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The Hunt Institute for Botanical Documentation, a research division of Carnegie Mellon University, specializes in the history of botany and all aspects of plant science and serves the international scientific community through research and documentation. To this end, the Institute acquires and maintains authoritative collections of books, plant images, manuscripts, portraits and data files, and provides publications and other modes of information service. The Institute meets the reference needs of botanists, biologists, historians, conservationists, librarians, bibliographers and the public at large, especially those concerned with any aspect of the North American flora.

Hunt Institute was dedicated in 1961 as the Rachel McMasters Miller Hunt Botanical Library, an international center for bibliographical research and service in the interests of botany and horticulture, as well as a center for the study of all aspects of the history of the plant sciences. By 1971 the Library's activities had so diversified that the name was changed to Hunt Institute for Botanical Documentation. Growth in collections and research projects led to the establishment of four programmatic departments: Archives, Art, Bibliography and the Library.

AVENIDA 6 DE DICIEMBRE 1300
QUITO, ECUADOR

May 24, 1967

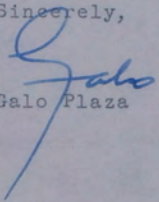
Dr. Wilson Popenoe
Antigua, Guatemala

Dear Pop:

I am leaving in a minute for Europe and will be away for two months. I am including a copy of the memorandum ^{on} on Future Policy of Escuela Agrícola Panamericana, that I sent to Stacy May who holds my proxy. Best of luck at the meeting.

With warm regards.

Sincerely,


Galo Plaza

GP/mcts

Encl.

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DR WILLIAM POPENOE ZAMORANO TETUCIGALPA-HONDURAS

WARM CONGRATULATIONS FOR MOST DESERVING HONORS YOU ARE RECEIVING
AT ZAMORANO STOP DISAPPOINTED UNABLE TO BE WITH YOU NOW REGARDS
GALO PLAZA

TROPICAL R

COLL: DR DESERVING

AVENIDA 6 DE DICIEMBRE 1300
QUITO, ECUADOR

January 5, 1955

Dr. Wilson Popenoe, Director
Escuela Agricola Panamericana
Apartado 93
Tegucigalpa, Honduras

Dear Doc :

It was really a shame that the 5 boys from the Ecuadoran group should have acted so disgracefully after such a good record in the past.

I can't tell you how grateful I am for you having gone out of your way to keep them in the School in spite of what the Reglamento says. I only hope that they realize fully what you have done for them and will never again give you any more trouble.

With warm regards and best wishes for the New Year,

Sincerely,



GALO PLAZA

AVENIDA 6 DE DICIEMBRE 1300
QUITO, ECUADOR

November 20, 1957.

Dr. Wilson Popenoe
Antigua
Guatemala.

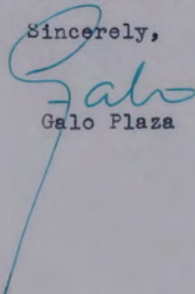
Dear Pop:

I certainly miss your letters from Zamorano, you always kept me posted on the going ons in that fine school and how our boys from Ecuador were doing. I have lost that contact completely and I wonder if you would think it advisable to write to the new Director telling him of our close contact, in the past and asking him if he would not like to renew them and if I should not submit the yearly list of candidates from Ecuador as I used to in the past. Unless there is a hint from the new management I would feel as if I was intruding into somebody else's business.

You and Helen must be enjoying yourselves immensely in that heavenly place of yours in Antigua, as well as advising on Agricultural Schools elsewhere. How is the school in Salvador making out? We're almost ready to ask you to come down and look at our schools which lately have taken a decided turn to the better.

With warmest regards for you and Helen,

Sincerely,



Galo Plaza

GP:jb

December 19, 1957

Sr. don Galo Plaza
Av. 6 de Diciembre 1300
Quito, Ecuador

Dear Don Galo:

I have recently been in Guatemala where I had the opportunity of spending considerable time with Dr. Popenoe. He informed me that you have inquired about the possibility of recommending some additional boys for 1958.

I wish to inform you that this year we will send a professor to Ecuador to give the entrance examinations. The exact time and place for the examinations will be announced both, by the newspapers and by the radio. We will also send you word. We are using this system this year, in all countries, in an effort to increase the number of applicants, and thereby obtain a better selection. If any boy applies to you, you may either send us his name, or tell the boy to keep watching the newspapers and the radio for the announced date and place of the examinations.

The exam will be given during the last two weeks in January, both in Quito and Guayaquil.

