

Get off on!

February 4, 1972

Dr. Henry Blackburn
2108 Oliver Avenue South
Minneapolis, Minnesota 55405

Dear Henry:

Since I am leaving for Chicago on Friday morning and will be gone through the weekend, I did want to attempt to get this letter dictated so that you might get it for the weekend. Unfortunately, I may not have the chance to review this dictation before I leave, so if the syntax of the sentences is not perfect, I trust you might understand.

I will attempt to summarize the informal conversations we have had thus far concerning my willingness and desire to recommend to the Regents your assumption of the directorship of the Laboratory of Physiological Hygiene. I appreciate the fact that you have unquestionably received substantial offers from other institutions, and it is precisely for those same reasons that I would hope to be able to convince you to pursue your career here so that we might benefit, as well.

I might group my comments into two general areas: what the School can offer to you, and what I hope you would be willing to offer to the School.

Specifically, in the first category, I wish to reassure you of my sympathy and support for the important research role that the Laboratory can play for the School. I think the prospect of being able to engage in the field trials offers an important chance for demonstration of true applied public health. I fully intend that you should pursue that research function, strengthen it, and I assure you that I shall do everything I can within the resource limitations of the School to assist you in that effort.

While we have discussed informally the sometimes necessity for re-allocation of monies internally, I assure you that I do not intend that the basic resources allocated to the Laboratory be diminished in any way. The kinds of money may change from time to time, but I fully intend that the basic support shall improve, at least in proportion to the way the School prospers.



We have talked of I believe our mutual desire to see teaching expand from the Laboratory. This is not to be at the expense of the research effort, but hopefully a product of and strengthening of the research effort as well as a sharing of your unique capabilities with other disciplines in the School as well as the Health Sciences more generally. I would hope that better identification of these teaching efforts would justify the potential for additional support in the form of Hill-Rhodes funds and other monies specifically dedicated to teaching purposes.

As you know, new space is under construction for the Laboratory. I believe it will be necessary to maintain a strong Laboratory program in order to continue to justify the new space. One seems to beget the other. I have recently spoken to Vice President Brinkerhoff about the need for additional state support for the maintenance of the current Laboratory and he is very sympathetic to this, I believe. I hope to assemble the necessary documentation for this in the very near future and press the advantage we gained when you put on such a good show for him the afternoon he visited the Laboratory.

Finally, as regards salary, I assured you that you could anticipate a salary equivalent to the other major division directors. This is currently at approximately \$33,500 with such raise of 3-5% as may be anticipated beginning the next fiscal year.

I believe we can also offer you the opportunity for expanded influence within the School and within the Medical School. As you know, Dr. Ebert has spoken to me on your behalf and has offered a joint appointment at the professorial level in the Department of Medicine in the Medical School. I would hope we would do this to indicate the potential for collaboration with this unit.

I believe you could do the following things for the School of Public Health. You could add greatly to the stock of imaginative medical leadership in the School of Public Health, a commodity which is currently in rare supply. Whether through your own clinical expertise or through your policy input, I believe you could be very helpful in helping us better determine the relationship of modern public health to the expansion of primary care.

I could foresee a valuable leadership role for you in helping define our relationships with Medicine, Family Practice, and other clinical units. This is not to imply massive demands upon your time away from research effort, but simply a presence and philosophical input. I believe I have spoken to you of the value of your role thus far in our brief deliberations toward the Man In His Community curriculum. This has been very valuable and I foresee many additional such values to be gained by the School from your presence.

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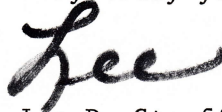
I foresee looking to you for expansion of relationships with our Biometry and Epidemiology units and better utilization of these sources of talent in more comprehensive research programs for the School. We desperately need leadership in applied community epidemiology and I believe you can perceive the many ways in which these resources could be utilized to the better advantage of the School generally and each of the disciplines individually.

I believe you could assist us in the expansion of the research base within the School, particularly in the areas of epidemiology and occupational health, to name just a few. While I understand and am in agreement that the field trials are your prime interest and should be, I believe the capability of the Laboratory could be expanded by collaborative studies with other units, the range of scientific specialists could be enhanced, and I believe benefit would accrue to both the Laboratory and the School generally.

We have discussed some of the alternates facing you at the present time and I know that some of these are very attractive. It may well be that the School of Public Health needs your services at this time more than you need the resources of the School of Public Health. However, I have tried to portray that I believe a wide range of possibilities exists within the School that could prove challenging to a man of your many talents. I would like to reassure you that I intend to give you such support as I can, within reason, to make that challenge appealing to you.

If you have any questions about the sincerity of my offer or the range of possibilities open to you I hope we may have the opportunity to discuss these possibilities in detail personally before you make a final decision. I am hopeful that we can put the School of Public Health in a position to play a prominent and vital role in the Health Sciences at the University of Minnesota. You could play a vital role in giving the School the capability to fulfill that function. I hope that we might look forward to having you give us that kind of leadership. I look forward to discussing this with you further on my return next week and hope that this somewhat long letter may have created a positive base for our discussion.

Very truly yours,



Lee D. Stauffer, Dean

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