1959

**Association of Cancer Institute Directors (ACID), 1958-1959**

The University of Texas MD Anderson Cancer Center

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December 28, 1959

Dr. Sidney Farber
Children's Hospital
Boston, Massachusetts

Dear Dr. Farber:

On December 2, 1959, you were forwarded a copy of the minutes of the Cancer Institute Directors' Association. However, at that time we failed to enclose a copy of the revised Constitution. Please find this copy enclosed.

Sincerely yours,

Betty Michalek
Secretary to Doctor Clark

Encl.

Sent to the following:

Dr. Sidney Farber, Children's Hospital, Boston, Massachusetts
Dr. John R. Heller, National Cancer Institute, Bethesda, Maryland
Dr. W. Bradford Patterson, Pondville Hospital, Walpole, Massachusetts
Dr. H. T. Randall, Memorial Center, New York City, New York
Dr. William L. Simpson, Detroit Institute for Cancer Research, Detroit, Mich.
Dr. C. Chester Stock, Sloan-Kettering Institute, New York, New York

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Dear Doctor [first name if indicated]

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Dr. H. T. Randall, Memorial Center, New York City
Dr. William L. Simpson, Detroit Institute for Cancer Research, Detroit, Mich.
Dr. C. Chester Stock, Sloan-Kettering Institute, New York, New York
December 14, 1959

Dr. George E. Moore
Roswell Park Memorial Institute
Buffalo 3, New York

Dear George:

It was not noticed until now that the minutes of the September 22 meeting of the Cancer Institute Directors' Association referred to the Constitution as being attached, but actually this was not the case.

As you recall, you sent me sufficient copies of the minutes to distribute to the members, and this was done on December 2.

It would be sincerely appreciated if your secretary would send me copies of the revised Constitution if available or a copy of the revised final draft, which we could reproduce here and send to the members.

Sincerely yours,

R. Lee Clark, Jr., M. D.,
Director and Surgeon-in-Chief

RLCjr/bm
December 8, 1959

Dr. R. Lee Clark, Jr.
Director and Surgeon-in Chief
M.D. Anderson Hospital and Tumor Institute
Texas Medical Center
Houston 25, Texas

Dear Lee:

This will acknowledge your letter of December 2 and the minutes of the September 22 meeting. The Constitution was not enclosed and I would appreciate having a copy if one is available.

Sincerely,

[Signature]

C. Chester Stock

CC: [cc]
ARTICLE III

*To expedite the forementioned purposes,*

(a) Hold meetings of the scientific executive officers of cancer institutes in order to hold

(b) Provide guidance to practice and contribute to the advancement of cancer research;

(c) Foster educational opportunities in the pre-medical sciences;

The purpose of the association shall be:

ARTICLE II

"ASSOCIATION OF CANCER INSTITUTE DIRECTORS."

The name of the organization shall be:

ARTICLE I

ASSOCIATION OF CANCER INSTITUTE DIRECTORS

CONSTITUTION
vote of four-fifths of the members present will constitute election.

Sec. 4—Honorary Membership: The Association may elect as corresponding members the scientific directors of cancer institutions of foreign countries. Eligibility for nomination and the election procedure will be as outlined in Sections 1, 2 and 3.

ARTICLE IV
Officers

Sec. 1—The officers of this organization shall be the President, the Vice-President, who also shall be President-elect, and the Secretary-Treasurer. These officers shall have the respective duties that are customary for such officers, except as may be provided otherwise in the By-Laws.

Sec. 2—Regular elections for officers of this organization shall be held at the annual meeting and the officers-elect shall take office immediately. The term of an officer shall end at the time when his successor takes office.

Sec. 3—A vacancy in any office other than that of the President shall be filled by appointment by the President until the next meeting. A special election shall be held at the next meeting.

ARTICLE V

Sec. 1—A proposed amendment to this Constitution must be submitted in writing to the Secretary at least one month before any regular meeting of this organization.

Sec. 2—An amendment to this Constitution may be adopted by a two-thirds vote of all the members or their alternates present and voting at the next regular meeting after the one at which the proposed amendment was submitted.

BY-LAWS

ARTICLE I
Meetings

Sec. 1—Regular meeting of this organization shall be held at least once a year.
Special meetings may be held whenever there is sufficient reason. The place and the 
extact time of each meeting shall be selected by general consent. The place or the time 
of a scheduled meeting may be changed if all the officers agree to such a change.

Sec. 2—Two-thirds of the active membership shall constitute a quorum.

Sec. 3—In the absence of a member, the right to take part and to vote in a meeting 
except on changes in the Constitution shall be exercised by an alternate selected by 
that member. Such an alternate must be closely enough associated with that member's 
work and policies as to be fully qualified to act as his representative.

ARTICLE II

As soon as possible after each meeting, the Secretary-Treasurer shall send a copy 
of the minutes of that meeting, as approved by the President, to each member of the 
organization. At a suitable time in advance of each meeting, the Secretary-Treasurer 
shall send to each member a final notice of the place and the time of that meeting.

ARTICLE III

Committees

Except as may be otherwise provided by this organization, committees and their 
chairmen shall be appointed by the President.

ARTICLE IV

Parliamentary Authority

The rules contained in Robert's Rules of Order Revised, Seventy-Fifth Anniversary 
Edition, shall govern this organization in all cases to which they are applicable and 
in which they are not inconsistent with these By-Laws.

ARTICLE V

Dues and Assessments

The membership shall determine dues, subscriptions and assessments by a vote of 
approval by four-fifths of the active members.
ARTICLE VI

Sec. 1—A proposed amendment to these By-Laws must be submitted in writing to the Secretary at least one month before any regular meeting of this organization.

Sec. 2—An amendment to these By-Laws may be adopted by a two-thirds vote of all the members or their alternates present and voting at the next regular meeting after the one at which the proposed amendment was submitted.

RESOLUTION
for the
ADOPTION of BY-LAWS

Whereas, It is believed that the welfare of cancer institutes can be better served if there exists an organization composed of the directors of such institutes; therefore, be it

Resolved, That the accompanying By-Laws be adopted, with the following temporary limitations: first, that Sections 2 and 3 of Article III shall not apply to the persons listed below, who shall be the charter members of the Association of Cancer Institute Directors; and second, that any officers elected before the regular meeting in the spring of 1960 shall be regarded as coming under the provisions of Section 3 of Article III.
December 16, 1959

MEMORANDUM

TO: Members of Association of Cancer Institute Directors

SUBJECT: Time of Meeting

At the last meeting of the Association of Cancer Institute Directors the date of January 14 was tentatively set for our next meeting, to be held at the National Cancer Institute. Doctor Heller has a conflict in that he will have some preliminary budget hearings on January 14, and it is therefore necessary that we schedule a different meeting time.

Possibilities are:

January 23 (Bethesda) - Suggested by Doctor Heller

February 24 (Houston) - This would be the day prior to a meeting of the Clinical Studies Panel meeting in Bethesda, however it also is the day prior to our Fourteenth Annual Symposium on Fundamental Cancer Research (copy of program enclosed) which a number of you will be attending, hence the proposed site of Houston.

Will you please express your preference of the above possibilities and return this to me at your earliest convenience?

R. Lee Clark, Jr., M. D.
Secretary

(The University of Texas M. D.
Anderson Hospital and Tumor Institute
Houston 25, Texas)
Dr. R. Lee Clark, Jr.
M.D. Anderson Hospital
Texas Medical Center
Houston 25, Texas

Dear Lee:

You will recall that at the last meeting of the Association of Cancer Institute Directors the date of the next meeting was tentatively set for January 14, 1960 and that Dr. Heiler was to be our host.

Inasmuch as the next Clinical Panel meeting will be held in Bethesda on February 25, it would be more convenient for Dr. Farber, you and me if the ACID meeting could be held on February 24. Do you think it might be possible to make this change? If you agree, the members should all be notified.

Sincerely,

George E. Moore, M.D.

Would you pull them 1/14 or 2/24
December 14, 1959

Dr. R. Lee Clark, Jr.
Director and Surgeon-in-Chief
M.D. Anderson Hospital and Tumor Institute
Texas Medical Center
Houston 25, Texas

Dear Lee:

My visit to the M.D. Anderson Hospital was as always stimulating and helpful and I enjoyed immensely the opportunity of attending and participating in the staff meeting. I am only sorry that time was so short but appreciated your courtesy in picking me up Friday A.M.

The minutes of the first official meeting of the Association of Cancer Institute Directors arrived and have been duly noted. It occurs to me to ask that another date than January 14 be chosen to come here. The Citizens Committee and American Cancer Society group wish to meet on that date to discuss budget and, of course, the matter is rather important. I am inclined to suggest the 25, 27, or the 28 of January as being convient here or perhaps a Saturday the 22 or 29. What are your views?

Merry Christmas and Happy New Year.

Sincerely yours,

J. R. Heller, M. D.
Director
National Cancer Institute

p.s. Had a chance to talk with Roy K. learning the project he will do later touch with you additionally.
December 10, 1959

Dr. R. Lee Clark, Jr.
Director and Surgeon-in-Chief
The University of Texas
M.D. Anderson Hospital and Tumor Institute
Texas Medical Center
Houston 25, Texas

Dear Lee:

Thank you for the recent report of the last ACID meeting. While I think of it, I would like to request that you put us on the mailing list for your Medical Library Bulletin of articles received and the publication list, and annual reports which emanate from your institution.

Our research is gaining some momentum and I think we will be creating some sparks before long.

With best regards,

Sincerely yours,

W. Bradford Patterson, M.D.
Chief of Professional Services

WBP: BK
Dr. George E. Moore
Director
Roswell Park Memorial Institute
Buffalo 3, New York

December 9, 1959

Dear George:

I was interested in the letter from Robert Huseby. My first
reaction is to offer whatever help we can for the new programs that are
starting. I would suggest that we discuss this at the next meeting of the Cancer
Institute Directors so as to have a generally acceptable ready answer for such
inquiries as Bob is making. Coincidentally, today we have an invasion of
movie stars for the "Cotillion Ball" for the American Medical Center. Such
types of fund raising have become rather a plague in this area during the last
few years and an increasing source of resentment. We are particularly
resentful in view of the fact that most of the local agencies, including the
American Cancer Society, etc, are not allowed to solicit funds except through
the United Fund Agency. I wonder how it would be received in Denver if the
"Roswell Park and the Anderson Hospital Cotillion Ball" was held to raise funds.
We also have others such as the Jewish Medical Center and the City of Hope
that have annual fund raising festivities in our city.

