

January 14, 1957

Dear Dr. Salk:

Recently, I had occasion to prepare, jointly with Dr. William Doering, Yale, a Memorandum that proposes the creation of two closely connected institutes. We may call one of these - Research Institute for Fundamental Biology and Public Health - and the other - Institute for Problem Studies. The Memorandum was prepared for Mr. Cass Canfield, Chairman of the Executive Committee of the Board of Directors of Harper & Brothers, publishers, and will be sent to you by him together with such comments as he may care to make.

Although the planning is still in the dream stage, our thinking has reached the point where it is necessary to determine whether it is moving on the right track. This is my reason for writing to you. We should like to know whether you agree in principle with the proposal contained in the Memorandum, and whether you would be willing - if something along these lines should materialize - to serve as an Affiliate Member of the Research Institute. I am posing the same questions to others whose names are listed on the attached sheet and Doering, upon his return from an extended lecture tour, may contact a few others also.

As you will see from the Memorandum, the Institutes will not make great demands on the time of an Affiliate Member; we assume that they will spend one week each year at the Institutes. Nevertheless, the Affiliate Members will play a decisive role in both Institutes; they will have to approve the appointment of new members, both Staff and Affiliate. Together with the regular Staff Members of the Research Institute, they will select the problems which the Institute for Problem Studies may take up. The Memorandum discusses their proposed financial compensation and other related matters.

Three years ago Doering and I had occasion to deal with a topic related to that of the Memorandum. At that time, along with others, we were mainly concerned with the conspicuous lag in research aimed at finding a biological method for controlling the birth rate - a method that would be adequate for the needs of the Under-Developed areas which are threatened by a population explosion. In the intervening three years it has become evident that making available funds in the form of grants-in-aid - even to the point where there is more money being offered at present than there are worthy takers - may not be all that needs to be done, either in the field of mammalian reproduction or in other fields of research which are of public importance.

The recent conversations with Mr. Canfield took their departure again from the problem of birth control - which is perhaps the most interesting of several problems that seem to be ready for a concerted attack. The scope of these discussions, however, soon widened and we began to see, at least in outlines, the possibility for a new departure in advancing fundamental knowledge in biology as well as in applying available knowledge to important problems in the field of public health.

January 14, 1957

Dr. Jonas Salk - 2.

Mr. Canfield indicated that he was prepared to explore if funds could be obtained for the creation of an organization that would be adequate, and we talked about all this with Mr. John Cowles of Minneapolis, who in turn had some discussions with Mr. Gaither and Mr. Heald (Ford Foundation).

Having reached this point, Doering and I felt that Mr. Canfield could not go much further until we had determined whether our views were shared by others, and the Memorandum was written with this purpose in mind. The reactions which we obtain from you, and the others to whom this query is directed, will determine whether we shall go forward with this project. You may, at your convenience, reply either to me or directly to Mr. Canfield, who will see that Doering and I receive copies of your letter.

Naturally, we should be very glad if you were able to say on the basis of the sketchy material sent to you that you would be willing to serve as an Affiliate Member of the Research Institute. Otherwise - particularly if you feel that some major changes in the proposed plans are desirable - may I propose that either Doering or I discuss these plans with you on some suitable occasion? Either Doering or I could contact you, later on, in order to arrange a convenient date.

With kind personal regards,

Sincerely yours,

Leo Szilard

Dr. Jonas Salk
Department of Preventive Medicine
The University of Pittsburgh
School of Medicine
Pittsburgh, Pennsylvania

LS:RNH

P.S. With the Memorandum you will find enclosed, also, an Appendix. This contains my personal guesses on what kind of work might be done in the Institutes and by what kind of people. The Appendix was written in the hope that it might serve as the starting point of a later discussion among the Affiliate Members.

January 25, 1957

Dr. Jonas Salk
Municipal Hospital
Pittsburgh, Pennsylvania

Dear Dr. Salk:

I am returning enclosed with many thanks the copy of the Saturday Review which you have lent me. The article of Dr. Harold G. Wolff reads very well but I was not able to form from it any firm opinion concerning the author.

If you have any new thoughts since we saw each other, I hope that you might be able to tell me something about them tomorrow on your scheduled visit to Chicago.

Sincerely,

Leo Szilard

m
Encl.

January 29, 1957

Dr. Jonas Salk
Municipal Hospital
Pittsburgh, Pennsylvania

Dear Salk,

Enclosed you will find copy of a letter from H. J. Muller. Clearly it would be desirable, as Lipmann suggests, to have a meeting in a "relaxed and comfortable atmosphere," and I think Mr. Canfield will probably want to arrange such a meeting after all of the replies to the original inquiry are in.

With kind regards,

Sincerely,

Leo Szilard

^m
Encl.

To Dr Szilard

8 February 1957

Mr. Cass Canfield
Harper and Brothers
49 East 33rd Street
New York 16, New York

Dear Mr. Canfield:

I delayed replying to your letter until my thoughts could become clear and tempered by time--somewhat removed from the initial moment of reaction. Moreover, I was aware that Szilard had told you that we had been in communication over this time--this left me free to take the time needed for considered thought.

When I am confronted with what is clearly a good idea, I have learned to discipline myself by asking: Is there anything wrong with the idea? Does it have any faults? What are its limitations? What modifications seem indicated? Are the modifications relevant to the basic idea? Then I ask: Am I afflicted with any personal bias that may cause me to see the idea in the light that I do?

I need not repeat what Szilard has undoubtedly reported to you--that is, that I am excited at knowing that there are people thinking and doing something about the questions he, Doering, and you have been discussing. There is, I am sure, a great need for a group of world citizens who have been identified with problems that affect all mankind, to give thought to the unevenness with which birth into this world is accompanied by means for subsistence and opportunity for survival--to say nothing of the opportunity to make some contribution to the solution of problems, large or small. There are people and groups who set for themselves tasks of different orders of magnitude. But, always it is necessary to remember that we have to cut the pattern to fit the cloth and we have to ask: What is the pattern? How much cloth is there? Are there enough of the right kind of designers and tailors?

Mr. Cass Canfield
Page 2
8 February 1957

I realize both the importance and the magnitude of the undertaking proposed and I can visualize the much larger problem that Szilard, Doering, and yourself undoubtedly see as well. What should the limits be? How can so difficult and so large a task be divided? How much of a start should be made now? Is what is now contemplated to be considered an end itself or as a means to an end? I must ask, too, still other questions: Are there people so enamored of, and dedicated to, the idea that they will devote themselves totally and make themselves the servant of its fulfillment? Is there someone, with maturity, to carry on the responsibility for whatever idea is proposed? Who is the leader--and not in spirit alone? I would not ask these questions were it not that the idea with which I have been presented is so worthy. But, something is being asked of me, by way of contribution--not of time alone but of thought and attention--in a period when I must be so very parsimonious about my time, having learned this not only from recent experience but aware of it in my future plans. Also, I am influenced by knowledge of myself--cognizant of what is an overpowering sense of responsibility about anything with which I am identified. Could I, therefore, agree to take part in an undertaking, the full extent of which may be far greater than is now apparent, or that will reduce my degree of effectiveness in an area, that is already charted and, that might be considered to fall within the larger area that is now under consideration? One's time and energy should be utilized in the best way possible. How to do this is a question that is difficult to define but, perhaps, can best be answered by the individual himself.

