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Bd. of Trustees

**INTERNATIONAL INSTITUTE
of
TROPICAL AGRICULTURE**

**MINUTES OF THE INAUGURAL MEETING
OF THE BOARD OF TRUSTEES**

JULY 1968

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

M E E T I N G

OF THE

BOARD OF TRUSTEES

FIRST SESSION

JULY 11, 1968.

The first meeting of the Board of Trustees of the International Institute of Tropical Agriculture was convened at 9.30 a.m. on July 11, in the conference room of IITA. Those present included Trustees Myers, Hill, Hardcastle, Lule, Umali, Camus, Lambo, Shaib, The Director Designate Albrecht, and the Principal Administrative Officer Designate Mitchell.

The meeting was opened by Dr. Albrecht as temporary Chairman. He briefly outlined the schedule of the remainder of the two-day meeting, including the following:

Thursday, July 11	9:00 - 12:00 Board of Trustees meeting
	1:00 - Luncheon with distinguished guests
	3:00 - Visit to IITA Site
	7:30 - Reception by the Director Designate
Friday, July 12	9:00 - 12:00 Board of Trustees meeting
	1:00 - Luncheon at University of Ibadan
	3:00 - 5:00 Board of Trustees meeting
	7:30 - Cocktails and buffet at American Consul's residence

At this point, because of the failure of the airconditioning, the meeting moved into the Director's office. For the benefit of

the members Dr. Albrecht commented on the maps of the site posted in the room and showed a picture of the architect's model of the proposed buildings. He made some explanatory comments on the triangle of property which has been given by IITA for use in the Resettlement Scheme, a separate project of the Ford Foundation in which persons being displaced from IITA land are being given assistance. The Ford Foundation, in cooperation with the Government of the Western State and the Federal Government, has plotted the land for new houses and is supplying some of the essential community services, including main roads, piped water, schools, advice on low-cost buildings, etc.

There was some discussion regarding the model of the proposed buildings. Dr. Albrecht described the buildings to be included in Phases I and II of construction. Much of the expense in Phase I will be for major site development - roads, sewage system, water mains, etc. The residential area is located adjacent to the scientific and business area, though there is a natural separation because of the land elevations and the location of the roads. There was discussion by the Trustees as to whether it is advisable to have the residential area so close to the working area. Dr. Myers explained that in the original plans they were separated, but that it had become evident that a great deal of expense would be eliminated if the areas were close enough to share the essential services.

Dr. Umali questioned the location of a nearby highway and emphasized the importance of a good periphery road. Dr. Mitchell displayed a map showing the highway which is adjacent to, but does not enter, the site, and of the periphery road. There will be only one entrance to the property, and that will be controlled by a gatehouse.

Dr. Albrecht pointed out that, because of circumstances, the IITA project is about two years' behind schedule. There has been some erosion of the funds originally allocated by the Foundations and a request is now being made for restoration of these funds so that the project may proceed as originally planned.

The proposed Articles of Incorporation were then introduced for consideration.

Dr. Shaib expressed regret that we had not received guidance from Dr. Elias, The Federal Attorney General regarding these Articles. He suggested that the IITA has, in fact, already been established by the Decree No.32 of 27 July 1967. Under Nigerian law, IITA need not be incorporated, and unless such action would serve some purpose for the two Foundations, it would not be necessary to register any further legal documents. The Board agreed that any such action would be redundant.

Dr. Shaib indicated that we should notify the Federal Government that the Board of Trustees had come into being on July 11, 1968,

and that this information would be gazetted, along with the names of the members of the Board. Any transactions already undertaken by IITA would be on the basis that it has been established legally since 27 July 1967.

Dr. Umali raised the question regarding other details in the Articles of Incorporation which might not be covered by the Decree. Dr. Shaib responded that, since the Institute had been given full power to establish its own organization and procedures, our Bylaws could be revised to cover any such details.

The Board agreed that the responsibilities conveyed to the IITA by the Decree seemed broad enough to cover any eventualities.

It was proposed by Dr. Shaib and seconded by Dr. Umali that We hereby resolve that the Board of Trustees of the International Institute of Tropical Agriculture, in accordance with Section 1.1 of Decree No.32, has today come into being. It was approved unanimously.

The Board then proceeded to a consideration of the proposed Bylaws.

It was agreed that according to the course taken regarding the Articles of Incorporation, it was no longer necessary to

include a membership for IITA in the Bylaws, but that they should deal with the Board of Trustees and Officers only.

The Board studied and revised the Bylaws by sections and a copy as eventually approved is attached to these minutes.

Mr. Hardcastle questioned the advisability of including in the Bylaws anything which is contained in the Decree. Dr. Lambo and Dr. Shaib suggested that it would be tidier and more usable in this form and there would be no harm in repeating parts of the Decree as long as they were not changed in any way.

After a detailed discussion on setting a date for an annual meeting of the Board, taking into consideration the meetings of the Boards of Trustees of the two Foundations, other commitments of the IITA trustees, and the growing season in Nigeria, it was agreed that the meeting date should be set for the third week in September unless determined otherwise by the Board. The members agreed that setting a definite time would enable them to keep that date free.

Dr. Lule raised the question regarding the planning of budgets for longer than one year at a time, since some research activities would cover more than one growing season, and whether we would have any assurance that an activity, once started, would be continued to completion.

Dr. Myers explained that, as far as the Rockefeller Foundation was concerned, the budget of this Institute was a function of this Board. However, even though Rockefeller does not approve funds for more than a year at a time, it is definitely committed to the support of this Institute for a number of years though no specific level has been established. That level would depend somewhat on the budget requests of this Board, and the Director, of course, would be sensitive as to what could be expected from the Foundations in any one year. The Rockefeller Foundation might, for instance, indicate a maximum amount which would be available but this Board should think of the budget in terms of need and then consider separately the sources available.

