DR - Strong feelings about excellence / extra egalitarian
Deep family interest
role in inf. disease
model to medical schools. 9/26/77

□ (Would go along with any detailed program
Will need more money
RB fund as source?

10-7-77

What are requisites of "scientific leadership"?
What substance is there to the supposition that elites can be trained for it? Mathematical tools; detachment; trustworthiness; the republic.
Precedents and sources for the capacity that "the scientific outlook" (= technocracy?) can contribute to human advancement? If idea of progress: recent AmAAS disc.

or Scientific challenges have distilled "smart people". – Are they smart enough to transcend their specialties?

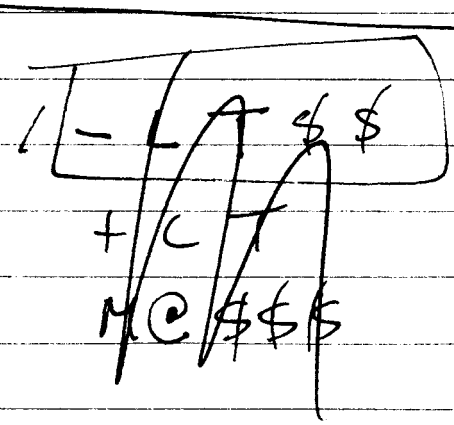
Most scientists are not "authentic" ex cathedra; but their training exposes them to logical argument.

THEN why mix policy leadership with Ph.D./specialties? Are there better avenues to public administration? The Engg. schools? (how relate to bio/medical areas?)

RU may have too narrow a base

□ calculate

1 – L A $ $
+ C T
M @ $ $ $



As with other interdisc efforts the credentials of accomplishment in a specialty are a measure of self assurance and competence and after all who is president of us?

Roche
NIH
Rel.

NIH Rall Interview
2/4/78

SKI — how much soft money influences the leverage.

Scripps
Salk. — brought his own money.) tenants.

NCI — very complicated.

NHI — like arthritis

NIMH

15 labs. 480 positions.

Each lab — chief 180 postdocs.

(sections) → remove support.

if "either rotate retire".

→ extramural.

Civil Service.
making more than outside

? sections autonomous
left undefined.

(tenure established)
and lines restructured.
only with difficulty

10-20 new slots

mol biol

Felsenfeld
mobility.
rotating
section chiefs
demoralized by
quality

since 1968
losing slots each year.
can demob.

Not strict seniority.

Bd of Sci Counselors. | External Visiting Committee

2/year | usually help reinforce.

Time to tenure

Staff fellows. max 5 yrs.

postdoc 2-3 years on old problem.

- then on ladder. only 1-2 years

talk to 60 each year

no "well paid" interval.

DIR.

2-3 hours/mo.

Lab chiefs = all tenure. decisions + house keeping.

personal decisions about new sections.

Filling gaps (re-vested interests) for new opportunities.

"ad hoc"y - philosophy of judgment

NIAMD - should spawn garment

from basic math.

"~~what to~~ How to set up new things" ....

e.g. EM

no pressure to support the basic sciences

"only representative"

Has been pretty basic from the very beginning.

What about the mission.

Beat on all the time!!

— diabetology —

— gastroenterology —

— lain

important when you get

has trained a lot of academic ~~mission~~.

who later got into mission

Can't attract people from clinical areas. Had to be have grown!!

Took a long time to find a young guy.

20 years it was stylish to denigrate the ethnic.

"unknown results of things"

now moving to broader insight.

Study section: (partly IRC) unexpected opportunities

Dole — hospital was in place.
illustrates the virtues.
each institute

A laboratory "would like to have somebody else".

Vs. mistakes — in ~~[illegible]~~ [illegible].
didn't act on his

MAY 19 1979

Bill Balm / NIH.
Need a cutting edge.

computer - net of micros - as lab notebook.
stat displays
misc. tools
manage as coherent system.

AI / DBMS. - e.g. a Thinsky.

Thinsky impressed by the service

CLINFO.

Molnar "learner". help evaluate it.

Memo to Landsberger.

STEFIK

AUG 28 1978

PRO·BONO·HUMANI·GENERIS
The Rockefeller University 1901
1230 YORK AVENUE · NEW YORK, N.Y. 10021

Dear Mark –

Margaretta and I were deeply touched by the effort (and result thereof!) that you put into the gift I received at the HPP farewell party. Only lacking is a bronze plaque – M.S. re-fecit – but even without that I will be happy to use the stand in my office – which has just the right place for it. I hope you'll have a chance to see it yourself before too long.

I have really enjoyed working with you, and have learned a good deal from your unblinking integrity and clear-sightedness. And I am very grateful that you have invested a crucial part of your career in molecular biology.

Good luck,

Joshua

Stefik ↓

Note 6/27/79

Carl Djerassi stands at the center of the most impressive, useful and awesome ~~uses~~ developments of science for human affairs: the management of our own reproduction. His sophistication as a laboratory scientist is peerless, and here it is matched by the clarity of his exposition. No other work in any field deals so comprehensively with the scientific foundations of human biology, and with the ethical, social and political ~~ramifications~~ requirements for and ramifications of scientific discovery. If intelligent humans will read and apply these ideas, there may yet be hope for our species' enduring future.