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About the Institute
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.

Mr. R. Pichel, Chief, AGPE

13/6/74

D.J. Rogers

Coordination and information exchange over the next few months

1. My imminent departure to complete the tasks of CIDS should be considered as a test of our capacity to coordinate. We must coordinate not only our own functions to guarantee success in our mutual endeavors, but also within the Division, and by some means all functions for GR outside the house, particularly the IBPGR. Not that we haven't already been accomplishing this task—you have done well. However, as you have pointed out, we enter a new phase—a hopeful phase. Now, to be certain that we cover all the requirements (even though with too few of us), we must have clear and guaranteed lines of communication, particularly with respect to all related functions of the Board and of AGPE.

2. There are two recommendations I would like to emphasize:
   A. Coordination in the Unit.
   B. Coordination with Izmir.

   With respect to A., may I suggest that Trevor be designated the "coordinator of information flow"? If he is so designated, he can then be certain that this is a second part of his activities, the first being that of assistant secretary within the Secretariat.

   With respect to B., you have made an excellent choice in Olaf Mavsteen as the assistant coordinator for the Izmir activities. He is honest, intelligent, and willing. However, he will have to be given some additional instructions particularly with the activities of documentation at Izmir. I think he would very much benefit the whole operation if he could spend a month working with us in Colorado getting a short course from Marsh on good management procedures (from the Izmir project funds, when and if they materialize).

3. I am taking the liberty of sending copies of this to Sykes and Mavsteen.

Mr. Freeman, Chief
Administrative Services, AGP

31 May 1974

D. J. Rogers, Senior Officer DJR
AGPS

Copies: R. Pichel
J. Hanley
G. Hersh

Re: Change of Duty Station for Consultants
HERSH, Gilbert N. (Index 41807)
HANLEY, James R. (Index 40271)

1. As per our discussion this morning, the following details and justifies the change in Duty Station for the above consultants. Please note that this has been discussed and approved by Mr. Pichel.

Would it be possible to have these papers ready by ps 7 June? Mr. Hanley will carry them to Colorado for the necessary signatures.

2. HERSH

All terms of employment remain as stipulated in the offer made to Hersh by AGP on March 8, 1974 for work satisfactorally completed in Rome,

from 30 April 1974 thru 2 June 1974.

Terms of employment covering the period from 3 June 1974 to 31 July 1974 should remain the same EXCEPT

a) Duty Station to be change from Rome to Boulder, Colorado, USA.

The reasons for this changes are:

1. The computing equipment and attendant systems and files are available only at the University of Colorado, Boulder during this period and the completion of his work is dependent on immediate access and use of these systems and computer files.

2. Prepare the operations necessary to get the projects covered in the current contract discussions underway at the University of Colorado.

b) per diem and other expenses all eliminated for the work station in Boulder.

However, Mr. Hersh may, as part of his assignment, travel to Ft. Collins, Colorado or other areas in the region. Specific travel costs should not exceed $500. during this period.

3. HANLEY

All terms of employment remain as stipulated in the offer made to Hanley by AGP on March 8, 1974 for work satisfactorally completed in Rome

from 30 April 1974 thru 9 June 1974.

Terms of employment covering the period from 10 June 1974 to 31 July 1974 should remain the same PROMPT

a) Duty Station to be change from Rome to Boulder, Colorado, USA.

The reasons for this changes are:

1. The computing equipment and attendant systems and files are available only at the University of Colorado, Boulder during this period and the completion of his work is dependent on immediate access and use of these systems and computer files.

2. to prepare the operations necessary to get the projects covered in the current contract discussions underway at the University of Colorado.

b) per diem and other expenses are eliminated for the work station in Boulder.

However, Mr. Hanley may, as part of his assignment, travel to Ft. Collins, Colorado or other areas in the region. Specific travel costs should not exceed $500. during this period.

4. Both have been briefed on the return of expense vouchers. Please issue Hanley an additional set for the second period.

