

CIMMYT This Century

Part I

As we near the end of the 20th Century, we pause to remember some (of the many) events that have taken place since CIMMYT began as an international organization in 1966. *CIMMYT Informa* takes this opportunity to publish a series of seven issues to give its readers a flavor of CIMMYT's culture and history. Many of the highlights were compiled from the *Informa* beginning in 1972. We hope you enjoy this series.

-Editor, *Informa*

1966

CIMMYT Founded. CIMMYT was founded in April through an agreement between the Rockefeller Foundation and the Mexican Secretariat of Agriculture. The first year CIMMYT had a budget of US\$791,000; there were 36 principal scientists, associates and assistants at base and in foreign programs, 3 directors and senior administrative staff. The Rockefeller Foundation commissioned 9 scientists and the Ford Foundation 2.5 (for a specific time period).

Dr. Edwin J. Wellhausen, a pioneer of the Office of Special Studies, became CIMMYT's first Director General in 1966. During his tenure, massive shipments of Mexican wheat seed were sent to India, Pakistan and Turkey, launching a green revolution in Third World food production.

Dr. Norman E. Borlaug directed the Wheat Program and Dr. Robert D. Osler the Maize Program.

The first Board of Trustees included: Juan Gil Preciado (Mexico), J. George Harrar (USA), E.J. Wellhausen (USA), Carlos P. Romulo (Philippines), Galo Plaza (Ecuador), Manuel Elgueta

(Chile), MC Chakrabandhu (Thailand), Carlos I. Krug (Brazil), Virgilio Barco (Colombia), Emilio Gutierrez Roldán (Mexico), and Nicolás Sánchez Durón (Mexico).

CIMMYT was an outgrowth of the Office of Special Studies, established in 1943, as a cooperative crop research program, staffed jointly by the Mexican Government and the Rockefeller Foundation. In 1961, this office became part of the newly created National Institute of Agricultural Research (INIA). The Rockefeller Foundation staff based in Mexico continued work in the Americas until 1966, when most joined CIMMYT.

When CIMMYT's international program began, two early requests for collaboration came from India and Pakistan, where the dwarf wheats developed in Mexico turned out to be well-adapted to the needs of the sub-Continent. In 1966, these two Asian countries imported 15 million tons of food grain in 1966, the largest food deficit in the world.

A pair of statistics will remind us how successful the dwarf wheats have been. In 1965, India had a good rainfall and farmers harvested 12 million tons of

wheat, the all time record up to that date. In July 1972, India's wheat harvest was estimated at 27 million tons. India doubled its production in seven years, with little change in land area. (By 1999, the Indian wheat harvest had grown to 74 million tons!)

1967

There were strong impacts of the Mexican wheats in India, Pakistan and Turkey.

In Mexico, in 1966-67, 9 wheat varieties were released derived from CIMMYT materials.

The first fertile Triticales appeared in the Wheat Program.

There were major advances on high-lysine, opaque-2 maize.

The budget rose to US\$1.2 million.

1968

The basic infrastructure grew: The Mexican Government gave CIMMYT land for the establishment of experiment stations in El Batan, State of Mexico; Poza Rica, Veracruz and another portion in El Batan where headquarters were established.

CIMMYT expanded its horizons in Africa, Asia, and the Middle East through bilateral programs. Maize and wheat international nurseries covered 70 countries.

1969

Dr. Edwin J. Wellhausen was awarded the Aztec Eagle, the highest honor given by the Government of Mexico to a

foreigner contributing to the development of the country.

1970

The Nobel Peace Prize was conferred to the Dr. Norman E. Borlaug for his unceasing work to feed a hungry world. This is the only time that the Nobel Peace Prize has been awarded to anyone in agriculture.

CIMMYT and IRRI shared the UNESCO Science Prize.

1971

Consultative Group Founded. The CGIAR was founded in 1971 by the World Bank, UNDP and FAO, stimulated by the efforts of George Harrar and Sterling Wortman of the Rockefeller Foundation. There were four founding members: IRRI, CIMMYT, CIAT, and IITA; with CIP being established a few months later.

CIMMYT Moves to El Batan. CIMMYT moved to El Batan from its Mexico City offices at Londres 40 in July 1971, although not all the buildings were ready. House 4 was still functioning as the cafeteria at the beginning of 1972.

1972

Haldore Hanson joins CIMMYT. Haldore Hanson, 59, a former journalist and administrator of international development programs, becomes CIMMYT's second Director General, taking up his duties January 3, 1972. Dr. Edwin J. Wellhausen retires as first Director General after 28 years of agricultural research in Mexico.

El Batan Informa first published as weekly newsletter in English and Spanish in 1972. The very first article was entitled "Well Done Editor Alvarez". It read: "Hugo Alvarez, editor of *CIMMYT Weekly* during 1971, was transferred in January 1972 from the position of Training Coordinator to Head of Purchasing, Inventory, Shipping and Correspondence Department. Along with the transfer, Hugo handed his editor's pen to Linda Ainsworth. This is the first issue of the new *El Batan Informa*."

Origin and Evolution of Maize in the Americas Clearly Revealed by Chromosome Knob Studies. An international cooperative project sponsored by CIMMYT and the Rockefeller Foundation, and conducted jointly by Dr. Barbara McClintock, Biologist, Genetics Research Unit, Carnegie Institution of Washington, Dr. Almiro Blumenschein, Director, Institute of Genetics, University of Sao Paulo, Brazil, and Ing. Takeo Angel Kato Y., CIMMYT-Colegio de Postgraduados (Chapingo) has now accumulated sufficient data to clearly reveal the origin, evolution, migration and relationship of maize in the Americas."

... "Never before in the history of the world has chromosome morphology been used as a tool to trace the evolution of a species and the relationship of the varieties within it. This study will open up new fields of research and could help to determine the true relationship between maize and its two close relatives — teosinte and *Tripsacum*. A study of the chromosome morphology of teosinte and *Tripsacum* will probably not only show the origin of these two species in

relation to corn, but will indicate how they might be used to improve maize."

CIMMYT's First External Review Panel held at El Batan. CIMMYT's first External Panel Review was conducted in April 1972 by a panel of four: Dr. Hassan El Togby (Egypt), Dr. A.B. Joshi (India), Dr. Vernon Ruttan (USA), and Mr. Howard Stepler. (Canada).

Saturday at the Movies. Last Saturday's showing of "Operation Crossbow" was a great success. Families living at El Batan's houses and personnel from the laboratories attended, roughly a total of 22. Next Saturday, February 19, 1972 "The Dirty Dozen" starring Lee Marvin and Ernest Borgnine will be shown. Admittance will be free of charge. . .

Wives join Mrs. Hanson for a "Day at El Batan". Mrs. Hanson invited wives of CIMMYT professional staff to join her in a "Day at El Batan"... Mr. Hanson spoke about CIMMYT's central headquarters facilities, expenditures and donors, its change of emphasis from a "family corporation" to a "public corporation" and finally, its visitors and projected plans for a world maize and wheat museum. "We are in for a decade of rapid changes in world agriculture, and we have to change to meet it."

Later that year, CIANO was the selected spot for the second orientation trip for the senior staff wives. Mrs. Hanson and 18 other ladies arrived in Ciudad Obregon to visit the CIANO station.

Maize Germplasm Storage Bank Nearly Completed. The new mobile seed storage racks being installed in the two refrigerated maize seed storage

rooms of the Seed Building mark the near-completion of this facility, where 12,200 accessions from 47 countries will be maintained. In 1971, 50 maize shipments to 13 countries included 1,279 accessions. Each year, seed for about 10% of the populations was regenerated. The refrigerated units allow dependable storage of the maize seed for up to 25 years. Without the Maize Germplasm Bank, many native maize populations would probably have become extinct.

Did You Know That...CIMMYT's new Guest House was inaugurated by the members of the External Review Panel. The Guest House has been decorated in country-house style. The six bedrooms on the second floor are decorated in Mexican, French, English and Japanese styles. . .

CIMMYT Land Procurement Situation. CIMMYT's capital development program for 1972 contemplated three additions of land, as follows: (1) Ejido land at El Batan front gate, 13 hectares, to be purchased by the Ministry of Agriculture for about \$28,000 and made available to CIMMYT. (2) Private dairy farm lying behind CIMMYT office building, previously estimated 22 hectares to be financed by CIMMYT capital budget, budgeted at \$150,000. (3) Tlaltizapan, adjoining land of 12 hectares to be purchased with funds from CIMMYT capital budget, estimated cost \$25,800.

Construction Greenhouses Begun. . . Two of the four greenhouses slated for construction were begun with a planned termination date of October 31.

What is Centers Week? Centers Week began about 1965, when Rockefeller and Ford Foundations were the only donors,

and IRRI and CIMMYT were the only two international centers. Held in New York City, the meetings gave the donors a chance to look at the total picture of their support to Centers, and to ask the Centers about their current programs and future needs. By October 1971 when the last Centers Week was sponsored by the Foundation in New York, there were four operating centers (IRRI, CIMMYT, IITA and CIAT), three more under discussion (CIP, ICRISAT and ILCA) and various regional bodies wanting to join the list of applicants for funds. The Centers Week of 1971 was attended by 15 prospective donors and 13 actually pledged funds.

The World Bank agreed to help form a Consultative Group for International Agricultural Research to attract more donors and larger contributions. This naturally has brought many changes to Centers Week in 1972. The meeting no longer resembles a family gathering, but more nearly a corporate stockholders meeting, in a very large meeting hall, with 150-200 persons present. Few donors represented at Centers Week were agriculturalists, and almost none were presently engaged in agricultural research. Hence, a Technical Advisory Committee (TAC) was created, whose members were biological scientists or agricultural economists.

CIMMYT to Celebrate First Anniversary at El Batan. The Mexican Agricultural Program initiated by the Rockefeller Foundation in 1943 to carry out agricultural research in cooperation with the Mexican Government, was later converted into the Office of Special Studies. Later, in 1961, this office became part of the National Institute of Agricultural Research (INIA). The Rockefeller Foundation continued to

develop its research work until 1965. In 1966, with the continued cooperation of the Rockefeller Foundation and the Government of Mexico, CIMMYT was created, with offices at Londres 40. It was not until September 21, 1971 that CIMMYT's new headquarters at El Batan were officially inaugurated.

CIMMYT "Curiosities" by Gregorio Martinez. In the summer of 1972, not long after the inauguration of El Batan headquarters, we received a visit from a couple of movie producers. These fellows represented "El Santo", a famous Mexican wrestler, also known as "the man with the silver mask". El Santo, a popular idol in Latin America, was also a movie star, making over 50 wrestling movies. Among his classics are *El Santo Against the Guanajuato Mummies*; *El Santo Against the Vampires*; *El Santo against the Monster of the Black Lagoon*, etc. None ever won a Cannes Film Festival prize, but many made lots of money and were acclaimed by the European movie critics as "the most unthinkable pictures ever made anywhere in the world".

When they came, El Santo producers were ready to start "*El Santo and Huracán Ramirez attack again*", described as an exciting thriller involving—though they were not completely sure for the story was still being written—a bunch of villains disguised as innocent Texcoco barbacoa traders. The movie was to include some scenes similar to Cary Grant's *North by Northwest*: bad guys firing from a helicopter, or from several motorcycles over El Santo, who runs in the middle of exuberant maize plantings.

"Your plantings are perfect for the scene", the producers said, "we saw them when coming to the building".

They added that the idea was for "El Santo" to jump over the fence on the road, and run through maize plots towards the Administration building, the bad guys after him firing their machine guns.

We tried to cool their enthusiastic plans, and said that we didn't want our scientists in the middle of the fire, as they were busy making crosses. "You mean those fellows putting bags in the maize plants?" they asked, "never mind; we could incorporate them into the bad guys bunch, one of them fits the type well". (It was Dr. Elmer Johnson, as we later discovered; Elmer had been working in that part of the field). We explained how serious our institution was, what research was going on, the group of dedicated scientists, a Nobel Prize included... "Much better!", they said, "let's make the bad guys capture a few of our scientists, including your DG, and some secretaries, and let's make El Santo to free them...!". They promised to make CIMMYT as famous as El Santo. "Imagine", they said, "everybody will recognize your buildings and premises; those are the places where El Santo did such and such things!, people will say".

After a complicated discussion they accepted that CIMMYT quarters was not the proper place for an El Santo movie. "You missed your chance", they said when departing.

"Calaveras" or Epigrams for November Second. The tradition of "calaveras" began at CIMMYT in 1972 and continued over a 23-year period until 1995. A 'calavera' is a limerick or verse satirizing characteristics or attitudes of people, political trends, etc. with humor and wit, reflecting the typical Mexican attitude toward death.

