J Hirsh. - enthusiastic: 10/11/77

Elena

Bill Lowrance

Caryl Parker - Ted Kennedy.

R. Nichols

ethical issues of a "research hospital" as a training ground for M.D.s

never a malpractice suit

Nagel + Edelstein

Phil + Hist/Sci - seminars

"Intensity of Research Focus" - distracts.

died out.

successors... not interested in science.

Jim Shannon 1970-75. Major seminars.

poorly attended!

no mass response

Resident Science Writers. June Goodfield

Did a book on rec-DNA.

scientific biography of a medium scientist

N.Y. SIPI

choices — NAS as competing sink
postdocs. — de Duve.
exchange with ICP. — establish, use only pos'n

Asst/Assoc Professors — $\boxed{\text{cadre}}$

Extend fellowships?

St. Com Univ Affairs — {Neva Kaiser / Bill Rothschild chm.} + fact + student / urban coalition
has "died out

Fred Seitz
|
Rod Nichols — Future planning.
day to day deputy.
|
Ray Carmichael
Dir of Development.

on Board.
... Ralph Amblar ... Ogden
... Pat Haggerty ...
Rich. Dilworth
Bill Baker — picks his spots
most effective.

major proposal to RBF: may turn the corner

crossdown.
RBF
30 + 50 — endowment through the decade.

6% diff. rate, 10% energy.

basic salary. FP. 37-55000 median 40-43

assoc prof. 20's. ...41

"nothing but research" 20% to TIAA.

ZM → salaries. 75 ~$30 000

10/15/77

RU outreach possibilities — socializing over graduate students

WHO/PAHO research trainees. — Trop Health workshops

Bell Labs re automation

NRDC

grad student entering > 1 year

CAR

public lecture series.

myself continue a course in health? No. But a graduate seminar!

Deans, Presidents, Research Institutes
in NYC.

10/15/77

Frailties.

diversionism — tedium of budget cycles etc.

Perhaps Dawn still the most patient author.

How will intellectual content be different?

Loose ends and options.

Genetics Dept.

Stan Cohen obvious head.

D Smith?

Records - microfilm!

What next

Be careful not to make ~~speeches~~ commitments in speeches.
Plan a compensation scheme.

Heyns - re a Hewlett Inst. (or a Packard).
here - on theme of Info Sci + Health.

Microfilming (dupl.)

Pon Cape; Jackson Stern.

[10/5/77] Tues. night, I had called M; she wasn't home till late. Till then I had been getting rest, leisure. But this was very long and tense. She could not tolerate that I was handling it unilaterally. Overtly complained most about procedure. She could not tolerate that I meant to defer the personal aspects to bottom of agenda.

With self doubts already, ... Que faire?

Wed. ctd. Also met with Bill Balser.... It started to look like the fiscal base was possible: iff the RBF funding could be now. I stressed the incumbent could not wait 5 years to get his program going and Haggerty warmly agreed.

pm. Too keyed up to sleep - called Meeters & visited at Cournandt / Berle after dinner.

Thu. AM - further conversations with Balser, Vogelos...

Then to Faire's. Dropped hints about moving as always possible.

Thu pm fly home. HAZ next seat. An intelligent sounding board, mostly on instl. structure

Mon 10/10/77...

History of an affair (RU!)

10/15/77
5AM.

Routine flight, after hasty stop-in at office
Studied the RU fiscal reports en route
slow limo to Abby Hall. Then to Bairsbys primarily for Fanny benefit.

Tues Thought I'd sleep late but Dana, Bill Balser* got me up to plan further.
So I arranged to try library - Archives, and to see McCarty as first agenda.
He did warm up pretty soon after all and we got into frank discussion.
incl. other possible candidates. None very obvious!! (later Griffin brought up Don Kennedy. Matt had resisted first approach).
Obviously we saw eye to eye on most things.
" Lunched with Norton. Then. Christian de Dave — about to leave for Belgium
(he might have sought the job" his problems with Rockefeller Foundation.
but he is under Li treatment re support Tropical Health.
for manic-depressive psychosis) and Fred Seitz. "What's it like?" (Thaws globe in office)
Is his idea of a bill to give unws again visit Norton
favored treatment manic?
Hotchkiss — □: any pure culture microbiology
"He wrote Dubos' op-ed..."
Times column
is a biohazard. artefact of large clone.

Basic model through this time is role playing.
Deferring consideration of own candidacy. For the time being it was an ego-trip°
No thought that all the pieces of the jigsaw could conceivably fall together in a way that
work for my own incumbency

Wed. Visited library, Rod Nichols (mentioned by Bill Lowrance, + Norton + ...)
Jim Hirsh → a bright spot! Made administration seem possible.
lunch c Pat Haggerty. Straight talk came out just right. In particular strategy of getting endowment lined up first.
My image of the university as my lab.

* first met at Weinberg / PSAC committee.
Dave H thinks very highly of him.

