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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.



ESCUELA AGRICOLA PANAMERICANA
TEGUCIGALPA, HONDURAS

RECEIVED

FEB 26 1976

INTERNATIONAL PROGRAMS

February 17, 1976

Dr. Hugh Popenoe
Director
Board of Trustees
Escuela Agrícola Panamericana
Center for Tropical Agriculture
2001 McCarty Hall
University of Florida
Gainesville, Florida 32611

Dear Hugh:

It was a pleasure to receive your letter and I am glad that you are pleased with my performance. As I have stressed to the faculty and staff, if we can continue to increase our coordination and team work while applying the appropriate dosage of optimism, persistence and patience, in the performance of our duties, the academic standards and the operational efficiency of our School will continue to steadily improve.

Jacobo Zelaya is making the necessary arrangements to import the four bulls that are ready for shipment, and will inform us in advance of the date of the next air shipment of cattle to Honduras so that our animals can be included. I will inform him of the possibility of another two bulls being added to the lot and keep you posted on any further developments.

The old vehicles have been placed on sale and the old tractors and equipment will be sold or turned over to the farm shop. In the event that any equipment is transferred to the farm shop, Henry Naranjo has been instructed that under no circumstances will this transfer result in the purchase of spare parts or any additional expense in the operation of the Farm Shop Section. I have asked Monte Dixon to assist me in controlling this situation. I personally can see no objection to the students learning farm mechanics through their assembling, disassembling, and skeletonizing this equipment which has been fully depreciated has only a nominal value. Henry Naranjo has agreed to this arrangement and to store it in a suitable manner so that it won't affect the orderly appearance of the area.

A couple of weeks ago I instructed Candelario Rios to select the best horses to use at the School, sell the old animals, and to transfer the remainder to RAPACO. Since the ranch is ten kilometers long, the horses can be used to increase the mobility of the workers. ACORDE has informed us that they are sending us a jack, so maybe we can raise some mules.

-2- Dr. Hugh Popenoe

AID/Honduras continues to show great interest in the intermediate research contract. According to the Mission, the program implementation should start in October. In regards to our training center at RAPACO, both AID and the Ministry have assured us that ample funding will be available to pay for the training of the participants.

The Venezuelan students have still not arrived. According to our latest information six additional regular students and forty ten month "Cursillistas" should arrive next week. As I stated previously, the ten month students will be handled differently this year and will not be issued the Zamorano uniform. I agree with you that we should be more conservative in our approach and possibly back off slightly from these programs. Our cash flow situation has been and is presently being adversely affected by their tardiness in meeting commitments.

We had a very successful interview with the Minister of Recursos Naturales. We discussed the fact that 92 Hondurans were presently studying at the E.A.P.; forty more than the usual quota. I then explained that our cost was \$3600 per student and respectfully requested that this be taken into consideration when determining the amount to be donated to our School this year. He said that he would certainly give this matter due consideration and asked me to send him a letter stating our case. The Minister is also anxious to pay the costs of setting up an irrigation project in RAPACO so that we can teach water management to our trainees. A series of talks will most certainly be held next week regarding this year's program. The necessity of prompt payment was tactfully explained to Lic. Callejas and he understands our situation.

The annual audit will be finished next week. However, we lack the endowment portfolio audit which we have not yet received. Amado Pelén is busy collecting photographs to be selected for the report and I am working on the narrative. I will get this information to you as soon as possible so that the report can be published by the May meeting.

Mr. John Boy, the president of the U. S. Sugar Corporation wrote me and stated that he would appreciate Dr. Fleming A. Barbour's visiting the School. I immediately answered his letter and told him that Dr. Barbour was most welcome and thanked him for his Company's valuable contribution to advancing the education of our graduates. At the same time I wrote Dr. Barbour extending an invitation to visit the School.

-3- Dr. Hugh Popenoe

There have been six cases of malaria at the School and a considerable increase in the occurrence of the disease in the surrounding villages. Dr. Benitez has brought this to the attention of the Ministry of Health, and I have written the Minister asking for his support in the carrying out of a program to eradicate this disease from the valley. Dr. Adan Zepeda has promised to talk with the Minister regarding this problem.

Julio Pineda and I are actively seeking to strengthen our Plant Science Department and hire a department head. We had in mind a former professor of the E.A.P., Jorge Caceres, who was very highly regarded during his service here and has at least an M.S. in agronomy. Upon contacting him he informed us that he would have accepted the position but, unfortunately, owed six years service to the Ecuadorian government to repay the education that it had previously granted him. Another candidate has been suggested, Ricardo Romero Trochez, who has an M.S. in agronomy from Monterrey and considerable experience in research and commercial crop production. We have written him to see whether he is interested in being considered for the position.


Yesterday I paid a courtesy call on our Ambassador, Dr. Felipe Sanchez. I expressed our appreciation for the support that the government is giving the E.A.P. and expressed our desire to continue the cordial relations that we have maintained with the Embassy. During this very pleasant visit, we discussed the activities of the School and the increased contribution being made by the E.A.P. in the agricultural development of Honduras; a point that seemed to please him. He thanked me for having called on him and promised to visit us in the near future.

I was glad to hear that your family survived the earthquake in good shape, but was distressed to learn that your lovely home in Antigua was badly damaged. Hopefully, it can be restored as soon as possible and continue to occupy its prominent place in representing the Spanish colonial architecture of the City.

After the second seism, I gave the Guatemalan students leave. They have all returned and reported that none of their immediate families were harmed.

In closing I would like to thank you again for your complimentary letter, and will keep you informed of the most important events as they occur.

Sincerely,


Joseph S. Courand
Interim Director

JSC/aml

Enclosures

Febrero 5 de 1976

Lic. Rafael Leonardo Callejas
Ministerio de Recursos Naturales
Ministerio de Recursos Naturales
Tegucigalpa, D.C.

Señor Ministro:

Tengo el honor de dirigirme a usted para hacer referencia a la conversación que sostuvimos el miércoles 4 de Febrero del año en curso durante la cual mencioné el hecho de que en la actualidad tenemos un total de 93 estudiantes hondureños estudiando en la E.A.P., o sea cuarenta alumnos por sobre lo que había sido el promedio durante el período 1966 - 1974.

El año pasado se aceptaron veinte estudiantes adicionales quienes pagaron su matrícula de L. 800.00 cada uno. Como el costo por estudiante el año pasado era de L. 6,147.00 quedaron L. 93,000.00 de la contribución del Gobierno de Honduras de L. 200,000.00 para ejecutar los otros programas contemplados en el Convenio celebrado entre la Secretaría de Recursos Naturales y la Escuela Agrícola Panamericana.

Desafortunadamente, debido a la inflación, el costo por estudiante ha aumentado a L. 7,200.00 que se desglosa en la siguiente forma:

Detalle de Costos por Estudiante en Curso Regular de 3 Años

1. Enseñanza	L. 3,000.00
2. Matrícula	1,200.00
3. Alimentación	1,200.00
4. Alojamiento	800.00
5. Ropa de vestir	200.00
6. Mantenimiento	180.00
7. Médicos de primeros auxilios	100.00
8. Deportivos	100.00
9. Recreativos y religiosos	100.00
10. Varios	100.00
11. Lavandería	70.00
12. Ropa de cama	50.00
13. Suministros académicos (limitados)	50.00
14. Suministros y servicios de aseo	50.00
Total	L. 7,200.00 c/u por año.

-2- Lic. Rafael Leonardo Callejas

De acuerdo con la decisión de la Junta Directiva, se ha aumentado la matrícula para los alumnos que empiezan sus estudios este año de L. 800.00 a L. 1,200.00. Por lo consiguiente, los estudiantes hondureños adicionales han pagado L. 16,000.00 y L. 24,000.00, respectivamente, o sea un total de L. 40,000.00. Restando esta suma del costo de los cuarenta estudiantes, L. 288,000.00, faltarían L. 248,000.00 para cubrir el incremento en el presupuesto de la E.A.P. ocasionado por la aceptación de susodichos estudiantes.

Dado el gasto que este aumento de la población estudiantil nos ocasiona, recurrimos a usted para que lo tome en consideración al hacer la asignación de los fondos de apoyo del Gobierno de Honduras a la Escuela Agrícola Panamericana para este año 1976.

Por otra parte, y en consideración a las presiones económicas a que nos someten las limitaciones de nuestro presupuesto, quisiera tomar la libertad de pedir los buenos oficios del Señor Ministro para conseguir los fondos que respaldan el desarrollo de nuestra operación a principio del año.

Anticipándole mis agradecimientos por su resolución favorable al respecto, deseo expresar nuestro agradecimiento por la buena voluntad que nos ha brindado el Ministerio a su digno cargo en apoyar a la E.A.P. en su afán de servir mejor a Honduras.

Atentamente,

Joseph S. Courand
Joseph S. Courand
Director Interino

JSC/aml

11 February 1976

Dr. Fleming A. Barbour
606 Mott Foundation Building
Flint, Michigan 48502

Dear Dr. Barbour:

I would like to take this opportunity to extend a very cordial invitation to you for a visit to the Escuela Agricola Pan-americana.

