

Dear friends,

Three months have passed since my last communication, in which I had urged every one of you to embrace a new work culture, to repose trust in colleagues and to work sans barriers so that the fruits of your labor benefit the society at large. I am sure you have willingly welcomed the message.

Thanks mainly to the large number of PhD students and additions to our arsenal of analytical and characterization facilities, the institute has constantly been leapfrogging in the quality of its publications, patents and technologies. An attendant feature is the building-up of long-term partnerships with international collaborators. However, there is no gainsaying the fact that several expected outcomes have still fallen short. Needless to say, we need to work harder to realize our full potential and to deliver more visible outcomes. Fortunately for us, we are focused on a truly trans-disciplinary field that straddles important national goals such as sustainable energy, cleaner environment and affordable drinking water.

Equally laudable are the often-unrecognized role of behind-the-scenes people, who work in synergy to ensure that we use all our allotted resources—something that many other CSIR laboratories have been unable to accomplish. Our strong balance sheet, operational history and on-the-ground experience give us confidence that we can steadily grow and be among the top R&D institutions in the world. I would like to see the success of the last financial year not only recreated but also taken forward with added momentum.

The last quarter witnessed discussions with EDRC (Solar), Water & Renewable Energy IC, L&T Construction and IIT-M for the development of high-efficiency pervoskite solar cells, a significant step towards low-cost, solar-based, clean global energy solution. We also had at least two high-profile visitors in Prof. Ashok K. Vijh of the Institut de Recherche d'Hydro-Québec, Canada and Prof. Krishnan Rajeshwar of the University of Texas, Arlington, USA. I must specially thank all those who put their brain and brawn to ensure the success of the Nobel Day 2014, Indo-French Workshop on Sustainable Water Purification Technologies, Management Council Meeting, National Science Day, International Women's Day, and Workshop on Magnetoelectrics.

My heartiest congratulations to Dr. Vedalakshmi for bagging the Viswakarma Award 2015, Dr. Gopukumar for MRSI Medal 2014, and also to our bridge team for finishing runners-up in the 46th SSBMT at NCL, Pune. Ms. T.K. Shruti (III BTech) won the S.N. Bose Scholars Program Internship while Mr. S. Rukesh Kumar (I BTech) won the silver medal at the Inter-Zonal Judo competition of Anna University. My hearty congratulations to them all. Our BTech students also deserve a round of applause for extending their helping hand to Annai Saradha School for Mentally Retarded Students, Devakottai. I request them to continue the good work.

As for staff strength, CECRI will induct 20 group IV and five Group III officers, advertisements for which are being readied. We now have a young medical officer and an

X-ray technician at our dispensary. Dr. Saranyan Vijayaraghavan, who at present is plying his trade in Germany, is expected to join CECRI this month.

Before I close, I would like to recall Mark Twain's words: "A lie can travel halfway around the world while the truth is still putting on its shoes." It is a given that truth will finally triumph. However, much to our chagrin, we have received two pseudonymous letters, alleging wrongdoings by the director and a few other staff members. One of these has been published in the Daily Bulletin (with a note that such a slur cannot dampen our spirits); the other has been handed over to higher authorities with necessary documentary evidence. Such aberrations should not stymie our creativity and enthusiasm. Please note that even the director's quota for KV admission is decided in a transparent manner in consultation with the Administrative Collegium. Every one of us is a cog in the giant wheel of CECRI and has a constructive role to play. Anyone who feels sidelined, frustrated or dissatisfied is welcome to alert a collegium member or drop a complaint letter in the suggestion box with all details or vent their grievance to me. I assure swift remedial action if the complaint is genuine.

It is important that we cut across petty zones of comfort and interests, and work towards goals that define our *raison d'être*. The mantra for success is simple: contribute our bit positively so that the dots of success connect seamlessly. Several domains of ERP are now operational, helping us realize our potential in a smoother manner. Remember, it is our collective wisdom that finally matters in realizing technological deliverables aligned with national missions like 'Make in India,' 'Clean India' and 'Innovate in India.' As an anonymous quote goes, "Push your boundaries, that's what they're there for."