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TWIN CITIES

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Terris

→ March 14, 1986

Milton Terris, M.D.  
208 Meadowood Drive  
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Dear Milt:

I am terribly embarrassed that I let you down on the Williams book. The review is enclosed and I anticipate getting to you in the next period an unsolicited review of Gerry Berenson's book on the same topic. This will make it more logical to publish a 1984 book review. It will also take away a little of the sting of my criticism of the Williams book.

Not to make excuses, but for understanding mechanisms, I gave the book to a Tahoe seminar student to review last summer and he wrote an excellent detailed review which I planned to abstract and add my perusing of the book. I kept waiting for his review to show up in working down my file of correspondence from last summer. I finally gave up and decided a couple of weeks ago that I would have to do the review from scratch. Just about that time I got your appropriately kind, but dunning letter.

I assure you I will do better in the future and I'm pleased still to be on your review board, though no longer on the smaller editorial board. I continue to be most impressed with the journal and find it one of the most useful of all the journals I read regularly. On the other hand, the assumption of responsibilities (and headaches) of the new Division of Epidemiology, along with continuing expansion of researches, now to involve a \$12 million annual budget and over 500 employees among 60 research grants, has all required my full attention. I am not having less time for thoughtful activity, simply having to apply thinking time to internal rather than external issues.

We have weathered the worst part of the "merger" with the only possible solution for Mandel's resistance to our style of "collaboration with autonomy plus accountability." We have not at all resolved the issue of collaboration with Len Schuman and have great concern for the future of the Summer Session under his leadership. On the other hand, an effective local leader who could resolve controversy, improve the quality of management and promote the Summer Session effectively is not immediately apparent. I manage to make things go well where I'm able to establish good collaboration, but have not really tried to collaborate with Len since it is so terribly unpleasant and uncomfortable to do so. I'll probably give it a shot before long, as one should not allow sores to fester forever.

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Our new dean has created utter chaos. I wish we could promote him to Chairman of the Board and have him behave as the academic and brilliant intellectual he is. However, he is a "meddling dean" who has no idea how to bring teams or a school together. I'm personally getting along with him well but have concern for his "educability" over the short and medium term with respect to governance by shared decision making and motivation of faculty. At any rate, keep in touch.

Cordially,



Henry Blackburn, M.D.  
Professor and Director

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