



THE ROCKEFELLER UNIVERSITY

1230 YORK AVENUE

NEW YORK, NY 10021

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JOSHUA LEDERBERG

PRESIDENT

Mr. Edwin E. Huddleson, Jr.
Alcoa Building
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Dear Ed:

You will recall that we spoke briefly at the Lindzeys' home about the challenges of your role at the foundation (I took it for granted, perhaps incorrectly, that this was the System Development Foundation).

First of all wearing my university president's hat, I am glad to have the opportunity to share with you a couple of pages of a proposal intended to elicit some interest on the part of Texas Instruments. It is directed specifically at getting computer sciences moving here at the Rockefeller University. I am rather dubious about being able to get TI, or any other single corporation, to make a major commitment in view of the competitive uncertainties of the integrated circuit market during the next few years. However, I am still far from giving up on the concept and hope to piece it together from a complementary set of sources.

Removing that hat, and speaking more broadly about the problems of university organization and how to promote specific innovations in it, I thought you might be interested in the enclosed interview in *Organizational Dynamics*. I think you really do need a pretty intimate knowledge of the organization, personalities, and fiscal flows of an institution to be able to say with very high confidence just what leverage a specific grant can have. There are some circumstances where I would applaud the idea of self choice, by a department, of its worthiest recipient; there are others where this would both reflect and aggravate political tensions and alliances better left no worse. Happily the Rockefeller in relation to its size and scope is the least complicated of the institutions I have ever inhabited, but even here the overall priorities of the institution do not always accord with maximization of a single laboratory.

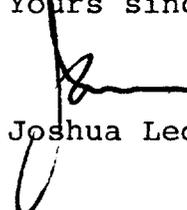
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Universities and similar institutions are generally not nearly such rugged and self sustaining organizations as they used to be and one should not take it for granted that they can survive prolonged neglect of over-arching needs. The dilemma is that it is very difficult to "market" the institution as a whole; and there may be very good reasons for an external donor to wish to emphasize the needs and possibilities of some particular segment.

All of this is just introductory conversation and I look forward to mutual enlightenment when we can have more discussion. Please do let me know if I can find some of your time while you are in New York; and I hope this precedes my own next visits to California.

Yours sincerely,



Joshua Lederberg

Encls.

R. U. Brockman
Organs. Diagrams
Pages 2 & 3 of JH to Shepard ltr.
Topology of molecules by JH (Mathematical Sciences)
Digital Camera