

September 20, 1960

Mr. Ralph C. Bursiek
Dean of University Administration
University of Cincinnati
Cincinnati 21, Ohio

Dear Mr. Bursiek:

In response to our telephone conversation, and also to the fairly urgent needs of the situation in which we find ourselves with reference to starting the construction of our addition at the earliest possible time, I am setting down the facts as to the sums of money actually pledged, and the prospects for obtaining further pledges or actual contributions. I include the latter, despite the likelihood that the responsible officials of the University may not be at liberty to take these prospects seriously at this time as a basis for action, because I would like (as I am sure they do also) to proceed with all possible speed to have contracts entered into and the work started. There has been a long delay in the preparatory steps for a variety of reasons which seem to have been unavoidable, and I should not like to prolong the delay one day more than is necessary. At the same time, I am fully aware, I believe, of the difference between money in hand and in prospect.

The sums now pledged, some under conditions that can certainly be met, amount to \$560,000.00, in the individual sums itemized below:

Hamilton County	\$200,000.00
Ethyl Corporation	175,000.00
An anonymous donor	100,000.00
Procter & Gamble Company	50,000.00
Monsanto Chemical Company	25,000.00
California Research Corp.	10,000.00

An additional sum in our Educational Fund which has been or is now available for use at my discretion. Part of this has been transferred to the Building Fund, and the remainder can be so dealt with at any time. The entire sum, including the amount (or amounts) transferred to the Building Fund is.....\$29,700.00 (approx)
The total sum of money at hand or assured, is.....589,700.00 (approx)
Leaving to be obtained.....874,700.00*

*Includes all bids, architects' fees, regular and extra, cost of water and electrical facilities, and furniture, fixtures and equipment (\$100,000.00).

It is not necessary to include the cost of furniture, fixtures and equipment in the program for which contracts are to be entered into at this time.

The following industrial organizations have been acquainted in some detail with our plans and expectations, have expressed themselves as being prepared to contribute, and are waiting to take official action until they can consult among themselves (formal action by their Board of Directors) or until I can meet with their official representatives with the complete account of our needs. Certain of these companies have asked me to indicate what I believe to be their share of the anticipated cost. The composite sum available from these sources, and simply waiting to be decided upon can hardly be less than \$285,000.00 in amounts itemized below:-

E.I. duPont de Nemours and Company	\$75,000.00*
Ford Motor Company (through one of its foundations)	50,000.00*
Kaiser Aluminum and Chemical Company, and)	
Kaiser Steel Company -jointly)	50,000.00
Shell Chemical Company	50,000.00
Velsicol Chemical Corporation	35,000.00
Owens-Corning Fiberglas Corporation	25,000.00

* ultraconservative estimates, may be larger..

In addition a number of interested companies, as listed below, have been advised generally of our plans and have indicated their intention of being included without any reference to the actual size of their contributions until such time as a specific proposal should be made to them on the basis of the amount of money required, the contributions of others, and the general scheme of the allocation:

United States Steel Company
Aluminum Company of America
Reynolds Metals Company
International Business Machine
Eastman Kodak Company
Standard Oil Company of Indiana
Standard Oil Company of New Jersey
Kopper's Company
Allis-Chalmers

The composite sum estimated on reasonable and not over optimistic grounds from these companies comes to about \$230,000.00. It may be of some importance, in considering the validity of my estimates, to know that I have not failed yet to find those with whom we have been working responsive to my suggestions, even to the sums to be contributed. An example of this is a relatively new-found sponsor of the Laboratory, California Research Corporation, which preferred to contribute "to the work of the Laboratory" in two or more installments in successive years. The first installment of \$10,000.00 has been received, to be used at our discretion, for the promotion of any part of our activities.

As I indicated in my confidential letter of July 15, there are additional sums to be obtained by the solicitation of other industrial organizations. I list these with certain highly significant additions which have come to

KE 0008913

light through preliminary interviews at the last of the July meeting of the Thirteenth International Congress on Occupational Health in New York City. The total sums that can be obtained from these sources cannot be estimated realistically at this time. There is little room for doubt in my mind, however, that the balance of our needs can be met within the next six or eight months:

Pure Oil Company
Jones and Laughlin Steel Corporation
Hercules Powder Company
Champion Paper and Fiber
Owens-Illinois Glass Company
Barrett Division of Allied Chemical and Dye
National Distillers
General Electric Company
American Steel and Wire Company
The Texas Company
Wyandotte Chemical Corporation
Pittsburgh Coal and Coke Company
Minnesota Mining and Manufacturing Company
Carrier Corporation
Two of the larger Telephone Companies
Toms River Chemical Company
Equitable Life Assurance Company
Metropolitan Life Insurance Company

I think I should point out the reasons for the delay in my approach to certain of these organizations, and the tentative character of my approach to others, as well as my failure to obtain written pledges of funds or actual contributions. Since two years have elapsed since the initiation of my efforts along this line, it might appear that I have not been sufficiently diligent, or that I have met obstacles of a serious nature. The facts are not such as to justify much concern along these lines. I had to deal, at first, with an uncertain economic situation. My friends in industry advised me to wait until this was resolved, and by the end of 1959 this had come about. I was then presented with a very considerable problem as to the actual cost of the enterprise, and this problem was made more difficult by the necessity of altering the initial plans and of reorienting the new wing in relation to the existing structure. Only with the receipt of bids was I able to determine with a reasonable degree of certainty what funds had actually to be obtained. These bids provided me not only with the size of the task to be accomplished, but the composite of all the bids is at least \$400,000.00 less than I was led to expect, and I am in no doubt as to the outcome of my efforts.

On the other hand, I found that I could do literally nothing toward the finalizing of contributions of funds in August because of the numbers of responsible people who were on vacation at that time. The way is now clear to complete certain negotiations, but time will be required for this, since I cannot press busy and responsible people into prompt and formal compliance with our wishes and purposes. It would be most unfortunate, in my view, if we were to fail to take advantage of the bids now at hand. It is most

KE 0008914

unlikely that they could be reassembled at reduced or even equivalent prices. Consequently I feel it necessary to know, at the earliest possible time, just what I can and should do to satisfy the responsible authorities of the University that contracts can be entered into without any departure from necessary policies, and without undue risk. If I were in position to do so I would guarantee the provision of funds on my own responsibility. Failing to be able to assume this in an appropriate manner, I am prepared to carry out any alternative requirement that is within my power.

Sincerely yours,

Robert A. Kehoe, M. D.

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KE 0008915