

Bowers

Madison 5 Wis
November 4, 1958

Dear Art:

In line with our phone call, I had a talk with Ralph Hawley today. I think I'm not deluding myself to think that he really might be interested. But I think it would be best if I have moved out before a definitive offer is made: I don't think my life will be safe. I had a talk with Bowers this PM -- he wanted to know if there were any chance now of my reconsidering the move (I am not sure by what logic)-- and in two successive sentences he mentioned that he'd be paralyzed ~~by~~ without Ralph; but (in another connection) he's raided other faculties without sending flowers to the Dean. We may want to perform at least this courtesy.

I'm just as sure as ever that Ralph is the man we want, though a B.C.E. or the like might conceivably have a more appropriate technical background; we might want to satisfy ourselves by looking for some other alternatives and I will try to do this here. My main concern is that our job may be relatively too tame after his present one, but it may well not work out that way at all.

Ralph Hawley has just turned 32 (but he acts and talks rather older; he has ~~an~~ a very soft-spoken disposition, coupled with a terrific capacity to get things done.) He comes from Green Bay, Wis. got a B.A. here at UW, I think in literature, came back after the war to start graduate work in clinical psychology at Mich State, but for various reasons (possibly partly academic-- he's not all that scholarly in outlook-- partly family needs) left and went into business. He co-ran a private employment agency for a year, then joined the Wis. State Bureau of personnel, mainly on work analysis and job classification and grievance work. He grew a bit impatient at that, and applied for a job at the university just at the time Bowers started up, which is how they got together. (So I don't think he has any special basis of loyalty to Bowers.) Since then, about 3 years now, he has been essentially Bowers' Lyle Cook, perhaps just a shade less independent, and certainly no policymaker. The scope at UW hasn't been nearly so large, mainly a/c considerably less load in fundraising. He has been the main funnel for budget making, a fair bit of purchasing, a good deal of building-planning (and coordination), most of the personnel procurement. He doesn't have much technical background as such, but I consider him a fairly bright fellow, and having had 3 years of experience in the medical school context, likely to pick up what he needs fairly fast. He is beginning to have more and more to do with fundraising, e.g. grant writing for NIH etc. What I most value is his even temperament and his ability to hold on to a hundred strings at the same time. There is no danger of bureaucratic officiousness, and he has an inborn respect for scholarship that doesn't quite cross to the wrong side of deference. I think there are a number of impressions you'll have to make for yourself. My ~~own~~ are almost all good-- as I've indicated, the only thing further I could ask for is that he would know how a spectrophotometer worked; he does know what it is, what it's used for and where to buy it, (I think).

I won't be too sorry if the President's or Provost's office eventually did grab him away-- we can always use more people like that in the administrations.

His present salary is \$8500, which is at least a measure of what Bowers must think of him. I think we ought to see if we can't at least match that, to say about \$9000. This does seem like quite a lot, but I have no hesitation in thinking he would be well worth it to me. (But of course I'm not paying for it out of my own personal pocket.) If there's any problem at all, it may be how this salary would relate to other academic and business personnel on campus. But I see no reason myself why we shouldn't qualify for an administrative assistant of at least the same ~~usefulness~~ usefulness and therefore presumably cost, as does the dean etc. I can hardly doubt that Hawley would pay for himself many times over, not only in releasing our time, but even cashwise in making it possible to exploit sources that we wouldn't personally want to bother about, e.g. that local Cancer Society senior fellowship, and some other miscellaneous items I could think about. Finally, I have a little fear that our interdependence for space and equipment (this being a euphemism for my dependence on biochemistry) may possibly just add one complication, and having a common administrator would more than compensate.

How should we proceed at this point? I don't have the funds in hand, but have no doubt about the possibility of its coming in, to throw into the pot. You already have some tacit commitment from Alway— do you want to follow that up, or should we write a letter together or what? (See what I mean about complications?) I'll be quite happy if you'd call Bob on the strength of your previous understanding, and then when we know where we stand we ~~can~~ can see about arranging for Hawley to visit you (if he's still interested). ~~XXXXXXXXXX~~

Don't I wish I could have had his services the last few weeks! But the grants are all in now, happily. Just in time too (or there may be a causal relationship)— I've just lost my secretary (1/2 time).

I'm sorry we both have to fuss at any length about this, but we're going to have to live with, and have utter confidence in, the guy. Would there be some point in having him move out to Stanford a month or two before you did— I should think there might, if this were otherwise convenient.

Pro tem, I will be happy to organize the office equipment; if you or the gang have any suggestions pass them on. (I exclude from this assignment items of individual use such as typewriters, dictating machines (I am using stenorette), etc.)

Ad ever

Joshua Lederberg