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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.

file

Manpower Study

REPORT OF ACTIVITIES AND ACCOMPLISHMENTS OF THE EAP PROJECT

March 8, 1985

Tegucigalpa, Honduras

Miley Gonzalez

During the previous 5 month period, a variety of activities related to the project have been conducted by members of the Staff of Experience, Inc. This report covers the major elements and key procedures which have been accomplished. These activities are reported below and are in keeping with the objectives of the study outlined in the proposal.

In early October, over 1500 questionnaires were mailed to former graduates of EAP. Copies of the instrument were shared with Board members and Staff at EAP to solicit input. Changes were made and incorporated into a second draft which was mailed to graduates of the last 8 years (about 550 questionnaires). To date, we have received 118 usable questionnaires from these graduates and an effort is now being made to extend our time period to include all of March in an attempt to allow interviewers to make personal contacts that will help increase the number of returned questionnaires.

The data obtained from the graduate survey is now being coded for analysis and will include the following:

1. A job profile history with specific job titles of graduates.
2. An overview of the additional education received and an assessment of the contribution of EAP to the subsequent education and careers of graduates.
3. An assessment of the level of competence taught in various subject areas at EAP as perceived by the graduates.
4. Personal comments and observations made by former graduates related to the program of study, student life, and other aspects of the Zamorano education.

The survey of employers component of the study was begun with the training of 16 graduates of the class of 1984 in December at EAP. These individuals are currently working in 9 countries to obtain data from employers of Zamoranos,

other employers, and graduates themselves. In addition to the quantitative data about future needs, the questionnaire includes questions related to the competencies needed as perceived by employers. Another sections includes items related to personal factors or characteristic that employer value and look for when hiring new employees.

The survey team members are sending the completed interview packets to Minneapolis where they are being coded and analyzed by our staff. The following countries were selected for this phase of the study:

1. Dominican Republic
2. Ecuador
3. Costa Rica
4. Colombia
5. Belize
6. Guatemala
7. Honduras
8. Nicaragua
9. Panama

Beginning on March 10th, the evaluation to determine the level of competency-based instruction at Zamorano will be conducted. Drs. Harold Crawford and Miley Gonzalez will conduct this segment of the study.

During the current trip to EAP, Drs. Craig Anderson and Miley Gonzalez will begin the review of agricultural manpower needs studies and/or programs conducted in Latin America. Visits and interviews are planned at selected institutions in Ecuador, Costa Rica, and Mexico. Dr. Anderson is providing the leadership for this portion of the research.

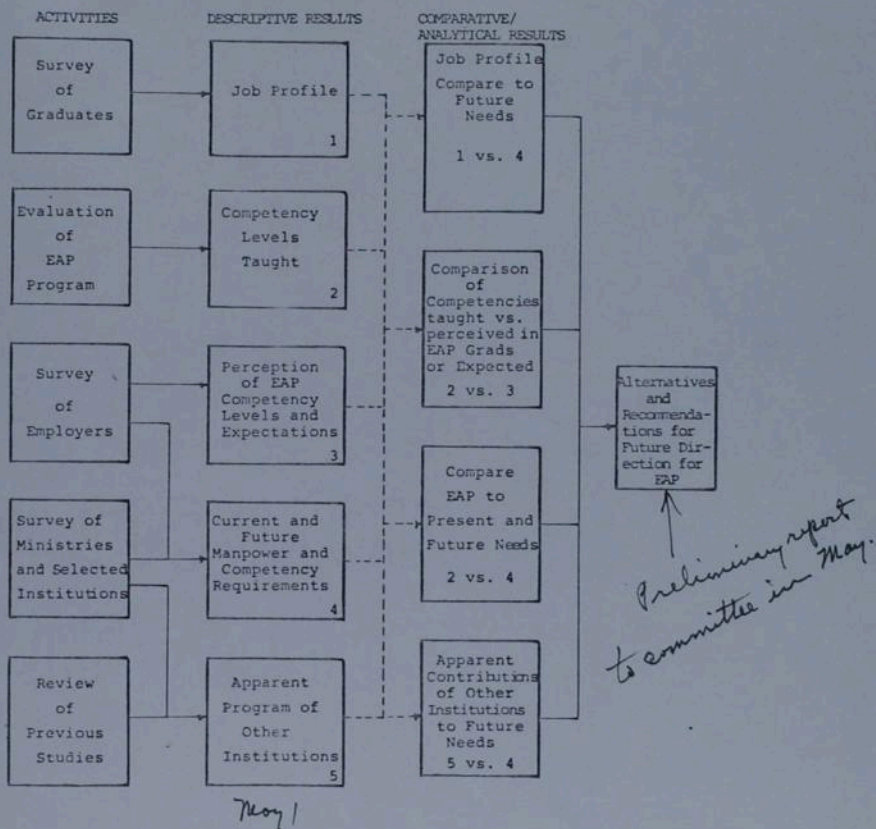
The attached page gives a pictorial view of the various activities being conducted concurrently. We are quickly reaching a stage where the data from the various phases of the study will be at the analysis stage. Drs. Persons and Gonzalez will be involved in this data analysis and comparison.

As a final point, it seems appropriate to point out that the field research personnel have been given added responsibility in conducting this study

because of their understanding of and appreciation for the intricacies of working in Latin America and their capability in working with Spanish. We hope these factors will provide the background for an evaluation of the findings that will lead to a high quality and valuable product.

Special thanks are in order to the members of the Board who have assisted with various stages of the study, to the Director and Dean plus members of the Staff who provided valuable assistance during the December training, and to the AGEAP officers and representative for their untiring support and collaboration in locating graduates and assisting the team of interviewers.

FIGURE 1. PRINCIPAL ACTIVITIES AND STUDY RESULTS





EXPERIENCE, INCORPORATED

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February 22, 1985

Dr. J. Wayne Reitz
University of Florida Foundation
P.O. Box 14425
Gainesville, Florida 32604

Dear Dr. Reitz:

Progress on our study of agricultural manpower needs in Tropical America will be shared with the EAP Board of Directors at the March 8 meeting at Zamorano. Dr. Miley Gonzalez, director of field studies for the project, will be at the meeting to report results of the mail questionnaire to the graduates and the interviews with employers engaged in agriculture and agribusiness.

Sixteen graduates of the 1984 class at EAP are currently working in nine countries selected for study to obtain data from employers of Zamoranos as well as other employers to develop data for our study. Additionally, graduates of EAP are being interviewed for opinions that will provide other useful information to guide the Board in future programs for the school.

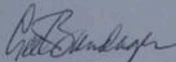
Preparations have been made for Drs. Harold Crawford and Miley Gonzalez to determine the level of competency-based instruction at Zamorano the week following your Board meeting. A review of literature on agricultural manpower studies in Latin America and visits to selected institutions will follow, with Craig Anderson assuming major responsibility.

We are pleased with the quality of our field study personnel. Their understanding of and appreciation for the importance of this study gives a prospect for a high quality and valuable product. As the analysis of information begins, we look forward to the findings that will be presented.

Dr. J. Wayne Reitz
February 22, 1985
Page two

Special thanks are in order to Board members Mario Nufio Gamero, who again assisted the training of our interview team; John Smith, whose continued interest and support are always evident; and Frank Bendana, Dick Baldwin, and Wayne Reitz, who share their opinions and support. Also thanks to Director Simon Malo, who with Frank made a special trip to Minneapolis to discuss the project and to share their concerns. Additionally, many EAP alumni country representatives have assisted in locating graduates to respond to our survey.

Sincerely yours,



Lee D. Sandager
Project Coordinator

/llz
1684

cc: William Bursch
Miley Gonzales
Harold Crawford
Craig Anderson

*Phoned reply to
tape recording 11/4/84*



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November 27, 1984

Dr. J. Wayne Reitz
University of Florida Foundation
P.O. Box 14425
Gainesville, FL 32604

Dear Dr. Reitz:

Enclosed is a redraft of the employers' survey for our Manpower Study that has resulted from our testing the draft copy at the AGEAP Conference in San Salvador and in Honduras. Valuable contributions have been made as a result of our testing. In an effort to have a final product, we are advised by Simon Malo and Frank Bendaña that you may be willing to review it and provide your valuable input.

Also enclosed is a draft questionnaire (still in English) listing alternatives for EAP which graduates of EAP will consider in a personal interview. Your contribution to this questionnaire, including word and language use choices, is also requested.

We request that you return your recommendations to us immediately so that we may receive them before our visit to Zamorano at the time of graduation on December 8, as we will be training our Zamorano team to begin the survey of employers on December 10.

Thank you for your support and cooperation for this study that is so important to the school, its alumni, and for the future of agricultural education in Latin America.

Sincerely yours,

Lee D. Sandager/Miley Gonzales
Project Coordinators

/llz
enclosure
1684

Fecha _____ País _____

Nombre del Enumerador _____

Persona Entrevistada _____

Nombre del Negocio _____

Dirección _____

Bus.Code 1. Clase de Negocio (Marque con un círculo)

- 1.0 () 1.1 Producción Agrícola 1.2 Elaboración de Productos Agrícolas
1.3 Mercadeo y Distribución 1.4 Suplido, Instalación y Reparación
1.5 Finanza y Crédito 1.6 Educación 1.7 Agencias Gubernamentales
1.8 Combinación _____

2. Describa el cargo ocupado por: (nombre de la persona) _____ ?

Si es Ud. esta persona, describa el título de su cargo y su trabajo: _____

Job Code 3. Para formar un criterio de las necesidades de fuerza humana, en el sector
2.1 () agrícola, por favor denos un presupuesto de las personas que Ud. emplea
actualmente, o que planea emplear en el futuro para mejorar el calibre de
sus empleados o para ensanchar su negocio o empresa. Por favor de un
presupuesto realístico en cada categoría. Si es Ud. Propietario, inclúyase
también.

3.1 Total de empleados en el negocio - Toda clase (3.11) _____

Número de empleados a tiempo completo (3.12) _____

Número de empleados a medio tiempo (3.13) _____

3.2 Asesoría del suplido y demanda de empleados en el sector agrícola

Categoría del Empleado (3.21)	Empleados al corriente (3.211)	Empleados en el futuro (3.212)
Graduado de primaria	Número _____	_____
Graduado de Escuela Secundaria Agrícola	Número _____	Número _____
		El Suplido sera
		Suficient _____ (1)
		No Suficient _____ (2)
		Exceso _____ (3)

(3.22) Graduado de Secundaria con menos de dos años de estudios de postgraduado en Agropecuario.	(3.221) Número _____	(3.222) Número _____ Suficiente _____ (1) No Suficiente _____ (2) Exceso _____ (3)
(3.23) Persona con 3 años de entrenamiento en agricultura y posee un título o grado.	(3.231) Número _____ Colegio del cual se graduó _____	(3.232) Número _____ El Suplido será _____ Suficiente _____ (1) No Suficiente _____ (2) Exceso _____ (3)
(3.24) Persona quien tiene un grado Universitario Agrícola.	(3.241) Número _____ Colegio del cual se graduó _____	(3.242) Número _____ El Suplido será _____ Suficiente _____ (1) No Suficiente _____ (2) Exceso _____ (3)
(3.25) Profesionales quienes han obtenido la maestría o el doctorado en cierta rama Agrícola.	(3.251) Número _____ Colegio del cual se graduó _____	(3.252) Número _____ El Suplido será _____ Suficiente _____ (1) No Suficiente _____ (2) Exceso _____ (3)

4. Ud. emplea uno (o varios) graduados de EAP.
 Piense detenidamente acerca del último graduado de la EAP que Ud. empleó.
 Porque seleccionó un graduado de EAP en lugar de un graduado de otra institución?

ASESORAMIENTO DE DESTREZA

5. En la siguiente parte del estudio, encontrará ocho (8) áreas de enseñanza en la educación agrícola que contiene una serie de destrezas (habilidades, conocimiento, actitudes). El propósito es de evaluar o describir al empleado más reciente graduado de la EAP.

Su primera respuesta describirá al empleado con la mayor exactitud posible, basándose en el grado de destreza que el/ella tuvo cuando recién comenzó a trabajar. Esta clasificación contiene la palabra Tuvo en el formulario y se la identifica con la letra A.

La segunda respuesta debe describir el grado de destreza que Ud. hubiera preferido que este empleado hubiese tenido cuando recién comenzó a trabajar. Esta respuesta esta calificada Preferido en el formulario y identificada con la letra B.

La tercera clasificación es para percibir el grado de destreza que Ud. espera que los empleados tengan en el futuro al comenzar las funciones del cargo para el cual serán empleados. Esta respuesta esta calificada bajo la palabra Espero y identificada con la letra C.

La siguiente escala contiene las clasificaciones para determinar hasta que punto o grado Ud cree que esta persona fue o debería ser capacitada.

0	1	2	3	4	5
No es necesario	no estudio u observo	studio y observo pero no se desempena	Se desempeña con supervision	Se desempeña sin supervision	Puede enseñar o otros

Numero

Titulo

- 0 Esta destreza no es necesaria en el cargo que este empleado desempeña. Se la califica NO NECESARIA.
- 1 Este empleado no ha estudiado u observade esta destreza
- 3 El empleado ha (o debería haber) estudiado u observado esta destreza, pero no es capaz de desempeñarse ni independientemente ni con supervisión.
- 4 El empleado conoce a fondo esta destreza y el/ella puede desempeñarse independientement sin supervision.
- 5 El empleado conoce a fondo esta destreza y el/ella puede enseñar a otros como desempeñarse en estas funciones o puede ayudarlos a adquirir el conocimiento necesario.

