two big camps you had to keep happy. You had to keep the scientific crew happy, and you had
618 to keep the captain happy. And while you're thinking about that, I asked Emerson Hiller about
619 this: "Oh, I always got along wonderfully with all of the chief scientists." And then one day he
620 brought in his scrapbook with all the testimonials when he retired, and I'm reading all these big
621 name scientists who said, "I stood in fear before Emerson Hiller," you know, and so on. And he
622 said his secret, because I told him, "You know, you really have to know how everything on this
623 vessel operates, don't you?" And he looked at me, and he said, "No."

624 BACKUS: [Laughs.]

625 TAYLOR: "You have to be perceived as knowing how everything on this vessel operates." So
626 that's kind of a unique situation for a chief scientist to step into.

627 BACKUS: Right. Right. Well Emerson and I got along very well. I consider Emerson a great
628 friend. I also consider him to have been the best skipper that we ever had. I mean, I'm talking
629 about the period during which I went to sea and got to know skippers, and we had lots of good
630 ones, but Emerson was outstanding. I always enjoyed going to sea with him. I suppose the
631 problem for the chief scientist is to make sure that the ship is worked as hard as he can work it
632 during the time that he's responsible for it. When the ship is costing several thousand bucks a
633 day you can't take that lightly. So keeping the ship busy, keeping the ship always at work or

634 moving on to the next place is important. Now that thing that I gave you to read talks a lot about
635 being a chief scientist and a lot about using the ship to the utmost. That doesn't put it on the
636 tape, unfortunately, but

637 TAYLOR: Believe me, we'll get to this.

638 BACKUS: There are good chief scientists and poor chief scientists, and I've heard a lot of
639 complaints from people on the ships about, "Jesus, no, So-and-So was not a good chief scientist.
640 He was disorganized, and he" Anyhow, the main problem, like in practically every aspect
641 of human endeavor, is communicating. And I finally worked out a system of communicating
642 that I thought was fairly efficient and effective, and that was to type up a calendar, a schedule for
643 the next 24 hours as well as you could see it, and I would make such a schedule in four copies. I
644 would post a copy of the schedule in the main lab. I would post a copy of the schedule in the
645 bridge, and I would post a copy of the schedule in the engine room. And sometimes we would
646 have to tear up that schedule within a few hours of having made it and type up another one and
647 repost it, but you did that as much as you needed to so that everybody knew what was going to
648 happen: when, what for the next 24 hours. So communication I felt was the heart of the whole
649 thing, so that there were no ugly surprises as far as the engine room went, and as far as the bridge
650 went, and as far as your colleagues in the scientific party went. I had the problem when I first
651 started going to sea on protracted cruises that my project, based on a proposal made to the
652 National Science Foundation or whatever, was allotted a certain amount of ship time. I had a
653 relatively few people working for me. We had to mount this expedition and keep the ship busy.
654 Obviously we couldn't do that, just a few of us, so I began, for one thing, taking extra people to
655 sea, schoolteachers. I took a dentist once. I took colleagues from institutions from colleges and
656 universities around the country that had a few weeks that they could be away. They started
657 going to sea to do their own thing, or sometimes just for the hell of it, but they went and helped
658 me out. And also I began collaborating with other projects so that they would send people and
659 things to do. For instance, my group, after I became independent from the Hersey group, would
660 often collaborate with Vaughan Bowen's group in the Chemistry Department. We found that his
661 activities and my activities fit together rather well, so that In other words, you had to
662 assemble a critical mass of scientists and projects so that you could keep that ship at work all the
663 time, either working or moving on to the next site of work. And that was the main trick of being
664 a chief scientist, was organization, scheduling, no nasty surprises, no shocking inefficiency,

665 where you suddenly find yourself You're just lying in the water having to kill a few hours
666 because you can't move because you need to be there at that spot but the time of day is wrong for
667 doing what you want to do. You have to eliminate that sort of waste, and that was the main
668 challenge of being a chief scientist on a large ship. And I loved it. I thought it was just great
669 sport.

670 TAYLOR: Well, you know, it's an interesting thing in that when you go away to sea you might
671 just as well be going out to a space station. I mean, you are a little universe all unto yourself,
672 and, in a sense, when you're chief scientist you're the CEO of this particular island that's
673 floating around out there. And you talked about communication, but there also has to be a
674 degree of cooperation. I have met very few people in this field that weren't terrific guys, but
675 there are some, and they could be difficult to deal with for a chief scientist.