As I understand it now you are planning a one day meeting on
January 18 at your institution for the scientific consultants. I would appreciate
it if you could let me know if this is to extend on into the 19th. There is a
committee meeting of the Education Committee of the American Cancer Society
in New York on January 20 and I would like to combine both of these trips. In
addition, I have an interview, temporarily scheduled, for sometime during the
day of January 19 in New York City.

If I do not write you before hand, I wish you the very merriest
holiday season.

Sincerely yours,

R. Lee Clark, Jr., M. D.
Director and Surgeon-in-Chief
George E. Moore, M.D.
Director, Roswell Park Memorial Institute
Buffalo 3, New York

Dear George:

Thank you very much for your nice letter of November 13, 1959.

Briefly, the situation is this. The Eleanor Roosevelt Institute for Cancer Research is to be built on the grounds of the American Medical Center and will be an integral part of it. Actually the fund raising activities, public relations activities and the professional staff will be the same for both. In other words, as things stand, the Eleanor Roosevelt Institute for Cancer Research will be an integral part of the operation of the American Medical Center. Plans for construction of the Research Institute are fairly well along, and I believe, we will start letting contracts within the month with the hope of starting actual construction in January or February of 1960. However, I am going to move my operation from the University to temporary quarters at the American Medical Center February 1, 1960, so that as of that date we will have an active research program in operation. The relationship of this Institute to the University is as yet an entirely unofficial one. I will remain on the volunteer staff of the University as will Dr. Virginia Downing who is already on our full-time staff at the American Medical Center. We are hoping that as our cancer activities increase at the American Medical Center that we will be able to establish some official tie in with the University. However, this latter is still a hope for the future and I would guess is at least one or two years away.

This past spring at the American Association for Cancer Research meetings, Bill Simpson mentioned to me the formation of an association for cancer institute directors. I would be very interested in joining this group for I know that I am going to be faced with a lot of problems many of which have already been solved by the members of this group.

It was good to hear from you.

Sincerely yours,

Robert E.是一座, M.D., Ph.D.
Chief Consultant, Cancer Research
American Medical Center
December 1, 1959

Dr. George E. Moore
Roswell Park Memorial Institute
Buffalo 3, New York

Dear George:

I have reviewed the minutes of the first official meeting of the Association of Cancer Institute Directors and wish to express my appreciation for your assistance. I am forwarding a copy of the minutes to each of the other members.

Warm personal regards.

Sincerely yours,

R. Lee Clark, Jr., M. D.
Director and Surgeon-in-Chief

RLCjr/dp
December 2, 1959

Dr. C. Chester Stock
Sloan-Kettering Institute
New York City, N.Y.

Dear Doctor Stock:

Enclosed you will find a copy of the minutes of the first official meeting of the Association of Cancer Institute Directors held in New York City, September 22, 1959.

Sincerely yours,

R. Lee Clark, Jr., M. D.
Director and Surgeon-in-Chief

Encl.
RLCjr/dp
December 2, 1959

Dr. T. R. Talbot, Jr.
Institute for Cancer Research
Philadelphia, Penna.

Dear Doctor Talbot:

Enclosed you will find a copy of the minutes of the first official meeting of the Association of Cancer Institute Directors held in New York City, September 22, 1959.

Sincerely yours,

R. Lee Clark, Jr., M. D.
Director and Surgeon-in-Chief

Encl.
RLCjr/dp
December 1, 1959

Dr. W. Bradford Patterson  
Pondville Hospital  
Walpole, Massachusetts

Dear Doctor Patterson:

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Sincerely yours,

R. Lee Clark, Jr., M. D.  
Director and Surgeon-in-Chief

Encl.  
RLCjr/dp
December 1, 1959

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Children's Hospital
Boston, Massachusetts

Dear Doctor Farber:

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Sincerely yours,

R. Lee Clark, Jr., M. D.
Director and Surgeon-in-Chief

Encl.
RLCjr/dp
December 1, 1959

Dr. William L. Simpson
Detroit Institute for Cancer Research
Detroit, Michigan

Dear Doctor Simpson:

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Sincerely yours,

R. Lee Clark, Jr., M. D.
Director and Surgeon-in-Chief

Encl.
RLCjr/dp
December 1, 1959

Dr. H. T. Randall  
Memorial Center  
New York City, N.Y.

Dear Doctor Randall:

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Sincerely yours,

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Director and Surgeon-in-Chief

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RLCjr/dp
December 1, 1959

Dr. John R. Heller
National Cancer Institute
Bethesda, Maryland

Dear Rod:

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Sincerely yours,

R. Lee Clark, Jr., M. D.
Director and Surgeon-in-Chief

Encl.
RLCjr/dp
November 10, 1959

R. Lee Clark, Jr., M.D.
M.D. Anderson Hospital
Texas Medical Center
Houston 25, Texas

Dear Dr. Clark:

Enclosed are copies of the minutes for the last meeting of the Association of Cancer Institute Directors held in New York City on September 22, 1959.

Sincerely yours,

Mrs. Martha Wahl
Secretary to Dr. Moore

Encs.
MINUTES OF THE FIRST OFFICIAL MEETING
OF THE
ASSOCIATION OF CANCER INSTITUTE DIRECTORS
September 22, 1959
Conference Room of the Memorial Center for Cancer and Allied Diseases, New York City

The following were in attendance:

Dr. R. Lee Clark, Jr., M.D. Anderson Hospital, Houston, Texas
Dr. Sidney Farber, Children's Hospital, Boston, Massachusetts
Dr. John R. Heller, National Cancer Institute, Bethesda, Md.
Dr. George E. Moore, Roswell Park Memorial Institute, Buffalo (presiding)
Dr. W. Bradford Patterson, Pondville Hospital, Walpole, Massachusetts
Dr. H. T. Randall, Memorial Center, New York City
Dr. William L. Simpson, Detroit Institute for Cancer Research, Detroit, Mich.
Dr. C. Chester Stock, Sloan-Kettering Institute, New York, New York

I. Revision and Adoption of Constitution

The preliminary draft of the Constitution was presented for discussion. Alterations and additions to the Constitution were approved unanimously. A revised Constitution is attached to these minutes.

Dr. Farber introduced a resolution recommending adoption of the Constitution and its by-laws. The motion was seconded by Dr. Clark and received unanimous approval.

Hereafter this organization will be known as the Association of Cancer Institute Directors (ACID). The list of charter member institutions is represented by the attendance list of this meeting. Please note that the Memorial Center will have two representatives, one representing the Sloan-Kettering Institute and the second, the Clinical Research program of the Memorial Hospital and other Allied Hospitals of the Center.
II. Election of Officers

Dr. Farber nominated Dr. Moore for President. This nomination was seconded by Dr. Clark and received unanimous approval. The other officers nominated and unanimously elected were: Dr. Farber, Vice-President; Dr. Clark, Secretary-Treasurer.

III. Discussion and Summary of the Clinical Research Educational Program of the Memorial Center - Dr. H. T. Randall

Dr. Randall indicated that the approximate cost of the present residency program is about $385,000. There are 108 residents in various departments. It was pointed out that approximately 50% of men graduating from the residency program in surgery have medical school appointments and 91% of the graduates pass their qualifying Board exam the first time it is tried.

Dr. Randall reviewed the practical aspects of the coordinated training program between Cornell and Memorial Center.

IV. Surgical Accreditation

Drs. Randall and Clark briefly summarized the present problems of obtaining Board approval of training programs in Cancer Institute Hospitals. It was suggested that the surgeons present pursue this matter further and prepare a joint policy statement.

V. Support of USPH Clinical Fellowship Program and Associated Problems - Dr. J. Heller

Dr. Heller briefly reviewed some of the problems associated with the maintenance of the Clinical Fellowship Program. Association members noted that the present stipends are inadequate for senior residents in the various medical specialties. Dr. Heller indicated that the program has not expanded parallel to other programs in the cancer institutes and requested that the Institute Directors consider how the program might be improved and strengthened.
Date of Next Meeting

The tentative date for the next meeting was January 1960. A suggested date is Thursday, January 14, 1960.

Dr. Heller invited the group to meet at the National Cancer Institute in Bethesda, Md. This invitation was accepted.

Tentative Agenda for the next meeting

1. A review of the relationship of cancer investigators to Congressional Committees – Dr. Farber.

2. Summary of immediate problems of the National Cancer Institute in furthering cancer research and education in this country – Dr. Heller.

3. Nomination of additional institutions for membership in the Association.
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Dr. John R. Heller, National Cancer Institute, Bethesda, Md.
Dr. George E. Moore, Roswell Park Memorial Institute, Buffalo (presiding)
Dr. W. Bradford Patterson, Pondville Hospital, Walpole, Massachusetts
Dr. H. T. Randall, Memorial Center, New York City
Dr. William L. Simpson, Detroit Institute for Cancer Research, Detroit, Mich.
Dr. C. Chester Stock, Sloan-Kettering Institute, New York, New York

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Dr. Randall indicated that the approximate cost of the present residency program is about $385,000. There are 108 residents in various departments. It was pointed out that approximately 50% of men graduating from the residency program in surgery have medical school appointments and 91% of the graduates pass their qualifying Board exam the first time it is tried.

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3. Nomination of additional institutions for membership in the Association.
MINUTES OF THE FIRST OFFICIAL MEETING
OF THE
ASSOCIATION OF CANCER INSTITUTE DIRECTORS
September 22, 1959
Conference Room of the Memorial Center for Cancer and Allied Diseases, New York City

The following were in attendance:

Dr. R. Lee Clark, Jr., M.D. Anderson Hospital, Houston, Texas
Dr. Sidney Farber, Children's Hospital, Boston, Massachusetts
Dr. John R. Heller, National Cancer Institute, Bethesda, Md.
Dr. George E. Moore, Roswell Park Memorial Institute, Buffalo (presiding)
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November 23, 1959

Dr. Eunice Thomas Miner
Executive Director
The New York Academy Of Sciences
2 East Sixty-Third Street
New York 21, N.Y.