Mr. John B. Boy has informed me of your interest in visiting our School and every effort possible will be made to acquaint you with the E.A.P. and to make your stay as enjoyable as possible. Please cable us in advance so that arrangements can be made to meet you at the airport.

Thank you very much for your interest in visiting our School and we are indeed grateful for the contribution that the United States Sugar Corporation is making in the furthering of the technical training of our graduates.

Sincerely,

Joseph S. Courand
Joseph S. Courand
Interim Director

JSC/eml

cc: Prof. Julio Pineda
Mr. Monte Dixon
Lic. Jacobo Zelaya

11 February 1976

Mr. John B. Boy
President
United States Sugar Corporation
P.O. Drawer 1207
Clewiston, Florida 33440

Dear Mr. Boy:

In reference to your letter of February 7, in which you informed me of Dr. Fleming A. Barbour's interest in visiting our School, I would like to inform you that we will gladly extend to him all the courtesies possible during his visit to the Escuela Agricola Panamericana. Upon receiving the cable announcing the time of his arrival, arrangements will be made to meet Dr. Barbour at the airport and take him to the School where he is welcome to visit with us for as long as he desires.

In closing I would like to express the appreciation on behalf of the faculty and staff of the E.A.P. for the very valuable contribution that the United States Sugar Corporation is making in the furthering of the technical training of our graduates, which will enable them to make a more valuable contribution to Latin American agricultural development.

Sincerely,

Joseph S. Courand
Joseph S. Courand
Interim Director

JSC/aml

Febrero 16 de 1976

Dr. Enrique Aguilar Paz
Ministro de Salud Pública
Ministerio de Salud Pública
Tegucigalpa, D.C.

Señor Ministro:

Tengo el honor de dirigirme a usted para poner en su conocimiento que nuestro médico, el Dr. José A. Benítez, ha reportado varios casos de paludismo entre el alumnado de la Escuela y residentes de las comunidades circunvecinas; hecho comunicado a la dependencia correspondiente del Ministerio bajo su digno cargo.

Dada nuestra responsabilidad de velar por la salud de nuestros alumnos, me permito solicitar la intervención del Sr. Ministro para el desarrollo de una campaña para erradicar esta enfermedad; campaña con la cual contribuiremos plenamente en la forma que las autoridades consideren conveniente.

Anticipándole mis agradecimientos por su resolución favorable al respecto, me complace suscribirme con las muestras de mi más alta y distinguida consideración.

Atentamente,

Joseph S. Courand
Joseph S. Courand
Director Interino

JSC/ami

cc: Prof. Julio Pineda
Dr. José A. Benítez
Sr. Monte Dixon
Ing. Rafael Aguilar Paz



ESCUELA AGRICOLA PANAMERICANA
TEGUCIGALPA, HONDURAS

18 January 1976

Dr. Hugh L. Popenoe
Chairman, Board of Trustees
Escuela Agrícola Panamericana
Center for Tropical Agriculture
2001 McCarty Hall
University of Florida
Gainesville, Florida 32611

Dear Hugh:

Since over a month has passed since graduation, I thought I would write and bring you up to date on the latest events.

Nothing much happened during the latter part of December, and practically all activities came to a halt throughout the country. Even the Honduran postal service was closed down for five days during the Christmas holidays. About five months ago, I sent a memorandum requiring all personnel, except those absolutely essential for maintenance and operations, to take their annual leave during school vacations. Since this was not formerly a common practice, the teaching schedule was often disrupted due to the professor's requesting their leave during the period when they were scheduled to give classes. Perhaps I overdid it a little because I left only one of our lower level secretaries on duty and she turned out to be inefficient in dealing with the Spanish correspondence and was incapable of typing a letter in English even after four attempts. Fortunately, Armando Medina has returned and we are getting things back in order.

Other than the above mentioned slight inconvenience, everything ran smoothly. Rodolfo Cojulán managed the Horticulture Division and made sure that the vegetable crops were planted and maintained in order to assure a constant flow of vegetables to meet School demands upon the return of the students. Roberto García took over the Agronomy Division and the harvesting of the field crops proceeded normally. Aurelio Revilla directed the Animal Husbandry Department. After assuring an adequate supply of dairy products for future consumption, the excess milk was sold in Tegucigalpa. An attack of piroplasmosis broke out among the

newly arrived heifers, but it was quickly brought under control, and the animals look as thrifty as ever. Gustavo Pérez remained on the job to supervise the yearly dormitory maintenance and the manufacture of the additional furniture required for the increased enrollment. The mess hall and bakery were closed so that those of us remaining on the Campus were able to enjoy home baked bread.

The departure of Dorothy and Kermit for California via Volkswagon on December 23 was indeed a sad event for both Marina and me. We had been friends and worked together for the past six years. Hopefully their health will improve rapidly and that Kermit can continue to be of service to the School.

A friend of mine Ron Curtis, the Deputy Ag. Officer USAID/Honduras, dropped by over the holidays and informed me that the Mission had \$600,000 allotted to Honduras over a three year period for the development of intermediate technology which would be applicable to the small and medium farmer. Since he justifiably feared that the Ministry would be incapable of performing the tasks he asked if we would be interested. After discussing the matter with him for most of the morning, I came to the conclusion that the E.A.P. is capable of undertaking the venture given ample financing and the adequate backstopping. Ron said that Iowa State University had been charged with overseeing the international program and asked if that would be a problem. He was informed that, although the E.A.P. has strong ties with the University of Florida, I could foresee no problem, especially if the technicians assigned to the program could commute from Tegucigalpa and perform limited teaching duties.

According to Ron's explanation, the contract would involve the testing of cropping systems, the testing and developing of small machines, economic studies concerning the feasibility of animal vs. mechanical traction and the optimum combination of the two, the testing of an inexpensive grain dryer using solar energy, etc.

Having worked with the AID for a number of years, I realized the Ron's visit was a probing action aimed at determining our initial reaction. Consequently, Mr. Curtis was informed of the following:

1. Any contract would have to be approved by the Board of Trustees.
2. The primary objective of the E.A.P. is the training of Latin American youth in agriculture and that research is given a second priority.
3. Any program undertaken could not in any way place a burden on the School's teaching or administrative staff.
4. Abundant financing would have to be available and an adequate overhead charge would be made.
5. Adequate technical supervision and support would have to be provided.
6. The E.A.P. would prefer to refrain from undertaking any research program if it considered that there was the slightest chance of the School's being unable to perform such research in an orderly, systematic and scientific manner. Although this project is most certainly in the preliminary planning stage within the Mission, I thought it oportune to inform you of this future possibility.

It was indeed gratifying to learn of the Lilly Foundation grant for the purchase of a Caterpillar tractor and the construction of a building to serve as a dinning hall and classroom in RAPACO. Upon making inquiries as to the immediate delivery of a Caterpillar tractor, the local agency understandably tried to convince us of the advisability of purchasing a model in stock in San Pedro Sula suitable only for earth moving and completely inadequate for our needs; the justification being that the price could increase at any moment. I refused to be persuaded and our agricultural machinery expert, Henry Naranjo is selecting a more versatile model designed for on the farm use and which we will order by the end of next week. After his recent visit to the U. S. Ing. Naranjo can foresee no increase in heavy machinery prices during the next few months.

Prof. Galo has finished cataloguing the valuable books found in the library with the help of Prof. Molina. Ing. Casco has been instructed to design a suitable room located in the science building in order to adequately preserve the books against deterioration due mainly to the humidity during the rainy season.

A copy of your suggestions regarding Uyuca has been sent to the Horticulture and Agronomy Divisions and to Dr. Marco Flores Rodas. Alfonso Torres is presently having the area cleaned up and the Agronomy Division has been instructed to design a forestry module in cooperation with Dr. Flores Rodas. Since the approval was given to cut the old trees existing in Uyuca, Marco has made weekly visits to the area with other CODEFOR technicians to determine the most expedient manner to log the area and the most profitable way to market the timber. I wish that all of our graduates were as enthusiastic and cooperative as he is.

To date the present enrollment is as follows:

1st year	89
2nd year	105
3rd year	63

In spite of two visits to Venezuela by Julio Pineda and innumerable cables and telephone calls during the last two months, the Venezuelan Government has not even sent a list of candidates for their regular students. It seems that the Gran Mariscal de Ayacucho Program is in flux due to the resignation of its former director, Dr. Leopoldo Lopez. I will visit the Venezuelan Ambassador tomorrow and advise him that if no word is received within the next week, we will be unable to accept regular students this year. Their excuse is that the applications were placed in the diplomatic pouch which has not yet arrived at the Embassy. We have received no word either regarding the short course students from Venezuela and no agreement has been formalized with Panamá. A different, more strict approach will be given this year regarding the handling of short course students and they will not be allowed to wear the Zamorano uniform. Depending upon the response that we get from Venezuela it may be advisable to send Julio Pineda to Caracas, select the students and bring them back with him.

