



UNIVERSITY OF MINNESOTA
TWIN CITIES

Laboratory of Physiological Hygiene
School of Public Health
Stadium Gate 27
611 Beacon Street S.E.
Minneapolis, Minnesota 55455

Combs - Briggs

February 12, 1981

Mr. Norman R. Briggs
65 Pasa Robles Avenue
Los Altos, CA 94022

Dear Norm:

We are making progress and enlisting skills for a computerized accounting system. Jo Schroeder will eventually have something to show you and discuss with you on that. I doubt if any major commitments will be made, or need to be made, before your arrival, if that comes to pass by April 1.

One of the undertakings, after you understand the works of the Laboratory and its various budgets, will be to formalize support for our central administration. In the past, central administration in the Lab has always had a role in the Laboratory's main research projects and, thus, were quite accountable. It has been increasingly true in recent years that I have had to distance myself from main Laboratory projects in order to keep the Laboratory running otherwise, and to develop major new thrusts and support for the Laboratory. The same is already happening with MCPP. Unless or until my situation changes, I will be unable to provide day-by-day direction to any Laboratory research project and should not. My support staff, which will be you, Gretchen, Kathy Ring, Laura Bartel and Laura's Senior Secretary/Assistant, Janet Lindman, are basically without the core support required, now having to be shared inappropriately on research projects. As we encourage research projects, and our administrators, to become more accountable, we create a problem of accountability for ourselves. I can see the situation developing in which the investigators, whose enterprise we have encouraged, may become disenchanted with paying the heavy administrative costs for the Laboratory as a whole. Thus, we need to distribute the costs in a fashion that is relatively painless.

It would, of course, be preferable if our central core support could be primarily from the School of Public Health. Our needs for the flexible use of those funds to support faculty has not, so far, allowed us to do this. Indeed; there is some resistance on the part of the Dean's office to support technical personnel on any of the funds earmarked for faculty. The extent to which you can bring to bear other experience in this regard, it would be appreciated.

Mr. Norman R. Briggs
February 12, 1981
Page Three

Assuming that there will be some weeks before your coming, I wonder how much correspondence you would like from me concerning activities here, if any. I would, of course, use discretion.

There seems to be more and more clamoring for a Laboratory newsletter, so that we can know more about what we are all doing. I have resisted it because I consider that it would be a tremendous drain of energy just to produce it. It might be, however, that we are at the size and the level of activity in which it is almost mandatory. So, you might want to think about the format and purpose of that. I will not be happy with a gossip sheet. Neither do I want us to devote the energy to produce a slick brochure that will represent the Laboratory activities until we have the funds and staff capable of producing such a document.

I get the impression that the Dean will want you to work on systems for documenting and contact with applicants, students and alumni. He has said nothing about School space planning.

We have received approval for the allotment of one month's salary for your moving expenses and are trying to put you on the payroll as early as next week. Please let me or Kathy Ring know of any needs to be taken care of before your arrival.

Cordially,

Henry Blackburn, M.D.
Professor and Director

HB:kr

bcc: Gretchen Newman
LPH Executive Committee

CONGRES - BRIGGS

Norman R. Briggs
65 Pasa Robles
Los Altos, Calif.
94022

bpc
RL
JS
GIN - ~~please~~
reply on tape
2/24/81
GWB

Henry Blackburn, M.D.
Professor and Director
Laboratory of Physiological Hygiene
School of Public Health
Stadium Gate 27
611 Beacon Street S.E.
Minneapolis, Minnesota 55455

Dear Henry:

I enthusiastically accept your offer of the position as Special Assistant to the Laboratory of Physiological Hygiene as outlined in your letter of February 10, 1981. The terms and conditions as presented are agreeable and only one issue was not addressed and may not have to be formalized. You and I have discussed a subsequent salary increase on July 1, 1981. My concern here is that I will be eligible for it, whatever the range, and that it will not be prorated due to my brief tenure in the position. I need your assurance that it will be as we discussed and that it will not be an issue to resolve down the road.

My last official work day here at Stanford has been set for the 20th of March, so I will be joining the Laboratory no later than April 1, 1981. However, with your recent correspondence I have already started developing thoughts and plans around the issues you presented. I welcome further thoughts and plans you have for the activities in the Laboratory as well as the Dean's office. I would ask that no major commitments be made prior to my arrival regarding accounting systems (personnel, computer equipment and/or software programs), word processing and general administrative support for the Laboratory.

Thank you again for your generous offer, my spirit is already in Minneapolis and am anxious to relocate my physical self. I have sent under separate cover directly to Kathy Ring the appointment forms etc. and appreciate all the help your staff has been providing me.

Best Regards,





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Comps - BRILLS

February 24, 1981

Mr. Norman R. Briggs
65 Pasa Robles
Los Altos, CA. 94022

Dear Norm:

Many thanks for your recent letter of acceptance. I can assure you that there will be no prorating of any approved faculty increase in salary for July 1. We expect to have official word on the across the board raise any day. The University President has asked for 30% over three years. It is thought that in a conservative legislature, with a conservative governor, that we are more likely to get 7% each of the next two years.

I am assured by the Dean's Office that there will be no prorating of this. I have, of course, very little flexibility in giving merit increases which usually amount to no more than 1 or 2% over the general faculty increase. Obviously, it would not be possible to assign you a merit increase this year, but you will get the standard faculty increase which I am guessing will be 7%.

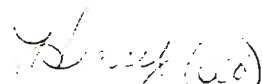
No major commitments are being made in regard to accounting systems or general administrative support. Things may be moving forward already in regard to the CPT word processor to duplicate equipment we already have and which is functioning adequately. I will check on this, and delay ordering if possible.

Keep in close touch and let us know how we can help. You are welcome to stay in my home on arrival if that would be useful to you, but don't feel any sense of pressure in this regard.

I am on a very busy travel schedule in March and April, but will keep in close touch by phone and correspondence.

We, too, are delighted with the prospect of your arrival and look forward to shaping this into an ever better organization with greater accomplishments and satisfactions for all.

Cordially,


Henry Blackburn, M.D.
Professor and Director

BPC: Gretchen Newman
Jo Schroeder

HB:jml

HEALTH SCIENCES