I, too, can, and do, dream--I have found that in the realm of reality I must limit myself to those dreams that, conceivably, I could fulfill or else, in the attempt to do more, I would do less. At this very moment, when the tide has not yet receded, I cannot welcome a new wave that would keep me from resting after a long, hard swim; when what I want to do most is to place my feet on earth that does not move with the wind and the tide. The time that I have been able to take for thought about these matters has been borrowed--but the rate of interest is high. I cannot now afford to increase the burden further, at this time, and cannot yet indulge myself in the extra pleasure that a meeting would now afford. Not being able to see participation with the group on this occasion presents me with the unwelcome reality that I very likely would be unreasonable in trying to make myself now accept the responsibilities of initial membership in an undertaking so far-reaching in its implications.

Sincerely,

Jonas E. Salk, M. D.

cc: Dr. L. Szilard

8 February 1957

Mr. Cass Canfield
Harper and Brothers
49 East 33rd Street
New York 16, New York

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Mr. Cass Canfield

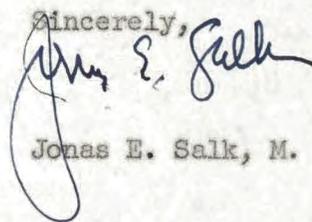
Page 2

8 February 1957

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Sincerely,



Jonas E. Salk, M. D.

cc: Dr. L. Szilard

dv

File

April 17, 1957

Dr. Jonas Salk
Virus Research Laboratory
Municipal Hospital
Pittsburgh 13, Pennsylvania

Dear Salk,

You asked me when we were riding in the bus whether I would be in favor of compulsory vaccination against polio. After I left Gatlinburg there occurred to me what might be the right answer in this particular case. Here it is for what it is worth:

Compulsory old-age insurance; i.e. "social security" is now accepted by everybody with good grace. Why not go one step further and include in social security compulsory insurance of each child under twenty-one years of age against paralytic polio? Each child who comes down with paralytic polio would receive an amount of \$50,000. of compensation. The yearly premium for this insurance would correspond to the expected frequency of paralytic polio among unvaccinated children. Parents, who file with their income tax return a certificate for each child showing that it had been vaccinated three times, can free themselves from the payment of this premium (and are then not covered by insurance). For families with several children, and even for families with one child, this will represent a considerable financial inducement for vaccination.

With kind regards,

Sincerely,

Leo Szilard

May 8, 1959

Dr. Jonas Salk
The Medical School
The University of Pittsburgh
Pittsburgh, Pennsylvania

Dear Salk:

We are reappraising the need to discuss with our Russian colleagues the problem posed by the bomb. As you may remember we called off the meeting which was scheduled for last September in Moscow. At this time the response on this side of the Atlantic appears to be stronger and more favorable than it was last fall. Hans Bethe and Alvin Weinberg (Director of the Oak Ridge National Laboratory) are joining the Committee of the American Academy of Arts and Sciences which is responsible for this operation.

Roger Revelle (Director of the University of California in La Jolla) has joined both the overseeing committee and the operating committee. For the time being Revelle and I are jointly operating, the general idea being that I may soon resign as Chairman and Revelle may then take over the Chairmanship.

We had a dinner meeting in Washington, D. C., for the purpose of discussing the procedures, (Roger Revelle,

Dr. Jonas Salk

2

Jerome Wiesner, Alvin Weinberg, Victor Weiskopf, Richard Leghorn, Harrison Brown, and E. P. Wagner), and subsequently Revelle and I called at the State Department. We have a tentative plan of holding a meeting of about fifteen American scientists over the weekend of June 5-7, in New York, Princeton, New Jersey, or Washington, D. C. We propose to discuss on this occasion not procedures but substance. You will be advised if the meeting is definitely scheduled.

Let me now turn to another subject. I wonder whether you would consider setting up the research operation about which you spoke to me at some place other than Pittsburgh. If so, please read the enclosed memorandum concerning conversations which I had with Jim Watson (Harvard) and Roger Revelle. Revelle has asked me to find out whether you might be willing to consider La Jolla. As you know, the University of California is setting up a Graduate School of Science and Engineering at La Jolla, of which Roger Revelle will be the Chancellor or Provost, or whatever you call the top man. At present, he is the Director of it. He is also Director of the Scripps' Institute of Oceanography at La Jolla which is part of the University of California.

They have started building up their physics department and are in the process of making appointments. They have also started building up their Chemistry Department and, as you

may know, H. C. Urey has joined them.

Next, they have planned to build up their Department for Micro-biology with emphasize on Molecular Biology.

They have not scheduled the building of an undergraduate college. They would like to embrace the first two years of medical school which is limited to the basic biological sciences, but have not so far approached the Regents about this. The establishment of clinical departments corresponding to the last two years of the medical school is not being discussed as yet. In order to make it easier, however, to establish such departments later on, concrete proposals have now been made to build a large hospital, which was supposed to have been built in San Diego, in La Jolla instead.

I know La Jolla very well and think it is an excellent place. I have no doubt that you would like Revelle and that you and he would think alike concerning the need to keep such a research institute, as you have in mind, out of the clutches of the Regents.

Please let me have you reaction to the enclosed memorandum, provided that you have reached the point of considering sites other than Pittsburgh. Frankly, I see no possibility of getting many first-class people to move to Pittsburgh.

You can reach me in care of Robert B. Livingston,

Dr. Jonas Salk

4

National Institutes of Health, Bethesda 14, Maryland, (Telephone, OLiver 6-4000, extension 3501), or at the Dupont Plaza Hotel in Washington where I am staying.

If we actually schedule a meeting for the weekend of June 5-7, there would be an excellent opportunity for you to have an informal discussion with Revelle on that occasion.

With kind regards,

Sincerely,

Leo Szilard

P. S. Recently had an idea on how to approach the problem of aging. Attached you will find a one page article which represents a fairly good summary of the paper that I published. Naturally, it is not entirely correct. I am now working on a second paper, mainly concerned with conclusions of the theory which could be tested experimentally with comparative ease.

Gen Holt

June 19, 1959

Dr. Jonas Salk
The Medical School
The University of Pittsburgh
Pittsburgh, Pennsylvania

Dear Salk:

I hear from Roger Revelle that he has been in touch with you over the telephone and that you and he might get together in July for a more or less preliminary conversation upon Revelle's return from Europe. I am attending in Austria the same conference as does Revelle but I have planned to loaf around in Europe until such time as I can do something useful back here. My only commitment in Europe after the Austrian meeting is a visit to George Klein's Laboratory in Stockholm. If I can be of any use in connection with your negotiations I trust that you will let me know and I may then hope a plane across the Atlantic. In the meantime, if and when this appears to be useful, I trust you will contact Jim Watson at Harvard - without waiting for my return - and have a good heart to heart talk with him.

