1962

Association of Cancer Institute Directors (ACID), 1961-1962

Office of the President
The University of Texas MD Anderson Cancer Center

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ACID Meeting
January 20, 1961
Page 2

Dr. Kenneth Endicott
Dr. George Moore
N. C. I., Bethesda, Maryland
Roswell Park Memorial Institute
Buffalo, New York

Dr. Henry T. Randall
Memorial Hospital
New York, New York

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

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Doctor Simpson reported that the Detroit Institute for Cancer Research has had a basic research laboratory for the past thirteen years, but has no clinical facilities. In addition to the clinical needs, there is need for extensive animal facilities. It has been decided not to apply for non-matching grant funds and, in the absence of clinical facilities, there is no plan to request funds for a clinical research center grant program. He will investigate the possibility of leasing beds as suggested by Doctor Clark. He also reviewed the plans for the medical center in Detroit. A formal affiliation with Wayne University is under consideration; presently there is an informal affiliation through appointments of department heads.

Doctor Rusch described the integral relationship of the McArdle Laboratory to the University of Wisconsin Medical School and discussed the postdoctoral training program. Concerning the latter, there was a general discussion in which it was stated that grade averages for entrance to medical schools have dropped from 3.2 to 2.75 and there are fewer applications. Doctor Heller stated that for the first time in this country's history, more Ph.D. degrees were granted in 1960 than M. D. degrees. Doctor Rusch reviewed areas of investigation underway at the McArdle Laboratory and discussed matters of organization and physical facilities. Non-matching funds and funds for enlarging Doctor Curreri's area have been requested. In reply to Doctor Clark's
question, he stated that the formula of 300 gross square feet per person is applied to the department of biochemistry.

Doctor Talbot reviewed the activities of the Institute for Cancer Research in Philadelphia during the past three years in matters of establishment of policies, affiliations, budget and personnel. An increase of 60 per cent in space has been determined necessary and with grant and institutional funds research areas are presently being remodeled. He showed the group a layout of future plans and said that funds had been requested for construction of a clinical unit, rehabilitation and support of the animal colony and support of the program in cancer research. There is no formal university affiliation at present.

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Doctor Heller discussed the organizational structure of Memorial Sloan-Kettering Cancer Center, as it is now called, and the projected building program, the total cost of which will be 40 million dollars. He then reviewed the status of the programs in service, teaching and research. The Center is affiliated with Cornell University Medical School.

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There was a brief discussion concerning the next meeting of the American Association for Cancer Research. Detroit and Houston were mentioned as possible meeting places.

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from participating in the institutional grant program, the Research professor awards and the diverting of cancer funds of the Public Health Service (NCI) to non-categorical health programs simply by administrative policy and by fiat.

**Annual Reports**

Doctor Clark requested the members to send him a copy of their institutional annual reports.

There was no further business and the meeting was adjourned following which some of the members visited with the staff of the M. D. Anderson Hospital and Tumor Institute and, later, attended a social hour and dinner.

R. Lee Clark, Jr., M. D.
Secretary
ASSOCIATION OF CANCER INSTITUTE DIRECTORS
MINUTES OF MEETING
January 20, 1961
M. D. Anderson Hospital and Tumor Institute
Houston, Texas

The business meeting of the Association of Cancer Institute Directors began at 9:00 a.m. with a welcome from Dr. R. Lee Clark, Jr., Director of M. D. Anderson Hospital. The following persons were present:

Dr. R. Lee Clark, Jr. The University of Texas M. D. Anderson Hospital and Tumor Institute, Houston, Texas
Dr. Murray M. Copeland The University of Texas M. D. Anderson Hospital and Tumor Institute, Houston, Texas
+ Mr. Joe E. Boyd, Jr. The University of Texas M. D. Anderson Hospital and Tumor Institute, Houston, Texas
+ Mr. Elmer R. Gilley The University of Texas M. D. Anderson Hospital and Tumor Institute, Houston, Texas
Dr. James T. Grace, Jr. Roswell Park Memorial Institute Buffalo, New York
Dr. James R. Heller Memorial-Sloan-Kettering Cancer Center, New York, New York
Dr. W. B. Patterson Pondville Hospital Walpole, Massachusetts
Dr. Harold P. Rusch University Hospital-McArdle Memorial Laboratory for Cancer Research, Madison, Wisconsin
Dr. William L. Simpson Detroit Institute for Cancer Research Detroit, Michigan
Dr. Timothy R. Talbot, Jr. Institute for Cancer Research Philadelphia, Pennsylvania

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Dr. Sidney Farber Children's Hospital Boston, Massachusetts

+ Attended portion of meeting
ACID Meeting  
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Barb- Dr. Clark asked me to summarize the minutes which at last I have done and he has ok'd, attached. Save the longer version I think for files as they contain more info.

Guess we will have to do mat of the shortened version. If you have trouble with last page I will help.

20 copies should be enuff.

From  ________________
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Next meeting (Sept 15th at Philadelphia with Dr. Dawn as Host) ?
The first item of business was a report from each institutional head of their current topics and plans for future developments. The purpose of these reports is to facilitate the exchange of information between the respective institutions and the discussion of mutual problems and interests.

Dr. W. Bradford Patterson reported that Pondville Hospital located in Walpole, Massachusetts, is presently reaching a decision on the question of whether to represent a research or clinical organization. There is no major clinical cancer facility in Boston except Children's Hospital. They are questioning if they should play a larger role in this area. Dr. Patterson stated that Pondville was now about 35 years old and consisted primarily of clinical research facilities.

Pondville Hospital is increasing its medical clinical investigation in cancer, and generally is proceeding upward. A scientific advisory board has been appointed from outside the hospital. An outside objective group is making a survey on the relationship between the hospital and the community, and even the best location for a new hospital.

At the present time, there are no plans for submission of grants from Pondville Hospital.

Dr. Patterson reported that the hospital has recently completed the change over from part-time personnel to full-time personnel. There is a total of 300 persons on the staff. The visiting staff consists of 45 persons, and the full-time clinical and research personnel number less than 12.

Work in the fields of Chemotherapy and Tumor Biology is continuing.
Dr. William L. Simpson from Detroit Institute for Cancer Research mentioned even though Pondville Hospital and Detroit Institute were far apart, they have similar problems. He stated that for 13 years they have had a basic research laboratory without any clinical lab whatsoever. When they were with Wayne State University some years ago, the loan received was applied to the field of research. The Institute would like to have basic laboratories and clinics in separate units. In order to effectively carry on the program of extensive study of the cancer patient they need an additional clinical unit, one which could be attached to a major general hospital. Extensive animal facilities are also needed.

One area they have been studying is the physiological development of breast cancer. Studies have been carried on for 5-6 years. Also, biological and physiological changes in the cancer patient are being studied. The Institute hopes to obtain support from other industries in the city to further the study of carcinogenesis and changes brought on by chronic exposure. Detroit is considered an excellent area for this study.

Dr. Simpson stated that their Institute has decided not to apply for any cancer non-matching grants. Also, not having clinical facilities in which to operate, they couldn't ask for clinical cancer research money. Dr. Clark asked if they had considered leasing 20 or 30 beds from another hospital. Dr. Clark mentioned that we had carried on a very successful program such as this for 6-8 years. Dr. Simpson replied that they hadn't considered this aspect and would look into the possibility. Dr. Clark further added that this could be done with a grant.
Dr. Simpson reported Detroit plans to convert about 1/4 mile wide and 1/2 mile long strip of land in the central district to a medical center. The future plans include expansion of Harvard, Grace Hospital, expansion of Children's Hospital and a new medical school. The estimated cost is $275,000,000 for all institutions. The Institute would like to be a part of these new buildings and on the other hand they are also considering Ford Hospital. Ford Hospital is supporting the Institute program. There are five full time Physicians in Oncology who are willing to work at the Institute. The formal affiliation which is in effect with the University is something to consider.

Dr. James Grace asked what the size of the budget is. Dr. Simpson replied $450,000. In addition, contributions amount to $150,000. University Cancer Foundation provides all utilities, janitorial, etc. of not less than $25,000.

Grants and percentage of funds needed to operate with were discussed in great length.

Dr. Harold P. Rusch from Madison, Wisconsin reported that McArdle Memorial Laboratory is an integral part of the University of Wisconsin Medical School and discussed the relationship between the two.

Dr. Rusch then discussed several aspects of the postdoctoral training program. He said many applications were from foreigners. The Indians had difficult times in obtaining jobs and the Japanese had a language problem. He reported the quality of graduate student applications is not as good as it was five years ago. There are two reasons for this: (1) Students are fewer, and (2) Spread throughout the country and everyone has graduate programs now.
It was reported that grade averages required for entrance in medical schools have dropped from 3.2 to 2.75. Also, there are fewer applications.

Dr. J. R. Heller mentioned that in 1960 there were more Ph.D. degrees given than M.D.'s. This is the first year in the country's history that this has occurred.

Dr. Clark mentioned that the interest in sciences in high school students was very promising and then told of the program whereby this institute participates. Later in the day Dr. Copeland furnished the members with more detailed information on this project.

Dr. Rusch stated that a virus program was being started at his institution. Two areas of interest in the Department of Surgery are bladder cancer and clinical trials. Dr. Curreri has contributed greatly to these two programs. He explained that Dr. Curreri being in surgery has the advantage some of the surgeons present have. He also mentioned that some may have heard that there is an "upheaval" because Dr. Schmidt is retiring. Dr. Clark asked if it had been settled and Dr. Rusch replied not yet, but the end was in sight. Dr. Clark mentioned that Dr. Curreri had contributed greatly to clinical trials. Dr. Rusch said with the exception of Dr. Curreri and one or two others the department has been rather weak. The academic standpoint has been weak. The academic situation was discussed. In this regard, Dr. Clark stated that The University of Texas system maintained mostly younger men for the administrative roles. When he gets older he is relieved and goes on higher. Dr. Rusch stated their main problem was lack of space. He said if they were to enlarge their program they would like fourteen instead of ten. Approximately double the space that is now available is
required and it is impossible for them to add to their present facilities. He stated in February they will have a site visit and should know something possibly in May.

The role of medical research in a medical school was discussed. Dr. Rusch stated he had also given a speech on this subject. Dr. Clark asked that a few reprints of his speech be sent to him.

Along with additional plans for new facilities, institutional grants were discussed. Dr. Rusch stated they had asked for 2.4 million in non-matching money last October. Dr. Curreri has asked for $400,000 to enlarge his area. Dr. Rusch reported that if they could enlarge it would have to be enough to accommodate four more persons.

Dr. Clark asked what the formula of space was per person in the biochemistry department. Dr. Rusch replied 300 gross square feet per person.

Along with additional plans for new facilities, institutional grants were discussed.

Dr. Talbot from the Institute for Cancer Research in Philadelphia stated that all policies concerning scientific and cancer relationships were non-existent when he got to Philadelphia and everything they have done or planned to do had been in the last three years. He explained that extensive reviews are being made regarding staying in the present location. Dr. Talbot explained that in the last three years the annual budget had been raised from $750,000 - 800,000 to 1.3 or 1.4 million. The staff has been increased from 100 to 175 during this period. It was determined that their institute required an increase of 60% in space. $750,000 was obtained from
National Institutes of Health for their institute. Dr. Talbot explained that they have undertaken the remodeling of several research areas some with their own funds and some with grants. Dr. Talbot explained that over the past three years he has worked intensively to establish relationships with Jeanes Memorial Hospital. The Society of France in Philadelphia endowed the hospital $140,000. It is now a 140 bed hospital and in the last 6 years has become a very good general hospital. A wing is 2/3 complete which will double their bed strength. Dr. Talbot’s institute and Jeanes Hospital has reached an agreement to use 10 of their beds on an interim basis with no length specified. The Institute provides certain services to their hospital and their staff have full time appointments to the Institute.

Dr. Talbot mentioned that a Fox Chase Center for Medical Science will be developed.

Dr. Grace asked if American Oncologic didn’t work out? Dr. Talbot replied that a third party, a clinical unit, could be named in this fashion. This could happen if the economic problem is solved. Dr. Clark asked if the one downtown would be kept for a clinic? Dr. Talbot replied, yes, for transitional basis. The Institute for Cancer Research has worked toward strengthening their university relationship and has tripled their academic appointments. They now have 15 or 16 graduate students and fellows. Their biology program has been strengthened and they are moving forward in Biochemistry. Their next step was to draw up on paper what their future plans are. Dr. Talbot then showed the group a layout of future plans for the Institute and surrounding organizations and explained where the facilities would be located. He explained they had asked National Cancer
Institute for a sum of 1,754,000 million dollars for the construction of a clinical unit, although they recognize that the conditions set forth would probably eliminate them. Dr. Talbot said they will continue to ask for grants until they receive them. In this grant they pointed out their needs on a 5-10 years basis and pointed out in contrast to a total space requirement their immediate needs. They stated 138,000 - 140,000 feet should be completed with 2-4 years, and thereafter, the gap of 3-4 years to include 70,000 more square feet. Total proposed personnel would be 350-380. Their Institute has two separate plans outlined. The other plan would cover a 8-10 year period.

Dr. Clark asked how many clinical beds they desire.

Dr. Talbot stated approximately 100.

Dr. Talbot stated he felt the community of Philadelphia is ready for this change, but is convinced it will be difficult. There are 5 medical schools in this area and three are particularly good. The Institute is far enough away from them so they won't be conflicting but close enough to have coordination. The patients will pose no problem.

Dr. Clark stated it sounded like a wonderful plan and he predicted success.

Dr. Talbot explained that for many years one family has supported the Institute with about 10% of its budget. They also obtain approximately $212,000 a year from the Commonwealth of Pennsylvania.

Also, some time ago they applied for $100,000 to rehabilitate and support the general animal colony. They have also put in an application for $125,000 for support of program in cancer research.
During the next two years the Institute for Cancer Research hopes to develop the biochemistry effort. They also have plans to concentrate on virology, chemistry and differentiation. Dr. Talbot stated they have clarified program on carcinogenesis. The chemotherapy program has been emphasized. They hope to have the proper facilities so they may have the correct care of the cancer patient.

After Dr. Talbot's presentation the meeting adjourned for lunch.

The meeting reconvened after lunch with Dr. Clark reviewing the recommendation of the Texas Legislative Budget Board. He stated that 30% was used for highways, 42% for higher education, 16% for welfare, 5% for hospitals and 7% for others. M. D. Anderson Hospital requested a budget of 6.3 million and $6,000,000 was approved, including local revenue.

Dr. Copeland then explained the student program with the National Science Foundation discussed earlier in the day. He explained that last summer we had 16 spaces available and 400 applications were received. These applications are weighed very carefully. Dr. Rusch asked if funds were given to the students to cover expenses. Dr. Copeland reported that they receive $25.00 for a round-trip ticket and $50.00 per week for a six week period. The students are usually housed at Rice University or other locations if needed. Dr. Copeland also mentioned that this program is a matching program whereby we pay half of the cost.

Dr. Copeland reviewed the graduate educational program. He stated M. D. Anderson has a few persons from Baylor in training and recently had some from the medical branch in Galveston.
There are 69 individuals in graduate area, 9 postdoctoral fellows, 7 predoctoral fellows, and 7 postdoctoral M.D.'s. Dr. Copeland mentioned eventually we would have an Assistant Director for Research. Dr. Copeland is working in the research and clinic areas while he is also in the Education office. Dr. Copeland mentioned that M. D. Anderson Hospital holds a clinical session followed by a dinner to which we invite a basic scientist. He explained that we also have seminars and clinical conferences. There are large attendances at both of these and prove extremely helpful.

The number of foreign residents and fellows was discussed. We do have arrangements with some centers in Japan to rotate these on a year to two years leave.

Dr. Simpson brought out the fact that if more academic and scientific people came to the United States to see what it is really like we would have better diplomatic relationships abroad. Dr. Rusch said that in India and Japan he found the people very proud that they had been to the United States and were good ambassadors. He said that often these individuals are not given the proper attention.

Dr. Clark then introduced Mr. Elmer R. Gilley, Business Manager, and Mr. Joe E. Boyd, Jr., Administrator who explained the IBM 305 RAMAC machine. RAMAC stands for Random Access Method of Accounting and Control. He explained the problems encountered putting this machine into operation during its early stages. With this machine Mr. Gilley stated our patients accounts are always current, and reporting time has greatly been cut down. In the research area, we hope to work out program
Mr. Gilley said the machine costs approximately $50,000 a year on a rental basis. IBM furnishes maintenance. As an educational institution we received a 20% discount. Dr. Grace stated they too could receive a 20% discount as an educational institution, but as a research institution received a 50% discount.

Dr. Rusch then mentioned the next meeting place for the American Association for Cancer Research. He said a vote was made on whether to hold the meeting in conjunction with the federated society. The replies indicated a four to one ratio in favor of not meeting in conjunction with the federation Dr. Talbot stated. They were in favor of meeting in the central region of the U. S. It was stated that Houston might be an ideal city. Dr. Talbot said there would be approximately 1,000 in attendance. Dr. Clark then told of the hotel facilities situated around the medical center. He mentioned that our patient hotel wouldn't be ready by then, however. Dr. Simpson mentioned that Detroit now has a new convention hall ready. New airports proposed for Houston were discussed.

Dr. J. R. Heller from New York said he would only discuss the different or changed things they are concerned with at Memorial Sloan. Regarding the organizational structure, there has been an incorporation of the Memorial Center for Cancer and Allied Diseases and the Sloan Kettering Institute for Cancer Research. It is now called Memorial Sloan-Kettering Cancer Center. Composition includes Memorial Hospital, James Ewing Hospital, Kettering Research, Walker and Pollack lab on 65th Street. These were all brought into the center within the last year. Dr. Heller is the Chief Executive Officer of
the center. There are three boards in the composition. The Center will service other components such as other institutions do. There are 26 persons in the center. Dr. Heller stated that Waring laboratory is on its own now. Walker is the same size as S.K.I. while Pollack is a little smaller.

In regard to the expansion program planned, a twenty story nursing residence is now under construction on York Avenue across from Memorial Hospital. It should be completed in April of 1962. The building is in memory of Mrs. Sloan who died 4 years ago and will cost $6,000,000. It will house 250-260 nurses, and will consist of single studio apartments and others will be living room and bedroom apartments. Underground parking will be available. Dr. Heller said it will not be self carrying. Other construction in the development program includes a staff residence for doctors and research scientists and a doctors' office building which will taken the place of the tower. Doctors' building will be self carrying. There will be a building for junior staff consisting of 180 rooms, which will be self supporting as a citizen is donating enough money. There is urban redevelopment on nurseries, housing, joint parking and surgery muscle research unit. They are banning together. Sloan Kettering is moving people out of the center to build research building 13 stories high. A bridge and tunnel will be connected to Memorial Sloan Kettering Institute of these buildings will be completed in three years. Total cost will be $40,000,000. Approximately half is available now. The biggest problem they have is relocating people. Dr. Heller stated the 75th anniversary program is now under way.

Dr. Heller said there were three functions of the center: (1) Service (2) Teaching and (3) Research.
Service - There are 260 beds in Memorial and 260 in Ewing. Ewing is a city owned hospital operated by Memorial. Most of clinical research will be in Ewing. There are 66 beds in addition to pediatric reconversion to research. Service wise the budget for Memorial Hospital for the first time is $10,000,000 a year, includes Strang Clinic. Very little research is being done through Memorial Hospital.

