

J. H. MEANS, M. D.  
MASSACHUSETTS GENERAL HOSPITAL  
BOSTON

March 1, 1939

Dr. Saul Hertz,  
Massachusetts General Hospital,  
Boston, Massachusetts.

Dear Dr. Hertz:

I wish to make a written record of my understanding of the arrangement we have reached with regard to your work for the three years beginning September 1, 1939.

I have recommended, and the Executive Committee of the Medical Department has endorsed the recommendation, that you be promoted to the grade of Research Associate.

From the Markle Foundation grant it is proposed to pay you \$2400 per annum for the three years in question. For the academic year 1939-40 I can give you \$2100 from Harvard Medical School sources, making a total of \$4500. I will undertake to see that your total salary is not less than this for the two years following.

I expect you to work essentially full time between this clinic and the Physics Department at the Massachusetts Institute of Technology, but I have no objection to your caring for an occasional private patient. I should like to have you remain in executive charge of the Metabolism Laboratory and to do what clinical work you may wish in the Thyroid Clinic, but with the understanding that I may want to reorganize the clinic somewhat, perhaps along the lines of the Cardiac Clinic, to the end that we may enlist the interest of other men who may contribute something, and also to free you from some of the routine case work.

It must be completely understood at the beginning, in order that there may be no disappointment or misunderstanding at the end, that there is no commitment by either Harvard or the Markle Foundation to provide you with any salary after the three-year period is up. You must look upon the three years as an opportunity to devote yourself to an investigation in which you are deeply interested and which you originated under distinctly unique conditions of support. It is quite possible that the work you do in this period will lead to other and more permanent jobs. At least you are, it seems to me, in a good strategic position to get one. However, you must be prepared, should this not be the outcome, to fall back on practice as a means of livelihood. You can keep the germ of a practice alive, perhaps, during the three-year period, so that you won't have to start completely from scratch in 1942. At that time, should you decide to practice in Boston, I think it is most probable that the Massachusetts General Hospital would continue you on its volunteer staff, which after all is worth considerable in practice, conferring as it does the use of the Baker and Phillips House.

Dr. Saul Hertz - #2

March 1, 1959

I look forward to three years of important and significant work and wish you every success in it, and I hope, but cannot predict with certainty, that it will lead to a more permanent career of the sort you want.

Very sincerely,

  
J. H. Means

JHM:MAL