

June 18, 1980

JL only - private

Subject: Options for Whitehead Institute

Introductory Statement:

To help structuring our discussions with Jack Whitehead about arrangements linking the Whitehead Institute and the R.U., at least the following four options could be used to show the range and degree of connections.

1) 70th Street - With this scenario, the basic idea is that RU would help on a pro bono basis to help start the institute by assisting in recruiting senior staff and in other voluntary ways for several months. But the new institute would be off-campus and any continuing joint projects would be on an ad hoc basis, depending upon the scientist-to-scientist collaborations that would be involved with any other institution such as N.Y.U.

2) 68th Street Arms Length - Under this scenario, RU would bargain fully objectively about the value of our land and other services to be provided. Although we would lease whatever land would be necessary, the Whitehead Institute would be a pay-as-you-go tenant. There would also be explicit procedures for reviewing any joint efforts or appointments on a selective basis, with a good faith goal of arranging significant cooperation.

3) 67th Street Joint Effort - With this option, there would be a full and complex partnership from the beginning. RU would make certain "concessions" on providing land and services at less than their fair value. The Whitehead Institute would give RU a

substantial, if not quite controlling, role in governments<sup>use</sup> and program decisions.

4) Institute with NRU - This scenario would involve joint planning with full respect for the donors goals, but then RU would have control of the institute in a way that might be comparable to our control of the Archive Center. For example, the Whitehead Institute could have a strong advisory council (comparable to Archives Governing Council) that would report to president and board with RU.

In thinking about the options, we should be aware of all of the University's "assets" that will turn out to be involved in making the new institute a success.