

March 15, 1963

V. C. Baird, M.D.
Humble Oil and Refining Co.,
P.O. Box 2180
Houston 1
Texas

Dear Val:

I am writing to you to raise a question which you may not wish to answer at once, or without further information from me. In any case I do not expect an answer by return mail, and in order not to put you to the trouble of seeking further information at once, I am sending certain memoranda which will provide you with some of the background as well as certain details. If you have further questions, let me know.

Now for the question. I would like to know whether you think it would be worthwhile for your Company, as an operating organization, to make some investment in the Kettering Laboratory, as a source of information and assistance. I put it thus baldly because this is the crux of the matter. I have attempted to make this Laboratory a source of help, guidance and service of research for industry. I have had the help of a considerable number of competent people over the years in developing the technical and medical capability of the organization, and I think this capability is high. The idea behind this Laboratory at the outset, was that it should serve industry in relation to its hygienic needs, and that industry would support its efforts to the extent of its needs. This idea has worked out well thus far, but it can persist and gain ground, only as we have a clientele in such numbers that the problems that need investigation (in the Laboratory or in the field), at any one time and from several sources, will always be sufficient to keep us busy. We must be able to move within industry, and to make use of the "material" of industrial health, so to speak - problems for investigation, matters for consultation and advice, etc., - in the manner in which the medical and surgical specialists make use of "clinical material" in clinics and hospitals, for both research and teaching.

I am attempting to establish working relationships with a score or more of industrial organizations for whom we have done work from time to time, whereby they will make some investment, however modest, in our new facilities, with the expectation that they will wish to call upon us to make use of the facilities at some time in the future. This is the manner in which the facilities came into existence, and this is how I'd like them to continue to grow and adapt themselves to the needs of industry, as a physician undertakes to serve his patients in private practice. I have had reason to believe that many of our industries need the kind of services which

we can give, and that a university is an excellent site from which to provide such services. There are not enough of such facilities in the United States at this time, and the only likely alternative to their further provision by industry, is that of their being supplied by government. The latter, in my view, is not the way to do it. I believe firmly that the better job can be done by a non-governmental group that is responsible, within the limits of professional propriety, to industry.

What I am saying, I hope not obliquely, is that I'd like Humble Oil and Refining Company, with your approval and encouragement, to join with other industrial sponsors in the present support of the Laboratory, with the prospect of sponsoring the use of certain of its facilities from time to time as they may serve your Company's purposes.

I wrote originally to Ralph Schneider of Standard Oil Company (N.J.), who felt at that time (as I believe those for whom he spoke did also) that their contribution, made through Ethyl Corporation, had been generous and adequate, as indeed it had been. He expressed his willingness to have me approach the Medical Directors of the affiliated operating companies, but I made no effort to do so then. The situation is now changed, in that Jersey has disposed of its share of Ethyl Corporation. Moreover the reorganization of the refining and marketing operations has altered the situation further. These matters are none of my business, of course, but I speak of them to acquaint you with my prior actions, and to give you some insight into my present attitude. We have served the petroleum industry in a number of ways, and will likely have occasion to serve it again. I should like it to be well represented among our sponsors, and it is obvious that your Company would be an important representative.

We have never attempted to bind our sponsors to us in any formal manner. We have wished to feel that they would come to us when they need or want our help or advice, and would listen to our needs from time to time, and contribute to their provision if they approved of the purpose which we had in mind. At this time we need additional funds. I have set forth these needs in the accompanying memoranda. But more than this immediate financial need is our need of continuing professional support. This Laboratory was created by industry to meet some of its urgent needs. The original needs have been met, if not wholly, then in large part, and in the process we have supplied a great deal of additional information for industrial use. We can continue only with the support of industry, and with the guidance of industry in respect to its needs. We are sure there is dire need for trained personnel in medicine and industrial hygiene. We are trying to supply competent talent and we are succeeding. We are also certain of many of the needs in research, and we have equipped ourselves with a competent staff for this purpose. Whether our efforts can persist successfully depends now upon industry.

In anticipation of my retirement in July of 1964, I am undertaking to do what I can to put the household in order, and to give it the

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best possible chance for success in the maintenance of its original purposes. I would be most grateful for your help, but I would find it acceptable only to the extent of your confidence in the merits of the case.

If you think it might be desirable and useful to have me talk to some of your people, I should be glad to do so at their convenience. Otherwise, however, I leave this entirely in your capable hands.

Sincerely yours,

Robert A. Kehoe, M. D.

RAK:ss

Encl: 1 set of memoranda

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