I forget whether I mentioned to you that I got somewhat interested in the problem of aging. Attached you will find a one page article which appeared in England. While this article is not entirely correct it nevertheless gives an intelligible summary of my paper.

With very best wishes,

Sincerely,

Leo Szilard

LS/b
cc Jim Watson



HOTEL HASSLER
ROMA

Dear John

Wed 20 May 1953

Mr Szilard —

Just a note to say that
I found your memorandum and letter
very interesting and I will
communicate with you some time
upon my return — at ~~least~~ least,
as soon as I get settled a bit.

John Felt

UNIVERSITY OF PITTSBURGH
SCHOOL OF MEDICINE

VIRUS RESEARCH LABORATORY
Terrace & Darragh Streets
Pittsburgh 13, Pennsylvania

15 November 1960

Dear Leo:

Just a note to wish you Bon Voyage and great success in Moscow.

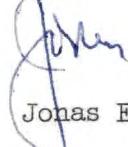
Dulbecco is going to be in the east about 1 December at which time I will have further talks with him. In the meantime, he has suggested that I use my judgment in filing the legal documents.

I appreciate your having Canfield's office send a copy of your memoranda to me. I have seen these, as you may recall.

I am sure you will enjoy speaking to the Russians, and they will enjoy you. I know you put pleasure before business, but hope you will stay long enough to get to the business part.

My best to you and Trudy.

Sincerely,



Jonas E. Salk, M. D

Dr. Leo Szilard
c/o Memorial Hospital
New York, New York

March 14, 1961

Dr. Jonas Salk
The Medical College
The University of Pittsburgh
Pittsburgh, Pennsylvania

Dear Jonas:

I expect to stay in Washington, at
the Hotel Dupont Plaza, for another four weeks.
As you may have heard, Herb York will be the
Chancellor of the University of California in
La Jolla.

Sincerely,


Leo Szilard

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IN THIS COLLECTOR

6 December 1961

Dr. Jacques Monod
Institut Pasteur
25, Rue Du Docteur Roux
Paris 13, France

Dear Jacques:

Since my return from Europe there has been much activity in relation to Institute affairs. New Trustees were elected on 1 December, including Warren Weaver, C. P. Snow, Gerard Piel (of Scientific American) and Bronowski. The National Foundation Board meets on 15 December and we will be in San Diego to receive the deed for the land on 19 December. Kaim will also be in San Diego, on the 19th, and he will then go on to be in Paris toward the end of that week.

The principles and proposals discussed in Paris for change in the By-Laws, have been further discussed with the Trustees. The purpose and basic idea underlying these discussions has been to provide a mechanism whereby the Fellows would have a sense of responsibility for the affairs of the Institute. A change in By-Laws has been suggested that could lead to a more direct rapprochement between Fellows and Trustees than we had considered in Paris.

The suggestion has been made that the By-Laws be amended to create a Standing Committee to be called the "Committee on Conference." This Committee will consist of three Trustees and/or senior officers of the Corporation and three permanent Senior Fellows. Whichever either group wishes to discuss any matter relating to the Institute, that group will have authority to call a meeting of the Conference Committee to discuss the subject or subjects to come before the meeting. By a majority vote the Committee will have authority to refer any matter to the Board of Trustees for action by that body.

In connection with the Conference Committee details are to be worked out as to how the three Trustees or the three members of the group of Permanent Senior Fellows shall be chosen, and other details. The suggestions made in respect to such details are as follows:

Dr. Jacques Monod
Page 3
8 December 1961

Now that we have such an excellent initial group of Fellows and Trustees, all is in readiness for rapid development and growth. I would hope that the suggestion for the permanent Conference Committee is looked upon as incorporating the essential feature for Fellow participation that we wished to include in the By-Laws; this would include the possibility for continuing discussion by the Conference Committee of membership in the Corporation for Fellows if, on continued reflection, this is deemed desirable. The three Fellows to serve on the Conference Committee could be the same ones elected to serve on the Committee of Fellows, to be concerned with the appointment of new Fellows, as suggested in the letter of 23 October.

I have been asked to convey to you the agreement, on the part of the group of Trustees who met on 1 December (including Mr. O'Connor and Mr. Neumann), and its confidence that the proposed amendment of the By-Laws for the establishment of a Conference Committee would be approved by the now enlarged Board of Trustees. In effect this removes, for all practical purposes, the question of uncertainty as to the nature of the By-Laws with respect to the relationship of Fellows to the operation of the Institute.

Because of your particular interest in the details of the By-Laws changes, I have addressed this letter to you and have sent copies to those indicated, intending that each copy be, in effect, a personal letter to each and to which I hope that I may have a favorable reply from each.

It is my hope that you will regard this proposal for change in the By-Laws in the spirit and intent of our Paris discussion and that the contingency in your letter of acceptance of 23 October 1961 would be satisfied by this change. You could so inform us, possibly by a letter such as the enclosed.

Practical matters relating to your appointment will be covered in other correspondence between us.

When I have had your reply I will promptly communicate with Benzer and Puck, and also with Paul Berg when I have been informed that the time to do so has arrived.

Sincerely,

James Salk

lf

Enc.

cc: Brunowski
Cohn
Lemon

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Draft
8 December 1961

Dear Dr. Salk:

In answer to your letter of 8 December 1961, I would like to convey my acceptance of the invitation to become a member of the Body of Fellows at this time. On the understanding that the mechanism set forth in your letter of 8 December is to be included as an amendment to the By-Laws, I will accept permanent (or advisory) fellowship with the expectation that conditions still to be worked out will be to our mutual satisfaction.

Sincerely,

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Institute for Biological Studies
San Diego, California

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San Diego 12, California

Lawyer; Partner Higgs,
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342 Madison Avenue
New York 17, New York

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Kenneth Hoffman
120 Broadway
New York, New York

Lawyer; O'Connor and
Farber

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David D. Lloyd
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Edward R. Murrow
1776 Pennsylvania Avenue
Washington, D. C.

Basil O'Connor
35 East 76th Street
New York 21, New York

Gerard Piel
320 Central Park West
New York 25, New York

Jonas E. Salk, M. D.
University of Pittsburgh
Virus Research Laboratory
Terrace and Darragh Streets
Pittsburgh 13, Pennsylvania

Sir Charles Snow, C.B.E.
199 Grosvenor Road
London S.W. 5, England

Dr. Warren Weaver
630 Fifth Avenue
New York 20, New York

Lawyer; Morison, Murphy
Clapp & Abrams

Director, United States
Information Agency,
Department of State

President, The National
Foundation

Publisher, The Scientific
American

Commonwealth Professor of
Experimental Medicine, University
of Pittsburgh; Director, Institute
for Biological Studies, San
Diego, California

Scientist, Author, Former
Technical Director of Ministry
of Labour

Vice President, Alfred P.
Sloan Foundation, Inc.; formerly
Vice President, the Rockefeller
Foundation

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IN THIS COLLECTION

1. On the assumption that the Director of the Institute will be the President of the Corporation, the Committee of Trustees or officers could be composed of the Chairman of the Board of Trustees, a Vice President of the Trustees, and the Treasurer (who may or may not be a Trustee).
2. That the Director of the Institute be an ex-officio member of the Committee with all the rights of a member except the right to vote. Membership on the Committee will enable the Director to be fully informed and to express his views on any matter coming before the Committee. By not having the right to vote he should be relieved of the accusation of belonging to one side or the other in this particular activity of the Institute.
3. That the three members of the Permanent Senior Fellows be chosen or elected by all of the Permanent Senior Fellows and that one of them be designated Chairman of that group.
4. That meetings of the Conference Committee be called by either the Chairman of the Board of Trustees or the Chairman of the Permanent Senior Fellows group.
5. That at least ten days' notice be required of any such meeting of the Committee and that the place of such meetings be defined.
6. That a quorum of the Committee shall consist of at least five (5) members and that the recommendations or findings of the Committee must be approved by a majority of the whole Committee.