Dr. Albani, through Mr. Pichel 20/5/74

D.J. Rogers, C.N. Hersh, J.R. Hanley

Further information on your request for information on computer applications, made to us on May 13.

1. Our memorandum to you on 16 May, 1974 contained specific information concerning the extension of our various computer assisted techniques to other applications within the division. The purpose of this memorandum is to highlight for you a specific course of action not specified in the above memorandum.

2. As you may know, before coming to FAO, Rogers was the director of the TAXIMETRICS LABORATORY of the University of Colorado (and in this Laboratory, both Hersh and Hanley are still members). The Laboratory is concerned with systems analysis, development and implementation of models and techniques (some computer-based) to assist:

(a) the scientist in research, training and communication;
(b) the planner in the use of scientific information in development projects;
(c) the executive in the administration of, and use of science, including policy formation and capital budgetting.

3. Since we have been here in FAO, we have had the opportunity to speak to a number of scientists in the Plant Production and Protection Division, and we feel that there are a number of projects which are amenable to various computer techniques available from the Taximetrics Laboratory. These problems are of especially interesting, for they are related to problems that have already been studied in the Taximetrics Laboratory. At the present time, of course, our major focus must be on the problems of genetic resources, but we may be able to assist in other areas.
As a result of the above background, we specifically suggest the following course of action:

(a) A competent systems analysis should be made of Divisional needs for various computer-assisted models and techniques.
(b) From the above analysis, a plan can be developed for implementation of these models and techniques. The plan can include orientation and training for staff, both in headquarters and in the field.

4. The systems analysis in 3 (a) and (b) above can probably be accomplished in two to three months by a selected team of two. Proper selection of the team is critical to the needs. Implementation of the plans could be accomplished shortly after the completion of the analysis. We suggest that you do not consider permanently hiring personnel at this time.

5. Please not that we included suggestions for permanent staff to under-

take this continuing function in our Memorandum of 16 May, 1974. Note also that for 1976/77 some additional staff may be needed beyond our suggestions at the G-6 level if the need is shown in the Division.

6. Please further note that this memo responds your original request, for Regular Budget funds, and does not address the larger problem of extra-budgetary resources. We are at work in preparation of a request for these funds at the moment, but to give a figure at this moment would be extremely hazardous, and we do not feel that this should be done without very careful analysis.

Given to Pickel 9/5/74

Personal histories

1. David J. Rogers, BS, MS, PhD

Training: Undergraduate training in horticulture and botany, Univ. of Florida.
Graduate training in systematic botany--Washington Univ., St. Louis.

Research and development interests:

1. Systematic analysis of Manihot esculenta (manioc, cassava) and related wild species of the genus Manihot.
2. Computer systems for biology, including development of
   a-DAAIR, a general information storage and retrieval system for genetic resources.
   b-DARM, a general clustering method for classification of plants.
   c-CHARMAL, a general system for analysis of variables in classificatio..

Positions:
Teaching and research in several colleges and universities in the United States, most recently as Professor of Biology, University of Colorado.
Director, the Taximetrics Laboratory, Department of Biology, Univ. of Colo.

2. Constance F. Rogers, BS

Volunteer in data analysis for information xxx storage and retrieval

Training: several years experience working in the Taximetrics Laboratory, Dept. of Biology, Univ. of Colorado.
BS in Nursing
MBA,

3. Gilbert N. Hersh, BS, MA, DBA (Dr. of Business Administration.

Training: Undergraduate training in biochemistry and in anthropology, Brandeis Univ.
MBA MA at the University of Chicago, in Operations Research.
DBA, Univ. of Colorado--Management Policy Science.

Research and development interests:
Problems of integrated endeavors in genetic resources .
Systems analysis of complex scientific problems.
Analysis of food-generating systems (Nutrient synthesis and transfer).

Positions:
Management and policy analysis, Taximetrics Laboratory, Univ. of Colorado.
Director, Weld County Office of Economic Opportunity
Peace Corps volunteer in Micronesia (Island of Yap).