Teaching - Over a million a year is used in the teaching field. There are 60 residents and 35 interns. In undergraduate teaching there are 26 Ph.D's. They are a part of Cornell University although no money is received from Cornell for teaching. There are 200 doctorals in Kettering and about the same in Memorial with Ewing having around 500. Teaching has been a tremendous job and they are compiling data on it now.

Research - Overall budget is $950,000,000 a year. There is 110 square feet per person. In the research area, they are abandoning research on human tumor transplantation due to the feeling that they weren't producing anything. Its $200,000 for this project is being diverted. Research programs will aim at the effective prevention of cancer. They will try to determine the causes of the disease, including a thorough investigation of potentially related factors — environmental and internal. Work is being carried out in both pediatric and adult chemotherapy.

Developmental program - Dr. Heller said they are interested in a scanning cytologic machine which has not developed as they hoped it would. Research viewpoint is good. National Cancer Institute and they have a machine. This machine deals with cancer cells and circulating blood.
It will sieve out all of the cancer cells. The sieve is approximately 3 or 4 micron diameters in size.

General Motors Corporation and they are undertaking a large program dealing with air pollution. They hope to advance in this area.

They have interest in Africa, Norway, Venice, Italy, Japan, India and one other. Dr. Heller stated that Mr. Gene Kettering is very interested in Africa.

Of the $950,000,000 budget for Sloan-Kettering, only $5,000,000 comes from Sloan interest. 50% comes from federal grants, rest comes for 6,100 donations.

Dr. Heller mentioned that they didn’t have a biostatistian. The hospital is superbly run and Dr. Heller is very pleased. He stated that Ryan Laboratory is a chemotherapy lab. They also have 16 or 17 acres which can be used for expansion. Dr. Heller mentioned that 1.7 million dollars had been received for chemotherapy work. A clinical research grant was put in for the center requesting 1.7 million. They requested 1.7 million in a clinical research grant.

Cornell University is depended upon for psychiatric care.

Sloan Kettering has a scientific advisory group. This is for the center. Also, they have a scientific policy committee of which every policy they want must pass through the committee. The center board is made up of people from the other two boards.

Dr. James Grace said the Roswell Park Memorial Institute was set up by the State of New York. Out of a 10.2 million budget, 7.6 million is received from the State. On a local level, the
Executive Committee meeting is held weekly. This committee is advisory to the Director. All appointments, Ph.D.'s have to be approved by the Executive Committee and any promotions above this level also. In addition, they have an Advisory Committee with 10 active members and 5 ex-officio. These rotate somewhat. Board of Visitors is appointed by the Governor. The board meets every three months to discuss general problems. This board does not have any approval authority. The policy rests with the Commissioner of Health and the Director. A Scientific Advisory Board meets additionally for 2-3 days meeting. They have good objective outside opinions.

Roswell Institute has been concerned with its size, how large should they increase. Top budget in 5 years will be $15,000,000. They expect $10,000,000 or 11,000,000 from state and the remainder from grants.

Dr. Grace stated that they have completed a mouse breeding facility. 400,000 mice are bred each year. Last year they used 250,000 and only half were bred. This facility a drive is located in the country about/10 minutes away from the Institute. Total cost was $50,000.00.

Dr. Grace mentioned that the $7,000,000 research building was already being occupied. The second phase 50% will be ready in September. State of New York paid half and other came from Frank Snell (?) funds.

There is a thirteen story apartment building across from the institute for junior staff, and nurses. Three stories are completed. A limited private contract was used for this building.
Future plans include a patient hotel and an educational building.

The Institute staff now numbers 1,600 with 190-195 senior Ph.D.'s and M.D.'s.

Dr. Grace said 304 beds are in operation. Extensive clinical and basic science research facilities are available. The State of New York was promised that bed space now being used for laboratories would be converted to bed space. In this regard, Dr. Clark mentioned that 350 beds would be a good size. He said if brain work were done Roswell Park Institute might have more beds. Dr. Grace said no patient pays in their hospital, they must, however, be referred by a physician. No insurance is collected. Discussion was then held on this point.

Dr. Heller mentioned that the overall increase in cost of their hospital and research unit has been consistently 7% a year.

Roswell Park Memorial Institute is a division of the University of Buffalo. Academic appointments are held by members of the Institute staff. Dr. Grace stated that they had no particular problems with the university. They have no Dean and is a rather strange situation. There are two Professors of Surgery which alternate as Head of the Department every two or three years.

The next item on the agenda was discussion for next years meeting date and location.

Discussion was held on having more than one day for the next meeting. Dr. Clark expressed a desire to have two days so that everyone could learn more of each others organization.
Discussion was held on the material furnished regarding each institution. Dr. Clark said that Dr. George Moore of Roswell Park Memorial Institute had prepared a very good form comparing the various institutions.

Regarding the city for the next meeting, Dr. Talbot invited everyone to come to Philadelphia, Pennsylvania. It was also mentioned that this might be beneficial to his organization in their stage of development. A motion was made a seconded that the next ACID meeting be held in September, the dates to be decided at a later date. Tentative dates decided on were September 14-15, 1961 starting at approximately 9:30 - 10:00 a.m. on September 14. Dr. Talbot then discussed hotel accommodations in Philadelphia.

In regard to new members, Ellis Fischel was mentioned. Discussion was held on whether to invite this group to participate. Dr. Heller made the motion that if a Director was appointed they should be invited. It was seconded and the motion passed. Dr. Grace said Nebraska and West Virginia were setting up units, but would not be far enough along for the next meeting. Discussion was also held on Canada, Mexico, Dr. Arthur Ham, Dr. Bob Taylor, Dr. Noble and Dr. Johns, Dr. Dave Woods, Rogers at Knoxville, American Oncologic and Dr. Galhorn. Regarding inviting Canadians in, Dr. Simpson suggested that we authorize the Chairman and Secretary to invite in these people when they know the agenda is such that they might fit in. Dr. Clark asked Dr. Heller to speak to Dr. Galhorn to see if he was interested.

It was the general opinion to not invite any others mentioned above into the association at the present time.
Dr. Clark mentioned that he would like to have other officers besides a President and Secretary. He asked the members to consider this subject and possibly new officers could be elected at the next meeting.

Dr. Clark asked if we as a group should do something about the grant program, or do it individually. Dr. Heller feels they would be ineffective as a group, but they want to be united in their needs. Dr. Clark feels cancer research education and training is what we're for. Everyone is in favor of medical schools receiving help but they don't wish to be left out. The Research Grant program was discussed in great length. It was the general opinion that Dr. Heller should first speak to Dr. Kenneth Endicott about the problems of the various institutions and then if representatives were desired to present their views they could be furnished. Dr. Heller will ask Dr. Endicott's advise as to what moves the individual institutions should make. One suggestion might be made to ask members of this committee for their opinions. Dr. Clark feels all of the institutions should submit a center research grant. Dr. Heller thinks institutional grants should be submitted.

Dr. Clark asked that all members send him a copy of their respective institution's annual report.

There being no further business, the members met with various members of our staff for discussion and dinner.
Sept. 26-1962

1962 National Survey of Professional Scientists

Salaries loaned to Dr. Paul Yoder.

[Signature]

[Signature]
### OPERATING BUDGET

#### Institutional Budget

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### PHYSICAL FACILITIES

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### SUMMARY (All Sources)

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Association of Cancer Institute Directors
Meeting of November 25 and 27, 1962

Agenda

1. Approval of minutes of meeting of February 8 and 9, 1962
2. Minutes of meeting of May 14 and 15, 1962
3. Old business
   a - International cooperation
   b - Policies on care of animals
   c - Limitations on use of human subjects
   d - Position on effects of tobacco
   e - Distribution of abstracts
   f - Information on new or proposed legislation
4. Impact of Public Health Service patent policies on drug development and evaluation (Leon)
5. Review of institutional needs in relation to congressional appropriations for fiscal 1963
6. Election of officers for 1963
7. Schedule for next meeting
8. Survey of salaries and other benefits for employees of research institutes
9. Exchange of information on visiting or itinerant scientists available for lectures, seminars, etc. (Ellis)
10. Policies on use of experimental drugs - 100 day delay on regular,emporaries, replications
11. Review of program of the Detroit Institute of Cancer Research
Contract - research and development
Environments
Molecular Biology
Biostatistics
Biosphere
Crop.  Crops in my.  Research
Animal Colonies,
Best effort Contracts  (does not need wide scope)
Entomology -barn - all.
Organ transplantation
X-ray diagnosis.  (King)
Exp. Therapeutics
Future for Cc Res Center-
1. Parameters & Ammens
2. tenure - area
3. Building on contract basis with no - operation by the center
on financing. Contract basis.  - financing for Research program

1. Documentation of our needs for (spring 69) - construction
next year and for 5 years.

2. Most promising areas of research -
Part - Clues to 12
Steroids & endo
Viruses

3. Try to get contracts for research on yr
14 to keep research freedom - Science.  (Endeavor + E. 1000)

Check 1st tab.
4. Mice at Roswell Park
DBA - 2
C3H
Steris (Host)

Virus + cell building - 8, 000 sq ft.  Try.  (and Buffalo fuse.  NY)


ASSOCIATION OF CANCER INSTITUTE DIRECTORS
Monday and Tuesday, May 14 and 15, 1962

A regular meeting of the Association of Cancer Institute Directors was held at the invitation of Dr. Sidney Farber in the Children's Cancer Research Center, May 14 and 15, 1962. It was called to order at 10:00 a.m. May 14, 1962 by the Chairman Lee Clark.

Members Present

International Interests of ACID

The first item of business was the discussion of the plans for a meeting of members of the ACID with such directors of cancer research institutes from other parts of the world at the time of the VIII International Cancer Congress in Moscow in July 1962. Following a discussion of the possible relationships of ACID to other organizations interested in international cooperation in cancer research, it was agreed without formal action that Drs. Copeland, Zubrod and Simpson would accept responsibility for informing Margaret Sloan and Martin Cummings of the interest of the ACID group in visiting laboratories, hospitals, etc. and in participation in research that might be done on a cooperative basis with individuals in other countries. It was further agreed that the ACID would prepare a tabulation of various research centers available and what each had to offer to visitors from abroad who might wish to visit in this country. Also, without formal action it was agreed that Drs. Sloan and/or Cummings might be invited to meet with the ACID group at some future meeting to explore further the possibility of ACID participation in cancer research on an international basis.

Resolution Re: Research Animals

The Committee next considered the problem of restrictive legislation that has been proposed on the use of animals in research. At the request of the Chairman, Drs. Warren and Simpson prepared the following resolution for consideration by the Association:

"The Association of Cancer Institute Directors recognizes, on the basis of long concern with animal experimentation, that the quality of animal research is greatly influenced by the health and well being of the experimental animals employed in that research. In the furtherance of this conviction, the Association hereby endorses the statements published by the Animal Care Committee of the National Research Council on rules for the humane treatment of experimental animals.

It is recognized that individual problems in which animal experimentation is required vary and must be regulated within each qualified scientific institution. It is, therefore, recommended that each member institution adopt as its basic animal care policy the rules for humane use of experimental animals referred to above and that the adoption of such a basic policy be affirmed to the President and Secretary of this Association in writing."

Following reading and discussion of the above resolution it was moved by Dr. Lenson that it be adopted as a policy of the Association. The motion was seconded by Dr. Patterson and adopted unanimously.

Limitations on the Use of Human Subjects

The Association next considered the problem of conditions for the use of human subjects in clinical investigation. Copies of the policy on research investigations with human beings at the M. D. Anderson Hospital were distributed. It was agreed that Dr. Wade would supply copies of the Sloan Kettering policies on this same matter. Without formal action, it was recommended that a sub-committee consisting of Drs. Patterson, Zubrod and Simpson review this problem and bring in a report for the next meeting.
Lunch

Following lunch the Association again convened for continuation of its meeting. Dr. Henry Lemon joined the group at lunch time and met with them in the afternoon.

Children's Cancer Research Foundation

At the request of the Chairman, Dr. Farber reviewed the history of the Children's Cancer Research Foundation and described its relationship to Harvard Medical School.

Federal Support

The Committee next reviewed the state of federal legislation and support of cancer research and control activities and some of the background information relative to the development of this legislation.

Dinner

Following the afternoon session the group adjourned to reconvene including wives of those members who were present, at the American Academy, for cocktails and dinner as the guests of Dr. and Mrs. Sidney Farber.

Meeting Reconvened

The Association reconvened Tuesday morning at 9:00 at the Children's Cancer Research Foundation conference room.

Members Present

Present: Drs. Clark, Copeland, Farber, Foley, Lemon, Moore, Patterson, Simpson, Talbot and Wade.

Salary Review

The entire morning was devoted to a review of the data accumulated in a survey of scientific professional salaries in the various member institutes. The report was given and illustrated with graphs by Dr. Simpson. It was agreed that additional information should be incorporated into such a survey and that this should include not only a broader study of salary ranges but also a study of extra income privileges for clinicians and a survey of fringe benefits available to scientists and physicians in research institutes.

Lunch

Luncheon was served in the conference room; the group again being joined by Drs. Snegireff, Modest and Foley.

Tobacco

The possibility of joint activities by members of the Association was discussed in the afternoon session. Dr. George Moore proposed that the Association members should take a position with respect to the use of tobacco and its effect on the production of lung cancer and on health generally. A number of suggestions such as the possibility of recommending a White House conference on the subject, recommendations to the U. S. Public Health Service and to the voluntary health organizations such as the American Cancer Society and American Heart Association were considered. Following discussion it was moved by Dr. Patterson that the Association of Cancer Institute Directors express its collective opinion to the American Cancer Society and the United States Public Health Service on our conviction between the significant relationship of smoking and chronic diseases especially cancer of the lung and respiratory tract. The Association expresses its concern that more efforts in education and research need to be focused on this problem.

The foregoing resolutions to be sent in the form of a letter to Dr. Harold Diehl, Senior Vice-president in charge of medical affairs of the American Cancer Society and to the Surgeon General of the U. S. Public Health Service, with a copy to the National Cancer Institute. Motion was seconded by Dr. Moore and carried unanimously.

Publication

The group next returned to discussion of the possibility of distributing abstracts of papers in advance of publication. Without formal action it was agreed that each director would prepare a reasonable number of copies...
of abstracts of the papers that are to appear from his institute and dis-
tribute them directly to the directors of other institutes in numbers to
be determined by the Secretary.

The group again considered the possibility of utilization of the Cancer
Bulletin as a form for the publication of clinical conferences from the
various research institutes. It was agreed that Dr. Moore would prepare
such a conference on gastric cancer, Dr. Patterson one on colon cancer, Dr.
Lemon one on 5-fluorouracil. Other members were not prepared to define
specific topics at this time.

Future
Agenda
Items

Without formal action it was agreed that a discussion of staging and nomen-
cature for end results studies should be included on the agenda for an
early meeting.

Dr. Moore and Dr. Lemon recommended that members of the ACIO group should
bring to each meeting those areas of research that should be considered for
cooperative activity and call attention of the group to projects that should
have joint consideration.

Canadian
Guests

It was moved by Dr. Talbot, seconded by Dr. Lemon that Dr. Shields Warren
be elected to regular membership in the ACIO. Motion carried unanimously.

Without specific action it was agreed that Directors of Canadian Cancer
Research Institutes might be invited to participate informally at the next
meeting if Dr. Busch thinks this would be mutually profitable.

Eppley
Institute

For the benefit of the members of the Association, Dr. Lemon described the
progress made so far in the development of the Eugene C. Eppley Institute
for Research in Cancer and Allied Diseases in Omaha.

Traineeships

Dr. Copeland called attention to the problem of supporting individuals during
a period of clinical training and pointed out that the Public Health Service
was terminating its program of clinical traineeships. Members agreed on
the need for re-establishing this program or something to take its place,
but no formal action was taken.

Methods were next discussed for keeping members of the Association informed
about new legislation as it is introduced. After some discussion it was
agreed that Dr. Clark would ask Dr. Endicott to advise members of the Associ-
ation of new or pending legislation and that Dr. Copeland would try to de-
terminate through Dr. Diehl if some help could be obtained on this problem
through Colonel Luke Quinn.

The Association agreed to meet at the Detroit Institute of Cancer Research
November 26 and 27, 1962.

Respectfully submitted,

William L. Simpson, M.D.
Secretary
ASSOCIATION OF CANCER INSTITUTE DIRECTORS
Monday and Tuesday, May 14 and 15, 1962

A regular meeting of the Association of Cancer Institute Directors was held at the invitation of Dr. Sidney Farber in the Children's Cancer Research Center, May 14 and 15, 1962. It was called to order at 10:00 a.m. May 14, 1962 by the Chairman Lee Clark.

Present: Drs. Clark, Copeland, Farber, Foley, Patterson, Rusch, Simpson, Snegireff, Talbot, Wade, Warren and Zubrod.

The first item of business was the discussion of the plans for a meeting of members of the ACID with such directors of cancer research institutes from other parts of the world at the time of the VIII International Cancer Congress in Moscow in July 1962. Following a discussion of the possible relationships of ACID to other organizations interested in international cooperation in cancer research, it was agreed without formal action that Drs. Copeland, Zubrod and Simpson would accept responsibility for informing Margaret Sloan and Martin Cummings of the interest of the ACID group in visiting laboratories, hospitals, etc. and participation in research that might be done on a cooperative basis with individuals in other countries. It was further agreed that the ACID would prepare a tabulation of various research centers available and what each had to offer to visitors from abroad who might wish to visit in this country. Also, without formal action it was agreed that Drs. Sloan and/or Cummings might be invited to meet with the ACID group at some future meeting to explore further the possibility of ACID participation in cancer research on an international basis.

Resolution
Re: Research Animals

The Committee next considered the problem of restrictive legislation that has been proposed on the use of animals in research. At the request of the Chairman, Drs. Warren and Simpson prepared the following resolution for consideration by the Association:

"The Association of Cancer Institute Directors recognizes, on the basis of long concern with animal experimentation, that the quality of animal research is greatly influenced by the health and well being of the experimental animals employed in that research. In the furtherance of this conviction, the Association hereby endorses the statements published by the Animal Care Committee of the National Research Council on rules for the humane treatment of experimental animals.

It is recognized that individual problems in which animal experimentation is required vary and must be regulated within each qualified scientific institution. It is, therefore, recommended that each member institution adopt as its basic animal care policy the rules for humane use of experimental animals referred to above and that the adoption of such a basic policy be affirmed to the President and Secretary of this Association in writing."

Following reading and discussion of the above resolution it was moved by Dr. Lemon that it be adopted as a policy of the Association. The motion was seconded by Dr. Patterson and adopted unanimously.

Limitations on the Use of Human Subjects

The Association next considered the problem of conditions for the use of human subjects in clinical investigation. Copies of the policy on research investigations with human beings at the M. D. Anderson Hospital were distributed. It was agreed that Dr. Wade would supply copies of the Sloan Kettering policies on this same matter. Without formal action, it was recommended that a sub-committee consisting of Drs. Patterson, Zubrod and Simpson review this problem and bring in a report for the next meeting.
Lunch

Following lunch the Association again convened for continuation of its meeting. Dr. Henry Lemon joined the group at lunch time and met with them in the afternoon.

