



Hunt Institute for Botanical Documentation
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About the Institute

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.



IN FLIGHT—EASTERN AIR LINES

12/28/57

Dear Wilson:

Since writing you at the time of your return, I had almost daily intended to write you a more "chatty" letter, but the life of a University president causes many good intentions to go astray. Through letters from Jerome and other sources I have kept tabs on you and am glad to know you are doing some of the things around Antigua you have long wanted to do.

I saw Hugh not long ago. He looked as fine and youthful as ever. I'm glad he got the Rockefeller grant. While it was considerably reduced from what was originally envisioned, I'm sure it will give him the elbow room to complete his graduate program. Such a grant for a graduate student is quite reasonable. I'm sure he will make good use of it.

In late November I saw Linda Wilton.

He seemed to be fine then, but about
two or three weeks ago he had to undergo
surgery for removal of the prostate gland.
A few days after the operation he was
recovering at a remarkably rapid rate.

I plan to visit Esmeralda
Agua Caliente Panamanians about the
middle of January. How I shall miss
you and Helen. It just won't
seem like the same place. Bill
Paddock seems to be hard at it.
I sometimes feel that he may be
moving a bit too fast or somewhat
locking in pictures, but this I can
better judge after a visit there.

As you may have noted, we
had a very severe freeze.

Vegetables were wiped out except
in Dade county. All Tangerines
were lost. How much of the orange
and grapefruit crop is gone should
be known within another few days.



IN FLIGHT—EASTERN AIR LINES

Archie Carr has finished his 15-month assignment at the University of Costa Rica and will be home in another month. Harold Mowry plans to leave San José and return to Gainesville in the near future. It will be good to have him home, but we shall miss his assistance on our project in Costa Rica. He can take a large measure of the credit for our successful operation there.

Sean and the girls are fine and all join me in sending all good wishes to you and Helen. Remember that space in the library is still available to you

As ever,
Rayne [Kertz]

UNIVERSITY OF FLORIDA
GAINESVILLE

OFFICE OF THE PRESIDENT

October 17, 1960

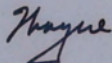
Dear Wilson:

I am enclosing a photograph which was taken at the time Hugh received his Ph.D. degree. It is regrettable that the ink does not show up too well, but such is the case with photographic paper. I am sorry that I have been so long getting this to you.

Every now and then I have a chance to visit with Hugh. He seems to be getting along in fine shape and maintains his wholesome enthusiasm in all that he does. I am sorry that this busy life of ours does not permit us to see him more often.

I sincerely hope that all goes well with you and Helen. Please pay us a visit whenever you can.

Sincerely yours,



J. Wayne Reitz
President

Dr. Wilson Popenoe
House of Antigua
Antigua, Guatamala

enc.

ESCUELA AGRICOLA PANAMERICANA

APARTADO 93

TEGUCIGALPA, HONDURAS
CENTRO AMERICA

Antigua, Guatemala, 7 March 1961

President J. Wayne Reitz,
University of Florida,
Gainesville.

Dear Wayne:

Sorry to be so long in thanking you for the excellent photo of all those Gator doctors. I have it framed and hanging it over my desk.

If you have seen Hugh since his return from Guatemala a week or more ago, he has told you that I have decided I shall try to come up to Gainesville for a few days after attending the sessions of the Caribbean Region ASHS at Miami and the annual meeting of the Fairchild Tropical Garden. The older I get, the more I seem to enjoy those visits to Gainesville, and I now have the other guys at a disadvantage when I am asked to talk about tropical fruits (and this applies even to Herb Wolfe) because I start out by saying "I am going to discuss the subject: Fifty Years with Tropical Fruits" and if anybody in this audience can do that, please let him raise his hand and I will sit down immediately".

Looking forward to seeing you, and with warmest regards to all the family ,

Cordially,

Wilson Popenoe

UNIVERSITY OF FLORIDA
GAINESVILLE

OFFICE OF THE PRESIDENT

March 11, 1961

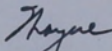
Dear Wilson:

I am delighted to have your letter of March 7 and to know that you plan to spend a few days in Gainesville. If you will let me know the exact dates, it may be possible for us to release the guest suite on campus for your use if you so desire.

I just returned Thursday morning from Zamorano. Everything seems to be going along in good shape there. They are anticipating commencement exercises next weekend. All are disappointed that you cannot be present but they fully realize your commitments to the Caribbean region ASHS meeting. They are so happy that Helen will be able to be there.

With warmest regards, I am

Sincerely yours,



J. Wayne Reitz
President

Dr. Wilson Popence
Antigua, Guatemala

UNIVERSITY OF FLORIDA
GAINESVILLE

OFFICE OF THE PRESIDENT

March 30, 1961

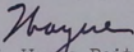
Dear Wilson:

I was shocked and saddened last Saturday morning to receive a cable from Pelen of Zamorano conveying the news about Helen. Immediately I contacted Hugh and learned that you had received the message the night before and had returned to Guatemala.

Fran joins me in sending our deepest sympathy. We do understand the depth of your loss and share with you, along with the countless other friends of Helen, our feelings of how much we shall miss her. It was always a joy to be in her presence, to share in her warm hospitality, and to be simulated by her broad interests and zest for living.

Last night I learned that you do plan to come to Gainesville in the very near future. Be assured that we shall welcome you with open arms and if there is anything we can do for you while you are here, you have only to let us know.

Sincerely yours,


J. Wayne Reitz
President

Dr. Wilson Popenoe
Antigua, Guatemala

Antigua, Guatemala,
20 December 1957

President J. Wayne Reitz,
University of Florida,
Gainesville.

Dear Wayne:

I have just had a visit from H.A. von Wald, presently Manager of the United Fruit Company here in Guatemala, accompanied by his son Harlow. Mr. von Wald, an agricultural engineer from the University of Wisconsin, joined me in Honduras in 1927, worked with me off and on in the Research Department for many years, and when I was detailed to develop Escuela Agricola Panamericana I said I would tackle the job if they would give me von Wald to take charge of the construction work, which they did. I think you will agree that he turned out a good job.