I wish to thank you for your continued interest in the Escuela Agrícola Panamericana and to say that all of us here at the school greatly appreciate all you have done for it. I beg that you continue your interest and support, and we shall continue to do our best in giving Ecuador well-trained boys from Zamorano.

Sincerely,

(Original)
Signed) Wm. C. Paddock

Wm. C. Paddock

cc: Dr. Wilson Popenoe
Sr. Decano E.A.P.

Antigua, Guatemala, 3 January 1958

Sr don Galo Plaza
Quito, Ecuador.

Dear Galo:

Your letter of 20 November arrived duly, and I delayed replying because I was about to have a visit here from the new Director. I had a good talk with him, pointing out how much your active interest has meant to the school, and he sent me a copy of the letter he wrote you as a result. I think it is planned to send Professor Luis Morcillo, Colombian from Palmira, to give the exam in Ecuador. They have changed the exam this year (there have been many changes at Zamorano, as was hardly to be avoided with a change in Administration) and they are giving an exam which is strictly an intelligence test, while mine was a combination IQ and achievement, developed by my brother Herbert who studied under Terman at Stanford and has spent 30 years in educational psychology.

I have recently taken an active part in developing the new school in Salvador, where they are using two of our grads, who also got further training at the University of Florida. I feel happy, mainly because the school is under a fine Minister of Agriculture and an equally fine Subsecretario.

Helen and I are leaving at the end of the month for New York and then Spain, where I am going to tackle a job of fruit improvement on the Mediterranean coast near Motril - puro southern California, and they need some aguacates and other things we can give them. We shall probably be gone some months. Helen joins me in cordial regards.

Faithfully yours,

AVENIDA 6 DE DICIEMBRE 1300
QUITO, ECUADOR

October 22, 1966

Dr. William Popenoe
1722 N. W. Second Avenue
Gainesville, Florida
U. S. A.

Dear Pop,

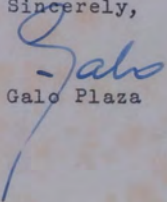
While visiting Zamorano last month, memories of our most pleasant associations of the past, revived at every turn. I kept telling my wife about you and how much I would have liked to be present at the ceremonies in your honor during the first week in December. So you can just imagine with what pleasure I received your letter, upon my return to Quito, in which you announce your visit.

I am certainly looking forward to your trip to Quito with your son Hugh and would like some further information so as to help you make the most of the trip. I will arrange my schedule to be in Quito when you come.

I am about to depart for Lima for a speech at the Inter-American Press Association yearly meeting and will write to you again as soon as I return, on another matter, it has to do with Doris Stone.

Hoping to hear from you soon. With warm regards.

Sincerely,


Galo Plaza

GP/mcts

Antigua, Guatemala, 3 February 1967

Sr Don Galo Plaza,
Quito, Ecuador.

Dear Galo:

While trying to "put my house in order" - classifying and filing lots of old papers and publications, I ran across the enclosed map of the Chota Valley. This was reproduced, on a smaller scale of course, in the Annual Report of the California Avocado Association for the years 1921-1922, in connection with a paper entitled "Avocados of the Chota Valley, Ecuador", p. 35 et seq. In this paper I described the search for good avocados in that region. Unfortunately, none of the varieties I sent home from the Chota has ever attained commercial importance in the United States; a few of them are still growing at Chapman Field, Florida (U.S. Plant Introduction Garden) and I still *hope* one of them still might come in for more attention. Plant Introductions sometimes are very slow to be given a chance.

I wonder if you knew José Felix Tamayo, who used to live on plaza in Ibarra; his family owned La Rinconada, a fine large hacienda up near Mira. José Felix and I made this map with an aneroid barometer and plenty of guesswork. I would like you to have it as a souvenir of my travels back in 1920-21, when I learned to love "Imbabura de mi vida".

Faithfully yours,

Antigua, Guatemala, 3 May 1967

Sr don Galo Plaza,
Quito Ecuador.

Dear Galo:

John Weeks says that you will be in Europe at the time of our Board meeting in Boston, hence unable to be with us and take part in the discussions which may pretty near determine the future policy of Escuela Agrícola Panamericana. You have read the Ford Foundation report; I think you know fairly well what has developed since that report was made; and I am wondering if you would not like to write a memorandum, setting forth some of your views, to go along with your proxy. No matter who holds your proxy I feel sure that Chico de Sola would be glad to read your memorandum at the meeting. I believe it might help a lot, toward keeping our thinking on practical ground.