It is unnecessary to state that this Committee could address itself to any matter whatever that may of interest to the Fellows. This mechanism could be used for many constructive purposes, including influencing the character or composition of the Board of Trustees, the enactment of desirable rules and regulations or of amendments to the By-Laws, influencing the selection of Directors, and other matters of policy of particular concern to the Fellows.

In the course of discussion with the Trustees, it was pointed out that if Fellows holding permanent appointment in the Institute were also to be members of the Corporation, with veto power in the matter of election of Trustees, this could, theoretically, lead to a situation in which, after the three-year appointment of a Trustee comes to an end, and no acceptable candidates are proposed by the Nominating Committee of the Board of Trustees, the Institute would automatically have no Trustees at all. While this is a reductio ad absurdum, to prevent such an eventuality, the Trustees could conceivably keep increasing their own number, or arrest the number of Fellows to maintain the balance of voting power.

UNIVERSITY OF PITTSBURGH
SCHOOL OF MEDICINE

VIRUS RESEARCH LABORATORY
Terrace & Darragh Streets
Pittsburgh 13, Pennsylvania

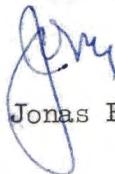
12 December 1961

Dr. Leo Szilard
Hotel Dupont Plaza
Washington, D. C.

Dear Leo:

I want you to have the enclosed and I look forward to meeting
with you for a good talk about the future.

Sincerely,



Jonas E. Salk, M. D.

lm

Encl.: 8 Dec. letter to J. Monod

cc: Seymour Benzer
Edwin Lennox

File 5

20 March 1962

Jonas Salk
Medical School
University of Pittsburgh
Pittsburgh, Pennsylvania

Dear Jonas:

I wonder whether you had your executive Board Meeting and whether the issue of the by-laws is now settled. Do you now have the unqualified acceptance of the nucleus of your staff or is there still a major hurdle in this respect or in some other respect to be overcome before you can turn your attention to staffing? I might be able to devote some attention to the staffing problem as far as the very young are concerned after 10 May if I know ahead of time that this problem will be ripe by that time. Incidentally, Fox, who could be very useful as a scout, is about to receive an offer from MIT.

Sincerely,

Leo Szilard

No reply by RBZ

file

UNIVERSITY OF PITTSBURGH
SCHOOL OF MEDICINE

VIRUS RESEARCH LABORATORY
Terrace & Darragh Streets
Pittsburgh 13, Pennsylvania

18 January 1962

Dr. Leo Szilard
Hotel Dupont Plaza
Dupont Circle and
New Hampshire Avenue, N. W.
Washington 6, D. C.

Dear Leo:

Time has been so very short before leaving that I have deferred sending to you the letter about which we talked on the phone until I return from Europe during the first week in February.

I was pleased to have your letter of 7 January which in essence confirms our understanding.

I hope your visit out west was profitable and I will communicate with you upon my return.

Sincerely,



Jonas Salk

lf

~~to file~~
file Salk

February 25, 1963

Dr. Jonas Salk
The Salk Institute for Biological Studies
Post Office Box 9499
San Diego 9, California

Dear Jonas:

Attached is a Letter to the Editor which might interest you.

Jim Patton, President of the Farmers' Union, whom you met in Denver, had a long visit with me yesterday afternoon. He saw the LIFE magazine article and he told me that David Lloyd had gotten him interested in your Institute. The general conception appeals to his imagination and he asked me whether I thought the Farmers' Union ought to get into the act of helping you raise funds for the Institute. Manifestly, Patton is quite interested in the Institute so that he would go on the Board of Trustees if you were to ask him to do so. Whether or not this would serve any useful purpose, I don't know.

Sincerely,

Leo Szilard

7 March 1963

Dr. Melvin Cohn
Pasteur Institut
25 Rue du Docteur Roux
Paris XV, France

Dear Mel:

I was very pleased to receive your Round-Rodin letter. It is to the feeling as well as to the thoughtful content to which I want to respond promptly.

In spite of distances between us we have all been thinking about and striving toward the earliest possible beginning of the Institute. I have felt that this will occur when we are all together in one place and can communicate more intimately than by the written word, with all the limitations imposed thereby. It was for this reason that I had hoped that our enforced separation could be brought to an end by the completion of the laboratory buildings by the summer of 1963.

It is not very comforting to realize that the satisfactory end result, with respect to the buildings, will have been well worth the delay--and it was for reasons of anticipated delay that I explored the possibility for a substantial interim arrangement with the University of California. Even though you and Ed and Jacques seemed uninterested I have kept the matter alive hoping to bring you here at a propitious time to see for yourselves exactly what we have in mind. I was hopeful that when you could see for yourselves--and not through the eyes of others--you, too, would see the value of the step proposed.

Your letter arrived on the day Dave Bonner and I talked about this matter again and you, along with all of us will receive a letter from him offering space, as Jacques has so generously done, to allow the development of your staff, and for all of us to come together in one place in a way that would cause the Institute as a whole to begin. I can assure you that the qualitative difference in my presence here, in contact with those who are so eager to serve us, has altered the nature of things to a degree that convinces me of the need for us to come together at the earliest possible moment. This is not a whim, but a necessity.

Dr. Melvin Cohn

Page 2

7 March 1963

I agree fully with your need and Ed's to begin to establish your own groups to advance the day when the unit around you will begin to function to your satisfaction. There are many imponderables which enter into a decision as to how this might best be done. Because of the importance of this critical moment of beginning, both with respect to your own groups and to the Institute as a whole, I feel that this question should have the benefit of a meeting of the Fellows, as a group, and that we not act upon our respective individual desires as they have developed under circumstances of separation. Before receiving your letter I had asked Renato to arrange a meeting, in La Jolla, of all Resident Fellows, to discuss the problem to which your letter referred. That we may discuss your proposal, and answer all the questions you have raised, as well as any alternative proposals, I have asked Bill Glazier to canvass the group for the earliest convenient date for a meeting in La Jolla. You will hear from him separately.

I am sending a copy of this to all who received your Round-Robin letter.

