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

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



**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)

23 July 1985

Dr. J. Wayne Reitz  
Box 14425  
Gainesville, Florida 32604

Dear Wayne:

Thank you for your recent letter of July 5. I am glad you are raising the question of where some of these papers of historical value are going to rest. I would like to have more copies here at EAP, perhaps in our library, but the originals should be kept in the U.S. in a bank's safe deposit box along with other important items and papers.

I believe we should discuss, as you suggest, these matters at the next Exec. Committee meeting in Washington, D. C.

Regarding your pajamas I have checked with Mary and she is under the distinct impression they were given to you personally or were sent with someone to you to Gainesville. We fail to find them here and the maid assure us that they were already given to you.

Once again I want to assure you that I will miss your presence at the meetings, it has been great working with you. I will be always filled with admiration and respect for what you have done for the School over the years. As Director and graduate of this School I thank from the bottom of my heart. I hope you don't mind if once in a while I contact you for advice and suggestions.

Sincerely yours,

Simon E. Malo  
Director

SEM/aml

xc: J. G. Smith

See p 3



Director's Newsletter  
Simon E. Malo  
Summer of 85  
Escuela Agrícola  
Panamericana  
Apartado 93  
Tegucigalpa, Honduras

# ZAMORANO Learning by Doing

ESCUELA AGRICOLA PANAMERICANA - Teaching today's youth to feed tomorrow's world

## DIRECTOR'S MESSAGE

We started the year 1985 in Honduras under very peaceful conditions. The country enjoys a popularly elected government and the reign of democracy is felt in all levels of society and its varied institutions, particularly in a free press.

However, Zamorano is in many ways the victim of a campaign of sensationalism and fear launched by the international press about Central America. This condition keeps students' parents and relatives in other countries unnecessarily concerned about what is happening in Honduras. We would like to emphasize that our country could not be more peaceful and safe. We have virtually no drug problem, both urban and rural guerrillas are unknown and acts of terrorism are unheard of. We understand that even traffic accident fatalities are one of the lowest in the Americas.

We would like to invite friends and parents of present students and those of future candidates to come personally to visit Honduras and Zamorano. Their sons and daughters are in safe surroundings, studying within a community which inspires the pursuit of academic excellence and practical learning.



## AGRONOMY Variety Evaluation Trials

During 1984 the Agronomy Department conducted variety evaluation trials with corn, rice, sorghum, beans, soybeans, chick peas, etc. This activity provides several benefits, such as: a) Gives the student the opportunity to know a range of materials, not only the best adapted to conditions in El Zamorano; b) Allows us to establish which are the best varieties for the production of certified seed suited to Honduras and the Central American region; c) Permits the selection of the best varieties to be planted in our commercial fields for grain productions; and, d) Gives us the opportunity to cooperate with national institutions and with international organizations such as CIMMYT, CIAT, ICRISAT, INTSORMIL, INTSOY, etc. Results of these trials are available to students, farmers and other interested individuals, and have been presented at international meetings.

## "Carbon" Control in Pasturelands

"Carbón" (*Mimosa tenuiflora*) is a woody perennial weed which has been difficult to eradicate by fire or machete in Honduras and Central

America. We have conducted trials at EAP and we know now that the control of Carbón is possible through the use of 10/o foliar sprays of the herbicide Tordon 101. Other treatments were less effective or more expensive.

EAP recently received a donation of 180 gallons of Tordon 101 from The Dow Chemical Co. which will be used for the control of weeds and continued research.

## Photographic Guide of Principal Pests of Corn and Beans in Honduras

The Integrated Pest Management Project (IPM) has its latest publication for sale. It is a practical and concise guide to help students and instructors of entomology or agronomy, extension workers, and farmers to recognize the main corn and bean pests in Honduras as well as the damage they cause. This pocket size guide contains 51 color photographs in plastic covered pages to prolong its use. The price is US\$5.00 plus a mailing charge of L. 2.00 for Honduras and US\$2.00 for overseas countries.

The use of this guide should be ideally combined with "Integrated Invertebrate Pest Management in



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agropecuaria  
panamericana

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February 28, 1985

Dr. E.T. York, Jr.  
Institute of Food and Agricultural Sciences  
International Programs  
Building 106  
University of Florida  
Gainesville, Florida 32611, USA

Dear Dr. York:

Your recently received letter addressed to Simon Malo regarding the visit of the Kellogg Foundation Task Force Comissioned by U.S.A.I.D., has left me puzzled and indignant.- Obviously you have not been given all the facts, and your rather strongly worded letter suggests that in reference to the above you have already determined what occurred that day at the School.

I don't know what the Task Force reported to Mr. Albert Brown, but I can assure you it was biased so as to benefit themselves. The fact of the matter is that they came with an arrogant attitude and when Dr. Malo tried to be reasonable, explaining to them the official Honduran government attitude and his delicate position as Director of a guest institution in the country, they got furious and literally stalked out of his office. You see, Mr. Brown was not there, neither were the other representatives from the local Mission, only Sam Stone and I.

In all honesty I have to admit that Dr. Malo's handling of this affair was admirable. He showed great restraint in the face of demanding and arrogant behavior by the representatives who would not reason. Of course, faced with their own poor performance and their lack of courtesy by walking out of the meeting, what else were they expected to report to Mr. Brown?. What they had done was discourteous in the meeting and not the behavior of professionals. They thought it would be easier to blame Dr. Malo and everyone would believe them. I can understand their desire to cover up their faux pas, but it is difficult to believe why anyone would be willing to assume that their version is unambiguously right. What makes these men more honorable than those in Honduras who witnessed the spectacle?.