MECANIZACION Y MECANICA AGRICOLA

1. Mantiene y usa herramientas (de mano y a motriz) usadas en la reparación de maquinarias agrícolas, equipo etc.
2. Calcula el costo, y suministra el material necesario para la planificación y fabricación de un proyecto.
3. Mantiene y opera el equipo de siega, necesario para la labranza, siembra, fertilización y cosecha de cultivos de mayor importancia económica.
4. Calibra los equipos usados en la siembra, fertilización y control de plagas, empleando los métodos necesarios y usando las precauciones para mayor seguridad personal.
5. Opera, mantiene, ajusta y hace reparaciones de menor escala en motores de combustión interna.
6. Escoge maquinaria con la tecnología mas apropiada para conseguir las máximas ganancias, con los recursos disponibles.
4. Reconoce los síntomas y agentes de enfermedades comunes a cultivos de mayor importancia y utiliza las medidas de control mas efectivas.
5. Identifica y describe insectos que son beneficiosos así como tambien insectos nocivos y utiliza metodos de control culturales químicos y biológicos.
6. Usa metodos culturales y químicos usados para el control de yerbas nocivas.
7. Utiliza las ventajas y desventajas de diversos metodos de cosechas de cultivos de mayor importancia económica.
8. Hace un plan para el almacenamiento de las cosechas para uso doméstico alimentación ganadera y mercadeo.
9. Describe los diferentes factores que afectan y regulan los precios recibidos por los productores en el comercio.

FERTILIDAD DE SUELO Y CONSERVACION

AGRONOMIA

1. Conoce los terminos botánicos de la mayor parte de los cultivos en la zona donde trabaja.
2. Selecciona las variedades de cultivos mas apropiadas tomando en consideración el tiempo de madurez, habilidad de cosecha, resistencia a enfermedades e insectos, y rendimiento.
3. Conoce los requisitos y pasos necesarios en la preparación del terreno para cultivos de uso doméstico y para mercadeo.
1. Describe las propiedades físicas el grado de erosion, drenaje, composición del suelo y topografía.
2. Planea un programa para el mejor uso de las tierras, basandose en la capacidad y clasificación, para hacer uso maximo de la productividad y proteger el suelo contra la erosion.
3. Toma muestras e interpreta los resultados de pruebas de suelo y recomienda fertilizantes basándose en la meta de rendimiento deseado.
4. Reconoce las deficiencias nutritivas del suelo basándose en síntomas, en las plantas, y sabe como corregir el problema.

5. Aplica o recomienda la aplicación de fertilizantes al tiempo mas favorable y calibra el equipo de fertilización.
6. Describe los métodos de conservación de suelos mas apropiados para las diferentes clases de suelos y planea un sistema de rotación de cultivos.
7. Utiliza métodos de labranza que ayudan a mantener la estructura del suelo, y reduce la compactacion y erosión del mismo.
2. Se expresa por escrito en una forma precisa transmitiendo sus ideas claramente.
3. Se presenta, conoce y conversa con diferentes personas acerca de temas de mutuo interes.
4. Colabora con otros y respeta la posición de su superiores así como también la de su subordinados.
5. Supervisa pero al mismo tiempo congenia con otros.
6. Escucha atentamente al tema de la conversacion.

AGRO NEGOCIOS

1. Identifica, fuentes de capital para establecer y operar negocios agrícolas.
2. Determina el costo de producción y de servicios para el comercio de ciertos productos agrícolas.
3. Hace un plan para el movimiento del capital líquido, y opera con un presupuesto.
4. Desarrolla un plan para la organización y operación del negocio.
5. Prepara un plan de entrenamiento para los empleados con el fin de mejorar labores productivas.
6. Describe la influencia de ciertas políticas públicas en la operación y mantenimiento de negocios agrícolas.
7. Lleva a cabo, sumaria e interpreta reportes financieros de negocio.
7. Identifica las responsabilidades de un cargo y las describe por escrito.
8. Usa procedimientos y la técnica apropiada en programas de venta y de tipo de promoción.
9. Respeta el punto de vista y los derechos de otros, cualquiera su rango.

ECONOMIA AGRICOLA Y MERCADERO

1. Determina las alternativas disponibles para el mercadeo de productos agrícolas asegurando los mejores precios para los vendedores.
2. Calcula ganancias y réditos para empresas individuales o en combinación con otros negocios, para fincas de diferentes tamaños.
3. Compara las estrategias de mercadeo de tipo individual y cooperativo. Describe el potencial de cada una de las estrategias y las ventajas y desventajas.
4. Identifica fuentes de crédito agrícola y el uso mas apropiado de este crédito, en el sector agrícola.

COMUNICACIONES Y RELACIONES HUMANAS

1. Prepara y da presentaciones de tipo oral en forma elocuente.

5. Prepara un presupuesto para una hacienda u otro negocio relacionado a esta.
6. Utiliza los pasos necesarios en la administración de un negocio agrícola y la forma en como obtener las maximas ganancias con los recursos disponibles.
7. Describe la influencia que ejercen políticas públicas en la operación y mantenimiento de agro negocios.
8. Sumariza y analiza los registros llevados por fincas y negocios con el objeto de determinar los metodos mas eficaces y las deficiencias en la operación del negocio.

GANADERIA

1. Usa analisis del contenido nutritivo en los alimentos para ganado y formula raciones balanceadas.
2. Planea y usa un sistema de casta que resultara en el mejoramiento genético de la cría.
3. Examina y recomienda el tratamiento a seguir para la cura de enfermedades y extirpación de parásitos comunes que afectan al ganado.
4. Planea instalaciones para ganado que facilitan una producción mas económica.
5. Describe política interna e internacional que afectan el mercado de oferta y demanda de ganado y productos ganaderos.
6. Determina el costo y la ganancia, y planea programas ganaderos para uso domestico y para mercadeo que obtengan maxima ganancia.

7. Identifica, sabe los pasos necesarios y describe el mejor proceso de elaboración para carne de res; cerdo aves de corral y productos lacteos.

HORTICULTURA

1. Identifica las partes botánicas de plantas y reconoce sus funciones.
2. Selecciona las frutas, y hortalizas, y ornamentales mas apropiadas a las condiciones climaticas, basándose en madurez habilidad de cosecha, resistencia a peste e insectos y tambien rendimiento.
3. Prepara la tierra para el sembrío, y formas de propagación requeridas en la siembra de frutas y hortalizas comunes al medio ambiente.
4. Reconoce síntomas y agentes de enfermedades que afectan a frutas y hortalizas comunes a America Tropical y utiliza los metodos de control mas apropiados.
5. Identifica insectos que son beneficiosos y tambien insectos nocivos a frutas, hortalizas y plantas ornamentales de mucha importancia económica y utiliza programas de control..
6. Describe metodos agricolas; quimicos para el control de yerbas nocivas que causan daños a frutas, hortalizas y plantas ornamentales.
7. Usa metodos de cosecha y almacenamiento de productos manteniendo al mismo tiempo la calidad y el maximo rendimiento.

CAPITULO III

ATRIBUTOS PERSONALES DEL EMPLEASO

Planteles educacionales tienen la responsabilidad de proveer un solido entrenamiento técnico; pero tambien tienen la responsabilidad de enseñar y reeforzar otras cualidades que generalmente se piensa son deseadas en un buen empleado. Piense detenidamente acerca del graduado de EAP que Ud. ha empleado mas recientemente.

Pregúntese como clasifica al graduado de EAP en comparación con sus otros empleados en las ramas de agricultura y agronegocios. Base su opinion en lo siguiente:

<u>FACTORES</u>	<u>Más</u>	<u>Igualmente</u>	<u>Menos</u>
6.1 Lealtad al empleador, la compañía o agencia	_____	_____	_____
6.2 Disposición mental, positiva, hacia toda clase de trabajo, en todos los niveles.	_____	_____	_____
6.3 Honestidad en su trato con otros.	_____	_____	_____
6.4 Puntualidad y fidegñidad en el trabajo	_____	_____	_____
6.5 Confianza en si mismo y en su habilidad personal.	_____	_____	_____
6.6 Aceptación de los términos, condiciones y medio ambiente en el lugar de trabajo.	_____	_____	_____
6.7 Aceptacion de responsabilidades.	_____	_____	_____
6.8 Habilidad de trabajar con otros en un ambiente de cooperacion y mutuo esfuerzo.	_____	_____	_____
6.9 Habilidad de establecer y alcanzar las metas establecidas.	_____	_____	_____

IMPORTANCIA DE LOS ATRIBUTOS PERSONALES

7. Considerando a sus empleados en general por favor indique el grado de importancia que Ud. les da a estos atributos y como pesan en su decisión al emplear, retener o promover a un empleado.

7.1 Habilidad en comunicación	1	2	3	4	5	6	7	8	9	10
7.2 Lealtad	1	2	3	4	5	6	7	8	9	10
7.3 Disposición mental hacia el trabajo.	1	2	3	4	5	6	7	8	9	10
7.4 Honestidad.	1	2	3	4	5	6	7	8	9	10
7.5 Puntualidad y fidegnidad.	1	2	3	4	5	6	7	8	9	10
7.6 Confianza en si mismo.	1	2	3	4	5	6	7	8	9	10
7.7 Conocimiento y sentido comun para el negocio en general.	1	2	3	4	5	6	7	8	9	10
7.8 Satisfacción en su trabajo.	1	2	3	4	5	6	7	8	9	10
7.9 Aceptación de responsabilidad.	1	2	3	4	5	6	7	8	9	10
7.10 Cooperación.	1	2	3	4	5	6	7	8	9	10
7.11 Establecimiento y alcance de metas deseadas.	1	2	3	4	5	6	7	8	9	10
7.12 Conocimiento de técnica agrícolas	1	2	3	4	5	6	7	8	9	10

SECCION II ASESORAMIENTO DE DESTREZAS

Respuestas del Empleador

0 2 3 4 5

(A) Tuvo (B) Preferido (C) Espero

A. Mecanizacion Agricola

(A) tuvo
(B) preferido
(C) espero

	A	B	C
1.	—	—	—
2.	—	—	—
3.	—	—	—
4.	—	—	—
5.	—	—	—
6.	—	—	—

D. Agro Negocios

(A) tuvo
(B) preferido
(C) espero

	A	B	C
1.	—	—	—
2.	—	—	—
3.	—	—	—
4.	—	—	—
5.	—	—	—
6.	—	—	—
7.	—	—	—

G. Ganaderia

(A) tuvo
(B) preferido
(C) espero

	A	B	C
1.	—	—	—
2.	—	—	—
3.	—	—	—
4.	—	—	—
5.	—	—	—
6.	—	—	—
7.	—	—	—

B. AGRONOMIA

(A) tuvo
(B) preferido
(C) espero

	A	B	C
1.	—	—	—
2.	—	—	—
3.	—	—	—
4.	—	—	—
5.	—	—	—
6.	—	—	—
7.	—	—	—
8.	—	—	—
9.	—	—	—

E. COMUNICACIONES

(A) tuvo
(B) preferido
(C) espero

	A	B	C
1.	—	—	—
2.	—	—	—
3.	—	—	—
4.	—	—	—
5.	—	—	—
6.	—	—	—
7.	—	—	—
8.	—	—	—
9.	—	—	—

C. Suelo, Fertilidad de Suelo

(A) tuvo
(B) preferido
(C) espero

	A	B	C
1.	—	—	—
2.	—	—	—
3.	—	—	—
4.	—	—	—
5.	—	—	—
6.	—	—	—
7.	—	—	—

F. Administracion Economica

(A) tuvo
(B) preferido
(C) espero

	A	B	C
1.	—	—	—
2.	—	—	—
3.	—	—	—
4.	—	—	—
5.	—	—	—
6.	—	—	—
7.	—	—	—
8.	—	—	—

H. Horticultura

(A) tuvo
(B) preferido
(C) espero

	A	B	C
1.	—	—	—
2.	—	—	—
3.	—	—	—
4.	—	—	—
5.	—	—	—
6.	—	—	—
7.	—	—	—

INTERVIEW

QUESTIONNAIRE FOR EAP GRADUATES

Name _____ City _____ Country _____

Year of Graduation _____

Occupation _____

Interviewer _____

EAP has served Tropical America for over 40 years by providing well trained agriculturists for all phases of the agricultural industry throughout Latin America. While the effective impact has been significant, the Board of Directors are taking a forward look to determine if EAP should make changes which would enable the school to make even greater contributions.

The following is a partial list of alternatives plus a space for individual suggestions.

Please provide us your opinion of the most desirable changes by listing a First Choice and a Second Choice.

CHOICE

- A. Maintain the program as it is now being conducted with minor curriculum changes to increase the emphasis on economic studies _____
- B. Expand the enrollment to about 1,000 students and maintain the same program instruction model. _____
- C. Maintain the same enrollment and same 3 year program and in addition establish additional course work leading to a university degree for those students with high scholarship achievement. _____
- D. Maintain the program as it is, in addition, expand training in research leading to a university degree for those students with high scholarships. _____
- E. Other programs (please be brief) _____

Using your best judgment, indicate how you believe your First Choice would alter the effectiveness of EAP in each of the following areas.

	<u>Improve</u>	<u>Reduce</u>	<u>No Change</u>
1. Ability to get a job	_____	_____	_____
2. Ability to pursue higher education	_____	_____	_____
3. Ability of EAP to maintain the strong discipline development program	_____	_____	_____
4. Ability of graduates to be promoted in their organizations or professions	_____	_____	_____
5. Ability of EAP to meet the employment needs of Latin America	_____	_____	_____
6. Ability of EAP to develop good work habits and values in their students	_____	_____	_____

7426A

Using your best judgment, indicate how you believe your Second Choice would alter the effectiveness of EAP in each of the following areas.

	<u>Improve</u>	<u>Reduce</u>	<u>No Change</u>
1. Ability to get a job	_____	_____	_____
2. Ability to pursue higher education	_____	_____	_____
3. Ability of EAP to maintain the strong discipline development program	_____	_____	_____
4. Ability of graduates to be promoted in their organizations or professions	_____	_____	_____
5. Ability of EAP to meet the employment needs of Latin America	_____	_____	_____
6. Ability of EAP to develop good work habits and values in their students	_____	_____	_____

7426A

AGRICULTURAL MANPOWER MARKET STUDY
Status Report - November 13, 1984

I. Pre-Survey Visit to Zamorano

Immediately following the September 7 Board Meeting in Miami, work began on the mail survey instrument. During the period of September 19 to 22, 1984, four team members visited Zamorano. They were Miley Gonzalez, Paul Marvin, Lee Sandager, and William Bursch.

The major objective of the trip was to become acquainted with the school, its operation, faculty, and students. In addition, components of the study were reviewed with Director Simon Malo, Dean Jorge Roman, Mario Nufio Gamero, Roberto Villedo, Jose Montenegro B., Jose Alexis Matute, and Marco Tulio Castro Z. The mail survey schedule was redesigned and tested while at Zamorano as a result of the assistance from the above gentlemen.