° Cf. contrasts to the challenges in my previous cycle of grant applications! I was not going to expose myself to that experience again.

10/15/77 Thu. night + Fri early am
exhausted! But the confrontation
we needed.

What a lot M had to work through also, but she wanted me to believe we could negotiate anything. A tough time for her: just starting practice.

For me a growing conflict as RU materializes — and I have been guarding against a head-on between values. But as it seems to be possibly possible, this becomes inevitable. I broke up an issue of hurting David ...

But maybe we even can work it out. Rattle back to the "want to"? what will be the reality be like.

Anyhow let's reexamine the options here too.
2.5M will buy a nucleus EH dept.
Need for medical-technical institutes
pm The more I reflect here the better RU seems as an institution!
mood shifting: can it work? How long will it take.

What is cognitive neuroscience ("no depts.") elsewhere the lunch room.

So, what's missing? (effect. criteria?)

Neurochemistry
Computer Science.
Psychiatry ... child -- Betty Hamburg?
Schizophrenia
Diabetes
Tropical diseases } how inspire + recruit
nutrition

local committees on clinical centers.

? opportunities for better integration of clinical, basic sciences?
(? interference of care-delivering headaches)

net costing approaches.

NY Times; data book; & library facilities

10/15/77

Fallouts.

stuffiness — self-regard in appearance.

insomnia
early rising
muscle cramps
in shoulder

& Keyed up — stimulus load. a) discourses @ RU
b) tensions @ M.

impatience with some chronophagy here.
Time important again

loosening alienation from local concerns.

Will I sit through another PSI session!

frailties (choosing associates
governance

Am I too harsh on myself? } get ardence!

10/22/77

Can RU be a vehicle for demonstrating a new level of integration of applied and basic studies in health? How compare it to the NIH (intramural) – only manifest analog in U.S. What distinctive function would it serve?

It has already taken awkward steps towards becoming a graduate university. Yet plainly it cannot develop the ~~[illegible]~~ critical mass to do ~~that~~ effectively. What, then, about physics, mathematics, (not to mention behavioral sci)

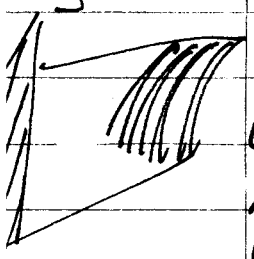
a) Quite plausible that some areas are not central to growth
Need to be and can be justified as ancillary. Take care not to become autonomous – e.g. graduate programs etc.

b) Walk out inter univ. affiliations -- e.g. Columbia if need be at RU expense for the transition.

c) ~~[illegible]~~ Analyze what these programs really cost and what they give to the mainstream of the institution.

d) Adhere to principle of respect for people's careers and for contractual obligations.

WASH/INGTON



? Separate schools of behavioral, biomed science? No: work with what you have and lead to more convergent foci.

Analytical } mechanisms: { sources of adverse! // other univ. prexs.?
Political } { applied sociology

Goals

Academic excellence in chosen fields
Community of scholars

Source of public leadership

Management of relevance

history
logic + philosophy
of science

Insight into efficiency: of discovery
of institutions }.

Relate to other institutions — academic
— industrial (sic)!
Escape heavy hand of Big Bro. — and fight it in Washington.

Analyze and understand the gaps in ~applied science.

Convene Research Directors — re pharmaceutical.
innovation + academic conversions.

Conference progs @ RU. — Funding?
cf NYAS.

Need historical set of the labs. @ RU.
who engineered what?

Anyhow: avoid too narrow a perspective
focus on primitive steps

a) Health implications of behavior self-evident.
b) Inspiration to seek human/health significance
e.g.: bird (fish) migration has enormous economic implications.
to seek cross-connections.
How is human behavior related to navigational mechanisms?

Focus on whether each person is optimizing his contribution. In balanced community mitigates the need for more structured initiative

Exemplify centralized ideology
autonomous implementation.

Ask yourselves the question:
How am I serving the interests of the health of the nation and of the world?

With my particular repertoire of talents, resources and institutional setting, am I governing my own affairs in the best way for this community to achieve that goal.

For many of you in the first lines of medical applications central tradition of the R.I. that will be an easy question to answer. Perhaps almost too easy if you are so preoccupied with urgent problem of today that you are overlooking opportunities for enhancing the infrastructure of knowledge.

For most of you, the answers will be more complex and will relate to the seasonal of a complex edifice.

At one end of the spectrum may be the most fundamental research on the structure of matter or of logical inference — on ways of knowing and learning that have no obvious immediate applications.

model of interpretation of basic knowledge via different levels of system → wisdom public health. | optimize local subsystem

Excellent basic science will be commiated 1st of all things the literature ....