...../2



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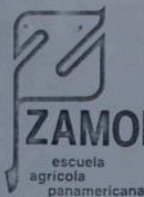
Dr. E.T. York Jr.

I congratulated Dr. Malo on his patience and his handling of the situation. I have no doubt that if you had presented the actions of these men you would have responded in the same manner. In my opinion Dr. Malo is due an apology from the AID/Costa Rican representatives for their boorish behavior.

Sincerely

Mario Nufio Gamero

cc: John Smith  
Sam Stone  
Executive Committee Members.



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P.O. BOX 93 TEGUCIGALPA, HONDURAS

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February 27, 1985

Dr. E. T. York, Jr.  
International Programs  
Bldg. 106 - IFAS  
University of Florida  
Gainesville, Florida

Dear E. T.:

I have just returned from an assignment abroad and have read your letter with much surprise and puzzlement. I am replying to it motivated by the high degree of admiration and respect I have for you. I am sure by now you have received a copy of a letter addressed to John G. Smith reporting in detail the visit of the Costa Rican AID Task Force. In it, I explained everything the Board should know about what went on during that visit.

Let me emphatically state that it is untrue that the Task Force "was met by refusal on my part to provide information or otherwise to cooperate in any effort". I am disturbed by this attempt to discredit me and put me in a bad light with my own Board. This is not the way to assure continued future cooperation. I am enough of a realist to know that the formation of this Panamerican College is a fact of the region's life and that we should not have a head-in-the-sand attitude about it. This could be an opportunity to obtain some of the support coming to the Caribbean Region. If anyone thinks that I feel otherwise he is mistaken.

Let me describe again how we hosted this group. They arrived on January 17. We never knew, until they were here, exactly when to expect them. No one from the local Mission accompanied the visitors. Several faculty members on my staff and I personally took the whole day to show them just about every aspect of the School. We toured fields, dormitories and other facilities. We invited them to a lunch where the questioning sessions continued with the active participation of Board Members Sam Stone and Mario Nufio. We discussed every imaginable aspect of the School's organization, operation and inner workings. We provided them with names of our consultants including addresses and phone numbers of our architects in Washington. As the afternoon progressed they insisted on uncovering

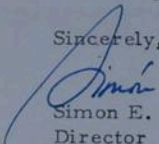
Dr. E. T. York, Jr.  
February 27, 1985  
Page No. 2

the "magic formula" that makes Zamorano work. We repeated many times during the course of the day that none existed. That it takes a high degree of discipline and dedication on the part of our students and professors, and an approach close to religious fervor by the administration. They persisted on knowing many things we don't know ourselves. Questions about my salary I considered most improper and in poor taste. I responded to questions about the trustees, Delaware affiliation and others of a similar nature when I considered them appropriate. I referred them to the President of the Board about several questions, as I felt he was the only one with authority to reveal confidential information. We made the point repeatedly that neither the Board nor I had objections to their Costa Rican initiative. That if any institutions were directly threatened they were the Costa Rican universities where the professors' morale is low because of meager salaries associated with inflation.

Their departure was rather awkward with several people stalking out of my office rather suddenly. I found myself talking only to Dr. Glenn Taggart, who was rather nonplussed by this behaviour but courteous to the end.

Frankly, E. T., I feel an apology is owed me. We have given them an accumulated 50 man-hours or more of my time and my staff's, first 3 days for Paul Kretchmer's visit and later an entire day to accommodate and entertain a group in which some members were not only unappreciative and rude, but went bad mouthing me to AID/Washington.

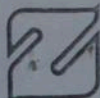
Sincerely,



Simon E. Malo  
Director

SEM/aml

xc: John G. Smith & Members, Executive Comm., EAP.



**ZAMORANO** - Aprender Haciendo

escuela  
agrícola  
panamericana

Apartado Postal 376 "A"  
Guatemala, Ciudad

P.O. BOX 63 TEGUCIGALPA, HONDURAS

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32-85 43 y 32-43 17 (Tegucigalpa)

Guatemala  
February 21, 1985

Dr. E.T. York  
University of Florida  
Institute of Food and Agricultural Sciences  
International Programs. Building 106  
Gainesville FL. 32611

Dear ET:

I received a few days ago a copy of your letter dated February 4th to Simon Malo about the new agricultural University for the lowland tropics in Costa Rica. This caused me considerable concern which I am sure was your intention.

You will have received by now a copy of Simon's letter to me dated 28 January. I had discussed Simon's letter with him during a trip to the school at the end of January and again spoke to him about both your letters by telephone last night.

In the first place you will recall that the only decision that was reached at the November Board meeting was to appoint Sam Stone and Roberto Villeda to keep in touch with developments and keep the Board informed. The sense of the meeting was that more agricultural education was needed in the area and that therefore E.A.P. should support this initiative by USAID/CR, although considerable concern was expressed by several board members and by the Director as to the effect that this new development could have on E.A.P. especially such factors as the free education in Costa Rica, competition for staff, and duplication of facilities. The possible advantages to E.A.P. of extra funding as a fallout from the Costa Rica project were also discussed.