Two other major accomplishments during this visit were:

- 1) After full review of the nature of the employer survey schedule, a decision was made to use the 1984 Zamorano graduates to execute this survey.
- 2) Preaddressed envelopes for approximately 1500 Zamorano alumni were prepared by the staff of Dr. Malo. The decision to employ 1984 graduates of Zamorano resulted in the decision to train them immediately after their December graduation date and have them gain some experience immediately thereafter in Honduras, while the training team was on hand to assist them.

II. The Mail Survey

The mail survey was sent to approximately 1500 graduates between October 8 and 10. Self-addressed envelopes for return to the school were enclosed. Questionnaires began to be returned to the school by early November.

In order to speed up the return of mail questionnaires, Miley Gonzalez and Lee Sandager attended the Zamorano International Convention in San Salvador on November 7 and 8. Following this meeting, a visit was made to the school to interview graduates and explain the survey program to them.

III. Other Progress

The employer survey instrument has also been drafted in both Spanish and English versions. The instrument is in the process of review. To facilitate the survey of employers of other than Zamorano, directories and lists are being assembled and placed into categories.



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November 5, 1984

Dr. Simon E. Malo
Director
Escuela Agricola Panamericana
P.O. Box 93
Tegucigalpa
Honduras

Dear Simon:

Thank you for your letter of October 25, 1984 to Lee Sandager. We appreciate your point concerning our proceeding with the mail questionnaire prior to receiving all possible reviews. As a result, we did not have the benefit of your last minute suggestions, which might have been useful. In support of how we proceeded, however, I think all of us should remember the following points:

1. The survey as we sent it out was finalized in Spanish at Zamorano when we were there, with the benefit of input and review, not only by yourself and Mario Nufio, but by several other graduates with whom Mario arranged to assist us.
2. When at Zamorano, we established a timetable that worked back from the December 8 graduation in order to utilize the services of new Zamorano graduates as was agreed when we were at the school. This required that we make the best use of our time to get the survey mailed to identify our sample of employers to be surveyed.
3. The items you refer to as mistakes appear to be only differences in word choices. Miley and others working on the translation language see no problem with either choice.
4. Not all points that the study intends to cover with graduates were to be achieved in this mail questionnaire. For example, it is too early in the study process to interject for consideration of graduates specific choices or alternatives for changes in the school program. This will be dealt with in the personal interviews with graduates as well as the employers' survey.

Dr. Simon E. Malo
November 5, 1984
Page 2

In the context of the entire study, I believe we are on target with what must be accomplished at each stage. While we are confident in our study process to date, we also greatly appreciate your assertiveness in providing your ideas. We know they are important to obtain the best information for decisions to be made by the school. We did not intend to proceed without them. The study process has benefited from your input since we first met in Gainesville last January. We hope future timetables will allow full opportunity for your input.

Sincerely,

William G. Bursch
President

pf

cc: Fernando Eleta
Mario Nufio Gamero
Wayne Reitz
Richard Baldwin
Hugh Popenoe
E.T. York

John C. Smith
R. Villeda
Lee Sandager



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December 6, 1983

Dr. J. Wayne Reitz
University of Florida
P.O.Box 14425
Gainesville, FL 32604

Dear Dr. Reitz:

We are pleased that we have been selected by the Board of Trustees of Escuela Agricola Panamericana to conduct the proposed study. My apologies for a tardy reply to your letter of November 21. A combination of holidays, travel, snowstorms, foreign visitors, and scheduling a meeting with Dr. Baldwin caused the delay. I hope it has not been inconvenient for you.

I am confident we can fully satisfy the committee regarding the two conditions of our selection. We are open to suggestions regarding the next step in these matters. If you like, we can draft a contract based on your suggestion of conditions important to EAP.

I have spoken to Mr. Eleta and Dr. Baldwin and have written to Dr. Simon Malo (copy enclosed) regarding input from the committee and the Director.

We soon need to clarify how the committee would like to function in guiding our work and how you would like us to assist in obtaining the funding. Please call me at any time.

Best wishes for a joyous holiday season.

Sincerely,

William G. Bursch
President

pf

cc: Mr. Fernando Eleta
Mr. John C. Smith



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July 31, 1984

Dr. J. Wayne Reitz
Secretary
Escuela Agrícola Panamericana
P.O.Box 14425
Gainesville, FLORIDA 32604

Dear Dr. Reitz:

Enclosed is the budget breakout requested by you and Lee Knutson of OASHA-AID. I will be out of the office for the next two weeks but Lee Sandager of our office can respond to any questions you may have. Mr. Sandager may also be making arrangements for the upcoming trip to the school and I have asked that he keep you informed.

Sincerely,

William G. Bursch
President

pf
Enclosure (1)

cc: Mr. Lee Knutson
Office of American Schools
and Hospitals Abroad
Agency for International Development
Washington, D.C. 20523

Mr. Lee Sandager

ATTACHMENT 1H

F O R M A T

ANALYSIS OF PROPOSED PRICE - FIXED PRICE

Experience, Incorporated

Firm Name

<u>Items</u>	<u>Work- Days</u>	<u>Local Currency Costs (U.S. \$1 =)</u>	<u>U.S. \$ Costs</u>	<u>Total Costs (U.S. \$)</u>
1. Home office salaries <u>1/</u>	<u>63</u>			<u>13,007</u>
2. Overhead on home office salaries <u>2/</u> (percentage rate <u>125%</u>)				<u>16,258</u>
3. Field staff salaries at base pay <u>1/</u>	<u>483</u>			<u>49,290</u> ✓
4. Field staff differential, if any (<u>0%</u>)				<u>-</u>
5. Fringe benefits (payroll costs)				<u>-</u>
6. Overhead on field staff salaries <u>2/</u> (percentage rate <u>100%</u>)				<u>49,290</u>
7. Subtotal (1 through 6)				<u>127,845</u>
8. Travel and per diem - personnel				
(a) International travel and per diem				<u>23,000</u>
(b) Travel and per diem within Contractor's country				<u>6,000</u>
(c) Local travel and per diem - Enumerators 250x100 + 3,800 air travel				<u>28,000</u> ✓
9. Transportation - personnel baggage				<u>-</u>
10. Transportation - household effects				<u>-</u>

1/ List individual salaries on Schedule 1.

2/ Items included in overhead shall not be included in other items in cost breakdown, and overhead shall not be applied on field staff differential.

FORMATANALYSIS OF PROPOSED PRICE - FIXED PRICEExperience, IncorporatedFirm Name

<u>Items</u>	<u>Work-Months</u>	<u>Local Currency Costs (U.S. \$1 =)</u>	<u>U.S. \$ Costs</u>	<u>Total Costs (U.S. \$)</u>
11. Transportation- equipment & supplies		_____	_____	_____
12. Other Direct costs:				
(a) Insurance				800
(b) Miscellaneous <u>3/</u>		_____	_____	10,200
13. Subtotal (8 through 12)		_____	_____	68,000
14. Grand total (7 plus 13)		_____	_____	195,845
15. Profit or Fee		_____	_____	24,155
16. Total price		_____	_____	220,000

3/ Itemized separately on Schedule 2.

SCHEDULE 1 - BASE SALARY(FIELD STAFF)

Position or Job Title	Estimated Work Days	Daily Base Salary		Total Costs (in U.S. \$)
		Local Currency Cost	Dollar Cost	
Instrument Development	E Persons	45	200	9,000
	P Marvin	39	200	7,800
Evaluation of Competency Tought	H Crawford	8	230	1,840
	M Gonzalez	20	141	2,820
Interview	C Anderson	20	160	3,200
	Anderson or Gonzalez Enumerators	50	150	7,500
Execution & Supervision		285	50	14,250 ✓
	Agen	6	230	1,380
Project & Instrument Review Translation of Instruments	10	150	1,500	
<u>(Home Office)</u>				<u>\$49,290</u>

Position or Job Title	Estimated Work Days On this Project	Annual Base Salary (in U.S. \$)	Total Salary for Project (in U.S. \$)
Project Coordinator Sandager	36	200	7,200
Project Administrator Bursch	10	272	2,700
Direct Project van Haeften	7	228	1,597
Data Processing Magnani	10	151	1,510
	63		<u>\$13,007</u>

PAGE NO. 1H-4	EFFECTIVE DATE October 1, 1978	TRANS. MEMO NO. 11:17	AID HANDBOOK 11, Att 1H
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SCHEDULE 2 - MISCELLANEOUS

<u>Items</u>	<u>Local Currency Costs</u>	<u>Dollar Costs</u>	<u>Total Costs (in U.S. \$)</u>
Cables, telephone, and postage (survey)	_____	_____	3,000
Passports and visas	_____	_____	200
Inoculations and health examinations	_____	_____	500
Computer time	_____	_____	1,000
Clerical Overload	_____	_____	1,000
Questionnaire, Supplies & Printing	_____	_____	1,500 ✓
Report Printing	_____	_____	3,000
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
Total Miscellaneous	_____	_____	<u>\$10,200</u> ✓

July 17, 1984

Dr. William G. Burach
President, Experience, Inc.
1930 Dain Tower
Minneapolis MN 55402

Dear Bill:

I have just returned from being away almost four weeks and find your letter of July 5 with which you enclosed a copy of contract 1684 concerning the Manpower Study for Escuela Agricola Panamericana.

I note that the total is at \$220,000 vs. the \$200,000 estimate you gave us at the time we considered your September 12, 1983 proposal. Recognizing the lapse of time and also that you had indicated need for some refinement, we accept this revised figure with the hope that if you should make any substantial savings, these can be taken under consideration.

While I am signing the contract as submitted, I do so with the stipulation that there be some breakdown in costs which I find will be necessary if the American Schools and Hospitals Abroad program in Washington are to release the funds for which a commitment of \$200,000 has been made. I will know by Friday of this week or no later than Monday what that breakdown will be. I am sure that you can prepare it readily for your work sheets. We will certainly need to know the number of consultants and the amount paid them, the travel by country, supplies, and the amount of overhead.

I have talked with John Smith and he has authorized me to sign the document. Furthermore, he does not believe there is any necessity to have a meeting of the Executive Committee in the next week or so simply because at the last meeting of the Executive Committee, authority was granted for either John Smith or me to sign the contract. Of course I am sure you will want to meet not only with Dr. Malo but also with members of the Executive Committee or the Manpower Study committee in the not too distant future.

I note that you will return from the Middle East about July 23 and David Santos of American Schools and Hospitals Abroad will return from Liberia about that same time. I am sending David Santos a copy of the contract which you sent so that he can give me details which his office will need before they release the funds. The funds have been committed; there will just be the need to comply with some of the details required by his office.

With warm good wishes, I am

Sincerely,

J. Wayne Reitz
Secretary



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TELEX: 467326 EXPERIENCE CI

July 5, 1984

Dr. J. Wayne Reitz
Escuela Agrícola Panamericana
University of Florida
P.O. Box 14425
Gainesville, FLORIDA 32604

Dear Wayne:

Enclosed is a contract for the Manpower Study for EAP. It is very straight forward, allowing good judgment to rule on issues that may come up. If you want to have other items included in The Agreement please prepare a draft for our review.

We look forward to a close working relationship with the committee and other directors who wish to contribute. We would like to start the work when I return from the Middle East about July 23.

If the enclosed contract meets with your approval, please sign and return one copy.

Sincerely,

William G. Bursch
President

pf
Enclosure (3)

ESCUELA AGRICOLA PANAMERICANA (EAP)
AND
EXPERIENCE, INCORPORATED

I. PROJECT

TROPICAL AGRICULTURAL MANPOWER NEEDS IN TROPICAL AMERICA

II. OBJECTIVES AND BENEFITS

A. Objectives

The general objective of the study is to identify the most useful niche for EAP in the agricultural education needs of tropical America. Specific objectives are:

1. To identify future needs for agricultural training in the region considering the growth of the economy; the relative growth of the agricultural sector; and the expected technological, social, and cultural changes affecting the agricultural sectors.
2. To identify the strengths and weaknesses of the present EAP program as perceived by former students and employers.
3. To determine the implication of manpower needs (qualitative as well as quantitative) for decisions on educational programs at EAP and other institutions in the region.
4. To identify the most useful training that EAP can provide given the demand of agricultural industry and government, and the training supplied by other educational institutions in the region.

B. Additional Benefits

In addition to accomplishing the above objectives, the proposed study benefits will include:

1. The adaptation of a proven manpower market study technique to Latin America and developing countries in general.
2. An extensive sample of employers/supervisors.
3. Survey instruments readily adaptable to other areas or even replicated in application.

III. PROJECT IMPLEMENTATION

The Proposal and Contract No. 1684 prepared for and submitted to EAP dated September 12, 1983 becomes a part of this contract. The implementation of the project will be carried out as outlined in the following sections of that document.

- A. Scope of Work - Section IV
- B. Methodology: Sampling Students and Employers - Section V
- C. Survey Information - Section VI
- D. Evaluation of EAP - Section VII
- E. Review of Literature - Section VIII
- F. Analysis of Data and Presentation of Results - Section IX

Any change or revision in this implementation plan will be by mutual agreement between Experience, Incorporated and the EAP ad hoc Committee.

IV. PROJECT SCHEDULE

The project schedule as set forth in Section XI and Figure 2 of the September 12, 1983 Proposal and Contract will be followed as closely as possible; however, in a study of this nature, delays that are beyond the control of the contractor can be expected. The quality of the survey and report will not be sacrificed to keep the project within the proposed time schedule. The EAP ad hoc Committee will be kept appraised of project progress and adherence to schedule.

V. REPORTING

In accordance with Section XIII of the Proposal and Contract dated September 12, 1983.

VI. PROJECT COST

Due to the time elapsed between submission of the initial Proposal and Contract (September 12, 1983) and the actual initiation of the project, adjustments in the cost is necessary. Experience, Incorporated agrees to conduct this project, as outlined for a fixed fee of US\$220,000. This fee is based on an estimated US\$152,000 for consultant time and US\$68,000 for travel, per diem, and related expenses.