He came to see me about his son, who is anxious to re-enter the University of Florida. I know this young man well. In the first place, he is my godson, and in the second, he lived about four years with us at Zamorano where he attended our primary school. He later went to Cutler Military Academy where he graduated, some four or five years ago. He then entered your University, passed during the first semester but was dropped at the end of the second for unsatisfactory grades. I met him at Gainesville while he was there. The fact seems to be that he did not take life seriously enough. He volunteered for service in the United States Army, from which he is now receiving an honorable discharge. I am convinced that he has grown up. I am also convinced that he has the ability to do creditable academic work. He is now 22 years old and is an American citizen, though born in Colombia, South America.

I am not asking any favors - it would not be fair - but what I would like to know if his case can be considered on its merits as well as the grades which are in the University records. He is very anxious to return to the University rather than go to some other institution, and I think would be willing to repeat the entire first year if necessary though I would assume, were he re-admitted, he would be given credit for the first semester of the Freshman year.

With cordial regards,

Sincerely,

Wilson Popenoe
Director Emeritus

Antigua, Guatemala, 17 June 1963

President J. Wayne Reitz,
University of Florida,
Gainesville.

Dear Wayne:

I believe you will be interested in the enclosed letter from Bert, which you do not need to return. It contains the first cheerful note from Doris which has come to my attention in some weeks, and is particularly welcome because, though she has turned against me because of the news release I suggested before leaving Tegucigalpa recently, it shows very plainly that she has not lost interest in the school.

I suggested the release solely to protect Doris from unpleasant small talk. Obviously and rightly, many people in Central America had heard that Chico had replaced Doris in the Presidency. Why, what had happened? Had there been a row of some sort? Unless the change was presented publicly in the light of a routine change, such as takes place in any organization, Doris might be hurt, and the school also.

Since our understanding, from John Weeks, is that Doris and Ronnie have not officially presented new resignations, and since they were both placed on important Committees, I included this item in the release to show that they are still in the picture (or to make it appear so, at least). Doris now demands that this impression be corrected.

Our job now, it seems to me, is to convince her that she still holds an important place in the set-up, and that her father, if still alive, would certainly quote to her the words of Commodore Perry, "Don't give up the ship".

Warmest regards always.

Faithfully yours,

Wilson Popenoe

UNIVERSITY OF FLORIDA
GAINESVILLE

OFFICE OF THE PRESIDENT

June 28, 1963

Dear Wilson:

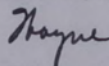
Thank you for your good letter of June 13 telling of your visit to Bert and the fine progress he is making at Zamorano. I am delighted to know that the new AID grant of \$300,000 came through. That, properly handled with respect to scholarship funds, will not only relieve us of financial worries for this year but for the next one or two.

It is most kind of you to again extend your invitation to Fran and me to spend some time with you at Antigua. This we are looking forward to doing and tentatively we plan to arrive in Guatemala City on Aviateca on July 27 at 11 a.m. Since I am going to have to spend some time in Colombia which I had not counted on, we will not be able to remain longer than August 1. But that will give us ample opportunity to enjoy the beauty of Antigua and much good conversation with you. I shall, of course, make this even more firm as the time approaches but I hope our arrival will not vary by more than two or three days.

It is unfortunate that Doris is still somewhat hurt over the manner in which the Board of Directors has acted in the last few months, but I am sure that she will regain her composure and come back into the fold.

With warm regards and all good wishes, I am

Sincerely yours,



J. Wayne Reitz
President

Dr. Wilson Popenoe
Antigua, Guatemala

Antigua, Guatemala, 7 July 1963

President J. Wayne Reitz
University of Florida
Gainesville.

Dear Wayne:

Just a note to say that I have received the welcome news contained in your letter of 28 June. I am delighted to learn that you are Fran expect to arrive in Guatemala City via AVIATECA on 27 July. I plan to meet you at the airport and place myself and car at your disposition, and I hope you will stay with me just as long as you can.

I have just received my copy of Chico's excellent report on his recent visit to Zamorano. I cannot resist expressing my great satisfaction over the active interest Chico is showing in the school. I spent a week with him in San Salvador last month and I know how busy he is with his own affairs. The time and thought he is giving to EAP shows that he is convinced it is worthy of a considerable sacrifice on his part.

Nixon Smiley and wife are with me now. Nixon is writing a book on Guatemala, which I am sure will be good. We are expecting Professor Ziegler of your College of Agriculture here just about a week before you will be coming, and Professor Watkins in early August. Ad maiorem gloriam universitatis Floridensis!

Ever yours,

Wilson Popenoe

Antigua, Guatemala, 13 June 1963

President J. Wayne Reitz,
University of Florida,
Gainesville.

Dear Wayne:

I have just come after five weeks at Zamorano, trying to give Bert a helping hand, and a week with Chico in San Salvador. My main purpose in writing this is to say that Bert came back from his last trip up North, saying that he thought you and Fran might come down something during the summer, for a week at Zamorano; and I want to add that this of course means a week in Antigua also. I really believe this would be the right place for you to take it easy; no telephone; mail won't even catch up with you; and the countryside is might pretty at this time of year. I do hope you will plan on stopping here.

Things are going extremely well at EAP, and the new aid grant of \$300,000 has relieved Bert of all financial worries. He and I agree that the main problem now is to strengthen the staff; we badly need a man to teach agricultural engineering (Bert has a prospect) and a man for biology. I believe both will materialise before the summer is over.

Chico is taking a keen interest in school affairs and is going to be a tower of strength to us. He knows his Latin America and he has the background. We both feel very sorry, of course, that Doris has not resigned herself to the present set-up in the Board of Trustees, but I am hopeful that she will become reconciled in time and not wish to sever all contact with the school. Chico feels this just as keenly as I do.

With warmest regards to Fran and yourself,

Faithfully yours,

Wilson Popenoe

[Aug 5, 1963]

Monday Morning

OFFICE OF THE PRESIDENT

Dear Wilson -

This is being written for you from the "office of the president" -
Thank goodness! I had I'm still begging airmail paper from Wayne.

Our visit with you in Antigua and over some of the
beautiful places of colorful Guatemala was an experience
I shall remember always. Just being able to be with you for
five days - listening to you ^{and} learning so much - has
made me appreciate deeply that you are our friends!

