

November 23, 1964

George A. Ulett, M.D.
Director, Division of Mental Diseases
722 Jefferson Street - P. O. Box 687
Jefferson City, Missouri 65102

Dear George:

I am enclosing copies of two recent articles which are relevant to problems of the reorganization of the Institute.

In one, Eric Ashby talks about philosophy of the administration of a university. However, my impression is that the problems which he describes are relevant to the problems of the Institute and the new Department. Indeed, the description on the top of Page 59 describes our recent problems very well.

The second article from the September 25th issue of Science, describes the present state of our culture with regard to consulting and consulting fees. Insofar as the new Department of Psychiatry will be a participant in the twentieth century ^{ETAIIC} ep~~is~~o~~de~~, I believe that we should abide by the general principles of our culture. I would urge you to either formally acknowledge this state, or make no stipulations which would preclude such activities on the part of members of the Department.

I am returning your letter of October 26th with regard to the transfer of Foundation grants to the University of Missouri. Your decision to include Dr. Knowles' grant is one of those to be handled through the Department at the University, reverses the recommendation of this letter. It is a regrettable decision, insofar as it makes our whole operation at the Institute vulnerable to legislative and administrative criticism from Jefferson City. Insofar as the Comptroller and other Jefferson City officers have concurred in your recommendation to transfer the Institute, they have done so with the knowledge that this organization was dedicated to research and training. This is not true for

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the St. Louis State Hospital. Indeed, it is the distinction between the two organizations which you have sought to foster as the basis for the relationship to the University of Missouri. While the overhead on this grant may provide the Department with some money, I believe that this would compensate us little for the many hours of travail which I anticipate. Also, by providing Dr. Knowles with two budgets, you provide yourself with the same set of difficulties in the appointment of staff, duplication and dual salaries and ambiguities in the supervision of funds which have plagued you for the past two years. For these reasons, and many others which I am sure you can verbalize better than I, I would urge you to reconsider your recent recommendation and follow the recommendation of October 26th.

Sincerely yours,

Max Fink, M.D.
Director

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