These verses are published in newspapers throughout Mexico and usually spotlight well-known public figures. Often they come out as cartoon drawings. On November 2nd of each year, Mexico celebrates its "day of the Dead" following all-souls's day celebrated by the Roman church and instituted in 998.

Editor's favorite quote for 1972. *"I shall pass through this world but once. If,*

therefore, there be any kindness I can show, or any good thing I can do, let me not defer not neglect it, for I shall not pass this way again." - Grellet

Chuckle for 1972: *A little tomato that knows her onions can go out with an old potato and come home with a couple of carats.*

CIMMYT This Century

Part II

1973

World-Wide Seminar. A worldwide seminar on wheat, barley, and triticale was held at El Batan from January 22 to 26, attended by 100 scientists from 23 countries. The last gathering of the pioneers who conceived the predecessor organization of CIMMYT, Drs. P. Mangelsdorf, E.C. Stakman, E.J. Wellhausen, N.E. Borlaug, J.G. Harrar, Richard Bradfield, and Ings. Marte R. Gomez and Gonzalez Gallardo, attended the seminar.

Construction of CIMMYT's Swimming Pool Finished. CIMMYT's swimming pool was finished after five months of work. The swimming pool measures 10.00 by 14.00 meters, with a maximum depth of 2.50 meters, and a volume of water of 220 m². It has a filtering and heating system and a small pool for children. Shower and dressing rooms for men and women are available.

Housing and Land in the El Batan Area. A number of staff stated an interest in moving closer to El Batan. Unfortunately there is no unified body of information on the problem of locating and securing housing to start you on your search. "Most of the properties for rent are located in Texcoco. In the villages immediately surrounding Batan there are very few suitable houses. . . therefore the only practicable course appears to be to build the houses needed."

More Support for "Miracle Maize". A three-year drive to step up the development and spread of "miracle maize" was approved in New York by

UNDP's Governing Council at its 15th session. Approval of nearly \$2.4 million in further support of the hard-endosperm quality protein "opaque-2" maize strains being developed by CIMMYT researchers since last year.

Trustees, Donors, Consultative Group, and TAC attend "Presentation Week". CIMMYT developed the concept of Presentation Week in April 1973, a pattern later followed by other international centers. The purpose was to gather a group of visitors from among donors, trustees, leaders of other centers, and the press, and to give them a one-week briefing on CIMMYT. Before this time, similar visitors came to CIMMYT on scattered dates and the briefing process took much time of scientists. Presentation Week enabled us to do a better briefing, with less interruption. Three main events were scheduled: A group flew to Ciudad Obregon for a two-day visit with Wheat staff; a group traveled to Poza Rica for a two-day visit with the Maize Program; and a group visited El Batan for discussions about CIMMYT activities at its headquarters. This is the most ambitious travel schedule that CIMMYT has attempted for a group of visitors wishing to observe the research program. The Board of Trustees annual meeting followed presentation Week.

Post-Doctorals and Visiting Scientists increasing at CIMMYT. A recent count indicates that CIMMYT will have 19 Post-Doctoral fellows and 13 Visiting Scientists attached to CIMMYT during 1973.

Mideast Regional Disease Observation Project Created. CIMMYT's Wheat Program created a Mideast Regional Disease Observation project to observe the emergence of new pathogens of wheat diseases. This was the first of regional wheat projects; later projects included East Africa in 1976, the Andean region in 1976, the Southern Cone of South America in 1977, and South Asia in 1981.

Plan Puebla completed its 7-year affiliation with CIMMYT in December 1973, and continued under the support of the Mexican Ministry of Agriculture, with leadership from the Chapingo Postgraduate School.

1974

Chapingo celebrated the 120th anniversary of the foundation of the National School of Agriculture, oldest in Latin America, and the 50th anniversary of its change of headquarters from San Jacinto to Chapingo.

CIMMYT Surroundings: By official decree, last March 2, Texcoco changed its name to Tezcoco and for 24 hours became the capital of the State of Mexico in commemoration of its having been the first capital of the State in 1824. Festivities marking the 150th anniversary of the State's charter were held throughout the State.

El Batan electrical system was switched from 50 to 60 cycles on July 8, 1974.

CIMMYT's first In-House Review was held in August 1974, and has been repeated annually since then.

A West German grant enabled CIMMYT to construct the insect mass-rearing unit for the Maize Program.

More parking area was constructed adjoining the seed house and laboratories.

A Tarascan family at Patzcuaro reported a successful crop of triticale and home baking of triticale bread.

CIMMYT Maize staff, after extensive internal discussion, reorganized their improvement work into a revised flow system, which included a backup unit, an advanced unit, and an international testing system.

Killing Frosts. Killing frosts hit both El Batan and Toluca areas on the nights of September 8 and 9, doing extensive damage to CIMMYT experimental crops at both locations, and causing widespread damage to the corn and bean crops of millions of Mexican farmers, over an area reported to cover a quarter of Mexico. Long time farmers in El Batan area say this was the earliest killing frost since 1917, a span of 57 years.

Flood Damage at Poza Rica. Due to heavy rains following hurricane Fifi, CIMMYT's experiment station suffered extreme flood damage beginning on September 21. All the topsoil was removed from most of the two ranges of blocks nearest the irrigation reservoir and deposited on other areas of the station.

Director General moves to San Nicolas Tlaminca. The Director General and Mrs. Hanson moved during the last week of September from El Batan Guest House to a house which the Hansons have constructed in the village of San Nicolas Tlaminca, about 8 kilometers from El Batan. San Nicolas is a village of 500 people, or 80 families, on the side of the hill known as Tezcutzingo.

Mrs. Hanson says the house is at an elevation about 300 meters above El Batan, and the green tinted lights of El Batan make a beautiful sight from the neighboring hills at night.

CIMMYT Kids Say the Darndest Things... October is frosty 'punkin' time, and a time to go visit the wee folks. We interviewed twelve interesting 'little people' between 3 and 7 years old who live at El Batan. We asked them where they were from. One five year old told us: "I'm from Chile, Mexico and CIMMYT." A seven-year-old told us he was from Barbados. "That's where they speak English. I live in Texcoco, and Mexico is a large part of it." A four year old said: "I'm from Cassadoff." We insisted, "aren't you from Holland?" "No", he answered definitely, "I'm from Casa 2." An Australian three year old told us: "I'm from Mexico City, and Australia is by airplane, far away. Mexico is far away too." And what is CIMMYT, we wanted to know. The replies varied. "CIMMYT is a big country where they work in the office to make money." In CIMMYT, the workers work with tools and do things." "CIMMYT are plants of corn and flowers." "CIMMYT is by the buses." "I like CIMMYT because I like it." "I like CIMMYT better than El Batan." Then we wanted to know what their ideas were about what their parents did. "My father works in CIMMYT, he works at his desk. What he does is write, he writes letters about plants and nothing else. My mother does not work, she only cleans clothes and everything, and also knows about cooking and makes some cakes with books." "My dad works in the offices and aside from working, he eats. My mother makes food. I don't know maize." "My dad is working in the wheat and helping the world. My

mother worked in Turkey but here she is helping him in his homework. She goes to Spanish class. She cleans the house, cooks, and washes clothes. "My daddy works in the office in the morning and comes home for lunch and eats all the food. He eats a lot. I only like cheese and wine, nothing else." Do you know the Director of CIMMYT? "I think the Director of CIMMYT is a man who goes in a big blue stationwagon." -
-The interviews were made possible through the collaboration of Dr. Roberto Soza and Ing. Emilio Madrid, and CIMMYT's children, edited by L. Ainsworth (English) and A. Ibarrola (Spanish).

Capsules of Wisdom. Acupuncture is nothing new; my boss has been needling me for years.

Happiness is crazy arithmetic. It multiplies when you divide it!

1975

Book Review. "Facing Starvation: Norman Borlaug and the Fight Against Hunger" by Lennard Bickel, New York, Reader's Digest Press, 1974, pp 376.

The struggle to grow food is one of mankind's oldest and most crucial battles. This is the moving, dramatic story of how Norman Borlaug devoted his life to that struggle, how he fought against heavy odds to develop new miracle grains, and how he created what has come to be known as the "green revolution". Working with complex technology, Borlaug and his fellow scientists combined knowledge and patience with a practical hard-headed approach to agricultural production that won them the respect and friendship of the world's political leaders, as well as the poorest farmers.

Why not Five Billion Dollars for "Ag" Research? "While the Third World grows hungrier each year, the big nations are spending some \$245 billion for armaments," Dr. K. R. Stino, Director of the Arab Organization for Agricultural Development and CIMMYT Trustee, told a CIMMYT luncheon during Presentation Week at Ciudad Obregon. "But suppose that we devoted only two percent of this arms spending to agricultural research. That would be about five billion dollars a year," Dr. Stino pointed out. Only about \$45 million is spent for the international network of eight research centers. "Most of the world's farmers are poor and getting poorer every year and it is in the interests of the developed nations to do a great deal more for agriculture," noted Dr. Stino.

Reader's Digest Editor Impressed by CIMMYT Spirit. "In my many years as a farm editor, and then as a 'Digester', I have seldom experienced a more hopeful and inspiring week than I have just spent at CIMMYT," said Paul Friggens, Roving Editor for Reader's Digest (Selecciones). Friggens was here at the invitation of Director General Haldore Hanson. Friggens went on to say "I am amazed at how CIMMYT, with a small professional staff of about 50 people manages to serve some 80 nations with germplasm and research know-how, personal visitation, and training. I have seen these dedicated researchers getting up a five in the morning to begin their crowded day, and working until midnight. I know that they travel in all kinds of weather, and often at great personal risk and family sacrifice, in order to keep this tremendous program moving, and like the seeds they grow so diligently, they nurture international welfare and well-

being. But I shall remember CIMMYT enthusiasm and spirit most of all. "

Norman E. Borlaug's Words to the Young.

Mine is a simple philosophy. To the young I say:

ON THE POSITIVE SIDE we have these Do's"!

1. Educate and train yourself broadly.
2. Be optimistic and positive in outlook on life.
3. Give your best - Motivation comes from within.
4. Be the best - Become a leader for good.
5. Develop a concern for others.
6. Become a team player.
7. Nourish Common Sense.
8. Work hard.
9. Learn to play and relax.
10. Take good care of your body.
11. Remember it is difficult to construct.
12. Remember there have been many brilliant people in this world in previous generations - Learn from history to avoid repeating the same mistakes.
13. Remember there is some force in this universe greater than man.

ALSO REMEMBER: If we prepare ourselves and work together we can build a better world for all.

ON THE NEGATIVE SIDE we have these "Don't's"!

1. Don't expect to build a better world without education.
2. Don't be a drop-out.
3. Don't be mediocre - This way you cannot build a better world and mediocrity is in oversupply.

4. Don't become arrogant.
5. Don't forget the less fortunate.
6. Don't believe you alone can achieve much.
7. Don't become over-sophisticated.
8. Don't underestimate the value and dignity of honest and hard work.
9. Don't over play.
10. Don't become a slave. . .to drugs.
11. Remember it's easy to destroy.

BUT REMEMBER ALSO: The world today is not all bad. There is more good than bad in it. More than a billion people live better than ever before. But we still have too many under-privileged - Let's get to work and correct this. . .by work and sweat.

CIMMYT Welcomes TAC Members. CIMMYT welcomes 13 members of the Technical Advisory Committee (TAC) who will hold meetings at El Batan October 27-28. TAC is now four years old. It is composed of agricultural and social scientists who advise on research priorities, on the need for new international centers, on the performance of present research centers, and on how best to strengthen the national programs.

El Batan Informa changed its name to *CIMMYT Informa* with a new cover design in October.

Smile. The real problem with our spare time is how to keep others from using it!

CIMMYT This Century

Part III

1976

CIMMYT observed its 10th anniversary the week of September 21-24, 1976. The following article by the editor provides background.

September, 1976 also marks the fifth anniversary of the dedication of CIMMYT's El Batan headquarters, which occurred on September 21, 1971.

Below we recount some of the earlier events in this development.

December 1940. Ing. Marte R. Gomez, then Mexican Minister of Agriculture, and Ing. Alfonso Gonzalez Gallardo, Subsecretary of Agriculture, both under President Avila Camacho, requested collaboration in agriculture from Vice President of the United States, Henry Wallace.

January 1941. The Foundation appointed three well-known scientists to visit Mexico and make recommendations. They became known as "The Three Musketeers of Agriculture": Dr. Elvin C. Stakman, plant pathologist; Dr. Richard Bradfield, specialist in agronomy and soils; and Dr. Paul C. Mangelsdorf, plant geneticist. Their report recommended that the Foundation cooperate with the Mexican Ministry of Agriculture in breeding better varieties of food plants and training young people in Agriculture.

