



DEPARTMENT OF HEALTH & HUMAN SERVICES

921789

Public Health Service

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MAR 24 1992

NO. 1110011

National Institutes of Health
National Cancer Institute
Bethesda, Maryland 20892

December 18, 1987

Dr. David Baltimore
Director
Whitehead Institute
9 Cambridge Center
Cambridge, Massachusetts 02142

Dear David:

Thanks for your letter. I appreciate your comments and would like to have the opportunity to discuss some of the points with you. You may be surprised to find out that we are not far apart on these issues.

Nonetheless, concern about relationships of Bob Gallo and individual scientists at NIAID or CDC should not be interpreted as strain between the three institutions. We actually get along rather well and since we represent over \$2 billion in resources and more than 5,000 people, it seems a bit unfair to characterize our relationships in terms of how Bob is perceived as relating to individual scientists. I know you can't be that specific in public, but I can assure you some people have interpreted comments like yours as indicating serious friction at the institutional level.

The other point I would like to make relates to Bob's control of resources. I have known Bob for over 20 years and have been in his line of supervision for the past 14 years. I am very much aware of his tendencies and have worked hard to box off any abuse of resources. Before the AIDS epidemic broke out, Bob's branch budget approximately was about \$3.2 million. Since then, partly because of expansion in his work in cancer viruses, but certainly because of the addition of AIDS money (about \$5 million), his resources have increased to approximately \$10 million a year. About \$3 million of this is in support contracts that are handled by people outside Bob's lab. Although these contracts support his lab primarily, Bob does not have control over the distribution of available resources in those contracts to outside scientists.

While his budget is by all measures substantial, I sometimes get the impression that people think Bob Gallo controls the entire \$93 million NCI AIDS budget and more. He has absolutely no control over the distribution of the remainder of these funds nor of any other funds in the National Cancer Institute. His lab is, however,

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a rich source of reagents and we feel he has the responsibility to make them available to scientists under appropriate circumstances. He is reasonably good at doing this although there are some examples of too narrow an interpretation of where reagents should go that does relate to the personality conflicts you mentioned earlier.

Howard Temin also expressed some concern about the distribution of reagents under Bob's control and, although we felt comfortable with the system we set up, we have asked the Board of Scientific Counselors (BSC) of the Division of Cancer Etiology to establish a subcommittee to examine the issue of resource distribution from Bob Gallo's lab. This subcommittee will report back to the full BSC and the AIDS Subcommittee of the NCAB so that Howard and his colleagues can make some final judgments about the adequacy of the distribution system.

It is important to me that someone of your stature in the field know the facts about how we do business. Whether we agree or not is not as important as knowing that we are doing our business in an open and fair way, taking care that every opportunity to control this fearsome epidemic is addressed.

I would be pleased to go over these points with you in person in Boston or Washington.

In the meantime, best regards for a happy and healthy holiday season.

Sincerely yours,



Vincent T. DeVita, Jr., M.D.
Director
National Cancer Institute

bcc: Dr. Fauci w/incoming
Dr. Adamson "