Personally, I cannot see how we could ever get enough money to carry out the four year program which the Ford people recommend. An article which has just appeared in Science, and is therefore wholly reliable, says that the Ford Foundation itself is cutting down on its annual grants in order to build up its capital. All that I have heard makes me feel that they are not going to put in even half of what we will need to go ahead.

At the meeting in Guatemala City last April 13 there was talk of charging as much as \$1000 annual tuition the first three years, \$2500 the fourth. You know how I feel about this; I believe high tuition is going to result in our getting students who are heading for white-collar jobs. At^o even at the figures suggested, it will by no means solve our financial problem. We are spending more than \$600,000 a year. If we go onto the four year program, with half a dozen additional professors, we will be spending at least \$700,000; probably more. Earnings from our endowment fund are now \$300,000 a year. We are getting quite a bit of help from AID, but we do not know how long this will be kept up. We have eaten into our capital, our endowment fund, to the tune of about \$380,000 to date. We cant keep this up forever; we shouldnt be doing it at all.

Bob Armour's excellent job of investigating the possibility of recognition by Latin American universities is discouraging. And even if they agree to recognize us, we have that problem of local incorporacion. In my last I mentioned this problem.

In your recent letter you gave me your views and I do wish you would make them available to the Board at the Boston meeting.

Faithfully yours,

ORGANIZATION OF AMERICAN STATES

WASHINGTON, D. C.

July 10, 1969

THE SECRETARY GENERAL

Dear Pop:

Your letter of May 1st. arrived while I was on a tour of Europe in connection with my OAS official responsibilities and when I returned, in early June, I was off to Trinidad for a couple of very important meetings that the OAS held in Port of Spain, so this is the first time I have had a chance in quite a few weeks to sit down and answer my mail.

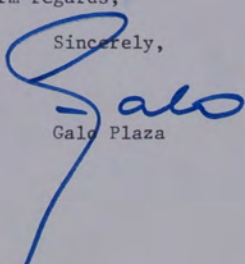
I am sure that you enjoyed your six weeks at Zamorano no end and that it must have been an excellent opportunity to get a true insight as to how the school is operating nowadays.

I am afraid that plans for the four-year course are still "en la cola de un venado", as they say in Imbabura. Funds of course are the major limitation but, on the other hand, how will we be able to convert the school into a college level institution without losing some of our present characteristics, is difficult to say. Again, how will our relationship with the University of Honduras work out over the years and, finally, will the other countries recognize the degrees given by Zamorano?

I am seeing Chico today. He is coming here in connection with the serious flare-up between Honduras and El Salvador. As soon as it started I asked our man in Tegucigalpa to look after the boys from El Salvador at Zamorano. I do hope that they can, not only quiet down the situation but, also, start finding ways to solve the deeper problems involved.

With warm regards,

Sincerely,



Galo Plaza

Dr. Wilson Popenoe
Antigua, Guatemala

Antigua, Guatemala, 24 April 1967

Sr don Galo Plaza,
Avenida 6 de Diciembre 1300
Quito, Ecuador.

Dear Galo:

Looks to me like you will simply have to come to the Board meeting of Escuela Agricola Panamerica which will be held in Boston on 5 June next. We are on the horns of not one, but several, dilemmas.

Last week we had a meeting of the Committee appointed to study the recommendations of the Ford Foundation. This Committee is composed of Chico de Sola (ex officio), Bob Armour, Leonel Robles, Dr Roberts of the Rockefeller Foundation and myself. Dr Catherine Coolidge Sears, not a member of the Committee but of the Board, was also present.

I had very much in mind your comments in that very excellent letter of yours, dated 3 March. I think your views must be brought to bear upon the Board members present at the Boston meeting.

You will remember that at one of our meetings in New York, which you attended, Bill Paddock brought up this matter of going onto the University level and granting the degree of Ingeniero agronomo or its equivalent - though perhaps I shouldn't say equivalent. I believe it was slightly after that meeting that he got together with the Rector of the Universidad de Honduras and drew up a proyecto de convenio which he and the Rector signed, but which was never approved by the Board.

Now, in connection with the Ford recommendations, Bob Armour has been conferring ^{with} ~~in~~ the heads of the Consejo Superior de Universidades Centroamericanas, as instructed the Board at the Zamorano meeting last December. He has also conferred with the folks at Turrialba and with

other interested people. He was told by the Consejo Superior, commonly referred to as CSUCA, that it was up to the University of Honduras; if they would agree to recognize a degree granted by us, recognition on the part of other Central American universities would be automatic. So Bert Muller and Bob got together with the Rector at Tegucigalpa and the proposed convenio, or proyecto de convenio, was the result.