Children's Cancer Research Foundation

At the request of the Chairman, Dr. Farber reviewed the history of the Children's Cancer Research Foundation and described its relationship to Harvard Medical School.

Federal Support

The Committee next reviewed the state of federal legislation and support of cancer research and control activities and some of the background information relative to the development of this legislation.

Dinner

Following the afternoon session the group adjourned to reconvene including wives of those members who were present, at the American Academy, for cocktails and dinner as the guests of Dr. and Mrs. Sidney Farber.

Meeting Reconvened

The Association reconvened Tuesday morning at 9:00 at the Children's Cancer Research Foundation conference room.

Members Present

Present: Drs. Clark, Copeland, Farber, Foley, Lemon, Moore, Patterson, Simpson, Talbot and Wade.

Salary Review

The entire morning was devoted to a review of the data accumulated in a survey of scientific professional salaries in the various member institutes. The report was given and illustrated with graphs by Dr. Simpson. It was agreed that additional information should be incorporated into such a survey and that this should include not only a broader study of salary ranges but also a study of extra income privileges for clinicians and a survey of fringe benefits available to scientists and physicians in research institutes.

Lunch

Luncheon was served in the conference room; the group again being joined by Drs. Snegireff, Modest and Foley.

Tobacco

The possibility of joint activities by members of the Association was discussed in the afternoon session. Dr. George Moore proposed that the Association members should take a position with respect to the use of tobacco and its effect on the production of lung cancer and on health generally. A number of suggestions such as the possibility of recommending a White House conference on the subject, recommendations to the U.S. Public Health Service and to the voluntary health organizations such as the American Cancer Society and American Heart Association were considered. Following discussion it was moved by Dr. Patterson that the Association of Cancer Institute Directors express its collective opinion to the American Cancer Society and the United States Public Health Service on our conviction between the significant relationship of smoking and chronic diseases especially cancer of the lung and respiratory tract. The Association expresses its concern that more efforts in education and research need to be focused on this problem. The foregoing resolutions to be sent in the form of a letter to Dr. Harold Diehl, Senior Vice-president in charge of medical affairs of the American Cancer Society and to the Surgeon General of the U.S. Public Health Service, with a copy to the National Cancer Institute. Motion was seconded by Dr. Moore and carried unanimously.

Publications

The group next returned to discussion of the possibility of distributing abstracts of papers in advance of publication. Without formal action it was agreed that each director would prepare a reasonable number of copies
of abstracts of the papers that are to appear from his institute and distribute them directly to the directors of other institutes in numbers to be determined by the Secretary.

The group again considered the possibility of utilization of the Cancer Bulletin as a form for the publication of clinical conferences from the various research institutes. It was agreed that Dr. Moore would prepare such a conference on gastric cancer, Dr. Patterson one on colon cancer, Dr. Lemon one on 5-fluorouracil. Other members were not prepared to define specific topics at this time.

Future Agenda Items

Without formal action it was agreed that a discussion of staging and nomenclature for end results studies should be included on the agenda for an early meeting.

Dr. Moore and Dr. Lemon recommended that members of the ACID group should bring to each meeting those areas of research that should be considered for cooperative activity and call attention of the group to projects that should have joint consideration.

Shields Warren Elected

It was moved by Dr. Talbot, seconded by Dr. Lemon that Dr. Shields Warren be elected to regular membership in the ACID. Motion carried unanimously.

Canadian Guests

Without specific action it was agreed that Directors of Canadian Cancer Research Institutes might be invited to participate informally at the next meeting if Dr. Rusch thinks this would be mutually profitable.

Eppley Institute

For the benefit of the members of the Association, Dr. Lemon described the progress made so far in the development of the Eugene C. Eppley Institute for Research in Cancer and Allied Diseases in Omaha.

Traineeships

Dr. Copeland called attention to the problem of supporting individuals during a period of clinical training and pointed out that the Public Health Service was terminating its program of clinical traineeships. Members agreed on the need for re-establishing this program or something to take its place, but no formal action was taken.

Legislation

Methods were next discussed for keeping members of the Association informed about new legislation as it is introduced. After some discussion it was agreed that Dr. Clark would ask Dr. Endicott to advise members of the Association of new or pending legislation and that Dr. Copeland would try to determine through Dr. Dighl if some help could be obtained on this problem through Colonel Luke Quinn.

Next Meeting

The Association agreed to meet at the Detroit Institute of Cancer Research November 26 and 27, 1962.

Respectfully submitted,

William L. Simpson, M.D.
Secretary
Dear Lee:

At the last meeting of the Association of Cancer Institute Directors it was suggested that Dr. Snegireff and I draft a resolution to be sent to the American Cancer Society and to the U.S. Public Health Service putting forth our feelings about the cigarette smoking problem. The attached draft is our recommendation. It is certainly open to modification and improvement at your pleasure. I suppose that the final draft should probably go to various members before it is mailed and it should go to those members who were not present at the last meeting.

I would hope that the letter could be released to the press when it is sent since I think it cannot but help our cause to have our dispassionate opinion available as public information.

Sincerely yours,

Brad

W. Bradford Patterson, M.D.
Chief of Professional Services
Dear Sir:

The members of the Association of Cancer Institute Directors, being primarily concerned with the cancer problem, believe that inadequate effort is presently being made to inform the public about the cigarette smoking hazard and to promote research in this critical area.

It is the unanimous opinion of the members of this association that cigarette smoking is one of the principal factors which leads to the development of cancer of the lung and to other cardiopulmonary diseases. It is apparent that cigarettes entail a more serious risk than do pipes or cigars. There also appears to be a direct relationship to the total amount smoked.

There is at hand a great deal of pertinent information, but we feel that this is not being adequately utilised as the basis for research projects, nor is it being disseminated for maximum educational benefit.

We strongly urge that your organization endeavour to stimulate and to implement research in the area of tobacco carcinogenesis and in the development of a larger and more intensive public educational program.

Sincerely yours,
Interoffice Memorandum

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

FROM: Miss Eleanor J. Macdonald
Epidemiologist

SUBJECT: Comments on letter from W. Bradford Patterson, M.D., dated July 6, 1962.

DATE: July 16, 1962

It's enough for me that Sir Ronald Fisher and Dr. Joe Berkson have debunked the initial studies of Hammond - Horn, Doll-Hill, Wynder and Auerbach, and these are the cornerstones of the smoking theory. Fisher and Berkson have made the fundamental contributions which have made mathematical statistics a valid tool for analysis of medical data, and all of us use their procedures. The sole claim to fame of these others except Hill, who was inactive in the studies, is the tobacco lung controversy. They are Johnny one-notes. They have spent most of their public (scientific?) life defending their one and only idea.

In view of the fact that all of the studies are from non-definable populations and so much contradictory or unexplained evidence is at hand, it would be a good idea for the Cancer Institute Directors to hold out for valid scientific proof and not jump on the bandwagon of the "guilt (proof) by association," group.

This does not mean that there may not be a correlation. It just means that repetition in ever growing volume of the same unproved hypothesis does not validate it.

Eleanor J. Macdonald
Epidemiologist

EJM:js
CURRENT AND IMMEDIATE NEEDS OF CANCER CENTERS OF AMERICA

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| Total                                               | 101.7        | 73.2                       | 112.5          |               |

4-13-62
MEMORANDUM

To: Members of the Association of Cancer Institute Directors

Subject: Testimony before Senator Lister Hill's Subcommittee on Appropriations

At the request of Dr. Sidney Farber, I was privileged to appear before Senator Lister Hill's Subcommittee on Appropriations in Washington on April 16 in support of the need of the cancer institutes in America for funds for cancer research. A copy of my remarks is enclosed as a matter of interest.

There is also enclosed a table of figures which I compiled for my own reference on the basis of information submitted by the directors of the institutes named. These figures were not released, of course. You will note that the figure for the present investment in building has been reported by only two members. It is hoped that the other members will supply this figure to complete our survey on the matter.

R. Lee Clark, M.D.
President, Association of Cancer Institute Directors
CURRENT AND IMMEDIATE NEEDS OF CANCER CENTERS OF AMERICA

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Sept. 5, 1962

R. Lee Clark, M. D.
The University of Texas
M. D. Anderson Hospital
Texas Medical Center
Houston 25, Texas

Dear Doctor Clark:

I am enclosing copies of letter which I wrote in support of your letter as distributed June 29, 1962. I hope it is not too late to add our support.

Sincerely yours,

Henry H. Lemon, M. D.
Director

HML: hc
Eugene C. Eppley Institute for Research
in Cancer and Allied Diseases

Sept. 5, 1962

The Honorable Lister Hill
United States Senate
Washington 25, D. C.

Dear Senator Hill:

I am writing you with reference to the bill, H.R. 4999, which concerns "Grants for Construction of Teaching Facilities for Medical, Dental, and Other Health Personnel".

We hope that this bill may be modified so that eligibility will be extended to include institutions conducting research in graduate teaching and the health sciences, as well as to hospitals affiliated with the universities, which are the only institutions currently provided for in the bill as written. We believe that there are a number of medical research and graduate training institutes and hospitals not affiliated with universities which are making an important contribution towards our goal of solving the problems of disease and also of giving valuable postgraduate training to teachers and researchers in the medical sciences.

This latter goal is one of the important, indirect benefits achieved for our nation through the construction of facilities for both teaching of medical, dental, and other health personnel, and for research facilities. We are supported in this thought by the conclusions reached by Doctor Boisfeuilllet Jones and his Committee of Consultants on Medical Research in their report to the Subcommittee on Departments of Labor, Health, Education and Welfare of the Senate Committee on Appropriations, May, 1960, and in H.R. 4999.

Specifically, the following changes are recommended in H.R. 4999: (Changes are underlined)

Sec. 720 - Page 23 - Line 9: "training of physicians, health research scientists, pharmacists" etc.
Sec. 721 - page 24
Lines 2-4:
"(A) a public or other nonprofit
school of medicine, dentistry,
osteopathy, pharmacy, optometry,
podiatry, nursing, or public health,
or a medical sciences research and
graduate teaching institute and
(B) " etc.

Sec. 721 - page 24
Lines 16-18:
"(1) in the case of an affiliated
hospital, an application which is
approved by the school of medicine
or university with which the hospital
is affiliated" etc.

It is gratifying to note that Sections 704 and 705
of H.R. 4999 would renew appropriations granted by the Public
Health Service Act, as amended (Public Law 80-777), for the
construction of Health Research Facilities for three succeeding
years.

I shall appreciate your support of this extension
of the provisions of H.R. 4999 and would be grateful if your
office were to send me a copy of the bill as passed by Congress.

Sincerely yours,

Henry M. Leamon, M. D.
Professor of Medicine
June 29, 1962

Memorandum

To: Members of the Association of Cancer Institute Directors

Subject: Health Research Facilities Legislation - H. R. 4999

Enclosed is a copy of a letter to Senator Hill on the above subject. If you concur, may I suggest that each of you make similar suggestions to Senator Hill and to your own Senators?

R. Lee Clark, M. D.
President, Association of Cancer Institute Directors

RLC/bm
Encl.
Honorable Lister Hill  
United States Senate  
Washington 23, D. C.  

Dear Senator Hill:

Reference is made to the Bill, H. R. 4999, which concerns "Grants for Construction of Teaching Facilities for Medical, Dental, and Other Health Personnel."

I should like to propose for your consideration that the provisions of this Bill relating to eligible facilities be extended to include institutions conducting research and graduate teaching in the health sciences as well as hospitals affiliated with universities, only those hospitals affiliated with medical schools are provided for in the current Bill.

We believe that such research and graduate teaching institutes and hospitals have an important contribution to make toward the goal of producing more teachers and researchers in the medical sciences -- a goal which we believe to be inherent both in the conclusions reached by Dr. Boisfeuillet Jones and his Committee of Consultants on Medical Research in their report to the Subcommittee on Departments of Labor and Health, Education and Welfare of the Senate Committee on Appropriations, May, 1960, and in H. R. 4999.

Specifically, the following changes are recommended in H. R. 4999:

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I shall appreciate your support of this extension of the provisions of H. R. 4999 and would be grateful if your office were to send me a copy of the Bill as passed by Congress.

Sincerely yours,

R. Lee Clark, M. D.
Director and Surgeon-in-Chief
Dear Mr. Beckworth:

Although Dr. Clark is a member of our National Advisory Cancer Council he testified before the Senate Appropriation Subcommittee as a private citizen. As indicated in his letter he is President of the Association of Cancer Institute Directors.

Dr. Clark in his testimony did not suggest a specific amount to be appropriated to the National Cancer Institute although Dr. Sidney Farber indicated during the same hearing that Dr. Clark also supported a budget of $200,135,000. The President's budget for the National Cancer Institute is $139,109,000 which we believe is adequate for our needs although, perhaps, not fully sufficient to support in fiscal year 1963 all of the activities which Dr. Clark endorses. The House of Representatives' appropriation bill for the National Cancer Institute is $150,461,000. The Senate has not yet acted.

We are in agreement with Dr. Clark concerning the important role played by cancer institutes in attempting to solve the cancer problem. Programs supported by the National Cancer Institute would not be as effective without these fine organizations. Dr. Clark has correctly indicated that cancer institutes are badly in need of space to adequately house present scientific staff and permit these institutions to grow. This is a matter of great concern to all of us and we are well aware that the Health Research Facilities Construction Act, with its matching requirements, is not a complete answer to this problem. This act expires this year. H. R. 4999, now before the House of Representatives, would extend and modify authority to fund research facilities construction but does still require local matching funds for most types of construction.

Funds to meet many of the other needs mentioned by Dr. Clark are now available to qualifying cancer institutes or soon will be.
For example, institutional grants are to be extended to organizations such as Dr. Clark's during the coming year.

Other suggestions made by Dr. Clark are under active consideration and we will be discussing their feasibility with medical scientists, with institution heads, with groups such as the Association of Cancer Institute Directors, and with the National Advisory Cancer Council.

Sincerely yours,

Kenneth M. Endicott
Kenneth M. Endicott, M. D.
Director
National Cancer Institute

Honorable Lindley G. Beckworth
House of Representatives
House Office Building
Washington 25, D. C.

Enclosure

(Rulli, Lucerne, Esplanade, Towney, Cosmoprite, Governor Court)

2. International Cooperation

1. Institute Directors will try to meet at Univ. of Moscow end of 1st scientific day - 5pm Monday

2. Each ACID member to contact others from World Institutes and evaluate their interest.

3. Set time for meeting at next International U.C.C.

Those present at meeting?

Clark, Simpson, Patterson, Warren, Zuberod, Talbot, Farber, Copeland, Rush, Wade

Guests: Sneigerist, Foley, Warren

3. WHO from Amer. Assoc. for Cancer Res?

Committee: Simpson, Steward, Gelhorn

Object: to get better international cooperation and extend areas of research in the undeveloped and isolated areas in the world - International Union

Harlan Cleveland - - Marty Cummings - Margaret Sloan

an International division - and a list of grantees.

NIH - person in a number of large world cities
New Research Centers - Ghana

4. Use of Animals in Research

Cooper - Bills

Griffin -

To give license to people to do animal work and laboratories for such research

Mrs. Stevens - daughter of physiologist at Michigan. Is active in anti vivisection work. Trying to get a bill passed.

Massachusetts - Warren says important to cooperate with Society for Prevention of Cruelty to Animals thru Vets.

National Research Council) Panel set up standards for improvement in care of lab. animals - necessary for hygiene
(Cont'd)


Monday - p.m.

Children's Hospital - 1869 - 1930 ---
Children's Medical Center - activated - A Teaching Hospital of the Harvard Medical School. App. jointly by the School and the Hospital.

A general hospital service + Institute of Ped. Research started after World War II. with sciences related to Medicine.

The idea was to bring physicians into contact with authoritative scientists in the med. sciences so that the physician could be truly knowledgeable in his field of research.

The Institute of Ped. Research - did not succeed but Dr. Farber was able to turn this to Cancer Research - Foundation for Children's Medical Research - was the funding agency in 1947.

Division of the Care of the Patient is the clinical area of the Children's Hospital that is available for the care of the children with Cancer. 2.2 beds specifically out of 320 beds. has had up to 50 beds. The Fd. has the financial responsibility.

Staff are of two kinds:
1. Univ. geographic Full time - Salary + 100% full time as a possibility
2. Clinical Prof. - Small salary $1,000.00 per year for example.
3. Full time men in Cancer Foundation. Only Salary. If patients can pay for med. consultants they do so but if they can't there is no pay - from research funds.

Adults go to Peter B. Brigham either pay or charity.

450 patients (children) with cancer under treatment at any one time.
Also have an adult service as there is no chemotherapy service of a comparable nature for them.
(Note: Zuberod says to put Clinical Research in Path. in Boston Public Health Hospital)

Very important: that all participants in a cooperative venture - such as cancer in the Boston area - do their own publishing and retain their individuality.

There is no real basic research on adult human cancer as a total entity being done in the Boston area.
Discussion of the Children's M Cancer Research Foundation program in general - 10 floors - 1st opened - others research with greatest emphasis on chemotherapy.

15,500  
8,800  
68,500  

Animal and virus  
Animal  
Res. Building and 7,800 ft clinic plus 22 to 50 beds in Children's Hospital  
An additional 5,000 sq. ft. of animal space in main building  

State of Massachusetts to build 3 state hospital with cancer wards.

Teaching

Most in clinical years and Residency training. (Molecular embryology in Harvard College) an exception.

Budget

Jimmy Fund(?) - $500,000 year income - Rest: gifts and grants - No fund raising department  

Farber - "Tenure resides in the Man". Removes responsibility of the man.

Appropriations

1962 App. N.C.I.

142,836,000 -  
139,109,000 - 1963 Senate  
150,409,000 - House (Fogarty)  
200,000 - Citizens Committee plus 10,000,000 for NCI Construction  

Senate committee yet to convene and do the "Write Up" of the Budget

Problems Against More Money:

1. Organized opposition by Deans and Univ. Pres. to categorical Research  
a. Inadequate overhead  
b. Capture of the "bright minds" from teaching to research  
c. The educational institution and environment is becoming "unbalanced"

2. Institutional grants -  
Not yet applied to Research Institute - To be used for research - Now only to univ. medical schools - non catagoric.

3. A.M.A. - have lobbied against research monies  
   JMA - By De Takas  
   Annals Med. - Cecil Watson

4. Pharmaceutical Companies  
Connor Merkes  
Beasley Lillies say that only basic research should be done in Institutes
5. **Neglected Fields**

"Money to burn" - Wash. Post. a man who writes because friend in agriculture feels that he has been neglected.

6. **Fountain Committee** -
Total has resulted in a climate that is not favorable to an increase in research budgets.

**Mail** - info to all members of ACID - on Bills and Testimony

Col Guinn - Wash. D. C. - Contact for representative

**Items in Budget - 1963**

Research 65 million US 57 million
Indirect costs at 15% 101 million by citizens committee

**Institutional Grants**

- 2.9 million 4.1 million - general research support
  (Resource grants and Facilities)

Construction - and Clinic Research Grants to be under Fred Stone) July 1st activated

7.5 Million used 1962
4.5 million - reduced

**Progress Grants**

35.5 Million

Guide lines have been greatly tightened. Clinical investigation in cancer will fit into this

Program P. G. is not an inclusive grant but is a coordinated program for a defined goal.