VII. METHOD OF PAYMENT

A. A mobilization payment of 20 percent (US\$44,000) will be payable on the signing of this Contract.

B. Three interim payments of US\$44,000 each (totaling 60 percent of the fee) will be due and payable as follows:

- On completion of the graduate survey
- On completion of the employer survey
- On submission of the draft of final report to the EAP Board

C. The final payment of US\$44,000, plus or minus any adjustments made in the contract fee by amendments to this contract, will be due and payable on acceptance of the final report by the EAP Board or 45 days after submission of the final report to the Board, whichever occurs first.

VIII. CONTRACT

Upon signing this document becomes a valid contract and the property of Escuela Agricola Panamericana.

The study will begin on receipt of a signed copy of this Contract by Experience, Incorporated together with a mobilization check for US\$44,000.

Submitted by: EXPERIENCE, INCORPORATED
Minneapolis, Minnesota 55402

Signed: Kenneth E. Holt Date: 7/5/84
Kenneth E. Holt
Chairman

Accepted by: ESCUELA AGRICOLA PANAMERICANA
Tegucigalpa, Honduras

Signed: Alwynne Peitz Date: 7/18/84
Secretary
Title

July 17, 1984

Mr. David Santos
American Schbols and Hospitals Abroad
Room 260 State Annex #8
Washington, DC 20523

Dear Dave:

In contacting your office this morning, I learned you would be returning late this week or by noon of July 23 from Liberia. I hope you had a pleasant and productive trip.

I am enclosing a copy of the contract prepared by Experience, Inc. As you know, after the Board of Directors of Escuela Agricola Panamericana sought proposals from three key consulting firms, Experience, Inc. was the one which won the approval. I realize that this document is highly abbreviated, but it does refer to the proposals submitted to Escuela Agricola Panamericana dated September 12, 1983. I assume that Simon Malo may have placed a copy of this document in your hands. If not, I will have Dr. Bill Bursch, President of Experience, Inc. send you a copy of the proposal which contains biographical data of various proposed consultants. It ~~must~~ be in the neighborhood of a hundred pages.

I have written to Bursch and stated that we needed to have a breakdown of costs for consultants per diem and other items of expense. In order to be more specific with him, I shall contact you upon your return or, if it meets with your convenience, please give me a ring over your communications system.

With all good wishes.

Sincerely,

J. Wayne Reitz

enc.

July 17, 1984

Dr. Simon Malo
Director
Escuela Agricola Panamericana
Apartado 93
Tegucigalpa, HONDURAS

Dear Simon:

I appreciate very much receiving a copy of your letter of July 8 to Mr. David Santos. This is an excellent letter in which you outline the curriculum and its purposes in good detail and the desire to expand teaching programs in agricultural economics and business management with a recognition of various limitations. All in all, it is a splendid statement not only about the overall training which Escuela Agricola Panamericana provides and the philosophy back of it, but you do an exceedingly good job of blending what you have with the Manpower Study in which Santos has just committed his support.

I am enclosing a copy of expenses which have been incurred by me and my office as Secretary.

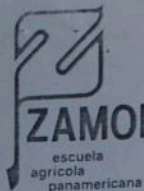
In talking with John Smith last night we agreed that the Executive Committee meeting scheduled for September 7 should probably be expanded to include the full membership of the Board. I am checking this point with Wiggin, the attorney in Delaware, as to the format which we may need to follow. Ashley is in England again. Apparently the hearing in Delaware went very well according to Ashley's secretary and I would gather that we are now in business again but for a few details which we must recognize appropriately.

With warm good wishes.

Sincerely,

J. Wayne Reitz

enc.



ZAMORANO - Aprender Haciendo

P.O. BOX 93 TEGUCIGALPA, HONDURAS

Telefonos: 33-31 73 y 33-27 17 (Zamorano)
32-85 43 y 32-43 17 (Tegucigalpa)

8 July 1984

Mr. David A. Santos
Director, Office of American Schools
and Hospitals Abroad
Agency for International Development
FVA/AHSA 260 SA-8
Washington, D.C. 20523

Dear Mr. Santos:

This letter will explain what the Escuela Agrícola Panamericana is doing regarding strengthening our teaching programs in agricultural economics and business management. Specifically this is what you wanted me to comment upon in a letter the last time I talked to you in Washington. At present in our 33-month curriculum the student is exposed to about 60 compulsory and 12 elective courses in such wide ranging fields of agriculture as Agronomy, Animal Science, Horticulture, Beekeeping, Forestry, Irrigation, Rural Construction, Agric. Mechanics, Integrated Pest and Disease Management, Fish Culture and others. Underlining these applied courses we have basic discipline in Math., Physics, several Chemistries, Soils, Zoology, Botany, Biology and 8 trimesters of English. Each trimester consists of intensive 16-week periods for a total of 9 trimesters. Specifically in Management we have: 1. Business Statistics, 2. Macro. and Microeconomics, 3. Agricultural Accounting and Bookkeeping, and 4. Fa'rm Management. In addition to this we have a 3-week module in "Harvesting and Post-harvest handling" and a 3-week module in "Marketing". In the latter freshmen do most of the work of selling and customer servicing, and 3rd year students supervise and conduct report-yielding marketing projects. In addition to the entire program above, we have the weekly 26-hour program of field practice, consisting of 3-week modules in the other 46 modules wherein we divide our farm activities and research programs. Here is where the student works in the farms which are supposed to produce a profit and hopefully yield useful research data. By participating in EAP's total immersion internship programs, from sunup to sundown, and being part of a commercial farm operation, the student: 1) Grows up emotionally and intellectually very quickly; and 2) Is part of the harsh realities of practical agriculture: too much or not enough rainfall, pests, diseases, low fertility, etc. For example: just 2 weeks ago with the onset of the rains we have experienced the worst

Mr. David A. Santos
8 July 1984
Page No. 2

attack of "Army worms" we have ever seen, and consequently all the crops in the valley were wiped out, including pastures. Even lawns we have not had to cut them for a while.

By living and studying on a large farm that doubles as a college, the student comes face to face with the old confrontation of man against unpredictable mother nature. Only if you feel the frustrations of real life farming and are part of the preventive and corrective measure against a capricious climate will you be able to understand this profession, stay in it and make a life-long contribution, or abandon it and try something more predictable and comfortable. Modern science has not been able to remove but a fraction of the gambling of agriculture.

As you can see we cannot pack any more activities into this cramed curriculum. As it is today it is chocked full. However, we are considering bringing another agriculture economist since we know we are weak in this area. Additionally, IBM has just confirmed their contribution to our effort with a donation of 9 PC's and a "system 34" central computer unit. IBM has mentioned that they have researched and analysed all the institutions of agricultural learning in the American tropics and that EAP has rated at the top of all, and that we are considerably better than second best. Obviously this is very satisfying, but we look at this with mixed feelings. IBM will not help us with the additional costs associated with a "computer center", as the ones we should have with equipment like a "system 34". We have to train 2 technicians, aircondition a local facility and absorb other corresponding costs. We are looking for help here, and perhaps you can be of assistance with information and otherwise.

Our Board has always known that if our institution is first class in its field it should accept the challenges, opportunities and responsibilities which leadership brings with it. Thus, we are always looking at ways to refine and improve our entire program. A great many of our Board members are very successful business leaders who see the urgent need for strengthening EAP business and management education. The result of all our discussions and planning for the future is the "EAP Manpower Study" to which your office is generously contributing \$200,000, and to which Mr. Peter McPherson, Administrator of AID, has promised his personal support. We see this study as a first step toward a series of continuous surveys and assesment of the need for effective agricultural education in Tropical America. According to the Population Reference Bureau, Inc. (enclosed report by Dr. Peter H. Raven) Latin America

Mr. David A. Santos

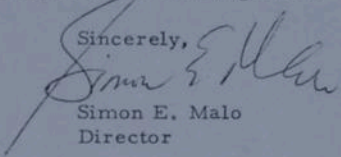
8 July 1984

Page No. 3

has today a population of 400 million, a figure which in 2020 will soar to 800 million. This is a conservative estimate since present demographic (rate) increases in most of the region's countries, will translate into a much higher population increase for the year 2020. Underdeveloped Latin America has the highest rate of population increase (2.4%) after Africa (2.9%) and ahead of Southeast Asia (2.2%). Our Board is obviously very concerned with the implications of looming shortages of food in this hemisphere. You can be sure that EAP will do its best to strengthen its programs and improve their quality in order to better address the urgent need for human resources with an increased production of well trained manpower.

Let me once more express our gratitude on behalf of our Board, faculty and students for your continuous support and encouragement.

Sincerely,

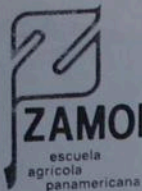


Simon E. Malo
Director

SEM/aml

Enclosure

xbc: Board Members



ZAMORANO - Aprender Haciendo

P. O. BOX 93 TEGUCIGALPA, HONDURAS

Telefonos: 33-01 73 y 33-27 17 (Zamorano)
32-85 43 y 32-43 17 (Tegucigalpa)

June 6, 1984

Mr. David Santos
"American Schools and Hospitals Abroad"
1400 Wilson Boulevard
Rosslyn, Virginia 20523

Dear Mr. Santos:

This is to respectfully request that \$225,000 of funds from Grant 280, Item "Land Purchase" be used, temporarily, so that the proposed "Manpower Study" sponsored by the School could be started immediately. We would hope that these funds will be replaced at the beginning of another fiscal year. We also wish to state that we shall continue to seek additional funding from private foundations with the hope that we shall not have to use the entire \$225,000 for the study.

This "Manpower Study" is of primary importance for the School to be able to correctly plan its future and use the funds which your office provides to the greatest effect.

Thank you very much.

Sincerely yours,

John G. Smith
Chairman of Board

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

June 5, 1984

Mr. John G. Smith
Chairman, Board of Trustees
Escuela Agricola Panamericana
Box 432
Guatemala City, Guatemala

Dear Mr. Smith:

Thank you for your letter of June 4 requesting that funds granted for the purchase of land adjacent to the school be reallocated to undertake the proposed manpower study.

We are amenable to using grant funds for the study. However, we are reluctant to reallocate the funds allocated for purchase of the land. We have been following the negotiation on the purchase of the land. While we are admittedly disappointed with the slow progress, we believe the negotiations are at a critical stage. There is a good possibility that the seller may finally conclude the sale in the coming months. If we reallocate the funds, the many months of negotiation may result in the school not being able to take advantage of the opportunity to purchase the land. We frankly believe that the land is of equal, if not of greater, value to the long term development of the school as the manpower study.

In view of the above, we have carefully reviewed and discussed with Dr. Malo the various budget items in your grants. We have concluded that the best course would be to reallocate this year's grant funds, specifically \$100,000 from the \$300,000 provided for the library addition and renovation, and \$100,000 from the \$200,000 provided for planning the agricultural development and education building. Based on the projected cash flow for these two projects, we believe the funds could be made up in a subsequent grant provided funds are available. However, we cannot, as indicated in your letter, replace funds at the beginning of the next fiscal year. Decisions on the next fiscal year (the budget for which has yet to be determined by the Congress) are subject to an intensive review process that is conducted in the first quarter of the fiscal year, that is during October-December of this year. Consequently, it will not be until early next calendar year that we will know exactly what funding we may be able to provide in FY 1985.

We have amended grant AID/asha 317 to reallocate funds as indicated above to provide \$200,000 for the study. We would expect that the

small remaining amount could be met from other sources. Dr. Malo has signed a grant amendment to affect these changes. Provided this approach is satisfactory to you, I will also sign the amendment. Please let me know at your earliest convenience if it is satisfactory or if you have any questions regarding this approach.

With best regards,

Sincerely yours,

A handwritten signature in cursive script, appearing to read "David A. Santos". The signature is written in dark ink and is positioned above the typed name and title.

David A. Santos
Director, Office of American
Schools and Hospitals Abroad

cc: Dr. Malo
Dr. Reitz

AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

April 9, 1984

THE ADMINISTRATOR

Dear E.T.:

This is in response to your letter of February 21, 1984 requesting \$225,000 from the Agency for International Development (A.I.D.) to carry out a major study for the Escuela Agricola Panamerica. Many of us, particularly in the LAC and S&T bureaus, share your belief in the work of the school and in the potential payoffs from support provided to it.

The study you propose is a logical next step towards the establishment of long-term objectives and corresponding longer range plans for the school. Such plans and objectives would be extremely useful in convincing a broad spectrum of donors of the school's needs and in gaining their support. Unfortunately, we are unable to fund this study from the limited grant funds available this year to the LAC Regional Bureau. I suggest that you use part of the \$1.7 million grant the school is receiving this year from the Office of American Schools and Hospitals Abroad (ASHA) to finance this study, which has the potential to justify larger support from others. However, in order to do this the EAP will need to submit for ASHA approval a revised proposal for the use of these funds.

Let me assure you that you have my support in this matter. If I can be of further assistance, please let me know.

Sincerely,



M. Peter McPherson

Dr. E. T. York, Jr.
Chancellor Emeritus
University of Florida
Gainesville, Florida 32611



UNIVERSITY OF FLORIDA
INSTITUTE OF FOOD AND AGRICULTURAL SCIENCES

INTERNATIONAL PROGRAMS
BUILDING 106
GAINESVILLE, FLORIDA 32611
May 11, 1984

Dr. J. Wayne Reitz
President Emeritus
University of Florida
2012 W. University Avenue
CAMPUS

Dear Wayne,

Jim O'Connor of U.S.A.I.D. organized and hosted a luncheon in the State Department to "review status and trends of the Escuela Agricola Panamericana and to discuss its future development as well as means for enlisting support for the preparation and execution of a long-term development program." Jim invited representatives from the World Bank, the Inter-American Development Bank, the Inter-American Institute for Cooperation in Agriculture, the Bureau for Latin America and the Caribbean (AID), and David Santos from OASHA, U.S.A.I.D.

When I arrived just before the luncheon, he told me that Simon Malo was in town and he had taken the liberty of inviting Simon to the luncheon as well. Apparently, Santos had told Simon about the luncheon and he came to Washington to attend since he was in the States on some other business.

