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The Hunt Institute for Botanical Documentation, a research division of Carnegie Mellon University, specializes in the history of botany and all aspects of plant science and serves the international scientific community through research and documentation. To this end, the Institute acquires and maintains authoritative collections of books, plant images, manuscripts, portraits and data files, and provides publications and other modes of information service. The Institute meets the reference needs of botanists, biologists, historians, conservationists, librarians, bibliographers and the public at large, especially those concerned with any aspect of the North American flora.

Hunt Institute was dedicated in 1961 as the Rachel McMasters Miller Hunt Botanical Library, an international center for bibliographical research and service in the interests of botany and horticulture, as well as a center for the study of all aspects of the history of the plant sciences. By 1971 the Library's activities had so diversified that the name was changed to Hunt Institute for Botanical Documentation. Growth in collections and research projects led to the establishment of four programmatic departments: Archives, Art, Bibliography and the Library.

WASHINGTON STATE UNIVERSITY

PULLMAN, WASHINGTON 99163

DEPARTMENT OF AGRICULTURAL ECONOMICS

December 14, 1967

Dr. David J. Rogers
Department of Biology
University of Colorado
Boulder, Colorado 80302

Dear Dave:

This is perhaps a late response to our phone conversation of some days ago. It seems that a few items like Thanksgiving holidays, and wild, insanely drunken parties have interfered with my eagerness to write. The substance of our last conversation, unfortunately, must remain ~~the same~~. It simply appears that too many obstacles are getting in the way of conducting a lengthy and intensive amount of research on the economics of information storage and retrieval. The reasons remain the same. First, there is the administrative problem of inter-university research. I have no doubt but what this problem could have been satisfactorily solved if we both were to live so long. On the other hand, I was meeting with increasing reluctance in the administrative office of the School of Agriculture here at Washington State. At this point, I prefer not to alienate myself from that office and as a consequence I find myself in a position of backing off from some things which I ought not to back off from. Secondly, there is a problem of interested students. As I mentioned on the phone, students in Agricultural Economics and students in General Economics have little use for each other. The arguments between them are long-standing and in some cases quite legitimate. Agricultural Economics graduate students are a rather conservative and unimaginative lot. I could not find any of them that were interested in doing the kind of research we had in mind. When surveying the students in General Economics here at Washington State, I found a couple who were willing to consider it, but were unwilling to subject themselves to the necessary administrative changes in their programs. In other words, they were unwilling to become students in Agricultural Economics. This is unfortunate, but this is a part of the game. Third, I think, too, that timing is becoming a problem. We now have less than 20 months during which to conduct this research. If I were doing the research by myself or with the aid of some capable clerks, the job could be done in this period of time. On the other hand, trying to do it on a quarter-time basis with students who are devoting less than half-time to the effort might be somewhat of a problem. Turning it over to a Bureau of Business and Economics

Page 2

Letter to: Dr. David Rogers
December 14, 1967

Research such as Bud Udis has going there in Boulder is one way to circumvent this problem. Hopefully, you can get such an agency involved and committed to your effort. Finally, there is always the problem of Lee's health. While I feel no extreme reluctance to be away for a day now and a day then, I am very unwilling to leave her for extended periods of time. I guess the best thing to do is to chalk it up to a series of circumstances; the Gods are against us.

As to any future commitments or involvements, I have absolutely no reluctance to come to Boulder for a day or two or three to work with you in securing the right kind of person to do the job you have in mind. I think I am somewhat familiar with the subject and also somewhat familiar with the styles of economists to be of some help to you in this regard. Please don't hesitate to ask for this kind of aid. I am not particularly interested in the terms associated with this activity and, indeed, feel some obligation to helping you in this way. As an aside, I might mention that I would not hesitate coming to Boulder if for no other reason than it provides the opportunity to buy booze at Harry's.

Very best regards.