Sincerely,

Jonas Salk

May 20, 1963

Dr. Jonas Salk
The Salk Institute for Biological Studies
Post Office Box 9499
San Diego 9, California

Dear Jonas:

Since I talked with you over the telephone, I have been asked to attend a meeting at the end of June, jointly held by the World Health Organization and CERN on the possibility of setting up some work in molecular biology in Geneva. Victor Weisskopf, John Kendrew and Dr. Martin Kaplan are urging me to attend.

As a result of this, for the time being my schedule is entirely up in the air. If I should go to Geneva, I would want to do some things in Europe and these I would want to do in June, rather than in July. I was supposed to attend a small international meeting in Cold Springs Harbor from June 6th to 13th and it might even be that I might have to cancel that. As soon as I know what my schedule will be, I will write you and we can then see whether I can come out to La Jolla before I go to Europe or possibly meet you in New York after the Cold Springs Harbor meeting.

Last week I wrote a note to Bill Glazier reminding him that he was supposed to draft a letter for your signature that would formalize my relationship with the Institute. When he was in New York, he had read a draft over the telephone to me which seemed to me to cover all the points that needed to be covered.

With kindest regards,

Sincerely,

Leo Szilard

THE SALK INSTITUTE FOR BIOLOGICAL STUDIES
POST OFFICE BOX 9499, SAN DIEGO 9, CALIFORNIA

TELEPHONE 459-4191
AREA CODE 714
21 May 1963

Dr. Leo Szilard
Hotel Dupont Plaza
Dupont Circle and New Hampshire Avenue
N.W.
Washington 6, D.C.

Dear Leo:

Jonas tells me he talked to you last weekend. He has just returned from the East and had the draft of your letter with him. He will mail it to you directly.

Zill
6-11

May 23, 1963

Dr. Jonas Salk
The Salk Institute for Biological Studies
Post Office Box 9499
San Diego 9, California

Dear Jonas:

Since I last wrote you, I have committed myself to attend the meeting in Geneva at the end of June. I shall now proceed to re-arrange my schedule and as soon as I know what it is I shall write you again. In the meantime, if you know when you will be East during the month of June, would you be good enough to drop me a line?

With kind regards,

Sincerely,

Leo Szilard

THE SALK INSTITUTE FOR BIOLOGICAL STUDIES
POST OFFICE BOX 9499, SAN DIEGO 9, CALIFORNIA

TELEPHONE 459-4191
AREA CODE 714

28 May 1963

Dr. Leo Szilard
Hotel DuPont Plaza
DuPont Circle and New Hampshire
Avenue, N.W.
Washington 6, D.C.

Dear Leo:

I am very pleased to have your note of 23 May. I expect to be
in the east for about a week from 7 June on. I will try to
reach you then.

Sincerely,



Jonas Salk

sp

Dr. Salk: Would you please have this
forwarded to Dr. Szilard
and send his address to us?

Thank you very much.

May 29, 1963

Dr. Jonas Salk
The Salk Institute for
Biological Studies
Post Office Box 9499
San Diego 9, California

Dear Jonas:

My preliminary reaction to Sperry, based upon his Scientific American article, is rather more favorable than my preliminary reaction was to Elkes, based upon his Harvey Lecture. I would be very much interested in meeting Sperry, and will do more reading and asking about him in the meantime.

Concerning Morales, my acquaintance with him is superficial--he took a course with me, but that was quite a few years ago. Mel and Jean must be much better able to evaluate his present capabilities. I suspect that he would do better as a personal factotum (for Mel, say) than for the entire group.

With best regards,

Sincerely,

Seymour Benzer

cc: Dr. Dulbecco
 ✓ Dr. Szilard
 Dr. Weaver

October 7, 1963

George S. Conn, Treasurer
The Salk Institute for Biological Studies
Post Office Box 9499
San Diego 9, California

Dear Mr. Conn:

Your letter of October 4, with its enclosure, has arrived while Dr. Szilard is still away from Washington. I expect him to be back in Washington sometime around the 15th of this month, and you will undoubtedly be hearing from him shortly after his return.

With best wishes,

Cordially,

Kay Shannon
Secretary to Dr. Szilard

January 14, 1957

Dear Dr. Salk:

Recently, I had occasion to prepare, jointly with Dr. William Doering, Yale, a Memorandum that proposes the creation of two closely connected institutes. We may call one of these - Research Institute for Fundamental Biology and Public Health - and the other - Institute for Problem Studies. The Memorandum was prepared for Mr. Cass Canfield, Chairman of the Executive Committee of the Board of Directors of Harper & Brothers, publishers, and will be sent to you by him together with such comments as he may care to make.

Although the planning is still in the dream stage, our thinking has reached the point where it is necessary to determine whether it is moving on the right track. This is my reason for writing to you. We should like to know whether you agree in principle with the proposal contained in the Memorandum, and whether you would be willing - if something along these lines should materialize - to serve as an Affiliate Member of the Research Institute. I am posing the same questions to others whose names are listed on the attached sheet and Doering, upon his return from an extended lecture tour, may contact a few others also.

As you will see from the Memorandum, the Institutes will not make great demands on the time of an Affiliate Member; we assume that they will spend one week each year at the Institutes. Nevertheless, the Affiliate Members will play a decisive role in both Institutes; they will have to approve the appointment of new members, both Staff and Affiliate. Together with the regular Staff Members of the Research Institute, they will select the problems which the Institute for Problem Studies may take up. The Memorandum discusses their proposed financial compensation and other related matters.

Three years ago Doering and I had occasion to deal with a topic related to that of the Memorandum. At that time, along with others, we were mainly concerned with the conspicuous lag in research aimed at finding a biological method for controlling the birth rate - a method that would be adequate for the needs of the Under-Developed areas which are threatened by a population explosion. In the intervening three years it has become evident that making available funds in the form of grants-in-aid - even to the point where there is more money being offered at present than there are worthy takers - may not be all that needs to be done, either in the field of mammalian reproduction or in other fields of research which are of public importance.

The recent conversations with Mr. Canfield took their departure again from the problem of birth control - which is perhaps the most interesting of several problems that seem to be ready for a concerted attack. The scope of these discussions, however, soon widened and we began to see, at least in outlines, the possibility for a new departure in advancing fundamental knowledge in biology as well as in applying available knowledge to important problems in the field of public health.

January 14, 1957

Dr. Jonas Salk - 2.

Mr. Canfield indicated that he was prepared to explore if funds could be obtained for the creation of an organization that would be adequate, and we talked about all this with Mr. John Cowles of Minneapolis, who in turn had some discussions with Mr. Gaither and Mr. Heald (Ford Foundation).

Having reached this point, Doering and I felt that Mr. Canfield could not go much further until we had determined whether our views were shared by others, and the Memorandum was written with this purpose in mind. The reactions which we obtain from you, and the others to whom this query is directed, will determine whether we shall go forward with this project. You may, at your convenience, reply either to me or directly to Mr. Canfield, who will see that Doering and I receive copies of your letter.

Naturally, we should be very glad if you were able to say on the basis of the sketchy material sent to you that you would be willing to serve as an Affiliate Member of the Research Institute. Otherwise - particularly if you feel that some major changes in the proposed plans are desirable - may I propose that either Doering or I discuss these plans with you on some suitable occasion? Either Doering or I could contact you, later on, in order to arrange a convenient date.