This is the future to relieve institutions of the burden of projects. Jim Haagerty is now in charge.

*(IDEAL FOR INST. NUCLEAR MEDICINE)*

**Gordon Seeger - July 1st**

Res. Prog and Prog. Review Grant Committee - gives a separate review - a special review group

**Other**

- Fellowships - 3.1 to 4.7 million
- Research Career - 1.1 to 2.8 million
- Training grants - 7.7 to 11.4 million
- Tr. Grant - 11.4 to 15.5 million

**On Record** As a group that this Clinical Traineeship in Cancer should be continued.
Direct Op. Ca. Ins. 15.2 Million
16.5 Million
Citizens 17.2 Million

TUESDAY

Los Alamos Survey

<table>
<thead>
<tr>
<th>Class</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>4</td>
</tr>
<tr>
<td>II</td>
<td>3</td>
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<tr>
<td>III</td>
<td>2</td>
</tr>
<tr>
<td>IV</td>
<td>1</td>
</tr>
</tbody>
</table>

Wayne

V. 1500 to 1833
Fringe Benefits

Memorial:

37½ hrs - wk reg
40 hrs - over time same
40 hrs + - time ½

Diff - Travel
Transportation
For benefit to inst.

MOST

Lemon

Talbot  
Cancer Bulletin Conference

Gastric Cancer - George Moore
Colon Ca - Brad Patterson
5 F U - Lemon

Letter to ACS

USPHS

To continue salary study by Dr. Simpson

Cooperative Research

Catalase - with george
Hyper calcemia

Recommend

Canadian Member -

Arthur Haun
Beegs
Mackie

Dr. Lemon's Report on Omaha Cancer Research Institute

4½ million from Mrs. Criss for Inst. at Creighton

Eugene C. Eppley Inst. for Res. in Cancer and Allied Diseases

2.5 million to Univ. of Nebraska
700,000 + matching funds for Building from Univ and USPHS
2 million total cost of building
Separate building
No beds
Rad. Res. - outside
Howard Hunt has Cobalt
55,00 sq. ft. net 30,000
Plus 15,000 in new Univ. unit
1.8 million endowment
Maintenance by University
Salaries partially by State

Research Program
Nucleic Acid metabolism
Mech. of action of Sex Hormones
Iron transport across membranes
Tumor Immunology
Hypercalcemia
Human genetics -
Expand effectiveness of 5 FU
Cancer Research for the state in cancer control for state of Nebraska

Extra Mural program Lincoln, Nebraska - Main University has some joint programs.

Building - completed in one year
6 floors
Attached to hospital
and O.P.D. and has cancer at county hospital

Director - Prof. Medicine
Asst. Dean for Research Affairs
Graduate faculty in Medical Sciences and major area for training in Ph.D. in Med. Sch.
Ph.D. given thru Lincoln Campus.

Call Dr. Heller about meeting in Detroit.
Cancer Research Institutes

CANADA

Montreal Cancer Institute
Notre Dame Hospital
Montreal, Canada

Ontario Cancer Institute and
Princess Margaret Hospital
Toronto, Canada

General Medical Research Institute with Heavy Concentration on Cancer Research

Gardiner Medical Research Foundation
73 Homewood Avenue
Toronto, Canada

Cancer Treatment Clinics, University Departments and Cancer Centers, Depts., in other institutions, industrial laboratories and other miscellaneous institutions where cancer research may be conducted.

British Columbia Cancer Research Institute
University of British Columbia
Vancouver 8, B. C.

Montreal General Hospital
Cancer Research Institute
Department of Biochemistry
McGill University
Montreal, Canada

Ontario Cancer Treatment and Research Foundation
500 Sherbourne Street
Toronto, Ontario, Canada

Organizations Coordinating and Supporting But not Conducting Cancer Research

National Cancer Institute of Canada
Affiliated with the Canadian Cancer Society and the British Empire Cancer Campaign
800 Bay Street
Toronto, Ontario, Canada

Ontario Cancer Foundation
Hamilton
Ontario, Canada

The Ontario Cancer Foundation
Kingston Clinic
Canada

The Ontario Cancer Foundation
London Clinic
Victoria Hospital
Canada
The Ontario Cancer Foundation
Ottawa Clinic
Clinic Hospital Division
Canada

The Ontario Cancer Foundation
Windsor Clinic
Canada

Saskatchewan Cancer Commission
Regina, Canada

Saskatchewan Cancer Commission
Saskatoon, Canada

Cancer Research Institutes - JAPAN

Cancer Institute (Japanese Found. for Cancer Research)
Nishi-Sugamo
Toshima-Ku
Tokyo, Japan    Director: Dr. Waro Nakahara

The Medical Institute of Sasaki Foundation
Surugadai 2-2
Kanda, Chiyoda-ku
Tokyo, Japan    Director: Prof. Tomizo Yoshida

General Medical Research Institutes with Heavy Concentration on Cancer Research

Institute for Nuclear Radiation Research
Hiroshima University School of Medicine
Hiroshima, Japan

Introchemical Institute of Pharmacological Research Foundation
Nishigahara Kita-ku, Tokyo
Director: Dr. Yasuhiko Asahina

Cancer Treatment Clinics, University Departments and Cancer Centers, Departments in other Institutions, Industrial Laboratories and Other Miscellaneous Institutions

JAPAN

Cancer Institute (Gan-Kenkyisho)
Sugamo-ku
Tokyo, Japan

Cancer Research Institute
Nagoya Univ. Medical School
Showa-ku, Nagoya, Japan
JAPAN (Cont'd.)

Cancer Research Institute
Joetsu Pharmaceutical University
Odate,Sendai,Japan

Cancer Research Institutes - USSR

Gosudarstvennyi Oncological Institute
Moscow, USSR

Institut d'Oncologie
Leningrad, USSR

Institute of Experimental Pathology and Therapy of Cancer
Academy of Medical Sciences
61 Third Mestchanskaya Street
Moscow 110, USSR

Laboratory of Experimental Tumor Chemotherapy
Chemo-pharmaceutical Institute Sergo Ordjoukidae
Moscow, USSR

P. A. Gerisen State Oncological Institute
Moscow, USSR

General Medical Research Institutes With Heavy Concentration on Cancer Research

Institut Radio-Oncologique
Salenka 14
Moscow, USSR

Roentgen Institute
Tolstoy Street
Kiev, USSR

Cancer Treatment Clinics, etc. - INDIA

Chitteranjan Cancer Hospital
Calcutta, India

Cancer Research Institute - CZECHOSLOVAKIA

Oncologic Research Institute
Bratiskavia, Czechoslovakia

General Medical Research Institute with heavy Concentration on Cancer Research

Institute of Hematology and Blood Transfusion
Prague, Czechoslovakia

Onkologicky Ustav
Prague, Czechoslovakia

NETHERLANDS

Instituut Nederlandaas du Cancer
Saphatistraat 106-108
Amsterdam, Netherlands
Cancer Treatment Clinic, etc. - NETHERLANDS

University Cancer Centr-e- Amsterdam
Wilhelmina Gasthuis
l e Helmersstraat 104
Amsterdam, Netherlands

Rotterdamsch Radio-Therapeutisch Institut
The Netherlands

Antoni van Leeuwenhoek-Huis
Amsterdam
The Netherlands
May 7, 1962

AIR MAIL

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

Re: A.C.I.D.

Dear Bill:

It is with deep disappointment that circumstances will preclude my attendance at the Boston meetings. Until just recently, I had been moderately hopeful that it would be possible for me to attend.

In regard to the survey of professional salaries in Cancer Research Institute, your April 18 letter arrived just prior to a ten day absence by me on the Atlantic Seaboard. This made it impossible to meet your April 30 deadline. The subject is of sufficient interest, however, that I shall obtain the information in due course of time and send it to you, even though it will not arrive in time to be included in the statistical analysis.

All good wishes for a successful meeting,

Cordially,

David A. Wood, M. D.
Director

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

Dear Lee:

The buildings on the three campuses of Roswell Park Memorial Institute are estimated to be worth approximately $24,000,000. I presume this includes approximately a million dollars worth of x-ray equipment which is permanently installed.

Sincerely yours,

George E. Moore, M. D.

[Signature]

GEM:ns

Good testimony!
Dr. Sidney Farber  
Director of Research  
Children's Cancer Research Foundation  
35 Binney Street  
Boston, Massachusetts

Dear Doctor Farber:

Enclosed is a copy of the testimony which I presented to Senator Lister Hill's committee in Washington on April 16, 1962.

It was a pleasure to be able to make this appearance at your request, and I sincerely hope that my comments may have served a useful purpose. Your own testimony was a masterful presentation. If we have occasion to repeat sometime in the future, let us plan to "study our lesson" together.

I am also enclosing figures on current and immediate needs of cancer centers which I compiled for my own reference on the basis of information submitted by the directors of the institutes named. These figures were not released, of course. You will note that the figure for the present investment in building has been reported by only two members. It is hoped that you and the other members will supply this figure to complete our survey on the matter.

Copies of the testimony presented and of the figures referred to above have been furnished the other members of ACID as a matter of interest.

Sincerely yours,

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

RLC/bn  
Enclosures
### CURRENT AND IMMEDIATE NEEDS OF CANCER CENTERS OF AMERICA

<table>
<thead>
<tr>
<th>Institution</th>
<th>Present Bldg.</th>
<th>Future Additions to Bldg.</th>
<th>Present Budget</th>
<th>Future Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Memorial-Sloan-Kettering</strong>&lt;br&gt;Cancer Center, New York, N.Y.</td>
<td>40</td>
<td>24</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td><strong>2. Roswell Park Memorial Institute</strong>&lt;br&gt;Buffalo, New York</td>
<td>14</td>
<td>14</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td><strong>3. National Cancer Institute</strong>&lt;br&gt;Bethesda, Maryland</td>
<td>10</td>
<td>16</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td><strong>4. The University of Texas</strong>&lt;br&gt;M.D. Anderson Hospital and Tumor Institute, Houston, Tex.</td>
<td>14</td>
<td>10</td>
<td>9.5</td>
<td>15.5</td>
</tr>
<tr>
<td><strong>5. Pondville Hospital</strong>&lt;br&gt;Walpole, Massachusetts</td>
<td>6</td>
<td>2</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td><strong>6. Institute for Cancer Research</strong>&lt;br&gt;Philadelphia, Pennsylvania</td>
<td>5</td>
<td>1.6</td>
<td>4.2</td>
<td></td>
</tr>
<tr>
<td><strong>7. Children's Hospital</strong>&lt;br&gt;Boston, Massachusetts</td>
<td>5</td>
<td>2.6</td>
<td>4.6</td>
<td></td>
</tr>
<tr>
<td><strong>8. Detroit Institute for Cancer Research</strong>&lt;br&gt;Detroit, Michigan</td>
<td>3</td>
<td>.5</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td><strong>9. McArdle Memorial Laboratory for Cancer Research</strong>&lt;br&gt;Madison, Wis.</td>
<td>3.6</td>
<td>1</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td><strong>10. Cancer Research Institute</strong>&lt;br&gt;University of California Medical Center, San Francisco</td>
<td>1.1</td>
<td>.7</td>
<td>1.2</td>
<td></td>
</tr>
<tr>
<td><strong>11. Oklahoma Research Institute</strong>&lt;br&gt;Oklahoma City, Oklahoma</td>
<td>2</td>
<td>2</td>
<td>1.2</td>
<td>3</td>
</tr>
<tr>
<td><strong>12. Cancer Research Institute</strong>&lt;br&gt;University of Nebraska&lt;br&gt;Omaha, Nebraska</td>
<td>2</td>
<td>.1</td>
<td>1</td>
<td>1</td>
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</tbody>
</table>

**Present Total**<br>101.7<br>**Future Total**<br>73.2<br>**Future Total**<br>112.5
April 13, 1962

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

Dear Bill:

I am sorry to be so delayed in writing you about your letters, but have been attending out-of-town meetings.

The minutes of the last ACID meeting are fine, and I have no suggestions to make.

Please go ahead with notifying the newly elected members and send me a copy for my files.

We surely appreciate the information you sent concerning the travel plans for Moscow. I would hope that some of us might be able to accept your kind offer to participate in the arrangements for the group leaving from Detroit, and shall see that those attending have the information which you sent. We understand that you must know very soon and the group here will be asked to contact you immediately if they wish to be included. My own plans still are somewhat in flux so I may miss the opportunity you outline.

Best wishes.

Sincerely yours,

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

RLC/bm
LEONARD ELIEL, M. D., DIRECTOR
CANCER RESEARCH SECTION
OKLAHOMA MEDICAL RESEARCH INSTITUTE
OKLAHOMA CITY, OKLAHOMA

RE: SITE VISIT OF INSTITUTE FOR CANCER RESEARCH
FOX CHASE CENTER
PHILADELPHIA, PENNSYLVANIA

Dear Doctor Eliel:

The recommendations to award a clinical research center grant to the above institution cannot be based on past clinical performance and specific clinical research projects, but on the personality of the director, Dr. Timothy Talbot, the support of the Board of Trustees of the ICR, Jean's Hospital, Oncologic Hospital, American Oncologic Hospital, and the willingness of the University of Pennsylvania to provide a university connection.

I have been most impressed by the personality and the clarity of mind of Dr. Talbot. He made clear a complex historical background and has answered, without ambiguity, the possibilities as well as the difficulties of developing a clinical research center.

Dr. Talbot is enjoying the unlimited support of the Board of Trustees of the ICR, the American Oncologic Hospital, and Jean's Hospital as evidenced by the interviews with Messrs. Whittaker, Dorfman, and Gaskill.

There seems to be no question that the Board of Trustees and the staff of Jean's Hospital is interested in having a discreet research cancer unit in the hospital. It seems also that, in the not too distant future, a larger unit, sponsored by the American Oncologic Hospital will also be added on the campus.

The facilities at Jean's Hospital for diagnostic x-ray are adequate. The patients who would be studied in the cancer unit would be essentially patients with generalized cancers and the only use for radiotherapy in these cases is of a palliative nature, such as relief of pain. For that
LIMITED PURPOSE, WHICH DOES NOT REQUIRE ELABORATE EQUIPMENT OR A HIGH DEGREE OF PROFESSIONAL RADIOThERAPEUTIC SKILL, THE THERAPY FACILITIES ARE ADEQUATE.

If well defined, promising metabolic and biochemical projects are made known in the Philadelphia area, it should be no problem to secure patients for study. The only patients with cancer who present a real problem of competition, are those with curable diseases, but the patients who would be entered in an investigative program would be with advanced cancers or even more so generalized cancers.

The Institute for Cancer Research, with a discreet clinical unit, will have an unusual medical pattern. That should not be an obStacle to the development of a clinical unit because it may be an opportunity for developing an original clinical research center directed to the basic understanding of the disease or the underlying mechanics of chemotherapeutic agents, or other biologic methods of treatment. In the conventional hospitals, even in specialty cancer hospitals, the primary responsibility is "care of the sick" which can be a hindrance in the designing of more basic clinical investigations.

The administrative framework of the ICR seems to be excellent and in my dealing with Mr. Don Putney in the more or less informal conversations I had on account of our previous site visits, I am most impressed with his common sense, clarity of mind and competency. In going through the research building of the ICR, one has the feeling of solid administrative practices.

I am wholeheartedly in favor of awarding the grant as requested, which is modest in amount.

Sincerely yours,

Gilbert H. Fletcher, M.D.
April 10, 1962

Dr. Leonard P. Eliel
Oklahoma Medical Research Foundation
825 N.E. 13th Street
Oklahoma City 4, Oklahoma

Dear Dr. Eliel:

Within the past couple of years you have had some loose contacts with the Association of Cancer Institute Directors. I am sure you know the general purposes for which the organization was created and that its principal goal is to provide a means for exchange of helpful information among those persons who have common problems and common responsibilities.

You may have heard from Lee Clark, the President of the Association, concerning actions taken with respect to new members at our February meeting in New York. If you have, I apologize for duplicating his letter, but I am uncertain if he has written to you.

By unanimous decision of the group, an invitation is to be extended to you to become a member of the Association of Cancer Institute Directors and to take part in our activities. You may wish to know more about the formal nature of the organization and to that end I enclose a copy of the only by-laws that were ever drawn up. These were actually accepted with some modifications, but George Moore never got around to making changes in them to all intents and purposes, I guess they will remain in their present form until there is some indication to modify them.

The officers and other members of the Association and the institutions they represent are as follows:

Dr. R. Lee Clark, Jr., President
Dr. Kenneth Endicott, Vice Pres.
Dr. Wm. L. Simpson, Sec.-Treas.

M. D. Anderson Hospital and Tumor Institute
Dr. D. Anderson Hospital and Tumor Institute
National Cancer Institute
Detroit Institute of Cancer Research

Dr. Sidney Farber
Dr. John R. Hailer
Dr. George E. Moore
Dr. Bradley Patterson
Dr. Harold Rusch
Dr. Timothy Talbot

Children's Cancer Research Foundation
Memorial Sloan-Kettering Cancer Center
Roswell Park Memorial Institute
Pondville Hospital
McArdle Memorial Laboratory for Cancer Research
Institute for Cancer Research

In addition to these persons, who are the chief representatives of their institutions, our meetings have been attended at times by Drs. Murray Copeland from M. D. Anderson, Carl Baker and Robert Lear with of the National Cancer Institute, Frank Horsfall, Leo Wade, Fred Nordsiek, Chair for Food and Henry T. Randall of the Memorial Sloan-Kettering group and James Tribe from Homwell Park.

The next meeting of the Association is scheduled for May 14 and 15 at the Children's Cancer Research Foundation in Boston. Dr. Sidney Farber from that organization and Dr. Brad Patterson from Pondville will be co-hosts.
Among the programs of study undertaken by the group is one of a survey of salary levels for professional people in cancer research institutes. It is proposed to collect and analyze professional salary data from the several institutions in time for the Boston meeting. If you wish to participate in this, please let me know and I will forward the appropriate survey forms to you at once.

Aside from the formal business of the Association you may know of someone who wishes to attend the Moscow meeting in company with a group which would benefit from the low fares accorded to groups of 25 or more persons. I enclose a copy of a letter sent recently to other members of the Association on this subject.

Needless to say, the members of the Association are all most hopeful that you will choose to join the group. We look forward to the possibility of many mutually beneficial contacts through such an association.

Cordially yours,

William L. Simpson, M.D.
Scientific Director

WLS: mv
encl.
April 10, 1962

Dr. Henry M. Lemon
The University of Nebraska
College of Medicine
Omaha, Nebraska

Dear Henry:

Within the past couple of years you have had some loose contacts with the Association of Cancer Institute Directors. I am sure you know the general purposes for which the organization was created and that its principal goal is to provide a means for exchange of helpful information among those persons who have common problems and common responsibilities.

