July 20, 1960

Dear Ernst:

I was delighted to hear that Zaffaroni, sharing my own high estimation, had proceeded to make you a bid without delay -- one that I hope will interest you in joining the research institute that Syntex is setting up here in Palo Alto. Unless you do have some particular questions, it would be supererogatory of me to add my own further enthusiasms for such an association, as they are just what you already know. An important factor that you might need some time to appreciate is the unique personality of Syntex Corporation, and especially of Carl Djerassi who is its most dynamic figure. Also, while I believe another method has been found to handle the routine administration of the institute, I think you should realize that you would have an ~~xxx~~ unusual role as the most experienced and biologically broadest-based member of the staff. Your leadership in the institute should therefore be decisive for its ultimate success. At an advisory level, I hope to keep in very close touch with the institute's work, but of course cannot participate in the same fashion as in my regular university position -- so I would be especially reliant on your judgment, as I am sure, will be the other members of the scientific advisory board.

Many questions are bound to come up in a transatlantic negotiation; I would mainly stress the very constructive spirit in which Syntex has approached the task of making the institute a scientific success, an aim that I can be pleased and proud to help.

If there are any matters that you would like to discuss with me, please do not hesitate to write. We are counting on staying home all the rest of the summer.

Please give our best to Frits and Ida; and mention that we are firmly installed in our house now.

Sincerely,

Joshua Lederberg