... /

The visit of Dr. Taggart and members of USAID/CR (including the deputy chief), which was of considerable importance (at least to E.A.P.), appears to have been organized somewhat informally and maybe not very tactfully. There seems to have been some doubt about the exact date up until the last minute, USAID/HONDURAS did not accompany the group or even provide transportation for them. There also seems to have been a misunderstanding about the availability of overnight lodging at E.A.P.

Simon genuinely enjoyed Dr. Taggart's visit and found him very pleasant and easy to deal with. He feels that Dr. Taggart got a good feeling of the school's objectives and operations. Some other members of the group were not so easy to handle but although Simon probably did not hide his concerns about the project I doubt whether he openly opposed a project that was already well launched and where opposition would be pointless and ineffective.

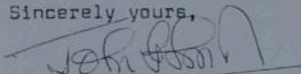
Simon was irritated by a list of questions which was presented to him. Some of these he was able to answer without difficulty as he showed the group around and explained the operation of the school. There were no ready answers for some of the questions such as acreage of land needed per student and square feet of living space per student. The easy reply to these questions is a simple mathematical calculation but Simon considered that both questions required more study. There were certain other questions which Simon would not answer for instance the salary of the Director and the Dean, certain other questions about finances and a request for a copy of the By-Laws.

As recently as yesterday Mr. Wingert of USAID/H Together with Mr. Joslyn of RDCAP/GUATEMALA visited the school and had a most cordial exchange of ideas with Simon and members of his staff. Relations with USAID at the local level seem to be as good as ever. I would also expect that Dr. Taggart has a good understanding of the situation. I also hope that Scaff Brown's remarks to you were unduly alarmist when he stated that the task force "was met by a refusal on your (Simon's) part to provide any information about the Zamorano school or to otherwise cooperate in the effort".

If there is concern at the school about this new University it is as nothing compared to the concern in certain circles in Honduras which undoubtedly include our local Trustees. I saw a draft of a letter on the subject from President Suazo Cordova to President Reagan which may or may not have been sent. I also saw a long telex from USAID/HONDURAS to Washington reflecting the concern of the school and others in Honduras including USAID/H and making various sensible suggestions for further discussion about the project.

This is an interesting and important initiative which is bound to cause shock waves in the areas which it affects. E.A.P. will continue to favour the idea of providing more agricultural education in the area and we should offer our assistance to see that this aim is achieved in the most effective manner. But our interest in the effects, good or bad, that all this could have on the future of E.A.P. should not be denied or swept under the carpet.

Sincerely yours,



John G. Smith

JGS/gdm

c.c. Member of the Executive Committee  
Simon E. Malo

GLEN L. TAGGART  
Senior Program Consultant

W.K.KELLOGG  
FOUNDATION

Please reply to:  
Utah State University  
East Campus Office Building, Room 20  
UMC 83  
Logan, Utah 84322  
(801) 750-2752

February 11, 1985

Dr. J. Wayne Reitz  
Escuela Agricola Panamericana  
P. O. Box 14425  
Gainesville, FL 32604

Dear Wayne:

I have just returned from San Jose, Costa Rica, and was delighted to find the material that you sent on the school in Zamarano. It will be very useful in setting up the Board of Trustees and Directors, and in helping to formulate a draft of Bylaws for the new institution.

We took our group over to Zamarano, and I must say that I was very much impressed with the physical plant, the condition of the farms, etc. It appeared to me to be a very well-kept and organized institution.

Our meetings with Simon Malo were rather peculiar. For some reason he chose to be very critical of AID and its ability to establish and work on educational programs, and at the same time was reluctant to give us any information about Zamarano. He indicated that the Board had chosen to ask him to be very cautious in the material that he made available to us. As you know, we were interested in such things as getting an inventory of equipment and supplies in order to develop some kind of an estimate for AID. We wanted to get addresses and contacts for graduates of Zamarano, since we thought some of them might be potential staff members for this new institution.

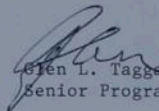
In any case, it turned out to be a bit frustrating, both for him and for us. He seemed to feel that this institution, if developed, would cause some difficulty for the institution in Zamarano. I guess he was primarily concerned about the possibility of competition for students and for faculty.

However, I was much impressed with the institution that you people have developed, and must say that all of the things I had heard about the accomplishments of its students and faculty were somewhat verified by my first on-site visit. I was really pleased to see that you had developed such a beautiful and efficiently-run campus.

Page 2

I am returning your two documents. The first, the Certificate of Incorporation, with the Agenda for the October meeting attached; and secondly the document on the Bylaws. Thank you very much for your kindness in sending them, and also the list of Board Members, along with recommendations of those who might usefully serve on the Board of this new institution.

Very sincerely yours,

  
Glen L. Taggart  
Senior Program Consultant

GLT/cjl

Encls



UNIVERSITY OF FLORIDA  
INSTITUTE OF FOOD AND AGRICULTURAL SCIENCES

INTERNATIONAL PROGRAMS  
BUILDING 106  
GAINESVILLE, FLORIDA 32611  
February 4, 1985

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

Dear Simon,

I was in a meeting last week with Scaff Brown, the Chief of the Rural Development Division of U.S.A.I.D. Bureau of Latin America. In the course of our conversation, I asked him about the proposed new agricultural university for lowland tropics in Costa Rica. His reply was to the effect that everything was moving along but they had been set back somewhat and had become very disappointed when the Kellogg Foundation Task Force, commissioned by U.S.A.I.D. to help develop specific plans for the new institution, visited EAP at Zamorano. He indicated that the Task Force was met by refusal on your part to provide any information about the Zamorano School or to otherwise cooperate in the effort. The Task Force was chaired by Dr. Glen Taggart, former President of Utah State University, and now on the staff of the Kellogg Foundation.