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Dr. John R. Heller
Dr. George E. Moore
Dr. Bradley Patterson
Dr. Harold Rusch
Dr. Timothy Talbot

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William L. Simpson, M.D.
Scientific Director

WLS:mv
encl.
April 10, 1962

Dr. David A. Wood
Cancer Research Institute
University of California School of Medicine
Department of Pathology
San Francisco 22, California

Dear Dave:

Within the past couple of years you have had some loose contacts with the Association of Cancer Institute Directors. I am sure you know the general purposes for which the organization was created and that its principal goal is to provide a means for exchange of helpful information among those persons who have common problems and common responsibilities.

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William L. Simpson, M.D.
Scientific Director

WLS:my
encl.
April 10, 1962

Dr. Leonard P. Eliel
Oklahoma Medical Research Foundation
325 N.E. 13th Street
Oklahoma City 4, Oklahoma

Dear Dr. Eliel:

Within the past couple of years you have had some loose contacts with the Association of Cancer Institute Directors. I am sure you know the general purposes for which the organization was created and that its principal goal is to provide a means for exchange of helpful information among those persons who have common problems and common responsibilities.

You may have heard from Lee Clark, the President of the Association, concerning actions taken with respect to new members at our February meeting in New York. If you have, I apologize for duplicating his letter, but I am uncertain if he has written to you.

By unanimous decision of the group, an invitation is to be extended to you to become a member of the Association of Cancer Institute Directors and to take part in our activities. You may wish to know more about the formal nature of the organization and to that end I enclose a copy of the only by-laws that were ever drawn up. These were actually accepted with some modifications, but George Moore never got around to making changes in them; to all intents and purposes, I guess they will remain in their present form until there is some indication to modify them.

The officers and other members of the Association and the institutions they represent are as follows:

Dr. R. Lee Clark, Jr., President
Dr. Kenneth Endicott, Vice Pres.
Dr. Wm. L. Simpson, Sec.-Treas.

M. D. Anderson Hospital and Tumor Institute
National Cancer Institute
Detroit Institute of Cancer Research

Children's Cancer Research Foundation
Memorial Sloan-Kettering Cancer Center
Roswell Park Memorial Institute
Pondville Hospital
McArdle Memorial Laboratory for Cancer Research
Institute for Cancer Research

In addition to these persons, who are the chief representatives of their institutions, our meetings have been attended at times by Drs. Murray Copeland from M. D. Anderson, Carl Baker and Robert Learmonth of the National Cancer Institute, Frank Horsfall, Leo Wade, Fred Nordseeck, Chester Stock and Henry T. Randall of the Sloan-Kettering group and James Grace from Roswell Park.

The next meeting of the Association is scheduled for May 14 and 15 at the Children's Cancer Research Foundation in Boston. Dr. Sidney Farber from that organization and Dr. Brad Patterson from Pondville will be co-hosts.
Among the programs of study undertaken by the group is one of a survey of salary levels for professional people in cancer research institutes. It is proposed to collect and analyze professional salary data from the several institutions in time for the Boston meeting. If you wish to participate in this, please let me know and I will forward the appropriate survey forms to you at once.

Aside from the formal business of the Association you may know of someone who wishes to attend the Moscow meeting in company with a group which would benefit from the low fares accorded to groups of 25 or more persons. I enclose a copy of a letter sent recently to other members of the Association on this subject.

Needless to say, the members of the Association are all most hopeful that you will choose to join the group. We look forward to the possibility of many mutually beneficial contacts through such an association.

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<table>
<thead>
<tr>
<th>Institution for Cancer Research</th>
<th>Person</th>
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<tbody>
<tr>
<td>Memorial Sloan-Kettering Cancer Center</td>
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<td>Dr. George E. Hocutt</td>
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<td>Memorial Sloan-Kettering Cancer Center</td>
<td>Dr. John X. Heister</td>
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<td>Memorial Hospital</td>
<td>Dr. Lea Clarck</td>
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<td>Hooper-Bloomfield Memorial Hospital</td>
<td>Dr. L. Spainham, Sec. - Treasurer</td>
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<td>Hooper-Bloomfield Memorial Hospital</td>
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<td>Hooper-Bloomfield Memorial Hospital</td>
<td>Dr. Frank McLaughlin</td>
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<td>Hooper-Bloomfield Memorial Hospital</td>
<td>Dr. C. E. Unger</td>
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<td>Hooper-Bloomfield Memorial Hospital</td>
<td>Dr. Cherry Keating</td>
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The Association of Cancer Investigators, I assure you know the general

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Dear Henry:

Chicago, Ill.

College of Medicine

The University of Chicago

Dr. Henry N. Lemann

April 10, 1969
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William L. Simpson, M.D.
Scientific Director

WLS:mv
encl.
April 10, 1962

Dr. David A. Wood  
Cancer Research Institute  
University of California School of Medicine  
Department of Pathology  
San Francisco 22, California  

Dear Dave:

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the Association of Cancer Institute Directors. I am sure you know the general  
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to provide a means for exchange of helpful information among those persons who  
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Dr. John R. Heller  
Dr. George E. Moore  
Dr. Bradley Patterson  
Dr. Harold Rusch  
Dr. Timothy Talbot  

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Cordially yours,

William L. Simpson, M.D.
Scientific Director

WLS:mv
encl.
Detroit Institute of Cancer Research

4811 JOHN R STREET
DETROIT, MICHIGAN
April 5, 1962

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

Dear Lee:

Accompanying this letter is a set of un-approved minutes of the meeting held at Memorial Sloan-Kettering Cancer Center February 8 and 9, 1962. If there are additions or corrections, I trust you will let me know so that they may be incorporated prior to the next meeting.

You will recall that we agreed to devote more time to administrative problems in future meetings. A specific agreement was reached that we would attempt to conduct our own survey of scientific and professional salaries prior to the Boston meeting. I wrote on February 26 to the Salary Administrator of the Los Alamos Laboratory at the University of California asking if he can provide sample copies of the 1961 survey of professional and scientific salaries so that each of you may have one. His reply was finally received yesterday. As you will note in the copy of his letter, which is attached, they have been very busy with wage negotiations. They are also short of copies of the 1961 issue of the Los Alamos survey and, therefore, have sent samples of the previous year's survey for us. I am sending the copies of the survey under separate cover to those of you who did not participate in it and may, therefore, not be already familiar with it.

With this letter also you will find duplicated copies of the forms such as are used by the Los Alamos survey. I hope that you can have your business officer fill these out and return them to me as soon as possible so that they may be analyzed before the Boston meeting.

I recognize that there may be shortcomings in the design to which these are arranged, for our purposes, but think that we would do well to cope with these so that we can make some direct comparisons with research institutes as surveyed by the Los Alamos group.

You will note that there are four forms - two for persons with bachelor's or master's degrees and two for persons with doctorate degrees. At each "degree" level, a form is provided for persons with supervisory responsibilities and another for those with non-supervisory positions. It is our understanding that the forms for supervisory personnel are limited to top and middle management groups and that the individual who conducts his own research program, even though he may have a number of people working under him, is still to be considered in the non-supervisory group.
In participating in the Los Alamos survey we have found it necessary to make certain compromises. For example, an individual who has not been actively participating in graduate study or laboratory research since the time of receiving his bachelor’s degree will be tabulated in our reports for the number of years we feel his experience justifies. An example of this, we have on our staff a woman who received her bachelor’s degree in chemistry from an eastern European university prior to World War II. She was married and for a time did no scientific work. When the war came, she was displaced and finally came to the United States. After her bachelor’s degree, she had only had two years of qualifying experience in Europe and we, therefore, considered that she was two years past the bachelor’s degree "experience-wise" when she joined our staff. She has been with us for seven years and so now is listed as nine years "past the bachelor’s degree."

One of the obvious limitations of the Los Alamos survey is that it fails to relate salaries to job classification beyond the question of supervisory or non-supervisory responsibilities. If you can provide me with additional salary information related to the classification of employees I will try to have these data analyzed for you. It seems to me that it would be desirable to have each institute’s salary ranges by position and also to have the mean figure for your group within each classification, inasmuch as the salary range is often so wide that it tells little about the actual levels paid.

At some future time we might wish to pull together information on fringe benefits, but I believe that a salary study such as I suggest is about as much as we might expect to accomplish by the time of the Boston meeting on May 14 and 15.

Sincerely yours,

Bill

William L. Simpson, M.D.
Scientific Director

WLS: ja

You've been too busy to comment on the minutes and my earlier letter. But because I the short time for analyzing salary data before the Boston meeting, I feel I must get your letter to the members. Hope you can include your salary data for the survey.
Dear Lee:

Accompanying this note is a set of tentative minutes, which you may wish to look over. If you have any changes to suggest and will let me know, I will see that they are corrected before sending them to the members of the Association.

I have gotten copies of the constitution and by-laws for the newly elected members and will send them along as soon as you let me know if you wish to write to them notifying them of their election to membership in the Association of Cancer Institute Directors, or if you wish me to do this.

I have heard that you had a terrific turn-out for your annual meeting the first of the month. Congratulations! I am sorry I wasn't able to get down.

Have you people thought any more about the possibilities of participation in a group going to Moscow? We think we are going to be able to get a minimum of 25 to go from Detroit via Zurich and Vienna, and returning with stops in northern Europe. As scheduled, we would leave New York on July 17 and return from London on August 13. By use of the group rate, the round trip jet economy fare New York to Moscow and return is only $515.

If you do not have a group arranged to take advantage of the lower fares from Houston, there is a possibility we may be able to include a few more with our group here.

As soon as you let me know about the minutes and the letters to new members, I will get them off.

Cordially yours,

William L. Simpson, M.D.
Scientific Director
The Association of Cancer Institute Directors met at ten o'clock, February 8, 1962 in Dr. Heller's office at Memorial Cancer Center.

Present
Dr. John R. Heller - Memorial Sloan-Kettering Institute
Dr. R. Lee Clark, Jr. - W.D. Anderson Hospital and Tumor Institute
Dr. George E. Moore - Roswell Park Memorial Institute
Dr. Frank Hormel - Sloan-Kettering Institute
Dr. Leo Wade - Sloan-Kettering Institute
Dr. Bradley Patterson - Fomville Hospital
Dr. Murray Copeland - M.D. Anderson Hospital and Tumor Institute
Dr. William L. Simpson - Detroit Institute of Cancer Research
Dr. Robert Larmouth - National Cancer Institute - attending for Dr. Kenneth Endicott
Dr. Fred Norvall - Sloan-Kettering Institute

Absent
Dr. Kenneth Endicott
Dr. Harold Rusch
Dr. Sidney Farber
Dr. Timothy Talbot, Jr.

Minutes
Minutes of the meeting of September 13 and 14, 1961 were reviewed. There being no corrections, they were declared approved as distributed by the Secretary.

Change in Name
The group first considered the possibility of a change in the name of the organization. It was agreed to defer action on this until additional members were present.

Attendance
The possibility of by-law changes to provide for attendance by alternate members in the event a member was unable to attend or if a member wished to have one of his associates participate in a meeting was next discussed. It was agreed, upon reviewing the constitution, that adequate provision for this already existed and that no additional action need be taken.

International Members
The possibility of an international membership was discussed. It was moved by Dr. Moore that action on this be deferred until later. Motion was seconded by Dr. Heller and carried.

Following further discussion, it was moved by Dr. Moore, seconded by Dr. Heller that such officers of the Association of Cancer Institute Directors as shall be present at the VIIIth International Cancer Congress in Moscow be authorized to meet informally with directors of other cancer research institutes to explore the possibility of interest in a broader association. Motion was carried.

Charter Trip to Moscow
The group next discussed the possibilities of a charter flight and other reduced-cost modes of transportation for participants in the Moscow meeting. Without formal action it was agreed that a charter flight for the Association of Cancer Institute Directors would not be further considered but that each director would advise the Secretary of the number of persons planning to attend the meeting and their preferred dates of departure. If possibilities exist for making up groups of 25 or more to take advantage of the recently announced group rates, the Secretary will notify interested persons.
VIIIth International Cancer Congress

Dr. Hella reported on the current state of plans for the VIIIth International Cancer Congress and distributed an outline of his report.

Bibliographic Services

The Association next considered possibilities for developing bibliographic services in the cancer field. The Secretary distributed copies of a letter from Dr. Carl Baker outlining the services to be expected from the National Medical Library.

Dr. Horstall described the plans for development of a medical library center in New York City in which the several medical schools and research institutes will participate.

Dr. Horstall told the group of their use of authors' summaries or abstracts in advance of publication. The group found this concept most interesting and agreed to consider the publication of abstracts of papers from all of the institutes. As a first step the directors agreed to undertake a similar plan for publication of "Center Summaries" for each institute independently. Dr. Clark offered to investigate the possibility of having a consolidated cancer research summary registered as a journal so that inclusion of a summary would constitute publication.

Construction at Memorial Center

Dr. Hella and his associates reviewed plans for construction of additional laboratories and auxiliary facilities in the Memorial Sloan-Kettering Cancer Center.

Scientific Work Presented

Following lunch the group heard presentations of the general areas of research in the Memorial Sloan-Kettering program. Staff members who presented summaries were Drs. Oscar Bodansky, Aaron Rasmich, Charlotte Friend, Emerson Day and Ruon Hawkins.

Topics to be Considered in Future

Following these presentations the group re-considered the kinds of topics it wished to consider for future meetings. In general it was agreed that more time should probably be devoted to an exchange of information bearing on administrative problems and somewhat less on the review of scientific programs. Informally, it was agreed to continue the plan of reviewing the scientific program of the host institution until each institution had served once as host and thereafter to devote essentially full time to administrative rather than scientific discussions.

Dr. and Mrs. Hella Entertain Association

Members of the Association, plus wives who were present, and several members of the staff of the Memorial Sloan-Kettering Cancer Center and their wives were guests of Dr. and Mrs. Hella for cocktails and buffet supper in the evening.

Friday, February 9, 1962

Meeting Re-convened

The meeting re-convened at 9 a.m., February 9 in Dr. Hella's office. In addition to members present the previous day, Dr. Farber and Dr. Tuliott were in attendance.

Support for Cancer Research

The group reviewed the general state of recommendations by the federal administration and by the Citizens Advisory Group on a federal budget for cancer research and control activities for fiscal 1963.
Dr. Farber stated that the recommendation by the American Cancer Society Citizens Committee for 1963 was for a budget of $210,415,000 including $10,000,000 for a new cancer research institute building in Bethesda.

Individual directors reviewed their present budgets and anticipated needs both for building and added operating budget.

Dr. Lemouth outlined some of the problems currently faced by the staff of the National Cancer Institute, specifically mentioning a memorandum from Dr. Carl Baker on clinical investigations.

Clinical Investigation Problems Outlined

Some aspects of problems in this area to be analyzed include:

1. The competition for patients in drug evaluation studies
2. Comparison of the cost of normal hospital care versus that for care in a research facility
3. The questions of fees and rights for private practice by investigators
4. The identification of costs for support of research versus those of support for patient care
5. Another major area is that of trying to determine what barriers exist to an orderly expansion of clinical research at the present time

Moved by Dr. Heller, seconded by Dr. Farber that the Association of Cancer Institute Directors offer Dr. Baker their complete cooperation in attempting to answer these questions. Motion carried.

New Members

The group returned to the question of new members and reviewed again the objectives of the Association with agreement that the Association has as its major goal that of trying to help each institute by a free exchange of information on problems common to various institutes.

It was moved by Dr. Farber, seconded by Dr. Heller that Dr. David Wood of the Cancer Research Institute of the University of California, Dr. Leonard Eikel of the Oklahoma Research Institute and Dr. Henry Lea of the Cancer Research Institute of the University of Nebraska be invited to membership in the Association. Motion carried.

Change in Name Deferred

The members returned to the question of a change in name of the Association and on motion by Dr. Heller and Dr. Farber passed by a majority vote a motion to change the name. After discussion, during which it was agreed that an action should not be taken unless greater unanimity of opinion could be secured, it was unanimously agreed, but without specific motion, to reconsider this action and to lay the matter on the table. Pending subsequent reconsideration the name of the organization shall remain Association of Cancer Institute Directors.

Next Meeting
May 14, 15, 1962

Upon review of possible dates for the next meeting of the Association, it was agreed to meet in Boston at the invitation of the Children's Cancer Research Foundation on Monday and Tuesday, May 14 and 15, 1962. As one item for the agenda of this meeting, Dr. Simpson agreed to conduct a survey among the institutes on scientific salaries and to have this analyzed for presentation at the time of the meeting.
The group adjourned its formal meeting and returned to the presentation of a scientific program. Clinical research facilities of the Memorial Sloan-Kettering Center were reviewed in some detail by Dr. Joseph Burchenal, Dr. David Karnofsky and Dr. Maurice Shils.

Respectfully submitted,

William L. Simpson, M.D.
Secretary
OD/NCI
February 27, 1962

Dr. R. Lee Clark, President
Association of Cancer Institute Directors
The University of Texas
M. D. Anderson Hospital
Houston 25, Texas

Dear Dr. Clark:

I have just received the enclosed data from Mr. Frank Schmehl, Chief, Health Research Facilities Branch, DRG, re "Construction Costs in Various Cities." This is the information I promised to send on to you in my letter of February 23, 1962. I trust it will prove of interest to you.

Sincerely yours,

[Signature]

Robert E. Learmouth
Executive Officer
National Cancer Institute

Enclosure
Dr. Clark said to leave Dr. Stock off all mailings, etc. (we should mark his card accordingly in our category file)

Dr. C. Chester Stock, Ph.D.
Vice Pres. for Research
Mem. Sloan-Kettering
N.Y., N.Y.
March 6, 1962

Mr. Robert E. Learmouth
Executive Officer
National Cancer Institute
Bethesda 14, Maryland

Dear Bob:

I certainly appreciate the dispatch with which you obtained the information on the cost per square foot of the research laboratories.

It was a real pleasure to see you and I hope that you will have the opportunity to be with us at other meetings. I feel that we can gain a great deal from exchange information but we must be careful not to get catalogued as a pressure group.

Sincerely yours,

R. Lee Clark, M. D.
Director and Surgeon-in-Chief
Dr. R. Lee Clark, President  
Association of Cancer Institute Directors  
The University of Texas  
M. D. Anderson Hospital  
Houston 25, Texas

Dear Dr. Clark:

By this time I have recovered from the bug which made me miss the Friday afternoon session of the ACID group. Despite my wheezing I enjoyed the meeting and am convinced that, as the group gains experience and identifies how it can best work together, it will make substantial contributions to the research aims common to all of the Institutes.

Since my return I have had a chance to discuss with Ken some of the matters brought up before the meeting. He does not favor publication of abstracts prior to publication. During his tenure as head of CCNSC he was confronted with similar problems and his rather strong opposition is based in part on this experience. As I understand it, problems arise in clearance procedures, positions taken by journals towards publication of material already issued in abstract form, and attitudes of scientists. These and review problems, outweigh in his mind the advantages of earlier publication.

At the time of the meeting I could not recall our cost per square foot figures used for planning purposes on the new cancer building. The current estimate is $50.00 per net square foot for lab space and $25.00 per net square foot office space. No bids have as yet been received. The net footage is about 50% of gross in this building. Frank Schmehl is gathering data on costs in the Research Facilities Construction Program, which may be of interest. I will send it to you when completed.

