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May 28, 1980

Dear Colin:

I have prepared a little diary item covering our preliminary meetings last week. Will you provide copies for Sterling and John Pino.

Sincerely yours,

George
J. G. Harrar

Dr. Colin McClung
IADS
1133 Avenue of the Americas
New York, New York 10036

Encl.

JGH/jrg

DIARY

JGH understands that when IADS was created under the authority of the Board of Trustees of the Rockefeller Foundation, an IADS Board was also created, consisting of RF representatives, and a number of distinguished scientists and scholars from the U.S. and abroad. At that time it was agreed that the Foundation would provide various forms of support for IADS during its formative years. These included budgetary support as well as office space and certain staff services. The Rockefeller Foundation was to be reimbursed for these expenditures.

At this time, five years ago, it was anticipated that IADS would become gradually independent from its intimate association with the Rockefeller Foundation. It was believed that grants, subsidies, contracts etc. with international banks, government agencies, foundations and others would provide adequate financing to assure ultimate independence. It was recognized that there would have to be substantial long-term support from the Rockefeller Foundation, but that this support might diminish as the IADS operation grew. It was believed that over the longer period, the cost of field staff, travel, and overhead would be covered by contractual arrangements which would enable IADS to become essentially free-standing.

Recently, it has been proposed that IADS affiliate with Boyce Thompson Institute and Cornell University under what appears to be an attractive arrangement for all three parties. As a consequence, at its

closed meeting on Tuesday, May 23rd, the Board of Trustees of IADS authorized management to investigate this proposal in depth.

Boyce Thompson Institute, operating under an almost autonomous arrangement with Cornell University, has in recent years constructed a new facility on the Cornell Campus which includes office, library and and laboratory space plus 25 acres of land for experimental purposes. BTI, which for many years was located in Yonkers, New York, decided that this arrangement was no longer tenable and ultimately accepted the proposal from Cornell University and the State of New York. Negotiations involved a number of New York State officials, the administration of Cornell University, and the management of BTI. Governor Rockefeller was instrumental in developing this project and in making available funds from the State for construction. Presently, BTI is operating with almost complete independence with reference to its organization, management, research program, fund raising activities, etc. In fact, the arrangement with Cornell and the State of New York is one of the most enlightened and liberal which IGH has encountered.

The current proposal is that IADS transfer its activities to BTI, operating under the existing agreement which provides almost total flexibility for both organizations. The suggested arrangement emphasizes the advantages in this sort of an association to both IADS and BTI. The latter organization operates with an endowment plus gifts and grants and

has total responsibility through its management and board to define its areas of interest and activity here and abroad.

IADS is essentially totally international in its character, cooperating in a variety of ways with the less developed countries of the world. It utilizes its own resources as well as those from a number of international granting agencies, including the World Bank, InterAmerican Development Bank, AID, the Consultative Group and others. Much of the work of IADS is through contracts under grants from these agencies with the countries concerned with IADS as the operating partner.

Although the future role of the Rockefeller Foundation in the support of IADS is not clearly defined for the long range, it is generally understood that such support will be forthcoming for an indefinite period into the future. It has been generally agreed that at some stage IADS should seek to establish itself as an entity relatively independent of RF support. This would presumably mean gradual reduction in RF participation in grants to IADS core budget and eventually, physical separation from the Rockefeller Foundation headquarters complex. A number of possible sites have been tentatively identified, including Washington, D. C. near Dulles Airport, the Industrial Triangle in the Carolinas, Ithaca, New York, Winrock in Arkansas, and several other possible sites. Presently, the most attractive suggestion has been affiliation with BTI and Cornell University.

The Board of Trustees of IADS was obviously in no position to make any final judgment at their recent meeting on the proposal from

BTI/Cornell. However, they recognized that this was one possibility which merited careful examination and therefore authorized management to proceed under the leadership of President McClung in association with Dr. Richard Wellman, Managing Director of BTI, and one or more representatives from Cornell University.

A preliminary meeting was held on May 21, attended by Drs. McClung, Chandler, Wellman and App of BTI, SW and JGH. It was agreed at that time to establish a small working group which would undertake to examine all facets of the proposed association in an effort to determine the potential benefits of the arrangement to all three organizations, as well as any negative considerations. The Rockefeller Foundation agreed to ask Dr. Robert Chandler to visit Ithaca on June 4, and in association with representatives of BTI and the University, to make an in-depth study of the situation. Dr. Chandler was the first Director of the International Rice Research Institute, was at one time a staff member of the Mexican Agriculture Program, on leave from the faculty of Cornell University, and appears to be thoroughly qualified to undertake this assignment. His instructions were to talk with all interested parties, study the structure and function of BTI, its relationship to the University and the role which IADS might play under the proposed new arrangement.