4. James R. Hanley, BS, MS

Training: BS in engineering, Notre Dame University
MS in Computer Science, University of Colorado

Research and Development interests:
Computer systems design and engineering.
Management Information Systems.
Real time, on-line systems.

Positions: Westinghouse Electric Corporation (Systems engineer and scientific programmer). University of Colorado Computer Analyst.
Management Information Systems Analyst, Taximetrics Laboratory.

STATEMENT FOR CONSIDERATION AND APPROVAL TO BE USED IN THE

THESAURUS for the International Standardization of Genebank Documentation

The accompanying THESAURUS, prepared by Mr. Lothar Seidewitz, of the Institute fur Pflanzenbau und Saatgutforschung der FAL, Braunschweig, is one of the most complete efforts to standardize communication of information on genetic resources produced to date. The THESAURUS, initiated by Mr. Seidewitz, has been critically examined by a number of experts in various fields and in various languages. However, it is recognized that no such standard can be completely without error, and with this understanding, the THESAURUS is offered for consideration to the world community of genetic resources workers with the approbation from FAO.

It is the intent of the author that workers who may use this work will be free to comment on the various definitions and rating scales suggested, and communicate their acceptance, or lack of acceptance, of the terminology and definitions provided. Only by free interchange of criticism, on a scientific basis, can we anticipate that there will be a world-wide means of accurate communication. This publication, which has already cost considerable time and effort, can only be improved by the conscientious, and objective, analysis of many experts in many fields.

The present version of the THESAURUS deals only with a certain group of crops (the major cereals, at the moment excluding sorghum and rice). However, additional definitions and terminology will include grasses, clovers and clover-like crops, forrage and grain legumes, and temperate zone root and tuber crops. Time is the only limiting factor which has prevented the inclusion of tropical and subtropical crops, as well as

certain terminology for taxonomic, phytopathological (pests and deseases), and genetic terms, but their inclusion is unter consideration.

Communication on any aspect of the THESAURUS should be addressed to:

Mr. Lothar Seidewitz
Deplomgaertner
Genbank im Institut fuer Pflanzenbau
unter Saatgutforschung der FAL
D-33 Braunschweig
Bundesallee 50
F.R. Germany

To: All members AGPE

From: D.J. Rogers

Subject: Preparation of a data bank of genetic resources experts.

Attached, I have prepared a preliminary list of descriptors to describe individuals who might have some reason to be called "expert" in some aspect of genetic resources work. Before going any further, I would like to have your opinion about the completeness of the list of descriptors. If you would like to see more types of information included, please write down your desires. If the list of descriptors contains some information you consider superfluous, please indicate which.

In consideration of the above points, please attempt to describe the use such a data bank would have. What questions do you want answered, given an appropriate data bank.

Please tell me of information which might have the appropriate information for this data bank, such as the mailing lists of members of plant breeding societies, Eucarpia, FAO publications, etc. Surveys already completed will be one of the major sources of data.

PRELIMINARY

List of Descriptors
Data bank on experts in genetic resources

1. Surname
2. First name
3. Middle name or initial
4. Year of birth
5. Highest degree (you)
6. Title of present position (chmn, head, chief, etc.)
7. Mr., Mrs., Ms., Dr., Prof. (or other)
8. Nationality
9. Department or unit
10. Name of Organization
11. Street address or P.O. Box
12. City
13. Postal Code
14. Country
15. Telephone no.
16. Cable symbols
17. Major field of expertise (plant breeding, cytology, pomology, etc.)
18. Other expertise
19. Crop(s) of major interest (by species cereals, legumes, fruits, vegetables, root crops, etc.)
20. Specific crop interest
21. Geographic region of special concern or knowledge (by continent and region)
22. Interest in exploration / collection ? Yes or no.
23. Available on short term consultancy? 1-2 months, 3-6 months, other _____.
24. Collections made (general, one crop only, or list).
25. Collection dates (year)
26. Collection dates (month(s)).
27. Place of deposit of collection(s).

 over

29. Place of deposit of herbarium specimens.

PRELIMINARY

25 Feb. 74

Memo to: Mr. Pichel

From: Dave Rogers

Subject: Summary of discussions held this afternoon.