The Task Force was most anxious to visit EAP and learn more about its operation, since, from the beginning, those involved in planning the new university had indicated that they wanted to model many aspects of the new institution after the program at EAP--especially the "hands-on" work experience.

It was obvious that Scaff was quite concerned by the lack of cooperation with the Task Force. I doubt, however, if his concern was nearly as great as mine.

I cannot imagine what anyone could feel to be gained by such a posture of non-cooperation and refusing to provide information about the School to the Task Force. From all indications, the institution in Costa Rica will be built and, a failure to cooperate in providing information about EAP will in no way deter its development. The money is already in hand and there is much enthusiasm for it in AID and apparently in Costa Rica. I might point out that the Dean of the College of Agriculture at the University of Costa Rica is serving on the planning Task Force. I would think that there is a much greater likelihood of competition with his institution than with EAP.

COLLEGE OF AGRICULTURE      AGRICULTURAL EXPERIMENT STATION      COOPERATIVE EXTENSION SERVICE  
SCHOOL OF FOREST RESOURCES AND CONSERVATION      CENTER FOR TROPICAL AGRICULTURE

Dr. Simon E. Malo  
February 4, 1985  
Page two--

By no stretch of the imagination is there a surplus of agriculturally related higher education programs in Latin America. I fail to see what possible basis you would have for failing to share information about EAP with those planning the other institution.

I am sure you realize that the Costa Rican institution is a U.S.A.I.D. project and that a significant amount of your funding comes from A.I.D. In fact, I suspect A.I.D. has been the largest donor to EAP over the years. Furthermore, there are prospects for substantial continued funding by U.S.A.I.D. I would not think you would want to alienate the agency representing such a major source of your financial support. Furthermore, for some time now I have been talking with the Kellogg Foundation about some major financial support for EAP after we have completed our study and determine more specifically the direction the School plans to take and the resources needed to achieve these goals. I have been very much encouraged by the Kellogg response. I suspect, however, that our relationship with the Kellogg Foundation has not been enhanced by this episode.

As I indicated in the November Board meeting, my first concern when I heard about the Costa Rica project was the potential impact upon EAP. After looking at this proposed project very thoroughly, I could see no reason why this should have a negative impact on the program at Zamorano. To the contrary, however, when I learned how the Costa Rican institution was being financed, I immediately saw a tremendous potential for generating the same type of U.S.A.I.D. support for EAP. Furthermore, without my raising the issue, Scaff Brown also indicated to me that this approach taken in Costa Rica offered great potential for funding EAP.

In short, Simon, I think your non-cooperative posture is, to say the least, ill-conceived and shortsighted. Frankly, it seriously embarrasses me in terms of my relationship with both AID and the Kellogg Foundation--organizations that I have been working with to generate financial support for EAP. I find your posture to be especially difficult to understand after the discussions of this matter in the Board in November and the meeting with Wayne Reitz and Hugh Popenoe which you attended in my office in January.

In discussing this matter with Hugh Popenoe over the weekend, Hugh indicated that in visiting with some of the AID Missions in the Region, he had been told that EAP was opposing the new Costa Rican school. He replied that this must be a

Dr. Simon E. Malo  
February 4, 1985  
Page three--

mistake, that certainly the Board had not taken any such position. Apparently, the comments must have grown out of impressions which you have generated.

If there is not a reasonable explanation for your actions in this matter, I intend to submit my resignation as a member of the EAP Board.

Sincerely,



E. T. York, Jr.

ETY:rg

cc: Members, Executive Comm., EAP



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January 31, 1985

Mr. Frank Bendaña  
1409 Hawk Avenue  
P.O. Box 2913  
McAllen, TX 78504

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

Dear Frank and Wayne:

You are well aware of the interest of Costa Rica in establishing some type of new agricultural school with at least some of the character of Zamorano. Last week our Washington office was asked by AID Costa Rica, to assemble a team to go to Costa Rica to prepare a project identification document. One of the team members, knowing of our work for EAP, asked if he could study our questionnaires and work plan, and made reference to them if needed. We advised that such permission was not ours to grant, but we would forward the request to the board.

I doubt rather the material would be a major factor in their findings, but believe their understanding of the study may cause them to avoid arriving at hasty or inappropriate conclusions.

I would appreciate it if you two could discuss the request and determine the course of action within a week of receipt of this letter. I will look forward to a call.

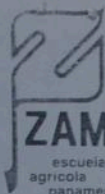
Over the past two weeks, the mail questionnaires have been arriving steadily. We are forwarding the next group of interview assignments to our field team tomorrow.

Sincerely,

William G. Bursch  
President

pf

cc: Carl F. van Haeften  
Experience, Incorporated  
Washington  
Lee Sandager



# ZAMORANO - Aprender Haciendo

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P.O. BOX 93 TEGUCIGALPA, HONDURAS

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28 January 1985

Mr. John G. Smith  
President Board of Trustees  
Escuela Agrícola Panamericana  
Apartado 376 A  
Guatemala, Guatemala.