February 1943. An agreement was signed between Mexico and the Foundation, creating a new Agricultural Program, and in order to provide

freedom of action, the Mexican Ministry set up within itself the autonomous Oficina de Estudios Especiales (Office of Special Studies), headed by Dr. George Harrar.

Dr. Edwin J. Wellhausen, corn breeder, joined the Office that same year. Dr. William E. Colwell came as soils expert in 1944. Dr. Norman E. Borlaug, plant pathologist, arrived in 1944. The Office grew steadily and at the maximum comprised 21 U.S. associates and 100 young Mexican scientists.

1950's. During the decade of the 1950's, Mexican agricultural production rose steadily, and many Mexican agricultural scientists were trained under the joint program, some 400 through the Master's Degree, and about 75 went on to the doctorate. This group of scientists provided the Mexican agricultural leadership to the present day.

January 1961. The Office of Special Studies was terminated and its services integrated into a newly established agency, the National Institute of Agricultural Research (INIA). The old "Office" had achieved remarkable results in 18 years.

October 1963. Rockefeller Foundation scientists remained in Mexico, helping to extend the new agricultural technology to other Latin American countries. But Mexico's President Adolfo Lopez Mateos provided more ambitious plans. He had attended the inauguration of the International Rice Research Institute in the Philippines in 1962. He asked why Mexico should not

have a similar international center. He proposed that the Rockefeller scientists in Mexico could form the nucleus of a new international center for maize and wheat improvement, and Mexico offered to provide land. An agreement was signed on October 29, 1963, which was the first step in the creation of CIMMYT.

April 1966. CIMMYT's present statutes were signed on April 12, 1966.

1966-1976. CIMMYT's program and resources grew rapidly in its first decade, including these interesting measurements.

- *CIMMYT international staff:* In 1966, 8. In 1976, 60.
- *Financial support:* In 1966, less than US\$1.0 million. In 1976, more than US\$10.0 million.
- *CIMMYT experimental land:* In 1966, a few borrowed hectares. In 1976, CIMMYT controls four stations and works cooperatively at many national experimental stations in Mexico and abroad.
- *International nurseries:* In 1966, experimental seed was sent to 28 countries. In 1976, 7.5 tons of experimental seed was sent to 113 countries.
- *International networks of scientists:* In 1966, a few tens of collaborators. In 1976, more than 1,000 collaborators for each crop.
- *In-service trainees:* In 1966, 9. In 1976, more than 100.

Highlights of CIMMYT's Tenth Anniversary. CIMMYT's 10th Anniversary Observance the week of September 20-24 had many highlights. President Echeverria brought more than 240 Government officials and 48 from

the Press Corps to his two and a half hour briefing on September 20. Several hundred stayed for lunch at the Guest House.

This was followed by "Embassy Day", "Texcoco Day", and "CIMMYT staff Day". More than 500 visitors were received at CIMMYT during the week.

CIMMYT's Second Decade. Here are one reporter's notes, jotted in the CIMMYT auditorium on September 24, on the last day of CIMMYT's Tenth Anniversary Week.

About 40 of CIMMYT's international staff were discussing what might happen in CIMMYT's second decade, 1976-1986, and speculating on new problems. The audience included the predoctoral and postdoctoral fellows, and trainees. There were no prepared speeches. Here are random notes:

Haldore Hanson: Population in developing countries increased 30% in the last 10 years and will again increase 30% in the next 10 years.

During the last decade wheat and maize production stayed ahead of population growth. The big question: can it happen again in the next 10 years?

CIMMYT's international staff grew from 8 to 60 in the last decade. We do not expect any great increase in staff in Mexico in the next 10 years.

Future changes are likely to be largely in Outreach. Our regional programs will increase. We will continue to work out new cooperative arrangements with national programs.

Norman E. Borlaug. We started this program years ago under conditions of

privation—no vehicles, little equipment, few trained staff, long working hours. I worry that we will lose this pioneering spirit. These conditions of hardship exist in many developing countries. And our work must fit their situation.

As long as I am here, we will keep our inter-disciplinary approach. We have no room for the scientist who wants to sit in a corner and do his thing alone.

Our training must increase, until we create a critical mass of young scientists in each developing country.

I hope we never develop a bureaucracy. That is the stage of decline. I hope we remain in the flowering stage, and never reach the time where over-ripe fruit is falling off the tree. If that happens, the Trustees should close us down.

Our job will never be done so long as world population continues to grow. Biological research never produces a single stable answer. Mutations will continue to set us back. CIMMYT will still be busy with problems 10 years from now.

R. Glenn Anderson. The achievements of CIMMYT are not the achievements of an institution, but of groups of people of extraordinary initiative. Our staff is hand picked. We have freedom to disagree with each other. It should continue that way.

Sanjaya Rajaram. In my area I see gains in usage for multilines, spring crossed to winter wheat, for bread wheats adapted to the humid tropics.

John Stewart. More and more countries are recognizing the need to improve

their stations, before they can improve their research. CIMMYT can help.

More land for Use of El Batan. On August 2, 1976, the Diario Oficial of the Government of Mexico published a decree signed by President Luis Echeverria, expropriating 12 hectares of rainfed ejido land at CIMMYT's front gate, and assigning it to public use.

The Secretaria de Reforma Agraria, using funds applied by the Secretaria de Agricultura will make purchase of the 12 hectares. CIMMYT anticipates that the land will be assigned to CIMMYT for research use starting in 1977.

Since 1936 the village of Santa Cruz de Arriba has had the use of this ejido land and has divided the use among 23 ejidatarios, each using one-half hectare, and one-half hectare for collective use.

John Stewart is expected to complete the fencing, leveling, irrigation and drainage work on the 12 hectares before the start of the planting season in 1977.

Trustees Meet at El Batan. CIMMYT Trustee Chairman Virgilio Barco, and Trustee member Omond Solandt interviewed 43 CIMMYT staff members at El Batan on December 13-14, giving the staff an opportunity to discuss the future policies and programs of CIMMYT. Those invited for interviews included all international staff and a sampling of postdoctoral fellows and support staff. The Trustees also received letters of comment from staff posted or traveling abroad. On December 15-16 the Trustees Executive Committee met to discuss CIMMYT budgets for 1977 and 1978.

Potato Harvest. The CIP Potato program at Toluca invited CIMMYT

staff to dig their own potatoes on Saturday, and take home as much as they could carry.

"Common sense is the knack of seeing things as they are, and doing things as they ought to be done." -C.E. Stowe

1977

Dr. Borlaug to Receive Medal of Freedom. President Ford announced he would give the Medal of Freedom, the nation's highest civilian award, to 21 U. S. citizens, including Nobel and Pulitzer Prize winners and personalities in science, literature, baseball, labor, the arts and politics. Among them is agricultural scientist Norman Ernest Borlaug of Mexico City, 1970 Nobel Peace Prizewinner. Former First Lady Mrs. Lyndon B. Johnson, and Vice President Nelson A. Rockefeller were among those on the list, announced for the New Year's Day. Ford will present the medals at the White House on January 10. The Medal of Freedom honors persons "for meritorious contribution to the areas of security or national interest to the United States, world peace or cultural or other significant public or private endeavors."

Hungarian President Visits CIMMYT November 12. CIMMYT staff welcomed the President of Hungary, Mr. Pal Losonczi, his wife, and an official party of 28 people. There was a cocktail-reception in the Guest House hosted by Drs. Keith Finlay and Norman Borlaug, followed by a luncheon for 100 guests offered by Mr. and Mrs. Armando Cornu.

CIMMYT Headquarters Land Enlarged. CIMMYT has taken possession of twelve hectares of ejido land located along the CIMMYT access

road between the Veracruz Highway and the CIMMYT police caseta. This 12 hectares brings the area of El Batan to 77 hectares. When CIMMYT moved to El Batan in 1971, the area was 43 hectares. In 1972 we acquired another 22 hectares by purchasing a dairy farm where the experiment station buildings are now located. The 12 hectares of ejido land was offered to CIMMYT in 1968 by Secretary of Agriculture Juan Gil Preciado. It has taken 10 years of legal steps and the help of many government officials, including the present secretary Francisco Merino Rábago, to complete the transfer. Gregorio Martinez has represented CIMMYT in these talks. A new access road will be constructed to the Veracruz Road, with a new Caseta at the main highway.

CIMMYT Economics Program launched a regional economics program in East Africa in 1977. This was followed by other regional programs in the Andean region in 1977, Central America in 1978, and South Asia in 1978.

Mexican President Jose Lopez Portillo toured CIMMYT on September 15, 1977.

New Director General for CIMMYT. At their meeting in El Batan on December 13, 1977, the Board of Trustees appointed Robert D. Havener as third Director General of CIMMYT to succeed Haldore Hanson, who will retire late in 1978.

The most beautiful thing we can experience is the mysterious. It is the source of all true art and science. He to whom this emotion is a stranger, who can no longer pause to wonder and stand rapt in awe, is as good as dead: his eyes are closed." -Albert Einstein

1978

In January, U.S. Vice President Walter Mondale and U.S. Secretary of Agriculture Robert Bergland visited CIMMYT for briefings.

Impact of Mexican Wheats continues to Grow. The increasing use of Mexican high-yielding wheats and their sister varieties in developing countries is the strongest evidence that the CIMMYT-INIA wheat program remains dynamic, and that young scientists who were trained at CIMMYT are producing remarkable results with wheat in their home countries. A Special Report in CIMMYT Review 1978 attempts to measure the benefits of the new wheats, and concludes: "(1) That the high-yielding wheat package was grown on 29.3 million hectares in developing countries during 1976-77; (2) That the high-yielding wheat package has now added 24 million tons per year to the wheat harvest of developing countries; and (3) That if developing countries had imported the 24 million tons of wheat in 1976-77, instead of growing the crop themselves, they would have spent at least US\$3.4 billion in added foreign exchange for grain imports."

Gregorio Martinez and Bernice Hanson developed a new service of gifts and mementos bearing the CIMMYT logo, such as silver jewelry, T-shirts, stationery, and clay pottery items. These were ready for CIMMYT's 10th anniversary, and the service has been maintained and expanded by Rosa Marina Guevara.

In August 1976 the peso was devalued from 12.5 to 22 to the dollar.

CIMMYT-China Exchanges Begin.

CIMMYT began an exchange program with the Peoples Republic of China by receiving 4-man groups of Chinese scientists for wheat and maize improvement, each for one month; and by sending two CIMMYT groups of scientists, for similar visits to China. The friendship tree planted at El Batan marked the beginning of scientific exchanges with the Peoples Republic of China.

1978 Wheat Training Cycle the Largest in Wheat Program History. Maize program also completes training cycle.

In 1978 Wheat training cycle - the largest in CIMMYT's wheat program history - reached its conclusion at the end of October. Fifty-seven trainees representing national agricultural institutes in various countries spent seven months specializing in either wheat pathology, breeding, production, cereal technology or experiment station research management. In Maize training, 64 young agricultural officers from 26 countries spent up to 5 ½ months in one of the two cycles as team members and trainees in production research, maize improvement, protein quality analysis and experiment stations management.

Investiture for Mr. Robert Havener.

On November 17, Mr. Robert Havener will assume the position of CIMMYT Director General - the third in the Center's history. Havener brings 17 of successful work with developing countries to his new position.

Much has been accomplished during 1972-78, the years of Haldore Hanson's tenure as Director General of CIMMYT. International wheat trials have been expanded from 600 trials in 1971 to 1700 trials in 1978; in the maize trials, from

300 in 1971 to 621 in 1978. In this period CIMMYT completed its headquarters facility, experienced a three-fold increase in total budget, and introduced the concept of regional programs for wheat, maize and economics. Training also was greatly strengthened with over 1000 in-service trainees and visiting scientists from 47 countries.

A Workshop on food security at El Batan was co-sponsored by CIMMYT

and the International Food Policy Research Institute in November.

Screenings. The road to success is always under construction, full of detours, and lined with signs that say "Men Working". Tolerance is letting others have their own delusions instead of trying to force yours on them.

CIMMYT This Century

Part IV

1979

The President of the World Bank, Robert McNamara, toured CIMMYT on January 20.

Dr. Elvin Charles Stakman, consultant to the Mexico wheat program for 35 years, died January 22. Stakman was considered the father of modern plant pathology.

Welcome to Forest Geneticists.

Training for Forest Geneticists was initiated at CIMMYT eight years ago. In 1970 Dr. N.E. Borlaug and Mr. M.B. Dickerman, then Deputy Chief of Research of the Forest Service, discussed the feasibility of giving a few forest geneticists a short experience of working beside breeders engaged in improving annual crops such as maize and wheat. Much interest has been generated since then, and five or six geneticists have come here every year since 1972.