As far as Rockefeller funds are concerned, Dr. Myers stated that the Foundation is realistic and knows that costs tend to increase and that each budget will require at least as much as the preceding one. In the very act of appropriation its Board is committed for the succeeding years.

Speaking for the Ford Foundation, Dr. Hill stated that when the Foundation committed itself to this project it was not for a specific time or amount of money, but there was a definite understanding that this was a long-term project. For instance, the budget at the International Rice Research Institute resembles a major University budget. However, since there is a representative from each of the Foundations on the Board of Trustees, they are

able to reflect the thinking of the Foundations accurately enough so there is never any great distance between their expectations and the appropriations of the Foundations. This relationship has worked very successfully so far, and there is no comparable research station now in existence which is producing a more worthwhile output than that of I.R.R.I.

Upon completion of the Bylaws revision, Dr. Myers moved and Dr. Lambo seconded, that the Board provisionally adopt the Bylaws as revised, subject to further ratification when a new draft has been circulated to the Board members. The motion was passed unanimously.

The Board then proceeded to the election of a Chairman. Dr. Lambo, seconded by Dr. Lule, nominated Dr. Myers to be Chairman of the Board of Trustees. As there were no further nominations, it was moved by Dr. Shaib and seconded by Dr. Umali, that Dr. Myers be elected by unanimous ballot. It was so approved.

Dr. Myers expressed his pleasure at the honor in having been elected, since he had been so interested in IITA since its inception and had served as its first Director.

Dr. Myers assumed the chair for the remainder of the session. He called for action by the Board in the appointment of a Director. Dr. Lule, seconded by Dr. Camus, proposed that the Board affirm the appointment of the Director Designate, Dr. Herbert R. Albrecht.

Without asking for further nominations the motion was unanimously approved.

Dr. Albrecht proposed that Dr. J.R. Mitchell, the Principal Administrative Officer Designate, be appointed as Secretary. This was seconded by Mr. Hardcastle and passed unanimously.

Dr. Albrecht further proposed that Mr. J.E.C. Anderson, who is now serving as Treasurer Designate of IITA be designated as Treasurer to the Board. This was moved by Dr. Umali and seconded by Dr. Lambo and unanimously approved.

The Board proceeded to the election of an Executive Committee to be composed of five members.

The following were nominated:

Dr. Lambo, by Dr. Shaib, seconded by Dr. Lule

Dr. Hill, by Dr. Albrecht, seconded by Mr. Hardcastle

Dr. Lule, by Dr. Lambo, seconded by Dr. Hill

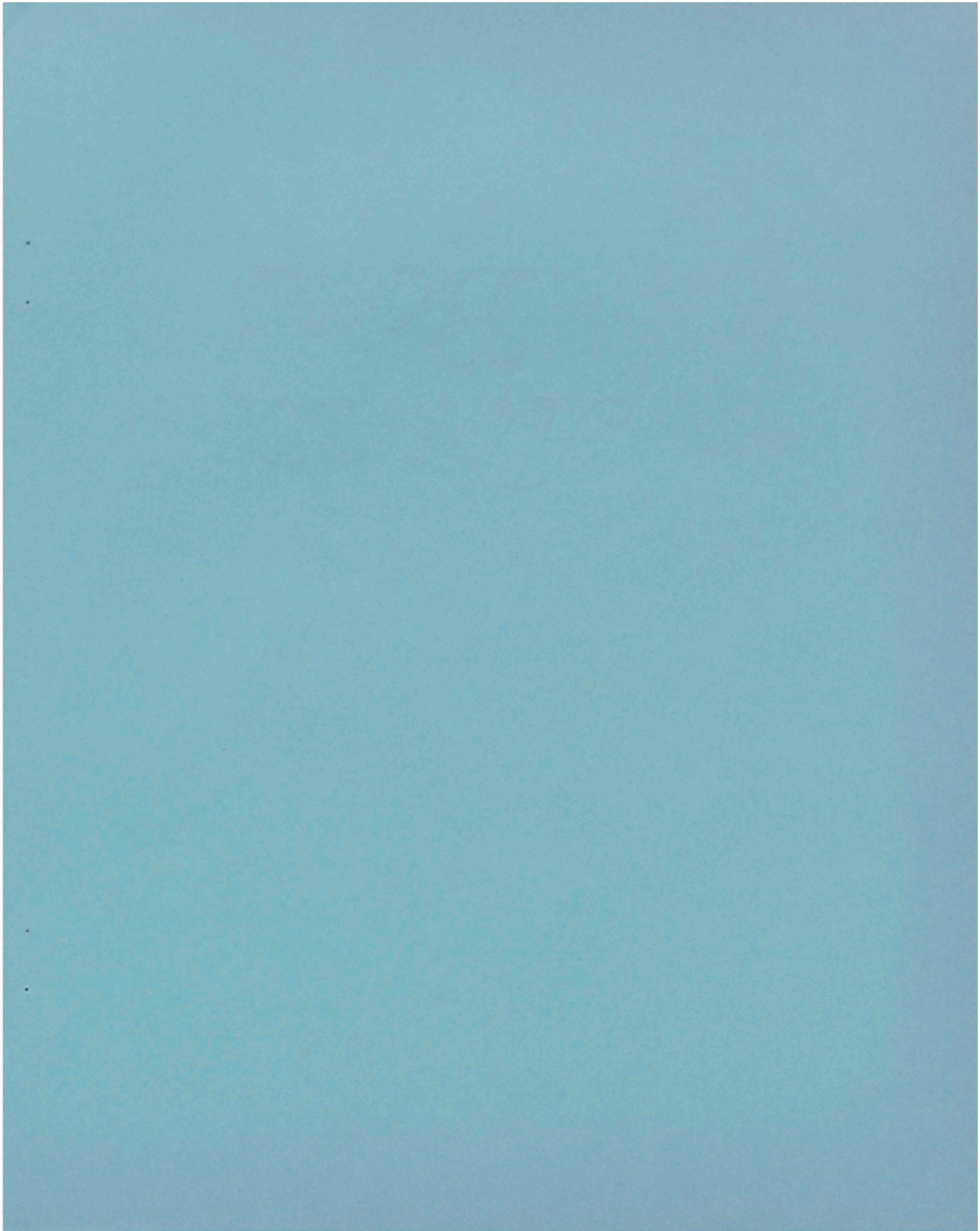
Dr. Shaib, by Mr. Hardcastle, seconded by Dr. Lule