The surprise donation from the United Brands Company was a pleasant addition to the Lilly Foundation contribution, and was very timely indeed. Mr. Booth arrived by private plane at 2:00 P.M. accompanied by Messrs. Houston Lacombe and Roy Larson of the Tela RR. Co. Our committee composed of Adolfo Midence, Mario Nufio, Julio Pineda, Monte Dixon and Jacobo Zelaya met him at the airport and he was given a tour of the School followed by an informal gathering at the Casa Popenoe during which Mr. Booth presented the check for \$30,000. I thanked him in the name of the School and Adolfo Midence expressed the appreciation of the Board of Trustees. The group departed at 4:00 P.M. and were apparently very favorably impressed with the School. Of the above sum, \$5,000 is to be designated as support for the Zemurray-Popenoe Scholarship Award, and the balance is unrestricted.

The Agronomy Division is in the process of harvesting the grain sorghum at RAPACO. Since the combine is worn out, we are harvesting the grain by hand and threshing it with the combine. The sorghum heads are first cut and carried to piles located about 100 meters apart. It is then fed into the combine which moves from one pile to another. The yield for the first 22 hectares was 60 quintales / ha., and it appears that a total of over 4,000 quintales will be harvested. No fertilizer was applied. We have also made 3,500 bales of African Star grass hay. Placing a conservative price of \$5.00 per quintal for the sorghum and \$1.00 per bale of hay, the School should obtain a gross income of \$23,500 from the property.

I was very glad to hear that Dr. Greenman will visit us during April. His observations will undoubtedly serve to further increase our efficiency and his conducting of a survey is very desirable at this time due to the expansion in the scope of activities being undertaken by the E.A.P.

The School year has begun very smoothly. I gave a talk to the freshmen students promptly at 6:30 A.M. during the first work day and explained the School philosophy and told them what was expected of them. One hour a week has been set aside for freshman orientation during which talks will be given by members of the faculty and I have made arrangements for prominent guest speakers from the private and public agricultural sectors to participate.

-6- Dr. Hugh L. Popenoe


That evening I spoke to the second and third year students. I reminded them that their main reason for being at Zamorano was to improve themselves intellectually and morally and to develop the necessary leadership in order to better face the realities of life which they will have to confront in the future. It was explained that the E.A.P. in order to accomplish its objectives, demanded hard work, dedicated study and discipline. I finished the brief talk by telling them very firmly that there would be no relaxing in the discipline and that I hoped that they would not oblige me to dismiss any of them for lack of discipline or poor academic performance. Strangely enough they applauded me.

The professors have dropped by the office one by one to wish me the best during the coming year and offer me their support while performing my additional duties. Hopefully, they will live up to their promise and that there won't be any militancy by the professor's association. I can foresee no problems.

In closing, I would like thank you and the Board of Trustees for the confidence that has been displayed in naming me interim director and I will do my best to properly interpret and execute the policy determined by the Board.

Marina joins me in wishing you a very happy and successful New Year.

Sincerely,


Joseph S. Courand
Interim Director

JSC/aml



UNIVERSITY OF FLORIDA
INSTITUTE OF FOOD AND AGRICULTURAL SCIENCES

COLLEGE OF AGRICULTURE AGRICULTURAL EXPERIMENT STATIONS AGRICULTURAL EXTENSION SERVICE SCHOOL OF FORESTRY

INTERNATIONAL PROGRAMS
CENTER FOR TROPICAL AGRICULTURE

2001 MCCARTY HALL
GAINESVILLE, FLORIDA 32611
TELEPHONE: (904) 392-1965
CABLE ADDRESS: CENTROP

December 15, 1975

Mr. Kermit Adams
Director
Escuela Agricola Panamericana
Tegucigalpa, Honduras

Dear Kermit:

I have approved the draft on conflict of interest at EAP proposed by Price Waterhouse and am returning the original to you. We have kept a copy for our files.

With best regards,

A handwritten signature in cursive script that reads 'Hugh Popenoe'.

Hugh Popenoe
Chairman, Board of Trustees
Escuela Agricola Panamericana

HP/bc

Enclosure

cc: Executive Committee



ESCUELA AGRICOLA PANAMERICANA
TEGUCIGALPA, HONDURAS

December 7, 1975

Dr. Hugh Popenoe
Chairman, Board of Trustees
Escuela Agrícola Panamericana
El Zamorano, F. M.

Dear Dr. Popenoe:

As requested, last night, I attach hereto a draft on conflict of interest at E. A. P. directed to Director Adams, for your consideration, as proposed by Price Waterhouse & Co., in their recommendation No. 4, in their Memorandum on Internal Accounting Control and other accounting matters for the year ended December 31, 1974.

Sincerely,

Monte C. Dixon
Comptroller

cc: Mr. John W. Weeks
Mr. Kermit H. Adams
Mr. Joseph S. Courand

MCD/omb



ESCUELA AGRICOLA PANAMERICANA
TRUCIGALPA, HONDURAS

December 7, 1975

Mr. Kermit H. Adams:

Re: Outside Employment and Conflict of Interest

I have read with interest the memoranda covering the above, which was sent to you by Dr. Hugh Popenoe, and have used from it freely in the preparation of the attached memorandum, dated May 12, which I propose for adaption.

The Vo. Bo. by the Comptroller is really not all that important, and may be omitted. It is intended where School facility use is involved. For instance, checking the basis for arriving at a reasonable fee, etc. At any rate, it is my feeling that a copy of all approved applications should be made a part of the personnel files maintained in the accounting department.


If I can be of any further help to you in this connection, please let me know.

Medison
Monte C. Dixon
Comptroller

MCD/omb

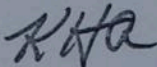
ESCUELA AGRICOLA PANAMERICANA

El Zamorano, F.M.
December 7, 1975



MEMORANDUM

TO: FACULTY AND STAFF

FROM: Kermit H. Adams, Director 

SUBJECT: Outside Employment and Conflict of Interest

The School knowledgeable of the value of its personnel in many types of consulting and other external employment, has established a policy on outside employment and conflict of interest for employees working at E.A.P.

This policy applies to all faculty, administrative and professional staff, and career service employees; and, its guidelines concerning outside or dual employment are as follows:

- 1.- An application for outside employment must be submitted to the Director for approval.
- 2.- All requests for outside employment submitted to the Director must be channeled through the Department chairman and have the approval of the appropriate Associate Director, and the School's comptroller, to insure that there is no conflict of interest involved, and that such outside employment will in no way interfere with the employee's duties here at the School.
3. Any outside employment, in which there is obvious conflict of interest or, which interferes with the regular work of the employee, is prohibited.
4. Authorization for outside employment is granted for a specific period of time, not to exceed one year, after which a new application should be filed.
5. Outside employment will not be permitted where the employment to be rendered falls within the services for which that person is employed by the School.
6. No School employee may use his staff, office, or other School facilities for the practice of his profession or consulting activities without specific administrative approval. (Note attached form procedures to be followed in securing approval for use of School facilities) One condition of such approval will be the payment in advance of a reasonable fee to the School for the use of these facilities.
7. The Director shall submit a summary report to the Board of Trustees at their biannual meeting listing by name and position those employees having outside employment, and certifying that to the best of his knowledge and belief, there have been no violations, or if there have been violations to this policy, such violations and the corrective actions taken or recommended.

This action is directed at no individual or group; but, rather, it is intended to protect you and the School from possible public embarrassment in the future. Therefore, if there are any of you presently involved in outside employment with possible conflict of interest, you are requested to immediately initiate an application on the enclosed form for this purpose.

The responsibility for compliance with these regulations lies primarily with the individual. However, the Heads of Department should take appropriate steps to make certain that all personnel within their administrative jurisdiction fully understand and comply with these regulations.

Outside Employment

The term "Outside employment" is intended to mean any type of activity, other than School-related responsibilities, for which School personnel may receive financial compensation, in any form, whether it be called an emolument, stipend, gratification, fee, or wage.

The term "Outside employment" also includes business activities in privately owned enterprises.

Conflict of Interest

To help avoid conflict of interest in outside employment we ~~should have~~ ^{have established} a policy dealing with standards of conduct, and ~~provide~~ a code of ethics. ~~Such a code in~~ ^{This} general terms ~~should provide~~ the following:

1. No officer or employee shall accept any gift, favor or service which might reasonably tend to improperly influence the discharge of official duties.
2. No officer or employee shall use his position to secure special privilege for himself or others.
3. No officer or employee shall disclose confidential information or use such for personal gain.
4. No officer or employee shall transact business in his official capacity with any business entity of which he is an officer, or owns a controlling interest.
5. No employee or member of his immediate family shall have any interest in or receive compensation from contracts let, or from the sale of School equipment, materials supplies or products.



ESCUELA AGRICOLA PANAMERICANA
TEGUCIGALPA, HONDURAS

December 15, 1975

MEMORANDUM

TO: Administrative and Teaching Personnel
FROM: Chairman, Board of Directors
SUBJECT: Four Year Program

The Board of Directors of the EAP meets regularly twice a year. Whenever matters needing urgent attention come up, a meeting of the Executive Committee of the Board is held with the Director. During each year the Committee on Development reviews all aspects of fund raising, past, present and future, taking into consideration the ever changing world economic situation. A special Finance Committee meets also to find ways to keep the EAP solvent. Not of lesser importance is the Academic Standards Committee which supervises the quality of education and training programs at the EAP. The Board is prepared to make decisions necessary for maintaining and also improving the efficiency of school operations at all times, and thus assure the continuance of the EAP in its leadership role in agricultural education in Latin America.

