THE ROCKEFELLER UNIVERSITY
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OFFICE OF THE PRESIDENT

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JAN 1 1986
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15 January 1986

Alexander D. Forger, Esq.
Milbank, Tweed, Hadley & McCloy
One Chase Manhattan Plaza
New York, N.Y. 10005

Dear Alex:

I regret that we did not have a chance to talk at length during the meeting of the Board on January 6. I thought that Barry gave an excellent report on behalf of you, the Development Committee, and our staff.

Everyone here recognizes that we must support your leadership in the Committee, and work together with you in charting wisely our goals for the next several months and years. We should be able to think through the choices, and then settle on decisions, by the end of March so that when the Board next meets (April 18), all of us can be more confident about how the many elements of one-year and ten-year fund-raising estimates fit into the inter-linked strategies for the campus as a whole.

Of course, Alex, I would be glad to talk with you at any time about our planning; and, in particular, I would be glad to give you all details we have about the range of possible impacts of the Hughes partnership. When we talked during the spring of 1985 about the Development Committee and related aspects of the University, I came to your office a couple of times and brought along materials which we used as jumping-off points for rather wide-ranging discussions. I would be delighted to do that again at any time you wish. I have hesitated to call you in recent months because I knew your schedule has been heavy and I also was aware of your continuous contacts with Barry and Van. But there is no higher priority around here than sustaining our private base of support. So I would be delighted to pitch in whenever you may find that helpful.

Finally, I note that Paul Cameron and I have a date to see you for an hour on January 29 regarding the much-beloved and much-worked-over Consulting Policy. The reason for our getting together is to bring you up to date about a number of different <u>new</u> views from our faculty about how we go about implementing the revised policy. During the past two months, the Academic Council raised certain general points with Josh and others of us, and the Chairman of the Academic Council recently wrote to Paul Cameron. (Copies of that exchange are enclosed.) Paul and I arranged for him to meet informally with five members of the faculty during the mornings of January 6 and January 7. We are now trying to put

all views back into some organized focus. By the time we see you on January 29, we aim to be in a position to give you a sense of the situation and to seek your advice about several matters. In general, there remains a high level of consensus about the need for clear "rules." But there is, as there has been, a wide range of opinion throughout the faculty (and, I think, throughout the country) about the practices best suited to such rules and university traditions.

Before closing, permit me to add my great thanks to you and Nan for your December 1985 contribution to the University. As you know very well, these gifts are extremely important to us -- not only for what each one means for our unrestricted budget, and not only for what the aggregate contributions have come to mean for the character of the University as a whole, but also for the moral support that the faculty, staff and officers feel when our best friends take the time to help us from their own resources. Thanks!

Best personal regards.

Sincerely,

Rod

Rodney W. Nichols
Executive Vice President

Enclosures

cc: Joshua Lederberg
Barry W. Dress