It was then agreed that the Committee should include the Chairman of the Board and the Director, and Dr. Lule withdrew his name from the nominations, since it would be more difficult for him to attend meetings than it would be for the other proposed members. This was agreed to by the nominator and seconder.

Mr. Lule moved, seconded by Mr. Hardcastle, that the above mentioned members should be elected to the Executive Committee. It was passed unanimously.

In a discussion of other committees, it was agreed that, for the present, most of the business could be taken care of by the Executive Committee. However, Dr. Umali suggested that A Research Committee may be needed now to start planning. It was agreed that the question of other committees would be raised at the next session.

The meeting was adjourned at 12:25 for lunch at the Premier Hotel and a visit with distinguished guests to the IITA site.



INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

M E E T I N G

OF THE

BOARD OF TRUSTEES

SECOND SESSION

JULY 12, 1968

The Second session of the Board of Trustees of IITA was convened by the Chairman, Dr. W.M. Myers, at 9:30 a.m. on July 12, 1968. Present were Trustees Myers, Hill, Hardcastle, Shaib, Camus, Umali, Lambo, and Director Albrecht, and Secretary Mitchell.

The revised draft of the Bylaws was considered for ratification. It was moved by Dr. Shaib, seconded by Dr. Lambo, that the Bylaws be finally approved and adopted as revised. This was passed unanimously. It was agreed that, after final minor revisions, a retyped draft would be signed by all the Trustees at today's afternoon session.

Dr. Myers asked for authority from the Board for the Director and the Chairman, in consultation with others, to form the Committee on Research as had been discussed previously by the Board. It was agreed that this Research Committee should be free to consult with whomever they felt would be helpful in working out plans for the research program of IITA.

Mr. Hardcastle suggested that the Directors of the other similar Institutes should be considered for membership on this Board so that we could have the advantage of their experience and the results of

their continuing research. Drs. Hill, Albrecht, and others agreed that there should be a close relationship with the other Institutes, not only from the above standpoint, but also in order to work with common problems of staffing, recruiting, training programs etc. The IITA would be free to consult with the Directors and staff of other Institutes, but it would not be practical to ask the Directors to be members of the Board. The implication of such an action would be that all four Directors would be members of all four Boards.

Dr. Umali suggested that, in addition to the close working relationship between the four Institutes, the Heads of other related institutions, especially those in close proximity to the Institutes, should have the advantage of communication with the Directors and the work of the Institutes.

Dr. Myers concluded for the Board that the Director and the Research Committee would move to get the best information and advice possible on research programs, including what the other Institutes and other related institutions are doing and planning.

There having been no suggestions from the Trustees as to the formation of additional Committees at this time, the Board proceeded to a discussion of Board membership and future Board meetings.

Since, according to section 4(e) of the Decree, the Board may

elect additional members up to the number authorized in the Decree, Dr. Myers asked whether the Board wished to fill the four positions vacant at this time, or whether it might wish to wait until the Institute develops a little further. The Decree states that, after the positions reserved for nominees of the Federal Government and those reserved for nominees of the Foundations, remaining positions may be filled by the Board but subject to the approval of the Federal Government and of the two Foundations. This Board was chosen by the two Foundations and approved by the Federal Government, and then invitations were extended to the nominees.

Dr. Lambo felt it would be reasonable to leave the Board as it is now until more progress is made, unless we are pressed by circumstances to enlarge our membership.

Dr. Hill agreed, but felt that an exception might be made if a person from Latin America could be identified as a possible Board member, thus assuring a good geographical distribution. Dr. Myers agreed and suggested that Latin American candidates be sought who might be considered by Nigeria and the Foundations.

Dr. Camus asked whether those who have names to propose should write to the Chairman with these suggestions. It was agreed that this course should be taken.

Referring to the earlier discussion about having Directors of the other Institutes as members of this Board, Mr. Hardcastle asked whether this had been settled. The group seemed agreed that they would not proceed further in this direction, with Dr. Shaib pointing out that the services and experience of these Institutes would be at our disposal in any case. Dr. Myers added that, since these Directors are all employees of one or the other of the Foundations the effect would be to weight the Board with Foundation employees if the Directors were IITA Trustees.

Mr. Hardcastle then asked if we might obtain some staff assistance from IRRI for work with our Research Committee. There was then some considerable discussion regarding the coming visit of Dr. Chandler, the Director of IRRI, to Nigeria. He has been asked to view the rice research programs in West Africa, and to see whether IITA can make a contribution to this research. His recommendations will, of course, be available to the Board. Our plan would be to ask for the same kind of assistance from the Directors of the Institutes which are working on corn, wheat, etc., so that we will be able to supplement and not duplicate the work of each other.