As you will see from the copy enclosed, this convenio puts us absolutely under the control of the University of Honduras, with regard to everything except paying the bills. At the meeting last week we all agreed that we could work on no such basis. I am sure you will feel as we did.

At the same time, last week, Bob presented a curriculum, covering the studies which would be required by CSUCA. This is based on our giving a four year course instead of the present three years. I do not have a copy of it to send you, but it includes a number of subjects which you and I (and the rest of us, I might add) do not consider worth while.

And here is what I might call the joker. If we accepted the Tegucigalpa convenio, even in modified form, and if we set up the curriculum as laid down by CSUCA, they made it clear that one of our graduates, to be incorporated in any other country, would have to pass some sort of examination given by the Facultad de Agronomia of the country in question. You know what has happened to médicos who have tried to get licenses to practice, where they were not graduates of the local school of medicine. And we do not forget that one of the Volies in Costa Rica, who became Minister of Agriculture in Costa Rica, was refused incorporation because he was a graduate of Cornell where the Curriculum did not agree with the Costa Rican, or something of that sort.

We discussed the possibility of granting a degree, on our own, which eventually other countries would recognize, even though it was not under the aegis of the University of Honduras. By Honduras law I believe we have the right to do this. But will it solve the problem?

Then there is the matter of financing, who you mention in your letter and which certainly is one of the main reasons for the Board having asked the Ford Foundation to see what they might do for us. We have no definite commitment from them; there is some talk of "matching funds" and then of course that loan fund. I am irrevocably opposed to a large scale loan fund. They say it works in the States. I do not question that. But we have tried it at Zamorano - Paddock did, that is - and we have had to write off all the loans he made to graduates. In my opinion, one of the troubles is that the boys had come, logically enough, to look upon the school as a philanthropy (which it was) and argued that if the school could afford to give them three years free, they could afford to lend them money without exacting repayment.

It is now proposed to charge tuition, as you know. This figure has ranged from \$500 to \$1000 a year, with \$2500 for the fourth year. Those who could not afford that - on borrowed money - would get the present Agrónomo title at the end of three years; they need not continue. I am opposed to high tuition. I think it is going to shut out some of our best candidates. Look what some of our graduates have done, who never had a hundred dollars from the time they were accepted until they were graduated.

Our problem stems in large part from the pressure which is being brought to bear on us to turn out men with degrees. Governments more and more are demanding that of Ingeniero Agrónomo for men who work as extension agents, in the Ministerios, Experiment Stations and the like. Do we not feel that most of graduates with Ing. Agr. de rees are going

to become bureaucrats? That is where the good salaries are, and most young men are out for the good salaries - you can hardly blame them for that. Just this past year, the son of Jorge Benitez, an Ecuadoran who has worked closely with me all his life showed up the situation. Jorge Benitez, the best practical horticulturist and nurseryman in Guatemala, had worked for the Ministerio for ten years and was getting \$350 a month. His son, just out of the Facultad de Agronomia here, was given a job in the Ministerio, right out of college, at \$500.

It seems to me the thing is boiling down to only one dilemma. Either we stick to our original program, vocational training, with about 10% of our graduates, who we can choose pretty intelligently on the basis of three years' close acquaintance (as you can get in a small school like ours) sent to the States on scholarships, to go on to the B.Sc, M.S., and even in some cases Ph.D. level; or we go along with the Ford Foundation, trusting in God to finance our program, and try to assemble and keep a staff of high enough caliber so that our degree will mean something. We can be sure that the higher we go on the academic level, the less attention vocational training is going to receive (the Ford Foundation has suggested that it be reduced somewhat) and the harder it is going to be to keep the boys close to the land.

Hugh, just back from Viet Nam where he accompanied three other men from Gainesville to study their needs in agricultural education, says that way out there they have heard of Zamorano and want one or more schools like it. The Dominican Republic, as you know, has a school which if not based somewhat on Zamorano, sounds like it, which is enough.

Cordially yours,

AVENIDA 6 DE DICIEMBRE 1300
QUITO, ECUADOR

March 3, 1967

Dr. Wilson Popenoe
Casa del Oidor
Antigua, República de Guatemala

Dear Pop:

What a disappointment to hear that you had to postpone your visit to Quito ~~and~~ account of Hugh's commitments in Vietnam. I do hope it is only a postponement. I was looking forward to taking you both around the country side, have you with us at the farm, Zuleta, and talk about so many things in connection with Zamorano.

