

CLARENCE C. GRAY III

Replied

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March 7...

February 21, 1986

Dear Swaminathan:

Thanks for sharing "Enhancing Rigor and Relevance in IRRI's Research" with me, and for your thoughtful, forthright response to my letter. I am heartened, moved and hopeful. The issue is not your brilliance, dedication and vision, which are all there, but day-to-day guidance of staff. Your backup support system to insure this - for whatever unfortunate reasons - is weak and must be improved or the end result may fall short of expectations. Someone once said, "....no matter how high hopes and dreams of man may soar, human beings like armies travel on their stomachs." Thus, great ideas and plans go awry frequently because ~~of~~ mundane things are unattended. In my opinion your clear vision, inspirational leadership, and exceptional representational-fund raising abilities require close, backup "nuts and bolts" support by loyal assistants held in high esteem by IRRI's operating scientists and staff.

Al App invited me to join him on his upcoming visit to IRRI as a part of a joint trip to Beijing. Unfortunately, a conflicting engagement prevented me from accepting the IRRI portion of the trip. I am sorry that I can not get a chance to see you and IRRI. Another time.

"Enhancing Rigor and Relevance ...." is a dazzling overview of IRRI and its world. The programs listed on page 22 as they relate to rice are right on target, in my opinion, and deserve full support. There is no question that you are on top of things, as usual. Right on!

Hope the situation in the Philippines is resolved and IRRI can continue its work.

My very best to you and Mena.

Sincerely,



AIR MAIL



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