

November 18, 1961

Mr. W. E. McCormick, Manager
Department of Industrial Hygiene and Toxicology
The B.F. Goodrich Company
500 So. Main Street
Akron 18, Ohio

Dear Mr. McCormick:

In response to your letter of November 8, our people have gone over your protocol and have estimated the cost of the conduct of the work as prescribed. I attach hereto the schedule of costs.

I should like you to be quite sure that we would like very much to continue our relationships with yourself, Doctor Wilson, and your Company. Our purpose over the years has been to make ourselves available to industry for advice (when sought), for certain services in relation to industrial hygiene (as needed), and in community health insofar as the latter is threatened or said to be threatened by industrial activities. We have also, as you know, engaged in the training of professional personnel (physicians and industrial hygiene engineers and technologists) in order to provide resources in trained personnel for industry primarily. In all of these activities, we have sought to achieve a high quality of performance, and while we have not been extravagant, in my opinion, we have not spared expense in this attempt. We have had some difficulties, but our general situation is good, and our product, in terms of the fruits of research and the harvest of trained personnel, is, I think, of good quality.

If, however, this general pattern of activities is to continue and thrive, it must have the support of industry, and I am as loath to lose the industrial relationships of the past, as I am ^{anxious} to gain other associations in the future. By the very nature of the broad base of scientific and technical competence at which we undertake to operate, ours is a somewhat costly activity, and because of this and of the associated educational expense, we may not be able to compete with certain other laboratories, and we shall certainly not attempt to do so to the detriment of the quality of the work. It is necessary that our industrial sponsors understand this situation in the background of the present state of the science and art of toxicological investigation. There is much to be done to bring the science and art into a more realistic relationship with the life of the times, and unfortunately certain "routine" procedures are making places for themselves that are far beyond their worth.

I am being quite frank about these matters because much is at stake

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in our own case, and even more is involved in the wider field of the general professional approach to modern technology as a major factor in the environment of men. There are two aspects of this situation which bear upon this specific project and upon others that may come later. The one has to do with the prescribed character of the work in this instance. The problem appears to be simple in this case, but, even so, we are not happy nor true to our duty, if we carry out an investigation along strictly prescribed lines. This represents looking at the problem with blinders on. We should be able to lay out an investigation along strategic lines that will yield the most information for the money that the sponsor is justified in expending. This does not mean that we rebel against financial restrictions. Nor does it mean that we are unwilling to recognize the urgencies of official and legal prescriptions. However, it is often true that we can obtain a result that is better and more enduring than that which could be obtained by following an officially prescribed procedure, and one that satisfies the officials completely. (We are entirely willing to make estimates of cost in relation to a prescribed set of procedures, for the sake of comparisons of bids on accurately specified performance, although, as I indicated above, we may not be able to compete.) As a general rule, we think it necessary or, at least, high/desirable, to sit down with you and to learn the nature of your problem, after which we can suggest what may be done, and come to agreement with you as to what, precisely, is to be done, and what it will cost. Reports of progress can be made from time to time, and in some instances periodic conferences may be useful.

I trust that you will not conclude from these remarks that I have any doubt as to your ability to manage your own affairs. This is certainly not the point. Rather, the status of industrial toxicology at this time is one of growth and immaturity, and our position as investigators and yours as a responsible professional man in industry are in greater jeopardy now than they have been in the past. We shall have to live, for a long time to come, in the situation that is developed within the next few years. We are doing all we can to shape it, and we will not be content to make our living in this field by doing what we are asked by industry and told by government, to do. It is not to be expected that industry generally will be aware of these matters, but some of the leaders in industry will understand. It is such leaders, plus others that may choose to join the ranks, that we hope to have among our associates and supporters.

During the past year, in preparing for the expansion of our staff and facilities (now assured), and in putting ourselves in readiness to move more effectively in our field, we have reviewed our situation critically, and have planned (or at least outlined) our course. I am doubly conscious, therefore, of our dependence upon our relationships in industry for the continued progress and success of our efforts. We can, perhaps, obtain funds from other sources for our work. But if we do so, the character and the ultimate goals of our work will change. I am confident that, in our society, we can succeed in what we are doing, and that we should make every effort to do so.

Sincerely yours,

RAK:ss

Enclosure - Estimate

Robert A. Kehoe M D

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ESTIMATE OF COST OF PERFORMANCE OF WORK AS PRESCRIBED

I. Intramuscular injections

1. Salaries of personnel engaged on the general work \$3,733.00

2. Cost of other services by item

Animals:

Rats (80) 80.00

Dogs (24) 1800.00

1,880.00

Care of animals

Rats (56 days) 134.40

Dogs (56 days) 672.00

806.40

Hematological examinations

208 at \$7.50 156.00

Hepatic function tests

72 at \$15.00 1080.00

Renal function tests

72 at \$15.00 1080.00

Necropsies

Rats 240.00

Dogs 168.00

408.00

6,814.40

TOTAL

\$10,547.40

II. Local Irritation

Itemized on same basis as above

343.40

Total estimated cost I and II.

\$10,890.80