And there is so much of the Papuans here at our house.
We have stayed with Bert here in his house and
has been delightful. I could see that plans were
made for us here and think that he really wanted
some company. And Mark and Gloria have treated
us so well - aren't they sweet and capable? I
have enjoyed arranging flowers in the living
room - and fixed a huge bouquet of cratogeomys
for color. Yesterday he invited the former U. of Florida
graduates and wives in for a little party. We
thought of the nice affair which you and Helen gave
for us about eight years ago.

Today we packed a suitcase with the rest of
our Guatemalan purchases to be brought by some kind
person. Bert was glad to send a suitcase which he can
fill on return sometime.

With love for the happy and exciting visit.
our regards to John.

me - Clark Fran.
we read a good letter here from our Mother.

Wooden Barrel

4 hand towels

3 states black & red
blue
navy blue x silver

3 sets Placemats 2 blue
1 maroon

1 women's belt. Tuesday 5

2 aprons

2 sets cocktail napkins

1 wall hanging. Monday 4

2 small dolls.

Left with Wilson on Popover Sunday 3
at Antigua

to be sent to U.S. FEBRUARY 1963

UNIVERSITY OF FLORIDA
GAINESVILLE

August 6, 1963

OFFICE OF THE PRESIDENT

Dear Wilson:

After our delightful and memorable
visit with you, we glided into Tequigopa
and were met by Bert.

Our first order of business was to
get a box of shot gun shells and make the
usual purchase of Volkswagen candles. That
very afternoon Pocho and I went hunting
and got three white wings. The next morning
I got five and this morning I killed three quail.
We ate four of your frozen whiterings and
replenished with fresh ones. Now you are
a net of four birds to the good and Pocho still
has a half box of shells!

Things are going well here at the School.
I have gone over a number of matters with Bert.
He is well on top of things. We are, of course, faced
with a deficit, but when I get back in going to
get in touch with Dutch Haven and either he or
I will get on George Gardner and ask that limited
kick in at least 100,000 this year instead of the
50,000 now committed. I have reported to Bert
that you and Johnnie Watkins will be here about
looking forward to your
letter today. Chico states that he will

UNIVERSITY OF FLORIDA
GAINESVILLE

OFFICE OF THE PRESIDENT

September 5, 1963

Dear Wilson:

Thank you for your good letter of August 29 which was delivered to me promptly by Bert Muller.

I have had a good visit with Bert and continue to be impressed with the fine job which he is doing. In regard to the AID contract difficulties, I have suggested that he go to Washington, locate the person directly responsible, delineate the problem clearly, and then if need be, go to New York and talk with George Harrar and Charlie Stillman and work out whatever needs to be done. In this connection, I talked with George yesterday, and he will be available for Bert to see him early next week.

I am also taking steps to ask George Gardner to up the contribution of United Fruit Company to \$100,000 for this year. George Harrar and I discussed this, and he is leaving it to me for the moment. Then George and I plan to be together on October 7, and if nothing happens, the two of us will again go to work on it.

It is indeed good to have your comments on Chico de Sola. The detail you give me confirms the impression I had of him, and these facts further confirm that our dear friend Doris is letting emotions override her better judgment. I am indeed unhappy about this situation, but it now appears that only time can heal the wounds. Only yesterday did I receive a letter from Doris written on August 19. As I told Bert when he mentioned the contents of the letter, a copy of which you received, it would indicate that there was some hope for Doris when she recognized that her emotions in retrospect overcame what she should have done in connection with our visit to Costa Rica.

In regard to the matter about which you wrote of writing in appreciation of Doris in the forthcoming publication of CEIBA, it is entirely possible that Doris may still want this to be done even though she indicated that it was now too late. I mention this to point out that this is still a matter between you and Doris, and your action should not be determined by the verbal reaction that I had when I talked with her by phone. In the meantime, I think you are handling the situation very properly, and I quite agree that it will be fine if Bert will write her from time to time and that you too can keep her informed prior to your departure on November 9.

I am delighted to know that the visit with Bob Armour was so highly satisfactory. It is Bert's and my hope that the Board will approve his appointment at its meeting in November. Fran and I greatly appreciate

September 5, 1963

Page 2

your having Bob bring all of our bagatelle. We were able to get an honest answer out of Bob to the effect that they were ~~was~~ overweight on their baggage. We also found out that you took care of this excess charge, but we were unable to find out the amount of the charge. Bob's argument was that he was going to defer to a man who was slightly in excess of my age, and he let it go at that! We would so much appreciate it if you would let us know what this charge was.

I am happy to know that you and John Watkins are having such a good time reworking the orchid slat house and the collection therein as well as giving attention to numerous horticultural operations.

I saw Hugh the day before he left for Africa. He was in fine fettle and was delighted with reports he had gotten from us and other sources that you are enjoying such good health and as usual living life at its fullest!

Fran joins me in sending our warm and affectionate regards.

Sincerely,



J. Wayne Reitz
President

Dr. Wilson Popenoe
Antigua, Guatemala

October 13

[1963]

Dear Wilson,

At long last I am writing to thank you for sending all of our lovely Guatemalan treasures by the Airways. I tried to pry out of Mr. Armour the cost of bringing them and he refused to tell us. Now, my dear, after all you have done for us, we surely did not want you or anyone else to have any expense. How can we ever repay you?

We were much excited over everything and have shown the lenses and all our collection to admiring friends. And all the ladies are

thrilled with the aprons. So if
ever any of us goes again we
will buy more of them - so
colorful. And I believe the ones
from "Marie's" shop are the prettiest
as you said.

Also your gift of the wooden
hawl is my greatest treasure -
and we are using it for a
centerpiece on the Long Buffet
table at my Satar Grawl supper
for wine of distinguished
visitors. I shall tell them it
came from the House of Antigua
and was from the Colonial period.
(I hope it was - anyway it surely
looks so.) My friend, Mrs. Rivera,
a very gifted Puerto Rican,

6000. met the victoriana Salazar at the airport last night after being Alabama!

whose husband teaches Spanish here - is doing the arrangement - using a beautiful piece of drift wood - piles of grapes, some gourds, chrysanthemums, etc. in your wooden bowl. She is in process of writing a book on Flower Arrangements in Spanish - and I am excited about it. There is no such book, she says - and I do hope it will be a success. I noticed considerable interest in Bogota, and I believe that American women in the Latin countries will like it too. Probably there will be a picture of the above arrangement in her book!