It is recognized that there may be obstacles which would have to be overcome before any final decision could be taken. BTI has its own Board of Trustees and its own management. One suggestion was that

the two boards might have overlapping membership so as to preserve their integrity, but to expand their responsibilities and enable them to participate jointly in the decision making process. Perhaps one or more members of the Cornell University Board of Trustees might be added to the IADS Board to bring it to conformity with the established practice.

It was further agreed that in preparing the final report for the IADS and BTI Boards, and Cornell University, that a small group would be assigned the responsibility for studying the preliminary report and recommendations of the "Chandler Committee." This group might consist of: Charles Palm, formerly Dean of Agriculture at Cornell, Dr. Wellman, John Pino and JGH. Hopefully, the preliminary report and recommendations would become available in July for consideration by the "Advisory Group." A final report and recommendation might become available to all parties concerned by November.

The foregoing paragraphs establish the mechanism through which final determination could be made as to the wisdom of the proposed association. It was clearly the intent of the IADS Board that this study be undertaken without prejudice or preconceptions. Several members of the IADS Board expressed concern with respect to the possibility that IADS would one day become physically separated from its current location in the RF complex. However, that philosophy was established early in the organization of IADS in the understanding that Rockefeller Foundation support would be necessary and vitally important during its early years.

The time period was not defined, but presumably the requirements for RF support for IADS will become clearer as longer range programs and activities are determined. It was pointed out by Board Members that the Rockefeller Foundation, as a result of its record of achievement in agriculture, occupies a premiere position in this area of human concern which the Foundation has in the past labeled "Conquest of Hunger". The intimate relationship between IADS and the Conquest of Hunger has in the minds of many, made them essentially inseparable. Therefore, it appears to be incumbent on IADS to establish its position of reasonable independence in terms of core support, programing and policies. Because of the history of RF interest in international agriculture it is natural to feel that this effort should be a continuing interest of the Foundation and be supported for an extended period into the future.

Some observers believe that the time has come when the success of the former Rockefeller Foundation program in agriculture has become manifest in its highly successful accomplishments as well as the relatively massive support which has been attracted to international agriculture from a variety of sources including the Consultative Group of Nations. These individuals would argue with considerable logic that the Foundation clearly showed the way to innovative efforts in international agriculture. The evidence of success of the Rockefeller Foundation is manifest in the support which has gone into the international Centers and grants and loans from international agencies to developing countries. If this evaluation is

accurate, it is perhaps reasonable to assume that there will continue to be sufficient support to assure adequate staffing and financing as the IADS program develops.

Internationally, the pattern developed by the Rockefeller Foundation is clearly apparent in the nature of the Centers which have already been established. These include among others, Rice Research, Tropical Agrilculture, Animal Health, Potato Research Center, a Center for dry land crops and several others of critical importance to agricultural production.

JGH believes that the Rockefeller Foundation should have continuing interest in the "Conquest of Hunger!" However, given the success of the international Centers and their broad gauge responsibilities in world food production, the Rockefeller Foundation might well refine its interests and sharpen them so that the Conquest of Hunger program of the RF could provide critically important back-up support to the Centers' program. This might be through basic research on plant protection, chemical genetics, human nutrition and other significant areas. Developmental funds should probably be provided through IADS which could in that way maintain its role in international agricultural development as contrasted to basic research on the scientific concerns most relevant to the Conquest of Hunger.

If IADS were to affiliate with BTI at Cornell University many advantages might result. First, BTI is well known for its research efforts in a variety of agricultural concerns through the years. These have been

both in fundamental research on critically important problems affecting agriculture as well as field research in several geographic areas.

Cornell has long had a deep interest in international agriculture. Its staff has taken on many assignments including the highly successful effort in the Philippines through which a Cornell team worked directly with Los Banos in the improvement of teaching and research. The project evolved into a close association with the International Rice Research Institute. This was something of a unique undertaking, largely supported by the Ford Foundation which was highly successful over an extended period of time. This has now been phased out, but has been a demonstration of what can be accomplished by a university to university association involving a U.S. land grant college and an overseas university in a stage of active development. Today the college at Los Banos has become a free standing agricultural university with growing support, a strong faculty, and a large student body. The result has been an important resource to the Philippines and to other nations as a number of generations of students from other countries have obtained their basic training at Los Banos. Thus Cornell has long been involved in international agriculture; has made its staff available for many overseas assignments; has made its faculty available to students from overseas, and has become preeminent in international agriculture. As a consequence, the mutual advantages of the affiliation of IADS with Boyce Thompson and Cornell University would appear to be obvious if these programs could be blended

into a strong international effort.

In the opinion of JGH, the proposal from BTI/Cornell merits careful examination and consideration, with the possibility that the proposed association might result in distinct benefits for all three agencies and contribute measurably to the "Conquest of Hunger!"