I have read the report prepared by the very able committee from the Ford Foundation, in spite of which, I still believe, the present set up is the best. As you say, offering a strong vocational program and sending potential leaders, from the graduating class to the States for a BSC (some have gone beyond) the school is meeting the Ford Foundation demand for leaders in the field of agriculture.

The great number of candidates that show up for acceptance at Zamorano, year in and year out, from every country, shows that this kind of agriculture training has a very definite appeal.

The very fact that they do not have an Ingeniero Agrónomo degree bars them from a desk job with the government and puts them out in the field where they belong and where they are in great demand.

There is one very powerful reason for putting Zamorano on the university level, the need to solve the present financial problems. However if there isn't a clear assurance that this problem will be solved by the Ford Foundation or from other sources, we will only be changing from the best ag vocational school in the Americas to a very little agricultural college.

Another justification for taking this step would be if the Central American countries, as part of their Common Market efforts, would be willing to pool their resources and taking advantage of what Zamorano already has, would want to make it the agricultural university for the area.

AVENIDA 6 DE DICIEMBRE 1300
QUITO, ECUADOR

Dr. Wilson Popence
Page 2
March 3, 1967

On the other hand, the questions that arise in connection with the change over to a university level are many. For instance, will the different countries recognize the degrees given by Zamorano. Will it be possible to bring together a staff of the size and caliber necessary for such an institution. A relatively high tuition and the exceedingly high cost per student in a small school pose many other questions.

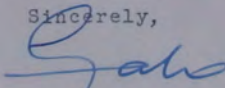
I am not too happy over the suggestion that the school continue its three year vocational program and devote the fourth year to academic subjects. Students attending this fourth year would pay a relatively high tuition. Before long it would be discovered that more academic work is needed before the students are ready for this fourth year-cram course, which will make it necessary to cut into vocational training and before we know it we will end up by having a little Ingeniero Agrónomo factory instead of having the fine and unique institution we now have.

And this brings me to Doris who always fought tooth and nail for vocational training. It is most unfortunate that this delicate situation has reached the extremes it has. I am not excusing Doris but I can understand her stubbornness, what I cannot accept is the same attitude from the other side. I was told that Doris had not received a personal invitation to the last graduation exercises, because Chico and the Board took for granted that she would not have accepted it or even answered, which would have left them in an embarrassing position. She probably would have done precisely that, but in any case their attitude is some what childish. I believe she deserves especial treatment, if for no other reason but that the school owes her quite a bit. Regardless of the way she takes her resentment, the Board and its members should always try to win her back. After I visited Zamorano last October I made it a point to call on her in San José and gave her a detailed account of my impressions, you can't imagine how grateful she was. I wish you and I could promote an official attitude toward Doris in this general direction.

Many thanks for your map of the Chota valley, I will frame it and keep it as a remembrance of your association with Ecuador. José Félix Tamayo died some years ago. I do hope that some fine avocado that might show up in the market will be a descendent of one of those you took from the Chota vally.

Hoping to see you soon. With warm regards.

Sincerely,



Gale Plaza

Antigua, Guatemala, 3 February 1967

Sr don Galo Plaza
Quito, Ecuador.

Dear Galo:

Your radiogram reached me just at the time of the big celebration at Zamorano and I cannot tell you how deeply I appreciated it. Mighty thoughtful of you. The graduation exercises on Commencement Day went off handsomely, with many of the Old Guard in the audience, and Juan Manuel Galvez by my side on the platform. They let me call up the egresandos, one by one, and hand them their diplomas just as I did in "those dear dead days beyond recall". It put a lump in my throat.

Hugh and I were all set to fly down to Quito about the 20th of December, but at the last moment had to call off the trip. He got word that he had to fly out to Viet Nam with a couple of the Deans from the University of Florida, to help reorganise agricultural education in that region. He has just written me that he thinks what they need is another Zamorano, rather than the present College of Agriculture. We just hope they can have both. Which brings up my motive for writing you what promises to be a rather long letter: The future of Zamorano.

You know the story: The pressure has been increasing, year by year; you doubtless read the recent report of the Committee from the Rockefeller Foundation. All of them very able men, the very tops. Like the other foundations, they think the big need in Latin America, so far as agriculture is concerned, is for leaders, and leaders must have had plenty of academic education.

are more and more refusing to give good jobs in the Ministerios de Agricultura to anyone who hasn't at least the degree of Ingeniero Agrónomo, and if it is a Ph.D., all the better. (Sometimes it has to be a degree from their own Facultad de Agronomía) you know all about this.

