

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

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

What are requisites of "scientific leadership"?

What substance is there to the suggestion that elites can be trained for it? Mathematical tools; detachment; frustration/heroism; the republic.

Precedents and sources for the capacity that "the scientific outlook" (= technocracy?) can contribute to human advancement? If idea of progress: recent Am OAS disc.

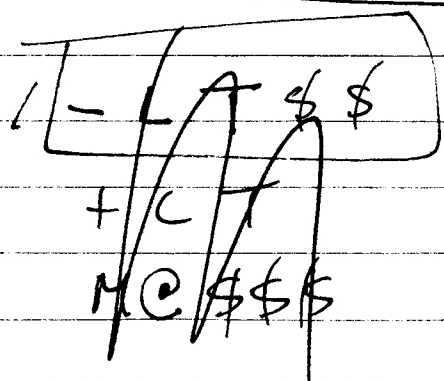
Scientific challenges have distilled "smart people". - Are they smart enough to transcend their specialties?

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 Egg schools? (how relate to bio/medical areas?)

Roll may have to narrow a base

or collapse



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

Roth
NHT
Rel.

NHT Roll Interview

2/9/78

SKI

low much soft money influences the leverage.

Scissors
Salh.

- bought his own way.) servants.

NCT

- very complicated.

NHT

- like activities

NHT

15 labs

480 printers

180 postdocs.

Each lab - chief

sections

→ remove support.

"either until crisis"

→ extraneous.

Civil Servant.

making more than outside

? sections autonomous
left undefined.

mol bed

Feloupled
notch.

rotating
Sections chiefs

demonstrated by
quality

(tenure established)
and lines restructured.

only with difficulty

10-20 new slots

small 1968

losing slots each year.
can demb.

Not strict security.

Bd of Sci & Tech

External Oversight Committee

7/year usually help review

Time to tenure

talks to 60 each year

Staff fellows. max 5 yrs.

Postdoc 2-3 years on all projects.

- then on ladder only 1-2 years

DIR.

lab chiefs

2-3 hours/week
all tenure decisions + house buying.

no "well paid" interest.

personal decisions about new sectors.

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

"ad hoc" - philosophy of judgment

NAMD - should span government

from basic math.

"what to do to get up new things"

e.g. EM

no pressure to suggest the basic sciences

"only representatives"

Has been pretty basic from the very beginning.

What about the mission.

Best as all the time !!

- dermatology -

- gastroenterology -

important
when you get

has turned a lot of ~~academic~~ ^{low} ~~missions~~
who later get 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 admin.
now ^{"value-resubstituting"} moving to broader insight.

Study section:

just IRL ~~unexpected~~
opportunities

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

A laboratory "would like to have somebody else".

W. mistakes — in ~~last~~ ~~of~~ ~~causes~~.
didn't act on his

MAY 19 1979

Bill Baker / NIH.

Need a cutting edge.

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

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

Much impressed by the service.

LLINFO.

Wolfram "learner". help evaluate it.

□ Memo to Landsberger.

STEFIK

AUG 28 1978



1230 YORK AVENUE · NEW YORK, N.Y. 10021

Dear Mark -

Marguerite 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.D. re-ferat - 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 unflinching integrity and clear-sightedness. And I am very grateful that you have invested a crucial part of your career in molecular biology.

Good luck,

John

Steph ↓

Wolo 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 expertise. 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 humanity will read and apply these ideas, there may yet be hope for our species' enduring future.