

Memorandum to:

Dr. Joshua Lederberg

Dr. Gustave Nossal

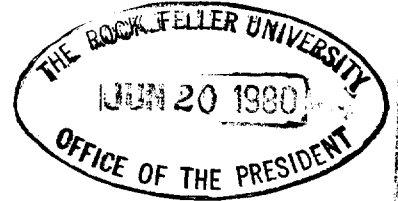
John Whitehead

Peter Whitehead

Susie Whitehead

Arthur Brill

Stuart Peerce



From: Edwin C. Whitehead

Date: June 17, 1980.

Subject: WHITEHEAD MEDICAL INSTITUTE

Dr. Nossal and I met with Dr. Lederberg at about 11 AM and stayed until 2. We spent our time addressing the various candidates for Director.

The four names were:

MARTIN RAFF

In his early 40s, a Canadian working in London at University College. Trained as a neurologist, then studied immunology. His work is evidently of a first class order. He is described by Gus Nossal as extremely articulate, dynamic and charismatic as well as being a first class scientist. He is presently running a group of 12-14 people. He is not known to Josh Lederberg who promised to learn what he could about Dr. Raff. Subsequent to the meeting, Gus Nossal telephoned Raff who expressed great interest (curiosity?) about the Institute and the job but did state that he would not be available to leave London for two to three years. In any event, I made a date to visit him on Tuesday, July 15th, in London.

DR. Y. W. KAN

Dr. Kan is a hematologist who has made some fundamental observations on the genetics of hemoglobin. He was trained as a physician and as a hematologist but gradually drifted into work of a more fundamental nature. He works at the University of California Medical School at San Francisco and, until this year, has been head of hematology. He now has Hughes Institute funding and has been relieved of his duties as Hematologist in Chief. He has the unusual history of being a clinical physician who has made fundamental and important observations of a basic nature.

DR. Y. W. KAN (continued)

He is described by Dr. Lederberg as being articulate, urbane, and very sophisticated. He is not known to Dr. Nossal. Dr. Kan was born in Hong Kong where his father is a banker. He has been in this country ~ 20 years. Dr. Lederberg had the feeling that he is somewhat restless in San Francisco and would prefer to be in a more metropolitan area. He is also in his early 40s.

Dr. Lederberg has plans to spend most of the summer in the Bay Area and it was decided that he and I would visit Dr. Kan there. Dr. Kan is unfortunately away for the next two weeks, so we can not firm up a date. Meanwhile, Dr. Nossal will learn what he can about Dr. Kan and try to get to see him when next in the US.

DR. DAVID BALTIMORE

About 40 years old. Described as nothing short of brilliant. He is well known to both Drs. Nossal and Lederberg. Lederberg had the feeling that Baltimore, although far better known in the scientific community than Kan, is much "younger" than Kan in an intellectual sense. Both Nossal and Lederberg felt that Baltimore was somewhat brash and inclined to shoot from the hip. He is a very strong character described by Gus as tough, certainly a leader, certainly broad in his interests and views. We discussed the fact that he had expressed no interest in the job four years ago but that could of course have been a reflection of its then site or a genuine perception on Baltimore's part that he did not want to leave the bench. Both Gus and Josh thought it would be well worth the effort to try to recruit him once again. He, too, is away and will not be back until the weekend. Although no expression was made, I suggest in this memo that Josh try to contact him early next week in the hope of bringing him to New York.

FLOYD BLOOM

About 44, a chemist whose specialty has been in neuro transmitter receptors. He is now at Salk Institute. Was described by both Gus and Josh as "not as aggressive as Baltimore". In further conversation, it came out that he is not a particularly charismatic or articulate character, although his work is first class. Since his personality traits and perhaps character do not lend themselves immediately to as much of a leadership role as the other three, it was decided to place his name at the bottom of the list, not to be contacted at this time.

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Josh had two questions about the By Laws which I was unable to answer.\*

1. Why should the Administrator report to the Board rather than to the Director? Why should the position of Administrator even be spelled out in the By Laws?

Certainly what he said seemed sensible to me in that, if I were the Director, I don't think I would care to have an Administrator working for me who was reporting to the Board. Again, I don't really understand why this should be part of the By Laws.

2. As he read the restrictions on employees, i.e. 10% of the time devoted to outside activities, there was no mention made of industrial activities either as a consultant or Board member. He interpreted this to mean that there was no possibility for employees to engage in these activities, which he felt many would like to do. Again, I had no answer for this, and I can see no reason why Board members should not consult for industry or be members of companies.

We also discussed relationships with Rockefeller very briefly. Josh is all for leaving them very loose and undefined and allowing any relationships to happen as they will. I feel in retrospect that we are facing an important problem. The Whitehead Institute as a fledgling enterprise needs all the power and prestige of Rockefeller University that it can get. On the other hand, rigid affiliation ground rules are not only difficult to establish but also could be subject to all kinds of controversy on the part of the faculties of both institutions.

Both Gus and I were rather pleased that Josh had talked to his Executive Committee about the affiliation and found no roadblocks or expressions of dissent. The preferred site appears to be as originally discussed, the southeast corner of 68th Street and York Avenue. We <sup>also</sup> discussed a temporary home for the Institute. This appears to present considerable difficulty.

It may be that we will have to support some people in place until the Institute gets built. We estimate it will take some three years. Pending the results of Thursday's meeting, between Lederberg, myself, and Stu Peerce, it probably would be wise to engage someone to start doing some architectural studies.

ECW/pgp

\* Subsequently answered by Lester Hochberg and both items will be changed as suggested.