On the other side is this fact, and it is a fact: Latin Americans have a high respect for the training we have given at Zamorano. Time and again people have told me that they would rather have a Zamorano than an Ing. Agr. from most of the tropical facultades.

I seem to recall that at one of the Board meetings in New York, when Bill Paddock was all for putting Zamorano on the university level, you held out for vocational training. The pressure from all sides has become so strong that I think most members of our Board feel we must prepare to give the degree of Ing. Agr. Chico feels that if we go up to this level, the Ford Foundation is going to give us financial backing, which we sure need badly. You probably noticed in one of the recent reports that we have dug into our capital (Endowment Fund) to the extent of \$331,000. We can't keep this up indefinitely.

As you know, the idea is to go onto a four year basis. As you know, the facultades down here require five years after the bachillerato before granting the Ing. Agr. degree. In four years, on the trimester system, we can give as many classroom hours as the facultades do in five years. And we can still hang onto vocational training; and we must. I know you will agree with that. My idea at present would be to go along for three years just about as we are now, so as not to interrupt the vocational training. Every little while a program crops up, intended to give more classroom work without cutting into vocational training, but every one of these plans would end up in less or not such good vocational training. Already we have slipped

a little. At every Board meeting I try to keep the vocational training in the limelight; if I dont, it is going to be cut down without anybody realising it.

I gather that if we are to get substantial Ford help we must go on a 4 year basis and give a degree. Chico is having Bob Armour go into the problem with the Central American facultades de agronomia; will they accept our degree based on 4 years? If not, we are really up against it.

And aside from the financial problem, which Charley Stillman's program has not solved by any means, we have the problem of getting and half a staff of university caliber which will insure accreditation in the southern Land Grant colleges in the U.S. I think you remember what Wayne Reitz had to say on this point.

I sometimes wish we had stuck to the program I was following: send about 10% of our graduates to the States with bacas and get them B.Sc degrees, in many cases M.Sc.s. These men would become the leaders which the Ford Foundation and others want. If we turn out 50 bboys a year with Ing. Agr. degrees, do you think all of them will become leaders? Lots of them will most probably become bureaucrats; they will hold down the office jobs and sign the papers.

But I dont think we can longer hang onto that system. The problem now, as I see it, How are we going to get and hold a good enough staff, and give a course which will have to be accredited by other colleges (especially, that incorporación in Latin America), and have money to pay for it all? I am terribly worried about the financial part. I am afraid sponsors are going to say: that is a small school. The cost of training a boy up to the Ing. Agr. degree is too high. We can do more good with our money by putting it into colleges where they have 500 or 1000 students, at a total cost of about that of Zamorano.

I don't think the people in the States realize that we need a somewhat different kind of education, from that given at Cornell.

Well, I will say no more. Basta con lo suficiente as an old beach-comber friend of mine in Tehuantepec used to say.

I wish you had written me re Doris - there is still time to do it. Ever since she and Walter Turnbull checked out I have missed no opportunity to work on her, hoping that we could bring her back into the fold. I have had the cooperation of several others, who were devoted to Sam Zemurray and are fond of Doris. I have this week had a letter from Catherine Coolidge (Jeff's widow) on the subject. I wrote Doris a letter just before the ceremonies at Zamorano around the first of December, reminding her that when I presided at the 1957 graduation, my last, I told the audience that the day Juan Manuel Galvez was not on the platform, and Doris was not there to put the class rings on the boys' fingers, there just simply wouldn't be any graduation. She did not reply. It was a pity, because everybody would have been glad to see her there.

Tell me what you have in mind. Someone has told me that she will not come back in the fold in any way - not necessarily on the Board - as long as certain people are on it. I suspect this is the case.

Perhaps what I have said has nothing to do with what you had in mind when you wrote that desired to discuss something which has to do with Doris. It doesn't matter; in any case I am glad to have gone on record as above.

With warmest regards always,

Faithfully yours

Hugh and I do not give up hope of a trip to Ecuador!

May 22, 1967

MEMORANDUM ON FUTURE POLICY OF ESCUELA AGRICOLA PANAMERICANA

I have read the report prepared by the very able group of consultants for the Ford Foundation and it has impressed me. However, I have grave misgivings as to the wisdom of a fourth year so as to offer a BSC degree or Ingeniero Agrónomo title and all the consequent steps for such a purpose that the report recommends (Pages 5 and 6).

I still believe that the present set up is the best, by offering a strong vocational program and sending potential leaders, from the graduating class to the States for a BSC degree, (some have gone beyond) the school is meeting the Ford Foundation demand for leaders in the field of agriculture.