Sincerely,



Paul W. Barkley
Associate Professor

FWB/sn

to bly v slkt, yd
r or organisms.
Perhaps — — — — —
they wd to me egl
dwarf. S

Paul Barkley

Op 51. Moscow

Pullman 335 - 5577

7325

10 November 1967

Dr. Paul W. Barkley
Department of Agricultural Economics
Washington State University
Pullman, Washington 99163

Dear Paul,

I goofed in that I didn't get to Jack Robbins before he left for a week's meeting. We tried to call him this morning but did not succeed. The earliest we can get to him is next Thursday, the 16th. Sorry about that!

Depending on which version of the budget one consults, there seems to be some plus or minus \$35,000, available for salaries, overhead and travel (for two years).

Sincerely,

David J. Rogers
Professor of Biology

DJR:gm

Economics Budget

	Budget	Total	
Barkley	7735	7735	
Grad Student		7800	} 11700
PhD 50%	13210	3900	
MA 50%			
Secretary	3105	3000	
	<u>24640</u>	<u>\$ 22435</u>	salaries
	1442	1346	6% retirement
	<u>25482</u>	<u>\$ 23781</u>	
	10396	9703	40% overhead
(Budget 9857)	<u>\$ 35878</u>	<u>\$ 33484</u>	

Travel

2100
\$ 35584

BUDGET REVISION - NSF

1st Yr.		2nd Yr.	
NSF	CU	NSF	CU

Personnel

Principal Investigator: D. Rogers 50% time 9 mos. academic year	8,000*		8,640*	
Research Associate: H. Fleming 80% time 12 mos.	12,000*		12,960*	
→ Research Associate: P. Barkeley (on CSU campus) 100% time 2 mos. summer	3,773†		3,962†	
Research Associate: G. Estabrook 50% time 12 mos.	6,000*		6,480*	
Research Associate: R. Brill 50% time 12 mos.	6,000*		6,480*	
Research Mathematician 100% time 12 mos.	13,000**		13,910**	
Research Programmer 100% time 12 mos.	9,000**		9,630**	
Research Biologist (Bio. IR Spec.) 100% time 12 mos.	10,000**		10,700**	
Graduate Research Assistants (4) 50% time 12 mos. (2) on CU campus)	6,660	940***	7,200	940***
→ 50% time 12 mos. (2) on CSU campus)	6,660†		6,600†	
Key Punch Operator 70% time 12 mos.	2,700**		2,889**	
→ Secretary 35% time 12 mos. (on CSU campus)	1,500†		1,605†	

Employee Benefits

TIAA - 7% of salaries on * items	2,240	2,419
PERA - 6% of salaries on ** items	2,082	2,228

Expendable Equipment & Supplies

500	500
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Travel

Domestic

Round trip air fare and travel expenses from Boulder - Philadelphia & Washington D.C. for (4) persons for 14 days	2,430
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BUDGET REVISION - NSF
(continued)

	1st Yr.		2nd Yr.	
	NSF	CU	NSF	CU
<u>Travel (cont.)</u>				
Round trip airfare and travel expenses from Boulder - Raleigh, N.C. for (2) persons for 3 days	540			
Round trip air fare and travel expenses from Boulder - Columbus, Ohio for (2) persons for 3 days	445			
Round trip air fare and travel expenses from Boulder - San Francisco for (2) persons for 7 days	555			
Round trip air fare and travel expenses from Boulder - Pullman, Wash. for (2) persons for 5 days	485			
Round trip air fare and travel expenses from Washington - Boulder for (2) consultants for 14 days	470			
Round trip air fare and travel expenses from Boulder - Washington, D.C. for (2) persons for 5 days			720	
Round trip air fare and travel expenses from Boulder - Raleigh, N.C. for (2) persons for 5 days			630	
Less credit	(345)			
<u>Publication Costs</u>				
Description of techniques (30 pp. @ \$30/pg.)			900	
Output of text study in TAXIR (15 pp. @ \$30/pg.)			450	
<u>Other Direct Costs</u>				
Computing				
Cost of XPOP	2,000			
Cost of converting XPOP to CDC 6400	8,000			
Checkout (debugging) rental @ \$350/hr.			2,145	
Test runs with data @ \$350/hr.			825	
Additional runs on collaborator's test data			1,650	
EAM machine operations	350			
Magnetic tapes @ \$40/tape	240			

