Joshua Lederberg, Ph.D.
President
The Rockefeller University
1230 York Avenue
New York, New York  10021

Dear Josh:

I write to solicit your help in selecting outstanding scientists to help us in the
leadership of a new venture that will, I am certain, meet a significant policy objective in
improving the quality of health regulation in the United States.

With the cooperation of the Environmental Protection Agency and members of the
automotive industry, we have formed an institution called the Health Effects Institute.
Its purposes are fully set forth in the attached description. Stated briefly, they are to
provide for the development of data on the health effects of mobile source emissions
that will be of high quality and credibility. Archibald Cox, Carl M. Loeb University
Professor at Harvard, William O. Baker, retired Chairman of Bell Laboratories and
Chairman of the Board of Rockefeller University, and I have agreed to serve as Directors
of the Institute. With the guidance of a Health Research Committee and a small
administrative staff, the Institute will establish research priorities and a program, and
arrange for the conduct of studies. The results will be subjected to review through a
second committee, the Health Review Committee. A start-up budget for fiscal year
1981-82 will be about $3.5 million, and we expect that at equilibrium annual expenditures
of between $10 and $15 million are probable. Commitments made in advance by the
industry and the EPA have guaranteed the first year's budget, and make the equilibrium
projection seem entirely realistic.

We have been fortunate to persuade Charles Powers to become the Institute's first
Executive Director. He has played an uniquely valuable role in developing the idea of the
Institute and gathering support for it, drawing on earlier experience as Associate
Professor of Social Ethics at Yale and Vice President for Public Policy at Cummins
Engine Company. Dr. Powers will direct the work of the Institute's staff.

I am convinced that an independent institution of this kind, with respected public
leadership and strong scientific support, can provide a model for the solution of a host of
difficult and vexing problems in health regulation. For that reason I am personally
heavily committed to its success. Obviously, however, that success will depend primarily
on the quality of the scientific advice and management we can guarantee for the new
Institute. For that reason, I am asking a few academic and scientific leaders for help in
identifying and recruiting:
Members of the Health Research Committee and the Review Committee. These should be accomplished, productive scientists. Some could well function as "generalists" on the committees, since the capacity to select strong programs or to evaluate research quality is often not constrained to specific fields. But the majority, we expect, will be chosen from the disciplines of toxicology, epidemiology, biostatistics, pharmacology, physiology, other health sciences, physical/organic chemistry, and engineering;

Members of the scientific staff. A very small but important full-time staff at the Institute, under Dr. Powers' direction, will prepare for and assist the work of the committees and monitor the progress of work under contract. The function of these staff members would be rather like that of NAS/IOM/NAE staff. We would hope to attract two or three able scientists from the disciplines of epidemiology, toxicology, or related fields who have an interest in policy matters.

I hope you will be willing to give some thought to identifying candidates for these positions and consulting with colleagues if that will be helpful. If you need further information or have suggestions to pass on immediately, please call me at (415) 497-2481.

Thanks very much for your help.

Sincerely yours,

Donald Kennedy
President

February 26, 1981
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