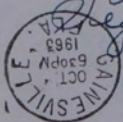
Do give my regards to Bert and to his very kind servants - Gloria and - ?

Best wishes to you! Affectionately
I am

Mrs. J. Payne Reitz
215 Wood University
Gainesville, Florida
U. S. A.



Dr. Wilson Papenoe
Escuela Agrícola Panamericana
Tegucigalpa
Honduras



May 14
[1965]G
Dear Wilson,

You will find enclosed a check for the pretty opoons which you sent last Nov. Wilson, I know that you don't want to be repaid, but it has meant so much to me to have these far unusual gifts and I am much more indebted to you than this. Just today I gave one of them to Wagners sister for her birthday. She has a travel agency in California and I told her to stress trips to Guatemala to her clients because it was tops as a Latin American country to visit.

Our Campus had an interesting Guatemalan lecture - film ^{and exhibit} last week.

We surely are sorry

to have missed you on your last
trip. You are too careful not to "bother"
us. We would enjoy a good visit.

Everyone regrets so much that
the Philpotts are leaving for the
presidency of Auburn. We will
miss them as friends and a fine family.

Myne returned from New York
this week - and the meeting of the
Board for Laramie. He said
it was good to see everyone. Also
attended and addressed a
meeting of U. of Florida alumni
in New York City. Our daughter
Maryie is the Secretary of the club.
She leaves New York in September,
and will be married at Thank-
sgiving, Nov. 26 here. We like the
young man, a doctoral candidate

for Ph.D. in political science at
U. of Virginia. This year he is working
for Gov. Sanders of Georgia, and
writing his thesis. His home is in
Georgia, and he plans to teach
in a University.

Mayne and I send her wishes
and love - and again many
thanks for thinking of my "Lentils".
Devotedly,
Ivan.

J. WAYNE REITZ
APARTMENT B1211
1600 SOUTH JOYCE STREET
ARLINGTON, VIRGINIA 22202

September 20, 1969

Dear Wilson:

I appreciate so very much your letter of September 11 which arrived today.

Upon receiving Chico's letter announcing his intention to resign as President of the Board, I called Galo Plaza. Galo's immediate reaction was that it would be a bad thing for Chico to do at this time. He had the feeling that it would neither be good for the School or for international relations in Central America. While Galo will have to be in Mexico on the 25th he was contacting George Gardner and Charlie Stillman to urge them to get Chico to reconsider.

A day or two later I called John Weeks and learned of your and Bob's visit with Chico in Guatemala and of the news that some of the Hondurans were taking the position that a Honduran could be president of the board just as well as one from El Salvador. Of course, we cannot let that kind of competition develop. Then I called Galo again and informed him of this. He was still of the opinion that Chico should not resign.

My position was to honor Chico's request and let George Gardner assume the presidency since he is vice president. This would really require no action of the Board until the next annual meeting. Then we could take stock of things.

Just yesterday Charlie Stillman called me. He had been in conference with Jocko Roberts and George Gardner. Apparently Chico had called Jocko from San Francisco a night or two ago. Chico was adamant about his resignation. Jorge Mejia was with Chico in San Francisco. They wanted Jocko to become president. Personally I believe that was presumptuous, although I would be delighted to have Jocko in that position. But Jocko can't do it because of Rockefeller policy. The next suggestion was that Jorge be named president. That again was Chico's suggestion. Charlie, Jocko, and George then came upon the bright idea that there be created a chairman of the Board and a president. They would go for Jorge being chairman and then they wanted to put me up for president. I can't do it, and besides I don't like the idea.

I like your idea of resting upon Bob Armour with George Gardner who is already V P serving until the next election.

Actually what we want Bob to do is what he should be doing anyway. I have been getting increasing concerned over the fact that Chico as president is carrying on as the ~~title~~ ^{title} would indicate, whereas he is only in fact chairman of a

Board. Bob is the executive officer. The president or chairman presides, signs some papers as are required, but otherwise operates at the policy level as do other members of the Board. I don't believe Chico visualizes his role as president quite in 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!

Unfortunately I cannot attend the Boston meeting. The notice caught me with commitments which I cannot change. I shall call George again Monday and see how things are jelling.

Charlie Stillman told me the other day that he was pleased to hear that with the current situation involving El Salvador and Honduras, and the general financial situation that he, Bob, felt we should delay the date until 1975 to start the four-year program. I was pleased to hear this as was Charlie. Certainly we haven't seen the first light of day regarding the necessary finances for the four year program. Somehow I believe the Board could get down to business and work more effectively if we could concentrate in the next few years on seeing just how good we can continue to make the present high level program.

Your typing is far superiod to mine, but I hope you can make some sense out of the above.

Fran joins in warmest regards.

Sincerely,



Antigua, Guatemala, 25 September 1969

Dr. J. Wayne Reitz
1600 South Joyce Street
Arlington, Virginia 22202.

Dear Wayne:

It was mighty pleasant to receive your letter of the 20th, not only because of your comments regarding the present situation of Escuela Agricola Panamericana, but even more because it was a long time since you and I had been able to cambiar impresiones, as we say in Spanish (a nice term, dont you think - "exchange impressions?").

Three days ago Bob Armour came through here on his way to Boston. He brought a letter from Gale Plaza which showed conclusively that Chico's resignation must not be accepted at present. I had appreciated the latter's decision to step out of the picture, for the welfare of the school. Chico was sincere in this. But I believe that Gale, who has to view things from the broad angle of Central American peace and progress, was right. It looks as though our little school has, for the moment, become a football in Central American politics.

The news that Bob brought hit me pretty hard, but I was encouraged by Bob's optimism and the program which he brought with him, which will be presented at the meeting of our Board in Boston today. To my mind, the immediate problem is, Can the members of the Board be convinced that we should accept Bob's program? I wish you could be on hand at this meeting, for you are more familiar with educational matters than most members of the Board.