Dear John:

I would like to report on a visit we had recently of a Task Force representing the proposed Panamerican Agricultural University of Costa Rica and the USAID Mission to that country. I had advanced my trip from my annual vacation in Florida in order to receive these people. There was some confusion as to when they were arriving, since I had been given several dates from different people, including Dr. J. W. Reitz in Gainesville. Their cable arrived late, as it happens sometimes in this neck of the woods.

The Task Force consisted of about 6 people (G. Taggart, K. Carr, L. C. Gonzalez, R. Archie, Latham, P. Kretchmer and an American lawyer) and the meeting was attended by trustees Samuel Stone and Mario Nufio, representing the Board. Unfortunately F. Midence and R. Villeda were out of town.

Several of us devoted an entire day to this visit. Our guests were invited to lunch in our Cafeteria, which was attended by Dr. J. Román (Dean) and Mr. J. Lansdale (Assist. to Director). They requested to stay at our guest houses but regrettably they were full due to previous commitments made before my arrival.

We had several hours of lively and candid discussions where our trustees represent the Board very well. We gave them as much information as possible. I was presented with a prepared questionnaire which was discussed as thoroughly as possible. However, I did not consider it proper or acceptable that we should throw open our files to meet their needs. Our Board members and I were frank in most respects, but as polite as possible, explaining to our guests that our Board members, and particularly the government of Honduras, on which we depend for considerable support, had serious reservations about this proposed project. We had to let them know that many government people in Tegucigalpa, including the President and Minister of Agriculture, were apoplectic about the fact that I was entertaining our

Mr. John G. Smith  
28 January 1985  
Page No. 2

visitors' interests so complacently. We described the letter the Board had received from the government of Honduras expressing their concern.

Under the circumstances, I tried to be as hospitable and cooperative as possible. We toured the whole School in detail, indicating how we work with students, demonstrating field laboratories, and following step by step our philosophy of teaching and handling students. We toured residences, several dormitories and facilities and discussed our needs of land for teaching in relation to numbers of students. I took them to see students' rooms and the design of dormitories and how our messhall and kitchen work. We discussed the talents of Mr. Gerald Oudens and his architecture firm in Washington and gave them his office address and phone number.

The team left at 4:30 pm. However, a few of them did not seem willing to understand our position fully, and mine in particular, in relation to our host country, and neglected to express their appreciation for the time we had devoted hosting their visit. This bit of gaucherie marred somewhat what could have been a pleasant day for us. They got all the information we could give them without opening confidential documents and working files, but some pressed tactlessly for information that we wish we knew ourselves.

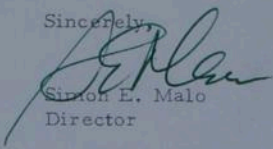
The Honduran USAID Mission was unfortunately not represented at the meetings. Had they been present perhaps things might have been a bit different and our visitors might have been more understanding of our delicate position with respect to our host country. I have to say that Dr. G. Taggart was a most tactful and delightful guest. I can see why Dr. Reitz has such a high regard for him.

Since this meeting, I have met with Ambassador Negroponte and Mr. Steven Wingert of USAID/Honduras, to discuss the consequences of this visit. I was assured that in no way would it affect our favorable working relations with the in-country USAID Mission and with the ROCAP offices in Costa Rica and Guatemala.

Looking forward to having you with us soon again.

Mr. John G. Smith  
28 January 1985  
Page No. 3

Sincerely,



Simon E. Malo  
Director

SEM/aml

cc: Mr. A. Cauterucci  
Mr. S. Wingert  
Dr. J. W. Reitz ✓  
Dr. E. T. York  
Dr. H. Popenoe  
Mr. M. Nufio  
Dr. S. Stone  
Mr. R. Villeda  
Mr. F. Midence

ESCUELA AGRICOLA PANAMERICANA

P.O. Box 14425  
Gainesville, Florida 32604

January 3, 1985

Office of the Secretary

Dr. Glen Taggart  
1466 East 800 N  
Logan, Utah 84321

Dear Glen:

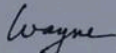
As I told your wife today, Simon Malo will not be at the School until after the 12th or 13th. Accordingly the date of January 16 appears to be best for your study group to visit the School. Simon will contact John Smith, Chairman of our Board, and have him at the School when you visit there since Simon and John were authorized by the Board to serve as a committee to keep abreast of developments concerning the proposed university in Costa Rica. I am sorry that I cannot get down to meet with your committee, but I am confident that you can find out all you need to know from John Smith and Simon Malo.

I am enclosing a list of our trustees. The circled numbers at the left indicate my priorities, however after priorities one and two, you could juggle the others as you wish.

I am also including a copy of our Certificate of Incorporation and the Bylaws of Escuela Agricola Panamericana, Inc. Since I do not have time to duplicate these today, please return them to me at your earliest convenience.

With every good wish for the new year.

Sincerely,



J. Wayne Reitz

enc.: Trustees; Certificate of Incorporation; Bylaws

*Letter file*

January 2, 1985

MEMORANDUM

TO: Dr. J. Wayne Reitz

This noon, Glen Taggart, 1466 East 800 North, Logan, Utah, 84321, phone number (801) 752-4817 called regarding the proposed new university for the Tropical Lowlands in Costa Rica. He stated that AID has provided the funds for an endowment of approximately \$70 million. The Kellogg Foundation has agreed to finance a study and Taggart is heading the Kellogg task force.

Taggart mentioned that it was the desire to interlace the Board of Trustees of the new university with at least two members of the trustees of Escuela Agricola Panamericana. Taggart wants me to recommend two from our board. I shall discuss this with Popenoe and York.

