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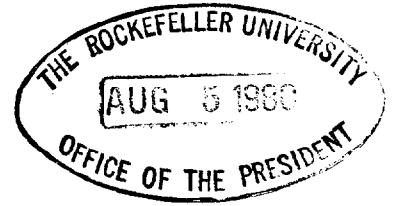
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FROM Edwin C. Whitehead

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Just
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SUBJECT: Dr. David Baltimore

IN REPLY:

DATE: August 1, 1980

Distribution:

- Arthur Brill
- Dr. J. Lederberg ✓
- Dr. G. Nossal
- Stuart Peerce
- Dr. L. Skeggs
- Dr. H. Sokol
- John Whitehead
- Peter Whitehead
- Susan Whitehead

On Thursday, July 31, 1980, Stu Peerce and I met at 9 AM with Dr. Lederberg of Rockefeller University, and Stu has written a rather excellent report on that visit. At 10 AM, Dr. Lederberg and I met with Dr. David Baltimore. Dr. Baltimore, for the uninitiated, is a molecular biologist with a profound interest in cell differentiation and is currently a professor at MIT in the Biology Department. He received the Nobel Prize, I believe some four or five years ago, for his work in this field.

He is about 40 years old, and has been at the top of every search committee for a director for the Institute over the years. In the past he has always professed no interest in the position; the reason given was that he wanted to stay at the bench. In spite of this, Dr. Lederberg contacted him, and he appeared in due course.

Although I had met him briefly in the past, I had no real feeling for him as a man. I had been told that he was a person of very strong convictions and opinions. I was quite unprepared for the rather disarming and friendly approach he took to our interview.

We talked about the Institute; what we were going to do, how and where we were going to do it. The terms of this interview were slightly different from the other two recent interviews, in that the ground rules were somewhat changed. Instead of talking about a Institute definitely sited at Rockefeller University, we talked about an Institute that might very well be at Rockefeller University, but

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opened up the choice of sites. This is more fully explained by Stu's memo.

I think that Dr. Baltimore had considerable difficulty in understanding the institutional relationship with the host university. This is possibly due to his experience, or possibly due to previous information he had received. At present he is attached to the Cancer Institute at MIT, which is funded by the government, and is one of six such cancer institutes in the U.S. Since it is only slightly smaller than our Institute, he kind of thinks of it in the same way, witness our conversation:

He did not understand what I meant by "governance." He stated the Cancer Institute is independent, but it turns out that it does not have its own Board of Directors, all appointments are made by the University, all scientists are members of the faculty of the University, and, in fact, it is an organic part of the University. In contrast, I tried to make him understand, although I'm not sure that I succeeded, that we would have an independent Board, faculty members may or may not be on the staff at Rockefeller, and our programs, hopefully, would be collaborative with the University, but not an organic part of the University program. I still feel that this particular point is somewhat murky in our discussions.

He was not as quick to see the opportunities that one might have in this new Institute as opposed to more traditional settings. I think that on issues such as tenure, governance, peer review, budgetary control, etc., he thinks of the more usual situations where these functions are established and set up by the University, and feels this pertains to what we are doing. Probably this is a function of his role up until now, which has not been in the role of management. Presently, he runs a program of about \$500,000 a year. It is certainly an organic part of MIT. I'm sure he doesn't realize it, but he leans heavily on the university in his selection of people, review of his program, quality standards, resources, collaboration, etc.

For example, he told me that he has \$500,000 per year to spend, and nobody tells him how to spend it. I suggested to him that even in his present setting this is somewhat unique, and purely attributable to his stature,

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technique

but in a \$10 million Institute, this would be very difficult to administer. He allowed[^] as this would be the case. He feels, and I certainly agree with him, that a man should be reviewed on his work, and if he is productive the details of how he arrives at a goal are unimportant.

Outside of this point, which we spent most of three hours discussing, the interview went very well. He told Dr. Lederberg, towards the conclusion of the meeting, that he was very interested in what we are doing. He certainly did not express disinterest in taking it on. He also let drop in the course of the interview that he felt that very few scientists at his position in life really work at the bench, but rather were administering other people's work. I took this to mean that his disinterest in the job on previous encounters had more to do with his lack of interest in the site than his lack of interest in the position. This, of course, could be a wrong interpretation.

It also might be that at that stage of his career he was more heavily involved ~~at~~^{at} the bench. Regardless, in either case there are two very positive signs: 1) His admitting that bench work would not prevent him from taking on this role, and 2) his interest in the Institute. ~~If~~^{If} I were personally to compare Dr. Baltimore with Dr. Kan and Dr. ~~Baff~~^{also}, I would say he is more mature than either. I would ~~say~~^{also} that at his present stage of development, he does ^{not} have the experience needed to establish the Institute.

On the other hand, I would say that by stature, personality, interest and desire, he could more than make up for this lack of experience. I suspect that he would learn very, very quickly. The chemistry between us, for whatever that is worth, seemed very good, despite the difficulty in understanding mentioned above.

In summary, I would say that he is by far and away the most viable candidate of the three, and although young and inexperienced, he could do the job, and that his interest level is probably high. I feel, however, that before we could entrust him with the responsibility, I would like to know him an awful lot better, to a point where I would feel totally comfortable, and some of the issues as to independent governance, and relationship

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with the host institution, etc., would have to be really worked out.

After our meeting, Josh got in touch with Dr. Kennedy, who has just been appointed President of Stanford, and arranged for a visit for me with him to Kennedy on Tuesday, August 26th at 11 AM. I thought it would be a good idea if Baltimore could accompany us on this visit, but unfortunately learned that he will be in Israel at that time and can't make it.

Edwin C. Whitehead