You will recall that I indicated our concern over the current policy of "no charge" for clinical research patients in centers. This matter
is still not decided but is being considered at the NIH level. The problems are different for the various types of centers and because the nature of the clinical research supported within the various Institutes.

Carl Baker's committee is hard at work. He informs me that, for at least some institutions, they may already have much of the factual data to identify the problems and issues so that review of costs at the Institutional level may not be as intensive as appeared necessary when I discussed this matter with the group. However, it is still a little early to know.

It is apparent that support of clinical research will present problems which will be with us for sometime and will require the best thinking of all with an interest in moving ahead in this important area. My hunch is that if the Directors are to make progress on this they will have to assign key members of their staff to study the problems, to gather facts, and to make recommendations so that the group will have something concrete to work on.

Sincerely yours,

[Signature]

Robert E. Learmouth
Executive Officer
National Cancer Institute
OD/MCI
February 27, 1962

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Association of Cancer Institute Directors
The University of Texas
M. D. Anderson Hospital
Houston 25, Texas

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Sincerely yours,

Robert F. Lemmon
Executive Officer
National Cancer Institute

Enclosure
TO: Executive Officer, NCI  
FROM: Chief, Health Research Facilities Branch, DHEW  

DATE: February 26, 1962

SUBJECT: Construction Costs in Various Cities, Per Your Request

Please note that the construction costs listing below are based on data furnished in the applications prior to going to contract; the figures do not include the costs of land, or moveable equipment. They do include the costs of architectural fees.

For the new Sloan-Kettering Building in New York City, we have the following data:

(From 2844-2 form, prepared after construction contracts were signed);

- Total cost $8,068,325
- $45.14 per gross sq.ft.
- $80.40 per net sq.ft.

From original application:
- $43.32 per gross sq.ft.
- $77.52 per net sq.ft.

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1/Apparently includes fixed equipment, tunnel and bridge not in previously quoted full figures.
Today, Doctor Haas and I had a conference with regard to a suggestion that an outside committee be appointed to assist in selecting the person to receive the Bertner Award. This was the original idea as it was thought that we could avoid bias of the selection of some individual about whom there might be a controversy. As a matter of fact we received a great deal of help from friends over the country in cancer research when we discussed Doctor Little as one of the candidates for this award.

I am contemplating asking the Association of Cancer Institute Directors to comment informally upon our list. The procedure would then be

1) submission by the Symposium Committee of a list of several names they think appropriate to consider for the award. This list should be comprised of names of people contributing principally to the field under discussion for that year though not exclusive of others who might have contributed to techniques and knowledge that was useful in cancer research (the person need not have been one who obtained this knowledge through direct research toward the solution of the cancer problem)

2) after the submission of the list appropriate members of ACID would be asked for their opinion

3) the final decision would be made by the committee formed, the Assistant Director for Research, the Assistant Director for Education, the Dean of the Postgraduate School, with the ultimate and final selection being made by the Director.

R. Lee Clark, M. D.
January 29, 1962

Dr. R. Lee Clark
President, A.C.I.D.
The University of Texas
M.D. Anderson Hospital
Houston 25, Texas

Dear Lee:

I wish to acknowledge your letter of January 19 with the enclosed five year budget projection forms.

I am not sure that Rod Heller was at the latest ACID meeting and possibly he has already done something about this. I will try to check with him soon.

I am looking forward to the next meeting of ACID and hope I will see you there and at Roswell Park as well.

Sincerely yours,

C. Chester Stock, Ph.D.
Vice-President for Research

CCS/ds
January 26, 1962

William L. Simpson, M.D.
Secretary, ACID
Detroit Institute of Cancer Research
4611 John R Street
Detroit 1, Michigan

Dear Bill:

I received your letter of January 23, 1962 regarding the agenda for the ACID meeting in New York. I have not been able to contact Lee in several days, and therefore I am not in a very good position to suggest any additional ideas at this time. As you know, I have only attended one of these meetings. I have talked with Ken Endicott by phone regarding our relationship with the American Cancer Society. I have not been able to reach Dr. Sidney Farber. I doubt that we will be able to have a committee meeting in person prior to the ACID meetings in New York. Dr. Endicott and I are of the opinion that the membership in the American Cancer Society is too labile and is without sufficient policy continuity to include them in the permanent membership of the ACID group. I will try to reach Dr. Farber by phone and let you know his reaction before the meeting. Certainly I believe it should be put on the agenda together with any other institution which should be considered.

Looking forward to seeing you, and with kindest personal regards,

Sincerely,

Murray M. Copeland, M.D.
Assistant Director

MCG/mp

cc: Dr. R. Lee Clark

1/27/61 - I have contacted Dr. Farber and he agrees with the above. We also feel that the two organizations have some what different missions with a common objective.

M.M.C.
Murray Copeland, M.D.
M. D. Anderson Hospital and Tumor Institute
University of Texas
Houston 25, Texas

Dear Murray:

At our last ACID meeting you may recall that you, Ken Endicott, and Sidney Farber agreed to review the relationship of the American Cancer Society to the ACID. Have you had a chance to do anything as a group on this or will there be enough individual opinions so that this should be placed on the agenda for the meeting of February 8 and 9?

As Lee is temporarily on the bench, I am trying to get an agenda prepared for the meeting and will appreciate your suggestions on the matter mentioned above and on any others.

Sincerely yours,

Bec

William L. Simpson, M.D.
Secretary, ACID

WLS: ja
Dear Lee:

Based on replies to my questionnaire and some re-checking by phone, February 8 and 9 appear to be the dates preferred by a majority of the members of the Association of Cancer Institutes.

Only one person, George Moore, has indicated a definite conflict with these dates. Three people would be unable to attend the meeting if it were held February 22 and 23. There seems, therefore, no choice but to select the earlier dates.

Once again I suggest that if you have items for the agenda that you send them to me as soon as possible. An agenda will be prepared and sent to you in advance of the meeting.

Sincerely yours,

Bill

William L. Simpson, M.D.
Scientific Director
January 3, 1962

Dr. J. R. Heller
President
Memorial Sloan-Kettering
Cancer Center
New York 21, New York

Dear Rod:

In reply to your letter, February 8-9 will be all right with me for the ACID meeting, with February 22-23 as my next choice. February 1-2 are out from my standpoint.

Sincerely yours,

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

RLC/bl
cc:  Dr. W. Simpson
     Dr. George Moore
Detroit Institute of Cancer Research
4811 JOHN R STREET
DETROIT 1, MICHIGAN
December 28, 1961

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

Dear Lee:

Accompanying this letter are tentative minutes of the meeting of the Association of Cancer Institute Directors held in Philadelphia September 13 and 14. If there are corrections or additions, I shall appreciate your bringing them to my attention so that corrected minutes may be available at the time of our next meeting.

You will recall, or be reminded by the minutes, that we agreed to meet next at Memorial Cancer Center in late January or February 1962. As a result of a personal conference with Dr. Heller and a telephone discussion with you, the next meeting is proposed for Thursday and Friday, February 22 and 23. An alternate date, in the event that there are too many conflicts, would be Thursday and Friday, February 8 and 9. Will you please let me know promptly if you have conflicts that make the 22nd and 23rd impossible?

A provisional agenda for this meeting will be forwarded to you shortly. It has already been agreed, however, that ample time should be allowed for discussion of the directors' attitudes toward Federal legislation in support of cancer activities. If you have additional items you wish to have considered, please let me know.

Dr. Heller will arrange a scientific program to occupy the latter part of each of the two afternoons. One item in this program that should be of especial interest will be a review of the experiences with the Memorial-Sloan-Kettering Clinical Center.

Another matter to which I should like to call your attention is the possibility that our Association might sponsor a chartered flight to the Moscow conference. As you know, a Boston group has announced a chartered flight open to members of the American Association for Cancer Research. Unfortunately, this excludes many of the younger workers in each of our institutes and probably would not be able to accommodate but a fraction of those who wish to attend the Moscow meeting anyway.

If we were to formalize the change of name as has already been recorded as our intention in the minutes of the Philadelphia meeting, we would be eligible to charter a plane for use by any member of the staff of any one of the institutes represented in our association. Such a change in name (and in the implied nature of our organization) would have to take place at least six months prior to the time of the flight.

May I have your opinions by return mail as to whether you would wish to ratify the action referred to in the enclosed minutes changing the name of our organization to the Association of Cancer Institutes? I would be pleased to have
your comments at the same time on the possible interest of your institute in a chartered flight. It is questionable if we would be able to get a jet for charter at this time. We could undoubtedly get one or more DC-7Cs for the group, however. It is probable that transportation by a chartered flight would be less than $400 round trip from New York in contrast to approximately $700 on the economy jet fare on regularly scheduled lines. To fill a DC-7 we should have to have about 87 passengers. If we were able to get a jet, the capacity would be in excess of 130 persons and might be as high as 147 depending on the seating configuration.

This has been a rambling and disconnected letter. I realize that I am asking your opinions on a number of matters, but hope that the enclosed check list will enable you to provide answers promptly. If you have items for the agenda of the New York meeting or remarks, please feel free to add them.

Cordially yours,

Bill

William L. Simpson, M.D.
Scientific Director

WLS:mv
encl.

PS - Lee -

I am enclosing an extra set of minutes and a checklist for Murray Caplan and if you wish him to have them, do so much as he is not an "official" member. I did not send them directly to him, but through you instead.

Merry Christmas (late as usual) and a really Happy New Year!

Bill
December 28, 1961

Please check and return to:

William L. Simpson, M.D.
Detroit Institute of Cancer Research
4611 John R Street
Detroit 1, Michigan

I do ( ), do not ( ) approve the change of name from Association of Cancer Institute Directors to Association of Cancer Institutes.

I do ( ), do not ( ) favor the Association of Cancer Institutes sponsoring a chartered flight to Moscow for the 8th International Cancer Congress.

If a chartered flight is arranged, there might be ( ) persons from this institute interested in it (members of the immediate family are also eligible for such flights).

I can ( ), cannot ( ) attend the meeting in New York, February 22 and 23, 1962.

I can ( ), cannot ( ) attend a meeting February 8 and 9, 1962 if this is selected as an alternate to the above.

I could attend a meeting in Boston any time between May 15 and June 15 except for the following dates:

_____________________________________________________
Signature
December 28, 1961

Please check and return to:

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

I do ( ) do not ( ) approve the change of name from Association of Cancer Institute Directors to Association of Cancer Institutes.

I do ( ), do not ( ) favor the Association of Cancer Institutes sponsoring a chartered flight to Moscow for the 8th International Cancer Congress.

If a chartered flight is arranged, there might be ( ) persons from this institute interested in it (members of the immediate family are also eligible for such flights).

I can ( ), cannot ( ), attend the meeting in New York, February 22 and 23, 1962.

I can ( ), cannot ( ), attend a meeting February 8 and 9, 1962 if this is selected as an alternate to the above.

I would attend a meeting in Boston any time between May 15 and June 15 except for the following dates:

[Signature]
ASSOCIATION OF CANCER INSTITUTE DIRECTORS
Wednesday, September 13, 1961

The business meeting of the Association of Cancer Institute Directors began at 9:30 a.m. in the office of Dr. Timothy R. Talbot, Jr. at the Institute for Cancer Research, Fox Chase, Pennsylvania.

Present: Drs. Talbot, Endicott, Patterson and Simpson.

Others present: Dr. Strawitz.

Absent: Drs. Clark, Heller, Farber, Rusch and Moore.

Inasmuch as weather conditions had delayed the arrival of other members, those present asked Dr. Endicott to review the present status of congressional appropriations for cancer research and control activities for fiscal 1962. This was done in some detail indicating the major changes envisioned as a result of the House-Senate conference agreement on the sum of $142,836,000 for cancer appropriations, plus $5,000,000 earmarked for cancer facility construction without matching funds.

After lunch the group had an opportunity to hear the following members of the Institute for Cancer Research staff review work of their respective groups. Dr. Creech described work in which he, Dr. Peck and Dr. Preston are involved with alkylating agents. Dr. Patterson showed the x-ray crystallography laboratory and the way in which data are processed by an IBM 1620 computer to determine the structure of compounds. Dr. Eberhard Weiler described his work in the field of immunology. Dr. Robert Perry described work done by the biophysics group associated with Dr. T. F. Anderson. The general area of investigation of the group is molecular biology and virology.

In the evening Dr. Sidney Farber joined the group, which was entertained by Dr. and Mrs. Talbot in their home for cocktails and dinner. An opportunity was provided to meet several members of the Institute for Cancer Research Board and staff.

Thursday, September 14, 1961

On Thursday morning, September 14, 1961, the group met at 9:00 a.m. in Dr. Talbot's office.

Present: Drs. Talbot, Endicott, Patterson, Simpson, Farber, Clark and Copeland.

The first item of business was election of officers. The following were duly nominated and elected to serve for the next year:

R. Lee Clark  President
Kenneth Endicott  Vice-president
William L. Simpson  Secretary
The Committee reviewed the purposes of the organization and the extent to which other organizations might be invited to participate. Without specific action being taken, there appeared to be agreement that full membership should be limited to institutions that are specifically chartered and staffed by full-time personnel for research, teaching and patient care in the cancer field. It was agreed to consider associate membership for organizations less qualified, but still interested in cancer when such organizations have a formal cancer program with full-time personnel. It was agreed that membership is to be enlarged in a logical fashion to further the aims of the organizations.

An interim committee was appointed with Dr. Talbot as Chairman, the President and Secretary as members to study this problem and to submit a proposal to the members at the next meeting.

The possibility of foreign members was next discussed. Following this it was moved by Dr. Farber to have the President explore international interest and the possibility of holding an organizational meeting of an international group either prior to or following the 8th International Cancer Congress. Another possible date for such a meeting would be in association with the 25 year celebration of the founding of the National Cancer Institute in the fall of 1962. Motion was seconded by Dr. Endicott and carried.

The group next reviewed the problem of the name of the organization and agreed that the intent was to have an association of cancer institutes wherein each institute was represented by its director and by such other individuals as might be required in particular meetings. Moved by Dr. Endicott and seconded by Dr. Farber to change the name of the organization to the Association of Cancer Institutes. Final action was deferred until the next meeting.

Dates for future meetings were next considered. It was agreed to have a meeting in late January or in February in New York City especially for consideration of needs in Federal legislation for the support of cancer research. Another meeting is to be scheduled for late May or early June, probably in Boston. The Secretary was instructed to try to arrange dates for these meetings.

Dr. Clark distributed copies of the form used at M. D. Anderson for summarizing financial information. He agreed to advise members of the Association of the specific way in which costs are broken down for accounting purposes. It was agreed that each member would attempt to project his budget over a five-year period and provide one copy to the chairman and one to Dr. Endicott so that the Public Health Service may look into new forms of support for cancer research activities.

It was agreed that the members might benefit by an exchange of information on finances and on clinical research activities. Annual reports, lists of publications and all official publications will be exchanged among the members.
The Committee next discussed possibilities for improvement in bibliographic services, either through a cooperative program of institute directors, or through the National Library of Medicine. Dr. Endicott agreed to look into the latter with Dr. Scott Adams.

Dr. Clark reviewed the publication from his institute, the Cancer Bulletin. It was suggested that each issue carry the report of a clinical case from some one of the institutes represented, and a report of research progress for one institute. Within a year each institute could thus be responsible for two articles in the Cancer Bulletin.

Dr. Clark suggested also that the institute directors might wish to take over the Cancer Bulletin as its official publication, and indicated his willingness to have this done.

The possibility of some sort of relationship to the American Cancer Society was discussed. It was agreed that it would be inappropriate to have the Cancer Society hold membership in the organization, but that there should be a good liaison established. It was agreed that this relationship would be reviewed by Drs. Copeland, Endicott and Farber, with a report to the Association at its next meeting.

The possibilities of further exchanges between institutes, including the exchange of staff members on a visiting basis and exchange of information on computer services such as the RAMAC at M. D. Anderson, were discussed. Following luncheon, the group was joined by Dr. Lee Parr, Medical Director of the Brookhaven National Laboratory.

Dr. Talbot reviewed the recent developments at the Institute for Cancer Research and outlined the problems of university affiliation and institutional expansion.

Following this the group visited other laboratories in the Institute, especially those of Dr. Thomas King and Martin Niemur.

Meeting adjourned at approximately 3:30 p.m.

Respectfully submitted,

William L. Simpson, M.D.
Secretary
December 27, 1961

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

Dear Doctor Simpson:

Doctor Clark asked that the enclosed copy of a letter from Dr. Dave Wood to Dr. George Moore be sent on to you with the request an item be included in the agenda for the next ACID meeting.

Sincerely yours,

Mrs. Betty Michalek  
Administrative Secretary
December 27, 1961

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

Dear Lee:

From all reports you are fresh and fit and we are delighted at the news. If you follow Bert's directions, I am sure you'll have more leisure and time in the future.

Bill Simpson was by recently and we attempted to establish a date for the next ACID meeting. We suggest February 1-2 or February 8-9 as good dates and George Moore writes that February 8-9 is preferable. If this meets with your approval, I would like to tie down that Thursday and Friday. We well realize that there are difficulties in getting busy people together but perhaps the February date is o.k.

I am leaving for Moscow on January 1 but will be away only two weeks. My secretary will be on the lookout for reaction or counter suggestions and I hope we can settle on a time.

Best wishes for a Happy and Healthful New Year.

Sincerely yours,

J. R. Heller, M. D.  
President

cc: Dr. W. Simpson  
Dr. G. Moore
December 16, 1961

Dr. J. R. Heller
Memorial Sloan-Kettering
Cancer Center
New York 21, N. Y.

Dear Rod:

In order to arrive at a single date I will list the dates for ACID in priority according to my schedule. First, February 8 and 9; second, February 1 and 2; third, the week of February 22.

I hope this will be of some value in establishing a firm date. Best wishes for a happy holiday.

Sincerely yours,

George E. Moore, M. D.

cc: Dr. R. Lee Clark
    Dr. William Simpson
December 14, 1961

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

Dear George:

Many thanks for your letter of December 12 concerning the next A.C.I.D. meeting. Bill Simpson was in my office this a.m. and we were discussing possible dates. Unfortunately, your letter was not delivered before he left.

The only dates I tied up in February were the ones you and Lee suggested. Several months ago I agreed to go to Atlanta for a couple of lectures on February 19th and 20th so am deeply committed. Bill and I tentatively agreed on February 1st and 2nd or February 8th and 9th but subject to the wishes of the group. Could we consider February 22nd and 23rd or 23rd and 24th? Probably Bill will be in touch with all of you and I'll send him and Lee a copy of this letter. Somehow, we can set up a mutually agreeable date and we are looking forward to being host to A.C.I.D.

Best wishes for a Happy Holiday Season.

