

Existing Problems

1. Chronic underfunding

- a) Lack of equipment renewal
- b) " " " innovation
- c) Remodelling

2. Pattern of postdoc support

- a) Competition has grant supported fellowships
- b) Aging faculty -
spotlight keeps shifting

3. General decline of federal support

- a) Shift to industrial sources
- b) Increasing competition
- c) Shift to smaller grants and
increased nuisance
- d) IAP will decline & become an
increasing burden.

Historical Patterns

1. Cori's resistance to federal support
2. Hard vs soft money
3. Times ^{keep} changing: pre-war → post-war →
80's & 90's
4. Attitudes change rapidly, but
rigor in doing science remains
the key thing.
5. UCB, USSF, MIT

CONFIDENTIAL DATE: December 4, 1981

To : Arthur, Bob, Buzz, Dave, George, Jim, Libby, Paul, Ron

FROM : Dale

SUBJECT: Creation of a substantial financial relation with a company.

The purpose of this letter is to express to you before our discussion at Asilomar my personal view of this matter as a member of the faculty.

In my opinion it is a mistake for us to establish a continuing, large financial connection with a company. I think we stand to lose more than gain, no matter how much is offered. If federal funds are cut, I think a better response would be for us to reduce the scale of our programs, retaining their quality if not quantity. I favor continuing our Industrial Affiliates Program to maintain our financial flexibility.

There are several reasons for my opposition to a contract which involves a substantial amount of money:

1) A substantial commercial connection will reduce our ability to obtain federal funding in the future. Study sections and fellowship review committees will factor it into their decisions with negative effect on us. I cannot imagine, for example, our being awarded the aging program grant had we a million dollar commercial contract in place at the time of our application.

2) A substantial commercial connection will change the reputation of independence which I think our Department presently enjoys. In so doing it will make us less attractive to the best students and postdocs.

3) Stability of commercial support is unknown. Although a five year contract might be written, it could be abruptly terminated before the end of the contract period. The Stanford Boys Town grant was so terminated.

4) Such a connection would make us dependent on a company that supplied a significant fraction of our budget. We would become vulnerable to demands to attach new strings or to make other terms of the agreement less favorable. The threat of loss of large dollars would be difficult to combat. We are dependent on federal agencies, but we are buffered from unreasonable demands by the multiplicity of our grants and by the peer review system.

5) Such a contract will threaten our Industrial Affiliates program. Although the IAP requires work on our part, it has few strings attached and leaves our initiative and reputation intact.

DATE: December 2, 1981

To : Faculty

FROM : Dale *Dale*

SUBJECT: Doug Brutlag's response to the postdoctoral training proposal.

Doug sets out his arguments against an exclusive postdoctoral training program in this letter. Please read it before our discussion at Asilomar.

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Proposed IAP Symposium

March 24-26, 1982

Wed. March 24th

Reception at Buck House (? 5-8 p.m.) Faculty provide cars.

Thurs. March 25th

Chromosomes

9:30 - 10:30 a.m.	Berg: Eukaryotic promoters
10:30 - 11:00 a.m.	Discussion
11:00 - 11:15 a.m.	Coffee Break
11:15 - 12:15 p.m.	Davis: Yeast chromosomes, centromeres, origins, and ends.
12:15 - 12:45 p.m.	Discussion
12:45 - 2:00 p.m.	Luncheon
2:00 - 3:30 p.m.	Concurrent Workshops
	A) Stark: Interferon
	B) Lehman: Enzyme Overproduction
3:30 - 5:00 p.m.	Concurrent Workshops
	A) Kornberg: Working out a pathway by protein purification
	B) Baldwin: NMR approaches to the study of protein folding
5:00 - 8:00 p.m.	Cocktails. Faculty Club
8:00 p.m.	Dinner. Faculty Club
	Berg: Future of genetic engineering

Fri. March 26th

Targeting of Proteins into Eukaryotic Cells

9:30 - 10:30 a.m.	Rothman: Processing and targeting of viral coat proteins
10:30 - 11:00 a.m.	Discussion
11:00 - 11:15 a.m.	Coffee Break
11:15 - 12:15 p.m.	Sly*: Cell surface receptors as targets
12:15 - 12:45 p.m.	Discussion
12:45 - 2:00 p.m.	Luncheon

Control of Genes in Development

2:00 - 3:00 p.m.	Yamamoto*: Hormonal control of gene expression
3:00 - 3:30 p.m.	Discussion (?To include discussion of program)
3:30 - 5:00 p.m.	Concurrent Workshops
	A) Hogness: Hormonal control of development
	B) Kaiser: Cell-cell interactions in development

* Not yet invited

Notes

Echols
Kimball denant } Tennis
Geeballe

Spindler
Nelson
Rowen
Scott
Jazviniski
Seletman
Fuller
Kokori
Flynn
Scandella