In June, N.E. Borlaug, director of the Mexico wheat program since 1944, "retired" but was immediately appointed a consultant to CIMMYT and continued on duty. The Trustees designated R. Glenn Anderson as the new wheat director, and Arthur Klatt as the new associate director.

Columbia School, English-Spanish Primary Institution in Texcoco.

Columbia School keeps growing. This is a bilingual English-Spanish school in Texcoco organized by a group of parents affiliated with CIMMYT but open to the Texcoco and Chapingo Communities. This school now has

three grades and 75 pupils and is adding one grade a year until it reaches 1-6 to form a full primary school. CIMMYT made a grant to the school to help obtain a permanent location. With this money the Columbia School Foundation, a non-profit organization, has purchased land on the Molino de Flores road, has hired an architect and engineer and expects to start construction in April 1979. The school is registered with the Secretary of Education, State of Mexico, to teach the full Mexican curriculum partly in Spanish and partly in English.

In the Shade of the Old Wisdom Tree.

Three basic desires of man – to be loved, to be secure, to be valuable. –Anonymous

Kernels of Wisdom. *Whatever you do, you need courage. Whatever course you decide upon, there is always someone to tell you that you are wrong. There are always difficulties arising, which tempt you to believe that your critics are right. To map out a course of action and follow it to an end requires some of the same courage, which a soldier needs. Peace has its victories, but it takes brave men to win them. –Emerson*

1980

CIMMYT receives Regional Award from Central America and the Caribbean.

During the Central American Cooperative Program for the Improvement of Food Crops (PCCMCA) held in Guatemala March 24-28, CIMMYT received the Honor of Merit award for its maize improvement in the Central American and Caribbean countries. Each year for the past 26 years, the PCCMCA has met on an

informal basis to discuss research and advance plans for the following year. CIMMYT predecessor program, the Office of Special Studies, helped to create the PCCMCA and CIMMYT has contributed to these activities. In the area of maize, PCCMCA is intimately connected with CIMMYT crop improvement and production. Three hundred and eighty people attended this meeting.

Long-Range Planning Conference held at El Batan April 9-12. For several years, CIMMYT has annually held a "Presentation Week" during which interested observers, donor representatives and trustees have been invited to visit CIMMYT. This year CIMMYT did not hold a similar Presentation Week but instead a Long-Range Planning Conference. The exercise has focused on food supply and conditions likely to exist by the year 2000 and the implication for CIMMYT's programs through the mid-eighties.

The Norman E. Borlaug Foundation is Founded in Sonora. "Old friend, Sonoran by affinity, scientist and teacher" were the words used by Sonoran farmers to describe Norman E. Borlaug at a ceremony on April 17 in Ciudad Obregon. The homage paid to Borlaug was organized by PIEAES, the Patronato for Research and Agricultural Experimentation of the State of Sonora "in recognition of his fruitful labor in benefit of food production". At the end of the ceremony, the President of PIEAES announced the protocol signing of the Norman E. Borlaug Foundation, created with a fund of a million pesos given by the farmers as a gift to Dr. Borlaug when he received the Nobel Peace Prize in 1970. Borlaug declined the gift at that time and this money was

then used to create the fund for the Foundation, which now totals \$2,700,000 pesos. This trust fund will serve to grant credit for scholarships to young students of agriculture in the three higher institutions of agricultural education in the State of Sonora.

Borlaug Presented Jefferson Award. Dr. Norman E. Borlaug was the winner of the 1980 Jefferson Award for the "Greatest Public Service Performed by a Private Citizen" at a formal Award Ceremony in the East Conference Room of the United States Supreme Court in Washington, D.C. Samuel S. Beard, President of the American Institute for Public Service, and Chairpersons Jacqueline Kennedy Onassis and the Honorable Robert Taft, Jr. presented Dr. Borlaug with the Award.

In Memoriam. Keith Warren Finlay, CIMMYT's Deputy Director General for ten years, died after a three-year battle against cancer at the age of 56 on October 24, 1980 in Adelaide, Australia.

CIANO Celebrates 25th Anniversary. INIA, the National Institute of Agricultural Research, announced the celebration of the 25th anniversary of the foundation of the experimental station headquarters of CIANO, the Center of Agricultural Research for the Northwest.

Ten Year Service Awards. There were 54 recipients of the ten year service award in 1976, 35 in 1977, 24 in 1978, 16 in 1979 and 36 in 1980

Nuggets. *There's only one corner of the universe you can be certain of improving, and that is yourself.* -Aldous Huxley

1981

In Memoriam. Robert Glenn Anderson, CIMMYT's International Wheat Program Director, died suddenly of acute leukemia at the age of 57 on February 8, 1981 in Winnipeg, Canada. Later in 1981, INIA in Mexico released five new bread wheat varieties. The variety *Glennson M-81* was named in Dr. Anderson's honor.

What Population Growth is Doing to Mexico City. During the last decade, Mexico City nearly doubled in population. With a present population of some 15 million, it continues to grow at a rapid pace—faster than Mexico as a whole (3 to 5 percent annually versus the country's estimated 2.5 percent), and is beginning to enmesh medium and large cities outside its immediate orbit, including Toluca, Cuernavaca and Texcoco. Projections of a Mexico City metropolitan region containing 25 to 30 million population or more by 2,000 no longer appear farfetched.

CIMMYT "Curiosities" by Gregorio Martinez. In 1981, CIMMYT headquarters served for two days as a location for the movie *Mexico 2000*, a comedy starring Salinas and Lechuga, famous TV/theater/movie comedians at that time. The movie was produced by a government-supported production agency headed by Mrs. Margarita Lopez Portillo (who happened to be the sister of Mr. Jose Lopez Portillo, President of Mexico at that time).

Mexico 2000 was a satire of what Mexico was to be in 20 years. Maize plots at El Batan were, for example, the plots of an ordinary ejido. The frontispiece of the Administration building was the entrance of the "Fideicomiso for the Improvement of Barbacoa and

Antojitos", where the fideicomiso head (Lechuga) received large orders from many places in the world, for instance an order of tacos and enchiladas to be jetted to Buckingham Palace.

For some reason the movie was never exhibited commercially, though it was announced and scheduled in Mexico City in Spring, 1982. It is still canned. Somebody said that it irritated sensibilities of some campesino and labor leaders.

Think it Over. *Sometimes the best helping hand you can get is a good, firm push.* —Joann Thomas

1982

Dr. V. Barco Publishes Collected Papers covering his 35 Years of Public Service. In 1981, Dr. Virgilio Barco, founding CIMMYT Board Member and Chairman since 1972, published three volumes of essays, papers, and policy statements which he has authored during his 35-year career of public service in Colombia and international organizations.

Inauguration of CIMMYT's new computer facility. CIMMYT's new VAX 11/780 computer was formally inaugurated on March 29 in the presence of the Board of Trustees, staff, and visitors. Dr. Clive James presided over the ceremony.

CIMMYT hosted the annual meetings of the TAC, CGIAR Secretariat, and Center Directors at El Batan June 19-20.

Hail Storm Batters El Batan Crops. A freak localized storm, striking El Batan on June 6, dropped hail to a maximum depth of 45 centimeters (1.5 feet) around CIMMYT's entrance caseta in 30

minutes, destroying crops and shattering panes of glass in the CIMMYT green houses behind the office building. The scene resembled an Alaskan winter blizzard.

Fire! A Hot Time at CIMMYT That Night. A flash fire occurred on the first floor of the CIMMYT office building, in the Economics section, on July 2. The fire caused damage from flames, heat and smoke estimated at more than US\$100,000 including destruction of office furnishings and the loss of photo display in the corridor. One man was injured. The cause of the fire was apparently a spark of static electricity which ignited the fumes of a chemical solvent which had been used to remove floor wax in preparation for refinishing.

CIMMYT Second Quinquennial Review was held at El Batan in early September. The first was conducted in 1976.

Wheat in the Third World by Haldore Hanson, Norman Borlaug and Glenn Anderson was published in the U.S. by Westview Press.

Nuggets. *Life is full of ups and downs, which is just as well, because we'd never be aware of either if it weren't for the other.*

1983

Barbara McClintock wins the Nobel Prize for Medicine. Dr. Barbara McClintock, a U.S. cytogeneticist, was nominated for the Nobel Prize for Medicine 1983, especially for the discovery of "transposable genes" which has permitted us to understand how certain hereditary characteristics are transmitted from one organism to another. She collaborated with the Maize Program for many years at the

end of the decade of the 1950's to initiate a research program on the races of maize in the Americas. (She died at the age of 90 in 1992. Her work, ridiculed for years, is now the active scientific field of transposable elements (her "jumping genes"). Many at CIMMYT met Dr. McClintock in the '50s, '60s and '70s as she worked in Mexico to refine aspects of that and other theories.)

No Wonder Some People are Busy. . .

There are many interesting statistics around CIMMYT! Here are a few on administrative services during 1982, that explain why some people are kept busy. Our xerox machines produced 1,395,967 copied pages in 1982. The postal machine stamped CIMMYT's mail to a value of \$1,150,000 pesos last year. The machine does not count individual letters but we can imagine the typing involved. The cleaning staffs kept a surface of 81,120 square meters of office space clean in 1982. The personnel office reported 548 support staff on the payroll in 1982, 52 international staff in Mexico and 26 outreach staff in 14 countries. The vehicle repair shop received 1,657 written orders for vehicle repairs and routine maintenance, and some 290 vehicles for minor repairs that did not require work orders. The library acquired subscriptions to 163 titles of magazines supporting research, and they supplied 3,873 articles to scientific staff. Through the communications mailing list, CIMMYT maintains contact with 4,199 individuals and organizations located in 125 countries the world over. Telecommunications registered 8,400 long distance calls, 210,000 local calls, 6,480 telexes were sent and 3,240 received; 2,020 telegrams were sent and 1,020 were received; they transmitted 310 radio messages and

received 250 to and from the experiment stations. **Travel service** obtained 1,800 reservations for which changes were made an average of 3 times each. And the work did not stop there: travelers canceled 360 reservations. **CIMMYT drivers** in administration carried out 1,467 services for staff and trainees and 1,042 for visitors. **Visitors Service** counted 8,466 visitors to CIMMYT in 1982 from over 70 countries and 11 major conferences lasting from 2 to 6 days each. Fifty two issues of *CIMMYT Informa* were edited and typed during the year, with 305 issues distributed weekly in Spanish and 250 in English. The foreign mailing list includes 60 people. **Housing services** reported lodging 1,263 people in the guest house, dormitories and visiting scientist dormitories during the year. **The office boys** ran an incalculable number of miles delivering papers. **The purchasing department** issued 2,079 local purchase orders and 279 foreign orders. The tastiest numbers were for **Food Services** which reported serving 79,746 meals of which there were 20,251 for breakfast, 30,008 for lunch and 7,419 for dinner in the cafeteria, with 3,138 meals in the guest house. **The Snack Bar** provided 31,200 refreshments and 158,080 cups of coffee! Some big numbers from **CIMMYT VAX computer**: The VAX can execute 1.5 million machine instructions per second. On average it takes about 2 machine instructions to perform a single-precision, mathematical instruction (multiplication, division, addition or subtraction). Viewed in these terms, CIMMYT's VAX can do about 65 billion mathematical operations per day. We get a new appreciation for the importance of many jobs—some we don't think about very often.

Hansons Report on a Famous Military Trek in China. Haldore and Bernice Hanson are at their farm in Virginia, sorting out seven notebooks of 1,400 pages filled with data from a visit to China. They published two reports on travels to China, including one on their recently completed 9,000-kilometer journey along the route of the Red Army's Long March of 1934-1935. "We tried to learn what changes the People's Republic had brought about in the countryside. "Some of the areas we traveled were amongst the poorest districts in old China before 1949," said Hanson. (Editor's note: the Hansons wrote several articles for the *Informa* about their trips over the years, sharing their experiences with CIMMYT staff.)

Canadian Agriculture Minister Visits CIMMYT September 9. CIMMYT was included among the official visits made by Canadian Agriculture Minister Mr. Eugene F. Whelan during his four-day visit to Mexico as part of a two-week working tour of the Caribbean-area countries. He was accompanied by Mexican Agriculture Minister Horacio Garcia Aguilar and a Canadian-Mexican party, and was met by Mr. Robert D. Havener, Director General. In 1982, CIMMYT received 10 percent of its financing from Canada.

1983 In-House Review: Focus on Training. The focus of CIMMYT's 1983 in-house review related to training, conferences and workshops, as well as training activities away from Mexico. These activities are being re-examined as part of a year-long management review on training being undertaken by the Board of Trustees' Program Committee to help chart the course of CIMMYT's training activities in the years ahead.

Nutricia, New High Quality Protein Maize Variety Released in Guatemala.