What you say about the duties of a Board of Directors and the head of a school (or University) is very important. As you point out, we have confused the duties of the Chairman of the Board (which we made a mistake in calling "President"); with those of the head of the school.

who really is the "President", as you were at the University of Florida.

In my time there was no problem. Sam Zemurray, who was a man with very broad vision and a great humanist, told Jeff Coolidge what kind of a school he thought we ought to have (and I think time showed that he was right), and Jeff told Walter Turnbull and all three of them told me and I tried to carry out the program. They left me to run the school. Bob should be doing this today. I only consulted "the Board" when a matter of major policy was involved, which in fact never occurred in my time. I have to admit, of course, that times have changed and we just change with them, as the old Romans put it. But Zemurray's idea was that training in vocational agriculture was what was most needed in Latin America. We had to start from the ground up. Our best graduates would have plenty of opportunities to go on up to the professional level, through scholarships which we had no difficulty in obtaining. You always cooperated in this, and I am proud of the record of leadership in tropical America which has been made by our boys who went through the University of Florida.

Wayne, our program worked and it still works. We still need vocational education in Latin America. More and more scholarships are available for those who want to enter the professional field. The trouble is, Latin American governments in general, and the Ford Foundation and others think that all students will be leaders if they have high enough academic degrees. I don't believe an academic degree, per se, will make a leader; many of our 1100 graduates have become leaders in Latin America. But even if I am wrong, Escuela Agrícola Panamericana because of its small size and its isolation, can not attract and hold big men in the teaching profession - as ^{you} yourself have pointed out on numerous occasions. And to make great men, you must have great teachers. At least it helps a lot!

Most members of our Board have argued for the past five or six years that we shouldn't worry about getting great teachers, nor about financing the fourth year. Chico seems to have worked on this basis. But up to now, in spite of sincere effort, we haven't got much money, in fact we are running more and more into the red, every year, as regards operating costs of the present three year program. This year Bob says we are going to have a deficit of about One Hundred Thousand dollars. If we go on at this rate (and in all probability it will get worse if we do not trim our sails), we are going to eat up our endowment fund.

I am encouraged by your statement that Charley Stillman seems to be feeling that we had best delay setting up the fourth year until the political situation is more favorable and we have some hard money in sight. I hope other members of the Board will begin to think along these lines. Gale Plaza does not seem to feel sure that our relationship with the University of Honduras will develop satisfactorily. Fortunately, it probably will not affect us seriously unless we actually put the four year program on feet. Ergo, let's say we can't see any hope of being able to take this step in the "foreseeable future", as they like to say these days. Bob's program is to do just this, and to increase our efforts to obtain funds which will enable us to operate the school on the present three year basis without eating into our endowment fund (and better still to build up the latter); and at the same time, do what you have suggested, continue to improve our academic curriculum (which is handicapped by insufficient well-trained faculty), and to avoid increasing our tuition to the point where it will drive away many of our best candidates.

Bob is proposing that we increase tuition from the present \$120 to \$300 per year. The Board has been discussing higher figures. And as you know, the Board is in favor of a loan fund, which is to be handled by local banks. Dr. Sequeira took up this matter with several banks and reported that banks will handle these loans, but the interest rate will be something like \$12 or \$14 per annum on every \$100 loaned. The loans will be given four or five years to repay the loans. It is not likely that many will pay before the time limit expires. The school has loaned money in past years without charging any interest at all, and the result has been unsatisfactory in most instances. I don't mind if we don't get our money back, but I do dislike to incur the hard feeling which may come from collecting loans at 12 or 14%. I want the graduates to look back on their Alma Mater with gratitude and appreciation for the education they received. The \$2500 a year the school has contributed will be forgotten when they feel they have been exploited unfairly in connection with the loan.

I hope you will receive copies of Bob's memos which he took to Boston. Perhaps you went, for they are addressed to the Ad Hoc Committee on Development. There will be a meeting of the Board at Zamorano about December first. You must come. Perhaps Chico will listen to your arguments. He has not listened to mine, nor even to Gale Plaza's. The Board as a whole just goes along with Chico because, I believe, they are carried away by the idea of putting the school on the University level. They must accept the fact that we can not attempt this for a long time yet.

Warmest regards to Fran and yourself. We will meet at Zamorano.

Faithfully yours,

Wilson Peñero

[March 1970]

Dear Wayne:

News has come to me, unofficially of course, that you are willing to accept the position of Chairman of the Board of Escuela Agricola Panamericana if offered to you at the meeting to be held in Boston 6 April. I am delighted. No one else on the Board is so well qualified by experience in the field of agricultural education.

Now another matter:
~~Twenty years ago Jeff Coolidge told me that a man begins to run down hill at 65. I was 78 this month, so by the same token I have been running down hill for a long time. I would like to retire as an active member of the Board. I can be of just as much assistance to the school (to which I do not need to tell that I am devoted with my whole heart and soul) in my capacity of Director Emeritus, and going over to Zamorano frequently, as I shall certainly continue to do, as I could if I remained on the Board.~~ *and feel that the time has for me* But I would like to see someone take my place on the Board who knows the school well, and who is more up-to-date than ~~my~~ *you* I, when it comes to the modern concept of agricultural education.

It seems to me this ~~is~~ *might be* my son Hugh. You can understand that I would not ~~suggest~~ come forward with such a suggestion at a meeting of the Board, ~~and I only wish to make the suggestion to you because I have known you so long and so well,~~ *it is to you we have been such close friends for so many years*

One might almost say that Hugh grew up at Zamorano. He has followed its progress closely. And he is in touch with the Foundations in the United States, and with agricultural schools ~~in Latin America~~ and other institutions in Latin America, ~~with which he has been in contact~~ *from which have* EAP ~~must get its~~ support, financial and otherwise. And perhaps most important of all, he is at the University of Florida, which ~~even before your time (but more especially since you became President)~~

I shouldn't even make it to you. I only do so

has carried so many of our graduates ~~XXXXX~~ into the field of higher professional education, with the excellent results known to everyone.