Beginning almost fifteen years ago various qualified committees and commissions have come from outside to assist the EAP in making studies of the feasibility of inaugurating a 4-year program. Administration and faculty committees, working separately and together, spent many hundreds of hours preparing plans for the academic program, estimating costs and possible income, staff requirements, logistics, and presenting to the Board a clear picture of all the required changes. The Board of Directors was kept aware of progress made by the committees and met as a whole and in committees to review what had been accomplished. At one point it was decided, that, given a five year period in which to carry out the changes that had to be made, a date could be set for beginning a 4-year program.

That date passed some years ago; funds never became available to implement half of the changes required for a 4-year program. Since then the actual yearly costs of operating the EAP have increased so rapidly and to such a high level each year, that already yearly expenditures for the 3-year program exceed by far the yearly costs carefully estimated by the committees for the 4-year program for a 10 year period.

The Board of Directors, having read and approved the above statement in its recent meeting, authorizes me to inform those interested that it will continue its present policy of supporting fully the improvement of agricultural education at the EAP on the basis of a 3-year program without concerning itself further with a 4-year program which can not be financed.



ESCUELA AGRICOLA PANAMERICANA
TEGUCIGALPA, HONDURAS

A: Personal Administrativo y Docente
DE: Presidente de la Junta de Directores
FECHA: 15 de Diciembre, 1975
ASUNTO: Programa de Cuatro Años

La Junta de Directores de la EAP se reúne en sesión dos veces cada año. Cuando ocurren situaciones que demandan soluciones inmediatas, se reúne el Comité Ejecutivo con el Director. Durante el año el Comité de Desarrollo revisa la situación con respecto a la adquisición de fondos (pasados, presentes y futuros), tomando en consideración los cambios constantes en la situación económica mundial. El Comité Financiero se reúne para considerar las medidas necesarias para mantener solvente a la EAP. De no menos importancia es el Comité Académico que supervisa el mantenimiento de la alta calidad de enseñanza y de programas de entrenamiento agrícola. La Junta de Directores está así preparada, en cualquier momento para hacer las decisiones necesarias para mantener y también mejorar la eficiencia de las operaciones de la EAP, y así asegurar que la Escuela continúe como líder de la educación agrícola en América Latina.

Varios comités y comisiones de personas calificadas, de origen ajeno a la EAP, han venido en los últimos quince años para ayudar a la Escuela a hacer estudios sobre la factibilidad de iniciar un programa de cuatro años. Durante el mismo período, comités del Profesorado y de la Administración han trabajado centenares de horas, separadamente y en conjunto, preparando el plan académico; estimando costos, gastos y posibles ingresos; el personal necesario; y finalmente preparando para la Junta el cuadro completo de todos los cambios requeridos.

Durante todo el tiempo la Junta estuvo al día del progreso hecho por los varios comités y en las reuniones trató de revisarlo, pasando a consideración de los comités apropiados los detalles que necesitaron estudio especial. Eventualmente llegó el momento cuando ya fue posible hacer la decisión que se podía fijar una fecha para iniciar el programa de cuatro años, lo que sería después de un período de cinco años gastados en efectuar ordenadamente los cambios requeridos.

Pasaron varios años sin que la Junta pueda fijar dicha fecha, porque los fondos disponibles para hacer los cambios nunca llegaron a alcanzar ni la mitad de los necesitados para hacerlos. En los últimos tiempos los fondos anuales requeridos para operar el programa de tres años han aumentado muy rápidamente hacia niveles tan altos que exceden las estimaciones hechas cuidadosamente por los Comités para un período de diez años del nuevo programa.

Por lo tanto la Junta de Directores, de acuerdo con lo expuesto arriba y después de leerlo en reunión reciente, me autoriza a informar a los interesados, que se continuará el programa de tres años con el máximo apoyo por parte de la Junta hacia el mejoramiento de la educación agrícola dada en la EAP, ya que se ha comprobado la imposibilidad de financiar un programa de cuatro años.



ESCUELA AGRICOLA PANAMERICANA
TEGUCIGALPA, HONDURAS

OCT 10 1975

6 October 1975

Dr. Hugh L. Popenoe
Chairman, Board of Trustees
Escuela Agrícola Panamericana
Center for Tropical Agriculture
2001 McCarty Hall
University of Florida
Gainesville, Florida 32611

Dear Hugh:

A note for your use in establishing norms for future admission of students at the Board level.

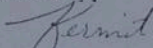
1. This year's candidates number in excess of 700. A very good group to select from.
2. The tendency in Guatemala, Costa Rica, Colombia and Nicaragua is that most of the students could pay for their education. In other words they come from situations where the families have means.
3. About 30% are age 17. The tendency is for younger students to apply.
4. More and more brothers, sons and other relatives of graduates are candidates. This "in-breeding" may be detrimental to the School in the long run. What happens when a graduate leaves here is that he eventually makes a good living and he spoils his son. When his son attends the School, the father expect there be made a transition from a spoiled boy to a mature hard-working, short haired young man. This tends to make the School a reformatory institution in respect to these cases.
5. Dean Julio Pineda has suggested the possibility that students from families with means be charged more. Another solution was suggested that in order to recruit poorer students, the standards of the School be lowered in regard to recruitment. This automatically would bring poorer students in to the School. However, they would not be able to compete with the better prepared students coming from middle income and higher income families.

-2- Dr. Hugh L. Popenoe

6. It was also mentioned that with the exception of a few graduates who properly recruit students, the rest of the graduates are recommending relatives, friends or the son of their Jefe. The implication is, that despite the faults of the present system of selection (No system is perfect), the fact remains that dependence upon graduates to recruit and select students will not work. There must continue to be a hard-nosed, fair, school representative, looking for the good of the School, in charge of this important action of the School. I am in concurrence with this philosophy.

The establishing of norms for entering the School is properly a function of the Board. Perhaps you will want to continue as in the past, but it occurs to me that this is an area which should be discussed and perhaps a ruling made one way or the other.

Faithfully,



Kermit H. Adams
Director

KHA/aml

cc: Julio Pineda
Joe Courand



ESCUELA AGRICOLA PANAMERICANA
TEOCIGALPA, HONDURAS

OCT 6 1975

30 September 1975

Dr. Hugh L. Popenoe
Chairman, Board of Trustees
Escuela Agrícola Panamericana
Center for Tropical Agriculture
2001 McCarty Hall
University of Florida
Gainesville, Florida 32611

Dear Hugh:

Just a note to keep you informed:

- 1) Adolfo will not be able to participate in fund raising. He will be out with his operation until mid November.
- 2) Will send you plans for future use of RAPACO as soon as the committees working on the matter are finished and we have the write up done. The instructors are working very hard on this study. There is a possibility of a) a BID grant or b) a Ministry of Nat. Resources grant. In any event, the Board will be able to study the proposals. The latter may be for \$100,000 or more. Will find out this week.
- 3) The situation for 1976 is:

Proposed 40 regular becas Venezuelans	=	\$144,000
" 35 Cursillistas "	=	98,000
" funds from Honduras		100,000
" German Embassy (Guate) 6 becas	=	21,000
" " " (Honduras) 5 becas		
for C. A.	=	<u>15,000</u>
Total		\$378,000

Additionally, the present AID, German and other donations will bring this amount up to \$450,000, approximately, for 1976.

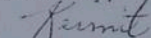
- 4) Dr. Marco Flores Rodas has promised assistance to get the logging at Uyuca moving. There is a possible \$50,000 worth of lumber there, you will recall. He is to give us a proposed next week. Lumber is in demand again.

-2- Dr. Hugh L. Popenoe

- 5) The electricity from Río Lindo is all ready to start using as soon as the proper installations are made to lower the current coming in to the School's power house (If this is not done, the School's installations might burn out from overloading.) The cost of electricity will be paid for by the \$30,000 we advanced E.N.E.E. The fact remains that we have a \$30,000 debt to repay.
- 6) The RAPACO planting of sorghums and beans is coming along fine. Should pay next years costs for salaries of RAPACO employees from the harvest of these crops.
- 7) Am sending you in a separate envelop a proposal by ANEAH, a group to be formed here in Honduras to promote agricultural education. My recommendation is that the Board not approve E.A.P. belonging to this association (for obvious reasons you will ascertain upon perusal of the document)
- 8) INFOP wants to train short course agricultural students at RAPACO. I told Barón Lupiác that E.A.P. has its own plans to develop the training center and also we already have a convenio with the Min. of Rec. Naturales and that any departure from the present agreements we have must be approved by the Board. We must handle him cuidadosamente. They could tax the school salaries at any time.
- 9) We are getting a lot of interest and good information on practical agriculture from the graduates who are giving a 2 hour seminario on Fridays.
- 10) I hope the campaign to raise funds in the U. S. goes well. I believe that a campaign which combines a letter from a Board Member with a follow up with a visit by someone would be successful. With a great School like E.A.P., the idea of donating should be easy to sell.

All goes well here.