After many years of patient research conducted by scientists from ICTA in Guatemala, INCAP and CIMMYT, a new maize variety has been created which has the equivalent of 90 percent of the quality protein of milk. Because of its intrinsic characteristics related to the content and quality of the protein, NUTRICTA, Guatemala's first quality protein maize variety, constitutes a hope to improve the nutrition of those who depend on maize as their principal source of food.

Barley Yellow Dwarf Virus Workshop held December 6-8, 1983. The technical expertise for BYDV research resides in only a few institutions, mainly in the developed world. In order to share the technology that is currently available with the research workers from developing countries, CIMMYT held a workshop at El Batan, funded by the United Nations Development Programme (UNDP). Some 40 people attended. Only recently has BYDV been recognized as a serious constraint to the production of wheat, barley, oats and triticale in the developing world. The insidious nature of this disease makes it difficult to diagnose, particularly in wheat, which has resulted in a poor recognition of the magnitude of the losses it causes on a global scale. In the USA, losses due to BYDV are estimated to be on the order of 1-3% annually. However, it is known that under favorable conditions for development and spread of the virus losses of up to 40% are not uncommon. Recent advances in technology in the developed countries are making more accurate diagnosis of BYDV possible, while the extent of this disease in the developing countries is still ill-defined.

Dr. E. W. Sprague, Director of the Maize Program, retired December 31. During his tenure as Director, the Maize Program acquired a truly international focus. The international maize improvement network was developed under his leadership. The systematic approach to germplasm improvement resulted in the development of high-yielding, broadly adapted maize varieties and hybrids with greatly improved nutritional quality, grain yield efficiency and resistance to pests. The population improvement breeding scheme employed at CIMMYT proved its utility for developing country production conditions. The international maize improvement research network in which national maize scientists play a key role and integral partnership role contributed to CIMMYT's efforts in maize improvement, and also proved to be a highly effective germplasm delivery mechanism to and from national programs.

Screenings. *The best mental attitude is one of mental altitude.*

*

*Wheat is the corn of history
Poverty's corn is rye
Rice is the corn of the Orient
But the New World's hungry cry
Was stilled by maize, the Indian corn
The Redman's gift to man.*

*Oats is the corn of hardy men
And barley the brewer's corn
Sorghum the corn of Africa
But nations, westward born
Fed man and beast on Indian corn
The Redman's gift to man."*

-J.C. Cunningham

CIMMYT This Century Part V

1984

Training Courses on use of VAX Computer. The Data Processing Services staff has organized a set of training sessions on the use of the VAX computer to facilitate use of our computer resources by CIMMYT staff. The first course began in June. Ninety six people will have been trained by year's end.

Seed Week at CIMMYT. CIMMYT places a very high degree of importance on production and use of high quality seed, both maize and wheat. This is a full week of study and exercises devoted entirely to production and distribution of high quality seed for farmers. Three well-qualified experts have come to CIMMYT to conduct this program: Dr. Johnson E. Douglas from CIAT, Dr. Sergio Davila from the University of Saltillo and Ing. Juan Carlos Garcia from the University of Chapingo. Johnson Douglas, head of the Seed Unit at CIAT, was awarded the World Seed Prize. He wrote the book *"Successful Seed Programs: A Planning and Management Guide."*

U.S. Universities-CIMMYT Maize Conference held August 8-15. U.S. Universities and CIMMYT held a working conference at El Batan to review and evaluate collaborative efforts toward maize improvement and production in less developed countries.

Spotlight on Visit by Governor of Sonora and History. CIMMYT was

honored by the visit of the Governor of the State of Sonora, Dr. Samuel Ocaña Garcia to El Batan on July 31. The State of Sonora pioneered much of the early agricultural research in Mexico. It was there that the so-called "Silent Mexican Wheat Revolution" was spawned in the late 1940's, which led to Mexico becoming self-sufficient in wheat production for the first time in the mid 1950's. It was also there that the now world famous high yielding dwarf Mexican spring wheat varieties were bred and where the high yield agronomic practices were developed which permitted the varieties to express their high genetic yield potential and in turn gave rise to the so-called "Green Revolution" which spread to many spring wheat growing countries around the world, dramatically increasing yield and production. As a result, the State of Sonora, over the past 30 years, has exported more seed of improved wheat varieties than any other state or nation in the world. CIANO—The Center of Agricultural Investigation of the Northwest (of INIA)—Ciudad Obregon, Sonora, has become an international mecca for wheat scientists. CIANO has probably produced and greater indirect and direct effect on world wheat research and production than any other single wheat research center anywhere in the world. And why did all this happen? In a large part this has resulted because of two factors: (1) the great vision and leadership of the late Don Rodolfo Elias Calles and (2) from the progressive, enthusiastic, intellectual, spiritual and economic support of the entire agricultural sector

of the state. Rodolfo Elias Calles was a successful and enthusiastic farmer who was interested in science as a tool for increasing food production and farm income.

During the mid-1930's when he was governor of the State of Sonora he established a well-equipped model agriculture-livestock experiment station on Calle #6 in the Valle del Yaqui, about 30 kilometers from Ciudad Obregon. When this station was established it must have been one of the three best, and most likely the best, in all Latin America. Unfortunately, because of lack of adequately trained agricultural scientists the station failed to produce technologies that had the potential to increase farm yields and production. Consequently farmers, including Don Rodolfo, lost confidence in agricultural research and in agricultural scientists.

It was on this station in 1945 (then in a state of disrepair) that the wheat research program of the Office of Special Studies of the Secretary of Agriculture (O.E.E of SAG), the cooperative agricultural research program of the Mexican Government and the Rockefeller Foundation, was initiated. When the benefits of the improved wheat technology were evident Don Rodolfo took renewed interest in research and initiated the movement to establish a new agricultural research station, more accessible from Ciudad Obregon. The land for this station was financed by funds from farmer cooperatives, agribusiness and merchants in Ciudad Obregon. The "temporary" buildings (which served for 25 years) were financed by the Rockefeller Foundation. This station, which began to function in 1955, evolved into CIANO when the

Instituto Nacional de Investigaciones Agrícolas (INIA) was formed in 1960. Don Rodolfo's interest and participation in agricultural research continued to expand. He recognized that complicated time-consuming financial administrative governmental bureaucratic procedures hampered research. To mitigate these effects, he organized in 1964 the Patronato for Agricultural Research (PIEAES) to strengthen and support research through funds collected by voluntary, self-imposed collection from sales of agricultural products throughout the state of Sonora.

Five Patronatos, patterned after that of Sonora, have been established in recent years in other Mexican States (Baja California, Sinaloa, Tamaulipas, Queretaro and Tabasco). CIMMYT is grateful to the citizens of the State of Sonora for their friendship and hospitality that they have extended to the many hundreds of young scientists from many foreign countries who have come to "work and learn by doing" and study at CIANO.

Seminar on Strategies for Strengthening Agricultural Research in Latin America and the Caribbean was held at El Batan September 10-12. Fifty directors of national, regional and international agricultural research institutions from Latin America and the Caribbean and officials from the Inter-American Development Bank (IDB) participated, including Drs. Barbara McClintock, Nobel Prize in Medicine, 1983; Dr. Theodore W. Schultz, Nobel Prize in Economics, 1981, and Dr. Norman Borlaug, Nobel Peace Prize, 1970. A special ceremony recognized the contributions and support of IDB to agricultural research in the region.

Sorghum Farming Systems Workshop held September 16-20. Since 1981, INTSORMIL has financed a series of workshops in CIMMYT. Seventy participants attended the workshop.

Wheats in More Tropical Environments Conference held in Mexico City. CIMMYT's Wheat Program organized this conference which was held at the Hotel Camino Real in Mexico City. Sixty participants from tropical and sub-tropical countries that now grow or have the potential to grow wheat attended the conference.

1985

The Haveners leave in January to lead Winrock International. Under Bob Havener's leadership, CIMMYT carried out in-depth reviews of program objectives, priorities and strategies. Relations with other international centers, especially ICARDA and IITA, were also reviewed in order to better define mandates and bring about greater collaboration in research on small grains and maize.

The generation of new technological components that can increase yields in less favorable climates was given higher priority on the research agenda, and more scientists were posted to regional assignments to support national programs in Africa, Asia, and Latin America more effectively.

The wheat, maize, triticale and barley research programs attained new levels of achievement, while the Economics Program was elevated to full-program status, increasing its range of program activities and accomplishments. Bob Havener strengthened the concept of CIMMYT's directing staff as a Center-wide management body and presided over important transitions in

its composition. Norm Borlaug was succeeded as Director of the Wheat Program by Glenn Anderson in 1979, followed by Byrd Curtis in 1981. In that same year, Clive James became the Deputy Director General for Research succeeding Keith Finlay. Ron Cantrell became the Director of the Maize Program, following the retirement of Ernie Sprague at the end of 1983.

CIMMYT extended its physical plant and research support services, especially in the area of data processing and information services. In-service and in-country training were strengthened. There were 78 senior scientific staff and 600 national support staff. Over 500 varieties of maize, wheat, triticale, and barley based on CIMMYT germplasm have been released by national programs. In the developing world there are 45 million hectares of wheat and 5 million hectares of maize land planted to these improved varieties.

Dr. Donald L. Winkelmann becomes CIMMYT's Fourth Director General. Dr. Donald L. Winkelmann became CIMMYT's fourth Director General on September 1, 1985. A formal ceremony was held at El Batan on September 3. Participating in the ceremony as M.C. was Dr. Gregorio Martinez. Among those attending were Lic. Eduardo Pesqueira Olea, Mexican Secretary of Agriculture and Water Resources and President of CIMMYT's General Assembly, Dr. Ramon Claveran, Director General of INIA and Vice Chairman of CIMMYT's Board of Trustees, and Dr. Robert D. Osler, Deputy Director General and Treasurer. Over 140 people attended the ceremony. Dr. Winkelmann joined CIMMYT in 1971 as leader of the Economics Program and was a member

of the directing staff since 1978. In his address, Dr. Winkelmann noted that "Today, we face a sharply increased level of competition for financial support. Also, we have the prospect of entirely new forces in agricultural research, such as biotechnology. We must reinforce move in new directions with greater sensitivity to the specific needs of our clients, the national programs, and to the priorities of our donors. And through all of this, the old personality of CIMMYT must endure—the commitment to excellence and action and to the ideal of making things better."

He also noted that since November 1984, Dr. Robert D. Osler has served as CIMMYT's Acting Director General and Treasurer. "In this case, as in many similar cases over the past 20 years, Bob was there to do the needful, with grace and sympathy."

Construction of the new Borlaug Building Update. Construction is progressing on schedule for CIMMYT's new training, conference and information facility. It will be officially inaugurated on September 22, 1986 as part of CIMMYT's 20th anniversary celebration. Two donors contributed funds for the new building. Mr. Riochi Sasakawa, a Japanese philanthropist dedicated to improving the welfare of the Third World, has donated US\$1,000,000 through the Japanese Shipbuilding Industry Foundation. The Government of Japan donated US\$600,000.

One way to live a long life is to abstain from all the things that make you want to live a long life. - Nuggets

1986

CIMMYT's 20th Anniversary Celebration. CIMMYT celebrates its 20th Anniversary and will also inaugurate the new Training, Conference and Information facility. The three-day program planned for September 22-24 was coordinated by Dr. Clive James, Deputy Director for Research. The first day celebrated the 20th Anniversary with distinguished guest speakers reviewing CIMMYT's accomplishments over the last 20 years. President of Mexico, Lic. Miguel de la Madrid Hurtado gave an address and inaugurated the Norman Borlaug Building. Over 530 international guests from 34 countries were present at the inauguration. The two-day Symposium on "Future Development of Maize and Wheat in the Third World" was held September 23-24. A Birthday Party followed this event.

Malaprops! *"This is not necessarily the answer to this solution".*
"We are trying to have our cake on both sides of the fence!"

1987

BYD Workshop held in Udine, Italy One hundred and nineteen participants from 35 countries attended this workshop, a large increase over the 40 participants who attended in December 1983 at El Batan. BYD, an aphid transmitted virus, attacks all of the small grain cereals.

Fenake Medal of Merit Awarded to CIMMYT. CIMMYT was awarded the Medal of Merit for Cereals by the Federacion Nacional de Cultivadores de Cereales (FENALCE) of Colombia for its contribution in the development of maize and wheat in Colombia.

CIMMYT acknowledged the excellent collaboration of the Instituto Colombiano Agropecuario (ICA) which made the work possible.

New CIMMYT Offices at Lisboa 27. CIMMYT moved its offices from Londres 40 to Lisboa 27 in November.