Dear Doctor Miner:

Thank you very much for your letter concerning my appointment as Secretary-Treasurer.

We believe that this newly formed Association of Cancer Institute Directors will serve a very important purpose in providing an effective means for the better exchange and dissemination of information concerning cancer.

Your thoughtfulness in writing is appreciated.

Sincerely yours,

R. Lee Clark, Jr., M. D.,
Director and Surgeon-in-Chief

RLCjr/dp
Doctor R. Lee Clark, Jr.
Director and Surgeon-in-Chief
The University of Texas
M. D. Anderson, Hospital and Tumor Institute
Texas Medical Center
Houston 25, Texas

Dear Doctor Clark:

It was with great pleasure that we learned through the Editorial Office of the University of Texas, M. D. Anderson Hospital and Tumor Institute, that you had been elected Secretary-Treasurer of the newly formed Association of Cancer Institute Directors.

This is a fitting tribute to the confidence your colleagues place in you and to your long and faithful service in the cause of science. It should give you great personal satisfaction to be one of the first of the Officers elected by this Organization which has such a very useful purpose. It will be a challenge to all of you but one which is well worth meeting. We have every confidence that you will do so with distinction.

On behalf of the Officers, the Scientific Council and the Board of Trustees of The New York Academy of Sciences I am transmitting their congratulations to you and to the Association of Cancer Research Directors for your election. You can also be sure that we wish you every success in your important work.

It is particularly gratifying to us to note that all three of your newly elected Officers are members of this Academy.

Let me add my personal congratulations and best wishes.

Most sincerely yours,

[Signature]

Executive Director
11-10-59 To: 161 sc. journals
George Moore, for info.
Buffalo (N.Y.) Evening News

For Immediate Release

The directors of cancer research institutes in America have formed an organization, The Association of Cancer Institute Directors, for the purpose of exchanging information among the various institutes. The organizational meeting was held at Roswell Park Memorial Institute, Buffalo, N.Y.

The organization is composed of the senior scientific executives of those institutions and autonomous divisions and departments whose principal activities are concerned with the study of malignant disease and the treatment of cancer patients.

Officers elected at the first meeting held in October at Memorial Center for Cancer and Allied Diseases in N.Y. include: President, Dr. George Moore, Director, Roswell Park Memorial Institute; Vice-President, Dr. Sidney Farber, Director of Research, Children's Cancer Research Foundation, Boston, Massachusetts; and Secretary-Treasurer, Dr. R. Lee Clark, Jr., Director and Surgeon-in-Chief, The University of Texas M.D. Anderson Hospital and Tumor Institute, Houston, Texas.

The Association of Cancer Institute Directors has been designed to support investigations of the causes, nature, treatment and prevention of malignant diseases; to encourage the exchange of ideas, information, personnel and special facilities between groups with predominant interests in cancer; to foster educational opportunities in the bio-medical sciences; to provide
guidance to private and civil organizations concerning cancer research, education and the care of cancer patients; and to expedite the dissemination of information by the meeting together of the scientific executive officers of cancer institutes.

Members of the Association include representatives of: The National Cancer Institute, Bethesda, Sloan-Kettering Institute for Cancer Research, New York, Memorial Center for Cancer and Allied Diseases, New York, Roswell Park Memorial Institute, Buffalo, The University of Texas M.D. Anderson Hospital and Tumor Institute, Houston, Philadelphia Institute of Cancer Research, Pondville Hospital, Boston, Detroit Institute of Cancer Research, and Children's Cancer Research Foundation, Boston.

The Association will, in the future, consider members from among the scientific directors of cancer institutes of foreign countries.

###
Dear Doctor Mind,

Thank you very much for your letter concerning my application as

We believe that this newly formed board J.C. and Dr. will serve a very important purpose in providing employment for the better exchange of information on cancer. I am looking forward to your thoughts on


Marion:

Re. release on Cancer Institute Directors.

This release should imply that this is an organizational group and that the individual group will be added at a future date. He said there are at least a dozen more institutions in America that will supply members and this should be mentioned in the next to last paragraph of the release. ALSO, there should be no further delay in getting this release out. Thanks,

Betty

11-19-59

Betty: Do Clark deal approve the draft down in Table 6 of the attached release was sent 11-10-59. We should keep above note on additional info, as we may want it later.

I suggest we file this, as co on Cascade Div. file.
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FOR: ACTION □ FILE □ INFORMATION ✅ NOTE & RETURN □

EMARKS:

Asm. of Cancer Inst. Directors

XX

ORM NO. 36 (REV. 10/58)
Miss Joan McCoy
Department of Publications

In the very near future
Doctor Clark would like to talk to you
relative to the news release on the meeting
of the Cancer Institute Directors. In
the interim he would appreciate it if you
would review the attached Constitution and
By-Laws.

Thank you.

Betty Michalek

Attachment
April 6, 1959

Dr. Lee Clark
M. D. Anderson Hospital
Houston, Texas

Dear Lee:

It was a very pleasant surprise to see you last week and good, as always, to chat with you.

With reference to the meeting you propose, I will be available any time after April 17, following my return from Israel.

Do let me know what transpires concerning the meeting.

Best regards.

Sincerely yours,

C. P. Rhoads, M.D.
Separate meeting at one of our Institutions.

Can Colleagues of Baltimore get together and do you think we should have an entire meeting for a get-together. I am sure we try to extend our time at the American Cancer Society and the Executive Committee of the American Cancer Society 

Committee of the A.A.R. I am sure you will appreciate if you would make a reservation of two or three possible dates for a meeting. My next trip East will

I would also appreciate it if you would make a reservation of the board at Memorial Hospital.

Actually have to have coincide including along with Duty Hospital and are the two who have discharged. Who besides the two of us, Duty Hospital,

in the Atlantic City. I am sure that an organizational meeting of the board of the meeting of the Cancer Research Institute. I have just read the

I would hope these would be some opportunities for us to

that is to a temporary nature.

I hear indirectly that you have some health difficulty and hope

that their excellence is increasing as well as their volume.

Creating conferences of the individual State members. I am sure on the excellent progress that your instruction is making and the in-

your seat at the Atlantic City meeting. You are to be congratulated

I certainly did appreciate the letters of the papers presented by

Dear George:

Buffalo, New York

Roswell Park Memorial Hospital

Dr. George E. Moore

April 24, 1959
I hope you are feeling much improved by this time.

Sincerely yours,

R. Lee Clark, Jr., M. D.
Director and Surgeon-in-Chief
April 23, 1959

Dr. George E. Moore
Roswell Park Memorial Institute
Buffalo, New York

Dear George:

I am sorry to hear that your ulcer is bothering you. We missed you in Atlantic City. Tim Talbot and I got together to discuss the possibility of a meeting of institute directors and tried to determine which directors were present and which ones might have time to meet during the course of the Cancer Research meetings. As it turned out, Len Eliot of the Oklahoma Medical Research Institute, Brad Patterson, Paul Zemencik, Tim Talbot and I got together at breakfast Sunday morning. Talbot had to chair a session at nine o'clock and so was with us for a very short time. I had to break things off to give a paper at 9:45.

We did review briefly some of the short-range and long-range objectives that have been considered for an association of directors of cancer research institutes. There was, I think, general agreement on the desirability of such an association, but no real consensus as to how soon an effort should be made to call a more general meeting, nor how frequently such meetings should be held. Inasmuch as the opportunity for directors to express themselves with respect to legislative matters and policies of fund-raising and fund-granting institutions must be anticipated many months ahead, I urged that we try to meet early in June of this year. The directors who were present agreed to express their opinions to you as to others who might be invited to participate in such an organization.

Incidentally, Harold Ruesch was in Atlantic City and agreed to meet with us. The matter slipped his mind and he apologized profusely for having forgotten the date. Sidney Farber, Al Gellhorn, Bob Roseby, Tom Hall, Shields Warren and Howard Bierman were also in Atlantic City but we did not get a chance to ask them to meet with us. In addition to Lee Clark and yourself, Drs. Aho, Heider and Bland were not at the meeting.

It is my opinion that an organization of cancer research institutes and possibly a more broadly conceived one of medical research institutes is desirable and that it would benefit all of us. I do not believe that such an organization is apt to result from the casual contacts that are possible at the time of one or another scientific meeting. It would be my suggestion that a small group of not more than half a dozen directors get together as a steering committee for a preliminary organization. Such a group might define the objectives for the group as they see them, issue an invitation to directors throughout the country to a more general meeting to be held within the following month to six weeks and develop an agenda for such a meeting.

As best I can interpret the reactions of those who were in Atlantic City
and others to whom I have talked, there is agreement on the desirability of such
an association of research institutes, but a real need for leadership in bringing
people together so as to effect such an organization. What do you think the next
step should be? If there is any way I can be of help, I will be glad to do so.

Sincerely yours,

William L. Simpson, M.D.
Scientific Director

cc: R. Lee Clark
    Timothy Talbot
    C. P. Rhoads
    J. H. Hailer
November 6, 1959

Dr. George E. Moore
Roswell Park Memorial Institute
Buffalo 3, New York

Dear George:

Thank you for the information regarding the Hodgkins Disease Memorial Research Center serum. We had tried it also and found it of no benefit, and it is interesting for me to know it has been tried in your institution with negative results.

At the meeting in New York of the Cancer Institute Directors it was my understanding that you would furnish us with the minutes, and that I, as secretary, would be responsible for subsequent minutes. As you will recall, I left at noon and was not present for the remainder of the meeting and heard only a small portion of the discussions. I would appreciate it very much if you would reproduce the minutes of the meeting for us.

Sincerely yours,

R. Lee Clark, Jr., M. D.
Director and Surgeon-in-Chief
October 29, 1959

R. Lee Clark, Jr., M.D.
Director
M. D. Anderson Hospital
and Tumor Institute
Texas Medical Center
Houston 25, Texas

Dear Lee,

Much to my surprise, you were correct in believing that the therapeutic serum was being tested here at R.F.M.I. Apparently Dr. Sokal had tried some in several patients. The results were negative. No patients are being studied at the present time.

