

# NATIONAL ACADEMY OF SCIENCES

OFFICE OF THE PRESIDENT  
2101 CONSTITUTION AVENUE  
WASHINGTON, D C 20418

February 19, 1980

Dr. Patrick J. Haggerty  
Chairman, Board of Trustees  
Rockefeller University  
1230 York Avenue  
New York, New York 10021

Dear Pat:

I have carefully read the draft paper on the Roles of Trustees. I find it well and carefully done. Were I to offer any comment at all, it would be to the effect that neither the external world nor the University are static. One additional role of the trustee is to be observant of changes and trends, to stand ready to evaluate whether we are responsible for yesterday's "excellence," today's or tomorrow's. Is there a flow that assures the quality of the future? The University should always be "tooling up" to some degree. Are we doing so for the most promising purpose or are we more like generals "preparing for the last war"?

With kindest regards,

Sincerely yours,



Philip Handler  
President