Will you give this matter some thought, and drop me a line, telling me how you feel about it? I am sincere in saying that the years are beginning to weigh upon ~~my~~ shoulders and I feel that the time has come for me to step into the background. But as long as I am physically able, I shall continue to visit the school frequently and to help Bob Armour in any way I can, for he is doing a fine job. ^{will} As the school goes upon a higher academic level he ~~not willingly~~ cut down the emphasis on practical training (which everyone admits has made EAP so valuable to ~~all~~ tropical America); and he will cooperate with governments and institutions in every way.

I am sending a copy of this letter to Galo Plaza, because I have worked so closely with him and because he believes so firmly ~~that~~ in the motto Ciro Molina Garcés of Colombia gave us many years ago "Aquel que no supo hacer, ^{jamás} nunca sabrá mandar" (~~"He who ^{doesn't} ~~know~~ know to do the job, will never know how to boss the job."~~)

With old-time regards,

Faithfully yours

J. WAYNE REITZ
APARTMENT B1211
1600 SOUTH JOYCE STREET
ARLINGTON, VIRGINIA 22202

March 26, 1970

Dear Wilson -

After much discussion with George Gardner, I told him that I would consider accepting the Chairmanship of the Board of EdP. I definitely wanted George or Jocks to take^{it}, but each seems to have a good reason for not doing so. We shall wait and see, but there is some credence to the "unofficial news" you received.

I dislike the thought of your retiring from the Board, although I'm willing to respect your wishes. You need not feel the least hesitant in mentioning Hugh. Kitty and I have already discussed the matter. That was before I received your letter. Hugh would be an admirable choice and his presence would maintain a precious thread of continuity. We may or may not take it up at this Board meeting, but it shall be done then or within the year.

I haven't talked with Golo Ploza
recently, but I checked with his office
and find that he is planning to be
present on the 6th. I hope and assume
that you will be there.

Fran joins in sending our
love.

Sincerely,
Wayne

P.S. Why hasn't President
Nixon appointed an ambassador
to Costa Rica?



DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE
OFFICE OF EDUCATION
WASHINGTON, D. C. 20202

BUREAU OF HIGHER EDUCATION

September 29, 1970

Dr. Hugh Popenoe
Center for Tropical Studies
College of Agriculture
University of Florida
Gainesville, Florida 32601

Dear Hugh:

At this late date I want to thank you for accompanying me to Zamorano. We had a busy time of it but I believe we accomplished something, particularly with respect to clarifying some budget matters so that the Board can more clearly determine its future course of action.

The Executive Committee will meet in New York on the afternoon of October 8.

I am enclosing a copy of the summary of our visit which I sent to the Members of the Board. Also, there is enclosed some statistical information although I believe you have a copy of it. I send both items with the thought that you might have some observations prior to the Executive Committee meeting. Obviously, there is one over-riding question which continues to haunt me, namely are we in a position to embark upon a four-year degree program? If, on the basis of your observations, you have a strong feeling one way or the other on this matter, I would appreciate hearing from you.

Sincerely,

J. Wayne Reitz, Director
Division of University Programs

Enclosures

ESCUELA AGRICOLA PAN AMERICANA

copy

To: Members of the Board of Trustees - EAP

Subject: Report on my visit to EAP - September 4 -9. 1970

With Dr. Hugh Popenoe, Director, Center for Tropical Agriculture, University of Florida, accompanying me, we spent five days at the School reviewing present operations and more particularly issues and problems which confront us in moving into the 4-year program.

We were joined during the last two days of our visit by Dr. Catherine Coolidge and Mr. Carl Dobrin.

This report will be short and perhaps disjointed, but I trust it will convey to each of you some of our general impressions and more particularly the inviting opportunity yet immense responsibility of each Board member in the months and years immediately ahead.

We find the School operating in a neat and orderly fashion. The students represent a splendid group of young men who take great pride in being a part of a rigorous and demanding schedule. Certainly the orderliness with which they carry out their daily schedules is like a breath of fresh air after witnessing and reading about the disorders on campuses in the States and throughout the world.

The faculty is carrying out its functions with dedication in sustaining the practical and theoretical aspects of the program.

All in our party agree that the physical plant and grounds are in the best condition in the history of the School. Crops are progressing well and the care and handling of livestock, with constant improvement of quality, is in good shape.

We had extensive discussions with Director Armour concerning inaugurating the 4-year program. It is now definite that it will be impossible to inaugurate the program on January 1, 1971. There are two reasons for this. First and most important is that the class entering in 1971 is to be admitted in October with a tuition rate of \$300, and, secondly, the necessary funding is not in sight.

At the Board meeting in December we must at that time determine with definitives whether we shall embark upon the 4-year program in 1972. This will depend on the results of our fund raising campaign as of that date.

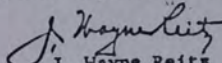
We had a thorough discussion of the curriculum for the 4-year program. This appears to be in logical and good order although there may be some constraints imposed by the University of Honduras which may not be as forward looking as the objectives of the School for producing well trained and well rounded agriculturalists would dictate. I believe that any needed adjustments can be resolved prior to students actually entering the fourth year of the 4-year program.

There still remains apprehension over some of the provisions in our agreement with the University of Honduras, the principle ones being the certification of our faculty members and the approval of curriculum and research changes as well as the examination of students for the Ing. Agronomo degree. We believe that the certification of faculty can be resolved by Director Armour seeking agreement of minimum qualifications for faculty members and if these are adhered to approval could be automatic in the case of newly hired faculty. Of course, we shall have to proceed on good faith with the realization that it is only through this agreement that we can legally award the degree and have assurances of its acceptance throughout the area we serve. Director Armour will bring additional information on these matters at the Board meeting in December.

I come now to the problem of finances. On August 7 Director Armour sent a memo to members of the Executive, Investment and Finance, and Development Program Committees called attention to the fact that as of that date we were \$186,000 short in fund raising for gifts during the 1970 year of which \$166,000 is required from U.S. sources. At the same time I find that expenditures at the School for 1970 may be \$17,000 in excess of the budget authorized by the Board. When one considers that from 1965 through 1969 we had an accumulated deficit of \$181,530 it becomes apparent that as Board members we have not fostered and nourished this School in keeping with our responsibilities. It is further evident that in our fund raising campaign our largest need is to finance the present 3-year agronomo program since the deficit for the first three years of study is far in excess of the requirements for adding the fourth year. Thus our fund raising efforts must be in total support and not just that of adding a fourth year.