Sincerely yours,

J. R. Heller, M. D.
President

cc: Dr. R. Lee Clark
Dr. William Simpson

MEMORIAL SLOAN-KETTERING CANCER CENTER
NEW YORK 21, NEW YORK

MEMORIAL HOSPITAL FOR CANCER AND ALLIED DISEASES
SLOAN-KETTERING INSTITUTE FOR CANCER RESEARCH
JAMES EWING HOSPITAL DEPARTMENT OF HOSPITALS, CITY OF NEW YORK
SLOAN-KETTERING DIVISION, GRADUATE SCHOOL OF MEDICAL SCIENCES, CORNELL UNIVERSITY
Dr. James R. Heller  
Memorial-Sloan-Kettering Cancer Center  
New York, New York  

Dear Dr. Heller:

Inasmuch as Dr. Clark and I will be attending a meeting at Roswell Park on February 15 and 16, 1962, would it be possible for you to have the next meeting of the Association of Cancer Institute Directors on either February 18 and 19 or February 19 and 20, 1962. I will appreciate hearing from you about this matter.

Sincerely,

George  
George E. Moore, M.D.
October 4, 1961

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

Dear Lee:

Many thanks for your letter of September 28—just wish it had been possible to be in two places at once. I am sorry none of us could attend the ACID meeting but we are delighted that you'll join us next year. A quick check of the calendar suggests February 2-3 or 9-10, or does the group prefer another part of a week? I am to go to Moscow early in January and return about the 12th or 13th so should have some up-to-date information of the Congress.

We shall be happy to put on a program as suggested. Let me know as soon as the dates can be tied down.

With best wishes,

Sincerely yours,

J. R. Heller, M. D.
President

cc: Dr. W. L. Simpson
October 4, 1961

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

Dear Doctor Simpson:

Doctor Clark has been ill since shortly following his return from the meeting of the Association of Cancer Institute Directors in Philadelphia. He did have an opportunity to dictate the enclosed two letters, however, and to give me the notes he had made during the meeting.

Since he was not able to dictate something from his notes, I have typed them as best I can make them out and forward them to you with this letter. He thought they might be helpful to you.

Sincerely yours,

(Miss) Marion Wall  
Executive Assistant

WW/bl  
Encls.
ASSOCIATION OF CANCER INSTITUTE DIRECTORS

MEETING IN PHILADELPHIA
September 14-15, 1961

(Copied from notes made by Dr. R. Lee Clark during meeting)

I. Election of officers

President - R. Lee Clark
Vice President - Kenneth Endicott
Secretary - William L. Simpson

II. Purpose of organization re-stated and its essentiality reaffirmed.

III. Membership

1. Full membership - separate charter for cancer

2. Associate membership - for those who have a cancer program

(Consensus was that we enlarge membership in logical fashion to further aims. An interim committee with Dr. T. R. Talbot as Chairman, the President and the Secretary, to explore possibilities and submit a proposal).

3. Foreign membership

President to explore international interest and holding organizational meeting in conjunction with International Union Against Cancer. Denmark? Consider meeting with 25th anniversary of NCI - Washington. (Sukami - primate colony)

4. Cancer Coordinators and their relationship to medical schools and ACID. Feeling of isolation of many of them.

5. Alternates to key members.

IV. The purpose - point out the national needs regarding cancer.

The needs of cancer research - include the university complex as a whole not just medical school. Directors to include their assistants when desirable as a matter of policy.

V. Name - ACI (Association of Cancer Institutes). Delayed until next time.
VI. Meetings
January or February - New York City
May or June - ?

VII. Financial information
Financial form sheet given to all members by Dr. Clark discussed. Additional instructions would be helpful and form will be revised accordingly and copies sent to members. Members requested to return one copy of completed form to Dr. Clark and copy to Dr. Endicott who will carry out study of two types of institutes for support. He has considered possibility of total contract for support of Sloan Kettering for number of years. One lump sum to cover all existing grants. Will also consider 2 or 3 other institutes.

VIII. Exchange of information
1. Financial information
2. Public
3. Scientific meeting

National Library of Congress - computer data
Annual reports and all other publications to be circulated Cancer Bulletin - participation in clinical conference and research reports
Relationship to American Cancer Society. Liaison - Copeland, Endicott, Farber to report back

Group of financial officers of the different -- (institutes?)
Tour
Talbot on ICR
Affiliations of his institution

1. University - not just a medical school is very desirable. Temple will go all the way.

2. Oncologic Hospital - need for affiliation with a research program such as ICR

3. Fox Chase Center for Cancer and Medical Sciences. Doubled budget and increased staff 75 per cent in 3.5 years
October 4, 1961

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

Dear Doctor Moore:

Doctor Clark has been ill since shortly after his return from the Philadelphia ACID meeting and consequently has not yet seen your letter of September 25. I am sure he will be pleased to have heard from you, but sorry to know of the difficulty you had trying to make the Philadelphia meeting.

He had me copy the notes he made during the ACID meeting and send them to Doctor Simpson who, I understand, will write the minutes. By a copy of this letter, I am passing on to Doctor Simpson your request for "a brief resume of what took place at the meeting and any notes regarding future meetings."

Doctor Clark will see your letter upon his return to the office.

Sincerely yours,

(Miss) Marion Wall  
Executive Assistant

MW/bl  
cc: Dr. Simpson
September 25, 1961

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

Dear Lee:

I wish to apologize for not appearing at the A.C.I.D. Meeting in Philadelphia. I had hoped to see you in Washington but learned, only at the last minute, that you were not going to be on the Clinical Panel. As you probably heard, we tried to get to Philadelphia but the weather closed in and we were lucky to be able to land at Wilkes-Barre with legal visibility requirements. We tried once more to land at Philadelphia but instead, had to go on to Richmond, Virginia.

I would appreciate a brief resume of what took place at the meeting and any notes regarding future meetings. I am forwarding to various members of A.C.I.D. the latest summary of our Summer Student Program which may be of interest to them.

We recently had a visit from a group of the Facility Program. It is noteworthy that they said that there were 171 applicants for the relatively small amount of money available for matching funds and that the Medical School Dean seriously considered this money to be only for the Medical School. I see that the present Congress has voted an additional nine million for non-matching funds, but here again, it is doubtful that any cancer institute will have an opportunity of getting a fraction of it.

I will try to see you in Chicago at the Surgery Meetings if you will be there. I will probably be at the Cancer Committee Meeting on Sunday afternoon.

Sincerely yours,

George E. Moore, M. D.
October 4, 1961

Dr. Timothy R. Talbot
Director
The Institute for Cancer Research
7701 Burholme Avenue
Fox Chase
Philadelphia 11, Pennsylvania

Dear Doctor Talbot:

Your letters of September 25 (one concerning Dr. E. G. Hilleman and one concerning the journal GROWTH) have been received in Doctor Clark's absence and I wish to acknowledge them for him.

Doctor Clark has been ill since a few days following his return from the ACID meeting and consequently will be delayed in writing you about these two matters. In the meantime, we are holding the letters and journals for him and shall be on the look-out for any work from Doctor Hilleman.

Sincerely yours,

(Miss) Marion Wali
Executive Assistant

MW/bl
Dr. R. Lee Clark, Jr.,
M. D. Anderson Hospital and Tumor Institute,
Houston, Texas.

Dear Lee:

It was a pleasure to see you here last week. We all enjoyed seeing you again.

Your discussion of some of your plans for dealing with publications has stimulated some thinking on my part. The Journal GROWTH has had its editorial home in our Institute for many years. Stanley Reimann continues to be the managing editor and Irene Diller is in reality the managerial or operating editor. She told me this week that she had given notice to Dr. Reimann that before December first of next year she would like to put aside all of her duties with this journal.

I asked Irene if she could see any reason why the journal could not be moved to another institution, perhaps under different editorial management and perhaps with a different type of financial structure and support, and told her that I had in mind the M. D. Anderson. Her reply was along the general line that she could see no inherent objection to this; that she would like to see the journal maintained, if possible, or at the very least would like to see it contribute in some way to strengthening something else that might already be in existence.

I then talked with Stanley Reimann and asked if he had any objections to my writing you with these suggestions. According to Dr. Diller, any formal decision would be made on the basis of a vote by all of the editors.

The Journal actually has become somewhat more widely used and circulated in the last year or two than was the case for the preceding several years. Nobody has ever pretended that it was a truly great journal but it is, nevertheless, a respected one, so far as I can tell. I can see no way by which we can support it here after Irene ceases her activities. From the financial point of view it is now self-sustaining.

Think it over and let me know your reaction - there may be several possibilities that you can think of.

With kind regards,

Sincerely yours,

T. R. Talbot, Jr., M.D.
October 4, 1961

Dr. Timothy R. Talbot  
Director  
The Institute for Cancer Research  
7701 Burholme Avenue  
Fox Chase  
Philadelphia 11, Pennsylvania

Dear Doctor Talbot:

Your letters of September 25 (one concerning Dr. H. G. Hillemanns and one concerning the journal GROWTH) have been received in Doctor Clark's absence and I wish to acknowledge them for him.

Doctor Clark has been ill since a few days following his return from the ACID meeting and consequently will be delayed in writing you about these two matters. In the meantime, we are holding the letters and journals for him and shall be on the look-out for any work from Doctor Hillemanns.

Sincerely yours,

[Signature]

Marion Wall  
Executive Assistant

MW/bl
Dear Lee:

Dr. Eberhardt Weiler, who is a member of our staff, has received an inquiry from a friend of his, H. G. Hillemanns, on the staff of the Hospital at the University of Freiburg, Germany. Dr. Hillemanns is interested in finding a position for approximately one year which will allow him to pursue laboratory studies on clinical material from an immunological point of view.

All I know is that Weiler thinks very highly of him, and I have suggested that he write you regarding his proposed program and describing his interests. Weiler has no room for him here in his own laboratory and, furthermore, believes that this man should be in an area where clinical material is available.

Many thanks and kind regards,

Sincerely yours,

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

Thank you for your kind note!
October 4, 1961

Dr. Lee A. Farr  
Director, Medical Division  
Brookhaven National Laboratory  
Upton, Long Island, New York  

Dear Doctor Farr:

You know by now that Doctor Clark is ill and probably have received his letter. He has yours mailed from Washington.

Among his notes brought back from the Philadelphia meeting was one "Send Lee Farr a list of ACID for his bulletin". We suppose he meant a list of members, and are pleased to enclose it with this letter.

Sincerely yours,

(Miss) Marion Wall  
Executive Assistant

MW/bl  
Encl.
MEMBERS

ASSOCIATION OF CANCER INSTITUTE DIRECTORS

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

Dr. Kenneth Endicott
National Cancer Institute
Bethesda, Maryland

Dr. Sidney Farber
Children's Hospital
Boston, Massachusetts

Dr. James T. Grace, Jr.
Roswell Park Memorial Institute
Buffalo, New York

Dr. James R. Heller
Memorial-Sloan-Kettering Cancer Center, New York, New York

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

Dr. W. B. Patterson
Pondville Hospital
Walpole, Massachusetts

Dr. Henry T. Randall
Memorial Hospital
New York, New York

Dr. Harold P. Rusch
University Hospital-McArdle Memorial Laboratory for Cancer Research, Madison, Wisconsin

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

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

Dr. Timothy R. Talbot, Jr.
Institute for Cancer Research
Philadelphia, Pennsylvania
September 28, 1961

Dr. J. R. Heller  
Head of Memorial-Sloan Kettering  
Cancer Center  
444 East 68th Street  
New York 21, New York

Dear Rod:

We had an excellent meeting of the ACID group in Philadelphia and all missed you and the others from Memorial-Sloan-Kettering. We outlined a program of broader scope that included the investigation of the international aspects.

We took advantage of your absence and elected you as our next host for a meeting to be held late in January or early in February. We felt that your place would be more easily accessible that time of the year and also felt that the timing was important because there are quite a number of things to be discussed, particularly with respect to the Moscow meeting.

It was proposed that one day be devoted to the opportunity of reviewing your program and one day for the business of ACID. It is sincerely hoped that this plan of action will meet with your approval.

Sincerely yours,

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

RLC/bl  
cc: Dr. W. L. Simpson
Dr. Timothy R. Talbot, Jr.
Director
Institute for Cancer Research
7701 Berksheim Avenue
Fox Chase
Philadelphia, Pennsylvania

Dear Tim:

I am sorry that I did not have the opportunity to visit with your scientists and really see your institution; however, the institution appeared to be most effective.

You are to be congratulated on the great progress you are making. Unquestionably, it would appear that you have a situation which has great possibilities for the future if the immediate difficulties can be adequately surmounted. I certainly admire and appreciate both the effort and progress being made, and if you can carry through with the continued program, I feel that you can achieve a truly worthwhile program for the advancement of cancer knowledge.

I shall send my notes to Doctor Simpson so that he may make a summary of the meeting for all of our group. In the meanwhile, I shall let Rod Keller know of his election as our next host.

It was a treat to meet your family and enjoy the hospitality of your home.

Sincerely yours,

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

CC: Dr. Simpson

RLC/M
MEMORIAL SLOAN-KETTERING CANCER CENTER

Thursday, February 8, 1962
2:00 - 4:30 p.m.

SLOAN-KETTERING INSTITUTE PRESENTATION ON
CURRENT RESEARCH ACTIVITIES

2:00  Dr. Oscar Bodansky, Chief, Division of Enzymology & Metabolism
2:30  Dr. Aaron Bendich, Head, Organic Biochemistry Section, Division of Nucleoprotein Chemistry
3:00  Dr. Charlotte Friend, Head, Oncogenesis Studies Section Division of Experimental Pathology
3:30  Dr. Emerson Day, Chief, Division of Preventive Medicine
4:00  Dr. Rulon W. Rawson, Chief, Division of Clinical Investigation

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Friday, February 9, 1962
2:00 - 3:30 p.m.

PRESENTATION ON
CLINICAL RESEARCH FACILITIES GRANT

2:00  Dr. Joseph Burchenal - Program on Pediatric Chemotherapy
2:30  Dr. David Karnofsky - Program on Adult Chemotherapy
3:00  Dr. Maurice Shils - Organization and Administration of the Clinical Research Facilities
MEMORANDUM

TO : Dr. Kenneth M. Endicott

SUBJECT : Five-Year Budget Projection

The "Five-Year Budget Projection" form discussed at our last ACID meeting has been re-printed and an explanatory instruction sheet has been prepared to accompany it. It is hoped that this may make the form more applicable to our various institutions. Copies are enclosed.

Some of you have already submitted figures on the form distributed at our meeting. It is hoped that those of you who have not may be able to bring completed forms to our February meeting.

I look forward to seeing you in New York next month.

R. Lee Clark, M. D.
President
ACID

RLC/bl
Encls.

Like memo to all members
August 31, 1961

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

Dear Lee:

I just returned from my vacation to find your letter of August 19.

My own reaction to your suggestion is that I should like very much to have Dr. Copeland here during the meeting. It seems to me, however, that you and George Moore are in a stronger position to make this decision than I am. Personally I hope that you will bring him with you.

I have sent a photostat of your letter to George and Rod Heller.

I look forward to seeing you soon.

Sincerely yours,

Tim

T. R. Talbot, Jr., M.D.
Director
Dear Dr Clark,

Thank you for your letter of 1 August regarding the Association of Cancer Institute Directors. We are pleased to have this information and would appreciate receiving any publications issued by the Association.

Again thanking you for your co-operation.

Yours sincerely,

C. J. Hackett, M.D.
Research Planning and Co-ordination

Dr R. Lee Clark
Secretary-Treasurer
Association of Cancer Institute Directors
M.D. Anderson Hospital and Tumor Institute
Texas Medical Center
Houston 25, Texas
USA.
Dr. R. Lee Clark
Secretary-Treasurer
Association of Cancer Institute Directors
M.D. Anderson Hospital and Tumor Institute
Texas Medical Center
Houston 25, Texas
Etats-Unis d'Amérique
August 19, 1961

Dr. Timothy R. Talbot, Jr.
Institute for Cancer Research
Philadelphia, Pennsylvania

Dear Tim:

I wonder what the general feeling is about bringing alternates to the meeting to be held September 13-14. I would particularly like to have Dr. Murray M. Copeland present during the discussion of the educational program of the various cancer centers. Doctor Copeland is Assistant Director for Education at our institution and acts as my alternate for many administrative affairs. If there is no indication to the contrary I shall plan on having him accompany me. Also, I would think that others such as Dr. James T. Grace, Jr., Roswell Park Memorial Institute and Drs. Henry T. Randall and Frank T. Horsfall, Jr., of Memorial Hospital would be most acceptable additions to the meeting.

Would you please include a spot on the agenda for a discussion of the budget projection for the next five years for our various institutions?

Sincerely yours,

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

RLC/bm
cc: Dr. Murray M. Copeland
August 19, 1961

Dr. Lee E. Farr
Medical Director
Brookhaven National Laboratory
Upton, L.I., New York

Dear Lee:

At the present time I am planning to leave Philadelphia the afternoon of September 14 at 4:55 p.m. Perhaps we could arrange to have our discussion with Ken Endicott at lunch or shortly thereafter on that date. In a telephone conference with Ken he also agreed that it should not require a great deal of time for us to discuss plans for the achievement of our mutual interests.

If you think well of it we might, in addition to discussing the Whole Body Counter grant request, discuss with him the possibility of support for the project in nuclear medicine which we contemplate for the Texas Medical Center.

Sincerely yours,

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

RLC/lbc
September 12, 1961

Leave Houston 8:00 a.m.
Delta Jet Flight #876

Arrive Philadelphia 2:06 p.m.
Eastern daylight time

Confirmed reservation at Haverford Hotel

September 13, 1961

Meeting of ACID at The Institute for Cancer Research

September 14, 1961

Meeting portion of day for ACID at The Institute for Cancer Research

Leave Philadelphia 4:55 p.m.
Delta Flight #875

Arrive Houston 7:32 p.m.
Dr. Murray M. Copeland

August 19, 1961

Office of the Director

Review of Educational Program for September Meeting
Association of Cancer Institute Directors

Our next meeting of the ACID group is being held in Philadelphia on September 13-14. One of the items on the agenda for discussion is a review by each of us of our respective educational programs: (a) Undergraduate Medicine; (b) Graduate; (c) Postgraduate; (d) Summer school.

Would you be good enough to have prepared for me a summary of our activities which I could use for this presentation?

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

Dear Lee:

While I will see you shortly, I thought it might be well to have a record in answer to your letter of July 28th regarding the possibility of meeting with you in Philadelphia on September 13th or 14th. September 14th would be the better day for me, and if the meeting could be in the afternoon, it would be possible for me to come down on the train arriving in Philadelphia about lunch time. We then could have the meeting, and if I could get away from Philadelphia about 4:00, it would work out quite satisfactory for me. I believe this would allow us more than adequate time for discussions with Ken Endicott.

Looking forward to seeing you next week, I am

Most sincerely yours,

Lee E. Farr, M.D.
Medical Director

LEF/bvb
August 2, 1961

Dr. T. R. Talbot, Jr.
Director
The Institute for Cancer Research
7701 Burholme Avenue
Fox Chase
Philadelphia 11, Pennsylvania

Dear Tim:

I am firming up my agenda for the fall and at the present time I am scheduled to arrive in Philadelphia at 2:00 p.m. September 12 and will remain until 5:00 p.m. September 14. I now have a reservation at the Sheraton Hotel. Would you please let me know if this is in agreement with your planned program and whether or not you have made other reservations for the whole group at a hotel near your institution. I believe it would be worthwhile for you to let the other members of the Association of Cancer Institute Directors hear about these particulars as soon as possible.

I am looking forward to a visit with you in September.