Faithfully,



Kermit H. Adams
Director

KHA/aml

ESCUELA AGRICOLA PANAMERICANA

September 30, 1975

OCT 6 1975

MEMORANDUM:

TO: Kermit H. Adams, Director

FROM: *Joseph S. Courand*
Joseph S. Courand

SUBJECT: FINANCIAL SITUATION

Expenditures as of September indicate that both Operations and Maintenance, and the Department of Animal Industry, will over-spend their budgets by \$ 20,000 each, or a total of \$ 40,000 by the close of the current year.

Our over all budget will be even more adversely affected by unrealized income from individuals, Corporation and Corporate Foundations, estimated at approximately \$100,000. Budget figures originally estimated for above income are \$ 175,000. Income from these sources, as of August, amounts to \$ 42,600.

In an effort to partially off set this unfavorable situation, I propose that we take immediate action to curtail all expenditures that are not absolutely needed to carry on an austerity program for the remainder of 1975.

Secondly, I also recommended that the income situation be brought to the attention of the Executive Committee, so that all concerned will be alerted as to what our deficit might be at the end of the year, if income originally estimated is not forthcoming.

cc: Mr. Monte C. Dixon

Dr. Hermit Adams

ESCUELA AGRICOLA PANAMERICANA

HORARIO DE CLASES

TERCER TRIMESTRE, 1975

Dr. Hugh Pope
Costa

Clase 1976

Sección "A"

Hora	Lunes	Martes	Miércoles	Jueves	Viernes
12:20 1:10	INGLES III	ANATOMIA Y FISILOGIA	ANATOMIA Y FISILOGIA	ANATOMIA Y FISILOGIA	SEMINARIO
1:15 2:05	CONTABILIDAD	CONTABILIDAD	ENTOMOLOGIA	CONTABILIDAD	SEMINARIO
2:20 3:10	PATOLOGIA VEGETAL	INGLES III	PATOLOGIA VEGETAL	INGLES III	PATOLOGIA VEGETAL
3:15 4:05	ENTOMOLOGIA	ECOLOGIA	ECOLOGIA	ECOLOGIA	ENTOMOLOGIA

Sección "B"

12:20 1:10	INGLES III	ANATOMIA Y FISILOGIA	ANATOMIA Y FISILOGIA	ANATOMIA Y FISILOGIA	SEMINARIO
1:15 2:05	CONTABILIDAD	CONTABILIDAD	ENTOMOLOGIA	CONTABILIDAD	SEMINARIO
2:20 3:10	PATOLOGIA VEGETAL	INGLES III	PATOLOGIA VEGETAL	INGLES III	PATOLOGIA VEGETAL
3:15 4:05	ENTOMOLOGIA	ECOLOGIA	ECOLOGIA	ECOLOGIA	ENTOMOLOGIA

Materias

Profesores

Créditos

Anatomía y Fisiología
Contabilidad
Ecología
Entomología II
Inglés III
Patología Vegetal

G. Torres Yufra
M. Avedillo
D. Meyer
D. Ramírez
K. Adams
D. Ramírez

3
3
3
3
3
3

18

TODAS LAS CLASES SERAN EN EL SALON # 5

ESCUELA AGRICOLA PANAMERICANA

HORARIO DE CLASES

TERCER TRIMESTRE, 1975

Clase 1975

Sección "A"

Hora	Lunes	Martes	Miércoles	Jueves	Viernes
12:20 1:10	COMUNICACIONES	COMUNICACIONES	COMUNICACIONES	COMUNICACIONES	COMUNICACIONES
1:15 2:05	GRUPO I MEJORAMIENTO ANIMAL PLANIFICACION TECNOLOGIA DE ALIMENTOS	SANIDAD ANIMAL	SANIDAD ANIMAL	SANIDAD ANIMAL	GRUPO II CONSERVACION DE RECURSOS NATURALES AGRONOMIA II TECNOL. DE LA CARNE
2:20 3:10		ADMÓN. FINCAS	ADMÓN. FINCAS	ADMÓN. FINCAS	
3:15 4:05		GANADO DE CARNE	GANADO DE CARNE	GANADO DE CARNE	

DESPUES DE LAS PRIMERAS 4-5 SEMANAS DEL TRIMESTRE LAS CLASES OPTATIVAS PUEDEN CAMBIARSE A LA PRIMERA HORA SI ASI SE DESEA. ROGAOS COMUNICAR ESA CLASE DE CAMBIO.

Sección "B"

12:20 1:10	COMUNICACIONES	COMUNICACIONES	COMUNICACIONES	COMUNICACIONES	COMUNICACIONES
1:15 2:05	GRUPO I MEJORAMIENTO ANIMAL PLANIFICACION TECNOLOGIA DE ALIMENTOS	SANIDAD ANIMAL	SANIDAD ANIMAL	SANIDAD ANIMAL	GRUPO II CONSERVACION DE RECURSOS NATURALES AGRONOMIA II TECNOL. DE LA CARNE
2:20 3:10		ADMÓN. FINCAS	ADMÓN. FINCAS	ADMÓN. FINCAS	
3:15 4:05		GANADO DE CARNE	GANADO DE CARNE	GANADO DE CARNE	

Materias	Profesores	Créditos	Salón No.
Admón. de Fincas	Courand-Sra. Horwath-	3	2
Comunicaciones	Rubio - Apodaca	2	2
<u>Grupo I Electivos</u>			
Mejoramiento Animal	Ríos	3	2
Planificación	Flores Rodas	3	4
Tecnol. de Alimentos	Cojulún	3	1
<u>Grupo II Electivos</u>			
Agronomía II	Muñoz	3	4
Cons. Rec. Naturales	Horwath	3	1
Tecnolog. de la Carne	Torres Yufra	3	2
Ganado de Carne	Ríos	3	2
Sanidad Animal	Torres Yufra	3	2
		<u>17</u>	

LABORATORIO DE COMUNICACIONES: POR GRUPO EN DIAS ALTERNOS DE 6:30 - 10:30 a.m.

ESCUELA AGRICOLA PANAMERICANA

HORARIO DE CLASES

TERCER TRIMESTRE, 1975

Clase 1977

Sección "A"

Hora	Lunes	Martes	Miércoles	Jueves	Viernes
12:20 1:10	FRUTICULTURA	FRUTICULTURA	INTROD. A LA ESTADISTICA	FRUTICULTURA	LABORATORIO ZOOLOGIA
1:15 2:05	BIOQUIMICA	ZOOLOGIA	ZOOLOGIA	ZOOLOGIA	LABORATORIO ZOOLOGIA
2:20 3:10	MATEMATICA III	MATEMATICA III	MATEMATICA III	MATEMATICA III	LABORATORIO ESTADISTICA
3:15 4:05	INTROD. A LA ESTADISTICA	INTROD. A LA ESTADISTICA	BIOQUIMICA	BIOQUIMICA	LABORATORIO ESTADISTICA

Laboratorio de Estadística, Sala # 3
Laboratorio de Zoología, Salón de Biología
Demás clases, Salón de Horticultura

Sección "B"

12:20 1:10	FRUTICULTURA	FRUTICULTURA	INTROD. A LA ESTADISTICA	FRUTICULTURA	LABORATORIO ESTADISTICA
1:15 2:05	BIOQUIMICA	ZOOLOGIA	ZOOLOGIA	ZOOLOGIA	LABORATORIO ESTADISTICA
2:20 3:10	MATEMATICA III	MATEMATICA III	MATEMATICA III	MATEMATICA III	LABORATORIO ZOOLOGIA
3:15 4:05	INTROD. A LA ESTADISTICA	INTROD. A LA ESTADISTICA	BIOQUIMICA	BIOQUIMICA	LABORATORIO ZOOLOGIA

Materias

Bioquímica
Fruticultura
Introd. a la Estadística
Matemática III
Zoología

Profesores

W. Koskinen
R. Salas
M. Avedillo
C. Aguilar
D. Meyer

Créditos

3
3
3
4
3

16

LOS LABORATORIOS DEL DIA VIERNES EN TRES GRUPOS

12:20 - 1:30, 1:35 - 2:45, 2:50 - 4:00 TIEMPO POR GRUPO = 70 Minutos

ESCUELA AGRICOLA PANAMERICANA

HORARIO DE EXAMENES MENSUALES Y FINALES

Materias	Profesores	Sept.	Octubre	Noviembre	Hora en Mensuales	Lugar
<u>PRIMER AÑO</u>						
INT. A LA ESTADISTICA	Avedillo - Courand	22	20	24	3:15	Auditorio
FRUTICULTURA	Salas - Torres, A	16	28	25	12:20	Auditorio
BIOQUIMICA	Koskinen - Galo	17	22	26	1:15*	Auditorio
MATEMATICA III	Aguiilar - García	18	23	27	2:20	Auditorio
ZOOLOGIA	Meyer - Molina	23	29	28	1:15	Auditorio