In connection with the development program ably headed by George Gardner I appreciate those members of the Board who have responded to him with their gifts and pledges. As he continues his efforts we must all respond because no fund raising campaign can succeed until all members of the Board and those who solicit have made a serious commitment from their resources. Then George will need our continuing support in soliciting key gifts. We need to stand ready to meet the requests for such help when he places them before us. This is a new activity for most Board members. It is one which will demand much of us, but it will be one of the most rewarding in which we have ever engaged, for the future of an outstanding and unique institution rests in our hands.

Finally, I urge that you make plans now to attend the Board meeting to be held at Zamaranao on December 6. It is hoped that you can arrive in ample time for graduation exercises on Saturday morning December 5. Those who can arrive on the morning of December 4 or remain beyond December 6 will find rewarding opportunities to gain lasting and enthusiastic impressions of the School.


J. Wayne Reitz

ESCUELA AGRICOLA PANAMERICANA

ESTIMATED EXPENDITURES FOR 4-YEAR PROGRAM STARTING IN 1971
INCLUDING BETTERMENTS (\$20,000) WITH INCOME COMPARISONS
AND RESULTING DEFICITS

	<u>Expenditures</u>	<u>4-Year Average Income 1966-69</u>	<u>Deficit</u>	<u>5-Year Average Endowment Income 1965-69</u>	<u>Deficit</u>
1970	\$ 795,000	\$ 651,500	\$ 143,500	\$ 313,200	\$ 481,800
1971	845,000	651,500	193,500	313,200	531,800
1972	930,000	651,500	278,500	313,200	616,800
1973	1,010,000	651,500	358,500	313,200	696,800
1974	1,050,000	651,500	398,500	313,200	736,800
1975	<u>1,090,000</u>	651,500	<u>438,500</u>	313,200	<u>776,800</u>
Total	\$ 5,720,000		\$ 1,811,000		\$ 3,840,800
			<u>181,530</u>		<u>181,530</u>
			\$ 1,992,530		\$ 4,022,330

FOR 3-YEAR PROGRAM

1970	\$ 795,000	\$ 651,500	\$ 143,500	\$ 313,200	\$ 481,800
1971	824,000	651,500	172,500	313,200	510,800
1972	854,000	651,500	202,500	313,200	540,800
1973	884,000	651,500	232,500	313,200	570,800
1974	914,000	651,500	262,500	313,200	600,800
1975	<u>940,000</u>	651,500	<u>288,500</u>	313,200	<u>626,800</u>
Total	\$ 5,211,000		\$ 1,302,000		\$ 3,331,800
			<u>181,530</u>		<u>181,530</u>
			\$ 1,483,530		\$ 3,513,330

JWR/aml

ESCUELA AGRICOLA PANAMERICANA

(Revised)

9-5-70

BUDGETS ESTIMATES 1969-74

Income & Expense

(3rd Year)

	1969	1970	1971	1972	1973	1974	%
<u>Current Income</u>							
U.S. Grants AID	130,000	125,000	100,000	75,000	50,000	25,000	3
Other Gifts	125,498	244,000	335,000	380,000	420,000	461,000	50
Endowment Income	318,080	315,000	320,000	325,000	330,000	335,000	36
Matriculation fees	19,300	19,000	45,000	45,000	50,000	54,000	6
Sale of School Products	51,600	50,000	50,000	50,000	50,000	50,000	5
Total Income	644,478	753,000	850,000	875,000	900,000	925,000	100
<u>Current Expenditures</u>							
Instruction & Administration	373,449	381,500	395,500	410,500	425,500	440,500	50
Students' Expenses	112,446	115,000	120,000	125,000	130,000	135,000	15
General Operating Expenses	162,256	165,000	175,000	185,000	195,000	205,000	23
Development Program	39,536	100,000	100,000	100,000	100,000	100,000	11
Investment Management Services	9,975	10,000	10,000	10,000	10,000	10,000	1
Auditors' fees	2,270	2,000	2,000	2,000	2,000	2,000	
Annual Report	340	500	500	500	500	500	
Miscellaneous, Net	925	1,000	1,000	1,000	1,000	1,000	
Total Expenditures	701,197	775,000	804,000	834,000	864,000	894,000	100
BETTERMENTS	16,700	20,000	20,000	20,000	20,000	20,000	
TOTALS	717,897	795,000	824,000	854,000	884,000	914,000	
Net Deficit (-) or surplus	-73,419	-42,000	26,000	21,000	16,000	11,000	
Average number of students	185	190	195	195	195	195	
Average Costs per student	3,790	4,079	4,123	4,277	4,431	4,585	
Index of current income 1969 =	100	117	132	136	140	144	
Index of current expense 1969 =	100	111	115	119	123	127	
Index of cost per student 1969 =	100	108	109	113	117	121	

MCD/aml

ESCUELA AGRICOLA PANAMERICANA

(Revised)
9-5-70

BUDGETS ESTIMATES 1969-74

Income & Expense

(4th Year)

	1969	1970	1971	1972	1973	1974	%
<u>Current Income</u>							
U.S. Grants AID	130,000	125,000	100,000	75,000	50,000	25,000	2
Other Gifts	125,498	244,000	410,000	440,000	535,000	585,000	54
Endowment Income	318,080	315,000	320,000	325,000	330,000	335,000	31
Matriculation fees	19,300	19,000	45,000	59,000	68,000	80,000	8
Sale of School Products	51,600	50,000	50,000	50,000	50,000	50,000	5
Total Income	644,478	753,000	925,000	949,000	1,033,000	1,075,000	100
<u>Current Expenditures</u>							
Instruction & Administration	373,449	381,500	415,500	484,500	548,500	567,500	55
Students' Expenses	112,446	115,000	121,000	127,000	133,000	139,000	14
General Operating Expenses	162,256	165,000	175,000	185,000	195,000	210,000	20
Development Program	39,536	100,000	100,000	100,000	100,000	100,000	10
Investment Management Services	9,975	10,000	10,000	10,000	10,000	10,000	1
Auditors' fees	2,270	2,000	2,000	2,000	2,000	2,000	
Annual Report	340	500	500	500	500	500	
Miscellaneous, Net	925	1,000	1,000	1,000	1,000	1,000	
Total Expenditures	701,197	775,000	825,000	910,000	990,000	1,030,000	100
BETTERMENTS	16,700	20,000	20,000	20,000	20,000	20,000	
TOTALS	717,897	795,000	845,000	930,000	1,010,000	1,050,000	
Net Deficit (-) or Surplus	-73,419	-42,000	80,000	19,000	23,000	25,000	
Average number of students	185	190	195	195	195	195	
Average Costs per student	3,790	4,079	4,231	4,667	5,077	5,282	
Index of current income 1969 =	100	117	144	147	160	167	
Index of current expense 1969 =	100	111	118	130	141	147	
Index of cost per student 1969 =	100	108	112	123	134	139	

