



C. F. KELLY
Director, University
of California, Agri-
cultural Experiment
Station

THANKS!

"RESEARCH IS PEOPLE," was the title of my essay introducing this series of editorial views first appearing in CALIFORNIA AGRICULTURE just two years ago; and now, at retirement, some of the words take on even greater meaning to me: "The strength of an agricultural research organization is (indeed) in its staff—a combination of people with specialized talents and a cooperative spirit that has given California the greatest agricultural research organization in the world." No one owes more to these research colleagues than I. Since my appointment by Dean M. L. Peterson and President Kerr, I have been privileged to work with nearly a thousand people on the Experiment Station staff, and many remarkable administrators, including Dean A. M. Boyce at Riverside, Chancellor J. H. Meyer at Davis, Dean S. H. Cameron at Los Angeles, and Dean H. J. Vaux in Forestry at Berkeley.

Some have been with me all through my time: Dean Linsley, Berkeley; Dean Pritchard, Veterinary Medicine, Davis; Field Station Director Myler, Davis; Manager Paul, Publications, Berkeley. Others arriving more recently include: Dean McCalla, Davis; Dean Dugger, Riverside; Associate Director Stoutemyer, Los Angeles; Associate Director Day, Berkeley; and Assistant Director Hewitt, Parlier. To each of these, and to Vice President Kendrick, I am very grateful.

I also realize my debt to the staff of the Agricultural Extension Service, its director, Dr. George Alcorn, and finally, to the wonderful California farmers. Had it not been for all of these people, making up the agricultural production team, California would not be the leading state in agriculture nor in fact the finest place for its 20 million citizens to live.

We can hardly begin to list either the problems solved during my period of tenure (the sixties), or those yet unsolved.

Both lists would be enormous. Two changes or trends in agricultural research during this period stand out in my mind, however. First, the team approach to problem solving has been tested. Secondly (and a natural follow-up to the first), there has been a trend toward more central control in research.

By administrative organization, various disciplines have been brought together with the purpose of focussing areas of knowledge upon a problem to speed the solution. This system has definite advantages for today's complex problems—particularly in environmental studies. However, without careful supervision, this team approach may take on the aspects of the shotgun approach with possible increased costs, wasted effort, and misunderstandings among the researchers involved. It must be remembered that each time a person becomes a member of a team he must leave another problem he has been trying to solve. While there is certainly a place for research teams there is really no more efficient use of gross time, effort, and money than with a talented scientist working by himself.

The trend toward more central control in research is a natural result of the team approach. Administrators setting up teams must know where the "horses" are, and the relative value of what they are doing. I think there is also a trend toward more central control in research, through the many centers, institutes, task forces, and committees — in most cases initiated by the researchers to give themselves a greater "say" in administration.

I will not attempt to predict what will happen in California agricultural research during the seventies. But I know success will again depend upon the good will and cooperation of all. My best wishes to my successor and the excellent staff whose cooperative spirit can be depended upon—"Research is People."