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Dean - College of Medicine

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Dr. Clifford G. Grulee, Jr.
Dean, College of Medicine

Dear Bud:

I am sending, herewith, a memorandum, in which I have set forth some of my views concerning the policies of the Kettering Laboratory, as they have existed in the past, and as they seem to me to be pointed toward the future. This memo has not been made available to any person other than yourself. I send you a carbon copy, however, of such disposition as you may wish to make of it.

I have written to Dr. Radford about certain matters concerned with the functions of certain individuals and groups within the staff, for such use as it may be to him. In this letter, as well as in the enclosed memorandum, I am making my own views as clear as I can, with the idea of putting them up for consideration. In neither instance do I expect to go beyond what I have said, unless I am requested to do so, nor will I press for the acceptance of my views in any other manner. After June 30, I shall be silent on these matters except as you or Dr. Radford may ask me to speak.

Sincerely yours,

Robert A. Kehoe, M.D.

RAK:meh

Enclosure

Considering the financial position of this Department with particular reference to that of the Kettering Laboratory at the time of my retirement, I think I should explain my view of the situation, comment on its meaning in relation to the future, and let you know, formally, that I have no intention of leaving the matter as it now stands, if I may, with your consent and that of Dr. Radford, do what I think can and should be done. My reasons for my attitude, at this time, have to do in part with the fact that the factors which were (and are) responsible for the situation operated during my administration of the affairs of the Department. Much more importantly, however, there is real danger, I believe, that the situation may be misinterpreted and may lead to a radical change in the policy of the University with reference to several features of the future status and function of the Laboratory in the Medical Center. Certain aspects of this matter are not likely to be presented to the Administration of the University with appropriate clarity and vigor, unless I speak of them in the light of the purposes and functions of the Kettering Laboratory in this institution in the past, and the role, in medical education and practice, that has come to be attached to it on the basis of its performance. There is not, I believe, any immediate

with certainty as to their proper appraisal of the past in relation to the future. They represent the cumulative experience of forty years in an attempt to interpret American society and the trend of medicine and medical education there. They are what I have come to believe, and I would be remiss if I were not to present them for consideration when I relinquish the helm.

First of all, let me express my profound conviction that in the field of medicine and medical education, industrial medicine represents the area that is in most urgent need of development. The reasons for this are two. 1.) It is the area that involves the greatest present and future threat to the largest segment of our population, and also, to the ^{public confidence}vis and adaptability of the medical profession in meeting its responsibilities. 2.) It is the most meagerly manned and exploited major area in American medicine. I think I need not present the overwhelming evidence that is at hand in support of these statements, in view of what I (and others) have written on the subject.

There is a present trend, on the part of several professional organizations, especially the American Medical Association, and ^{among the} schools that have been identified with research and education in industrial medicine, to seek prim

cine, it cannot be criticized severely, although it may not be timed advantageously. Where it has abandoned industry, as the site of principal activity, because of inability to penetrate industry successfully, or unwillingness to try to it is a seemingly unavoidable, strategic change in direction. Where it has come about as an expression of a feeling that collaboration of a university or college with industry is somehow improper, as being tainted with commercialism and economic bias, it may be mainly an expression of timidity, it is, in fact a gross failure to interpret the times, and renunciation of the function of a university to lead and guide in the professional and cultural evolution of our society. Incidentally, Margaret Mead said something on this score in her commencement address. One can disagree with her, but it would be well to be quite sure of the basis of such disagreement.

This trend is unfortunate, for the collaboration of industry and a university medical center in professional training in industrial medicine is a natural and necessary development. Moreover, industrial medicine and industrial hygiene - the two essential disciplines in industrial health in their methodology and their ultimate goals, are the essential part in the training and practice in environmental health.

by the developments of industrial technology.

This brings me to consider the dangers, as well as the advantages, of relying heavily upon federal funds in support of this Laboratory. Apart from the urgent need of the Laboratory for financial help at present, and the propriety of the utilization of such funds for specific purposes, (I shall comment on these matters, later), dependence upon such funds is unwise for several reasons. There is a distrust, sometimes subtle and sometimes outspoken, on the part of certain governmental servants and agencies, of the motives and performance of industry. (No doubt, this feeling is reciprocated in industry.) Because of the working relationships of this Laboratory with industry, this distrust of our position has expressed itself in a variety of ways. Quite apart from the fact, often displayed, that the financial support of specific activities in communities and extra-governmental institutions by the Federal government is unreliable, often quixotic, and always subject to major and minor political currents, the direct subsidization of the Laboratory is fraught with the grave risk of the compulsion to move, in its work, in the direction of governmental thinking and policy as to both methods and motivation. There would be many other minor difficulties such as the lack of sufficient funds for overhead expense, the excessive amount of negotiation and

of the association of the Laboratory with industry.