* Cambio de horas entre profesores Koskinen y Meyer

SEGUNDO AÑO

PATOLOGIA VEGETAL	Ramírez - Naranjo	22	20	24	2:20	Auditorio
ECOLOGIA	Meyer - Casco	16	28	25	3:15	Auditorio
ANATOMIA Y FISIOLOGIA	Torres Y - Sibaja	17	22	26	12:20	Auditorio
CONTABILIDAD	Avedillo - Courand	18	23	27	1:15	Auditorio
ENTOMOLOGIA II	Ramírez - Naranjo	19	24	28	3:15	Auditorio
INGLES III	Adams - Sra. Horwath	23	27	20	Hora de clase	Auditorio

TERCER AÑO

COMUNICACIONES	Rubio - Apodaca	Al finalizar el curso o parte del curso				
ELECTIVOS GRUPO I	Ríos, Flores, Cojulón	22	20	24	Hora de clase	Su aula
SANIDAD ANIMAL	Torres Y - Magelssen	16	28	25	1:15	Auditorio
ADMIN. DE FINCAS	D. Horwath - Courand - Avedillo	17	22	26	2:20	Auditorio
GANADO DE CARNE	Ríos - Revilla	18	23	27	3:15	Auditorio
ELECTIVOS GRUPO II	Muñoz, Horwath, Torres Y.	19	24	28	Hora de clase	Su aula

EN EXAMENES DE TRIMESTRE I AÑO 12:00 - 2:00 p.m. Auditorio

EN EXAMENES DE TRIMESTRE II Y III AÑO 2:00 - 4:00 p.m. Auditorio y Sala # 2

(ELECTIVOS EN SUS RESPECTIVOS SALONES)

Los "ditos" deben entregarse a la oficina de reproducción con 48 horas de anticipo. De ser necesarios cortarlos, se deben entregar 72 horas antes.

El Profesor que sorprenda a los alumnos copiando debe anular el examen y reportarlo a la Decanatura o Dirección



ESCUELA AGRICOLA PANAMERICANA
TEOUCIGALPA, HONDURAS

SEP 29 1975

16 September 1975

Dr. Hugh L. Popenoe
Chairman, Board of Trustees
Escuela Agrícola Panamericana
Center for Tropical Agriculture
2001 McCarty Hall
University of Florida
Gainesville, Florida 32611

Dear Hugh:

Am enclosing this letter of May 19, 1975 which I never sent you for I believed that I might be able to continue working. Since then I have begun taking insulin and the health problem is, if anything, worse. It is beginning to seriously limit my capacity to work. Therefore, I think that for the good of the School I should resign. Please accept my resignation for December 12, 1975. Should the Board wish to name another director before that time I will help him all I possibly can and will leave at any date convenient for the School.

I wish to express my gratitude to the Board, the finest group of people I have ever worked with. Also to you personally, for you have been the best boss I have had in all my life. You have been helpful, understanding of the problems and most generous with your time and assistance.

As to the faculty, they are the reason why this School is strong. They are better than most any faculty, both professionally and as humans.

The students are outstanding young men. It has been a pleasure to help educate young people who want to learn.

I also want to mention the many loyal and capable employees of the School, without which any school cannot progress. Over the years these dedicated and humble folks have done much for E.A.P. that no one will ever know about.

I regret not being able to continue. I wish to express my profound regret that I cannot continue.

Faithfully,

Kennil
Kennil H. Adams
Director

KHA/aml



ESCUELA AGRICOLA PANAMERICANA
TEGUCIGALPA, HONDURAS

May 19, 1975

Dr. Hugh L. Popenoe
Chairman, Board of Trustees
Escuela Agrícola Panamericana
Center for Tropical Agriculture
2001 McCarty Hall
University of Florida
Gainesville, Florida 32601

Dear Hugh:

My health is not improving after having over one year of intestinal trouble. I have visited 3 doctors outside of the school and have taken several series of amoeba medicines, but nothing seems to improve the situation. None of the test indicate I have amoeba. This problem is beginning to affect adversely my ability to work, I fear. I believe that a director of this school should be in good health and able to carry out his responsibilities or he should not be here. For the good of the school I should like to resign by this coming December. This will allow for time to secure another director if one is sought outside the school. It is my opinion that Mr. Joseph Courand would be an excellent director as a replacement if he were considered.

Should it become necessary due to reasons of health for me to resign sooner than December I will inform you.

If it is possible for me to carry the school health insurance after leaving here I would like to find a way to retain it for a few months so that if there is any way for medical treatment to improve the situation I will have recourse to medical insurance. If there is no way to arrange this, I will have to arrange some other plan.

-2- Dr. Hugh L. Popenoe

In another letter I will write to you an official resignation for Board use in which I will express my gratitude for the grand cooperation of the Board, the Faculty, the Student Body and the graduates which have been so generously provided. Everyone has treated me with great kindness and has been most helpful toward bringing about the modest improvements we have been able to bring about in my brief period here at the Escuela Agricola Panamericana. I appreciate this wonderful relationship we have had. I regret my inability to overcome this health problem.

Sincerely,

Kermit

Kermit H. Adams
Director

KHA/aml

~~P.S. 1) Dr. Leonidas Lopez, head of the Orin Mission
de Agricultura program arrived ~~Friday~~ and he told us that
the other \$30,000 will arrive quite soon. He had already signed
a check for us, but since the billing, as per contract, was for
quarterly period he was not allowed to send us a check for the full
amount. He now has the billing for the full amount. He had
a really good meeting with him and the U. students. They are
all he fed up over the program they, almost to a man, asked
to come back for a second year! He was so pleased to be asked
OK to send a film crew to document the kind of
training they receive. He said it is the best training any
of the U. students are getting anywhere in Agriculture. He
still wants to have another "El Zorro" built in Venezuela
and thinks there is plenty of private funding being found, that
warned him before against a federal school being found, that
it could become too politicized, etc.) He also wants to give 2
papers here. Also to be interested~~



UNIVERSITY OF FLORIDA
INSTITUTE OF FOOD AND AGRICULTURAL SCIENCES

COLLEGE OF AGRICULTURE AGRICULTURAL EXPERIMENT STATIONS AGRICULTURAL EXTENSION SERVICE SCHOOL OF FORESTRY

INTERNATIONAL PROGRAMS
CENTER FOR TROPICAL AGRICULTURE

August 15, 1975

2001 MCCARTY HALL
GAINESVILLE, FLORIDA 32611
TELEPHONE: (904) 392-1965
CABLE ADDRESS: CENTROP

Dr. Federico Kocher
Associate Director, Academics
Escuela Agricola Panamericana
Tegucigalpa, Honduras

Dear Federico:

I received your communication to the EAP Board of August 6 with your comments on policy differences between yourself and the Director, Kermit Adams. I appreciate the kind comments you made on an article I have written on the role of U.S. Universities in international training. I think it is especially important these days to sharply differentiate between the roles of universities in agricultural training and other institutions such as EAP. Otherwise, they all will be attempting to perform the same mission and neglect other important types of training and services.

We appreciate some of the efforts you have made at the School towards improvement of instruction. I think the development of work plans (modules) for the field work will improve the student's appreciation and understanding of that part of their training. Likewise, the development of more formal class outlines for instruction is certainly very much needed.

Your letter describes many policy and practice areas in which you disagree with the Director. Since many of these fall within the jurisdiction of the Board, naturally we are interested in your comments.

First, before proceeding further, let me discuss the relationship between the Board and the chief administrative officer since there seems to be some confusion on this point. The responsibilities of the Board are to: 1) establish institutional policy and manage the corporation; 2) develop and manage resources to support the School; 3) provide fiscal supervision of the School; 4) appoint the Director and set his salary and 5) confirm certain administrative appointments. The Director serves at the pleasure of the Board and is responsible to it for carrying out its policies. The Board does not participate directly in the day to day administration of the School (that is the Director's responsibility), but does provide a general policy framework within which the Director operates.

Federico, most of the policy issues mentioned in your letter have been discussed in some detail by the Board and the Director is following its instructions. Specifically, topics mentioned in your letter such as discipline, appearance of students, classroom and study hours, grading system, weekend trips and research have been discussed many times by the Board which has given guidelines to the Director. Any substantive changes in these should have Board review. This is essential so that no one can change policy unilaterally and so that the School will continue to serve its charter and original designation. To do otherwise, would make the School respond to the whims of individuals and not within well thought out and thoroughly reviewed policy guidelines.

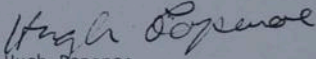
Dr. Federico Kocher
August 15, 1975
Page 2

To accomplish these purposes, the Board is composed of representatives from seven countries--of educators, agriculturists, businessmen, alumni--all have previous administrative experience. The board interacts with students, faculty, alumni, governments, businesses, donors and consultants. Each one is a cog in a wheel so that the School will represent all interests in following its original mission. Although the School is only thirty years old, it has demonstrated a singleness of purpose and record of performance superior to many institutions that are much older. Policies of the School have changed since its inception, and will continue to change, but we think it is essential that these changes be guided by the mechanism now in effect, and which has proven its usefulness. As you can see, Federico, we have quite an elaborate process for setting or changing policy at the School.

Finally, I would like to clear up one other misunderstanding in your letter. The Board thought it was necessary in hiring administrators that they should have no other immediate commitments for several years. However, this is never binding on either side and would be unfair to the candidates. They are free to leave at any time a better opportunity exists. Conversely, if the School feels that their services are no longer required, they may be discontinued with adequate notice. In none of our academic institutions do administrators have job tenure. They serve at the pleasure of their superiors. Director Adams conferred with me on his proposed action and I concurred.