With kind personal regards,

Sincerely yours,

Leo Szilard

Dr. Jonas Salk
Department of Preventive Medicine
The University of Pittsburgh
School of Medicine
Pittsburgh, Pennsylvania

LS:RNH

P.S. With the Memorandum you will find enclosed, also, an Appendix. This contains my personal guesses on what kind of work might be done in the Institutes and by what kind of people. The Appendix was written in the hope that it might serve as the starting point of a later discussion among the Affiliate Members.

February 4, 1957

Dr. Jonas Salk
Municipal Hospital
Pittsburgh, Pennsylvania

Dear Salk:

Harrison Brown has suggested holding a meeting of the potential Affiliate Members late in February at Cal Tech, and I understand that Mr. Canfield is going to write to you about this. All those to whom the original letter was sent are now accounted for with the exception of Teller, who is away from Berkeley, and Urey, who is in England.

Attached you will find a copy of a letter which Mr. Canfield received from Pauling, together with a copy of my answer.

With kindest regards,

Sincerely,

m

Leo Szilard

P.S. Attached also are copies of two memoranda which relate a biological topic. The first of these you have seen; the second, I believe, I did not discuss with you. I hope there will be an occasion for us to meet in the not too distant future and I would be very much interested to hear what you think about it.

UNIVERSITY OF PITTSBURGH
SCHOOL OF MEDICINE

DEPARTMENT OF BACTERIOLOGY

VIRUS RESEARCH LABORATORY
THE MUNICIPAL HOSPITAL
PITTSBURGH 15, PENNSYLVANIA

8 February 1957

Mr. Cass Canfield
Harper and Brothers
49 East 33rd Street
New York 16, New York

Dear Mr. Canfield:

I delayed replying to your letter until my thoughts could become clear and tempered by time--somewhat removed from the initial moment of reaction. Moreover, I was aware that Szilard had told you that we had been in communication over this time--this left me free to take the time needed for considered thought.

When I am confronted with what is clearly a good idea, I have learned to discipline myself by asking: Is there anything wrong with the idea? Does it have any faults? What are its limitations? What modifications seem indicated? Are the modifications relevant to the basic idea? Then I ask: Am I afflicted with any personal bias that may cause me to see the idea in the light that I do?

I need not repeat what Szilard has undoubtedly reported to you--that is, that I am excited at knowing that there are people thinking and doing something about the questions he, Doering, and you have been discussing. There is, I am sure, a great need for a group of world citizens who have been identified with problems that affect all mankind, to give thought to the unevenness with which birth into this world is accompanied by means for subsistence and opportunity for survival--to say nothing of the opportunity to make some contribution to the solution of problems, large or small. There are people and groups who set for themselves tasks of different orders of magnitude. But, always it is necessary to remember that we have to cut the pattern to fit the cloth and we have to ask: What is the pattern? How much cloth is there? Are there enough of the right kind of designers and tailors?

COPIED FROM THE
ORIGINAL IN FILE

Mr. Cass Canfield

Page 2

8 February 1957

I realize both the importance and the magnitude of the undertaking proposed and I can visualize the much larger problem that Szilard, Doering, and yourself undoubtedly see as well. What should the limits be? How can so difficult and so large a task be divided? How much of a start should be made now? Is what is now contemplated to be considered an end itself or as a means to an end? I must ask, too, still other questions: Are there people so enamored of, and dedicated to, the idea that they will devote themselves totally and make themselves the servant of its fulfillment? Is there someone, with maturity, to carry on the responsibility for whatever idea is proposed? Who is the leader--and not in spirit alone? I would not ask these questions were it not that the idea with which I have been presented is so worthy. But, something is being asked of me, by way of contribution--not of time alone but of thought and attention--in a period when I must be so very parsimonious about my time, having learned this not only from recent experience but aware of it in my future plans. Also, I am influenced by knowledge of myself--cognizant of what is an overpowering sense of responsibility about anything with which I am identified. Could I, therefore, agree to take part in an undertaking, the full extent of which may be far greater than is now apparent, or that will reduce my degree of effectiveness in an area, that is already charted and, that might be considered to fall within the larger area that is now under consideration? One's time and energy should be utilized in the best way possible. How to do this is a question that is difficult to define but, perhaps, can best be answered by the individual himself.

I, too, can, and do, dream--I have found that in the realm of reality I must limit myself to those dreams that, conceivably, I could fulfill or else, in the attempt to do more, I would do less. At this very moment, when the tide has not yet receded, I cannot welcome a new wave that would keep me from resting after a long, hard swim; when what I want to do most is to place my feet on earth that does not move with the wind and the tide. The time that I have been able to take for thought about these matters has been borrowed--but the rate of interest is high. I cannot now afford to increase the burden further, at this time, and cannot yet indulge myself in the extra pleasure that a meeting would now afford. Not being able to see participation with the group on this occasion presents me with the unwelcome reality that I very likely would be unreasonable in trying to make myself now accept the responsibilities of initial membership in an undertaking so far-reaching in its implications.

Sincerely,

Jonas E. Salk, M. D.

cc: Dr. L. Szilard

COPIED FROM ORIGINAL
IN THIS CASE FILE

February 12, 1957

Dr. Jonas Salk
Municipal Hospital
Pittsburgh, Pennsylvania

Dear Salk,

Many thanks for sending me a copy of the letter which you wrote to Mr. Canfield.

Concerning the last paragraph of your letter, which contains the "meat" of it, I quite agree with you that you can not very well commit yourself to becoming an Affiliated Member of the planned organization at this time. In particular, if you are not able to attend the projected meeting of the other potential Affiliate Members, it would be difficult for you to be sure that what we might create would not be a Frankenstein monster. Incidentally, Mr. Canfield is not able to set a date for any part of February because of conflicting engagements of several participants, and if he sets a date for some time later on, I am certain he will want to advise you on the off chance that you might be able to attend such a later meeting.

I think I know how you feel about all this. It is indeed difficult to avoid spending one's time rushing around without accomplishing anything worth while.

I do not know, of course, whether we shall succeed in getting this enterprise out of the dream stage or what shape it will take when it gets out of that stage. However, if we succeed in getting a really enjoyable group of Affiliate Members, a strong case may be made for your attending the first few meetings on two grounds: First, as a "duty" because these first few meetings may decide the shape of things to come. And second - more important - on grounds of the principle "pleasure before business." I shall not try to make out a case for your parti-

icipation on either of these grounds for the present, but when I see you I shall certainly try to make out a case for your following during the next few years the principle of "pleasure before business." If we do not manage to get together an enjoyable group of Affiliate Members - at the very least - we have no right to be in this "business" at all.

Novick and I believe that perhaps we have undersold Milton Weiner to you in an effort to bend over backward to a degree which amounts to a painful contortion. More about this on another occasion.

Sincerely,

Leo Szilard

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DR LEO SZILARD

HOTEL DUPONT PLAZA WASHDC

BUILDING FUNDS ASSURED LAWD DEED OURS WILL CALL SOON

JONAS.