The great number of candidates that show up for acceptance at Zamorano, year in and year out, from every country, shows that this kind of agricultural training has a very definite appeal.

There is a very powerful reason for putting Zamorano on the university level, the need to solve the present financial problems. However, if there isn't a clear assurance that this problem will be solved by the Ford Foundation or from other sources, we will only be changing from the best ag vocational school in the Americas to a very little agricultural college with many short comings.

Another justification for taking such a step, would be if the Central American countries, as part of their Common Market effort, would be willing to pool their resources and taking advantages of what Zamorano already has to offer, make it the agricultural university for the area.

On the other hand, the questions that arise in connection with the change over to a university level are many. For instance, will the different countries recognize the degrees given by Zamorano. Will it be possible to bring together a staff of the size and caliber necessary for such an institution. A relatively high tuition and the exceedingly high cost for student in a small school poses many other questions.

We have an idea on what the answer would be to the first question from the contract proposal with the National University of Honduras. Furthermore, it is a well know fact that every country in Latin America, in an ill-conceived effort to protect their own graduates, demand that any one with a degree

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from a foreign university must revalidate it, by taking, in most cases, examinations in all subjects offered by the local university toward a degree, plus other formalities. My son is a graduate of the School of Agriculture of Cornell and his degree is not recognized unless he goes through all this elaborate process. As to the second, let us not forget that Zamorano has a lovely but isolated location which is a limiting factor in acquiring and retaining staff. And finally, as for tuitions, if they are to be realistic for Latin American students will they be high enough to solve our financial problems. In any case, we should offer enough scholarships so as not to shut out some of our best candidates. Concerning the student loan fund, I wonder what has been the experience at Zamorano in the past when Dr. Paddock tried it.

I am not too happy over the suggestion that the school continue its three years vocational program and devote the fourth year to academic subjects. Before long it would be discovered, that more academic work is needed before the students are ready for this fourth year cram course which will make it necessary to cut into vocational training and without knowing it, we will end by having a little Ingeniero Agrónomo factory instead of the unique institution we now have.

The propose of the founders of this school was to offer a sound and practical education in agriculture for boys that would be going back to the land and by making them toil with their hand, as well as their brains, break the old Latin American notion that manual labor is below the dignity of a gentleman. I believe that the school has succeeded and so does the Ford Foundation report, which concludes that the school has met its goal in "superior fashion" (page 1).

If we do take the big step, will it in all certainty solve our financial problems? What no doubt will be certain is that our Ingeniero Agrónomo will always be at a disadvantage in competing for white collar jobs.

ORGANIZATION OF AMERICAN STATES

WASHINGTON, D. C.

October 24, 1969

THE SECRETARY GENERAL

Dear Pop:

I can't agree more with what you say in your letter of September 16 and in the copy of your letter to Wayne Reitz, which you sent me.

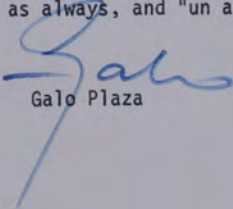
I was unable to go to the meeting in Boston--I was in Mexico at that time-- but I sent a letter for George Gardner to read with my viewpoints on Chico's resignation. I understand that my views, which were shared by most of the Members of the Board, prevailed. Chico is stubborn, insists on having his way, sometimes interferes with the Directors' responsibilities, thus misunderstanding to a certain degree the role of Chairman of the Board, he got us on the road toward converting Zamorano into a little university in the backwoods but, in spite of it all, he is dedicated, dynamic and loves the School. Furthermore, I don't see anyone who could replace him on a moment's notice.

Going back to the four-year plan, which is already causing some disruptions, although it seems further away than ever, I am entirely in agreement with you and what you say in your letter to Wayne on the subject.

I don't know if you saw the last letter from the School, stating that the number of applications has dropped significantly. If tuitions go up there will be still a greater drop. The fact is that new boys are not quite sure if they will be graduating from a three-year vocational course, of if the fourth year will be added during their time. The loan idea is highly impractical.

I wonder if it wouldn't be wise at this time to have a Board decision, saying that for the time being the School will continue according to the three-year plan until it can meet fully the requirements for a good four-year school. I would very much like to hear from you on these matters before taking them up with others.

With warm regards, as always, and "un abrazo", I am
Sincerely yours,



Galo Plaza

Dr. Wilson Popenoe
Antigua
Guatemala

Antigua, Guatemala, 2 November 1969

Hon. Galo Plaza L.
Secretary General, Organization of American States
Washington D.C.

