

D. L. H.

UNIVERSITY OF CALIFORNIA, SAN DIEGO

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SANTA BARBARA • SANTA CRUZ

SCRIPPS INSTITUTION OF OCEANOGRAPHY

GEOLOGICAL RESEARCH DIVISION
LA JOLLA, CALIFORNIA 92093

A-020

7.13.87

Prof R. K. Varma

I write this to congratulate you
on your becoming the Director
P.M. You have a first class
institution at your hands -
it needs love and firm action.

Times are hard, science has
become too competitive. The
scientists have to put their
best, and the Director has
to inspire their "thoughts"
and "administrative support"
with you can deliver these to the
best measure, I am sure.
Best regards
D. L. H.