File
read over phone

Washington, D.C.
24 December 1961

Dr. Jonas Salk
School of Medicine
University of Pittsburgh
Pittsburgh, Pennsylvania

Dear Jonas:

Enclosed is the latest version of my "Speech" which will show you what I am up to. The reaction of the press continues to be exceedingly favorable - so far not a hostile comment. I am attaching a sample taken from Commonweal, a Catholic publication.

It seems to me that since your Institute will not be in operation until the middle of 1963 and since we do not yet know who the staff might be, it would be just as well to defer any discussion of what my exact relationship with the Institute should be - if I am alive and well when it goes into operation. I should be glad, however, to receive a formal offer, similar to the standard type offer you may make to others, at this time. I would regard this as an option which would enable me

a. currently to decide whether to accept or reject other,

conflicting, offers.

b. Later on, ^{to} ~~I would~~ decide whether to accept your offer as it stands, or make a counter proposal which would involve a lesser financial commitment on the part of your Institute and a less tight relationship.

It would be useful if we could meet before you leave for Europe in order to discuss -

1. your general plans about the development of the Institute.

2. the staffing of the Institute.

I could then on my trip west perhaps keep my eyes open and look for young, as yet undiscovered, geniuses.

With kindest regards.

Sincerely,



Leo Szilard
Hotel Dupont Plaza
Washington 6, D.C.

HOTEL
DUPONT
PLAZA

DUPONT CIRCLE AND NEW HAMPSHIRE AVENUE N. W., WASHINGTON 6, D.C.

JOHN J. COST
GENERAL MANAGER

Washington, D.C.
7 January 1962

HUdson 3-6000

Dr. Jonas Salk
School of Medicine
University of Pittsburgh
Pittsburgh, Pennsylvania

Dear Jonas:

When you called me last night you shifted the basis of the discussion from regular membership in the Institute to a status similar to that you are offering to Monod and Crick. You said that you would write me in order to make a concrete proposal along this particular line.

Having slept over this matter, I think I am now in a position to make a clear statement which is as follows:

If you were to offer me in the foreseeable future, the kind of status you are offering to Monod and Crick, plus an option to regular membership, I would promptly accept. On the other hand, if you are not in a position to add such an option, then I would have to decline.

My plane leaves in a few hours and if I manage to do my packing in time, I shall call you over the telephone in order to advise you in advance of your receiving this letter through the mail.

With kind regards.

Sincerely,

Leo Szilard

*to file
file: Salk*

THE SALK INSTITUTE FOR BIOLOGICAL STUDIES
POST OFFICE BOX 9499, SAN DIEGO 9, CALIFORNIA

TELEPHONE 459-4191
AREA CODE 714

5 February 1963

Dear Leo:

LIFE Magazine has just published a piece on The Institute. As you know this was done with our knowledge and cooperation. Originally it was to be a lead article in a Special Supplement on Science. The Special Supplement plan has been temporarily shelved for magazine reasons and the decision was made to reduce the article plus pictures from sixteen pages in the Supplement to about one-half that amount in a regular issue.

I need not tell you that this sort of thing is always fraught with danger because the magazine has its own purposes. They tend to personalize anything they do in a way that the rest of us do not find congenial. Much to my displeasure this turned out to be more personal than I was led to believe. We made strong requests for changes, not all of which were granted.

On the more productive and pleasanter side, more real progress has been made since my arrival on 21 December than for a long time. You will, very soon, learn about The Education of JES and about what if I knew then I would have done differently. But, it is nice to have so much behind us, so much solidity under us now, and so much to which to look forward.

A great deal more very soon. Until then

Dr. Leo Szilard
The DuPont Plaza
DuPont Circle
Washington, D. C.

J. J.

*I know I owe you a
letter, - that, too, soon.*

J.

February 11, 1963

Dr. Jonas Salk
The Salk Institute for Biological Studies
La Jolla, California

Dear Jonas:

Upon receipt of your letter I looked at Life magazine. It seems to me that they have handled the matter as well as one can expect them to do. The article will do no harm and it might be of help in the raising of funds.

Your postscript, "I know I owe you a letter", I found somewhat disturbing, because it has been my experience that those of my friends who kept reminding me, each time they saw me, that they owed me money, rarely paid their debts.

Sincerely,

Leo Szilard

Salk

March 29, 1963

Dr. Jonas Salk
The Salk Institute for Biological Studies
Post Office Box 9499
San Diego 9, California

Dear Jonas:

I presume that when this reaches you your meeting of the weekend of the thirtieth will have been over and matters will have begun to quiet down. My reason for writing to-day is as follows:

Washington, D.C. is not the best place for me to work in biology, and I need to re-examine at this time how long to plan to stay here. There are a number of factors which enter into this re-examination and this letter relates to one of them.

Because I became 65 in February, I am free to retire from active service at the University of Chicago on October 1st. I can, if I wish, continue beyond that date on active service, working as a retired professor, under a research grant.

One of the things that I need to consider at this time is whether I would want to exercise my option of becoming a resident fellow at the Institute and move to La Jolla at an early date. Before deciding whether or not to pick up the option, I would have to know, however, what the terms of this option are.

When I saw you last Summer, we were agreed that even though the Institute may not have a fixed retirement age, it would seem sensible that the requirements for space and budget of a resident fellow who gets to be past 65 should be less than the requirements of the younger resident fellows, which have been standardized at a rather high level. You wanted to determine how this principle should apply to my case and then write me the terms that would apply. If you should wish to discuss this matter with me further, before committing yourself to a concrete proposal, I should be glad to meet you at a time convenient to you, as soon as this can be arranged.

Sincerely,



Leo Szilard

THE SALK INSTITUTE FOR BIOLOGICAL STUDIES
POST OFFICE BOX 9499, SAN DIEGO 9, CALIFORNIA

TELEPHONE 459-4191
AREA CODE 714

26 April 1963

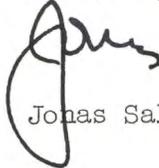
Dr. Leo Szilard
Hotel DuPont Plaza
DuPont Circle and New Hampshire
Avenue, N.W.
Washington 6, D.C.

Dear Leo:

I am enclosing a draft of a letter for your consideration.

I'll be in the east the week of 29 April and the first of
the following week. I'll be at the Hotel Haddon Hall on
30 April-1 May and in New York at the Carlyle the evening
of 1 May. Perhaps we could talk further at that time.

Sincerely,



Jonas Salk

DRAFT

Dear Dr. Szilard:

At the meeting of Fellows on 19 May 1962 it was voted that upon your election you could choose to relinquish your role as Non-Resident Fellow and become a Resident Fellow. Now that you have indicated your desire to do so we would like to make the necessary arrangements.

I have been asked, by the Fellows whom I have told of your desire, what your intentions are with respect to biology. Would you tell me as much as is possible at this time of what you may now have in mind in this regard.

Would it be reasonable to assume that your principal contributions may be in the realm of biological theory from which experiments would be suggested? If this be so, then those who are responsible for the operation of laboratories would look upon you as a Fellow-at-Large, in a sense; experiments that are suggested by your formulations could be carried out in collaboration with one group or another. I would be pleased to offer laboratory-hospitality to develop a number of things that you might have in mind, and ^{some things} that for some time I have had in mind to discuss with you.