Sincerely yours,

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

RLC/bl
Doctor Clark added in long hand
P.S. Since writing above, I have your July 26 letter. I will change my hotel reservation to the Haverford Hotel
Dr. Erwin Kohn  
Director  
Research Planning and Co-ordination  
World Health Organization  
Palais des Nations  
Geneva, Switzerland  

Dear Doctor Kohn:  

Re: RPC  

In reply to your letter of July 21, the following information is submitted.  

The Association of Cancer Institute Directors was formed on September 22, 1959 for the purpose of:  

a) the support of investigations of the causes, nature, treatment and prevention of malignant diseases by encouraging the exchange of ideas, information, personnel and special facilities between groups with predominate interests in cancer  

b) fostering educational opportunities in the bio-medical sciences  

c) providing guidance to private and civil organizations concerning cancer research, education and the care of cancer patients, and  

d) conducting meetings of the scientific executive officers of cancer institutes in order to expedite the forementioned purposes.  

Membership in this organization is limited to the senior scientific executives of those institutions and autonomous divisions and departments whose principal activities are concerned with the study and treatment of malignancy. Present membership includes:
Dr. George Moore  
President  
Roswell Park Memorial Institute  
Buffalo, New York

Dr. Sidney Farber  
Vice-President  
Children's Hospital  
Boston, Massachusetts

Dr. R. Lee Clark  
Secretary-Treasurer  
The University of Texas M. D. Anderson Hospital and Tumor Institute  
Houston, Texas

Dr. Kenneth Endicott  
National Cancer Institute  
Bethesda, Maryland

Dr. James R. Heller  
Memorial-Sloan-Kettering Cancer Center  
New York, New York

Dr. W. B. Patterson  
Pondville Hospital  
Walpole, Massachusetts

Dr. Harold P. Rusch  
University Hospital-McArdle Memorial Laboratory for Cancer Research  
Madison, Wisconsin

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

Dr. Timothy R. Talbot, Jr.  
Institute for Cancer Research  
Philadelphia, Pennsylvania

Dr. Henry T. Randall  
Memorial Hospital  
New York, New York

We are pleased to give you this information for your records.

Sincerely yours,

R. Lee Clark, M. D.  
Secretary-Treasurer  
Association of Cancer Institute Directors

RLC/bm  
cc: Dr. George Moore
July 5, 1961

Dr. T. R. Talbot, Jr.
Director
The Institute for Cancer Research
7701 Burholme Avenue
Fox Chase
Philadelphia 11, Pennsylvania

Dear Tim:

Enclosed is a list of the Cancer Institute Directors and their alternates. I presume that Drs. Randall and Horsfall would be listed as alternates from Sloan-Kettering. Since we are seeking information and are not greatly concerned with voting power it would be my suggestion that the alternates be invited. However, perhaps you may wish to write George Moore and obtain his ideas on the subject. I believe he has firmed up the date with you and by placing it a day earlier he will be able to stop by Philadelphia on his way to Virginia.

Sincerely yours,

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

RLC/bm
Encl.
cc: Dr. George Moore
June 27, 1961

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

Dear Lee:

Many thanks for your note of May 31.

I thoroughly agree with your letter to Ken Endicott. As you probably remember, we do not have clinical work here yet but I sincerely hope that cancer clinical training grants will be available by the time our own clinical work is underway.

I have not yet heard from either you or George Moore concerning the list of people that I should contact for the meeting of ACIDS in September. I assume that George or you will send a summary of the agenda to each member of ACIDS but I should also be writing to them regarding local arrangements. I will send a copy of this letter to George, hoping to hear from one of you.

Kindest regards.

Sincerely,

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

cc: Dr. George Moore
Dr. E. Lee Clark, Jr.
M.D. Anderson Hospital
Texas Medical Center
Houston 25, Texas

Dear Lee:

On March 30 I sent you a copy of a letter I had sent to Tim Talbot in which I expressed the wish that the next A.C.G.O.D. meeting be held on some date other than September 14 and 15 as I have to attend a surgery meeting in Virginia on those dates.

I received a letter from Tim earlier this week in which he writes, "If you and Lee Clark feel that a change of date is desirable, then take whatever action seems appropriate, and I will be glad to follow your instructions. I will make no further arrangements until I hear from you."

Do you think the September 14 and 15 dates could be changed? I could make it the first or last weeks of September. I have commitments for September 11-16 and September 22-23. Please let me hear from you so that I can send a reply to Tim.

Sincerely,

George E. Moore, M.D.
Ralph G. Meader, Ph.D
Associate Director, Grants and Training
National Cancer Institute
Bethesda 14, Maryland

Dear Ralph:

I have used the sampling technique in estimating the cancer research productivity of different units in the country. This sampling is predicated on the thesis that the performance and reporting of orthodox kinds of cancer diagnosis and therapy do not constitute cancer activities which differ from any other sort of good medical care. Clinical cancer work as well as basic research which is or may be biological and medical accomplishments which demonstrate uniqueness, progressive clinical care, and an attempt to provide basic biological and physical information with some direct pertinence to the problem of malignancy are the kinds of activities which should be included in such a sample. Thus the problem becomes simple.

My consultants suggested that careful study and evaluation of the papers presented at the Annual Meeting of the American Association for Cancer Research do accurately represent cancer activities in this country. Unfortunately, I have not had time to complete a precise statistical evaluation of this material and make the necessary historic evaluation of the validity of this thesis.

You are perfectly welcome to use this method. We are intending to present it formally in the near future or ask for a grant in support of its investigation. I hope you will not be dissatisfied by the simplicity of the method since it took long, tortuous minutes to formulate it.
Finally, I would be happy to serve on a committee given the opportunity of contributing to such decisions which would ensure that the work can be completed with the best talent and effort. With the current emphasis on the need for the National Cancer Institute, it should not be difficult to assemble such a group and the necessary techniques of evaluation.

With every good wish.

Sincerely yours,

[Signature]

George B. Hurd, M.D.

[Signature]

CC: Dr. R. Lee Clark, Jr.
April 10, 1961

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

Dear George:

I want to thank you very sincerely for your generous gift of time and thought in helping to review grant applications for cancer centers, for cancer research facilities construction, and for career development awards. Your comments have been a great help to the preliminary review committee and will be of further help to the National Advisory Cancer Council in the next few weeks.

Your letter of February 14, to Dr. Endicott was routed through me for information and I am led to comment. Your distress over the proposed initial restriction of "Institutional Grants" from National Institutes of Health to schools of medicine, dentistry, osteopathy and public health is quite justifiable, even though you may really understand that this was to be only for a year or so while details on other institutions to be included later were worked out and while the funds available for allocation were to be increased. This phased introduction of the program was thought by some to be essential to avoidance of serious oversights and mistakes, etc.

It may offer little satisfaction to know that the funding of the authorized program has been delayed so it is unlikely to be put into effect this year for any institutions and may not be initiated even next year. If it does ever become an active program, I feel certain it will soon after become available to Roswell Park Memorial Institute, Sloan-Kettering Institute, The Institute for Cancer Research, the University of Texas M. D. Anderson Hospital and Tumor Institute, and other similar institutions. Some means will have to be found, however, by which to distinguish between such organizations and those whose claims to share in such formula grants might not be so well justified by merit. General grants of this kind (including a base grant that would not be determined by research merit) are hard to award on a merit basis. They offer some real problems to assure proper stewardship of public funds. They also invite political influence and other pressures in behalf of those that may be unable to stand on their merits.

Your letter contained some statistics that intrigued me because I wondered how they had been derived and because they implied a docu-
Dr. George Moore --- April 10, 1961

I have been unable to compile a meaningful background as to total cancer activities and total cancer research activities in the United States. Since I have never been able to satisfy myself that anyone has reliable figures on those totals, partly because of difficulties in definition of "cancer" research and partly because of unacknowledged funds that support cancer research, I was curious to know the basis for your statement that "the activities of this Institute constitute 8 per cent of all cancer research in this country" and for your guess that "the cancer research activities of the M. D. Anderson Hospital, the National Cancer Institute (intramural), Roswell Park, and Sloan-Kettering constitute over 25 per cent of the cancer activities in this country." I cannot tell whether this quantitation is based on dollars expended or budgeted, employees, research projects, papers published, or some other single criterion or set of criteria. I have so consistently denied that it is possible to produce valid and documentable figures of total funds expended or available for cancer research with an error of less than ± 50 per cent, I am anxious to learn how one does this with significant accuracy that would be accepted by critical persons.

Please don't think I am challenging your figures but only that I have been frustrated so long in trying to think of a way to get meaningful figures that I am anxious to know how it can be done.

Again with many thanks for all of your help, I am

Sincerely yours,

Ralph

R. G. Halder, Ph.D.
Associate Director, Grants and Training
National Cancer Institute

RGM: hb
March 30, 1962

T. R. Talbot, Jr., M. D.
The Institute for Cancer Research
7701Burholme Avenue
Fox Chase
Philadelphia 11, Pennsylvania

Dear Tim:

It is good of you to seriously plan for the A.C.I.D. meeting. The arrangements you have made seem excellent. We are hopeful that the pattern of National programs concerned with the support of fellowships, institutional grants, and construction will be clarified by Fall and thus we can spend considerable time on these matters.

Unfortunately, I must indicate that I will not be able to be present at this meeting since I am obliged to attend a Surgery meeting in Virginia on the very same days. Although I personally wish the meeting could be put off until the next week, I realise that it may not be possible. If you already have word from a majority of the other members that September 14 and 15 are available, I would not suggest that the date be changed.

With every good wish.

Sincerely yours,

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

Dear George:

Thank you for your letter of February 21st, in which you outlined a tentative program for the September meeting of the ACID. I agree that your suggestions would form an interesting program.

Even though the ICR has at this time very little in the way of a formal educational program I would be greatly interested in hearing the views of those that are already in progress.

My present thought is that we will meet here from approximately 10 in the morning of September 14 until about 5:30. At that point we would drive to my home for libations and buffet dinner. If you agree, I should think that a few members of our staff should also be present, and I can see great potential benefits arising from the presence of two or three of our Board members. I should appreciate your comments regarding this.

On Friday, the 15th, we can schedule some type of program which would allow the ACID group to review selected scientific programs were in the Institute and perhaps have a very informal symposium on future plans and development of scientific programs. I think that up to now we have spent less time on this than we should.

I hope that these comments will be helpful. Let me know your reaction to them.

Sincerely yours,

T. R. Talbot, Jr., M.D.
To: Members of the Association of Cancer Institute Directors

Gentlemen:

I am sending out this note regarding a tentative program for the September meeting of ACID. I would appreciate your comments and any suggestions you might have for any additional subjects.

1. Review of the educational programs of cancer centers by the members.
   (a) undergraduate medical programs
   (b) graduate education programs
   (c) post-graduate programs
   (d) summer school programs.

It would be helpful if you can prepare a summary of your program for distribution during your presentation.

2. Review of national cancer programs.
   (a) clinical center program
   (b) institutional grant program
   (c) others.

3. Consideration of the desirability of publishing selected papers of the cancer institutes — Dr. Clark.

4. Discussion of the desirability of holding an international cancer institute meeting in Moscow.

George E. Moore, M.D.
Committee National

Ace & Jee
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 and Tumor Institute, Houston, Texas
Dr. Sidney Farber, Children's Hospital, Boston, Mass.
Dr. John R. Heller, National Cancer Institute, Bethesda, Md.
Dr. George E. Moore, Roswell Park Memorial Institute, Buffalo, N. Y. (presiding)
Dr. W. Bradford Patterson, Pondville Hospital, Walpole, Mass.
Dr. H. T. Randall, Memorial Center, New York City
Dr. William L. Simpson, Detroit Cancer Institute, Detroit, Mich.
Dr. C. Chester Stock, Sloan-Kettering Institute, New York City

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. Hereafter this organization will be known as the Association of Cancer Institute Directors.

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.

The list of charter member institutions is represented by the attendance listed for 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.

The meeting was temporarily adjourned from labor to rest for lunch.
II. Election of Officers

Dr. Farber nominated Dr. George E. Moore for President. This nomination seconded by Dr. Clark was approved unanimously. The following additional officers were nominated and approved—Dr. Farber—Vice-President and Dr. Clark—Secretary Treasurer.

III. Discussion and Summary of the Clinical Research Educational Program—Dr. 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—Dr. Heller

Dr. Heller briefly reviewed some of the problems associated with the maintenance of the present clinical cancer program. It was 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 Institute. He requested that the Institute Directors consider how the program might be improved and strengthened.
VI. Date of Next Meeting

The tentative date of January 1960 was mentioned for the next meeting. The date of Thursday, January 14, is suggested. Dr. Heller invited the group to meet at the National Cancer Institute in Bethesda, Md. This invitation was accepted.

VII. Tentative Agenda for 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.

4. International Foundation
CONSTITUTION
of the
ASSOCIATION OF CANCER INSTITUTE DIRECTORS

ARTICLE I
The name of this organization shall be the:
"ASSOCIATION OF CANCER INSTITUTE DIRECTORS."

ARTICLE II
The purpose of the Association shall be:
(a) the support of investigations of the causes, nature, treatment and prevention of malignant diseases by encouraging the exchange of ideas, information, personnel and special facilities between groups with predominate interests in cancer
(b) foster educational opportunities in the bio-medical sciences
(c) provide guidance to private and civil organizations concerning cancer research, education and the care of cancer patients
(d) hold meetings of the scientific executive officers of cancer institutes in order to expedite the forementioned purposes.

ARTICLE III
Membership

Sec. 1—Qualifications for Membership: Membership in this organization will be limited to the senior scientific executives of those institutions and autonomous divisions and departments whose principal activities are concerned with the study and treatment of malignancy.

Sec. 2—Procedure for Membership: A letter of nomination by a member of the association, indicating the qualifications of the nominee for membership in the Association shall be filed with the Secretary at least 3 months before the Annual September Meeting of the Association. The Secretary will distribute to the membership all pertinent information at least one month before the annual meeting.

Sec. 3—Election Procedure: The members will vote by secret ballot; an affirmative
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 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 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.
sec. 2—Provision for Membership: A letter of nomination by a member of the Association, indicating the qualifications of the nominee for membership in the Association, shall be filled out by the Secretary at least 3 months before the annual meeting.

ARTICLE III

To expedite the aforementioned purposes,

(d) hold meetings of the scientific executive officers of cancer institutes in order to exchange and the care of cancer patients;

(e) promote and organize scientific conferences, cancer research, and educational opportunities in the biomedical sciences;

(f) foster educational opportunities in the biomedical sciences;

(g) foster educational opportunities in the biomedical sciences;

(h) the support of investigations of the nature, treatment, and prevention of cancer.

The purpose of the Association shall be:

ARTICLE I

"ASSOCIATION OF CANCER INSTITUTE DIRECTORS."

The name of the organization shall be this:

ARTICLE II

"ASSOCIATION OF CANCER INSTITUTE DIRECTORS."

CONSTITUTION
ARTICLE I

BY-LAWS

The one at which the proposed amendment was submitted;

SEC. 1—Regular meeting of the organization shall be held at least once a year.

Meetings

ARTICLE 1

BY-LAWS

...
ARTICLE I

The membership shall determine these, subject to a vote of two-thirds of the active members.

ARTICLE II

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

3. Special meetings may be held whenever there is sufficient reason. The place and the

4. In the absence of a member, the right to take part and to vote in a meeting.
III.

Sections 2 and 3 of Article III shall not apply to the persons
instituted: First, that Sections 2 and 3 of Article III shall not apply to the persons
Resigned: That the accompanying by-law be adopted, with the following temporary
Adoption of by-laws

Resolution

The one of which the proposed amendment was submitted.
the members of their alternates present and voting at the next regular meeting after
section 2—An amendment to these by-laws may be adopted by a two-thirds vote of all
secretary at least one month before any regular meeting of this organization.
section 1—A proposed amendment to these by-laws must be submitted in writing to the

ARTICLES I-VII

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February 10, 1961

Dr. J. R. Heller  
President  
Memorial Sloan-Kettering Cancer Center  
New York 21, New York  

Dear Rod:

I am sure that all of us in the Association of Cancer Institute Directors group appreciate your bringing Ken up to date on our meeting and obtaining his considered opinion regarding our various problems. The minutes of the past meeting will soon be finished and I shall write a little note to each member advising him of your suggestion. In the meantime, I dropped a letter, in the form of an inquiry, to Ken Endicott regarding our own interest in participating in the Institutional Grant Funds with a copy to Luther Terry. This was not a letter of complaint but simple one of statement relative to desire and interest for our participation.

At some later time when in Washington, I shall try to visit with both Senator Hill and Senator Yarborough to discuss with them the general problem that we face. Let me know at any time if you feel we should accelerate or decrease our plan.

Sincerely yours,

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

RLCJr/bm
February 7, 1961

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

Dear Lee:

Following our conversation at the Institute Directors gathering, I had the opportunity of discussing the situation with Ken Endicott. Ken was quite frank and sympathetic and advised that each of us write to Senator Hill and Congressman Fogarty concerning the situation for institutional grant funds and the research professorships. He believes the institution grants may not be operative this year and, therefore, more research grant funds would be released to fund previously approved grants.

I think our judgment to be correct in not bringing pressure through the Association of Institute Directors. We can be far more effective through individual activity. If we can make the point that our institutes having no close and intimate identification with universities are vital and necessary in the cancer research effort, the several associated problems will fall into line in my opinion.

I'll be in touch with you later concerning any developments. It would be indicated for each of us to send copies of our letters to you.

Again many thanks for your hospitality last month.

Sincerely yours,

J. R. Heller, M. D.
President
3/9/61

On this date the following material was sent to each member of ACID:

Copy of ACID Minutes, Jan. 20, 1961
Research Report, 1960
Cell Physiology of Neoplasia
Genetics and Cancer
Radiation, Biology and Cancer
ASSOCIATION OF CANCER INSTITUTE DIRECTORS
MINUTES OF MEETING
January 20, 1961
M. D. Anderson Hospital and Tumor Institute
Houston, Texas

The business meeting of the Association of Cancer Institute Directors began at 9:00 a.m. with a welcome from Dr. R. Lee Clark, Jr., Director of M. D. Anderson Hospital. The following persons were present:

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

Dr. Murray M. Copeland The University of Texas M. D. Anderson Hospital and Tumor Institute, Houston, Texas

Mr. Joe E. Boyd, Jr. The University of Texas M. D. Anderson Hospital and Tumor Institute, Houston, Texas

Mr. Elmer R. Gilley The University of Texas M. D. Anderson Hospital and Tumor Institute, Houston, Texas

Dr. James T. Grace, Jr. Roswell Park Memorial Institute Buffalo, New York

Dr. James R. Heller Memorial-Sloan-Kettering Cancer Center, New York, New York

Dr. W. B. Patterson Pondville Hospital Walpole, Massachusetts

Dr. Harold P. Rusch University Hospital-McArdle Memorial Laboratory for Cancer Research, Madison, Wisconsin

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

Dr. Timothy R. Talbot, Jr. Institute for Cancer Research Philadelphia, Pennsylvania

The following members were absent:

Dr. Sidney Farber Children's Hospital Boston, Massachusetts

Attended portion of meeting