Below, I attempt to reconstruct the various aspects of our discussions, to keep our memory alert.

First, we discussed the general requirements for the Unit in FAO with respect to the coordination of genetic resources functions. I have discovered the answer to Why we accept this role, and that is the statement of the Council, page 18, under areas of emphasis 2.4 "Conservation of Resources and Control of Diseases and Pests"- Genetic Resources, paragraphs 59, 60, and 61. We then discussed the typical questions which must be answered to carry out the Council's recommendations: (1) What does coordination mean in operational terms; (2) Who does the coordination? (Which staff member accomplishes which task?); (3) How are the jobs to be done, and how are each of them financed?; and (4) Where is the job to be done, including which offices, what equipment, and what supplies?

We clearly cannot give definitive answers to these questions at this moment, but they must be asked, and quickly, because we must be able to report our functions to those who oversea our activities.

Further, we must coordinate ourselves in order to keep all functions as nearly abreast as possible, even though we have a reduced staff to accomplish all that the Council recommends. If we cannot accomplish the tasks recommended by the Council, then we will have to have strong evidence to support our position, and that evidence should be some combination of structural, functional, and organizational flow chart.

Second, we discussed the documentation function, and its requirements. In this area, we covered much the same type of questions as for the general function of the Unit--why, what, who, how and xxxxx where.

We covered the areas as to what types of data do we have to have in FAO to carry out the documentation. (In this respect, one of the types suggests itself immediately, and that deals with the data bank which I suggested to you last week--on experts in genetic resources work.) But we also asked how to get the data from the genetic resources centres themselves.

We discussed the need to put the system, TAXIR, onto the machine here at FAO, and in this context, suggested that the in-house machine may be too small, and we may have to use an IBM machine in the city. We indicated that a systems programmer would be needed, to work in conjunction with programmers on the staff of the Computing Cntre. We also suggested that this man's position should have to be more than a consultancy, rather he will be needed on a full-time basis. Reasons: the "system" is constantly being modified to meet growing needs; the "system" will have to be tailored for each different computing machine we install it on; in the realm of training, this individual is in charge of the special training needed in each centre.

We implied, though not by so many terms, that the software package is not the whole system. Before you get to the computer, you have to organize the processes of data gathering, and further, that after you have the data "computerized" there is much to learning about what you do with the data. These functions require much time and effort, and must inter-digitate with all the other functions besides documentation in the Unit. This requires special skills--in management science, and we need desperately to have some person to objectively analyze, and develop the interrelations.

Besides the above types of professional skills, we need clerical and technical skills in key-punch operators, manual writers, secretaries, etc.

Putting it all together, the function we have to provide is a complex

one, and there is no use trying to think that it can be done without the necessary professional skills. We can operate at different levels of proficiency, but below certain levels, no progress will be made, and we might just as well forget the whole thing.

I am willing to work on the whole design, to aid in showing what has to be done. I will not, however, tell you that I can do the job alone, and rather than give anyone a false impression, will refuse to do anything if we do not ourselves attempt to put our needs forward. I believe our case can be justified, and recognize that it takes time to put it all in proper framework, but I will not ever be anything but impatient with excuses and obfuscation.

I have not above covered two important issues that we talked about: space, and budget. I know that space is limited in this building, but we need not confine ourselves to this building, if we look beyond our walls. I do not stand on the formality of what my own position demands, but we cannot operate without space for me, for Mrs. Rogers (a part of my own office), for the secretary, for the key-punch operator, for the systems programmer, and for the management scientist. This is a minimum space requirement. Where will we store our tapes and printout? We need good, air-conditioned space for this requirement. We can put up with variations in the weather, but the tapes cannot.