Sincerely yours,

George

P.S. What happened to the minutes of the ACID meeting?
October 5, 1959

Dr. George E. Moore
Director
Roswell Park Memorial Institute
Buffalo 3, New York

Dear Dr. Moore:

Thank you for your gracious note of the 21st. I was pleased to be able to make my office available for your group, and was embarrassed only that we did not have a more adequate setting at the moment. It was good to hear that the arrangements made were evidently adequate; I had been a bit concerned, as I missed seeing you or any of the group after your meeting.

I shall be glad to review the suggestion you kindly make of inviting two representatives from our activities to participate with your group. I have not as yet had an opportunity to review this with Dr. Stock, who was serving at my request as our Institutional representative in this meeting.

Meanwhile, may I adduce two points, without seeming ungracious or forward? First, I am a bit anxious that there be no confusion in the phrase you use, "clinical and basic research units of the Center". As you no doubt know, there is one research unit here -- the SGI, charged under its basic agreements as with Memorial with all research activities at the Center; we make an effort to avoid discrimination within research activities, based upon the object of study. Second, I must admit a real if formal reluctance to see any unit doubly represented in an organization composed primarily of single representatives of other institutions; I would welcome your comments on these points -- and will review this with Dr. Stock and hope soon to write to you further.

Cordially yours,

A.R.T. Danjes, Ph.D.
Acting Director

artd/ed

cc: Dr. C. C. Stock
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Bernard Free Skin Cancer - Amalgamated
Huntington Memorial - Integrated with Dentist
Southern Research -
Wistar (virology) - Kaprowski
Brooklyn
City of Trenton
Ok. Med. Res. Institute
Mobile 7th
Southeastern Res. Inst
Bar Harbor
Structurally:
- Adim - by Barnes
  - Oper Room
  - X-ray Room
- Own Endowment
- Own Expenses

[Block note]
- Not separate from main
- 2 floors for beds
  - One bed floor
  - One bed floor open, 2 bed
  - One by surgery, 2 pen + medical
  - CCU
  - Cancer clinic, except for best
  - Operated, by work, nurses
  - Lab - Path
  - Path
  - Dermatology
  - St. Cy lymphoma
  - Betalactin
  - Record Room - Weed top

Ellis Fishel - Schwey - Chief
Doris Pireso - (San Ant.)
G. (Name)
Segura - Micromycet / May 1954 / R.
August 4, 1959

Dr. R. Lee Clark, Jr.
The University of Texas
M.D. Anderson Hospital and Tumor Institute
Houston 25, Texas

Dear Dr. Clark:

The proposed meeting for the Association of Cancer Institute Directors was scheduled for September 14. Unfortunately, a majority of the men could not attend on that date and therefore I would like to ask whether or not you could attend such a meeting on either September 21 or 22. The meeting will be held at Rye, New York, and therefore, our hosts, Dr. Rhoads and Dr. Stock, will need to know the approximate time and place of your arrival in New York City so that transportation can be obtained for you. For example, it should be possible to transport many of you directly from La Guardia Airport. The meeting will convene at approximately 11 A. M. so that those flying to New York will be there on time.

The Agenda of this meeting will be short since it will still be considered organizational in character:

1. Discussion of the proposed Constitution and Bylaws of the Association;

2. Consideration of relationships of Cancer Institutes to Governmental Legislation;

3. A brief discussion of clinical and experimental cancer research studies, present status, future needs, etc.;

4. Tours of the laboratory.

Sincerely,

George E. Moore, M.D.
MEETING OF CANCER INSTITUTE DIRECTORS

JUNE 5, 1959

Roswell Park Memorial Institute

ATTENDING:

CLARK, R. L., GRACE, J., HOOK, G. E., PATTERSON, W. R., SIMPSON, W. L.,
STOCK, C.

Dr. Moore presiding

MEETING SUMMARY

The desirability of establishing a formal organization of the Cancer Institute Directors was re-discussed. The following conclusions were reached:

1. A formal organization will be worthwhile.
2. A constitution was probably required and a preliminary draft will be readied by Dr. Moore for the next meeting.
3. The following list of activities were suggested for intensive study at future meetings of the Institute Directors:
   a. Educational topics:
      (1) Improvement of Graduate Education Program
      (2) Rotation of clinical personnel between Institutes for special training
      (3) Consider the effectiveness of research training programs for physicians
      (4) Problems associated with nursing education
      (5) The training of technical personnel
   b. Improvement of clinical care:
      (1) Discussion of Record Room problems
      (2) Accreditation for specialty training
      (3) The handling of patients in research programs
   c. Financial problems:
      (1) Discussion of present grant-in-aid programs
      (2) Institutional grants
      (3) Contracts
      (4) Construction grants
      (5) Building rehabilitation grants
      (6) Grants in support of Senior Faculty
      (7) Scholarships and Fellowships
4. Public Relations

5. A study of the relationship of faculty salaries, care of private patients, and the influence of insurance on the clinical programs of Cancer Institute.

6. Communications between Institutes:
   a. Dissemination of scientific reports
   b. Exchange of or use of special apparatus and personnel
   c. The establishment of a clearing house for consideration of unorthodoxed research and therapeutic suggestions
   d. The study of the publication of "Cancer Research"
   e. Study of conventions, symposium, and other meetings related to malignancy.

7. The establishment of an Advisory Group to civil agencies supporting cancer research.
**Article III**

The purpose of the Association shall be:

- to expedite the formulation of research policies concerning cancer research, and the care of cancer patients,
- to provide education to public and to cancer patients concerning cancer research,
- to foster educational opportunities in the pre-medical sciences between groups with predominant interests in cancer,
- to encourage the exchange of ideas, information, personnel, and special privileges of medical schools,
- to support the implementation of the cancer policy, research, treatment and prevention.

The name of the Association shall be:

**Association of Cancer Institute Directors**
Sec. 3—Election Procedure: The members will vote by secret ballot; an affirmative vote of four-fifths of the members will constitute election.

Sec. 4—Honorary Membership: The Association may elect as honorary members the scientific directors of cancer institutions of foreign countries. Eligibility for nomination and the election procedure will be as outlined in Sections 1, 2 and 3.

ARTICLE IV

Officers

Sec. 1—The officers of this organization shall be the President, the Vice-President and the Secretary-Treasurer. These officers shall have the respective duties that are customary for such officers, except as may be provided otherwise in the By-Laws.

Sec. 2—Regular elections for officers of this organization shall be held at the annual meeting in the spring of each year and the officers-elect shall take office immediately. The term of an officer shall end at the time when his successor takes office. An officer shall not be elected to the same office at regular elections after serving for a period of three years.

Sec. 3—A vacancy in any office other than that of the President shall be filled by appointment by the President until the next meeting. A special election shall be held at the next meeting.

ARTICLE V

This Constitution shall take effect immediately from the time of adoption and shall not be amended except by resolution presented at a regular meeting and approved by a vote of two-thirds of the active members.

BY-LAWS

ARTICLE I

Meetings

Sec. 1—Regular meetings of this organization shall be held twice a year, once in...
the spring and once in the autumn. Special meetings may be held whenever there is sufficient reason. The place and the exact time of each meeting shall be selected by general consent. The place or the time of a scheduled meeting may be changed if all the officers agree to such a change.

Sec. 2—Two-thirds of the active membership shall constitute a quorum.

Sec. 3—In the absence of a member, the right to take part and to vote in a meeting shall be exercised by an alternate selected by that member. Such an alternate must be closely enough associated with that member's work and policies as to be fully qualified to act as his representative.

ARTICLE II

As soon as possible after each meeting, the Secretary-Treasurer shall send a copy of the minutes of that meeting, as approved by the President, to each member of the organization. At a suitable time in advance of each meeting, the Secretary-Treasurer shall send to each member a final notice of the place and the time of that meeting.

ARTICLE III

Committees

Except as may be otherwise provided by this organization, committees and their chairmen shall be appointed by the President.

ARTICLE IV

Parliamentary Authority

The rules contained in Robert's Rules of Order Revised, Seventy-Fifth Anniversary Edition, shall govern this organization in all cases to which they are applicable and in which they are not inconsistent with these By-Laws.

ARTICLE V

Dues and Assessments

The membership shall determine dues, subscriptions and assessments by a vote of approval by four-fifths of the members.
ARTICLE VI

Sec. 1—A proposed amendment to these By-Laws may be submitted in writing at any regular meeting of this organization.

Sec. 2—An amendment to these By-Laws may be adopted by a two-thirds vote of all the members or their alternates present and voting at the next regular meeting after the one at which the proposed amendment was submitted.

RESOLUTION
for the
ADOPTION of BY-LAWS

Whereas, It is believed that the welfare of cancer institutes can be better served if there exists an organization composed of the directors of such institutes; therefore, be it

Resolved, That the accompanying By-Laws be adopted, with the following temporary limitations: first, that Sections 2 and 3 of Article III shall not apply to the persons listed below, who shall be the charter members of the Association of Cancer Institute Directors; and second, that any officers elected before the regular meeting in the spring of 1960 shall be regarded as coming under the provisions of Section 3 of Article III.
September 3, 1959

Dr. George E. Moore
Roswell Park Memorial Institute
Buffalo 3, New York

Dear George:

I am very sorry that I was so long in replying to your nice effort in regard to the proposed Constitution and By-laws of the Association of Cancer Institute Directors. These seem very well thought out and I do not have any additions to make. If we discuss them article by article at our next meeting I think they can be ratified by small changes as they occur to us at that time.

I am looking forward to our meeting.

Sincerely yours,

R. Lee Clark, Jr., M. D.
Director and Surgeon-in-Chief

Encl.
RLCjr/dp
August 11, 1959

Dr. George E. Moore  
Roswell Park Memorial Institute  
Buffalo 3, New York

Dear Doctor Moore:

Since I will be attending the Cancer Control Committee meeting in Bethesda, Maryland on September 17-18, I would prefer the Association of Cancer Institute Directors meeting to be held on September 20 or 21. Flight schedules from Washington to La Guardia Airport are such that I could arrive there at 8:50 a.m. on the morning of the 20th, thereby allowing ample time before the scheduled 11:00 a.m. meeting.

The agenda for this meeting looks very good and I have no suggestions for changing it. I shall look forward to your reply as to when the meeting will be held.