The second thing he wanted was to get an inventory of materials and equipment needed for an institution of the type planned. I suggested that he contact Simon Malo and start by getting an inventory of what we have at the school.

He is particularly interested in how to set up the Board of Trustees. Apparently, it has been agreed that the school will be incorporated in the United States. Thought is being given to setting up a separate corporation for handling the trust fund. However, whether this is done may depend upon the structure of the Board of Trustees.

The Task Force is going to meet in San Jose, Costa Rica starting January 9 and will be there for about two weeks including a trip to Honduras to visit EAP on January 16. Taggart wants me to come to Costa Rica to describe the activities of EAP, particularly its corporate and Board of Trustees structure and how the portfolio is handled.

He stated that Dr. Paul Kretchner will be the staff member of the Task Force. His address is USAID, APO, Miami, 34020. His phone number is 238-046 in San Jose, Costa Rica.



UNIVERSITY OF FLORIDA  
INSTITUTE OF FOOD AND AGRICULTURAL SCIENCES

*Proposed Unit in Costa Rica*

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

INTERNATIONAL PROGRAMS  
CENTER FOR TROPICAL AGRICULTURE

3028 McCARTY HALL  
GAINESVILLE, FLORIDA 32611  
TELEPHONE: (904) 392-1905  
CABLE ADDRESS: CENTROP

October 15, 1984

MEMORANDUM

To: Dr. J. W. Reitz, President Emeritus,  
University of Florida Foundation, Inc.  
2012 W. University Ave.

Dr. E. T. York, Chancellor Emeritus  
Building 106  
Mowry Road  
IFAS

From: Dr. L. J. Janicki, *L. Janicki*  
Latin American Contracts Coordinator  
International Programs

Subject: Visit to UF by Mr. Daniel Chaij, USAID Mission  
Director, and Dr. Paul Kretschmer, USAID Rural  
Development Officer, San Jose, Costa Rica



A meeting is scheduled for 2:00 PM on Thursday October 18, at the office of Dr. J. W. Reitz, located at 2012 W. University Avenue.

Enclosed is some background information regarding the purpose of this meeting.

Briefing Notes  
on the visit of

Mr. Dan Chaij, USAID Mission Director  
and  
Dr. Paul Kretschmer, USAID Rural Development Officer  
San Jose, Costa Rica

October 18, 1984

Purpose of visit:

The USAID Mission to Costa Rica is interested in exploring the feasibility of creating a University of Agriculture for the Humid Tropics on the eastern coast of Costa Rica. This would be a 4 year institution, patterned along the lines of the Escuela Agricola Panamericana (EAP) in the Zamorano Valley, Honduras. USAID/Costa Rica feels that it is desirable that there be linkages between this proposed university and CATIE and the EAP, and it is hoped that there would be strong links with the University of Florida. The institution would be set up as a private non-profit organization and supported by a foundation. It is assumed that initially financing would come from USAID and the Government of Costa Rica.

Mr. Dan Chaij was the Rural Development Officer in Bolivia during much of our 4 1/2 year contract there.

Dr. Paul Kretschmer received a PH.D. from Cornell University in Horticulture.

At present the University of Florida has a Technical Support to Mission Contract in Costa Rica.

## Preliminary Concept

### Latin American College of Agriculture for the Humid Tropics

The lowland tropics from sea level to 1,000 meters constitute 85 percent of the land mass of Latin America, of which a significant portion is the humid tropics. These high rainfall areas represent the world's greatest remaining additional potential for agricultural production. While only a small percentage of the population currently lives in this vast area, it is the focus of a rapidly growing migration due to current population and land pressure. This is increasing the proportion of the humid tropical areas coming into agricultural production. The reaping of the lowland humid tropic agricultural production through traditional and mostly destructive systems is well documented. The development of appropriate cultivation and management techniques and the human resource base to develop and extend this knowledge are perhaps the two most critical constraints on the future development of agriculture in Central and South America.

The objective of the proposed project is to develop a humid tropics agricultural university along a similar vein of the "Escuela Agrícola Panamericana" (Zamorano) in Honduras, with the philosophy of "learn-by-doing". The university is conceived as a private foundation, initially with its own endowment. We perceive it as an institution dedicated to academic excellence where graduates will not only know the theory and concepts of humid tropical agriculture but will also know the practical application of their knowledge and the entrepreneurship of agriculture. Graduates will be able to work the land, be employed by agribusiness, academia or the public sector. The school will offer a four-year B.S. degree program fully accredited by one of the U.S. regional associations and possibly also establishing a special link to a prominent U.S. university in a relationship similar to that between Harvard and INCAE (Central American Institute of Administration and Business). Since Zamorano is located in the dry lowlands, their teaching program is based on the cropping and animal systems of those ecological conditions which are very different to those in the humid tropics. The proposed university will be located in the humid tropics of Costa Rica.

The university will not be in competition with Zamorano nor CATIE (Tropical Agricultural Research and Training Center), but will complement and strengthen both institutions. CATIE could provide graduate training for those students who wish to go on with their studies. Also envisioned is the possibility of cross-listing courses, common theme research and computer hook-ups between these three institutions and even the University of Costa Rica.