BUDGET REVISION - NSF
(continued)

	1st Yr.		2nd Yr.	
	NSF	CU	NSF	CU
<u>Other Direct Costs (cont.)</u>				
References, texts and other literature required in the development of the IR systems	250		250	
Long distance phone calls, mailing of programs and output	150		150	
<u>Indirect Costs</u>				
53.3% of salaries (on campus)	39,100		42,048	
40.8% of salaries (off campus rate) on † items	4,893		4,964	
Less: University of Colorado cost-sharing	(6,532)	6,532	(6,607)	6,607
TOTAL	143,206	7,472	144,328	7,547
Total requested from NSF - 2 yrs.			<u>\$287,534</u>	

***The University waives the difference between out-of-state and in-state tuition for research assistants. The average cost of such waivers is \$470 per research assistant per year which is shown as a University contribution. This amount will be adjusted periodically to reflect actual experience.

Thurston E. Manning
Vice President and Dean of the Faculties

David J. Rogers
Principal Investigator

UNIVERSITY OF COLORADO
BOULDER, COLORADO 80302

TAXIMETRICS LABORATORY
DEPARTMENT OF BIOLOGY
ARMORY 101

PHONE: 303-443-2211
Ext. 6712

VP Shelton financial affairs

Dr. John S.

Jack Robbins

3354563

Dir. Res. Agr. Expt. Sta.

Doc. Promising

Lu Spokane 6:40 P M

Mon 27th.

Arri Denv. 2 A.M.

Holiday Inn

Lu Denv. at 3:55 on Tues.

Pick up tickets at Spokane airport.

NOV 7 1967

Friday Nov. 3 -

Dee:

Here is the proposal I'm trying to jam down
WSU's throat. - Have a meeting with the vice
President for finance next week. We'll try to
whittle down the overhead charge. Can't make any
promises.

If this telenote (#34,133) cannot be met, you'd
better set up a screen that I'll be able to hear.

- We'll try to show together a contract that runs
a large number of "to wits" and "where as's". -
Contact this - I'll sit on my hands.

I would very much appreciate the opportunity to speak
a day in Boulder some day soon. - But - I can't
shake loose until we get the H.B.B. Any suggestions?

Peace

P.

Economic Evaluation of a Proposed Data Storage
and Retrieval System

The Department of Agricultural Economics at Washington State University has been asked to join with the Taximetrics Laboratory (Department of Biology) at the University of Colorado in a study of a highly integrated and computerized system of data storage and retrieval. To accomplish this purpose, the University of Colorado has secured from the National Science Foundation a sizeable grant of which a portion is earmarked for an economic evaluation of the proposed system. The economic evaluation will be carried out under two major headings

- (1) the costs and returns associated with the system
- (2) the economic impact of adoption on an individual firm or institution.

The effort is expected to last through FY 1970 and should ~~require~~ ^{require} the services of an M.S. candidate on the cost and returns portion and a PhD. candidate on the impact portion. A proposed budget is attached.