I am sure that the collaboration of this Laboratory with a number of governmental agencies is both feasible and essential. Many of the people in these agencies are able scientists, respected colleagues, and persons with whom one pleased and benefitted to associate. Our working relations in the past with the people in our own and related fields, been above reproach. The scientific rapport and the personal friendships with these excellent people, should not blind us, however, to the risks, of which I have spoken, which are activated outside their ranks. Our good relationships with scientific and professional personnel have stemmed from the worth of our work, from our independence, and from the relationships with sound technical people in industry that have enabled us, in many instances, to provide a trustworthy liaison between the two. Our associations with our colleagues in the Department of Agriculture, the Food and Drugs Administration, the working, and some of the administrative, personnel in the Public Health Service, the Army, Navy and Air Force have been most agreeable and mutually beneficial. These can be maintained without difficulty and with professional and financial advantage but they are on their best footing when the professional position of the Laboratory is independent.

justified and productive. In fact, it is evident that it is a requisite for certain professional and academic purposes and functions, since these cannot be carried out, successfully, otherwise. These relationships therefore must not be allowed to suffer attenuation. The most important asset of the Kettering Laboratory, in the prosecution of its own goals, in its contribution to the University of Cincinnati, and in its larger contribution to industrial medicine and industrial hygiene in the United States (and beyond), lies in its access to American industry. I shall try to show why these ^{threats}/statements are true, and why it is essential to the progress of the Laboratory that this asset be retained, exploited and amplified.

Medical and hygienic investigators of the ^{threats} threats to our people and the society of our time, as these have been and will continue to be associated with modern technology, must have easy access to industry, in which the work of technical research and development, and the applications of such research are based. Here are the hygienic problems, and here are the most affected people. Most of what we know, for certain, on these matters has come from investigations within industry. The remedies for pollution of the air, water and food must come out of modifications of industrial technical practice. The modifications may conceivably arise, in part, out of research

industry of the facts of life, as learned mainly from experience, but also from research and practice in industrial medicine and hygiene. In the American scene, this is the way they should come. There is urgent need of trained personnel in industry to accelerate the awareness of industrial management of its responsibilities and of the opportunities that flow from them, in carrying out the necessary work in the application of available knowledge, and in protecting the lives and health of the people who work. (It is difficult to portray, adequately, the urgency of this need, at present and in the immediate future, without indulging in lurid language. The temptation to use such language, which is self-defeating, is great, in view of the apathy of the medical profession.)

If it seems necessary to have access to industry in order to investigate technologic hazards, it is much more readily apparent to anyone with experience in technical, medical and hygienic education, that the availability of the "clinical material" of the field is a primary requisite for professional training, rivaled only by the availability of competent instructors. It is not possible to attract and then to train professional people in this field, in competition with the opportunities now afforded to technical and medical people

society through the effective practice of occupational medicine and hygiene, unless there is a theatre in which to learn, to investigate and to demonstrate. Such a theatre exists for the tutelage of graduate students (medical and hygienic residents in training) in the Institute of Industrial Health of this University. This theatre can be enlarged and improved in the future, as it has grown from nothing to modest dimensions in the past.

Now, to come to the matter of what I should like to do. During the past two or more years it has been impossible for me to seek out and obtain the financial support of industry to the extent that this should have been done. I have been heavily engaged in keeping the work of the Department going, in doing what I could to maintain the graduate educational efforts of the staff, to support the slumping morale of the personnel, that I have had little time to do more than to cultivate good relations with present sponsors at every opportunity that presented itself from day to day. There is a splendid opportunity now for me to cultivate the interests of old and new industrial sponsors, and I am willing and anxious to make a concerted effort in this direction, after my return (in November or December) from Chile.

that now exists. I expect to do something about this, and the administration can deal with it temporarily, without serious consequences, I expect to work toward its elimination. The deficit in the Building Fund can be made good, without serious difficulty, while that represented in operating funds can be reduced greatly.

There is need for operating funds for what may properly be termed Research and Development. I am reasonably sure that general funds for this purpose can be obtained from a number of industries on an annual basis. This needs only be followed up by personal visits and some additional correspondence. I started to do this late in 1964, but I have not been able to find the time to continue it.

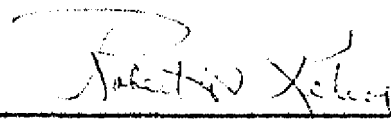
Endowment funds, the income of which can be used, primarily, for the maintenance of salaries on a limited but secure basis, with respect to tenure and other benefits, can also be obtained from industrial organizations, perhaps foundations and certainly persons, who would not look favorably on annual contributions, but would make a single contribution at an appropriate time.

I have in mind, and have broached the subject to certain interested persons, a procedure for soliciting these

There is another very important function to be performed soon. I have found out from a number of sources, including alumni of the Institute who are in highly responsible positions, that it is thought, by a number of industrial executives, that the Kettering Laboratory is too much involved with the problems of a few industries with which we have been associated for many years, to be interested in other connections. Through friends and associates, I can make contact with a number of these people, and seek to establish professional relationships that will be mutually beneficial. This can hardly be done by correspondence, and not at all by the pseudo-advertising practice of distributing brochures.

My purpose here would be to solidify the position of the Laboratory, but my larger purpose would be to further the development of industrial medicine or, if you wish, Occupational Medicine. I and a number of discerning associates are deeply concerned by the drift away from an appropriate emphasis on the professional development of this field. If we in medicine are to fulfill our responsibilities to the citizens of this country, and if we are not to be eclipsed by the engineers in this hygienic field, to the great disadvantage of our people, we must bestir ourselves soon.

distrust my successor. It is rather that I feel the necessity of saying what I think should be said. I shall abide by your judgment, and that of the Faculty of this School, as I have been pleased to do in the past, as to the degree and type of effort which I can put forth appropriately.



Robert A. Kehoe, M.D.
Director

June 28, 1965

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