Dr. Myers asked Mr. Hardcastle, since he would be spending time with Dr. Chandler on this coming visit, to report back to the Board any information which would help the Board in better utilizing the

results of this and any future such visits.

Before concluding the discussion of Board membership, the question was raised as to whether, in addition to the specified Nigerian members, other Nigerians, for example an eminent scientist, would be eligible for Board membership. The Board agreed that there were no geographical restrictions, and that the Board would be free to choose its membership from wherever it could find the most qualified persons.

In regard to the determination of meeting dates for the annual meetings, Dr. Albrecht asked whether the wording "the third week" of September would mean the third full week in September. It was agreed that it would be considered the third full week, since members connected with academic institutions might find it difficult to meet in the middle of the month.

Dr. Myers asked whether it would be useful to plan another meeting in the coming year, perhaps in January or February when the Director has proceeded further with his research program plans. The Board felt this could be left to the discretion of the Director and the Chairman to call a special meeting if it was deemed necessary.

Mr. Hardcastle asked whether there would actually be research programs in the field next year. Dr. Albrecht responded that he had

every hope that the Institute could engage scientists by the end of this year who could start their work in the field, and whose needs for laboratory space could be delayed.

Dr. Myers then asked Dr. Albrecht to present the financial report and various other information papers which had been prepared for the trustees.

Dr. Shaib announced to the group that his Ministry has decided to enter the full balance of the compensation for IITA land to be voted this year. The recommendation of the Estimates Committee still needs to be approved by the Federal Executive Council, but as this is very likely, it seems that the Federal Government will be able to pay the whole amount this year. However, he asked for some clarification on the escalation of the original estimates for compensation costs, since the Ministry of Finance had pressed for such a clarification.

Dr. Mitchell explained that the original estimate was made by an officer of Lands and Housing. It may be that, from the information he was using, it seemed a realistic figure. The real problem in inflation came in the evaluation of the crops. The crop estimates came in very high. A man from the Federal Government came in to look at the figures and was surprised to learn the total cost. However, £104,000 was paid out on some of the claims and after that it would have been very difficult to adjust any of the other claims.

Dr. Shaib said that this should serve as a warning to us in any future acquisitions of land. We should be able to explain to the Ministry of Finance exactly how the figures were arrived at.

Dr. Myers said that, as he understood it, the £104,000 when voted, was considered to be only an initial payment and not the final figure.

Dr. Myers asked that it be recorded that we consider it a great tribute to the sincerity and interest of the Federal Government of Nigeria that it is making available such an enormous sum of money for the establishment of this research institute, in spite of the conditions under which the Government is working; and the Board wishes to express its gratitude.

Dr. Camus stated that it was indeed a unique situation in the tropical world, that a Government would be willing to spend such an amount of money for research in such a difficult time.

It was moved by Dr. Umali, seconded by Hill, that we present to the Federal Government of Nigeria a resolution of appreciation for its support of IITA and for the willingness of the Government to divert from its other great needs the sums of money necessary for the establishment of this Institute. This was unanimously approved.

Dr. Albrecht then continued with a discussion of the financial reports submitted to the trustees. He presented a review of the financial operations of IITA from inception to March 31, 1968 showing the sources of funds and their expenditure. He explained it had been agreed between the two Foundations that Ford would underwrite all the capital expenditures and that Rockefeller would begin to contribute a portion of the operational expenses when the Institute had been established. The funds shown in this report to have been received from Rockefeller cover mainly the salaries and expenses of Rockefeller staff members who have been assigned to the project. Dr. Albrecht referred to his earlier discussion of the request for a restoration of the funds which have been eroded from the original grant, including costs of the Ford Foundation's Resettlement Scheme, the building of two houses at the University of Ibadan to be used temporarily by IITA staff, and the costs incurred by delays in the project development. Dr. Hill questioned whether, if these funds were restored, the expenses as shown on these statements would become less by that amount. Dr. Albrecht said this was true. It was agreed that, when a more final report is made on IITA expenditures, the amounts should be deducted so as not to show an inflated figure for IITA.

Dr. Albrecht said that we are now asking for funds for the second phase of development for costs that will be incurred in 1969, mainly architectural fees and purchase of supplies and equipment.

He explained that a purchasing operation has been established in conjunction with the Ford Foundation purchasing department in New York, and two Nigerians are now employed in this operation, one of them to move to Ibadan in late September to work from this end on receiving the purchased items. This New York department will purchase many of the items to be used in the construction of buildings and ship them to Nigeria, including most of the items which have to be imported into Nigeria anyway. They will make purchases from whichever country may be most feasible. They will not, of course, ship in any item which is better obtained in Nigeria. This system will actually give some advantage to Nigerian firms in bidding since they will not need to obtain for themselves the imported items.

Dr. Shaib suggested that, if purchases were to be received in Lagos in such quantity, it would be extremely important to develop personal contacts with the customs officials. Dr. Albrecht mentioned that we already have, through Dr. Shaib, a copy of a memo from the Head of Customs to the customs officials explaining the duty free import privileges of IITA. Dr. Mitchell said that Mr. Sanjo Shoyinka, a Nigerian now working in the New York purchasing office, would be coming to Nigeria in September, that he has had considerable business experience in Lagos, and that he speaks Hausa and Ibo as well as Yoruba.

Dr. Albrecht said that it is anticipated that the bids will come in on Phase I somewhere around \$3,500,000. IITA is requesting \$2,308,000 as funding for the next phase of construction. IITA is also asking for \$1,000,000 of operational funds from both Foundations from a date to be determined in 1968 to the end of 1969. If approved, this would be divided evenly between the Ford and Rockefeller Foundations.

