



August 29, 1980.

MEMORANDUM TO: Dr. J. Lederberg
Dr. Gustave Nossal
Dr. Herman Sokol
Mr. Martin Segal

Arthur W. Brill
Stuart Pearce
John Whitehead
Peter Whitehead
Susan Whitehead

FROM: Edwin C. Whitehead

RE: WHITEHEAD MEDICAL RESEARCH INSTITUTE
Trip to Stanford University
August 26, 1980.

Tuesday morning, August 26th, Josh Lederberg and I met with Dr. Donald Kennedy, President of Stanford University, and Professor Kenneth Melman, Chairman of the Department of Medicine. We had a pleasant lunch, over which Dr. Kennedy indicated that Stanford had very much changed its attitude towards having the Institute there. The points covered were:

1. He had no tenseness whatsoever about the Institute having independent governance.
2. There was no problem whatsoever about faculty appointments. He felt that, wherever it was appropriate, Institute faculty members would be appointed to the Stanford faculty. Where it was not appropriate, there was no problem with the Institute hiring whomever they wished.
3. He felt, as a general outline for a deal, Stanford University would make real estate available to us. The quod pro quo would be that the Institute would build sufficient laboratory space to house some of their basic sciences which are now pressed for space. The impression was that this would be the entire quod pro quo for the Institute.
4. He assured me that there would be no problems with the Stanford board, the faculty, or anyone else in bringing this off -- in fact, quite the reverse was true.

We discussed candidates for Director and he expressed the view that, if we were able to get David Baltimore, both he and the Institute would be enthusiastically received, and he would immediately be appointed to a faculty tenured position at Stanford.

RWN

Two.

Interestingly, in the past they had tried unsuccessfully to recruit Baltimore as head of their Microbiology Department.

I told Dr. Kennedy that I was not willing to negotiate with Stanford on other than global issues of a very general nature, preferring not to negotiate any details without a Director. He understood this, and was very sympathetic.

After lunch, Dr. Melman and I visited potential sites. There are two excellent sites available:

One immediately contiguous to the Medical Center which is one huge building accommodating both the Medical School and the Hospital.

The other is a huge area where we could probably have as much acreage as we wanted, but separated by a parking lot from the Medical Center. The problem with this latter site is that it is somewhat removed from the Medical Center, a distance of probably 200-300 feet.

The problem with the first location (which I prefer) is that it would not house as large a building.

The contiguous site could be located very, very close to their new Microbiology Building which would be very useful indeed. The latter site would be in the same area as their new Cancer Institute and could be contiguous to it, but somewhat removed from the Institute.

I believe that either of these sites would be superb.

All in all, this was a most successful visit and left little doubt in my mind that the welcome we would receive at Stanford would be very warm indeed and they are willing to bend the rules in any way possible in order to have us come there.

The only negative is the exhausting nature of the trip from the east coast. However, that might be considered a purely personal bias and probably should not carry any weight in the siting of the Institute.

ECW/pgp