RWN

SEP 30 1983

Retirement philosophy at TI vs RU.

I was interested to see the enclosed document.

It does highlight some fundamental differences in objective between the respective institutions.

We are not so concerned about "developing managers"; and our people have plenty of opportunity to display their talent at every stage of their career.

Consequently we have taken on new professors at a whole range of ages, from 39 to 59!

We do have to face a few singular career tragedies and some special personal hardships; but I do not see much pertinence in the policies at a place like TI for our own circumstances.

SBWC's performance in 1978 was, if anything, less effective than his 1983. The expectation that he would retire at 65 was the main deterrent to prompter action in reorganizing the executive structure.

The knowledge that mandatory retirement at 65 will no longer provide graceful answers to some of these dilemmas is the main thing we should focus on.

Among our administrators, who still in their 50's and therefore potentially mobile, should we be scrutinizing before it is too late to take effective action?

Josh.