I gave the group a summary of the history of the School and discussed in some detail the issues and concerns which led to the proposal for the survey--indicating some of the issues that would be addressed through such a survey. I reflected my enthusiastic support of the School along with the confidence which the Board has in its future work--and particularly, the ability of the School to make an even greater contribution to developing well-trained manpower for the Region. I then called on Simon for additional remarks about the School and then asked the other guests for their comments.

I then called upon David Santos, indicating that he and his office had been extremely supportive of the School over the years and suggested that he might have a perspective that would be valuable to the others. David was very laudatory of the School and indicated that in his opinion it had made very significant progress in the last four or five years. He further indicated that the School ranks very high in the priorities established for institutions which are supported by his office.

COLLEGE OF AGRICULTURE

AGRICULTURAL EXPERIMENT STATION

COOPERATIVE EXTENSION SERVICE

SCHOOL OF FOREST RESOURCES AND CONSERVATION

CENTER FOR TROPICAL AGRICULTURE

Dr. J. Wayne Reitz
May 11, 1984
Page two--

Mr. Van Gissh, Chief of the Division of Agricultural Projects of the World Bank, indicated that he knew the School well and that it is held in high regard within the Bank. He pointed out, however, that the Bank was unlikely to support a regional institution such as this--that they would be more likely to work through a government. He indicated, however, that they would be very favorable to providing some assistance to the School should the Honduran Government be willing to include School needs in a loan request. He indicated that the money could be used for building, scholarships, technical assistance, etc. He was very positive about the Bank's interest in helping the School within the limits indicated.

Mr. Luciano Barraza, Chief of the Division of Agricultural Development of IADB, also reflected his knowledge of the School and the very high opinion of it within the Bank. He further indicated that the objectives of the School have been supported by the Bank over the years, indicating that they were already providing a Grant. He pointed out that under normal circumstances they have difficulty providing support for a Regional institution, suggesting that they, like the World Bank, normally would work through a specific country. At the same time he recognized that a regional approach to training such as was taken by the School, was very desirable and he would like to see it supported. Mr. Barraza indicated that the Bank's ability to provide concessional funds to an institution such as this was now quite limited. He did not rule out the idea of a grant or a soft loan but suggested that their potential for providing this type of assistance was somewhat limited.

Mr. Paez, the Washington representative for IICA, started out by saying that they had no money to provide the School. They did recognize that EAP was very unique and that they had a very high opinion of it. They further indicated that they would welcome opportunities to cooperate from a programmatic standpoint with the School. He emphasized that the professionals that are being produced by the School have proven to be very good and that they had found them to be very well trained when compared with the products of other institutions. As a passing comment he said that there was a strong feeling among his group that the School should not expand to a B.S. level program--that it was serving an extremely useful purpose as it is. He further commented that the tuition is very high for poor people and that some provision should be made to accommodate scholarship needs for a large number of students.

Both "Buster" Brown and "Scaf" Brown of the Latin American Bureau were away and could not attend. However, Wayne Nilsestuen of that Bureau made a number of very positive remarks about the School and indicated the support of his Bureau. He further indicated that they had hoped that the CBI (Caribbean Basin Initiative) might provide funding for schools like this. However, he said that most of the money available or proposed to be available is tied to U. S. institutions and would not be available to the EAP.

Dr. J. Wayne Reitz
May 11, 1984
Page three--

I told the group that I did not ask them to come with checkbooks but I explained the immediate need for some \$225,000 to finance the survey and asked if they had any suggestions about how this could be accommodated. No one came forward with the money in hand. There were several suggestions, however, including possible support of Foundations, etc. I did leave the thought with the group that if after reflecting on the School and its needs, they saw any opportunity through their organizations to provide assistance for the survey, we would greatly appreciate it.

In the beginning, and throughout the discussion, I emphasized that this was the first of what we hoped would be several meetings with representatives of the organizations attending the luncheon because we were planning a study which could well provide the basis for a major expansion of the School or might in other ways call for additional support. With this in prospect, I expressed the hope that not only AID, but the multilateral donor organizations might be willing to give high priority to the School and its future development.

I felt that the response to this was very good and that we have begun the process of establishing a relationship with all the organizations which hopefully will prove productive in the future.

Following the meeting I had private discussions with both David Santos and with Jim O'Connor. I told David that the Board was extremely appreciative of the support which the School had received from OASHA in the past and that we did not want to do anything that would in any way jeopardize the good will and future support of his office. I then discussed the possibility of amending the School's request to use \$225,000 of the commitment made to the School this year for other purposes--with the idea that the project for which the \$225,000 was originally committed would be implemented with OASHA's support next year. I thought David's response was very positive and constructive to the effect that while he and his office were very supportive of the projects for which this year's funding had been committed (he added that obviously they were supportive or they would not have allocated the money)--he hastened to add that if the Board felt that the survey was of sufficiently high priority to want to amend the request to change the use of a portion of the funds that his office would certainly understand and would be happy to go along with it. He further added that he recognized fully the value of this survey and felt that it would serve an extremely useful purpose in terms of further planning the program of the School. I found absolutely nothing negative about David's response or any suggestion that this contemplated action would in any way jeopardize future funding of the School. Of course, he could not make any commitments about future funding because he has to rely upon year-to-year appropriations by Congress.

Dr. J. Wayne Reitz
May 11, 1984
Page four

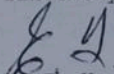
I also talked at some length with Jim O'Connor who, as you know, is something of a special assistant to the Administrator, Peter McPherson. Jim's comments were most positive and explicit in terms of his belief that we should go ahead and make the adjustment in OASHA funding this year and get the job done. He knows the School and indicated that AID was fully behind the School and intended to continue to support it. He emphasized the letter which had been received from McPherson which made the same suggestion.

In light of the difficulty of getting the survey funded in the middle of a budget year when the funds of most organizations are fully committed--as well as the very positive suggestions which we have received within AID towards the idea of making the adjustment within OASHA, it would be my recommendation to you and the Board that a review be made of the projects that are currently committed to be funded by OASHA this year and to propose that certain of these projects be amended in order to accommodate the shift of funds needed to carry out the survey. Actually, since some of these projects have not even begun, there should be little delay in their implementation if they can, as expected, be funded the next fiscal year which begins in September.

David Santos did make one suggestion which I intend to follow up on. He suggested that it might be possible to get one of the Foundations to join with AID in funding the survey. He suggested that we might indicate that AID would be willing to match the contribution of the Foundation towards accommodating the need. I thought I would call both Russ Mawbry at the Kellogg Foundation and Jim Johnston at Rockefeller to see if there is a possibility that this could be accommodated. But this should not unduly delay the action by the Executive Committee of the Board in considering the adjustments that we have contemplated. There will need to be some commitment by AID even if the Foundation is positive towards this. The only thing that might be changed would be the amount of the AID commitment. However, I believe I would proceed with the assumption that the full \$225,000 might be needed.

If I can be of further assistance, please let me know.

Sincerely,



K. T. York, Jr.

ETY:rg

March 20, 1984

Mr. Fernando Eleta
Apartado 1795
Panama 1, Republica de Panama

Dear Fernando:

We continue to make progress however slowly for the Manpower Study. You will recall that E. T. York was to carry the proposal to the Chief Executive of AID in Washington a week or so after you held your committee meeting here. Unfortunately, his wife Vam had to undergo bypass surgery and as a result E. T. did not get to Washington until February 23, the day before the Executive Committee meeting which was held in Miami.

E. T. Found much interest in our proposal starting with McPherson, the Administrator of AID, and then going down the line to the Latin American Bureau and other interested officials. McPherson assigned his top expediter to our request. While there was no commitment at that time, E.T. returned home with the satisfaction of knowing that AID was very much interested in seeing if funds could be provided.

E.T. returned to Washington week before last and called me on March 9 just prior to his taking off for Rome, from there going on to India. He should be home about a week from today. He had surveyed the situation in AID and found that they were negotiating with the World Bank and the Interamerican Development Bank in order to get joint support there for our project. I asked E.T. if he thought we should look to other sources for funding, and his answer was no which indicated to me that things look favorable in AID even though the mills of the gods sometimes grind slowly.

Yesterday in church I sat by Barbara Brewer who said she has been keeping in touch with you and had heard from you in just the last few days. I would gather that you are still having some infection in Panama with respectation to that very serious affliction of horses.

With warm good wishes.

Sincerely,

J. Wayne Reitz



STATE UNIVERSITY SYSTEM OF FLORIDA

102 W. Gaines Street, Tallahassee-Florida 32304

Bldg. 106, Mowry Rd.
University of Florida
Gainesville, FL 32611
February 21, 1984

Office of the Chancellor-Emeritus

Mr. M. Peter McPherson
Administrator
Agency for International Development
5942 New State Bldg.
Washington, D.C. 20523

Dear Peter,

I am transmitting herewith a proposal from the Board of Trustees of the Escuela Agricola Panamericana (Honduras), requesting \$225,000 from U. S. AID to carry out a major study of how this school can better help meet the future needs for trained agricultural manpower in Latin America and the Caribbean.

I have had the pleasure of serving on the Board of Trustees of the School for the past three years. However, I have known and admired the great work of the E.A.P. for the past two decades. In my opinion, it has the best program of agricultural training of its kind in the world, including that offered by institutions in both developed and developing countries. The program involves an intensive, three-year, post secondary program of academic and practical training which effectively prepares a graduate for employment in a wide range of agricultural endeavors.

For some time now the Board has been considering the possibility of enlarging the institution and/or modifying its programs in order to better meet the manpower needs of the Region. There is considerable evidence, for example, that the demand for graduates of the School is much greater than can currently be accommodated. Furthermore, there are some who have suggested that the program might be upgraded to a baccalaureate degree level. There is also a continuing desire to monitor the curriculum and overall program of the School to try to make certain that the institution is best serving the trained manpower needs of the Region.

These various questions and concerns have led the Board of Trustees to plan a major review of the School to determine if an expansion and/or modification of its present programs might be in order. The enclosed proposal would fund such a study. You will note that the study will involve surveys of former graduates as well as present and potential employers of graduates of the School. We feel that such a survey is vital to enable the Board to make a meaningful assessment of future plans for the School.

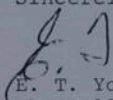
Mr. M. Peter McPherson
February 21, 1984
Page two--

I hope very much that AID can fund this proposed study. The objectives of this effort certainly would be most consistent with your strong commitments to institution building in developing countries. Furthermore, this program could be very supportive of the overall emphasis currently being given to the Central American Region by the Kissinger Commission and the President's CBI program. I cannot visualize any AID effort where the potential payoff would be greater from the investment of this level of funds than through this project.

Finally, let me assure you, Peter, that this is not a routine request on my part. I believe very strongly in the work of this school and in the potential payoffs from this effort. I hope very much that AID can find the means for financing this proposal. If I or others can provide further information, please let me know.

With warm personal regards,

Sincerely,



E. T. York, Jr.
Chancellor Emeritus

ETY:rg

February 2, 1984

Mr. Fernando Eleta A.
Apartado 1995
Panama, R.P.

Dear Fernando:

I am pleased that your visits with Drs. Brewer and Mayhew were so pleasant and helpful. I have never met Dr. Mayhew but since you were here I have talked with Dr. Brewer and she was delighted with the visit of you and members of your team, and looks forward to cooperative efforts in solving the mysteries of the equine posterior incoordination.

Like you, I thought the first meeting of the Manpower Commission^{H.F.} was constructive and most worthwhile. Since then, Dr. Bursch of Experience Incorporation has, as you have noted, sent each of us a copy of a suggested proposal to present to the Agency for International Development. York, Popenoe and I conferred on this document and, other than to make slight changes such as deleting Item VI on page 6, we are submitting it in practically the same form as transmitted by Brewer. I had a letter from Simon in which he made a significant number of what I consider to be nit-picking changes. Most of them would have changed nuances of the proposal and therefore I was unable to use Simon's suggestions.

I have a letter from John Smith which will be used in transmitting the proposal. In that letter John covers in essence Item VI which we removed. E. T. York will carry the proposal and John Smith's letter to the administrator of AID when he goes to Washington on Monday, February 6. York will also cover the proposal with a letter.

The Executive Committee is going to meet in Miami according to the enclosed announcement on February 24. It is my guess that John Smith ~~will~~ want to attend that meeting. However that is yet to be confirmed. Meanwhile I thought it should get tentatively on your calendar.

With every good wish.

Sincerely,

J. Wayne Reitz

FERNANDO ELETA A.

APARTADO 1795
PANAMA I. R. DE P.

Panama, January 19, 1984.

Dr. Wayne Reitz
UNIVERSITY OF FLORIDA FOUNDATION
P. O. Box 14425
Gainesville, Florida 32604
U.S.A.

Dear Wayne:

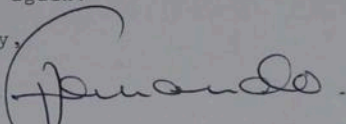
Just a brief note to thank you for your very warm reception and attention to all details pertaining to the Committee meeting, as well as the visits of my team with Drs. Brewer and Mayhew, which proved most interesting and constructive.

We have set up a small research project that I hope will lead to the discovery of the causes and vectors of what has come to be known as Equine Posterior Incoordination (EPI).

On our EAP, I thought that our meeting was timely and constructive for we were able to review and adjust the Terms of Reference of the Study, narrowing down the sources of financing so that we may concentrate our efforts more effectively and expeditiously. As news of the results of the efforts of our Committee members come to your attention, please, Wayne, keep me informed.

I anticipate with pleasure the opportunity of meeting with you again.

Sincerely,



FERNANDO ELETA A.

FEA/mm

FERNANDO ELETA A.

APARTADO 1795
PANAMA I. R. DE P.

Panama, January 23, 1984.

Dr. Hugh Popenoe
Director, International Programs
in Agriculture
3029 McCarty Hall
UNIVERSITY OF FLORIDA
Gainesville, Florida 32611
U. S. A.

Dear Hugh:

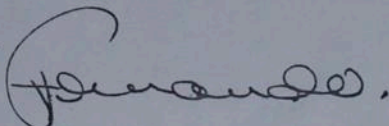
Although I believe that the first meeting of our Manpower Study Committee proved constructive in the sense of having reviewed the Terms of Reference of the Study and the most viable funding opportunity open to us, it would have been additionally beneficial to have had at our disposal the information contained in the letter of October 17th, 1983 addressed to Ms. Rose Bannigan by Dr. Walter W. McMahon and, then, that of November 22nd which, in turn, Ms. Bannigan addressed to you.