The proposed basic framework of the university will have two parts: instruction and applied/practical oriented research. Agriculture is a problem solving science. Classes must be taught with reference to field work and experimentation. There is a need for instructors who can describe principles

as they are applied where students can see the practice as they hear about the theory. Courses are more exciting and useful if instructors can relate principles to local and regional agriculture. To complement classroom teaching, various techniques should be used to help students gain a broad understanding of agriculture and acquire farm skills. These techniques could be: (1) working on the school farm for half of the day and attending courses the other half, (2) enterprise projects, where the student can learn the entrepreneurial side of agriculture thus earning money for the school and himself, (3) on-farm trials, and (4) on semester and summer recesses the possibility may exist where the student can live and work with a farm family in the region.

Latin America has too few agricultural professionals who understand the practical and enterprise nature of farm production. One reason is that a higher proportion of students finish secondary school in urban areas as opposed to rural areas and who eventually go on to universities and obtain a base of theoretical training in agriculture. They are often taught by faculty with little or no farm background. Unskilled faculty teaching unskilled students persist in a self-perpetuating cycle. In addition to basic farming skills, there is a need to develop individuals with a special knowledge of commodities or agricultural operations. Crops such as cacao, banana, tropical fruits and vegetables are grown in the humid tropics. Presently there is not a university of the quality proposed in Latin America where students receive training in these crops nor the complex animal and agro-forestry systems that exist or are most appropriate in the high rainfall areas. There is also an extreme deficiency of this specialized knowledge among agriculturalists in the developing world. Emphasis must be placed on producing individuals whose technical knowledge deepens as the level of their training and responsibility rises. As the Latin America governments and private sector begin significant new agricultural initiatives, i.e. moving from traditional to export oriented agriculture, demands for well-trained agriculturalists in the fields of marketing, economics and agribusiness is clear.

The training received by students from developing countries in the temperate regions send many of them home unprepared to become involved effectively in the production oriented private sector. These countries can not, and should not, have to rely any longer on the industrial countries to satisfy their training needs. Countries that send students to temperate zone institutions for advanced training must be prepared for returning specialists who are academically well prepared but who may be narrowly specialized and have not developed field-tried skills in humid tropical agriculture. Agricultural students, like those in medicine, must be prepared to apply their knowledge as general practitioners; specialization can come later.

Many governments have become disillusioned with their agricultural institutions. They have concluded that investments in these institutions have not resulted in expected agricultural advances. Low performance can usually be traced to the lack of teaching institutions oriented to productivity increases compatible with the necessary orientation of services by government

and industry. In addition, poor performance is perpetuated by agricultural teachers who lack technical or managerial skills and have narrow, superficial and impractical education. To attract good faculty, a research component and competitive salaries are needed. Having a U.S. "mother university" allowing for faculty exchanges, teaching and research assistantships, along with career personnel benefits, would increase the availability of well-qualified, permanent and exchange faculty. This university will offer the qualified professional an opportunity to work in an international teaching/research environment.

The need for a practical teaching agricultural experiment station in the humid tropics is obvious. The university experimental station is as vital to a college of agriculture as a teaching hospital is to a medical school. On an experimental station the student can master technical agriculture under the guidance of professionals. A "practical" humid tropic agricultural station and an on-farm teaching/research program has much needed benefits. It stimulates the faculty and it tends to make the courses more exciting and practical. A combination of a working farm, practical experiment station and teaching university will train young professionals in the complex agricultural and ecological conditions of the humid tropics.

Students will be selected mostly from Latin America; however we expect interest will extend worldwide. To create a system of discipline, which is perhaps the most important single ingredient for the success of Zamorano, full scholarships for a significant part of the student body should be considered. The target student population will be from all classes of society who qualify according to merit entrance examinations and interviews by country selection committees.

The important components for the continuity and stability of such an institution are:

1. The institution should be organized under an international Board of Directors. This group should be dedicated people from many nations who are committed to the concept of "learning-by-doing".
2. That it has its own endowment fund which provides a core budget for its operation and scholarships.
3. The school should be autonomous and independent from any political pressures. Autonomy is associated with financial independence.
4. Laws from the host country should give the institution all the privileges and rights enjoyed by any agency of the United Nations and/or non-profit foundation.
5. There should be adequate land area, about 10/hectares of land per student hopefully at different altitudes and conditions, so that students can become exposed to a variety of agricultural and ecological problems such as they normally might encounter in their homelands.

- 6 A strict discipline over the students, professors and personnel in general and commitment to the concept of "learning-by-doing".
7. A highly qualified staff and faculty, and
8. A highly qualified director experienced in agriculture, education and, Latin America.

J. W. Rortz

Summary of a Visit to the University of Florida by Mr. Daniel Chaij, Mission Director and Dr. Paul Kretschmer, Rural Development Office, USAID Mission to Costa Rica, October 18, 1984.

Purpose of visit:

The USAID Mission to Costa Rica is interested in exploring the feasibility of creating an International College of Agriculture for the Humid Tropics on the eastern coast of Costa Rica. This would be a 4-5 year institution, patterned along the lines of the Escuela Agricola Panamericana (EAP) in the Zamorano Valley, Honduras. USAID/Costa Rica feels that it is desirable that there be linkages between this proposed university and CATIE and the EAP, and it is hoped that there would be strong links with the University of Florida or other US university. The institution would be set up as a private non-profit organization and initially supported by an USAID endowment.

Discussion:

A meeting-lunch was held in which I was briefed on the purpose of the visit. Mr. Chaij and Dr. Kretschmer had visited the Kellogg Foundation in Battle Creek, Michigan and North Carolina State University prior to coming to Gainesville. Following this visit they were traveling to Cal Poly in San Luis Obispo, CA. to speak with faculty and administration regarding the feasibility of the international college.

