

MEMO

To: Ancel, Henry, and Ernst

From H.B.

Date: July 29, 1964; 6 a.m.

I have found that communication of my ideas and intentions has invariably met with helpful advice, support, and direction on your parts, whereas my own "common-sense", held without communion, hasn't always served me so well. Consequently this memo.

Two years ago when I left all clinical appointments, reduced Mutual Service to a lunch-time consultation, and signed on here full time, I think there was a tacit understanding of a continued mutual interest and agreement on a long term basis. I have since felt, and in most ways been, "Senior Staff". But in some ways my role as "clinical research fellow" didn't change.

This is partly due to my not completely accepting the idea that I could be a scientist or realizing I could make any significant contribution (relative) to science. It is partly due to a failure to comprehend, about that time, where I was making a mistake in utilizing laboratory data, and after having it abruptly clarified, retreating. The retreat involved ignoring some responsibilities to myself, to the lab., and to being an investigator, including laying clear plans appropriate to ability and ambition. This retreat should not continue and the next period should be a logical one in the laboratory picture, determined by mutual forethought rather than my muddling through or moving or being moved precipitately.

At this stage I need your individual and collective advice, including your ideas about where my role is. I find just "doing a good job" is not always possible, or always satisfying, or always progressive. I think you would not be ^{un}happy to know some areas, large and small, in which I consider change important to my more effective function.

(International): I consider my responsibility the collection of sound clinical-ECG data in all areas, and that I am directly involved in planning for its analysis. There are no problems here except that, having the responsibility, under you, for this task I have no direct part in assigning or arranging schedules for the personnel in this field. I would be happy, as a rather small thing, to assume this function and to have a ceiling stated for expenses of transporting personnel and equipment directly related to the clinical-ECG function only. The team you have developed is more than adequate for this but could use some coordination. More important, the individuals in it may need to see a little more direct return, and we should discuss how their collaboration could be more valuable to them and us.

Area II in the Lab.: Recognizing the fact that I didn't carry enough weight 2, 3 years ago, to command funds for our ECG data processing program, and that HLT justly asks "what more could I have done" for this program or for me in it, I have comments for the present and future. One, like it or not, I think we must proceed. We may not even be worrying about ECGs 10 years from now, but anything we are worried about will be handled on tape with computer aid. I don't understand most of the business but I'm the logical person to oversee it. (HLT comment?) I need help to get help to make it go, and by help I mean help to organize a decent application with myself as principal. Immediately, I would suggest we hire the engineer we have waited so long for Otto to hire, and present him to Otto. If this means Stan goes, O.K.

Area III, The Lab.: E.S. and I have had a good talk and I won't air the laundry. He understands my desires to perpetuate his work in the future, in a logical continuation, turn it somewhat more according to what I believe to be yours and my concept of the overall laboratory program. Both "Vectorcardiography" and "Constitutional Correlations" are, as subjects of a grant, so close to my interests that I haven't thought of a way to change their names for purposes of an application on my own. Consequently E.S. and I are making a greater effort to communicate on plans and day to day work in this area with the idea that eventually I may continue the administration and investigation under these grants, or if it is more appropriate, terminate them in favor of new grants. We need help in preparing the way for him to contribute optimally to the ongoing work at the laboratory.

Rather than sharing his personnel with him I should like eventually to be able to support a post-graduate-type collaborator and believe I could obtain such individuals. One reason I have needed Stan Ross is simply to have a willing hand. His help is, of course, equivalent to 2 friends from Nippon in cost.

Area IV, The Lab. (Pentti): Until, or unless, we get our shiny new Institute, Carl, etc., I can't predict how long this marriage would last. HLT has done a very effective job here, and I also have apparently supplied something Pentti needs. If we have an engineer along with Parlin, I think the present arrangement of a bi-annual tryst with Pentti is excellent and should be built in the program at least for next year. I consider Parlin "essential".

There are many other areas where I have suggestions and in which I need help and want communication. One concerns my continued training, another my evaluation of the best way to keep myself (and the lab.) "up on" clinical medical developments; another continuing need is for relief from "routine" functions so amply appreciated by you as the program has grown more complex, and finally more exchange of ideas on where my work is leading and where the laboratory is going. I hope I have confined my remarks to areas which touch on me and I hope I have indicated that any freedom or power wanted is only that to more effectively carry out what we mutually consider to be my responsibility.