The budget, as you mentioned, is far greater than any other part of the Division. I appreciate this, but then when you come down to it, we've been put in charge of a very large function, and I need to know more precisely about the budget, so that I can plan accordingly. I have had quite a bit of experience in the United States with finding funds from a great variety of sources, and I don't think that FAO is any more complicated than the those with which I have had to deal. That is not to say that I know the in-house rules and regulations, but they cannot be qualitatively different from that of any other organization.

- Area of Emphasis 2.4 - Conservation of Resources and Control of Diseases and Pests

- Genetic Resources

59. The Conference recognized the basic importance of genetic resources in agricultural development, and recommended that the activities in this field should be supported and strengthened.

60. The Conference welcomed and strongly supported the very high priority given to strengthening the unit of Crop Ecology and Genetic Resources to permit it to coordinate a worldwide programme in collection, conservation, exploration, evaluation and documentation of crop genetic resources, as well as in the related fields of publications and training; also in promoting the establishment of genetic centres in the areas of crop diversity in the developing countries.

61. Recognizing FAO's role in activities in the genetic resources field and the importance of coordination, the Conference endorsed the recommendation that FAO should provide headquarters facilities for the International Board of Plant Genetic Resources, established by the Consultative Group on International Agricultural Research, as well as the location of the Secretariat of this Board in the Genetic Resources Unit with financing by the Board through its extra-budgetary funds, and requested that the Council be kept informed of the Board's activities.

- Control of Diseases and Pests

62. The Conference also attached particular importance to the activities concerned with Control of Diseases and Pests in Growing Crops, with particular regard to control of the desert locust which periodically menaces agricultural production in north-central Africa, and the Near East. The Conference, while emphasizing the importance of the work on desert locust control which is directly related to agricultural production in the developing countries, reiterated its earlier recommendations of the last three sessions concerning placing this part of the programme on a permanent basis. It agreed that, should the present extra-budgetary sources cease to be available, steps should be taken to include the remaining elements of the locust control projects, particularly the three regional posts in the Regular Programme.

63. The Conference also stressed that the use of pesticides, as well as developments of integrated pest control techniques, still continued to be important. However, it also stressed the need for judicious use of pesticides in view of the environmental risks. Reservations were expressed about the proposed deferment of the Committee of Experts on Pesticides in Agriculture since it was felt that this should meet before the proposed WHO/FAO Conference on the use of pesticides in integrated pest control. The Conference recommended that this proposal for deferring the meeting should be reviewed.

GENETIC RESOURCES DOCUMENTATION FUNCTION

General statement of programme

There are two main functions in documentation:

(1) the preparation and use of data and information,

and (2) the computer programming (software) implementation on a variety of computing equipment (hardware) around the World.

In the first category fall such functions as minimum standards of data collection, defining the descriptive data in meaningful terms, placing data in appropriate machine-readable formats, design of data banks, and using the data for all the functions attendant upon all the activities of individual genetic resources centres, as well as an international network of genetic resources centres.

In the second category fall the many developments associated with guaranteeing that the functions of the first category are done in the most cost/effective manner. This includes establishment of the storage and retrieval system, TAXIR, in FAO on the inhouse computing machine, and on other computing machines in (or available to) the selected centres around the World.

Both categories above require a training function sponsored by FAO staff. Both categories require continuous monitoring for purposes of coordination. And, especially, both categories require continued development to improve services of the documentation system.

Costs associated with documentation function (1st year)

A.	Computer-related:		
	(1)	Personnel	$ 38,000.00
	(2)	Computer rental	16,000.00
	(3)	Network development and establishment	25,000.00
B.	Data gathering, preparation, use:		
	(1)	Personnel	46,000.00
	(2)	Publications (manuals, reports)	20,000.00
	(3)	Consultants	17,500.00
C.	Travel: (staff and consultants)		54,000.00
D.	Communications (telephone, cables)		2,000.00
E.	Equipment and supplies		8,000.00
			$ 226,000.00

6.2.74
BJR/amsd

Bob:

Here is the first rough draft of the statment you asked me to prepare for Dr. Albani. If not satisfactory, let me know.

