

May 28, 1965

Dr. George Ulett
Missouri Institute of Psychiatry
5400 Arsenal Street
St. Louis, Missouri 63139

Dear George:

Thank you for your prompt reply to the notification of my appointment as consultant to the research programs at the New York Medical College. I was surprised by your response, but after your explanation, I can understand your position. The problem has two parts -- an immediate one regarding my commitment to Dr. Freedman, and the long range one of my assignments in the Department.

It has been our accepted policy that I was free to accept such lecture-ships and consultantships that I deemed consistent with my activities here without prior consultation. This has been true for my lectures at various times in Louisville, Baltimore, St. Louis, Washington, Indianapolis, etc. Insofar as no policy had been stated, the same procedures were carried out here. Since this series of lectures carried a "title" and insofar as I thought you would be proud to have a member of the Department invited for such a mission, I notified you in advance, looking forward to your public approval.

Your note and that of Dean Wilson surprised me and provide a conflict which I propose to resolve in the following fashion. Insofar as I have accrued vacation time, I plan to carry out this mission on my own time, and under such conditions as not to interfere with the Department's programs.

This brings me to the second part -- my assignments. At various times you have instructed me to:

- (1) Develop a research program along the lines of my experience;
- (2) Chair the Pharmacological Committee and be a member of the Training Committee of the Institute;
- (3) Advise other members of the Department in research, grantsmanship and help them develop research programs;
- (4) Teach residents;
- (5) Recruit staff for my programs and the Department;
- (6) Obtain funds for the Department.

1. The programs in electroencephalography, computer analysis, therapy resistant psychosis, early clinical drug evaluation, evoked potential, linguistics, and documentation are but a few projects in which I am actively

participating. In addition, I have continued by close collaboration with various pharmaceutical houses as reflected in our studies of trifluoperidol, butaperizine, the combined drug project with Drs. Itil and Holden, amobarbital, and most recently, pyrovalerone.

2. My work as Committee Chairman and Committee member is well known to you. I recall that in January when I requested permission to resign from the Chairmanship of the Pharmacological Committee, you encouraged me to continue, which I have done.

3. Since January I have reviewed grant applications submitted to me by Dr. Sletten on two occasions, by Dr. Sundland and Mrs. Matheson, and most recently by yourself (proposal by Dr. Domino). I have also reviewed publications of other members of the staff in which I have not been a co-author.

4. I am teaching a seminar for the residents on the subject of "Brain Function and Behavior" and supervising Drs. Haque and Abraham. In addition, I chair a Thursday (3-4:30) research seminar, hold formal rounds on 3 East and 4 Center weekly, and participate in two teaching conferences on Mondays and Wednesdays (9-10:30 each). Resident physicians are invited and do attend these conferences and rounds.

5. You are aware of my recruiting efforts, culminating most recently in the recommendations of appointment of Drs. Yukitake, Kizemitci, and Simeon. My many interviews with prospective candidates, and my visits to other laboratories may not be detailed here, for both Mr. Thompson and the Foundation carry the records reflected in the expenses incurred.

6. With regard to funds, I have submitted two applications to NIMH since October, and have already received notification that one has been awarded. I have participated fully in the fund raising activities of the Foundation, and it has been these funds which have been instrumental in providing us with equipment which were not available from the Department.

This is a partial list of my activities, but if there any assignments omitted, would you please advise me? Despite this list of activities, I believe I can accomplish the mission in New York without detracting from my duties here.

At various times since October, I have requested clarification of my role in the Department. Each time, you have indicated that I am to plan, carry out and supervise research — and usually added comments of commendation. I believe I am and would like to continue to do so to your full satisfaction.

For your information, please be advised that in my discussions with Dr. Freedman, he indicated that he would consider defraying all the expenses of my visits to his department as well as an honorarium. I told him of my arrangements with the University of Missouri, and we left open the matter of an honorarium. He has agreed to pay all the expenses. If Dr. Freedman reimburses me beyond the travel costs, I will report this to you for your decision as to whether such funds are "salary" or "honorarium," as I have done with each of my prior lectureships.

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I would be pleased to discuss my part in the Department at any time, and stand ready to work closely with you in the growth and success of our common enterprise. We have come far in three years, and you should be as proud as I am with the programs, the staff and the laboratories.

It would be tragic if the new relationship with Columbia were to deflect us from the course we originally set to develop the finest clinical psychiatric research laboratories in the States or if they were to provide a wedge of dissension in our relationship.

As ever,

Sincerely yours,

Max Fink, M. D.
Professor of Psychiatry

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