A Journey Across Central Asia by Haldore Hanson. The Hansons, who continued to live in San Nicolas Tlaminca after retirement, kept up their close collaboration with CIMMYT staff and shared their experiences through seminars and the *Informa*. Their family of four traveled 2000 miles along China's Silk Road for a month-long journey. Haldore wrote that CIMMYT has been collaborating with the Chinese Academy of Agricultural Sciences for the past 14 years. More than 40 CIMMYT staff members have made consulting trips to China following Norman Borlaug's opening visit in 1974. More than 40 Chinese have come to CIMMYT as visiting scientists.

Advice to millions who rush through life. *Take time to think – thoughts are the source of power. Take time to play – play is the secret to perpetual youth. Take time to read – reading is the fountain of wisdom. Take time to pray – prayer can be a rock of strength in time of trouble. Take time to love – loving is what makes living worthwhile. Take time to be friendly – friendships give life a delicious flavor. Take time to laugh – laughter is the music of the soul. Take time to give – any day of the year is too short for selfishness. Take time to do your work well – pride in your work, no matter what it is, nourishes the ego and the spirit. Take time to show appreciation – thanks is the frosting on the cake of life.*

1988

Global Maize Germplasm Bank Workshop was held at El Batan March 6-12 with 55 participants from 29 countries and 17 observers from Mexico. Geneticists Efraín Hernández Xolocotzi and E. J. Wellhausen related the following story about how the groundwork was laid for the pioneering study *Races of Maize in Mexico*, which they prepared with geneticist L. M. Roberts and botanist P. C. Mangelsdorf. At the suggestion of Mangelsdorf, a large map of the country was drawn on the patio floor of the experiment station at Chapingo, and ears of the 1500 or so maize collections then available were positioned at the points on the map where they had been found. By mounting a ladder and surveying the maize landscape below, one could clearly distinguish the germplasm complexes represented by the various collections. Insights provided by this bird's-eye view were afterwards checked against field data and the results of cytological and other studies. The global significance of this work was underscored by the presence at the meeting of international experts on germplasm conservation and utilization.

A New CIMMYT. Two significant events in the history of CIMMYT took place this year: first, the creation of CIMMYT INTERNATIONAL and second, the signing of the Headquarters Agreement with the Government of Mexico. CIMMYT INT was formally created through an Agreement signed by two of the Co-sponsors of CGIAR, the UNDP on April 25 and the IBRD (World Bank) April 29.

First Meeting of the CGIAR Public Awareness Association. CIMMYT hosted the initial meeting of the CG Public Awareness Association June 22-24. This new association is an informal body of Center and donor information specialists. Thirty-nine center and donor representative attended the meeting.

Sanjaya Rajaram Receives Dual Honors from ASA, CSSA. Dr. S. Rajaram, head of the CIMMYT Bread Wheat Program, was named a fellow of both the American Society of Agronomy and the Crop Science Society of America for 1998 for his personal and professional achievements in wheat breeding and training over the last 20 years.

New Director of CIMMYT's Wheat Program. Dr. Ralph A. Fischer joined CIMMYT as Director of the Wheat Program on October 3. Dr. Fischer worked for the Wheat Program as Physiologist-Agronomist in 1970-1975.

CIMMYT Receives King Baudouin Award for Breaking the Wheat Yield Barrier. The "Veery" wheats are now grown on more than 4 million hectares worldwide. The results of 8 years of yield testing in various Mexican locations and hundreds internationally have shown the Veery varieties and advanced lines to have an average yield potential that is some 10% higher than widely adapted, high-yielding varieties that had kicked off the "Green Revolution" of the 1970's. CIMMYT's accomplishment, which has once again led to breaking the wheat yield barrier, was recognized by the presentation to CIMMYT of the King Baudouin Award and Center's Week.

Brevities. *According to an old proverb, the three most trying things in life are: to go to bed and sleep not; to wait for someone who comes not; to try to please and please not.*

1989

MAC Formed in February 1989. Beginning in February the Management Advisory Committee was formed of six members and replaces the Directing Staff.

Dr. Robert Osler, Deputy Director of Administration and Finance, retired after 22 years at CIMMYT. Bob and Elaine were honored at a farewell "taquiza" February 6 in the football field. All CIMMYT staff attended to express their appreciation for the Oslers' years of support, guidance and concern for everyone at CIMMYT.

Board of Trustees meet in Ethiopia. In 1988, CIMMYT's Board of Trustees decided to meet every third year outside of Mexico, to provide for direct contact with representatives of national programs and CIMMYT outreach staff. The first "away" meeting was held in Ethiopia in 1989.

The 48th TAC Meeting was held at El Batan in March. In an earlier day, CG centers presented an annual budget to TAC. The process was changed so that, in 1987, centers began presenting five year budgets. CIMMYT presented its five year budget to TAC in March and June 1989. "TAC concluded that the budget request, under both no-growth and growth scenarios, represented a careful reassessment of CIMMYT's total resource needs. TAC would recommend that, in the event of a shortfall in funding across the System, positive recognition should be given to

the Center's genuine attempt to present a well-balanced and lean program".

The IARC Public Awareness Association met at El Batan in April to develop a proposal to use the print media to increase support for preserving Latin America's plant genetic resources and the Centers' role in this effort. Over a two-year period each center will host two groups of 12 journalists each.

Dr. Roger Rowe was appointed to the position of Deputy Director General of Research. **Dr. Robert Osler** was asked to return on a temporary basis to assist during the period necessary to recruit a DDG/AF.

CD-ROM Technology in CIMMYT' Library. A revolution in information storage and retrieval is now well underway and the implications for CIMMYT and its clients are dramatic. CD-ROM (Compact Disk-Read Only Memory) technology has been with us for some time and is best known for delivering high quality audio reproductions. The idea for delivering text and data, however, is relatively recent with products beginning to enter the market only five years ago. Progress has been phenomenal since then and CD-ROM is now considered one of the most convenient media for disseminating large amounts of information, including to Third World countries.

Dr. Evangelina Villegas, Chemist in charge of General Service Laboratories, served 40 years in Agricultural Programs and retired October 20, 1989. She made important contributions to the field of cereal nutritional quality, in the training of young scientists, and in consulting work with quality laboratories in developing countries.

CONTRIBUTIONS to the joint effort of an organization will vary in kind as they vary in importance. Some men and women will contribute in brilliant flashes of form. Others will make their contributions through their steadiness, persistence, or the grueling and often overlooked grind of hard, routine work. The important thing to the organization is that each individual be given the opportunity to exploit his or her talents to the fullest, in the way best suited to his or her personality. There are many ways in which a good job can be done – as many ways, in fact, as there are men and women to whom the task is given. –Crawford Greenwalt

CIMMYT This Century

Part VI

1990

Dr. Claudio Cafati joined CIMMYT as Deputy Director of Administration and Finance in early January.

Dr. Donald Winkelmann was appointed for a second term as Director General by the Board of Trustees at its March meeting.

Some Reflections on the PCCMCA, by Dr. Edwin J. Wellhausen. The "Programa Cooperativo Centroamericano para el Mejoramiento de Cultivos Alimenticios", better known as the PCCMCA, not only sparked the modern development of agricultural production in Central America and Panama, but it also ranks high as one of the successful operational models in the agricultural revolution of the Third World. It provided a basic pattern for a whole series of inter-acting collaborative regional research programs widely promoted by the International Research Centers around the world. It got started when seven people met in Turrialba in 1954 (one representative from each of the six middle American countries and a representative of the "Oficina de Estudios Especiales" in Mexico) to talk about the possibilities of starting a Central American Cooperative Maize Improvement Program. Thanks to the PCCMCA, the middle American countries are better able than before to create the knowledge, materials, manpower and tactics to meet the needs of an ever growing population in the future.

Germplasm Bank "Ing. Hugo Salvador Cordova" in CENTA, El Salvador. The most modern germplasm bank in the Central American and Caribbean region, located at CENTA headquarters, was named "Ing. Hugo Salvador Cordova" in recognition of his contributions to agricultural development in El Salvador and to agricultural research in Central America.

New Biotech Offices. The new Biotech Lab building was completely operational by May 1990.

New Associate Director of the Maize Program. Richard N. Wedderburn was appointed as the new Associate Director of the Maize Program as of September 1, 1990.

Presentation Week was held September 10-14 with 46 visitors from 30 countries. They had briefings and tours of El Batán, Tlaltizapan Experiment Station, and the Chalco High Valley.

Tlatatacani Ballet. Dr. Claudio Cafati made a surprise announcement at the Christmas festivities December 7: the inauguration of CIMMYT's new folklore ballet group, named *Tlatatacani*, meaning farmer in Nahuatl. Twenty-four people from CIMMYT staff make up this group, which started rehearsals only two months ago! The group was the highlight of the festivities.

CIMMYT celebrates 25 Years, 1966-1991. CIMMYT staff and some 150 special guests attended the symposium "International Agricultural Research: The Next 25 Years" held at El Batan on December 6 to commemorate CIMMYT's 25 Years. Many also attended the commemorative and traditional year-end luncheon festivities held in the Guest House gardens. Old friends and colleagues joined in the recognition awards to staff members celebrating years of service at El Batan and at the Experiment Stations.

Historical Notes on CIMMYT's Guest House. Mrs. Carmen Ritchie, former owner of the Guest House and the land known as El Batan, was a guest at a luncheon on January 22, hosted by Dr. Norman Borlaug. This was the first time Mrs. Ritchie had returned to the house since CIMMYT acquired the land in 1968. During the luncheon she shared many stories of the old days at the house, recalling them with vivid details. "those wooden beams on the ceiling were made from cedar wood which I brought here all the way from my native Tabasco," she said. "And the floors were all of wood, which we used to have sanded, polished and kept shiny as a mirror..." She and her husband, Mr. Duncan Ritchie, built and lived in the house for 28 years. Mr. Ritchie was a Canadian by birth who came to Mexico via Veracruz when he was 14 years old. He grew wheat on the land at El Batan. In the 1960's, part of the land of El Batan went to then President Diaz Ordaz and the rest to the Secretaria de Agricultura y Recursos Hidraulicos with the provision that it should be used only for agricultural research purposes, according to Mr. Ritchie's wishes. Forty-three hectares of

land were transferred from the SARH to CIMMYT in October 1968. Twenty-two hectares around La Redonda, currently headquarters of the Experiment Stations Operations, were purchased by CIMMYT in May 1972. Then the Federal Government expropriated 12 hectares of the ejido Santa Cruz de Arriba in August of 1976, area which was assigned to CIMMYT for research purposes, bringing the total land management by CIMMYT to 78 hectares.

Informa Marks 1000th. In CIMMYT's 25th Anniversary Year, CIMMYT Informa marks it's 1000th issue May 6-10. Old timer, friend, former CIMMYT Trustee, Dr. Lowell Hardin, Department of Agricultural Economics, Purdue University, sends congratulations for nurturing CIMMYT Informa during 25 eventful years. He says "Such a sustained effort should be recognized by one who has missed very few issues since No. 1. Thanks for continuing me on the mailing list. It gives me a sense of continuity of contact with CIMMYT I could acquire in no other way."

CIMMYT "Curiosities" by Gregorio Martinez. For the third time in the last 20 years, movie producers have expressed interest in using CIMMYT premises as a location for thriller/suspense pictures. Cosmos Movie Production Co. called in September 1991 to explore possibilities of filming here an undetermined number of scenes of a suspense movie titled *The Harvest*, starring (probably) Mr. Marcello Mastroianni and Miss Sophia Loren. The shooting here is scheduled for early November. The lady who called said they need some golden wheat plots, since the story occurs on a farm in the country, and golden wheat is nice for filing.

Somebody has told them that they could find food wheat plots at El Batan. We thanked them for their interest, but presented good reasons for not considering CIMMYT headquarters in their plans. One was that by late October no wheat shall be left in the field; the other one was that Drs. Saari and Gilchrist might get upset if while taking field notes they see Mr. Mastroianni chasing Miss Loren and spoiling their Septoria resistant plots. Same would happen if Dr. Acevedo discovers Mr. Mastroianni and Miss Loren exchanging kisses in the minimum tillage wheat plots. As yet, we said, CIMMYT has not developed movie-making resistant lines, and the CG would hardly support such a project. Our dissuasion reasons worked, and the producers decided to find out some other places. We suggested Llanos de Apam, not far from here. We also suggested changing the crop if the wheat season is over. Why not maize, which is highly aesthetic? Why not tunas, if nopales are good for filming? We made clear, however, that we would welcome Mr. Mastroianni and Miss Loren for a short visit if interested in durum wheats for good pasta making, in sustainable agriculture, in Russian aphid resistance, etc. (We didn't check if Wheat, Maize or Economics Programs could receive Miss Loren as a 3-day visiting scientist, given the budget stringency they are facing nowadays. Therefore, we didn't mention this possibility).