When the laboratory building is completed in the latter part of 1964, a study would be assigned to you, and in addition office space for yourself and a secretary. Policy in respect to Resident Fellows would require that the Institute make up the difference between your retirement and social security annuity and the \$25,000 salary for Resident Fellows which is to continue for life. To this will be added such insurance benefits as may be possible. A budget for secretary, travel, and other incidental expenses in connection with your duties as a Fellow would be \$ per annum, the unspent balance of which would accumulate and continue to be available for five years at the end of which time 20 per cent of the balance would revert to the Endowment Fund.

April 30, 1963

Dr. Jonas Salk
The Salk Institute for Biological Studies
P. O. Box 9499
San Diego 9, California

Dear Jonas:

I have your letter of the 26th. It seems to me that what we need to do is first to formalize my relationship to the Institute and thereafter, to explore the various alternatives which I might pursue. The simplest way to formalize my relationship with the Institute would be for you to write me a letter which should contain no extraneous material, since your letter and my acceptance is meant to formalize a contractual relationship.

I have, on the basis of the draft which was enclosed with your letter, prepared another draft which I am attaching for your consideration. I believe the attached version would adequately formalize my relationship with the Institute if the figures, which are left open, are put in. I would have to await the receipt of some such letter before I can begin to make decisions.

This does not mean, of course, that in the meantime we cannot discuss matters of substance.

For ^{me} the first and biggest decision is whether or not I should move to La Jolla. Perhaps the most important factor in this decision is what work Trude could find there for herself. She is at present working both for the Pan American Sanitary Bureau and for the National Institutes of Health and she would not be happy in La Jolla unless she could find there, or in San Diego, work in her own field. Even though I have no trouble and no symptoms, this does not mean that I may expect to live forever and I would want Trude to continue being active in her profession.

If I decide to move to La Jolla, this does not necessarily mean that I have to switch over to being a Resident Fellow. For a while at least I might want to work at La Jolla while remaining on "active service" with the University of Chicago under the current arrangement.

If I change over to be a Resident Fellow at the Institute there are two alternatives, depending on whether or not I assume responsibility not only for the planning, but also for the carrying out of experiments.

Whether I would want to set up an experiment group of my own may depend on whether I would be able to recruit a team of really first class workers.

Dr. Jonas Salk
Page two
April 30, 1963

Sometime within the predictable future, I may want to explore this point and at that time I would need to know what amount of laboratory space and what salary budget for co-workers would be allotted to me.

I believe we are all agreed that in the end most of the salaries can and should come from grants and that the main purpose of allotting a salary budget is to enable the Resident Fellow to make commitments to co-workers prior to applying for grants. Further, it seems to me that even though there is no retirement age at the Institute, there ought to be a phasing out of requirements for space and salary budget as a Resident Fellow gets older. It might be reasonable to assume that on the average the space requirement between the age of 65 and 72 of a Resident Fellow might be set at half of that of the younger Resident Fellows and the salary budget might also be about one-half. Above the age of 72, these requirements might drop by another factor of two.

It would be my present estimate that in order to set up a major experimental program, I might need about 2500 square feet laboratory space (net) and salary budget between \$35 - \$50,000 for a period ending October 1, 1970.

I am not asking for a commitment in this regard right now and the attached draft would not bind the Institute in this regard.

Sincerely yours,

Leo Szilard

Date _____

Dr. Leo Szilard
Hotel Dupont Plaza
Washington 6, D.C.

Dear Dr. Szilard:

I am writing to confirm your appointment as a Non-Resident Fellow at the Institute. This appointment is for _____ years and the starting date is set as _____. As a Non-Resident Fellow you will be compensated as follows:

Further, I am writing to confirm that you may resign as a Non-Resident Fellow to become a Resident Fellow at your option. This option terminates on _____. If you exercise this option and become a Resident Fellow of the Institute, you will be on equal footing with all the other Resident Fellows except with respect to laboratory space and salary budget for your co-workers.

In line with the current policy of the Institute, your annual salary as a Resident Fellow would amount to \$25,000 and continue for life except that there would be deducted from this salary your retirement annuity and social security annuity.

Your budget for secretary, travel and other incidental expenses in connection with your duties as a Fellow would be \$_____ per annum, the unspent balance of which would accumulate and continue to be available for five years, at the end of which time 20% of the balance would revert to the Endowment Fund.

If, at the time when you wish to exercise this option, or any time thereafter, you would want to be in direct charge of experimental work, the amount of laboratory space and the salary budget for your collaborators would have to be determined by mutual agreement.

Sincerely yours,

The Salk Institute
for Biological Studies
SAN DIEGO, CALIFORNIA

21 May 1963

Dr. Leo Szilard
Hotel DuPont Plaza
Washington 6, D. C.

Dear Doctor Szilard:

I am writing to confirm your appointment as a Non-Resident Fellow at The Institute. This appointment is for six years and the starting date is set as 1 July 1963. As a Non-Resident Fellow you will be compensated as follows: \$3,000 per annum paid monthly and reimbursement of reasonable expenses incurred in travel for The Institute, not to exceed a total of \$3,000 per annum.

Further, I am writing to confirm that you may resign as a Non-Resident Fellow and become a Resident Fellow at your option, on ninety days notice, at any time prior to 1 July 1965. If you exercise this option and become a Resident Fellow of The Institute, you will be on equal footing with all the other Resident Fellows except with respect to laboratory space and salary budget for your co-workers.

The term "Resident Fellow" obviously connotes residence at the place and location of The Institute. If you should exercise this option which would require your residing in or about San Diego, the matter of residence is one which you personally would have to arrange subject to whatever assistance is provided for Resident Fellows.

In line with the current policy of the Institute, your annual salary as a Resident Fellow would amount to \$25,000 and continue for life except that there would be deducted from this salary any retirement and social security annuities.

The Salk Institute
for Biological Studies
SAN DIEGO, CALIFORNIA

Dr. Leo Szilard

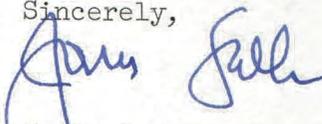
Page 2

21 May 1963

Your budget for secretary, travel and other incidental expenses in connection with your duties as a Resident Fellow would be \$10,000 per annum, the unspent balance of which would accumulate and continue to be available for five years, at the end of which time 20% of the balance would revert to the Capital or Endowment Fund.

If at any time after you have exercised your option, you wish to be in direct charge of experimental work, the amount of laboratory space and the salary budget for your collaborators would have to be determined by mutual agreement.

Sincerely,



Jonas Salk
Director

May 23, 1963

Dr. Jonas Salk
The Salk Institute for Biological Studies
Post Office Box 9499
San Diego 9, California

Dear Dr. Salk:

I am writing to acknowledge receipt of your letter of May 21st in which you confirm my appointment as a Non-Resident Fellow at The Institute. I am writing to say that I am accepting this appointment.

Sincerely yours,

Leo Szilard