Dear Galo:

Your letter of 24 October was greatly appreciated. You asked me to give you my comments on the problems you mentioned. I am happy to do so.

If you have read Bob Armour's Reports I and II, which he took to the Boston meeting, you will have noted that he makes a definite recommendation that we defer action on the four-year program until 1975. This I feel to be the logical next step. I understand that Bob's reports were not brought up for discussion at the Boston meeting. But it is stated in the minutes that George Gardner "advised that it is impossible at this time to set a date for starting the four-year program." At the next meeting I think we should definitely accept Bob's recommendation, with no commitment for any date even after 1975.

In a letter I received from Wayne Reitz, dated 20 September, Charlie Stillman is quoted as saying that in view of the political situation, and our financial situation, he was pleased to see that Bob was recommending that we delay starting the four-year program until 1975. Wayne adds "I believe the Board should get down to business and concentrate in the next few years on seeing just how good we can continue to make the present three-year program."

Another point: Tuition. You will recall that at the start \$1000 per annum was discussed. At Bob's suggestion, this was cut to \$500 - for discussion only. He is now suggesting \$300.

You mention the drop in applications this year, and believe if tuition goes up there will be a still greater drop. De acuerdo. If students can go to their local Facultades de Agricultura at a lower cost than they can come to Zamorano, they are not coming to our school. The Board in general thinks this can be avoided by a Loan Program. You write "The loan program is highly impractical". I feel even more strongly about this than you do. But I think we might get the kind of students we want (and this is important) at \$250 or even \$300. They are paying at present \$120 per year, as you know. I have not heard of many kicks.

And now to the major problem. Wayne wrote "I have been getting increasingly concerned over the fact that Chico as president is carrying on as the title would indicate, whereas in fact he is Chairman of a Board. Bob is the Executive Officer. The President or Chairman presides, signs some papers as required, but otherwise he operates on the policy level as do other members of the Board. I don't believe Chico visualises his role as president in quite that fashion. The president should be helpful in every way, and certainly Chico has done that admirably well, but he does not direct the director except to convey to him, if need be, policy decisions of the board and give counsel when requested. You see, here is an old college president talking."

Chico and I have been close friends for many years. He has been very good to me. I am very fond of him. He is devoted to the school, and wants to make it bigger and better. In trying to do this, I feel he has not been very practical nor realistic.

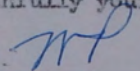
If several of us work on him especially yourself and Wayne for whom he has great respect, ^{you} do not ~~not~~ think Chico might be convinced that his job is just what Wayne visualises? I do not think we should wait until the next meeting to attempt this. The groundwork ~~must~~

must be laid in advance. Let's change the title from President to Chairman of the Board, and help Chico understand the functions of a Chairman. Maybe he can be indoctrinated to the point where he will let Bob run the school, just as Wayne ran the University of Florida. Then when Bob brings a recommendation to a Board meeting, Chico will back him instead of ignoring or overriding him.

I am flying up to Florida this week to attend a meeting of the State Horticultural Society, but will be back here between November 15 and 20. I hope you can find time to give this matter some thought, and write me what you think we can and should do. You know I will help in any way you think I might help.

Warmest regards always.

Faithfully yours,



Wilson Popence

copy to Dr. J. Wayne Reitz.



ORGANIZACION DE LOS ESTADOS AMERICANOS
ORGANIZAÇÃO DOS ESTADOS AMERICANOS
ORGANISATION DES ETATS AMERICAINS
ORGANIZATION OF AMERICAN STATES

17th Street and Constitution Avenue, N.W. Washington, D.C. 20006

Dr-1/11

January 30, 1970

Dear Mr. Armour:

I have read with great interest your letter of January 6. I am indeed pleased to learn that USAID is prepared to continue support to the Escuela Agrícola Panamericana and will even consider funding the capital improvements required for our fourth-year program. This is most encouraging, especially in light of the rather unfavorable climate prevailing in Washington as regards foreign aid.

The fourth-year program continues a matter of much concern to me. The strong interest shown by individuals desirous of going to Zamorano, and the fact that applications are so numerous that we are in a position to accept only the best of the candidates seem to me clear proof of the value of the work the school is doing and of the need for the type of instruction it provides.

I am glad to learn that Jorge Jalil Loor is among students admitted to the Class of 1972. I have every hope that he will make an excellent record.

With all good wishes, I am

Sincerely yours,

also
Galo Plaza
Secretary General

Mr. R. P. Armour
Director
Escuela Agrícola Panamericana
Tegucigalpa, Honduras