Sincerely yours,

R. Lee Clark, Jr., M. D.  
Director and Surgeon-in-Chief

P. S. (added in hand by Dr. Clark) If the meeting is held on Sept. 21 I would probably come to N. Y. on Sunday Sept. 20. What about duration of meeting?
August 10, 1959

Dr. R. Lee Clark, Jr.
The University of Texas
M.D. Anderson Hospital and Tumor Institute
Houston 25, Texas

Dear Dr. Clark:

September 22 was the best date for a majority of the Institute Directors. As indicated in our last memorandum the meeting will be held in the new laboratory at Rye, New York, at approximately 11 A.M. Please inform Dr. Stock of your transportation plans so that arrangements can be made to get you to the meeting as directly as possible. Those of you who will be in New York City may meet in the lobby of the Sloan-Kettering Building Laboratory at 9:30 A.M. for transportation to the laboratory. Those arriving by plane should indicate the time of arrival to Dr. Stock so that a car will be available.

Subsequently, I will forward Minutes of the last meeting and the proposed Constitution.

Sincerely,

George E. Moore, M.D.

P.S. Lee, please return the Constitution and Bylaws and I will duplicate them for the next meeting. I will also add a resume of the last meeting.
July 29, 1959

Dr. George E. Moore, Director
Roswell Park Memorial Institute
Buffalo 3, New York

Dear George:

I am happy to learn that you are going ahead with the plans for a meeting of the Cancer Institute Directors at the Walker Laboratory. This would certainly be a fine place to hold our next meeting. However, September 14th may be a conflict in dates for me so may I suggest an alternate date that is not at the beginning of a work week. I have to be in Bethesda the 17th and 18th of September for a meeting of the Cancer Control Committee. Do you think it would be feasible for us to meet in New York at the Walker Laboratory on the weekend, either September 19 or 20. If you feel it better to hold the meeting during a working day, perhaps the 21st of September.

I would like very much to attend as I think these meetings can become progressively important as we each definitely see a working relation with the others and clearly define our mission.

I will review with interest the preliminary constitution and by-laws and return them to you for distribution. I might add also that minutes of the last meeting would be helpful. Let us suggest to Doctor Stock that he have a secretary at our next meeting in order that our minutes can be prepared immediately following. I think this would add substance to our meeting and would give them a better continuity.

I have been asked to appear before a congressional committee in Washington relative to international medical research. I shall take this opportunity to speak informally.
to some of our friends in the Senate telling them of our starting the Association of Cancer Institute Directors and of our desire to be included specifically in legislation in regard to grants, traineeships, etc.

Sincerely yours,

R. Lee Clark, Jr., M. D.
Director and Surgeon-in-Chief
Dr. R. Lee Clark, Jr.
The University of Texas
M.D. Anderson Hospital and Tumor Institute
Houston 25, Texas

Dear Dr. Clark:

Dr. Stock invited us to hold the next meeting of the Cancer Institute Directors at the new Walker Laboratory.

I would appreciate it if you would tell me whether or not you will be able to attend such a meeting on September 14 so that we can complete practical arrangements, transportation and the like.

In a few weeks it is hoped that a preliminary constitution and by-laws will be ready for your study.

Sincerely,

George E. Moore, M.D.
July 22, 1959

Dr. P. Lee Clark, Jr.
Director, M.D. Anderson Hospital
The University of Texas
Houston 25, Texas

Dear Lee:

I have sent out invitations for the next Cancer Institute Directors meeting to the following: Dr. John R. Heller, Dr. William L. Simpson, Dr. Timothy R. Talbot, Dr. Sidney Farber, Dr. W. Bradford Patterson, and Dr. C.P. Rhoads. I was not sure whether or not we should invite Dr. Alfred Gellhorn who does have the tentative appointment as head of the Delafield Hospital. As far as I could tell, it was decided that this unit was not an independent cancer unit. If you think he should be invited, because of his reputation as an important figure in clinical and investigative cancer, I will be happy to do so.

Sincerely,

George E. Moore, M.D.
Dr. R. Lee Clark, Jr.
Director, M.D. Anderson Hospital
The University of Texas
Houston 25, Texas

Dear Lee:

I would appreciate your reviewing the attached draft of the Constitution and By-laws of the Association of Cancer Institute Directors and returning same to me so that copies may be prepared and sent to the other members.

Sincerely,

George E. Moore, M.D.
April 25, 1959

William L. Simpson, M.D.
Detroit Institute of Cancer Research
4811 John R Street
Detroit 1, Michigan

Dear Bill:

It was nice of you to write and I am glad that some of you were able to get together in Atlantic City. Both Dr. Clark and I agree that we must have a separate meeting in order to properly define the goals and organization of the Institute Director's meetings.

It was intended in New York City that the group be kept small and at least at first limited strictly to independent or quasi independent cancer research units.

I would be happy to plan for holding such a meeting here at Roswell Park the first week in June. If you and Lee would accept this idea, I will be happy to contact the other directors and set up an agenda.

With every good wish.

Sincerely yours,

George E. Moore, M.D.

cc: Dr. Lee Clark
March 16, 1959

Dr. William L. Simpson  
Scientific Director  
Detroit Institute of Cancer Research  
4811 John R. Street  
Detroit 1, Michigan

Dear Doctor Simpson:

I appreciate very much the information that you sent me regarding Dr. Andre Dreiding. I will pass this on to Dr. A. Clark Griffin for his information.

We certainly enjoyed your being with us during the Symposium, and I regret that I had so little time for further discussion of our mutual problem.

I have just talked with Dr. George Moore over the telephone and he proposed to get the Directors of Cancer Institutes and Hospitals together for the meeting in Atlantic City. I have suggested that he go ahead and have another informal meeting, setting up an agenda for a future get-together, in the next few months of the various directors at a meeting, independent of any other outside activities. I hope this works out satisfactorily, as I think that we have much to gain from such a meeting.

Sincerely yours,

R. Lee Clark, Jr., M. D.  
Director and Surgeon-in-Chief

P.S.: I do not believe I will be able to attend the Atlantic City meetings. RLC
March 4, 1959

Dr. Ernest M. Daland
483 Beacon Street
Boston 15, Massachusetts

Dear Ernie:

I had an opportunity to meet with Dr. W. Bradford Patterson, and both Dr. Ed White, our Chief of Surgery, and I enjoyed making his acquaintance and were impressed with him as a person. We will look forward to furthering our acquaintance with him in the future.

I am not certain when we will have the next meeting of the Cancer Institute Directors, but I would like to suggest that we include Doctor Patterson in the next meeting. I hope that you will also come to give us the benefit of your experience and wisdom.

Sincerely yours,

R. Lee Clark, Jr., M. D.
Director and Surgeon-in-Chief

RLC: lp
February 24, 1959

Dr. R. Lee Clark, Jr.
M. D. Anderson Hospital
Houston 25, Texas

Dear Dr. Clark:

I am ashamed that I have not answered your letter of October 30 in regard to suggestions for future meetings of men interested in cancer research.

When we met last I told you that I was trying to arrange for a new Chief of Staff or Medical Director at Pondville. This has now been fulfilled. We were suddenly faced with a new Commissioner of Public Health, under whom we operate and a new Superintendent of the hospital. It seemed unwise for me to quit at the same time. I made an effort to get a Medical Director to be the boss and have lay administration under him. This did not work out.

We have a good Commissioner and an excellent Superintendent. Under the latter we have a new Chief of Professional Services, full time with some aid from the Cancer Society, and he will take over my duties. I shall continue as a consultant.

I find this is quite a change after directing the institution for 32 years. For a long time I have been aware of the inadequacy of my efforts and of the need for new blood.

Our new man is Dr. W. Bradford Patterson, an able surgeon and research man. He is going to attend your research symposium next week and I hope you will get acquainted.

At our October meeting we talked about assembling facts on what the cancer institutions have done in resident training. I enclose lists of men who have had training at Pondville Hospital and the Cancer Section of Westfield State Sanitorium, which is our second state Cancer hospital. The states where these men are now located is noted. Every little while I produce these lists to show some of those in authority some of the byproducts
of running cancer hospitals. Graduates of or trainees in these two hospitals play an important part in the treatment of cancer patients in this state.

I was interested in the topics you suggested for future conferences. I have no further suggestions.

I shall gladly withdraw as the representative of Pondville and nominate Dr. Patterson in my place. However, if I can be of any help I shall be glad to attend any meeting you hold.

I do not know whether you wish to include the Chief of Staff at Westfield or not. Westfield is carried on much as Pondville is. It has 50 beds but an active outpatient service. They do little if any laboratory research, and a limited amount of clinical research and study. The Chief is Dr. Frederick S. Hopkins, Westfield Sanatorium, Westfield, Massachusetts.

In answer to your question, I doubt if it would be wise to include too many members of the staffs at such a conference. Separate conferences might be held for Business Managers, etc.

Sincerely yours,

Ernest M. Deland, M.D.

Enc

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Former Westfield State Sanatorium residents - as of July 1958
(present staff excluded)

Cancer Section

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Dr. Ernest M. Daland  
483 Beacon Street  
Boston 15, Massachusetts  

October 30, 1958

Dear Doctor Daland:

Your bill for cocktails, dinner, rental of room and gratuities came to approximately $12.00. I have paid the bill so that, if you wish, you might reimburse me directly, making the check out to M. D. Anderson Hospital and Tumor Institute. I am looking forward to the possibility of a definite organization developing from the group that met in New York and hope that we can add those additional persons whose association with cancer institutions would give them mutual interests and problems. I would like very much to have your suggestions for institutions and persons that should be included in our list for future meetings. Do you think it advisable to extend the invitation to other members of our staffs such as the Chief of Professional Services, the Chief of Research, Business Managers, etc.

I am enclosing a list of the items that were considered to be of general interest. After reflection, would you please see if there are any additions that you would like to add to the list and from it suggest an agenda for a future meeting.

