

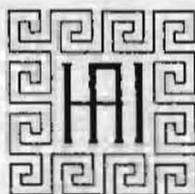
Malone, Thomas

**ORAL HISTORY INTERVIEW SYNOPSES
REGARDING THE EMPLOYMENT AND PROMOTION
OF WOMEN AND MINORITIES
AT THE NATIONAL INSTITUTES OF HEALTH:
A REPORT TO THE ADARAND WORKING GROUP**

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by

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Thomas E. Malone, Ph.D.
Retired Deputy Director, NIH
Interviewed August 24, 1998, at HAI in Rockville, Maryland

Dr. Malone said that his promotion to leadership positions at NIH was a fairly smooth pathway. "I think that the element of race might have been important in the minds of some people, but I'm absolutely certain that it was based upon my qualifications for these various jobs," he said. "All the way through. I didn't have any problems." He felt that being African American was not an issue in his career--that it neither contributed to nor detracted from his career progress. "I was simply a fellow colleague with everybody else." He believed that much of this success could be attributed to his attitude that, "except for color, I never felt that I was different from anybody else. And I think that has a positive impact on people you come in contact with."

When asked what other minorities and women at NIH have attained high-level positions during his career there, Dr. Malone said there had been many. Among them have been George Brooks, an African American who started with Malone in the Grants Administration Program (a one-year program for researchers shifting into science administration) in the program's first class in 1962, and former Associate Director for Extramural Research at NEI; Marie Ussing Nylen, former NIDR Intramural Program Director and Extramural Program Director; Lois Cohen, former NIDR Director of Extramural Research; Dushanka Kleinman, NIDR Deputy Director; Bernadine Healy, former NIH Director; Ruth Kirschstein, NIH Deputy Director; John Diggs, the late African American Deputy Director of Extramural Research at NIH; Kathryn Bick, former Deputy Director for Extramural Research at NIH; Kenneth Olden, the first African American Director of NIEHS; Ruth Kirschstein, Deputy Director of NIH; Ernestine Thurman, a parasitologist who took Malone under her wing while he was a Grants Associate and taught him all about study sections; and Dr. Ethel Jackson, former African American study section chair. Ethel Jackson applied and got the job; Marie Nylen, Lois Cohen, and Dushanka Kleinman were already working at NIH and when higher positions became available they expressed interest, applied, competed, and were hired.

Others include Judith Vaitukaitis, Director of the National Center for Research Resources (NCRR); Elke Jordan, Deputy Director of the National Human Genome Research Institute (NHGRI); Dr. Bettie Graham (African American), Program Director of Genomic Analysis, NHGRI; Ruth Hegyeli, Director of the Office of International Programs, NHLBI; Patrice Desvigne-Nickens (African American), Program Director of the Heart Research Program, NHLBI; Suzanne Hurd, Division of Lung Diseases, NHLBI; Clarice Reid (African American), Director of the Division of Blood Diseases and Resources, NHLBI; Sue Shafer, Associate Director for Extramural Activities, NIGMS; Clifton Poodry (Native American), Director of the Division of Minority Opportunities for Research; Adolphus Toliver, Chief of Minority Access to Research Centers Branch; Yvonne Maddox (African American), Deputy Director, NICHD; Florence Haseltine, Director of the Center for Population Research, NICHD; and Jane Henry, current head of the Food and Drug Administration and former Deputy Director of NCI.

Dr. Malone said that administrators such as Seymour Kreshover, NIDR Director from 1966 to 1975, were interested in having a representative staff of women and minorities

though Kreshover was primarily interested in one's capacity to do the job. He recalled that not once did Kreshover say to Malone that he wanted Malone for a particular position because he was African American. Another NIH administrator, John Sherman (former Deputy Director of NIH), was a champion for inclusive hiring and was the person who spoke with Malone about applying for the now-defunct Grants Associate program. That program always had a fairly good representation of minorities, and there was almost always a minority or female in the group. Because each annual class only had approximately a dozen people, it wasn't an effective way to achieve broad representation at NIH, but it was one of the early programs to bring diversity to NIH, and allowed grants associates to rotate through various institutes. Later on, a program called Extramural Associates brought in women and minorities from colleges and universities for training at NIH; they would return to their institutions with a better understanding of how NIH operates and sometimes became employees or grantees later on. Another important program, started in the 1970s, has been the Minority Biomedical Research Support Program. Many minorities staffed the program, which has prepared a large number of minorities for research careers.

Dr. Malone said he was always very sensitive and committed to the need for NIH to hire more women and minorities in both research and administration. His door was always open to those needing help and he worked closely with those in charge of EEO programs. He was routinely invited to EEO retreats and, in addition to contributing to their deliberations, he would remind them that first and foremost he had to carry out all of the responsibilities of his job as NIH Deputy Director. The group accepted his reminder that he was not the NIH EEO officer.

While Donald Fredrickson was NIH Director (1975-1981), Dr. Malone said, the two men discussed the fact that there weren't enough blacks or women on study sections; Malone suggested drafting a policy for Dr. Fredrickson's signature stating that when new members of study sections were being appointed, Dr. Malone's office would review the paperwork, especially if there were no women or minorities on the slate over a period of time. And if there weren't any, Malone and his colleagues wanted to know why. He said that that initiative alone resulted in a dramatic increase in the number of women and minorities over the years, without sacrificing excellence on the job. Consequently, study sections looked for minority and female candidates where they didn't necessarily do so in the past.

Dr. Malone said that the education and training of black scientists in general, from which to draw on to hire for NIH, has not been as plentiful as he would like for it to be. And that is because "the pipeline is not full." He believes everybody at NIH would like for there to be greater representation of women and minorities and that there's been a strong commitment on the part of people in positions to hire. That has to be tempered with the availability of people who are well trained and have made inroads into research. All these factors have to be looked at when you examine why NIH hasn't had greater inclusion. But overall NIH has been very sensitive to the problem, and he has seen more and more effort over the years. In general, he said, at NIH the possibilities for the advancement of women and minorities are good.