Dr. Myers mentioned that all expenditures so far have been carried as Ford Foundation costs, but all have been studied by an auditing firm. Dr. Mitchell said that Mr. McDermott will arrive on Monday 15th July to discuss financial procedures and practices relating to the Ford Foundation and IITA and that there will be a full audit after he leaves.

Dr. Shaib raised another question regarding which materials are to be purchased in New York and which would be furnished by the contractor. It was explained that tenders will be made on the basis that certain stated materials will be furnished by IITA and certain others to be furnished by the contractors. Some things are better obtained here in Nigeria, but the materials which need to be imported will be purchased by IITA through the New York office.

Dr. Umali asked how long it would take to complete Phase I. Dr. Albrecht replied that the bids were being awarded at the end of

this month for completion by the end of 1969.

There being no further questions Dr. Myers asked that it be recorded in the Minutes that the financial reports had been received by the Board.

The attention of the Board was directed to the question of the utilization of grants made to IITA and the question of certification of bills for payment and the signing of checks. The Director was asked for his recommendations.

Dr. Mitchell replied on the subject of the utilization of funds. A budget was submitted to carry through to September 30. Various grants may be made on the various requests for funds giving IITA a bank account which could amount to about \$4,000,000. It was recommended that this money be put into a bank account in New York under an arrangement which would allow operation of the funds from Ibadan. Since all of the money would not be needed during the first quarter, some could be placed on deposit to accumulate interest. In the course of a year this could mean, for example, two more houses for staff, additional greenhouse space, or scientific equipment. Dr. Myers added that this would be in accordance with procedures carried on in other Institutes.

Dr. Hill moved, seconded by Mr. Hardcastle, that the officers be authorized to open the appropriate accounts for receiving funds and to manage the funds in the most expeditious manner in accordance with the objectives of the Institute. This was passed unanimously.

Regarding the authorization of expenditures and the signing of checks, Dr. Myers suggested that these two operations be set up separately so as not to allow a person to authorize a payment and also to sign the check for payment.

The Director and the Secretary were asked for their recommendations on this question. Dr. Hill then moved, seconded by Dr. Lambo, that the Director, Associate Director, the Secretary, the Treasurer, and the Chief Engineer, be authorized to approve payment of expenses incurred and that the Director, the Secretary and the Treasurer be authorized to sign checks; but in no case should the approval for payment and signing of the check be by the same Officer. In most cases the checks would be signed by the Treasurer. The authorization for major expenditures would be by the Director only. The above was so ordered unanimously.

It was agreed that no Power of Attorney was necessary since it could be assumed that the Officers of IITA, as a separate corporation, would be entitled to sign legal papers on its behalf.

Dr. Albrecht referred to the other explanatory papers giving information on IITA assets, insurance coverage etc. The transfer of assets and funds from the Ford Foundation to the IITA will be taken care of after consultation with Mr. McDermott of the Ford Foundation next week. The lease on this and the Ikeja offices are in the name of the Ford Foundation and as it would be costly to change them, it is planned that they be left as they are. Title to the other assets and insurance coverage will be changed to the name of IITA.

It was moved by Dr. Shaib and seconded by Dr. Hill that the IITA be authorized to receive all such assets as the Ford Foundation sees fit to transfer to it, and that the Director be authorized to ask for such transfer if necessary. It was approved unanimously.

The Personnel Directory of the IITA was discussed. The labor force listed includes mainly persons resident on the site. It has always been IITA policy that whenever possible these people would be given preference for jobs.

Dr. Myers asked for a discussion on the terms of employment for IITA staff members.

Dr. Albrecht said IITA would soon be employing people for the research staff and would be facing several problems. So far three

different kinds of working conditions apply: those for Ford Foundation employees assigned to IITA, those for Rockefeller employees assigned to IITA, and those for employees of IITA. There are differences even between the two Foundations as to the amenities offered. It is proposed that a set of amenities be developed for the Institute and that staff, regardless of where their appointment originates, will live according to the same general policies as to sick leave, vacations, housing, cost of living, etc. This will take a little time to work out and it may be that all four Institutes will want to work together on a possible solution. The Board was asked for its concurrence that the officers establish at least some tentative terms of employment so the Institute can proceed with the employment of its first staff members.

Dr. Shaib suggested the need for a yardstick for the Nigerian employees. Since IITA is adjacent to the University and its Nigerian staff will tend to compare themselves with those working at the University, IITA might wish to establish the University standards as a basis.

Dr. Myers asked if we are, then, saying that there shall be a set of perquisites for expatriate staff, and another set for the Nigerian staff related, as Dr. Shaib suggests, closely to those of the University of Ibadan.

Dr. Hill pointed out some difficulties with this line of action, relating to the possibility of having a very able scientist on the staff who may happen to be Nigerian, who would thereby be discriminated against because his maximum salary would be lower than if he were an expatriate.

Dr. Camus said that, in the ORSTOM projects, a scientist is not discriminated against because of his nationality. They deal with each case individually and make sure they have the approval or concurrence of the Government concerned. He is then paid on the same basis as other scientists, except that he does not receive the same leave benefits as would an expatriate. He may, of course, have the advantage of trips taken for scientific purposes.