Sincerely yours,

R. Lee Clark, Jr., M. D.  
Director and Surgeon-in-Chief

RLC:as
1. Business Office
   (1) Budgets
   (2) Financial Office
   (3) Accounting Methods
   (4) Machine Aids
   (5) Patients Accounts
   (6) Audits
   (7) Procurement and Purchasing - Inventory

2. Medical Records and Nomenclature

3. Personnel

4. Professional Staff

5. Organization

6. Research

7. Education

8. Medical Service

9. University Affiliation - Medical School Appointments - Graduate School Students in the Basic Sciences, etc.

10. Professional Relations

11. Public Relations

12. Editorial Policy and Publications

13. Building Requirements and Design

14. Patient Research

15. Radiation Therapy - selection of patients for therapy

16. Private Patients

17. Source of Funds
18. Program Planning - National Consultants
19. National and Local Medical Meeting
20. Relations to National Boards and National Organizations
February 13, 1959

Mrs. Lou Purcell  
Director’s Office  
M.D. Anderson Hospital  
Houston 25, Texas

Dear Mrs. Purcell:

I have reviewed the notes of Dr. Moore. They indicate that the cancer Directors decided that they should do the following:

1. Summarize the number of clinical residents and scientists trained at their respective institutes with an indication of their subsequent appointments.

2. List the number of out-patients and surgical procedures performed each year. The apparent object of this was to indicate the contribution of cancer institutes to the cancer problem in this country.

I do not believe that Dr. Moore was very enthusiastic about this idea since his notes indicate that he felt it might differentiate too much between the contribution of those institutes with large clinical facilities and those units which are just starting.

If you will refer to Dr. Moore's earlier letters to Dr. Clark, you will notice that he suggested that the group discuss certain aspects of recruiting personnel or economic grant support.

Sincerely yours,

(Mrs.) Mary Ann Wegner, P.S.
January 12, 1959

Dr. George E. Moore
Roswell Park Memorial Hospital
Buffalo, New York

Dear Doctor Moore:

Doctor Clark has asked that I send you a copy of the attached letter which he received from Dr. T. R. Talbot, Jr. He would like to know your reaction to this letter, and, also, what specifically do you remember the proposition of Dr. C. P. Rhoads to be, as suggested in paragraph 3 of the attached letter.

Sincerely yours,

(Mrs.) Lou Purcell
Secretary to Doctor Clark
Dr. R. Lee Clark, Jr., Director,
M. D. Anderson Hospital,
Houston 25, Texas.

Dear Lee:

I have put considerable thought on the items which you listed as a tentative agenda for future meetings of our group.

I feel rather strongly that it would be a mistake at this time to include other staff members of our organizations, for example, business administrators, chiefs of services, etc. If they have problems which they should like to discuss then it seems to me that there will be considerable advantage in their getting together on their own. Otherwise I believe it would simply dilute and confuse our own meetings.

I believe that we should begin with a careful analysis of one general problem before we move off on the others. The suggestion made by C. P. Rhoads still seems to me to be the best one as an initial effort. At a later date we could pick one or possibly two problems on your list for discussion at stated meetings, to be preceded by preparation and with one person in charge of each topic.

At this time, however, I believe that our greatest service will be a documentation of the type that Rhoads suggested. If it is agreed that this will be the first effort of this group, then I hope you will let me know what you would like me to do in preparation for the first stages of such a study. I shall await word from you.

With kind regards,

Sincerely yours,

T. R. Talbot, Jr., M.D.
THE INSTITUTE FOR CANCER RESEARCH
7701 Burholme Avenue
Fox Chase
Philadelphia 11, Pa.
November 4, 1958

Dr. R. Lee Clark, Jr., Director,
M. D. Anderson Hospital & Tumor Institute,
Texas Medical Center,
Houston 25, Texas.

Dear Dr. Clark:

Thank you for your letter of October 30th and enclosures. I very much enjoyed the meeting and discussion, and I shall try to let you have my thoughts in the very near future.

Thank you also for taking care of the financial arrangements - for which I enclose a check to cover my share.

With kind regards,

Sincerely yours,

T. R. Talbot, Jr., M.D.
Director

TRT:B
enclosure
R. Lee Clark, Jr., M.D.
Director and Surgeon-in-Chief
The University of Texas
M.D. Anderson Hospital and Tumor Institute
Houston 25, Texas

Dear Dr. Clark:

Accompanying this letter is my check to reimburse you for the expenses of my dinner, etc. in New York. I apologize for the delay in getting this to you, but between our Annual Scientific Meeting in October, and the Annual Meeting of the Board of Trustees early in December, I have had to let things pile up on the desk.

You raised several questions in your letter and I will try to comment on them. First as to the institutions and persons that should be included in a list for invitations to the next meeting. It seems to me that we would have little legitimate excuse for excluding any bona fide cancer research institute from the group whether they are independent, affiliated with universities, or actual parts of universities. The membership of such a group would probably tend to be self limited depending upon the extent to which major problems impinged on individual directors. I presume that several people have been mentioned - Al Gelhorn, Dave Wood, Earl Greene, etc.

Although it may be desirable to include other members of staffs in special study groups or even in subsequent general meetings, I feel that it would be best to start off only with the directors or scientific directors of institutes.

In reviewing the list of topics suggested for a possible agenda, it appears to me that they may be broken down into groups depending upon the extent to which they are of general interest. As an example, the suggestions for discussion of patient research, radiation therapy and private patients will be of little or no interest to the Director of the Roscoe B. Jackson Memorial Laboratory. One might mention another general area which has been omitted from your list as the problems related to maintenance of an animal colony. This would be of little concern to hospitals that have no such problem.

In general, I would feel that the agenda for a first meeting might be limited to those items that are of the most common and widespread interest. This could include personnel, organization, research (especially the appraisal or evaluation of research), public relations, program planning, relation to national boards and national organizations. One other that I think might be of general interest would be personnel policies including a survey of the salary structure and other benefits for medical and scientific personnel.

As part of the future planning that might be done in a first general meeting, I would suggest that many of the other special and more limited topics be assigned to an individual or a very small committee for review and report at the next general meeting. It might be too that some sub-groups would find it convenient to meet separately to deal with the problems applicable to their own kind of institution.
By way of further comment, I can only think of one thing and this is conditioned largely by the temperature outside today in Detroit. If we have a meeting in January, can we please have it as far south as possible (I would suggest Mexico City, but I am afraid that auditors might not understand).

Best regards and I trust I will hear from you concerning further plans.

Cordially yours,

[Signature]

William L. Simpson, M.D.
Scientific Director
$64.00

Received of

Joe E. Boyd Jr.

Sixty Four + 29/100

Whittington Fund: Refund of diet

By

M. Lee

11-26-1945

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THE ACCOMPANYING CHECK IS IN FULL PAYMENT OF ITEMS ABOVE—DETACH BEFORE BANKING
Enclosed are four checks which will reimburse the Whittington Fund in part for a check written to The Biltmore Hotel in the amount of One Hundred Four and 62/100 Dollars ($104.62) to cover official entertainment for the 21st of October. The enclosed checks are as follows:

- Dr. Ernest M. Daland $12.00
- Dr. T. R. Talbot $12.00
- Dr. George Moore $28.00
- Dr. C. P. Rhoads, Sloan-Kettering Inst. $12.00

Total $64.00
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- Dr. Ernest M. Daland: $12.00
- Dr. T. R. Talbot: $12.00
- Dr. George Moore: $28.00
- Dr. C. P. Rhoads, Sloan-Kettering Inst.: $12.00

Total: $64.00

11-19-58

Mr. Joe Boyd
The bill ran to $104.62. It was necessary for us to accept the cost for eight dinners even though the number was only six. The difference between the bill and that paid by each individual is $32.00. I believe that rather than asking the men to pay the difference, since they had nothing to do with the arrangements, I would prefer to pay this myself. If you would care to divide it with me, that would be satisfactory. If you would prefer handling it this way, there will be - in addition to your $12.00 - an additional $16.00 or a total of $28.00 that you and I will pay while the others will pay the $12.00 fee just for their own dinner and cocktails.

Sincerely yours,

R. Lee Clark, Jr., M. D.
Director and Surgeon-in-Chief

RLC:d
October 23, 1958

R. Lee Clark, Jr., M.D.
Director
M.D. Anderson Hospital
Houston, Texas

Dear Lee:

I am sorry to have rushed off so hurriedly at the meeting in New York but I knew you were anxious to attend a subsequent meeting and I had only a few minutes to make my plane connections.

I would appreciate it if you would send a resume of the costs involved for the dinner since I'll be more than happy to assign them to one of our special funds. If you intend to bill the people attending, I would also appreciate getting a separate bill for my share of the dinner.

With every good wish.

Sincerely yours,

George E. Moore, M.D.
October 30, 1958

Dr. William L. Simpson
Detroit Institute of Cancer Research
4811 John R. Street
Detroit 1, Michigan

Dear Doctor Simpson:

Your bill for cocktails, dinner, rental of room and gratuities came to approximately $12.00. I have paid the bill so that, if you wish, you might reimburse me directly, making the check out to M. D. Anderson Hospital and Tumor Institute. I am looking forward to the possibility of a definite organization developing from the group that met in New York and hope that we can add those additional persons whose association with cancer institutions would give them mutual interests and problems. I would like very much to have your suggestions for institutions and persons that should be included in our list for future meetings. Do you think it advisable to extend the invitation to other members of our staffs such as the Chief of Professional Services, the Chief of Research, Business Managers, etc.

I am enclosing a list of the items that were considered to be of general interest. After reflection, would you please see if there are any additions that you would like to add to the list and from it suggest an agenda for a future meeting.

Sincerely yours,

R. Lee Clark, Jr., M. D.
Director and Surgeon-in-Chief

RLC:as
1. Business Office
   (1) Budgets
   (2) Financial Office
   (3) Accounting Methods
   (4) Machine Aids
   (5) Patients Accounts
   (6) Audits
   (7) Procurement and Purchasing - Inventory

2. Medical Records and Nomenclature

3. Personnel

4. Professional Staff

5. Organization

6. Research

7. Education

8. Medical Service

9. University Affiliation - Medical School Appointments - Graduate School Students in the Basic Sciences, etc.

10. Professional Relations

11. Public Relations

12. Editorial Policy and Publications

13. Building Requirements and Design

14. Patient Research

15. Radiation Therapy - selection of patients for therapy

16. Private Patients

17. Source of Funds
18. Program Planning - National Consultants

19. National and Local Medical Meeting

20. Relations to National Boards and National Organizations
Dr. T. R. Talbot  
The Institute for Cancer Research  
7701 Burholme Avenue  
Fox Chase  
Philadelphia 11, Pennsylvania  

Dear Doctor Talbot:

Your bill for cocktails, dinner, rental of room and gratuities came to approximately $12.00. I have paid the bill so that, if you wish, you might reimburse me directly, making the check out to M. D. Anderson Hospital and Tumor Institute. I am looking forward to the possibility of a definite organization developing from the group that met in New York and hope that we can add those additional persons whose association with cancer institutions would give them mutual interests and problems. I would very much like to have your suggestions for institutions and persons that should be included in our list for future meetings. Do you think it advisable to extend the invitation to other members of our staffs such as the Chief of Professional Services, the Chief of Research, Business Managers, etc.