676 BACKUS: Right. Right, right.

677 TAYLOR: You know, want more time on station or . . .

678 BACKUS: Right.

679 TAYLOR: . . . "it's more important that we get my work done than we get his work done."

680 BACKUS: Right, right. Well

681 TAYLOR: That's hard to handle.

682 BACKUS: Yup. The only way you can do is be straight about everything and be tough and not
683 get pushed around. But Emerson, he was great, and I always had a good time with him. For
684 instance, the first thing after breakfast I always went up to the bridge, and I would read the
685 numbers as Emerson plotted the weather map, so I always enjoyed That was a
686 companionable sort of thing to do, and he and I got along real well.

687 TAYLOR: Well, when he told me some of the tricks his crew played on him from time to time,
688 it was really a wonderful recitation, because there wasn't a mean bone in any of these tricks.
689 They were funny.

690 BACKUS: Yeah, yeah.

691 TAYLOR: And to me they showed a certain amount of real affection.

692 BACKUS: Right. Yeah, well, not everybody loved him, but mostly they did, and as I say, I
693 think he was tough. He didn't put up with any nonsense, but he knew what we were out there
694 for, and that was to get the work done, and he saw to it that as far as he was concerned it was not
695 going to be the ship's fault or the crew's fault that the work didn't get done. So he never did

696 anything that threatened the safety of the ship or its crew or its scientific party, but he always had
697 an eye to getting the work done.

698 TAYLOR: So when you started as a chief scientist, was that kind of a nervous time for you,
699 when you were first into that?

700 BACKUS: Well, not I don't know. It's hard to think back now, but I always got along
701 with sailors pretty well, so that made it easy. So I was always conscious of the responsibility of
702 using that ship. But I always found it highly enjoyable, and I always got along well with the
703 ship's crew and ship's officers and crew. And that's important, and that made it easy.

704 BACKUS: Well, is one of the factors then, necessary to be a good oceanographer and a good
705 chief scientist is you've got to be one of the guys?

706 BACKUS: That helps.

707 TAYLOR: And I mean not, you know . . .

708 BACKUS: That helps.

709 TAYLOR: . . . "I'm a Ph.D.," you know what I mean?

710 BACKUS: That doesn't get you anywhere. [They laugh.] That doesn't get you anywhere. No,
711 that doesn't get you anywhere. But I think going to sea in our ships was a great adventure, and a
712 wonderful line of work. The mix of intellectual and physical adventure was great, and the
713 business was filled with interesting people--filled with interesting people. One of the things I
714 learned before long at the Institution, and I already had some idea that it was so, but it was really
715 reinforced here at the Woods Hole Oceanographic Institution in the first couple of years that I
716 was here, that not all the smart, clever people go off to graduate school and get PhD. Degrees.
717 There are lots of smart, clever people that are mechanics. There are smart, clever people that are
718 technicians. But the guys that worked in the so-called "garage," which was I don't know
719 whether that word is still used in connection with the big building, big shop out on the dock, but
720 for years and years and years the carpenters, shipwrights, mechanics, electronicers[SP?],
721 whatnot, were known as the Garage Gang, and worked in what was known as The Garage,
722 because the original building that held all those functions was the Penzance Garage that the
723 Institution took over at some time just before I came here. But there were a bunch of outstanding
724 people there--Bill Gallagher, Bob Weeks, the Garage Gang supervisor Stanley Fisher, carpenter
725 Stanley Aldrich[SP?], shipwright Scotty Morrison, machine shop boss Chuck Bodman[SP?]-all
726 those people were wonderful, wonderful, productive, smart, competent people. I mentioned

727 Bodman[SP?]*--*actually the machine shop was in the basement of Bigelow when I first came
728 here. It was not out in the Garage. Warren Bowman, Fred Gaskell--they were wonderful,
729 wonderful people, and I learned that a Ph.D. didn't mean "smart." Smart meant "smart."
730 TAYLOR: So the Institution kept educating you, for years and years and years.
731 BACKUS: Oh, years and years. Never stopped.
732 TAYLOR: You know, when you said that, you really put oceanography into a generic term, and
733 a kind of an interesting context. You know, you made me think it's almost like coming up with a
734 great stew. You throw one bad ingredient in there, it curdles the whole thing.
735 BACKUS: [Laughs.]
736 TAYLOR: And that's really important here. Everybody had to be part of the stew, so to speak
737 and get along and work together.
738 BACKUS: That's true.
739 TAYLOR: Let me stop this one.
740 [END OF SIDE 2]