Ads. Once, 2 or 3 years ago, we allowed some ad agency to do a Miss Clairol shampoo type-ad for TV. It involved a blond, slender, six-foot-tall, long-legged young girl smiling and wearing short shorts, running and jumping in the plots aisles, the camera alternating over her face and waving

hair, and then over the waving durum wheat in the background, on a sunny, clear autumn afternoon at El Batan. Few people were aware of the ad making. Only the pajareros asked what the hell was going on.

Whoever makes two ears of corn, or two spikes of wheat to grow where only one grew before, deserves the best of mankind, and does the most essential service to his country. – Anon

1992

Hanson Training Fund started in 1992 through the initiative of Mr. Haldore Hanson, CIMMYT's second Director General, and his wife, Mrs. Bernice Hanson. The Hansons deeded their two houses and two hectares of orchard in San Nicolas Tlaminca to CIMMYT. The income from these properties will form the Hanson Training Fund for education and training of support staff at CIMMYT. The Hanson Fund is directed towards activities that enrich the quality of life or help to develop academic qualities, and personal and professional improvement of the individual in general. The Fund's policy contemplates and covers total or partial expenses. Special emphasis is given in support of group courses, which should be taken after working hours.

The **Idea System** was introduced in March 1992 as a channel for communicating ideas, a way of increasing work efficiency and safety, personal recognition for suggestions presented, and incentives for approved suggestions.

Fundraising Workshop. CIMMYT will host a workshop on "New Strategies for Fund-Raising," September 19-21, led by

Mr. James Lord, an American fund-raising consultant. Directors General from CIMMYT, CIAT and CIP attended the meeting.

In Memoriam. CIMMYT mourns the death of an inspiring leader and communicator in agricultural development, Mr. Haldore Hanson, the Center's second Director General (1972-78), on September 24, 1992. After his retirement he served as consultant to CIMMYT, and he and his wife Beri stayed on at their home in the village of San Nicolas Tlaminca for another 14 years.

1993

A Change in Maize Program Leadership. On January 25, 1993, after 17 years in CIMMYT, Dr. Ripusudan L. Paliwal retired as Director of the Maize Program. During his time at the Center, first as Associate Director and then (beginning in September 1990) as Director, Dr. Paliwal was instrumental in conceiving and implementing a number of research activities and administrative programs that both enhanced the Maize Program's near-term impact and provided a sound foundation for future effectiveness. Dr. Delbert C. Hess became the new Director of the Maize Program.

Interim External Review of CIMMYT. The Interim External Review of CIMMYT will be conducted February 17-26, 1993. The purpose of the review, in broad terms, will be to look at major changes in strategic direction that have occurred since the 1988 Program and Management Review of CIMMYT, to consider achievements and challenges, and recommend issues for more comprehensive examination by the Center and the next External Review Panel. Sir Ralph Riley, Chairman of the

Interim Review Committee, also served as Chairman of the 1988 EPR.

External Review of Maize Germplasm Bank. An External Review of the Maize Germplasm Bank Genetic Resources-Preservation, Regeneration and Utilization took place February 15-19 with a review team of five panel members. The review team recognized the many "firsts" accomplishments of the Maize Germplasm Bank since 1985. CIMMYT's Maize Bank was the first major bank to construct a full passport for bank holdings and then put it into machine readable format; the first to put the bank passport on CD-ROM for distribution; the first major bank to establish a scientific basis for its regeneration policy; the first bank to create and document a "breeder core" from landrace accessions; the first bank to undertake in situ monitoring of wild relatives; and the first bank to create a crop genebank network.

Retreat for Middle Managers. Twenty-one of CIMMYT's middle level managers met for two days in January to review the Center's strategic directions and to discuss a variety of management issues and concerns. This meeting was a follow-up to a session held for the same purposes with CIMMYT's senior management team in May 1992.

Some Important Visits. Mr. Lewis Preston, president of the World Bank, and party, visited CIMMYT on March 3. The Honorable Charles Mayer, Canadian Minister of Agriculture visited CIMMYT on May 31.

Improvement in Telecommunications. In 1993 the Satellite Network was installed which allows us to improve the quality of communications with the

experiment stations (Cd. Obregon, Toluca, Tlaltizapan and Poza Rica).

1994

New Life from Ancient Seeds.

Scientists in the Seed Health Unit and Genetic Engineering Laboratory at El Batan have teamed up to study 700 year-old maize seeds and perhaps even coax living tissue from them.

Archeologists excavating sites along the coasts of Peru unearthed the seeds in the rubble of a highly developed civilization that flourished in the region as much as 2000 years ago. The seeds are remarkably well-preserved, no doubt thanks to the dry desert environment where they lay in silent repose for so long. . . . The historic seeds were collected by a group of Peruvian archaeologists and biologists and delivered to CIMMYT under the auspices of a project funded by DANIDA.

UNAM, Mexico Releases Hybrids Based on CIMMYT Maize Germplasm.

UNAM has released two maize hybrids named PUMA-1157 and PUMA-1159 for the bajio and highland transitional zones in Mexico. Both are three-way cross hybrids and two of the three parents used in the hybrids are inbred lines released from the CIMMYT highland maize program. . . Commercial seed production of the PUMA hybrids is already under way by PRONASE and some seed micro-enterprises and the researchers at UNAM are optimistic that the two hybrids could cover 50,000-100,000 ha in the coming years.

Congratulations to Jim Lothrop, our highland maize breeder, for making an impact in our host country, Mexico. Several other varietal releases by national programs using CIMMYT

maize germplasm have taken place during the year.

Poza Rica Station Celebrated 25 years of contributing to improved maize tropical materials for the world.

CIMMYT-UNAM Agreement. UNAM and CIMMYT signed an agreement through which CIMMYT will have access to the worldwide network of computers known as Internet.

CIMMYT Celebrates with Dr. Borlaug. Over 310 people, including CIMMYT Trustees, staff, friends and colleagues, joined Dr. Borlaug for a double celebration: his 80th birthday and his 50th anniversary of uninterrupted work in international agricultural research, on Friday, April 15.

Co-Sponsors Seek New Support for CGIAR. Dr. Winkelmann reported that the heads of three cosponsoring organizations of the CGIAR have made an unprecedented appeal to top-level decision-makers to increase the financial support of the CG System. In accompanying letters, CG Chairman Ismail Serageldin outlined a course of action and timetable for reinvigorating the System. . . . Since taking up the CG Chair on 1 January 1994, Serageldin has actively led efforts to forge a new vision of the CGIAR in response to factors such as declining financial resources and concerns about biodiversity and the environment. Dr. Serageldin visited CIMMYT August 25.

The Order of the Aztec Eagle was bestowed on Dr. Donald L. Winkelmann by Ambassador Andres Rozenthal, Under-Secretary of Foreign Relations of Mexico, on November 23. Ambassador Rozenthal noted three stages of Dr. Winkelmann's work in

Mexico: as visiting professor of economics at the Post Graduate College (1966-71), during which time he helped train Mexican agricultural economists with new tools and methodologies; as founder and director of the Economics Program at CIMMYT (1971-85), where he addressed themes such as on-farm research and comparative advantage studies, generated research methodologies and carried out training workshops in ag. economics; and as Director General of CIMMYT (1985-94). In the latter position, he helped strengthen collaboration between CIMMYT and Mexican research institutions, while working on allocation of resources to research, strategic planning and research impacts.

Update on Wheat Data Management System. A major milestone has been reached in the Wheat Program's long-term information management strategy. Fieldbooks returned by cooperators for international nurseries shipped in 1992

have been keypunched and verified using the new INPUT TOOL, filtered, entered into the new Wheat Data Management System (WDMS), and extracted via the on-line OUTPUT TOOL. While this seems like a humble achievement in information technology, it represents the first breach in the log-jam of data processing that built up over two decades.

DG Corner. Dr. Winkelmann announced he has accepted the appointment as chairman of the CGIAR's Technical Advisory Committee of the CGIAR. To do so, he will be taking early retirement from his position as Director General of CIMMYT. He will be leaving CIMMYT November 1, 1994 after 24 years of service.

"Every problem contains within itself the seeds of its own solution". -S. Arnold

CIMMYT This Century Part VII

1995

Roger Rowe Appointed as Acting DG. Louisa van Vloten-Doting, CIMMYT's Board Chair, has announced that Dr. Roger Rowe will become Acting Director General effective January 1, 1995.

A sudden and dramatic devaluation of the Mexican peso took place in 1995.

Telecom Modernized their telephone system, changing from analogous to digital lines for the Texcoco area.

SoilNet: Saving Maize Farmers' Soil in Southern Africa. To assist small-scale farmers on some 2.4 million hectares in Malawi and Zimbabwe and about 5.2 million hectares throughout southern Africa, CIMMYT has helped organize a research network that will tackle their major obstacle—declining soil fertility. With support from the Rockefeller Foundation and the CIMMYT regional office in Harare, SoilNet will blend the expertise of a multidisciplinary research team from Malawi and Zimbabwe with input from maize scientists of Kenya.

CGIAR Ministerial-Level Meeting in Lucerne, Switzerland in February led to The Lucerne Declaration and Action Plan. Ministers of developed and developing countries, heads of international development agencies and independent experts called for increased efforts in international agricultural research to alleviate the suffering of 1 billion people who are

poor and hungry. In order to help meet global food demand that is expected to double by 2025, the delegates urged scientists to intensify their efforts to increase farm productivity and conserve the environment. This meeting kindled a new "Spirit of Lucerne" of international cooperation and commitment to agricultural research.

Donor Flags Complement Surroundings. In October, Dr. Claudio Cafati initiated the idea of having flags around the fountain in front of the main office building to add color and enhance CIMMYT's surroundings. The flags represent the donor countries and international organizations that provide financial support to CIMMYT. A new flag is added whenever there is a new donor.

Search Committees for Director General, Wheat and Economics Directors. In 1995, several Search Committees were formed to identify candidates for the DG position, as well as Directors of the Wheat and Economics Programs.

CIMMYT in New Architecture Book. The "Norman E. Borlaug" Building at CIMMYT headquarters is among the notable building of the last decade, according to the book "*Nueva Arquitectura Mexicana*", Vol. 2, written by Antonio Toca (Editorial Gustavo Gilli, Mexico, 1993-1994). The book shows pictures of the interior and exterior of the Borlaug Building, which was the project of Arq. Augusto Alvarez, and inaugurated in 1985.

An ATM Machine was installed at El Batan in 1995 for the first time.

New Directions with a New Director General. On June 3, 1995, the CIMMYT Board of Trustees concluded an extensive nine-month search by selecting **Professor Timothy Reeves**, University of Adelaide, Australia, as the Center's new Director General. Professor Reeves' appointment reflects the Board's intense belief in the continuing relevance of the Center's work to promoting sustainable agriculture and food security throughout the developing world. "CIMMYT has made a tremendous difference in the lives of millions of poor people," says Reeves, "which is a tribute to the high quality of its staff and leadership to date. Clearly it has much more to contribute in the future. The world is a rapidly changing place, and CIMMYT must respond to the new challenges and opportunities before it." Professor Reeves' vision for Agricultural research is the result of a 28 year career that encompasses extensive field experience as an agronomist specializing in soil management and sustainable farming systems.

At the Annual Board of Trustees Meeting June 8, Professor Reeves, Director-General Designate, gave a speech in which he noted: "My vision and aim for CIMMYT is to focus the great talents of CIMMYT's national and international staff on sustainable maize and wheat production that are economically viable, environmentally sound, socially acceptable and politically supportable. It is the job of CIMMYT and the CGIAR system, in an increasingly confused and cluttered world, to show the way – to light a beacon on a distant hill."

Tlaltizapan Station Celebrates 25th Anniversary. CIMMYT's Tlaltizapan Experiment Station in Morelos celebrated its 25th anniversary with a fiesta at the station on June 16th.

IMERs at El Batan. CIMMYT has introduced an external review process to supplement the review that is organized by the TAC at 5-year intervals. The review of the Maize Breeding Strategies and Methodologies took place August 28-September 1, 1995. CIMMYT Research and Management Structure, Administration and Finance Internally Managed External Review, originally scheduled for 1994, but was delayed to October 1995 when a new DG would be on board.

Welcome Tim Reeves! Prof. Timothy Reeves took office as new Director General on October 5. He invited all CIMMYT staff to join him at Hospitality Weekend and two "taquizas" October 14-15 in the spirit of "open borders". He also met with 11 staff groups to more fully understand peoples' work areas and the issues and opportunities CIMMYT faces.