I am enclosing a list of the items that were considered to be of general interest. After reflection, would you please see if there are any additions that you would like to add to the list and from it suggest an agenda for a future meeting.

Sincerely yours,

R. Lee Clark, Jr., M. D.  
Director and Surgeon-in-Chief  

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14. Patient Research
15. Radiation Therapy - selection of patients for therapy
16. Private Patients
17. Source of Funds
October 30, 1958

Dr. C. P. Rhoads, Director
Memorial Center for Cancer and Allied Diseases
444 East 68th Street
New York, New York

Dear Doctor Rhoads:

Your bill for cocktails, dinner, rental of room and gratuities came to approximately $12.00. I have paid the bill so that, if you wish, you might reimburse me directly, making the check out to M. D. Anderson Hospital and Tumor Institute. I am looking forward to the possibility of a definite organization developing from the group that met in New York and hope that we can add those additional persons whose association with cancer institutions would give them mutual interests and problems. I would like very much to have your suggestions for institutions and persons that should be included in our list for future meetings. Do you think it advisable to extend the invitation to other members of our staffs such as the Chief of Professional Services, the Chief of Research, Business Managers, etc. Insofar as your own organization is concerned, you might wish to consider Doctor H. T. Randall.

I am enclosing a list of the items that were considered to be of general interest. After reflection, would you please see if there are any additions that you would like to add to the list and from it suggest an agenda for a future meeting.

Sincerely yours,

R. Lee Clark, Jr., M. D.
Director and Surgeon-in-Chief

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16. Private Patients
17. Source of Funds
18. Program Planning - National Consultants

19. National and Local Medical Meeting

20. Relations to National Boards and National Organizations
November 7, 1958

R. Lee Clark, Jr., M.D.
Director and Surgeon-in-Chief
The University of Texas
M.D. Anderson Hospital and Tumor Institute
Houston 25, Texas

Dear Lee:

Enclosed please find a check for $28.00 which represents my share of the additional expense for the Cancer Directors meeting. Thank you very much for taking care of all the arrangements.

Sincerely yours,

George E. Moore, M.D.
Meeting of Cancer Institute Directors, October 22, 1958, 5:00 p.m.,
Biltmore Hotel, New York City.

Attending: Dr. Clark, General Chairman, Texas; Dr. Daland, Massachusetts;
Dr. Heller, National Cancer Institute, Bethesda; Dr. Moore, Buffalo; Dr. Rhoads,
New York; Dr. Simpson, Detroit; and Dr. Talbot, Philadelphia.

Summary

It was concluded that biannual meetings of the Cancer Institute
Directors should be mutually beneficial for the following reasons:

1. Exchange of practical information concerning personnel policies,
   research administration, relationships with community medical schools and
discussion of policies of granting agencies.

2. It was proposed that all members present prepare a summary of the
   number of cancer patients seen at their Institute yearly for the last ten years
   and indicate the number treated by major surgery and irradiation for comparison
   with the relative number of cancer patients seen by other types of institutions.

3. It was also suggested that a list be prepared of trainees and
   staff men at cancer institutes who subsequently assumed responsible positions
   in medical science.

No definite date for a second meeting was established.
August 20, 1958

R. Lee Clark, Jr., M.D.
Director
M.D. Anderson Hospital
6723 Bercher Street
Houston 25, Texas

Dear Lee:

Attached is a summary of the preliminary planning for a meeting of Cancer Institute Directors which has been tentatively planned for the evening of October 22 at 5 pm.

It was hoped that we may have an informal cocktail hour and continue the discussion during dinner. Only ten men have been invited to attend this initial meeting primarily to see whether such a venture is worth continuing. We hope that you will be able to attend and would appreciate your comments, suggestions, and an indication whether you will be able to meet with us.

The specific hour and date of the meeting may have to be changed if conflicts with The American Cancer Society develop.

Sincerely yours,

George E. Moore, M.D.
Dear Sir:

About a year ago Lee Clark and I began a series of serious discussions concerning the advisability of having an annual meeting of the Directors of Cancer Research Institutes in the United States. Subsequently informal contacts with various Directors would indicate that such a meeting would be welcomed.

At the present time we are attempting to make formal plans for a preliminary meeting at which time the desirability of such meetings and topics for future agendas could be discussed.

Because this meeting is organizational in nature, it seems wise to limit the number of participants. Further, it has been suggested that the meeting be restricted to the Directors themselves. Subsequently it may be desirable to invite hospital administrators, personnel officers, and business officers to the meetings depending upon the topics under discussion. Certainly informal meetings seem most popular.

It is necessarily important to find a date and place convenient to all of the participants. The suggestion has been made that future meetings might be more informative if rotated among the various cancer institutions.

Most of us will be attending the Annual Meeting of The American Cancer Society in New York City October 20-24 and therefore the date of the first meeting has been tentatively set for the evening of October 22.

I would suggest that Dr. Lee Clark act as Chairman of this first meeting since he has been one of the leading proponents of such a gathering.

The agenda has been informally arranged as follows:

1. Desirability of establishing Annual Meeting of Cancer Institute Directors:
   a) Format of meetings - place, topics
   b) People to be included

2. Administration of basic research:
   a) Allocation of responsibility
   b) Allocation of laboratory space
   c) Administration of large and small animal colonies
   d) The initiation, control, and conclusions of collaborative research projects
   e) Evaluation of research accomplishments

3. Personnel for basic research:
   a) Salary structure
   b) Evaluation of candidates
      Personnel office vs. Department Head
      Review by professional staff and/or administration
   c) Evaluation for advancement
Dr. George E. Moore  
Roswell Park Memorial Institute  
663 No. Oak Street  
Buffalo, New York

Dear George,

I wish to acknowledge your letter of August 21st regarding a meeting of Cancer Institute Directors.

I would be happy to attend such a meeting if I am in town, although I have considerable reservations that there are a sufficient number of common problems to have very instructive discussion. I repeat, however, that if I am in town I will certainly be very happy to attend. My hesitation about being in town rests on the fact that I have just this day returned from Europe and am not as yet completely certain about my schedule for the next month.

With best personal regards,

Sincerely yours,

Alfred Gellhorn, M.D.
July 1, 1958

Dr. H. C. Moss
Assistant Director
Roswell Park Memorial Institute
Buffalo 3, New York

Dear Doctor Moss:

Your letter to Doctor Clark arrived only shortly before he left to attend the International Cancer Congress in London. He told me that he believed that Doctor Moore had decided that it would be preferable to hold the first meeting of the directors of cancer institutes at the time of the American Cancer Society meeting in New York, October 20-21. A letter from Doctor Moore, dated June 17, refers to this plan, and I believe that he and Doctor Clark must have discussed the matter.

I think that I should point out, too, that there are scheduled two other meetings which would seem to be in conflict with the proposed meeting of September 17, to which you refer, for the Scientific Advisory Board. Doctor Clark has a meeting of the Cancer Control Committee, of the National Cancer Institute, in Bethesda September 18-19, and also a meeting of our Board of Regents on September 19-20. Perhaps it could still be worked in.

Doctor Clark will be back in the office early in August, and I hope that the above information may be of some help to you in the meantime.

Sincerely yours,

Executive Assistant
R. Lee Clark, Jr., M.D.
Director and Surgeon-in-Chief
M.D. Anderson Hospital
Houston, Texas

Dear Sir:

Dr. Moore has left on vacation, and we have a communication from our Department of Health concerning the possibility of our holding the meeting of the Directors of cancer institutes on Thursday, 18 September, and Friday, 19 September. I know that George had the idea that the meeting of the Scientific Advisory Board could be correlated with the meeting of the Directors of cancer institutes, so that you would be spared the necessity of making two trips.

Please let us know whether the suggested September dates are convenient for you. We may still be able to plan the meeting of the Scientific Advisory Board for 17 September, to precede the meeting of the Directors of cancer institutes.

Very truly yours,

H. C. Moss, M.D.
Assistant Director
August 28, 1958

Dr. George E. Moore  
Roswell Park Memorial Institute  
Buffalo 3, New York

Dear George:

I regret that it will not be possible for me to attend the meeting of the Cancer Institute Directors, if it is held on October 22nd. I am schedule to lecture in Portland, Oregon on that day.

If it is necessary to change the date of the meeting because of a conflict with the American Cancer Society, please let me know your new date.

With good wishes, I am -

Sincerely yours
September 5, 1958

C.P. Rhoads, M.D.
Sloan-Kettering Institute
410 East 68th Street
New York 21, New York

Dear Dr. Rhoads:

It was wonderful news to hear that your busy schedule will allow attendance at the meeting of Cancer Institute Directors. It was kind of you to suggest dinner reservations at the several clubs, however, it was my impression that Dr. Clark had already made a reservation for my hotel room. In any event, I will pass you suggestion along to him, since he will assume responsibility for the first meeting.

As a very junior member of the group attending, I hope to learn better ways of stimulating our biological research, from those of you with more experience. Certainly there are many common problems worthy of joint discussion.

May I extend a warm invitation to visit Roswell Park, whenever your travels take you to upstate New York.

Sincerely yours,

George E. Moore, M.D.

GEM:mp

CC: Dr. Lee Clark
Dr. George L. Moore  
Roswell Park Memorial Institute  
Buffalo 3, New York  

Dear Dr. Moore:

Thank you for your letter of August 21st informing me of your preliminary plans for a meeting of Cancer Institute Directors for the evening of October 22nd at 5 p.m., possibly cocktails and dinner.

I am delighted with the idea. Would you like a dinner at the Century or University Club?

Kindest regards.

Sincerely,

C. P. Rhoads, M.D.
August 28, 1958

Dr. George E. Moore
Roswell Park Memorial Institute
Buffalo 3, New York

Dear George:

Many thanks for your note of August 21, and I will be pleased to join with you and others on the evening of October 22 at the ACS Board of Directors meeting. I probably will have to take in a committee meeting at 7:30 or so but at least we will have sometime to discuss our mutual problems.