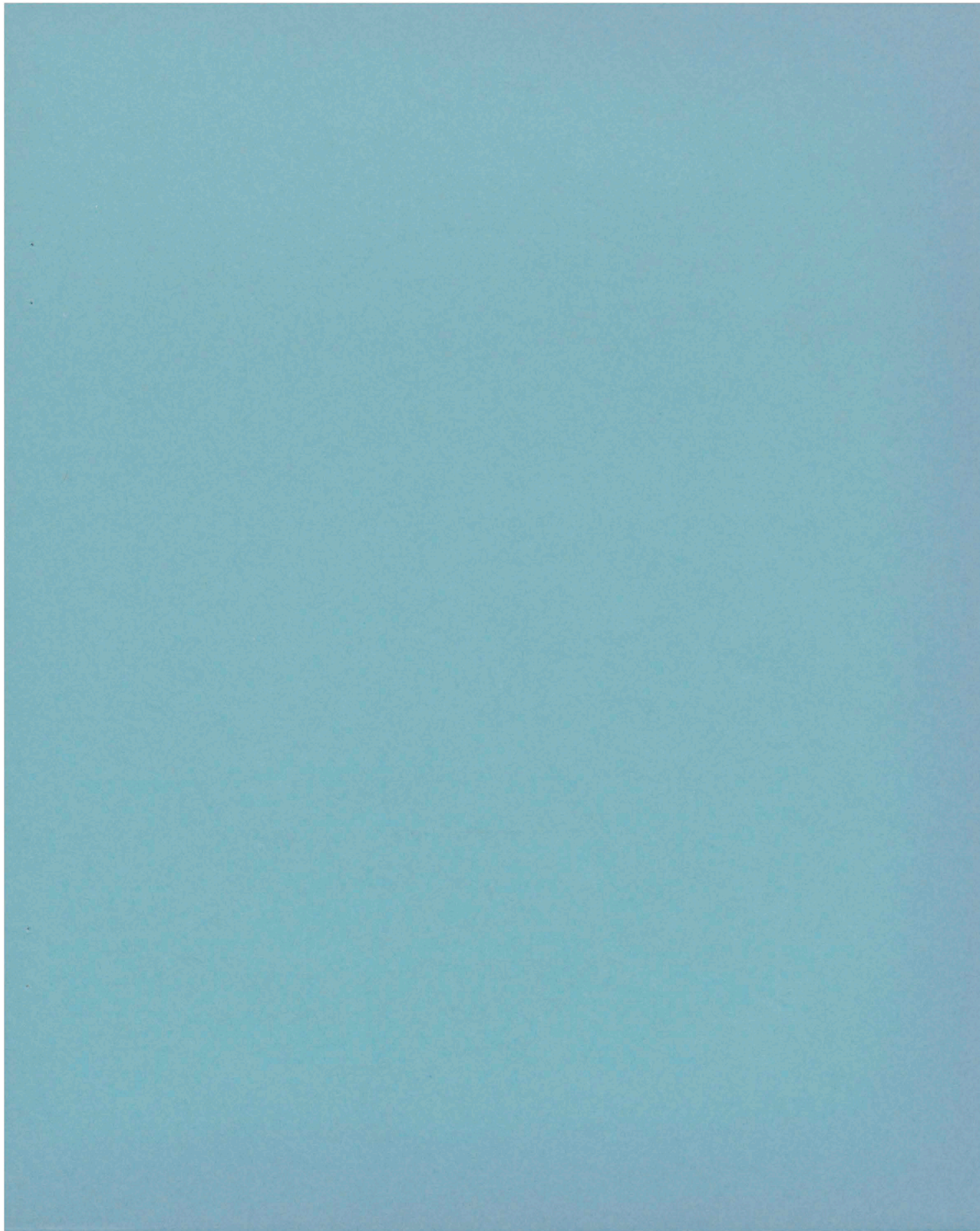
Dr. Myers pointed out that the IITA position in regard to salary, housing allowances, leave expenses, etc., for Nigerian staff members is made much easier by the fact that University of Ibadan salaries are already near international standards.

Dr. Lambo said that the University has had 20 years of experience in housing and that there are some things it would not do again. For instance, it is now encouraging people to build houses outside the University by making housing loans available, since it cannot continue to expand enough to furnish housing for everyone, especially for the Junior staff.

Dr. Myers said that it had been earlier considered that housing would be furnished at IITA for senior scientific and administrative staff and Nigerian senior scientific and administrative staff would be entitled to these benefits on the same basis as expatriate staff. If they wished to live off the site, a housing allowance might be provided.

Dr. Lambo asked that at some time a committee could be set up to go into the salary question, it being a highly explosive one. Since it seemed apparent that questions would be arising in the near future which would require that guide lines be set, Dr. Lambo moved, seconded by Dr. Camus, that the Executive Committee be authorized to take action on behalf of the Board when necessary. It was passed unanimously.

The meeting was adjourned at 12:30 for luncheon at the University of Ibadan as guests of the Vice Chancellor, Dr. T.A.Lambo.



INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

M E E T I N G

OF THE

BOARD OF TRUSTEES

THIRD SESSION

JULY 12, 1968.

The Third session of the Board of Trustees of the International Institute of Tropical Agriculture was convened by the Chairman at 3:45 p.m. on July 12, 1968. Present were Trustees Myers, Hardcastle, Lambo, Camus, Hill, Shaib, Umali, Director Albrecht, and Secretary Mitchell.

As the final version of the Bylaws had now been duplicated, Dr. Myers asked that sufficient copies be signed by the members in order that two copies could be sent to the Federal Government, one to each of the Foundations, and one to be retained by IITA.

The Board addressed itself to the question of which appointments may be made by the Director alone and which would need to be confirmed by action of the Board. Dr. Myers suggested that persons who will be occupying continuing career positions in the Institute, including senior scientific and administrative posts, be confirmed in their appointments by the Board. This confirmation could, for the time being, be by the Executive Committee. Other posts could be filled at the discretion of the Director.