The formal presentation of Prof. Timothy Reeves as new Director General to the Official and Diplomatic Community of Mexico took place on October 19 at El Batan. The ceremony included a welcome by Dr. Roger Rowe, Deputy Director General of Research, Presentation of the new Director General by the Chief Executive-INIFAP and member of the Board of Trustees of CIMMYT, a message by Prof. Timothy Reeves, a message by Ing. Romárico Arroyo, Under-Secretary of Agriculture, and a message by Dr. Edwin J. Wellhausen, CIMMYT's First Director General (1966-1970). There was a

symbolic ceremony inaugurating construction of the new Maize and Wheat Germplasm Bank with the participation of the Prof. Reeves, and Mr. H. Tanaka, Second Secretary of the Embassy of Japan. The Government of Japan generously financed the germplasm bank construction project.

Tim Reeves Attends First MAC Meeting. I am pleased to contribute my first submission to the *CIMMYT Informa*, and to share with you some of the key decisions and events during my time as Director General. . . . Last week I set a new record – chairing the longest MAC meeting ever! I do not normally like long meetings, but it was entirely appropriate that my first interactions with senior management were in a considered atmosphere, with ample scope for interchange of ideas.

The MAC readily agreed to three of the recommendations of the Management Review Team: (1) the formation of a National Staff Committee to improve communications between support staff and senior management. (2) the recruitment of a world-class Human Resources Manager; (3) the establishment of a Donor Relations Office. Other directional changes included the strengthening of the Natural Resources Group, the development of a new eco-regional project, a proposal to add an appropriate slogan to the CIMMYT letterhead, e.g., *“Sustaining maize and wheat systems for the poor”*, and a unified projection by all staff in dealings with donors, NARSs, Centers, and other stakeholders.

A new CIMMYT Website was announced in November to access general information about CIMMYT on the Internet’s worldwide web.

Dr. Anthony (Tony) Fischer, Director of the Wheat Program, announced his departure from CIMMYT after 7 years, 1988-1995.

“Birds sing after a storm; why shouldn’t people feel as free to delight in whatever remains to them?” – Rose Fitzgerald Kennedy

1996

Dr. Sanjaya Rajaram was appointed Wheat Director on March 12, 1996 as a clear signal of the Center’s intent to cement relationships with national agricultural research programs in developing countries.

Dr. Prabhu Pingali accepted the position of Director of the Economics Program, to take up his post as of June 15, 1996.

An internal **Gender Task Force** was created following on the strong signals at International Centers’ Week regarding the importance of ensuring equity for women in the work of all the CG Centers. A **Gender Issues in the Workplace Consultancy** conducted the first of three phases beginning in February.

The first **Women’s Leadership and Management Course** funded by the CGIAR Gender Program was held in March at Villas Arqueologicas, Teotihuacan, with 24 participants representing CIMMYT, CIAT, CIP, IFPRI and CGIAR. It was directed by three instructors from Training Resources Group in the USA.

CIMMYT Introduces Fungal Resistant Wheat Varieties in Three Chinese Provinces. Collaboration between CIMMYT and Chinese national

agricultural research systems began in the early 1970s and by 1989 a shuttle breeding program between CIMMYT and three provincial academies was launched. Out of this, three higher-yielding Fusarium Head Blight resistant varieties have been released in Heilongjiang Province, Sichuan Province and in the Yangtze Valley.

Raising Yield Potential in Wheat: Breaking the Barriers. Over 100 people converged in Cd. Obregon, Sonora for the start of an international workshop on Breaking Yield Barriers in Wheat March 28-30.

The development of megaprojects for CIMMYT's new **Medium Term Plan** was in process by mid-year.

CIMMYT ended 1996 with its 30th Anniversary commemoration - NARSs-donor-outreach consultation on CIMMYT Medium-Term Plan. Many events took place during the week of September 23-27. CIMMYT inaugurated the new Wellhausen-Anderson Plant Genetic Resources Center and the extensions to the Applied Biotechnology Center in recognition of major contributors.

By the end of 1996, the Natural Resources Group (NRG) was on the move with new staff and collaborative arrangements with outreach staff in other CIMMYT programs. The Economics Program was revitalized with new staff and quickly returning to its former dynamic self.

Tim's Topics. Prof. Reeves' kept CIMMYT staff and colleagues informed on the many events and changes which took place during the year in CIMMYT *Informa's* Tim's Topics.

Dr. Gregory Edmeades was appointed the Maize Program Interim Director as of January 1, 1997. Dr. Delbert Hess decided to retire one year earlier than planned in order to protect the maize budget in 1997.

Improving Communication. The Management Advisory Committee (MAC) was constituted in 1989 as the group of senior managers who would meet regularly with the Director General to take decisions on issues of Center-wise importance. With the arrival at CIMMYT of Tim Reeves, the MAC was enlarged to include additional members. During the Gender in the Workplace consultancy, and through the Change Catalyst Committee, it was deemed important to improve communication and the work environment. The MAC communications experiment was proposed to distribute the MAC agenda to all staff, to highlight MAC outcomes in the *Informa*, and to continue with the "information cascade" as a means of informal dissemination of information through Program Directors and Unit Heads who would meet with staff within a few days of the meeting. A standing item was added to the agenda entitled "feedback (splashback) from staff" to provide an opportunity to bring forward staff concerns.

MTP Projects. One of the major challenges of 1997 was the task to implement the new MTP projects and the establishment of effective project teams, each with a coordinator able to encourage and draw out the multidisciplinary skills of the group. Team training will be an important component of efficient and successful performance for the new teams.

Spotlight on Visitors. U.S. Secretary of Agriculture, Dan Glickman, and his Mexican counterpart, Francisco Labastida, visited CIMMYT in May.

The first phase of the **External Program and Management Review** took place in June with Dr. Graham Jenkins as Chair. Tim's Topics reflected the efforts we have collectively put into re-positioning CIMMYT in order to focus on new challenges in the changing external environment. By the year's end, the EPMR Panel completed its review, with the following assessment: *"The Panel's overall view of CIMMYT is extremely favourable. The Centre conducts high-quality science and has an impressive record of achievements as well as impact on the daily livelihood of hundreds of millions of rural and urban poor. CIMMYT is well managed, has strong leadership, and is a flagship centre of the CGIAR System."*

The International Symposium on Genetics and Exploitation of Heterosis in Maize and Other Crops was held August 17-22, 1997 at the Hotel Maria Isabel Sheraton in Mexico City. More than 450 top-level scientists from over 60 countries attended. Of particular satisfaction was the tremendous effort of the CIMMYT TEAM. Dr. Arnel Hallauer, Distinguished Professor of Agriculture at Iowa State University wrote Prof. Reeves: *"August 17-22, 1997 was indeed a bright beacon in the history of CIMMYT. It was an excellent symposium that was timely, well conceived, excellent organization, and with excellent attendance throughout. Congratulations to your leadership and the efforts of your staff to host such a successful event. Best wishes for the future."*

Marianne Banziger was awarded the highly prestigious Chairman's Award

for the "Most Promising Young Scientist" in the CGIAR at the Board of Trustees Meeting immediately following ICW97.

The **CIMMYT-China Office** was officially inaugurated on November 10, 1997 during the CHINA-CG Forum.

1998

A Medical Service was installed for the first time at El Batan February 1 with a doctor and nurse available during the week.

Child Care Center. The Board approved the formation of the Child Care Center. It was named CENDI "Las Semillitas" and is programmed to accommodate 20 children from 40 days to 2 years old. It was inaugurated on March 9.

CGIAR Review. The whole CGIAR system is currently under external review. A review panel, headed by Sir Maurice Strong, of Canada, has a membership of distinguished persons from around the world. CIMMYT had the honor of receiving a visit from the reviewers in February-March.

AMBIONET - the new Asian Maize Biotechnology Network supported by the Asian Development Bank has successfully commenced under the leadership of Dr. David Hoisington and Dr. Sam Vasal.

New CIMMYT- Kazakhstan Office. A grant was secured from the World Bank for an initial two years to work in Almaty, Kazakhstan.

Information Technology is vital to CIMMYT's efficiency and effectiveness and Dr. Edith Hesse is busily working

on a number of fronts to ensure that CIMMYT is positioned appropriately in relation to IT. Terms of reference were developed for a major consultancy to look at future needs and strategies. The 'Millenium' or 'Year 2000 bug' was being reviewed.

Multi-Source Evaluation. In response to staff recommendations generated during the Gender in the Workplace consultancy in 1996, and as a way to design an evaluation process that would meet the needs of the new MTP project teams, CIMMYT undertook a year-long effort to develop and pilot a multi-source, or 360°, assessment process.

The Research Coordinating Committee (RCC) was confirmed as the key body for the development and execution of research policy (in concert with the Board of Trustees); research decision-making; and advice (inc. to the Board; DG; external groups; and individual members of the RCC) at a 'retreat' meeting in late August to develop a vision and further strategies for research at CIMMYT in the coming years. The RCC restated its vision for the project management system, that is, the development of more interdisciplinary and integrated research projects (necessary to address the GxExMxP paradigm) and their effective execution in order to increase CIMMYT's impact, particularly in farmers' fields.

In Memoriam. Dr. Eugene (Gene) Saari died on September 21. Colleague and friend, Gene had retired from the Wheat Program in June 1997 after 28 years of service.

Mexican Minister of Agriculture Supports QPM Project. On November

4, the Minister of Agriculture, Ing. Romárico Arroyo Marroquín attended a field demonstration on maize quality protein (QPM) organized by INIFAP and CIMMYT's scientists in Celaya, Guanajuato. The quality protein maize program has taken on a new impulse at CIMMYT. Initiated in the 60s, it had significant progress in the 70s and 80s, when vitreous grain populations were developed, with stable protein quality and high yields. Later, the approach was through hybrids, competitive with normal maize, and at the same time work was done with open pollinated varieties. In Mexico, CIMMYT works in close collaboration with INIFAP. Other public and private organizations are adding to the effort.

Inauguration of Mural and Stained Glass Exhibit Area, Plant Genetic Resources Center. The exhibition area at the Wellhausen-Anderson Plant Genetic Resources Center at headquarters was inaugurated on November 6. This new exhibit space and visual information as a whole offers an artistic vision of the meaning of maize and wheat germplasm for humankind and their evolution through the centuries. The artwork was sponsored by Fundacion TELMEX, a Mexican philanthropic organization. Dr. Claudio Cafati (CIMMYT) and Ing. Rafael Mendoza (TELMEX) cut the ribbon at the exhibit area.

Hurricane Mitch left a wide path of destruction in Central America during the hurricane season late in 1998. CIMMYT, in collaboration with the Programa Regional de Maiz (PRM) and others, moved to help meet the needs of Honduran and Nicaraguan maize farmers. Jorge Bolaños, Hugo Córdova Hector Barreto, and others visited these countries to determine how best to help.

CIMMYT provided maize materials for planting in the different regions and helped to ensure the supply of improved maize seed for the main 1999 summer plantings in Honduras and Nicaragua.

Dr. S. Rajaram Honored. Less than two months after being recognized by the Chinese government with the Friendship Award—the highest honor China can award to a foreigner—internationally acclaimed wheat scientist Sanjaya Rajaram was honored again in London, sharing The Rank Prize Fund for Nutrition.

1999

Annual Reporting Week was held at El Batan January 11-15. Outreach staff, trustees and staff gathered to evaluate the progress of the Medium Term Plan. The last gathering was in September 1996 to formulate the MTP.

N.E. Borlaug Among TIME's 100 Most Influential People of the 20th Century. TIME Magazine's March 29 edition profiled Dr. Borlaug as one of the 100 most influential people of the 20th Century. . .

5th International Septoria Workshop was held at El Batan in September with 64 participants from 20 countries participating. In the mid 1970s the idea of organizing a workshop began among a small group of scientists in the USA to find ways to manage the septoria diseases that affect wheat and other cereals all over the world. Each of the five workshops has expanded the network of scientists who share their knowledge and pose the many questions that remain to be solved about these diseases and their management.

David Bergvinson was awarded the highly prestigious Chairman's Award for the "Most Promising Young Scientist" in the CGIAR at the Board of Trustees Meeting during ICW99.

We end this series on the following note from one of Prof. Reeves' Tim's Topics:

"Well, colleagues, as we rush towards the year 2000 I never cease to be amazed at the range and extent of CIMMYT's activities and achievements. As DG I have the privilege of being kept informed on most of what is going on and it is a source of great pride and wonder at what we achieve week in, week out. Workshops, visitors, visits, field days, seminars, publications, training, are all stories in themselves, but when one considers these against the background of our field, laboratory and office based research programs it is the clearest demonstration possible that investments in CIMMYT have very high returns for our partners and clients in the south."

"The philosophy of one century is the common-sense of the next. -H.W. Beecher

We must equip ourselves with new ideas if we are to play an influential role in the new millennium.

Happy New Millennium!