

December 3, 1947

Bob:

It is now apparent to me, after studying what Stan and Blank and you have said, after hearing unofficially from Johnson McGuire what the committee was up against in trying to assign me any time at all at the Holmes Hospital, that due to circumstances entirely beyond control at present the University is not going to be able to provide me with facilities for clinical practice. As a result I have had to re-examine the tentative program we have recently discussed.

After thinking about it at length, I feel that the time has come for me to give up one of the three activities that have absorbed so much of my time - teaching, research and practice. I don't think it is a bad idea at all to have such a decision come at this time, because each of these fields is demanding enough, and a masterful job in all three is beyond my capabilities. I would like to present herewith the general outline of a plan that seems feasible to me, and which I would find stimulating and enjoyable.

The plan would be for me to be responsible for the clinical supervision of the liaison between the Kettering and the other departments of the Medical School, and to keep my research and other activities integrated with the broad interests of industrial medicine, under an appointment in your department.

My main responsibility would be a research program. I believe we can arrive at a ~~materially~~ satisfactory program that will take up a good half of my time.

A third responsibility would be the clinical problems that are referred to the Laboratory that you wanted me to see.

I have an implied obligation to you this year to help you with the teaching program for the remainder of this year. If you wish, this would be a fourth responsibility.

Since this program would put me essentially on a fee-for-service basis, my time for private practice would be ~~assigned~~ ^{arranged} to suit the convenience of my patients.

If you feel that such a plan might prove to be a satisfactory solution to the present dilemma, I shall be glad to write out a more specific program for us to discuss.


Henry

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