Dr. Camus suggested for senior personnel a 5 year contract which could be renewed or made a permanent post at the end of the contract or be terminated if it seemed appropriate. He said that, in his organization, they had discovered that a rather large percentage of appointments did not work out successfully and there needed to be some way to terminate such appointments after a trial period. On the other hand, five years would be the minimum time required for a research program to produce any results, so a senior scientist should not be engaged for less than that time.

Dr. Shaib said that any organization must have a safeguard such as a provisional period of employment. In the Government the first 3 years is a probationary period, after which the appointment is confirmed or not, as is appropriate. Some mechanism of this type would give the Director more control.

Mr. Hardcastle expressed concern about the recruitment in Nigeria in the research assistant category. If IITA had need of a number of this level of employees it would be competing with the existing institutions and Universities who also need them, and their availability is rather limited.

Dr. Myers replied that the Director would surely be in contact with the other research institutions in Nigeria to see that IITA recruitments did not damage the structure of these other institutions.

Dr. Hill suggested that the Director should be free to recommend anyone he wishes for any post as long as he can support his recommendation. The circumstances of each case will determine the terms of employment. In some cases a long term commitment may be necessary in order to get the best person.

Dr. Camus stated, that the Director should have the greatest degree of freedom, but that IITA must not commit itself for too long a period, because flexibility is needed in hiring a person who might be better in a specific job than the man holding the position. Experience in the tropics has shown that people sometimes have problems working under tropical conditions and, while they may perform well at first, they may not be able to continue over a long period of time. He said that he did not consider a 5 or 6 year contract to be unfair in any way. IITA should insist on a trial period.

Dr. Myers pointed out that a man who has tenure in the United States in an academic position would not leave it for a short-term contract. The principle of having a trial period is correct, but the Director's hands should not be tied in hiring someone he particularly wants. He suggested that we leave this to the discretion of the Director who may consult with members of the Executive Committee or other Board members.

The Board agreed to this flexible arrangement regarding the hiring of staff by the Director.

It was moved by Camus, seconded by Lambo, that the Director be authorized to seek and offer employment to duly qualified people at the senior scientific level under whatever terms of tenure he discovers are necessary in order to attract them, and to seek the confirmation of the Executive Committee on long term appointments.

The Board then considered the awarding of the contract for the installation of the water transmission main from the University of Ibadan to the IITA site. The Quantity Surveyor's report concluded that the tender returned by the Nigerian Water Resources Development Ltd. in the amount of £38,093.4.9d. would form the best basis for a contract. The Director recommended the awarding of this contract. Dr. Hill moved, seconded by Dr. Shaib, that this be done. It was unanimously approved.

Dr. Myers asked whether we should authorize the Executive Committee to award future contracts, since tenders are due to be opened on July 31, 1968 for Phase I construction. It was the recommendation of the Director that this authority be given to the Executive Committee.

It was moved by Dr. Umali, seconded by Dr. Shaib, that this be done, and approved unanimously.

Dr. Albrecht then presented the architectural proposals and construction schedule: He displayed the site plans, the pictures of the architect's models of the proposed buildings, and development work included in Phase I. He presented the time schedule as set up by the architects on Phases I and II, with the construction of Phase I to be completed by the end of 1969. Bids on Phase II should be called for about this time next year. All of the buildings as shown on the site plan and architect's model should be finished by January 1971.

Dr. Umali asked about the acquisition of machinery and laboratory equipment. Dr. Albrecht replied that it is hoped that some farm production could be initiated by the next growing season, and that it will be necessary for IITA to begin acquiring additional machinery. It may also be necessary to find temporary storage space and to make some temporary use of buildings for laboratory space so that research activities can be initiated.

Dr. Hill asked whether the architects would have someone to supervise the construction. It was explained that this has been arranged. The firm of Haines, Lundberg and Waehler has had a great deal of experience in designing large institutional buildings. In

answer to a question about their experience in tropical climates, Dr. Myers responded that they had experience in Puerto Rico and Trinidad, and that they were working with Gilbert Associates, Consulting Engineers, who have had a great deal of tropical experience.

The contractor will be Nigerian-based, since no bids have been invited from contractors outside Nigeria.

Dr. Albrecht then discussed the chart showing the organization and research areas planned for IITA. Under the research program, the principal emphases are directed towards such things as plant breeding, crop improvement, a strong soils program, and related areas such as plant physiology and the like. There would also be studies conducted in soil and water management. Plant protection, both pre and post harvest, are considered important. A large animal management program is not envisaged, at least for the time being. This would be related mainly to the research planned with forage crops production. The Institute will concern itself with the improvement of food crops of the Tropics, both as to quantity and quality. This would be buffered by library, communications and other services. The crops which are being considered are listed on the chart including cereals, root crops, grain legumes, vegetable and forage crops.

IITA would coordinate the plant and soil sciences along with

the other work involved. IITA plans to rather quickly include agricultural economics in the program, not only to help determine what patterns work ought to take, but to provide a reading of the worthwhileness of the work undertaken, especially as new cropping systems may be indicated.

Communications work will be limited largely to the dissemination of the research results and translation of many of them into action, although, at least in the beginning, it is not planned to do anything intensive of an extension nature. The program is planned to be quite confined to the site and to perhaps places within close access to Ibadan. If there were reasons to go elsewhere with some of the work, this would whenever feasible be done in cooperation with an existing institution.

Principally this is a research centre, but the training services which can be provided, and upon which a good deal of the research will be built, will become a very significant part of IITA activities. It is hoped that through IITA there will pass many who will make their careers at other institutions throughout the tropical world.