PROPOSED BUDGET

	FY '68	FY '69	FY '70
M.S. candidate - 18 mos.	1999	3997	
PhD. candidate - 30 mos.	1999	3997	3997
Clerical (hourly) payroll	525	1785	1785
Soc. Sec. and health insurance (4.4% of wages and salaries)	199	430	254
Overhead at 40.3% of wages and salaries	1823	3941	1883
Travel			
12 man trips to Boulder, Colo. 2½ days each	354	708	1062
3 man trips to Washington, D.C.		765 (fare)	
2 men for 14 days @ \$20 per day		560	
1 man for 6 days @ \$20 per day		120	
2 man trips to Washington, D.C. 12 man days @ \$20 per day			510 (fare)
miscellaneous travel		200	240
Data processing		200	300
Misc. and expendable items		250	250
Totals	6899	16953	10281

GRAND TOTAL = \$34,133

per diem \$16/day

Letter to: Dr. David Rogers
October 17, 1967

The returns side is another matter. At the time the student is working with the sample firms, his task will be to learn as much as possible about the uses which will be made of the system. Some of these can be cost in quantifiable terms, but many will be subjective in nature, and it will never be possible to put them into a "cost/budget" framework. The funding agency may be disappointed on this point, but neither economics nor business nor accounting can offer much help in a case like this. The following schedule looks reasonable:

Winter 1968 - attract and employ student. No large blocks of field work, but perhaps a trip to Boulder (for the student) so he could get a grasp of the broad picture. This would be to attend some general meeting -- not called for the student's singular benefit.

Spring and summer - field work, analysis, and integration. This would be the most crucial period and would require the student to work in the locations of the sample firms. Much previous work (in Pullman and Boulder) would be needed to make certain the correct information was obtained.

School year 1968-69 - write thesis and any other reports. By this time, the task becomes somewhat mechanical.

Impact, R & D Portion

This is work for a PhD candidate. It will take longer and lead to a less tangible result than the cost portion. Arguments in this portion cannot be established and tested via hypotheses and via "the scientific method." Analogy, as weak as it is, is about the only method of argumentation open to investigators of these themes. The Department of Defense has come a long way in this field. We may wish to work with them to some degree. I would suggest that the student follow this pattern:

Winter 1968 - review the extensive literature dealing with impact. The work of noted scholars will be included. While the job will be frustrating, we are not starting from point zero. This student should be with us if we make a trip to the Smithsonian during the semester break.

Summer 1968 - travel and interview and talk.

School year 1968-69 - Analyze the efforts of the summer in preparation for the work to be done during the summer of 1969.

Page 3

Letter to: Dr. David Rogers
October 17, 1967

Summer of 1969 - selected field work which will likely include extensive study with people at USDA, DOD, and NSF. After these investigations are complete, a dissertation of some consequence can be written.

Activities for me:

We must both understand at the outset, that my interest is not the process of storing and retrieving information. My concern is purely in terms of decision-making processes and impact. We could as well be talking about the invention of a new kind of plow. I intend to work as hard as necessary to get the proposed students started on the right foot. To do this, I will attempt to become familiar with three sets of literature: (1) cost accounting, (2) information retrieval, and (3) impact and R & D. In addition to this, I will keep close tabs on these students while they are working with others. I don't feel it appropriate to send a naive M.S. or PhD candidate into a foreign environment to ask questions about obscure items. And, I will reserve for myself the task of coordinating with you and the activities being conducted there at CU. In this final regard, however, I will try to permit the students to play as active a ~~risk~~ ^{role} as possible.

With reference to our phone call, I will say only that some adjusting may be needed to get an acceptable document through the WSU business office. I have worked with my Director of Research (College of Agriculture) but have not yet enjoined the administrators at higher levels. WSU will contribute my time. I will divert funds from the salary categories to the student and travel categories. As soon as a temporary budget emerges, I'll shoot one off to you.

As soon as the budget picture clears somewhat, I'll plan on formalizing an agreement with some students and arranging a trip to Boulder.