I look forward to seeing you,

Sincerely yours,

J. R. Heller, M. D.
Director
National Cancer Institute
Dr. George E. Moore  
Roswell Park Memorial Institute  
Buffalo 3, New York

Dear Dr. Moore:

This will acknowledge your letter of August 21 concerning the proposed meeting of cancer research directors.

The date is a bit awkward for me inasmuch as the Annual Scientific Meeting of the Detroit Institute of Cancer Research is scheduled for October 27, 28 and 29, but I will make every effort to attend, nevertheless.

I assume that you will let us know the exact place of the meeting as soon as this has been determined.

Sincerely yours,

Bill

William L. Simpson, M.D.  
Scientific Director
August 26, 1958

George E. Moore, M. D.
Director
Roswell Park Memorial Institute
Buffalo 3, New York

Dear Doctor Moore:

In the absence of Mr. Lund I am acknowledging receipt of your letter of August 21. It is being held for his attention upon his return September 8.

Very truly yours,

(Mrs.) Sue Fowler
Secretary to Administrator

sf
August 26, 1958

Dr. George E. Moore
Roswell Park Memorial Institute
Buffalo, 3, N.Y.

Dear Doctor Moore:

Your letter to Dr. Gellhorn concerning the planned meeting of the Cancer Institute Directors has come to my attention in Dr. Gellhorn's absence. He is currently abroad and is expected to return on the 24th of September. Accordingly, it is impossible for me to tell you at this time whether Dr. Gellhorn would be able to attend this meeting, but I shall forward your letter to him and you may expect a reply in the near future.

Sincerely yours,

Elliott F. Osserman, M.D.
August 25, 1958

George E. Moore, M.D.
Department of Health
Roswell Park Memorial Institute
Buffalo 3, New York

Dear Dr. Moore:

October 22 at 5 p.m. seems to be a satisfactory date as far as my schedule is concerned. I should like to suggest, however, that we would be wise not to have an agenda because I am convinced that the first meeting would produce the greatest benefits if confined to an informal gathering. I shall await word from you concerning confirmation of this date.

Sincerely yours,

T. R. Talbot, Jr., M.D.
The Commonwealth of Massachusetts  
Department of Public Health  
Pendville Hospital  
Box 111  
Walpole, Massachusetts  

September 5, 1958

Dr. George E. Moore  
Roswell Park Memorial Institute  
Buffalo 3, New York

Dear Dr. Moore:

I find your letter of August 21 waiting for me on my return from vacation.

I should be very much interested in attending such a meeting as you suggest, and I shall plan to do so.

Sincerely yours,

Ernest M. Daland  
Ernest M. Daland, M.D.

EMD:r
Dr. George E. Moore
Roswell Park Memorial Institute
Buffalo 3, New York

Dear George:

I have just returned after having been absent during the month of July and find your letters regarding the proposed meeting of the Cancer Institute and Hospital Directors. I am sorry that I have not done anything about this to date, but I am in complete accord with your proposed letter and suggest that you proceed with it as outlined. I might make one suggestion about the agenda. Perhaps the item number three would normally number first as this will probably be our chief topic for conversation.

I rather imagine the American Cancer Society meeting will be held at the Park Sheraton Hotel. If you like, I will ask for a small suite there in which to discuss our program. You might make the evening of October 22 a preliminary date, to be confirmed later, depending upon the agenda as submitted by the American Cancer Society. I have an idea that this will probably be the night of the meeting of the Medical and Scientific Committee and if so, they usually work until late. If this conflict occurs, we might schedule a meeting beginning at 5:00 p.m. on the 22nd and combine an informal cocktail hour with the general discussion.

I do not know who is the Director of The Ellis Fischel State Cancer Hospital, but I rather thought he might be included. Also, Dr. J. Elliott Scarborough at Emory University Hospital should be considered; if not at this time, for a future meeting. I have
obtained many helpful suggestions from him, and we have mutually discussed the many details of the Augmentation Plan for full-time staff members.

Sincerely yours,

R. Lee Clark, Jr., M. D.
Director and Surgeon-in-Chief
Lee Clark, Jr., M.D.
Director
M.D. Anderson Hospital
6723 Bertner Street
Houston 25, Texas

Dear Lee:

Attached is a preliminary draft of the letter for the proposed conference of the Cancer Institute Directors.

It is difficult for me to decide on an agenda since the most important portion of the meeting should be devoted to the desirability of having such meetings and how they should be run. Nevertheless, it seems probable to include at least two topics for discussion as outlined in the letter. For this first meeting it seems wise to limit the number attending; therefore, I would suggest the following institution Directors be invited:

Dr. Farber, Children's Hospital, Boston; Memorial Center in New York; Francis Delafield Hospital; M.D. Anderson Hospital; Dr. Simpson, Detroit Cancer Institute; Dr. Heller, National Cancer Institute; Dr. Talbot, Institute of Cancer Research, Philadelphia; and Roswell Park Memorial Institute.

You will note I suggested the evening of October 22 but whether or not this would conflict with the American Cancer Society Meeting, I have no idea nor am I aware of which hotel the meeting will be held.

With every good wish.

Sincerely yours,

George E. Moore, M.D.
Gentlemen:

About a year ago Lee Clark and I began a series of serious discussions concerning the advisability of having an annual meeting of the Directors of Cancer Research Institutes in the United States. Subsequently, informal contacts with various Directors would indicate that such a meeting would be welcomed.

At the present time we are attempting to make formal plans for a preliminary meeting at which time the desirability of such meetings and topics for future agendas could be discussed.

Because this meeting is organizational in nature it seems wise to limit the number of participants. Further, it has been suggested that the meeting be restricted to the Directors themselves. Subsequently it may be desirable to invite Hospital administrators, Personnel officers, and Business officers to the meetings depending upon the topics under discussion. Certainly informal meetings seem most popular.

It is necessarily important to find a date and place convenient to all the participants. The suggestion has been made that future meetings might be more informative if rotated among the various cancer institutions.

Most of us will be attending the Annual Meeting of The American Cancer Society in New York City October 20-24 and therefore the date of the first meeting has been tentatively set for the evening of October 22.

I would suggest that Dr. Lee Clark act as Chairman of this first meeting since he has been one of the leading proponents of such a gathering.

The agenda has been informally arranged as follows:

1. Administration of basic research:
   a) Allocation of responsibility
   b) Allocation of laboratory space
   c) Administration of large and small animal colonies
   d) The initiation, control, and conclusions of collaborative research projects
   e) Evaluation of research accomplishments

2. Personnel for basic research:
   a) Salary structure
   b) Evaluation of candidates
      Personnel office vs. the Department Head
      Review by Professional staff and/or Administration
   c) Evaluation for advancement

3. Desirability of establishing Annual Meeting of Cancer Institute Directors:
   a) Format of meetings - place, topics
   b) People to be included
June 17, 1958

R. Lee Clark, Jr., M.D.
Director and Surgeon-in-Chief
M. D. Anderson Hospital
Houston, Texas

Dear Lee:

Attached is a copy of a letter from Dr. Simpson indicating his enthusiastic reception of the meeting for cancer institute directors.

Whereas it is true that subsequent meetings can probably be scheduled as to time and place in a more ideal manner, it would seem that the association of this first meeting with the Cancer Society Program in New York is still a good idea.

I visited the Pondville Cancer Hospital for the first time last week. It is 25 miles out from Boston in wooded rural country. Although it is completely isolated the appointees apparently have been quite faithful about going out to aid out-patient clinics and the like. They have approximately 90 - 105 patients at present although the hospital can accommodate 135. There is little or no research other than clinical follow-up.

My impression of the Institute was that it is a well run clinical cancer hospital but with little imaginative direction or support. I do think it should be included in our group of cancer institutes. The Director is Dr. Ernest M. Baland who will be retiring in a year or so. He is a fine respected and talented surgeon.

With every good wish.

Sincerely yours,

George E. Moore, M.D.
Detroit Institute of Cancer Research
4011 John R Street
Detroit 1, Michigan
June 12, 1958

George B. Moore, M.D., Director
Roswell Park Memorial Institute
Buffalo 7, New York

Dear Dr. Moore:

Your letter of May 28, 1958 concerning the possibility of meetings of directors of cancer research institutes is most welcome. This is a notion I have had for several years, and I have discussed it briefly with several persons - among them Rod Heller, Don Putney and very recently with Talbot from Philadelphia. I think I remember talking to Lee Clark about this when he was in Detroit for the Third National Cancer Conference. Inasmuch as everyone to whom I have talked seemed to feel that there was a lack of communication between directors and administrators on many matters, I am sure that they will welcome the possibility of remedying this defect.

In connection with the suggestion that I express my views, I would like to comment on a couple of matters. First, from some of the larger institutes at least, it might be desirable to include the chief business officer either in joint conferences with the directors, or possibly give them the opportunity to meet with their colleagues concerning common problems of purely administrative nature.

Second, without any intention to emulate the deans of medical colleges, I think there may be major advantages to holding meetings in a relatively isolated environment away from the institutes themselves at least part of the time. You will know many places where this could be done either in conference centers such as Arden House or some of the facilities at Bethesda or in strictly commercial places such as are used by the medical deans.

With many of the directors involved probably attending the International Cancer Congress, it could be that some brief time could be found for preliminary discussions on organization in London.

I do hope that plans for these meetings work out well and soon. You may be assured of my enthusiasm and cooperation.

Sincerely yours,

William L. Simpson, M.D.
Scientific Director
Cancer hospitals approved by the Cancer Committee of the American College of Surgeons
(Approval Issue, American College of Surgeons Bulletin, September-October, 1957)

- Penrose Cancer Hospital
- Providence Hospital
- Westfield State Sanatorium
- Ellis Fischel State Cancer Hospital
- Roswell Park Memorial Institute
- Francis Delafield Hospital
- Memorial Center for Cancer and Allied Diseases
- American Oncologic Hospital
- M. D. Anderson Hospital and Tumor Institute
- Dr. T. Gonzalez Martinez Oncologic Hospital
- Institut du Radium
- Hospital Curie
- Jesus Cancer Hospital
- N.C.I.
- Children's Cancer Res. H.

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Afternoon Oct 7-8