MCD/aml

ESCUELA AGRICOLA PANAMERICANA

BUDGET ESTIMATES 1969-74

(Revised)
9-4-70

INCOME (\$1,000)

	1969	1970	1971	1972	1973	1974
Endowment Income Excluding Retirement fund income	318.1	315.0	320.0	325.0	330.0	335.0
Sale of school products	51.6	50.0	50.0	50.0	50.0	50.0
Tuition	19.3	19.0	45.0	59.0	68.0	80.0
Fund Raising (U.S.)	<u>75.4</u>	<u>175.0</u>	<u>300.0</u>	<u>325.0</u>	<u>425.0</u>	<u>475.0</u>
Foundations (UFCo., R.F., Ford)	<u>52.5</u>	<u>100.0</u>	<u>150.0</u>	<u>175.0</u>	<u>275.0</u>	<u>325.0</u>
Corporations	<u>12.9</u>	<u>50.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>
Individuals	<u>10.0</u>	<u>25.0</u>	<u>50.0</u>	<u>50.0</u>	<u>50.0</u>	<u>50.0</u>
Fund Raising (L.A.)	<u>50.1</u>	<u>69.0</u>	<u>110.0</u>	<u>115.0</u>	<u>110.0</u>	<u>110.0</u>
Foundations	-	-	-	-	-	-
Corporations	<u>21.6</u>	<u>28.5</u>	<u>35.0</u>	<u>35.0</u>	<u>40.0</u>	<u>45.0</u>
Individuals	-	-	-	-	-	-
F.C.E., Inc., D.R.	<u>28.5</u>	<u>40.5</u>	<u>45.0</u>	<u>45.0</u>	<u>30.0</u>	<u>15.0</u>
USAID Missions, L.A.	-	-	<u>30.0</u>	<u>35.0</u>	<u>40.0</u>	<u>50.0</u>
Government Grants (AID) Excluding Betterment	130.0	125.0	100.0	75.0	50.0	25.0
TOTALS:	644.5	753.0	925.0	949.0	1,033.0	1,075.0

ESCUELA AGRICOLA PANAMERICANA

BUDGET ESTIMATES 1969-74

(Revised)
Sept. 4, 1970

EXPENDITURES (\$1,000)

	1969	1970	1971	1972	1973	1974
Instruction & Administration	356.8	364.0	396.0	463.0	525.0	542.0
Student Affairs (Room & board, Clothing & Misc.)	97.5	100.0	105.0	110.0	115.0	120.0
Health Program- Student Medical expense	14.9	15.0	16.0	17.0	18.0	19.0
Maintenance of Building & Grounds	162.3	165.0	175.0	185.0	195.0	210.0
Fund Raising and Public Relations	39.5	100.0	100.0	100.0	100.0	100.0
Retirement Contributions, including Social Security	11.6	12.0	13.0	14.0	15.0	16.0
Miscellaneous	8.6	9.0	10.0	11.0	12.0	13.0
Investment Management Services	10.0	10.0	10.0	10.0	10.0	10.0
Betterments	16.7	20.0	20.0	20.0	20.0	20.0
Totals	717.9	795.0	845.0	930.0	1,010.0	1,050.0

PROPOSED OPERATION AND MAINTENANCE BUDGET FOR 4-YEAR INGENIERO AGRONOMO COURSE
AT EAP. - BASED ON REVISED CURRICULUM AND 1969 EXPENDITURES

	1969	1970	1971	1972	1973	1974	1975
<u>INCOME</u>							
Endowment Income	318.1	315.0	320.0	325.0	330.0	335.0	340.0
Grants: USA Foundations	52.5	100.0	150.0	175.0	275.0	325.0	380.0
Grants: USAID (Washington)	130.0	125.0	100.0	75.0	50.0	25.0	-
Gifts: USA Unrestricted	22.9	75.0	150.0	150.0	150.0	150.0	150.0
Gifts: Latin America Unrestricted	21.6	28.5	35.0	35.0	40.0	45.0	50.0
Matriculation & Tuition	19.3	19.0	45.0	59.0	68.0	80.0	80.0
Sale of School Products	51.6	50.0	50.0	50.0	50.0	50.0	50.0
USAID Scholarships (L.A. Missions)	-	-	30.0	35.0	40.0	50.0	50.0
Scholarships L.A. (AGEAP) (F.C.E., Inc.)	28.5	40.5	45.0	45.0	30.0	15.0	-
Total Income:	644.5	753.0	925.0	949.0	1,033.0	1,075.0	1,100.0
<u>EXPENDITURES: (Development Program)</u>							
Instruction & Administration	386.0	394.0	428.0	497.0	561.0	580.0	600.0
Student Affairs	112.4	115.0	121.0	127.0	133.0	139.0	144.0
Buildings, Grounds & Farm	162.3	165.0	175.0	185.0	195.0	210.0	225.0
Sub-Totals	700.2	774.0	824.0	909.0	989.0	1,029.0	1,069.0
Other Expenditures (Non-Recurring)	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total Expenditures	701.2	775.0	825.0	910.0	990.0	1,030.0	1,070.0
<u>BETTERMENTS</u>							
Total Operating Expenditures	717.9	795.0	845.0	930.0	1,010.0	1,050.0	1,090.0
	172.0	170.0	80.0	19.0	23.0	25.0	10.0