Dave

Genetic Resources Documentation function—General Statement of Program

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	$226,000.00

3598

Mr. R.J. Pichel
Chief, AGPE

4 February 1974

D.J. Rogers
Consultant, AGPE

Documentation position - details and functions

1. I have submitted a note to Mr. Nobis, indicating my interest in the notice of vacancy, No. 560-AGP, along with my personal history form. With respect to this position, is it possible to:

(a) Determine the time of decision on my application?

(b) Negotiate on the gross amount of salary? Some time ago I gave a figure for the minimum gross amount I would accept, and was surprised to learn, when I first saw the notice of vacancy last week, that the top figure given was quite short of the minimum figure I had earlier given to Dr. León. I should mention that my present consultancy rate is more or less in line with my anticipated gross in the permanent position.

(c) Notify various officials of my presence here? For example, the telephone operators and the guards at the front desk do not have my name or internal address, and would, therefore, not be able to direct an out-of-town visitor to me.

(d) Receive some sort of identification card, even though I am on a consultancy at the moment?

(e) Receive a full-scale exposition of various emoluments associated with the position, such as insurance, education allowances, travel on leave, cost of shipping household and professional effects, withholding of US income tax, etc., etc.

2. With respect to the jobs to be performed, several questions arise:

(a) What are the lines of communication (administrative) for my direction? I understand that I report directly to you, but how many others must pass on some activity, such as hiring consultants, getting a relation with the computing centre to establish our computer programmes, travel, etc.

PE 13/1 Rogers
DJR/alz
cc: Rogers
AGP Reg (2)
Chrono: Rogers

(b) Before any decisions are made, do we pass the information on to the Panel of Experts, for their reactions and recommendation?

(c) Do I initiate requests for funds to UNDP, UNEP, Board of Advisers of TAC? If not, who, and when? What can we expect in the way of bilateral funds for documentation?

(d) Several organizations already have asked me to provide TAXIR in their centres. How do we establish priorities for these requests, and how do I respond to them when they make their requests?

(e) The Centre at Izmir, which has first priority (as I understand it) does not have any computing facilities of its own. How do we get funds to use computing equipment either at service units in Izmir, of which there are two small computer installations, or in other cities which would be convenient to that Centre?

(f) May I initiate dialogues with IBM World Headquarters in New York for assistance in programming and networks? I have already talked with the Vice President for Research of IBM, Dr. Lewis Branscomb, informally, and he is very cordial and interested to help out wherever he can.

(g) I have begun a discussion with Mr. Wrigley, Chief of the Computing Systems Branch, AFM, and find him very cordial and helpful, but before any kind of formal relation can be established, we must have approval from Dr. Albani. We also will need some sort of budget, which I understand does not presently exist for AGP (according to my incomplete understanding).

3. <u>In-house seminars</u>

(a) It seems useful to acquaint the CE & GRU staff (and other you recommend) with my concepts of documentation. This will let those interested know what I feel the work consists of, and what each part of the function is.

(b) I think about 5 or 6 sessions of an hour each would accomplish the task. While this will not completely explain the ideas necessary to be a competent documentalist, it will give the necessary overview of the work.

Proposal for a Documentation information service to all concerned.

1. Announce to wide public the presence of a documentation function under my direction in the CBAGRCU.

2. In the above announcement, give a list of the functions of the xxxx documentation function, as follows:

(copy terms of reference in job description)

3. emphasize that the work must meet with approval from appropriate authorities, particularly the International Board of Genetic Resources, the Panel of Experts of FAO, and the appropriate FAO officials. To proceed otherwise is undesirable and dangerous to the concepts.

Proposed to the Panel of Experts.

1. Information about my activities should first go to the Panel, asking for their instructions, advice,(or whatever term is appropriate to their function) as to priorities in the job.

2. As I understand it, there are two significant duties which must be carried on first. The most difficult of these, and the most essential, is to establish the TAXIR system on the IBM 370/135 here in Rome. The second (but equally important function) is to establish guidelines for data (or documentation) preparation at the several levels—collection, storage, and utilization.