The Chapter: "Assistance for Human Resource Development" proved to be most interesting and enlightening reading. I wonder, however, how the technics therein described are applicable to the less sophisticated problem confronted by EAP. If we were to venture into such aspects of a Human Resource Study, dealing with such things as the "Private vs. Social Rate of Return", I doubt if we ever could gather pertinent and digestible information that could guide us to an intelligent decision relative to suggested reforms for our Escuela Agricola Panamericana.

If you were to receive further information, would you kindly make it extensive to me a few weeks before the next meeting of our Committee, if such meeting were to be forthcoming.

I hope that next time we meet, it be under relaxed circumstances so that we may exchange ideas more in depth and less hurriedly.

Sincerely,



FERNANDO ELETA A.

c.c. Dr. Wayne Reitz ✓

FEA/mm

ESCUELA AGRICOLA PANAMERICANA

P.O. Box 14425
Gainesville, Florida 32604

Office of the Secretary

December 15, 1983

MEMORANDUM

TO: Dr. E. T. York
Dr. Simon Malo
Dr. Hugh Popenoe

Mr. John Smith
Dr. A. R. Baldwin
Mr. Mario Nufio

RE: Meeting of Manpower Study Committee

FROM: J. Wayne Reitz *JWR*

Fernando Eleta, Chairman of the ad hoc Manpower Study Committee, is calling a meeting of the Committee in Gainesville, Florida at the Holiday Inn University Center starting at 9 o'clock on the morning of Friday, January 13, 1984.

It is hoped that some very definite plans can be developed during this meeting which will be attended by Dr. William G. Bursch of Experience, Inc.

I am making reservations at the Holiday Inn for the night of January 12 for those of you who live out of the city.

cc: Dr. Wm. Bursch

December 15, 1983

Mr. Fernando Eleta
Apartado 1795
Panama 1, Republica de Panama

Dear Fernando:

Arrangements have been made for the Manpower Study Committee under your chairmanship to meet in Gainesville, Florida on Friday, January 13 at the Holiday Inn University Center. The meeting will start at 9 o'clock.

For your party, room reservations have been made for two double and one single room. I have guaranteed arrival late on the night of January 12.

I am notifying other members of the committee, namely York, Popenoe, Malo, Nufio and Baldwin. I assume that John Smith will also want to be present.

You mention Mooney. I do not find that he was appointed to the committee by Smith.

As I indicated by phone Dr. Barbara Brewer, office phone number 392-4741, will be standing by on the morning of the 13th to discuss horse disease problems with members of your staff. As I indicated, Dr. Ian Mayhew is spending this year in England but will return to Gainesville on the evening of January 12. Dr. Brewer, who is a colleague of his, was going to write him about your proposed visit. Meanwhile, as I also indicated, you can reach Mr. Mayhew in care of Dr. W. F. Blakemore, Department of Clinical Veterinary Medicine, University of Cambridge, Madingley Road, Cambridge CB3-0ES England.

I shall also notify Dr. Bursch of Experience, Inc. of our meeting. With warm good wishes, I am

Sincerely yours,

J. Wayne Reitz

December 2, 1983

Dr. William G. Bursch
President
Experience, Inc.
1930 Dain Tower
Minneapolis, MN 55402

Dear Dr. Bursch:

In my letter of November 21 in the penultimate paragraph, I mentioned that it was perhaps somewhat awkward having a chairman of the ad hoc committee who resides in Panama. That statement deserves some elaboration to the effect that Mr. Eleta was named chairman even though he resides in Panama simply because of his deep interest in this project, his uncanny ability to get things done, and his relations with key international organizations in Washington.

On minor matters I am sure you can touch base with Dr. Popenoe or me or with Dr. Baldwin.

It is my hope that you will find it possible to reply positively to my letter of November 21.

Sincerely,

J. Wayne Reitz
Secretary of the Board

cc: Mr. John Smith

November 21, 1983

Dr. A. Colin McClung
President
International Agricultural Development Service
Rosslyn Plaza, 1611 N. Kent Street
Arlington, VA 22209

Dear Colin:

At the meeting of the Board of Trustees of Escuela Agricola Panamericana held in Washington, D.C. November 18, it was voted to select Experience, Inc. of Minneapolis to carry out the proposed manpower study for the School. It was a difficult decision since two good final proposals were made.

The Board requested that I notify you of this decision and, more particularly, to thank you and your staff for your interest and participation in the project. Your presentation to the Executive Committee in Miami on July 25 and the subsequent refinement of your proposal are appreciated greatly as well as the opportunity for the ad hoc committee, chaired by Hugh Popenoe, to meet with Dr. Maner in Washington on the afternoon of November 17.

I know the great interest you and others in your splendid organization have in Escuela Agricola Panamericana, and I sincerely hope that interest will continue.

With appreciation and warm good wishes.

J. Wayne Reitz, Secretary

cc: Mr. John Smith

November 21, 1983

Dr. William G. Bursch
President
Experience, Inc.
1930 Dain Tower
Minneapolis, MN 55402

Dear Dr. Bursch:

I am pleased to inform you that the Board of Trustees of Escuela Agricola Panamericana, at a meeting held in Washington D. C. on November 18, voted to select your firm to make the proposed manpower study for the School.

This action includes some conditions which are not completely covered in your proposal submitted to the Executive Committee of the School with your letter of September 12, 1983. The conditions are:

1. Obtain a fixed price contract for both fees and expenses
2. There be full clearance between you and the Board's ad hoc committee concerning qualifications of the person heading the study and his principal assistants, including their experience in Latin America and fluency in Spanish.

On this last point in particular, I am sure that Dr. Baldwin, who attended the Board meeting but for obvious reasons did not vote, can give you a good picture of the discussion which provoked this condition.

I sincerely trust that within the above framework we can work out a satisfactory contract with your splendid firm.

The ad hoc committee mentioned includes Fernando Eleta, Chairman, and Baldwin, Nufio, Popenoe, Reitz and York. I realize that it is a bit awkward having a chairman who resides in Panama. This committee is also charged with the responsibility to raise the needed funds for the project. It is stipulated that such funds cannot come from the School's operating budget or endowment.

With appreciation for your interest in this project, I am

Sincerely,

J. Wayne Reitz, Secretary

cc: Mr. John Smith

Dear Wayne: Perhaps if we have a meeting
of the participating "experts" we would get the
Manpower study going.

Your suggestions would be appreciated.

Jim

Congratulations on your recognition by Univ. of
Florida of your contributions to Florida Agriculture
Hugh and me a clipping from one newspaper.

Best regards!!



ESCUELA AGRICOLA PANAMERICANA

APARTADO 98
TEGUCIGALPA, HONDURAS

18th. March, 1983

Dr. Robert Kramer
W.K. Kellogg Foundation
400 North Avenue
Battle Creek, Michigan 49016

Dear Bob,

Thank you for your recent letter and your inquiries regarding Dr. Paul Miller's availability for the Manpower Study. I am glad that he is at least considering the possibility of helping us during the winter months. Perhaps we can organize the schedule of work in such a way that he would be able to participate at that time.

We would like to propose at this time something for which we need your help. We believe it is indispensable that all the experts, who would participate in the study, should convene here at the School as soon as convenient for a long weekend of a brain storm session; say, arrive Thursday and leave Sunday. It is very important that all these people become well-informed with E.A.P. The Zamorano of today is quite different from year's past and they need to become conversant with present conditions, faculty and possibilities. Would you help us with this meeting by supporting the air travel of a maximum of nine people? Here at E.A.P. there would be no cost at all, hence it would only be necessary to have travel funds. I believe that US\$8,000 or less would do it. It appears to me that it would also be very necessary for you to come at this time, so that we can all discuss at length on what is needed for the initiation of the project. Out of this meeting a better idea of how to proceed should come out, particularly in regards to the methodology to follow. If at all possible, members of the Academic Committee of our Board would also attend, and of course Dr. Ed Wellhausen as team leader.

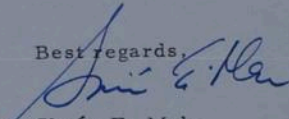
If there is any possibility of your Foundation sponsoring this meeting, please let us know so that we can proceed with planning, contacting people and setting up a suitable date for everyone. The first week of May (May 6) the Board meets at Zamorano. It would have been suitable to convene everyone during this meeting; however, I can not see how we can house a large group like this. We have space for only 15 people in two guest houses and we expect at least 18 or more from the Board alone at this time; although, if it is deemed absolutely necessary something can be done to accommodate people in private homes and the like.

Dr. Robert Kramer
18th. March, 1983
Page 2

Please let me know your views on this important matter, I am becoming increasingly concerned because 3 months of this year have already elapsed and we have not initiated the study yet. At this pace it appears that we won't have any results for the November meeting of our Board as we had hoped for at one time.

Thank you very much.

Best regards,



Simón E. Malo
Director

cc.: Messrs. F. Bendaña
M. Nufio
H. Popenoe
J.W. Reitz ✓
J.G. Smith
E. Wellhausen

Ms. 6.1
IBM
Owen

ESCUELA AGRICOLA PANAMERICANA

An Agricultural Manpower Study for Latin America

The Board of Trustees is sponsoring a study to assess EAP's present influence and future role in agricultural education and rural development in Latin America. The study may lead to suggestions for changes at EAP which will allow for greater impact in the future. The study could be expanded to guide not only EAP but also other institutions and governments in the area.

The study should include investigation in the following general areas:

1. An estimate of present and future graduate agricultural manpower needs in ^{the countries of Latin America served by} ~~each of the countries that~~ EAP serves.
2. A review of educational institutions available to fill the estimated manpower needs and a definition of the specific role which EAP should play.
3. A survey of employers of agricultural graduates to ascertain their present and future manpower needs, sources of supply, experiences with, and reasons for employing or not employing EAP graduates.
4. A survey of EAP graduates to detect special strengths and weaknesses in their training at EAP which have influenced their subsequent education and the development of their careers.
5. An evaluation of present programmes at EAP and suggestions for changes which could make EAP a more effective force in agricultural education for the area.

January 1983

Evaluating Agricultural Manpower needs in Tropical America

- Its relation to present and future educational programs of

Escuela Agricola Panamericana

Purpose: The purpose of this study is to develop information which will help Escuela Agricola Panamericana (EAP) to evaluate its own present programs of studies in order to meet today's and future needs of manpower in client countries. This data will also assist EAP in assessing many aspects of its operation, such as academic changes (the possible establishment of a 4th year program), sources of support, type of student to be attracted, etc.

The study should be conducted by a team of distinguished professionals with several complementary specialties, under the leadership of one man who would coordinate efforts and put the findings together. The team members and leader must be thoroughly bilingual with considerable experience in Latin countries. They should have an intimate knowledge of Latin American institutions, education and agriculture. Obviously a thorough assessment of manpower needs should be conducted in private and corporate agriculture, government and institutional needs, as well as an evaluation of the perceived weaknesses and strengths of individual EAP graduates.

The team of experts should develop their own questionnaires, techniques and methodology for obtaining the data. However, there are 3 major areas which EAP needs to have identified and should be kept in mind:

1. The overall impact of the School in Latin America in the last 40 years. This should be done through the analysis of many alumni case-histories from graduation to the present.
2. Is EAP meeting the present need for competent agricultural professionals in quantity and quality? (Employers observations and experience with graduates, potential employers in the agricultural sector, etc.)
3. The future. What are the estimated future needs of trained manpower in Latin America? What should EAP do today to be able to meet these needs in the years to come?

Evaluating Agricultural Manpower needs in Tropical America
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Evaluating Agricultural Manpower Needs in Latin
America as Related to Present and Future
Programs of Escuela Agricola Panamericana

It is proposed that the Escuela Agricola Panamericana enlist appropriate assistance in conducting a thorough evaluation of present and future manpower needs in Latin America along with a careful study of the role which the EAP might play in meeting these needs. Such a study would also involve an evaluation of present programs of the school and how they may need to be modified to meet future agricultural manpower requirements of the Region. This study will assist the Board of Trustees of EAP in assessing the relevance of the present program of the School as well as changes, including the possible establishment of a baccalaureate degree, which may be needed to meet future agricultural manpower needs of the region. This should involve an assessment of industry needs as well as felt and recognized needs of the individuals trained.

More specifically data should be gathered and analyzed which would help to answer questions such as the following:

1. What are the major sectors in agriculture which employ EAP graduates?
What is the demand for these graduates?
2. How well do EAP graduates compete with graduates of other Latin American institutions?
 - a. To what extent are graduates handicapped by not having a baccalaureate degree?
 - b. To what extent does the practical experience and the training at EAP favor the graduates of the School over the graduates of other institutions not offering such experience?
3. What changes in the training at EAP should be made as viewed by graduates of EAP?

4. What changes in training at EAP should be made as viewed by ^{employers} ~~graduates~~ of EAP?
5. In meeting the agricultural manpower needs of Latin America, at what level of training is the greatest need? Or the shortest supply?

In gathering data to assist in answering the above and related questions questionnaires for two or more specific groups will be required. The groups and illustrative areas of questioning follow:

1. Graduates of EAP

Employment history - starting and current salary, positions held, etc.

Job satisfaction

Post EAP education

Comments on strengths and weaknesses of EAP program

2. Employers of EAP graduates

Why hire EAP graduates?

Hiring record, number, period of time, etc.

Comparison of EAP graduates with those of other schools.

Future needs for hiring EAP graduates other types of training need.

Why?

3. Other Employers of College Level Agricultural Graduates

Qualifications of agricultural graduates to be hired.

Number which would be hired.

Firms and agencies to be interviewed would include ministries, corporations, banks, universities and schools

Why not employing EAP graduates?

If the study points to the need or desirability of establishing a four-year program leading to a baccalaureate, an additional step would be to assess the capacity of EAP to mount an adequate program.