In closing, Federico, I would again like to express my appreciation for the dedication you have shown to the School and the energy you have committed. On a more personal note, I very much cherish my association with you and your family. I would be very much interested in doing anything within my power to help you get established elsewhere so that your background and qualities will continue to make a contribution to agriculture.

With best regards,


Hugh Popenoe
Chairman, Board of Trustees
Escuela Agricola Panamericana

HP/bc

cc: EAP Executive Committee
Kermit Adams
Sr. Adolfo S. Midenci
Mr. Mario Nifio Gamero



ESCUELA AGRICOLA PANAMERICANA
TEGUCIGALPA, HONDURAS

MAR 10 1975

March 3, 1975

Dr. Hugh L. Popenoe
Chairman, Board of Trustees
Escuela Agrícola Panamericana
Center for Tropical Agriculture
2001 McCarty Hall
University of Florida
Gainesville, Florida 32601

Dear Hugh:

To keep you informed:

- Did Dr. examine him first?*
- 1) A first year student, Armando Federico Paz of Danif, was sent home with chest pains six days before he died this Sunday A.M. We are sending a letter to the parents expressing our condolence.
 - 2) Am including our program for the night sessions (of the 29 Venezuelans and 1 Honduran student) for the short courses.

On Mon and Wed evenings the instructors of the students in the areas of Livestock, Horticulture and Agronomy will discuss with them their areas of work. It works out to be about one week every eleven weeks for the Plant Science instructor to meet with them and more often for the Livestock instructor every 5 weeks.


On Tues. evenings there will be a general conference at which the 30 short course students will be in attendance and any other who would wish to come. In the Tues. Sessions the topics may cover a wide range of subjects - agricultural, cultural, science, rural hygiene, etc. This will fulfill a need also of the visiting professor or graduate to inform our students in regard to their field.

On Thursdays the short course students will be at the library and they will have the opportunity to learn to read popular publications, and texts in their area of study. On Sunday evenings they will have a sports program and some want to study English. Further, they will participate in the regular sports activities, uniting with the New Dormitory which has fewer students, in the intramural program of sports. I believe we should make sure all of them learn how to swim, as well.

-2- Dr. Hugh L. Popenoe

- 3) I will plan to come to Gainesville to see Dr. Bates and also to look into the possibility of some acquiring equipment which we need, if you think there might be something there we could use. We need some dairy processing equipment also.
- 4) We begin meeting this week with the Honduran Ministry of Recursos to see how we can spend \$100,000 they plan to use with us. One of our prime considerations will be some financial assistance for the 20 extra Honduran students we have accepted this year. Not only is there the cost of them for the first year, but for 2 more years as well.
- 5) A T.V. film crew landed here Saturday from a Tegucigalpa wanting to use the Guest House as a location for filming "Leyendas de Honduras". This would have involved using our students as extras and something to do with them attacking the hacendado with machetes, etc. I denied them permission to do this as I have no authorization to permit this and I did not believe we should do so. I told them that should they want filming of students learning agriculture, I would permit a documentary of the agricultural education program of young Latin Americans.
- 6) We are contacting the CASSA people and including your suggestions for the improvement of the agreement. We appreciate your counsel on this matter and I am sure that your suggestions are very sound.
- 7) The Annual Report should be sent to you this week in both Spanish and English. It will need editing. I am including a wide variety of pictures from which the best may be chosen.
- 8) The reply to the Tinker Foundation's questions will be sent via your office for forwarding.
- 9) I shall follow up on your other suggestions. Would appreciate a memorandum from you regarding them as I do not want to forget any of them. Also will send any information we obtain from Edgardo Escoto's office regarding the Joint Minister's ideas about the proposed land acquisition. We will be at his office this Wednesday.

Faithfully,


Kermit H. Adams
Director

KHA/aml

Enclosures

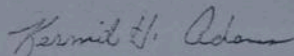
ESCUELA AGRICOLA PANAMERICANA

Febrero 28 de 1975

MEMORANDUM:

A: Personal Docente a cargo de la Enseñanza de Cursillo Práctico para Hondureños y Venezolanos.

DE: Kermit H. Adams, Director



ASUNTO: PROGRAMA DE TRABAJO

1. El Curso Práctico a impartirse al grupo Hondureño - Venezolano será de aproximadamente 9 a 10 meses de duración.
 2. El total de cursillistas para el año obligará a una distribución aproximada de 3 a 6 individuos como máximo por módulo.
 3. En su parte esencial la enseñanza estará limitada por opción al Departamento de Fitotecnia o al de Producción Animal.
 4. Cada estudiante recibirá del Profesor la serie de prácticas descritas por módulo.
 5. Las prácticas deberán realizarse en su totalidad y con la prioridad de su importancia.
 6. El trabajo a realizarse debe permitir el desarrollo de la capacidad, inteligencia, destreza individual y disposición, con que se hacen las cosas: llenar el tiempo disponible y tratar de desarrollar la ambición de lograr más en menos tiempo sin perjuicio de la calidad del producto. Esta operación y su resultado son la enseñanza que pretendemos para nuestros alumnos.
- Para lograr el objetivo hay que hacer por lo menos una presentación triple: gráfica, (ayuda de Don Amado Pelón), escrita y demostrada por el profesor. Luego hay que programar la repetición individual que lleva hacia la

destreza que se busca y los logros de producción.

7. Tales logros de aprendizaje y producción deberán ser reportados periódicamente a los individuos como a quienes les patrocinan después de cada ronda de trabajo.
8. Las labores de campo se registrarán por el siguiente horario de Lunes a Sábado:

Depto. de Fitotecnia:

Por la mañana 6:30 - 10:30 a. m. en 11 grupos

Por la tarde 1:00 - 4:00 p. m. en 8 grupos

Los 8 grupos son:

- | | |
|-------------------------------|--|
| 1) Prof. Casco - Riegos | 5) Prof. Naranjo - Taller Granja y Maq. Agrícola |
| 2) Prof. Cajulón - Propag. | 6) Prof. Rob. Ramírez - Control de Plagas |
| 3) Prof. Garza - Cult. Agron. | 7) Prof. Rob. Salas - Prod. de Frutales |
| 4) Prof. Muñoz - Lab. de Sem. | 8) Prof. Alfonso Torres - Prod. de Hort. |

Los 11 grupos se hacen al incluir:

- 1) Prof. Horvath-Koskinen - Suelos
- 2) Prof. Meyer - Rac. de Malezas
- 3) Prof. Dorothy Ramírez - Lab. de Fitopatología

Depto. de Producción Animal:

5 grupos con las mismas horas (mañana y tarde)

- | | |
|---|---------------------------|
| 1) Prof. Magalssen - Cremería | Lab. de Productos Lácteos |
| 2) Prof. Revilla - Alimentos y Alimentación | Avicultura |
| 3) Prof. Ríos - Ganado de Carne | Agrostología |
| 4) Prof. Sibaja - Ganado Lechero | Porcicultura |
| 5) Prof. Torres Yuffa - Rastro | Veterinaria |

El trabajo es obligatorio en día Sábado hasta las 10:30 A. M.

9. Talleres de discusión de trabajo. Obligatorios los días Lunes y Miércoles de 7 a 8 p. m.

Estas sesiones no pueden ser conferencias ni charlas, deben ser foro en que los estudiantes oyen, presentan y discuten sobre sus observaciones, inquietudes y dudas con la ayuda del profesor.

Departamento de Fitotecnia: Los profesores dirigirán estos talleres una semana cada once de acuerdo al calendario.

Departamento de Producción Animal: Los profesores lo harán una vez cada cinco semanas. (En este Departamento puede usarse la ayuda de estudiantes voluntarios con la debida supervisión y preparación).

La primera semana: 3 de Marzo, Presentación de profesores y alumnos (Sesión Estadística).

Miércoles 5, Reunión y discusión de trabajo por departamentos.

Viernes 28 de Febrero, Primer día de trabajo.

10. Seminarios (abiertos al público y estudiantes regulares que deseen asistir). Con asistencia obligatoria para los cursillistas. (Se servirá café o jugo).

Es obligatorio que cada profesor que labora en este programa presente por lo menos una charla o seminario. Los temas pueden ser distintos a los de su especialidad y deben ser anunciados oportunamente. Se tratará de buscar conferencistas, programas artísticos, proyección de películas, etc. para ocupar todos los martes con este tipo de actividad.

Martes 4 de Marzo - Dr. Federico Kocher

Películas sobre crecimiento de las plantas.

Martes 11 de Marzo - Ing. Joseph S. Courand

Situación económica en América Latina.

Martes 18 de Marzo - Mr. Kermi H. Adams

Proyectos Comerciales

Martes 25 de Marzo - Prof. Julio Rincón

Los Mayas.

11. Trabajo de Biblioteca. El Profesor Hernán Galo, seleccionará material para ayudar en los talleres de discusión de trabajos. (Jueves por la noche)
12. Deporte. Junto con los estudiantes regulares. Noches de domingo bajo la dirección de Don Juan Fernández.