Peace



Paul W. Barkley
Associate Professor

PWB/sn

NOV 6 1967

WASHINGTON STATE UNIVERSITY

PULLMAN, WASHINGTON 99163

DEPARTMENT OF AGRICULTURAL ECONOMICS

November 2, 1967

Dr. David J. Rogers
Taximetrics Laboratory
Department of Biology
University of Colorado
Boulder, Colorado 80302

Dear Dave:

Thank you for your letter of October 23. I have been unable to contact the necessary administrators to put the thing in gear. Hopefully, I will be able to accomplish that this week. It does appear that Washington State University will press for a formal contract and will not allow the inter-university effort to be carried out on an invoice basis. I am still uncertain about whether we will want the money to come in one truck-load or whether we will want to bill on a quarterly or semi-annual basis. I hope I have more to report by the end of the week. Best wishes.

Sincerely,

Paul

Paul W. Barkley
Associate Professor

FWB/sn

*— I have just met and had 2 sessions with Cal Kozak. He is convinced that WSU will be in contact with you soon. — It's afraid, though, that he somewhat overest. my abilities in this field.
Go to hell.*

509 ED 5-3564

23 October 1967

Dr. Paul W. Barkley
Department of Agricultural Economics
Washington State University
Pullman, Washington 99163

Dear Paul,

Have your business manager (or whatever the Hell they call him) figure the salaries the same as you did and add those salaries figures the overhead rate of 40.8%; this is allowed. Ask that this invoice be sent to me, whereupon I will affix my John Henry, setward it to the Office of Research Services at Boulder, and hopefully within sixteen years Washington University will get paid.

C.K.?

P.S. got your outline; haven't read it; too damn many committees.

Love and Kisses,

David J. Rogers
Professor of Biology

DJR:gm

WASHINGTON STATE UNIVERSITY

PULLMAN, WASHINGTON 99163

DEPARTMENT OF AGRICULTURAL ECONOMICS

October 19, 1967

Dr. David J. Rogers
 Department of Biology
 (Taximetrics Laboratory)
 University of Colorado
 Boulder, Colorado 80302

Dear Dave:

The budget which I will try to jam down this University's throat looks like this:

		FY '68	FY '69	FY '70
<i>Barkley</i>	M.S. Candidate	1800	4225	----
<i>1st yr</i>	PhD Candidate	1800	4225	4225
	Consultation	650	200	----
	Travel	500	3800	200
<i>3773</i>	Secretarial	500	1500	1500
	Data Processing	----	200	300
<i>2nd yr</i>	Misc. and expendable items	----	<u>250</u>	<u>250</u>
<i>3962</i>	Total	5250	14,400	6475

\$7735

The salary items are $\frac{1}{2}$ -time during the academic year and full-time for $2\frac{1}{2}$ summer months. This we cannot alter. The transportation item includes the necessary field work plus about twelve trips to Boulder during the term of the contract.

Boulder to Pullman 1st yr 2 people ship 485

Please note that no salary item is included for me and that no overhead is included. I would appreciate knowing at a very early date just how much you think you can shake loose for the overhead. University policy here asks for 43% but when a sub-contract from another university is involved, contracts with zero (that's right: none!) overhead have been permitted. I would like to know the maximum you can shake loose so that I can have a "reservation price" and so that I can begin to pare the other figures if this is our only alternative.

In any event, it behooves us to move very quickly as WSU is just now trying to settle on a University with overhead policy. Once this is decided, negotiations will be impossible.

Bless you each and all.

*RA - econ
7800
3900*

Sincerely,

Paul

Paul W. Barkley
 Associate Professor

FWB/gn

OCT 19 1967

WASHINGTON STATE UNIVERSITY

PULLMAN, WASHINGTON 99163

DEPARTMENT OF AGRICULTURAL ECONOMICS

October 17, 1967

AIR MAIL

Dr. David J. Rogers
Department of Biology
(Taximetrics Laboratory)
University of Colorado
Boulder, Colorado 80302

Dear Dave:

The middle of October has past, and this alone is enough to make it apparent that I sometimes renege on promises. The machinery is now in motion to get the contract negotiations under way, and I anticipate no problems. Everyone here seems agreeable to the type of thing we are doing; all I have to do is to put the proposed budget into a form consistent with university requirements. This is being done.