W.K.KELLOGG
FOUNDATION

ROBERT D. SPARKS
President
Chief Programming Officer

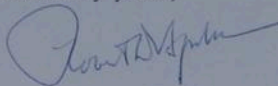
January 24, 1983

Mr. J. Wayne Reitz
Secretary to the Board
Escuela Agricola Panamericana
P.O. Box 14425
University of Florida
Gainesville, Florida 32604

Dear Mr. Reitz:

I have reviewed your letter dated January 7, 1983, with Bob Kramer. As you are now aware, Bob will be in your area in early February and he has made arrangements to visit with you about the idea you expressed in your letter. After that visit, you and Bob may decide that a subsequent discussion at the W. K. Kellogg Foundation would be of value, and I would be happy to meet with you at that time. Certainly you know we maintain a great and continuing interest in Latin America. Bob will surely explain to you our current programming interests during your meeting early next month. I look forward to a future opportunity to meet you.

Sincerely yours,



RDS/m

January 7, 1983

Dr. Robert D. Sparks
President, W. K. Kellogg Foundation
400 North Avenue
Battle Creek, MI 49016

Dear Dr. Sparks:

Dr. Simon Malo, Director of Escuela Agrícola Panamericana at Tegucigalpa, Honduras, and I would appreciate an opportunity to visit briefly with you sometime on one of the following days; February 15, 18, and 21 or 22. I presume, because of travel schedules, an appointment in the afternoon would be more convenient, however we can meet at any at any time convenient with you.

The purpose of our visit is to explore the possible interest of the Kellogg Foundation in supporting an agricultural manpower study among the tropical countries of the Americas which Escuela Agrícola Panamericana now serves. This institution, with a student body of approximately 350, has been in existence since 1941 and has rendered unique service in agricultural education in tropical America. It is considering a move from a junior college to a four-year college status. Before doing this, the Board of Directors needs to have a better picture of manpower needs throughout the region than is available at the present time.

I would hope that Dr. Robert C. Kummer would be available to join in our conversation since I have had occasion to discuss this proposed project with him when he was last in Gainesville.

In the event that none of the above dates is suitable, I would appreciate suggestions you might have in early March.

With all good wishes.

Sincerely,

J. Wayne Reitz
Secretary to the Board
Escuela Agrícola Panamericana

January 7, 1983

Dr. Robert D. Sparks
President, W. K. Kellogg Foundation
400 North Avenue
Battle Creek, MI 49016

Dear Dr. Sparks:

Dr. Simon Malo, Director of Escuela Agrícola Panamericana at Tegucigalpa, Honduras, and I would appreciate an opportunity to visit briefly with you sometime during the week of February 14. I presume, because of travel schedules, an appointment in the afternoon would be more convenient, however we can meet at any time convenient with you.

The purpose of our visit is to explore the possible interest of the Kellogg Foundation in funding an agricultural manpower study among the tropical countries of the Americas which Escuela Agrícola Panamericana now serves in its student body of approximately 350 members. This institution, which has been in existence since 1941 and has rendered unique service in agricultural education in tropical America, has been considering moving from a junior college to a four-year college status. Before doing this, the Board of Directors needs to have a better picture of manpower needs throughout the region than is available at the present time.

In our discussions with you, I would hope that Dr. Robert C. Kramer would be available, since I have had occasion to discuss this proposed project with him when he was last in Gainesville.

In the event that ~~the week of~~ February 14 is not suitable, I would appreciate suggestions you might have following that date, but not during the week of February 21 other than the 21st and 22nd.

With all good wishes.

Sincerely,

J. Wayne Reitz
Secretary to the Board
Escuela Agrícola Panamericana

ESCUELA AGRICOLA PANAMERICANA

P.O. Box 14425
Gainesville, Florida 32604

Office of the Secretary

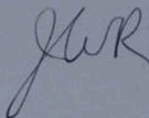
July 21, 1982

TO: Hugh Popenoe
E. T. York

Concerning plans for the manpower study, I have talked with Dr. Robert C. Kramer of the Kellogg Foundation and Dr. Paul A. Miller of the Rochester Institute of Technology.

Kramer believes it would be worth our while to talk with him and the president of Kellogg about the project and its funding by Kellogg. He also said that Dr. Paul Miller should be available during the winter quarter. It is my suggestion that we plan to visit the Kellogg Foundation after we have refined the proposal and have reached some estimate of the cost. Kramer will be in Indonesia from early August until September 15.

Today I talked with Paul Miller. He has been in Columbia for the past few weeks. He is interested in our project but because of commitments is not in a position to direct it. It is possible that he could give us two or three days during the last half of September or the first two weeks in October. We would want him to assist in refining the outline and developing a budget for carrying out the project. He should meet with us here in Gainesville if our schedules would fit together and you think well of the idea. I have sent Paul a copy of the outline which Simon sent the Board on April 8, 1982.



Apertado Postal 432
Guatemala

TO: Dr. Hugh L. Popenoe
Dr. J. Wayne Reitz
Dr. E.T. York

DATE: June 18, 1982

FROM: John G. Smith

SUBJECT: Agricultural Manpower
Study

Dr. E.J. Wellhausen spent a week at Zamorano early in May^{June} at the invitation of Simon Malo and I was able to be at the school with him during two days. Dr. Wellhausen had been invited as a possible candidate to head up the manpower study which has been authorized by the Board.

I had never previously met or even heard of Dr. Wellhausen so my impressions of him refer only to my two day acquaintanceship. To his advantage is the fact that he is bilingual, knows a lot about the agriculture, especially the agronomy, of the area that interests us, he also knows a great many people working in the area and is presumably well known and well thought of throughout the area.

During his week at the school he became well acquainted with all the school's operations and the main objectives of its teaching programme. I left before he had finished his visit but he indicated to me that he found the project interesting and gave me the impression that he might like to undertake it. This would indicate that he is probably available which is another factor in his favour.

I told Dr. Wellhausen that the decisions about this Manpower Study were being made by the Board on the recommendation of a special committee consisting of you three gentlemen.

I understand that Dr. Wellhausen is already known to some or all of you and he told me that he would appreciate meeting with you because, among other things, he wants to be sure that the Board has a genuine interest in the study and that it will not be simply filed away, which is the fate of so many studies.

It is important that we should get this study organized as soon as possible. All future plans for the school depend on the results of a study of this sort. As a Board we have spent

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6/18/82

Agricultural Manpower Study

a great deal of time talking about enlarging the school, extending to fourth year, what form this possible fourth year should take, what degree we should grant, etc. etc. These discussions are liable to continue without resolution unless we have some facts on which to base our decisions.

I do not doubt that those of you who know Dr. Wellhausen and will be interviewing him will find favourable and unfavourable factors. Hugh Popenoe has already pointed out that he has no educational experience. Obviously nobody is perfect but if a suitable leader can be found, his deficiencies could be covered by the appointment of members of the team who have the knowledge and experience which the leader lacks.

I will be interested to hear from you after you have met with Dr. Wellhausen.

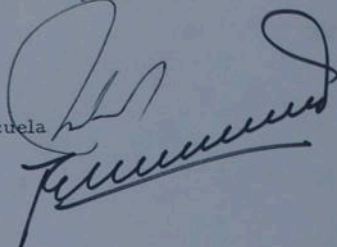
JGS/pdec

c.c. Dr. Simon Malo

ESCUELA AGRICOLA PANAMERICANA

3 September 1981

Memo: To Mr. John Gordon Smith
From: Host Country Committee of the Board of Escuela
Agricola Panamericana.
Topic: Innovative programs for EAP.



The Host Country Committee (HCC) of the Board of Trustees of Escuela Agrícola Panamericana (EAP) would like to congratulate you on your recent Memo of July 29, 1981, regarding the progress attained by the School in the last 2-1/2 years. We agree wholeheartedly with your views that the School is ready to set about dealing with more innovative projects which are urgently needed for its progress and improvement. We would also like to point to the fact that the accomplishments of the School's administration are in great part due to your continued support of the Director, your periodic visits to the School and your genuine interest in the improvement of the institution. Additionally, the Host Country Committee (HCC) would like to pledge once again our support of your efforts to transform the Board into a more efficient decision-making body; one that can cope with the complex role of the School in an area of the hemisphere undergoing rapid social and political changes.

The School serves 19 countries in Latin America; however, the majority of our students come from Central America, Colombia and Ecuador, in that order. This area, with a combined population of over 100 million, has an approximate rate of population growth of 3.0%*, which means that there would be twice as many inhabitants in 20 years.

* World Bank figures.

We think it is worth emphasizing that agricultural education has been identified many times as the single most important aspect in bringing about progress in underdeveloped countries^{*}. And there is sufficient well documented indication that lack of trained personnel is the most serious constraint to agricultural development in Latin America.

Escuela Agrícola Panamericana has produced, up to the present, 1908 graduates. Before 1960 training at the School was more elementary, at a level which was perhaps adequate for the Central America of the 1940's and 1950's when EAP was one of a few institutions in the region and the only one in Honduras. Today, Honduras has 7 institutions which teach agriculture: 3 universities and 4 on EAP's level. Practically in every country in Latin America the number of agricultural institutions has also increased by a factor of 7 or higher. The net result has been that today, EAP as an institution and its graduates are competing with a large number of government supported, degree-granting institutions. Since EAP is private and international in scope, it competes with them very unfavorably for funds, faculty personnel and students. Our graduates compete for jobs and salaries with the local product. Salaries in most countries are set by local professional associations in such a way as to limit the Zamorano, keeping him below someone with a university degree. Before 1960 EAP offered only a "Diploma" without any name or degree attached to it. After 1960 EAP increased its curriculum from 27 months to 33 months, and the level of course work and field lab. content improved considerably, becoming more technical and current. Today EAP gives the degree of "Agronomo", which, in Spanish, means technician or technologist but still does not offer a university degree.

* IADS, 1980 Report.

This Committee considers that the School has reached a crossroad in its educational mission. It has to make a decision between two alternatives: to go forward and meet the challenges of the future or stay put and perhaps retrogress. The HCC would advise not to opt for the latter alternative. It would mean stagnation and the eventual deterioration of the School as an institution of learning. The first alternative requires imaginative ideas accompanied by an increase in the tuition. It seems to us a little foolhardy that in these inflationary times EAP continues giving \$5,000.00 annual scholarships to each student, particularly since it knows a great many of them can afford to pay at least 75% of the cost of their studies. For those who cannot pay by themselves there are educational credit institutions in most countries, with the exception of Guatemala, with generous repayment conditions. It is imperative to raise the tuition of the School and let the students and their families share the burden of their education. What the School continues to do is an anachronism and belongs to a former age when its endowment could sustain this largesse. At present, the Board and the School administration agonize each year to balance the budget and risk the further deterioration of the quality of its education.

The HCC feels that the Board should raise the tuition as soon as possible to a level which would take care of all the funds the School cannot raise internally; i. e., those which do not come from the endowment and "assets internally produced" (aip). This figure for 1982 will be approximately \$5,400.00 (estimated budget: \$2,700,000 - 1,075,000 (endowment + aip) = 1,625,000 : 300 students = \$5,417.00).

It is indispensable for the School to have sufficient funds for its operation. Otherwise, the quality of its teaching and programs will deteriorate

to irreversible levels. The quality of the academic programs of EAP already hit a low level from 1965 to 1979, and what it is being done today is merely regaining lost ground.

The raising of the School tuition will necessarily be followed by a decrease in students applications, because some candidates may not be willing to pay \$5,000 or more for an education which does not reward them with a recognized university degree. Thus, the next obvious consideration is to look for ways to compensate for this possible problem, and it appears to us that the addition of a 4th year is the indicated decision so that the School can confer a university degree.

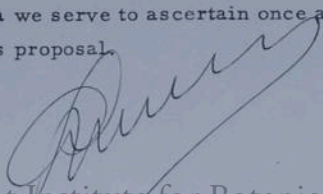
We understand the strong feelings among the Board against any change which might risk the overall quality of the School education. We ourselves have had a guarded attitude toward the 4th year in the past. If it is not correctly organized and carried out it may affect the basic 3 years necessary to get an "Agronomo" degree. However, as it is being conceived at this moment, the 4th year will be a sort of optional "mini-graduate" program which cannot help but enhance the "agronomo" curriculum. The candidate will come to the School knowing that he can opt for the 4th year only if he is willing and has a 2.3 overall average. Actually, this year will be one in which the student can specialize in such definitive areas as Animal Science, Agronomy (basic grains), horticulture, agricultural economics or integrated pest management (IPM). The addition of these 11 months will be as rigorous or more so than the first 33 months. The students could possibly write a modest thesis and receive a better understanding of a little research, going deeper into some areas of specialization. They can help tremendously in the overall effort of the School because they will have more responsibilities than 2nd and 3rd year students in supervising field laboratories and other teaching programs.

We think it is imperative that the School charge the full cost of this year, since it should also be open to recent graduates in good academic standing who have already worked a few years. If it is handled in this way, the 4th year will have great elasticity and demand, and will be available to hundreds of EAP graduates who at present are going to very mediocre universities in Central America, motivated by the sheer necessity of a university degree.

It should be pointed out that in 1966 the Ford Foundation conducted an academic study for the School and found that the addition of a 4th year would be a very advisable decision. This was followed by a proposal by the Director of EAP to the Ford Foundation for the setting up of the 4th year program. All these documents are on file at the School and should be carefully studied by the Academic Committee since they are more relevant today, 15 years later.

Summing up, it could be said that the 4th year is: 1) An economic necessity, since it will pump urgently needed funds into the School and will permit increasing the "agronomo" tuition to a more reasonable cost-sharing level with the student. 2) It will solve the problem of losing qualified students to other institutions which give university degrees. 3) It will allow the School to attract good professors, something which has become very difficult for EAP in the last 25 years. We compete unfavorably with perhaps 120 institutions in the area we serve. 4) Politically, it may solve many problems of financial support with funding agencies, and it will show local governments a willingness to change with the times to satisfy their needs.

One last word. The HCC believes it is indispensable that the Academic Committee of the Board consider this matter very carefully and that it promptly charge the director with the responsibility of conducting a study or studies in the area we serve to ascertain once again the feasibility and the merits of this proposal.