Still ask each of you if you do not have more to offer

→ in ~~what~~ filling the gaps of your colleagues world views + exptl. methodologies
- in training of students
- in educating yourselves about contemporary challenges
- in discovering hitherto unprecedented problems

and always in ways to achieve a more effective mix — not to sacrifice the core values of your own discipline

reexamine conv. wisdom

system: thinking: yes implementation: no

indispensable obligation in asking private benefactors.
~~Endless~~ contradictions of system + creativity

10/30/77

{ "Rector" } as ceremonial title -- a recently retired ....
{ "Chancellor" } — McCarty.

? another private appointment.

recreational; pool.

T. Veblen. - 1997 The higher learning in America. cited Ashby.
re pres. as parasites

RU in (happy?) intermediate situation

* Ashby: model of info-processing. (Too passive a model).

Handbooks:
p. 98 pres-em/Princeton ..
Hutchins ...
...

* a source of second thoughts.

[9-78
saw Ashby @ CMC
Beam cited my reaction]

After reading Ashby, focus on some of my weaknesses as well as strengths.

(SU is a much more complex structure and there is no place in it now for my particular skills. What would fit my self-model.)

1. I prefer staff to line. Best as critic and innovator. Worst as persuader, hard-line decider at follow through.

2. I shun power ~ responsibility for non-rational decision making.

3. I want to stay at Stanford
   a. locale + roots for self, M, children
   b. continuity of research programs, sumex, molgen
   c. keep lab roots to some degree ~ ecobiology

4. The Rubi model appeals to me. But the SUMS is too departmentalized; and viewed as a computing dept. Need I won't be part of the road policy deliberations. Dept Genetics is too small a frame: no room to maneuver.

5. Tory - V.P. s/ Portfolio and University Professor
   But also keep a lab, enough space
   ? office in library

What acceptability of this role to colleagues, deans, board, future president.

How gauge it?

What influence. On program development?

---

5 cont. Be president's designee for ex officio representation on all design committees, chairs search, exec committees, etc. Attend board. Be free to invite initiatives from deans.

No departmental responsibilities. Perhaps even more to Biology ....

6. Need a contract assuming space, $\boxed{\text{for lab } \$100K}$ (direct cost, inflated) salary at 90% of top non clinical through age 70.

Is this avoiding responsibility (a fallacy) - cf. 1961.
or redefining — by renegotiating the position
by having a fallback.

What if the living arrangements, ceremonial reqs. at RU
are vexing. I need to bargain from strength.

11/5/77

+ crests + troughs

TIDAL wave since mid-Sept.
RU challenge
Conflicts w/ family, friends . M. her mother
Disorientation + uncertainty
Detachment steps

Threading for alternative scenarios
Analyses + perseveration.
Might even work! and I have to decide
(contemplating situation to
be self-deciding)

not very reflective

Dr Kramer. - phase interaction.
— gruff (+ doubtless needs a filter)
- rigid (consult. vs treatment)
issue of time avail.
+ didn't recognize my dreams.

ETC-

RU agenda. 4/21/77

SCIENTIA pro bono humanitas

Sustain RU merit and reputation for dedication to excellence in scientific research as avenue to social service

Excellence Community Relevance

Match commitments to resources in a way that conserves self-determination; focus on quality not size. Retrenchment from all purpose graduate university

1978-85 as transition to broader base of support. Need to sustain working capital to manage that transition

Rediscover instl. identity. Coherent focus on health research - subject to enlightened definition. More bridges to application and to policy. Realistic assessment of central and supporting disciplines. Need links to universality.

Respect for, but not blind adherence to, academic traditions. Every professor is a valued colleague whose commitments to RU must be reciprocated.

* Cooperate with 68th St., broader NYC, wall comm.

Systematic Reexamination of programs / cost centers

* Style of physical surroundings research and career support irresistible

* 1901 did not need tranquility

11/17/77

Living i ambiguity

11/16 called Bill B. re scheduling 12/5 told that only search committee, not board, would meet. 11/22.
Looked my concerns whether Rollo falling apart.

11/17 called again.
No. Just procedural delay
Pat Hogg: all looks OK but brandies are independent body.
Too bad about the strain's here
Now say the board cannot be a final decision before January.

What about schools for David, Ann
housing - alterations
grants adjustments here.
Sermix
GRC
T.G.
Dennis Smith

ACD
Intl. Sci Policy
Hu Bio.

I told Pat that, at most, I would have to share the contingencies with my colleagues in the near future.

very few tenure slots
a few assistant & adjunct professorships.

Happy to get your advice on how to run the place.

will pass on some words on what I hope to accomplish them at a later date.

RU → RIMR.. { Integration of basic + medical res.

+ better relations with Cornell, NY Hosp., SLR - Memorial - other NYC.

19 years.
Gershons law of personal contacts.
avoid unjourn isolation
around an unspeakable issue
will sustain my loyalties + responsibilities
will retain various connexions. esp. MOLGEN/ Sinex

Fill Sept

Valedictory
12/16/77