This letter should have some substantive content regarding the nature of the economics portion of the research effort. This can best be accomplished by taking our purposes individually and mentioning timing, problems, likely outcomes, etc. Here goes:

Cost and Returns

This side of the issue should be handled by an M.S. candidate (someone available now) in either agricultural economics or general economics. The cost side of the issue is straightforward (almost mechanical) and should pose no problems except scope and definition problems. In these latter categories, we will have to grapple with the problems of overhead cost, depreciation, administrative cost, etc. The answers to these questions are never right or wrong and cause long, exasperating controversy. In the end, they are nearly always arbitrary, and we should not expect to get through them unscathed. I would like to put a student on this cost job at the earliest possible date. He can work with manufacturers of hardware and with some non-IR users of hardware here in the Pacific Northwest. By spring or early summer, our man would be ready to integrate the proposed IR system into his cost framework and come up with an array of cost figures for different intensities of IR application. This integrating process would require close contact with the sample firms.

27 September 1967

Dr. Paul W. Barkley
Department of Agricultural Economics
Washington State University
Pullman, Washington 99163

Dear Paul,

Gad! you've really pulled the wool over that outfit. Anybody that will actually pay your full salary must have rocks in their head. I guess economists, however, can fool most of the people most of the time.

Yes, I think we can take your salary dough and spend it on travels, but,, Paul, please be sure ~~not~~ to travel to Acapulco.

I will be glad to see that little paper come mid-October.

Regards to you, et al.

Sincerely,

David J. Rogers
Professor of Biology

DJR:gm

- P.S. Would you be kind enough to suggest references for the following problem? I have to prepare an analysis of the world situation with regard to Manihot esculenta (tapioca, manioc, cassava, etc.). Where will I find the most up to date production figures for this crop? both with respect to the export-import dollar value and also the consumption by other than the more sophisticated regions of the world? How much acreage is used up, what is the cost per acre for the crop in terms of labor and product? I will appreciate any suggestions for where to begin the search for this information.

WASHINGTON STATE UNIVERSITY
PULLMAN, WASHINGTON 99163

DEPARTMENT OF AGRICULTURAL ECONOMICS

September 18, 1967

AIR MAIL

Dr. David Rogers
Department of Botany
University of Colorado
Boulder, Colorado

Dear Dave:

Just a quick note to indicate what has happened with reference to the information storage and retrieval project since I arrived here at Washington State University. All indications point to a relatively easy chore ahead of us in setting up this project, and I anticipate no real hitches. One thing will make our job much easier than we anticipated the last time I talked with you. Washington State University apparently hires a faculty member and agrees to pay his salary. Any grant funds which the faculty member is able to attract are to be used to support graduate study and to pay the costs of doing the research but do not have to help defray the faculty member's maintenance and salary. This effectively releases \$8,000 or \$9,000 from our original budget. Would it be possible to transfer some of that into the travel and research categories to help defray the additional costs of my traveling between here and Boulder or between here and Washington, D.C.? If this be the case, I see no reason why this project should become a financial burden on the Department of Agricultural Economics here at WSU.

Additionally, there is no reason to believe that our conversations in late August will not bear fruit. The time schedule which we suggested appears reasonable. That is, I will plan to get to you by mid-October a detailed schedule of events for the economics portion of the research. Additionally, I will hope to have at least initiated conversations with two or three potential graduate students. There is almost no chance that either P. Barkley or graduate students associated with the project can get under way

Page 2

Letter to: Dr. David Rogers
September 18, 1967

before the beginning of the second semester. It is equally certain, however, that we will be able to get under way with some considerable steam by February of 1968. If this should change your plans in any major way, please be in touch with me. I will take silence to mean approval in this particular instance.

Best regards to you and Connie.

Sincerely,



Paul W. Barkley
Associate Professor

FWB/sn