AGRICULTURAL MANPOWER NEEDS IN TROPICAL AMERICA

A Study Proposed and Sponsored by the Escuela Agrícola Panamericana,
Zamorano, Honduras, Central America

INTRODUCTION

According to current predictions, world population will be around 6.2 billion by the year two thousand. Even more alarming is that, with present rates of population growth in the tropical countries, about three-fourths of all the people in the world will be living in the tropics. Obviously, if the present level of world per capita nutrition at the turn of the century is to be maintained, more food than ever before will have to be produced in the tropics.

Fortunately there is an enormous undeveloped potential for increasing agricultural production in the tropics, both by bringing new land into production, or by improving yields on land already under cultivation. Although the highly developed temperate zones can still produce more, many knowledgeable people are beginning to think that a dollar invested in food improvement in the tropics will bring greater returns than a dollar invested in the more fully developed agricultural areas of the temperate zones. Moreover, every day it becomes more apparent that a further increase of production in North America or other food exporting countries will not solve the hunger, malnutrition and social problems in the tropics. These problems can only be solved through a fuller exploitation of the land, water, climatic and human resources within the area itself.

In the tropics, most of the food is produced by small and medium-scale farmers. In the Caribbean Basin, and in Peru, Ecuador and Bolivia of the Southern Andean region, about 80 per cent of the food is produced by farmers with less than five hectares. Most of these farmers are producing only about 25 to 30 per cent of what they could produce with the land, water, climate and technological resources at hand. These underexploited resources, involving millions of hectares, represent an enormous and immediate under-developed potential for increasing food production

and at the same time improving the income and general welfare of millions of rural inhabitants. This presents a real challenge and could, if successfully attacked, greatly improve the food and social situation of Latin America's main problem area.

The job ahead is a complicated and urgent one. It will require some new approaches and a new cadre of "Agronomos", not only fully aware of the existing potential, but also well oriented in the strategies to be applied and highly motivated, knowledgeable and experienced in the solution of the many problems to be solved.

In this connection, the Board of Directors and Faculty of the "Escuela Agricola Panamericana" located in Honduras at Zamorano, are deeply concerned about how their efforts in agricultural education can be further strengthened and more precisely oriented to contribute more effectively to the fuller and more rapid development of the potentials for rural development and food production in the Caribbean Basin and Andean Zone of South America in general. The nature of the school and its current educational program is well described in the Bulletin entitled "Escuela Agricola Panamericana. Annual Report 1981", a copy of which is attached herewith.

Since graduating its first class in 1946, the Escuela Agricola Panamericana has conferred "Agronomo" degrees upon 1973 students who have completed its rigorous 3-year program in the basic and agricultural sciences and field study. The effectiveness of EAP's program is attested by the high levels attained by its alumni in agriculture, agricultural related business and financing, and government. Students from 19 different countries in Tropical America have come to EAP for training.

The success of the School's program is also suggested by the seemingly inexhaustible demand for its graduates. This, combined with great demographic changes that are taking place and the tendency towards a more intensive agriculture in Tropical America, points to the need for expanding the number of students and, perhaps, modifying the program of study. In the light of these new realities, a study of "Agricultural Manpower Needs in Tropical America" is imperative. Such a study would be useful in guiding changes, not only at EAP, but also at other institutions and governments in the area.

II THE PROPOSAL

Scope of Study

Some 16 countries will be included in the study: namely, Mexico, Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica, Panama, Jamaica, Haiti, Dominican Republic, Venezuela, Colombia, Ecuador, Peru and Bolivia. Students from these countries have attended EAP during the last twenty years.

The Study should include the following five items:

1. An estimate of present and future graduate agricultural manpower needs in those countries in Latin America served by Escuela Agricola Panamericana.
2. A review of educational institutions available to fill the estimated manpower needs and a definition of the specific role which Escuela Agricola Panamericana should play.
3. A survey of employers of agricultural graduates to ascertain their present and future manpower needs, sources of supply, experiences with, and reasons for employing or not employing EAP graduates.
4. A survey of EAP graduates to detect special strengths and weaknesses in their training at EAP which have influenced their subsequent education and the development of their careers.
5. An evaluation of present programs at Escuela Agricola Panamericana and suggestions for changes which could make EAP a more effective force in agricultural education for the area.

Duration of the Study

The goal is to complete the study and recommendations by November 30, 1983.

Procedure

The field study will be conducted by a fact-finding team of distinguished professionals under the leadership of one man who would coordinate efforts and put

the findings together. The team members and leader must be thoroughly bilingual, with a wide experience in tropical America. All should have an intimate knowledge of Latin American institutions, education and agriculture. The team before embarking on this mission will be brought together to determine individual responsibilities, and techniques and methodologies for obtaining needed information, keeping in mind the objectives of the study.

It is visualized that the team, in determining necessary activities, and general manpower requirements and sources of supply, would interview (personally or through appropriate written questionnaires) leaders and associates of agencies that are major employers of agricultural graduates such as: (1) government agencies responsible for agricultural planning, education, research and services; (2) banks and agricultural credit and farm management agencies; (3) managers of private and government agri-businesses (seed production, fertilizer and agricultural chemical dealers; manufacturers and producers of agricultural chemicals; multi-national and other large corporations; international research centers; commercial and semi-commercial farmers, leaders of farm cooperatives or farmer groups; leaders of crop monitoring integrating pest management or scouting activities where they exist; etc.); (4) directors of public or private agricultural schools.

In an attempt to get more precise information useful in evaluating EAP's current program, special attention will be given to interviews with:

1. Employers of EAP graduates obtaining an estimate of their present and future demands for agricultural graduates, sources of supply and an evaluation of their experience with EAP graduates;
2. Major employers of agricultural graduates who do not employ EAP graduates. In addition to obtaining an estimate of their present and future demands for agricultural graduates, sources of supply, the main object would be to determine their reasons for not employing EAP graduates and changes that would cause them to do so.

3. EAP graduates to gain information on their employment experience and perceived strengths and weaknesses of their training at EAP.

III TENTATIVE COMPOSITION OF THE TEAM
PROPOSED STRATEGIES AND GEOGRAPHIC DIVISION OF RESPONSIBILITIES

Leader:

Edwin J. Wellhausen

Proposed Members from Latin America:

Dr. Jairo Cano - Centro Internacional de Agricultura Tropical (CIAT)

Dr. Leobardo Jimenez (or - Director of the Rural Development Program)

Post-Graduate College, Chapingo (with possible assistance of Dr. Heliodoro Diaz, head of Training in same program)

Ing. Mario Martinez - Ex-Minister of Agriculture - Guatemala

Proposed Members from U. S. Institutions

Dr. Jack Rigney - North Carolina State University

Dr. Glen L. Taggart - Retired

Dr. Robert Chandler - Retired

Geographical Division of Responsibilities for Gathering Information

1. Mexico: Leobardo Jimenez
2. Central American Isthmus: Mario Martinez and Leobardo Jimenez
3. Caribbean Area and Venezuela: Edwin J. Wellhausen
4. Andean Zone of South America:
 - (a) Colombia, Ecuador, Bolivia: Jairo Cano
 - (b) Peru: Jack Rigney

It is planned that the other two members of the team, namely Taggart and Chandler, would not be directly involved in gathering information, but would be consulted on the techniques and methodologies for obtaining the information and would help with the interpretation and development of final conclusions.

IV FINANCIAL IMPLICATIONS

Honorariums (\$150 per day)

1. Wellhausen	60 days	\$9000	
2. Jimenez	45 days	6750	
3. Martinez	60 days	9000	
4. Cano	60 days	9000	
5. Rigney	21 days	3150	
6. Chandler	7 days	1050	
7. Taggart	7 days	1050	
	Total		\$39,000

Per Diem (hotel, meals and incidentals) at \$60)

Wellhausen	60 days	3600	
Jimenez	45 days	1800	
Martinez	60 days	3600	
Cano	60 days	3600	
Rigney	21 days	1260	
Chandler	7 days	420	
Taggart	7 days	420	\$14,700

Travel

Wellhausen		Cano	
2 trips to Caribbean	1600	3 trips	1800
1 trip to Venezuela	800	Rigney	
2 trips to Florida	700	Round Trip	
3 trips to Honduras	900	Lima	1000
	4000	Honduras	800
Jimenez			1800
3 trips to C. America	1500	Chandler	
1 trip in Mexico	500	Round Trip	
	2000	Honduras	800
Martinez		Taggart	
3 trips to C. America	1500	Round Trip	
		Honduras	800
			\$12,700
		Total	

Office Expenses

Secretarial Help	5000	Mailing	2000
Supplies	3000	Telephone LD	1000
Printing report	15000	Travel Ins.	1000
			\$27,000
		Total	

<u>Contingency</u>	5000		5,000
		GRAND TOTAL	\$98,400

Summary

1. Costs of honorariums per diem and travel per person

Wellhausen	\$16600	
Jimenez	10550	
Martinez	14100	
Cano	14400	
Rigney	6210	
Chandler	2270	
Taggart	2270	
		\$66400

2. Office Expenses 27000

3. Contingency 5000

Total† 98400

Less contribution of RF 16600

81800

Information Needed to Guide Evolutionary Changes at EAP

The Agricultural Manpower Study, hopefully, will provide answers to many of the following questions, and in so doing will provide guidance in adjusting the program and mission of the School to the future manpower needs of Tropical America. No doubt as the study progresses, other questions for which answers are needed and can be obtained in the study will come apparent. The answers to some of the questions relating to special circumstances at the School may not be determined in the manpower study and will require supplemental careful examination and analysis.

1. What are the major accomplishments of EAP today?

- a. Overall impact of EAP on the agriculture of client countries.
- b. Major areas of agriculture in which EAP graduates are working today (i.e., public and private enterprise, and institutional work such as teaching, research and extension).
- c. Accomplishments of School graduates in relation to the performance of graduates of other Latin American institutions.

2. What is the status of EAP at present?

- a. Is the training of EAP graduates still relevant to today's needs and conditions?

- b. Are there any major academic areas to be improved?
 - c. Education and professional handicaps of our present graduates.
 - d. Are the 3 years of the "Agronomo" degree enough for present agricultural requirements in Tropical America?
 - e. At what level of training other than the 3-year "Agronomo" degree is there an urgent need for in developing countries of Tropical America?
 - f. Does the lack of a degree higher than the 3-year "Agronomo" really impede the professional advance and performance of EAP graduates?
 - g. What institutions in Latin America have a practical agricultural education of the type given at EAP? How do their efficiency and quality compare with EAP?
3. What is there in the future for EAP?
- a. What are the present and future needs for agricultural education in client countries of EAP in Tropical America?
 - b. Is there a need for expanding the number of students at EAP?
 - c. What about the need for a fourth year in the program?
 - d. If a four-year program is adopted, how much of the program should be devoted to general education, special areas of study in agriculture, field laboratories, etc.?
 - e. What is needed to attract more qualified and motivated students from Tropical America?
 - f. What is needed to attract more permanent support from international agencies and governments?
 - g. What can be done to attract and retain better personnel and professors suited for the EAP-type education?
 - h. Are loan-scholarships for poor students better suited to present conditions than the existing system of scholarships for everyone?
 - i. Are the legal facilities at EAP's disposal in Honduras enough for the challenges of the future?

AGRICULTURAL MANPOWER NEEDS IN TROPICAL AMERICA

Introduction

Since graduating its first class in 1946 Escuela Agricola Panamericana has conferred "Agronomo" degrees upon 1973 students who have completed its rigorous 3-year program in the basic and agricultural sciences and field study. The effectiveness of EAP's program is attested by the high levels attained by its alumni in agriculture, agricultural related businesses and financing, and government. Students from 19 different countries in Tropical America have come to EAP for training.

The success of the School's program is also suggested by the seemingly inexhaustible demand for its graduates. This combined with the great demographic changes that are taking place and the tendency towards a more intensive agriculture in Tropical America, point to the need for expanding the number of students and, perhaps, modifying the program of study. In the light of these new realities, a study of "Agricultural Manpower Needs in Tropical America" is imperative. Such a study would be useful in guiding changes not only at EAP but also at other institutions and governments in the area.

Scope of the Study

At least 16 countries should be included in the study: Honduras, Guatemala, Nicaragua, El Salvador, Costa Rica, Panama, Mexico, Jamaica, Haiti, Dominican Republic, Colombia, Venezuela, Ecuador, Peru, Bolivia. Students from these have attended EAP during the last twenty years.

In each country the following manpower information could be obtained:

- A. On a country-wide basis: - estimates of present and future agricultural manpower needs and sources of supply. Such information could be obtained from government agencies responsible for the census, agriculture, planning and labor; banks (Educredito), multinational and other large corporations; international agencies and others.
- B. From employers of EAP graduates: - estimates of their present and future demands for agricultural graduates, sources of supply, and their experience with EAP graduates.
- C. From major employers of agricultural graduates who do not employ EAP graduates: - estimates of their present and future demands for agricultural graduates, sources of supply, their reasons for not employing EAP graduates, and changes that would cause them to do so.
- D. From EAP graduates: - their employment experience and perceived strengths and weaknesses of their training at EAP.

The study should be conducted by a team of distinguished professionals with several complementary specialties, under the leadership of one man who would coordinate efforts and put the findings together. The team members and leader must be thoroughly bilingual with considerable experience in Tropical America. They should have an intimate knowledge of Latin American institutions, education and agriculture. The team should develop their own questionnaires, techniques and methodology for obtaining the information, keeping in mind that the objective of the study is to identify changes at EAP and other institutions in Tropical America that will help them meet the agricultural manpower needs of the area.

Information Needed to Guide Evolutionary Changes at EAP

The Agricultural Manpower Study, hopefully, will provide answers to many of the following questions; and in so doing will provide guidance in adjusting the program and the mission of the School to the future manpower needs of Tropical America. No doubt, as the study progresses, other questions for which answers are needed and can be obtained in the study will become apparent. The answers to some of the questions relating to special circumstances at the School may not be determined in the manpower study; and will require supplemental careful examination and analysis.

1. What are the major accomplishments of EAP today?
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 - g. What can be done to attract and retain better personnel and professors suited for the EAP-type education?
 - h. Are loan-scholarships for poor students better suited to present conditions than the existing system of scholarships for everyone?
 - i. Are the legal facilities at EAP's disposal in Honduras enough for the challenges of the future?
 - j. Where and how can land and irrigation water be obtained to provide food and feed needed to enable the School to maintain its present self-sufficiency?