ESCUELA AGRICOLA PANAMERICANA

Marzo 1o. de 1975

MEMORANDUM:

A: Personal del Departamento de Industria Animal

DE: Kermit H. Adams, Director *Kermit H. Adams*

ASUNTO: PROGRAMA PARA LOS TALLERES DE DISCUSION DE TRABAJO

Los profesores los harán una vez cada cinco semanas. (En este Departamento puede usarse la ayuda de estudiantes voluntarios con la debida supervisión y preparación después de las primeras 6 semanas).

La primera semana: 3 de Marzo - Presentación de profesores y alumnos (Salón de Estadística).

Miércoles 5 - Reunión y discusión de trabajo por departamentos.

CALENDARIO

MARZO:

3 - 5 Todos
10 - 12 Aurelio Revilla
17 - 19 Candelario Ríos P.
24 - 26 Rodolfo Sibaja

ABRIL:

31 - 2 Gary Magalisen
7 - 9 Guillermo Torres Y.

14 - 16 Aurelio Revilla (Con la ayuda de estudiantes voluntarios)
21 - 23 Candelario Ríos P.
28 - 30 Rodolfo Sibaja

MAYO

MAYO (Continuación)

12 - 14 Guillermo Torres Yufra

19 - 21 Aurelio Revilla (y así sucesivamente).

Quién tenga inconveniente para cumplir con esta obligación en las fechas indicadas pueda solicitar la ayuda de sus compañeros del Departamento para hacer un cambio.

KHA/omb

ESCUELA AGRICOLA PANAMERICANA

Marzo 10. de 1975

MEMORANDUM:

A: Personal Departamento de Fitotecnia

DE: Kermit H. Adams, Director

Kermit H. Adams

ASUNTO: PROGRAMA PARA LOS TALLERES DE DISCUSION DE TRABAJO

Los profesores dirigirán estos talleres una semana cada once de acuerdo al calendario.

CALENDARIO

MARZO

3 - 5 Todos
10 - 12 Rodolfo Cojulán
17 - 19 Daniel E. Mayer
24 - 26 Roberto García

ABRIL

31 - 2 Víctor Muñoz
7 - 9 Denis Ramírez
14 - 16 Dorothy de Ramírez
21 - 23 Alfonso Torres
28 - 30 Marco A. Casca

MAYO

5 - 7 Allan Horwath
12 - 14 Henry Naranjo
19 - 21 Roberto Salas (y así sucesivamente)

Quien tenga inconveniente para cumplir con esta obligación en las fechas indicadas pueda solicitar la ayuda de sus compañeros del Departamento pa-

Mr. Kermit H. Adams y Sra.

Dr. Hugh Payne

ESCUELA AGRICOLA PANAMERICANA

Marzo 3, 1975

MEMORANDUM:

A: Personal Docente y Alumnado de la Escuela
DE: Kermit H. Adams, Director *Kermit H. Adams*
ASUNTO: PROGRAMA DE CONFERENCIAS, CHARLAS Y SEMINARIOS

La Dirección de la Escuela interesada en encontrar un medio de mayor desenvolvimiento profesional y cultural establece las noches de los martes para el desarrollo de un programa continuo de conferencias, charlas, seminarios y actos, en que participarán los miembros de nuestro personal al igual que personas o grupos invitados especialmente para ello.

SEMINARIOS:

Martes - Marzo	4	-	Dr. Federico Kocher Películas sobre crecimiento de las plantas.
"	11	-	Ing. Joseph Courand Situación económica en América Latina
"	18	-	Mr. Kermit H. Adams Proyectos Comerciales
"	25	-	Prof. Julio Pineda R., Los Hayas
Martes - Abril	1	-	Agr. Alfonso Torres Sociedad Americana de Ciencias Hortícolas, Región Tropical.
"	8	-	Prof. Daniel Meyer Introducción a la Ciencia de Ecología
"	15	-	Ing. Denis Ramírez
"	22	-	Ing. Rodolfo Cojulán
"	29	-	Ing. Aurelio Revilla
Martes - Mayo	6	-	Agr. Víctor Muñoz
"	13	-	Prof. William Koskinen
"	20	-	Prof. Allan Horwath
"	27	-	Ing. Rodolfo Sibaja

Se servirá café o jugo



ESCUELA AGRICOLA PANAMERICANA
TEGUCIGALPA, HONDURAS

January 23, 1975

Mr. Thomas D. Cabot
Honorary Chairman of the Board
Cabot Corporation
125 High Street
Boston, Mass. 02110

Dear Tom:

Thank you for your recent letter. Am pleased you enjoyed your visit here at El Zamorano.

Contributions continue; with the German Embassy contributing L.15,000 as 1/2 payment on becas for 1975. The Dominican Republic paid off their beca bill with \$9,000. I understand that \$15,000 has been given from United Brands for 1974 (in addition to the \$10,000 check we received last year). ESSO contributed L.3,000 recently. We have 20 Venezuelan students to be fully paid at around \$72,000. We are told that G.O.H. will provide the school with L.100,000 from funds they have for scholarships as practical research (perhaps developing range and pasture management, we do not know yet).

Am to leave for Caracas this afternoon. There they have 30 young men for one year short courses already selected by Julio Pineda. We plan to charge \$2,800 each for these studs. If this project comes to pass we will have an income of \$84,000 more. While in Venezuela I plan to investigate the Purina Co.'s potential as to becas. They have E.A.P. graduates working for them and I have heard they may be ready to contribute. Will go by Bogotá and visit Jorge Mejia and have him help jog his brother's memory at the Banco de Ganadería for 2 scholarships and also to the Caja Agraria where they also said they could provide 2 becas. Afterward, I plan to see our graduate Marcel Laniado de Wind, president of the Banco del Pacifico in Guayaquil. I understand he wants to provide a scholarship and also the AGEAP Chapter there a scholarship as well. Marcel has a son here at school who is doing very well. Marcel is one of the powerful men of Ecuador.

While in Caracas I want to see Leopoldo López in regard to their oral proposal that E.A.P. provide Asesoría for building another "El Zamorano" down there. Having had some experience representing a U. S. University to perform the same task in Guatemala, I believe the association can be profitable.

-2- Mr. Thomas D. Cabot

Here in Honduras one of our graduates wants to give us a cattle ranch which will, on the new road, be 20 minutes away. It is worth about \$400,000 and now carries about 800 head of cattle. If the school is to be fully self sufficient in beef and if school is to provide more of its operating funds, the place will be invaluable for these purposes. Also, from an educational stand point it provides an opportunity to train young Latin Americans on the type of cattle ranching that they will return to in their own country. That is to say that while about 500 acres of the 4,500 + acres are arable, the balance is mesquite and bushes which must be cleared to make better pastures. The land lies near Morocelf and is 9 km by 2 km, with 13 ponds, 1 large man made lake, new fencing, excellent buildings for workers and well built corrals. It should bring in a profit of \$30 to \$40,000 annually. After development, it could carry many more head of cattle. Am having Adolfo Midence Soto, Jacobo Zelaya, Henry Guilbert and others investigate the pros and cons of the school receiving this land as a donation and will send the information to Hugh.

It looks like the seed company being formed by Ball of West Chicago, Pan American of Florida and Linda Vista Seed company of Cartago, Costa Rica, will go ahead and purchase land near here. We will cooperate with them and in return the first contribution the school will receive is a 5000 sq. ft. Saran shade house, and they will provide us technicians and scientists as "visiting professors". They plan to produce vegetable and flower seed. It should be a plus for the school in many ways, including corporate support for contributions to the school's scholarship fund or endowment fund.

Dorothy will return from Fresno, California in February. We bought a home there 33 miles from our mountain property. We want our youngest son to care for it while he takes agricultural courses to round out his agri-business course at Cal Poly. He will return to Poly to graduate, thus all 4 children graduating from their father's school.

We are planting Arizona cypress and Sierra redwood on the mountain place. There are hundreds of miles, I should think, of bridle path in the vicinity, with no people about. Simply beautiful country.

Dr. Dale Andrews, Vice President of California Polytechnic will honor us with a 4 day visit in early February. There is much to be gained for E.A.P. by collaborating with U. S. agricultural schools. Since Cal Poly is a "learn by doing" institution we have much in common. They have 3,300 agricultural students and we have but 238. Am looking forward to seeing Dale as he is an old friend of almost 30 years.

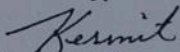
-3- Mr. Thomas D. Cabot

Bueno, this somewhat lengthy letter cannot mention all that is taking place here, but knowing of your great interest over many years in the progress of E.A.P., I have mentioned the above to keep you informed. I write Wilson Popenoe about every week and he writes me. I sure appreciate his interesting letters.

As the saying goes, "when the going gets tough, the tough get going" and I believe everyone here is doing a good job toward improving the situation.

My best regards to you and Virginia. I hope you may be able to visit again and stay longer. I know that Virginia would enjoy riding the excellent little Criollo horses that are on the property which the school may receive, and the trails with their beautiful semi desert scenery.

Faithfully,



Kermit H. Adams
Director

KHA/aml