A number of land grant colleges visited by the Director in the U.S. hope that IITA might serve as the base for tropical research by their students to work on specific projects. Many students from

tropical African countries have never actually gained any experience with research in the tropics - their work has been done elsewhere. IITA should provide this experience for a number of young people before they move on to other institutions. This is one of the reasons a variety of types of housing services have been planned for the Institute.

Dr. Myers added that the total program, as included in the chart of organisation, is much larger than the resources of the two Foundations are prepared to support. Other funds from elsewhere will need to be sought. He added that it is always better to plan ahead for more than can be accomplished immediately.

Dr. Albrecht said that the IITA has already been approached by Dr. Simmonds of the Commonwealth Institute of Biological Control, whose agency has been encouraged to do some work in West Africa. He has asked whether IITA could supply space and facilities for CIBC personnel. This is one way in which IITA can extend its resources, provided, of course, that the work proposed fits into the program planned for IITA.

Dr. Hill went into some detail on the possibilities which are being explored for future support of the four research Institutes by institutions or agencies other than the two Foundations. The Foundations have indicated the limit of their annual support toward

operating expenses might be around \$750,000 per year from each Foundation, making \$1,500,000 available for each Institute annually. This will not be enough to support the research programs they are planning. It is now evident that the success of the programs already in progress, such as that of IRRI, will trigger a willingness on the part of other national and international agencies to join in the financing. The Canadians seem to be particularly interested in participating in the Rice Research Institute on about the same basis as the Foundations. If this happens the Institute can approach other organizations such as the World Bank, USAID, UNDP, OECD, and the British and French Governments as other possibilities.

IITA should look for sources of funds to underwrite the research program stipulated and approved by the Board. It is more difficult to attract funds intended only to help cover rising costs. The contributions of the two Foundations can be used for purposes for which other funds might not be available; for instance, it is always difficult to get funds for underground or road work, or for maintenance of buildings and equipment.

The discussion returned to the chart of organization for IITA. Dr. Shaib suggested that the category "cattle management" should be retitled "livestock management", which would allow more freedom and probably achieve more useful results.

Mr. Hardcastle questioned whether each of the 30 areas listed indicated one senior staff member. Dr. Albrecht replied that it was originally visualized this way, but that IITA would probably departmentalize the areas so that fewer senior staff will be required. IITA could either cut down on the number of disciplines or cut down on crops. Of the two, the latter would be preferable.

Mr. Hardcastle suggested that there are two areas in need of attention immediately. The first is the limitation of food crop production by diseases and plant pests. The other is the need to introduce a permanent arable cropping system to the humid tropics. These problems require an integrated approach and all disciplines should be working together on problem terms rather than on crop terms.

Dr. Albrecht agreed that we need a strong reliable disciplinary complement, and that it is intended that the research be well coordinated with an emphasis upon problem orientation.

Dr. Myers said the IITA program should be developed in a sequence which would enable a comprehensive job to be done with the funds available and that it is better to do a good job on two crops than a poor job on five crops. When other agencies are approached it would be better to show successful work in a limited field and then ask for funds to do equally good work in additional fields, and that

no one wants to foot the bill for work that is being inadequately done.

Dr. Shaib suggested IITA may have to assign priority to crops with which results can be expected quickly, rather than on problems which will take much longer, or on which progress is more doubtful.

Dr. Myers said, that the forage crops were thought of as possible fallow or rotation crops with work in animal nutrition and management to follow as a natural sequence. On this basis the Institute could afford to delay work on these.

Dr. Camus noted that the Institute, as now visualized, would cost between \$3,000,000 and \$4,000,000 annually and the two Foundations could not give that much just for operations. Some projects might interest the FAO, or some State Governments might be interested enough to give financial backing. It is almost certain that there could be arrangements with Universities to provide staff rather than cash. If several organizations could do this it would be a substantial contribution.

Dr. Hill agreed, but said there must be an IITA core staff that will provide the central program control and the continuity needed. The Board agreed with this.

Dr. Umali said that an effective approach would be to start with a limited number of crops, make an impact, and then it would not be difficult to ask for funds. IITA cannot ask for funds until there are some results to show which are of value.

Dr. Hill pointed out that IITA might benefit from the output of the other similarly supported Institutes such as IRRI, for instance, whose work could contribute to the production of rice in Africa.

Dr. Shaib said it would be a great pity if IITA does not center its attention on one or two principal crops whose improvement would be of major benefit to the humid tropics. The Research Committee should address itself to this problem as soon as possible.

Dr. Hill said IITA's primary concern would be with basic food crops, but in this part of the world there are real problems of soil management which are basic, and IITA should therefore establish a two-pronged program. IITA could, for instance, work on soil management in cooperation with other institutions and integrate this with its own work on the production of food crops.

Dr. Myers suggested that the Board pursue the matter of program after the Research Committee and the Director have had an opportunity

to present some basic proposals.

Dr. Umali asked whether medical services are provided for the staff. Dr. Mitchell replied that, at present IITA staff is small and has been cared for by the University's Jaja Avenue Clinic. These services have been provided free of charge. The Board agreed that it will be necessary to ultimately arrange to compensate the University for such services.

On the determination of a seal for IITA, Dr. Lambo asked if we would like a suggested design from local artists. Dr. Hill suggested that the Director bring in a recommended design from whatever sources he wishes.

Dr. Myers expressed the gratitude of the Board for the arrangements that had been made in preparation for the meeting and to all the Board members for attending and participating in this first meeting of the Board of Trustees.

The meeting was adjourned at approximately 6:00 p.m.

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