The college would be a 4 or 5 year degree granting institution (BS or Ingeniero) and be directed by an internationally represented Board of Directors. The faculty and student body would be international also. Costa Ricans would be represented at all levels. No quotas have been set but they are thinking of about 30 students a year coming from Costa Rica. Each class would admit 100 students. The student body would initially be composed of Latin Americans. Spanish and English would be languages of preference. Students would be taught in Spanish but courses in English could be offered toward the end of the students' program of course work. English language classes would be required throughout the course of study. The school would follow the philosophy of learn-by-doing.

This appears to be a rapidly proposed activity by the President of Costa Rica. It is hoped that a college can be constructed and inaugurated by May 7, 1986. USAID is supporting the proposition with something in the neighborhood of US\$70,000,000. ESP? is the source of \$60,000,000 with \$50,000,000 being given as an endowment to be placed in the Banco Central of Costa Rica to supply approximately \$10,000,000 per year operating expense money and scholarships. This money has already be converted to Colonos. The remaining \$10,000,000 will be used to purchase land for the college. In addition, USAID/Costa Rica will spend \$10,000,000 of appropriated funding to construct the college.

The Kellogg Foundation has been requested to design the scope of work for a feasibility study that will address thirteen specific components. A list of these components is attached.

Visits to the three schools are being made to obtain a cross sectional view of responses to the idea of an international school of agriculture by Title XII Institutions.

A meeting was held at 2:00 PM with Dr. J. Wayne Reitz and Dr. E. T. York. During the meeting a need to maintain confidentiality was expressed since the President of Costa Rica wants to have this well planned before making an official announcement.

A brief was given and then questions were fielded. Dr. York agreed to have Mr. Chaj present this to the BIFAD possibly in February. Dr. York was very interested in the method of funding. Both York and Reitz supported the proposal. No specific involvement by UF was discussed but faculty could be drawn from UF staff. Official links by UF or other institutions were not specified.

At 3:30 PM the visitors met with a representative group of IFAS faculty. After a summary of the proposal, questions were asked. Questions covering the following were presented:

1. Is there a need for another EAP type school? Will this take students and faculty from EAP?
2. Is \$10 M/yr sufficient for operating expenses?
3. Who would be considered qualified faculty? A point mentioned was that there was a scarcity of Latin Americans working in Ag Research and Education in developing countries in LA who had experience or expertise in the humid tropics. Would expatriate types be available to fill this requirement.

A side point, Tom Ivers has been transferred to another post. This is a different outcome than we anticipated. Tom was suppose to return to Costa Rica the first week in November from home leave. I wonder if we should look for a reason for this transfer?

Preliminary Concept of Feasibility Study

Latin American College of Agriculture for the Humid Tropics

Some of the components which need to be addressed in a feasibility study are listed below:

1. Legal structure and constraints
  - a. Costa Rica
  - b. U.S.
2. Land acquisition
3. Curriculum definition
4. Founding Board of Directors
5. Recruitment of Director
6. Identification of potential faculty members and size of faculty
7. Demand analysis -- student target population
8. Endowment fund, devaluation risks and maintenance of value
9. Administrative structure
10. Physical infrastructure -- classrooms, dorms, farm buildings, agricultural machinery, faculty housing, support services, library, etc.
11. Community, country and regional response
  - a. Institutional image
  - b. Academic relations
  - c. Host country political considerations
12. Costs
  - a. Capital investments
  - b. Operational costs
13. Income -- amount and sources.

### Preliminary Concept

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*Luis Alberto Monge*  
*Presidente de la República*

Sr. Curtin Winsor, Jr 4

5/10/84

Es por lo anterior que este segundo proyecto se dirige al desarrollo de tecnología de producción para Costa Rica y otros países, que permitan desarrollar agricultura de pequeña y mediana escala con un alto grado de productividad.

Esto permitiría levantar el nivel de ingreso de los pequeños y medianos agricultores y sobre todo romper el marco tradicional de la agricultura de subsistencia en un extremo y la agricultura extensiva en el otro extremo.

La Escuela Latinoamericana de Agricultura para el Trópico Húmedo debe ser establecida para ofrecer anualmente a 400 jóvenes de diferentes países, la oportunidad de "aprender haciendo"; de alcanzar un título profesional orientado a crear actividades productivas y no meramente académicas, viendo y estudiando cerca de la tierra en un centro de estudios superiores de alto nivel académico. Será necesario institucionalizar este esfuerzo a través de una fundación o asociación privada sin fines de lucro, que podrá recibir reconocimiento como Misión Internacional. La Junta Directiva y el personal docente podría ser de carácter multinacional al igual que sus estudiantes, asegurando, sin embargo, que Costa Rica obtenga una representación adecuada en el cuerpo docente y en el Directorio, así como una cuota estudiantil que satisfaga las necesidades de nuestras regiones de Trópico Húmedo que tan importantes son para el desarrollo del país.

El financiamiento de este proyecto requerirá de aproximadamente \$10 millones para la compra de terrenos y la construcción de las instalaciones necesarias y \$50 millones para la constitución de un fondo patrimonial invertido a perpetuidad en bonos del Banco Central.

La suma total podría coincidir con la donación suplementaria de AID que tuve el placer de firmar con usted el 30 de setiembre pasado.

2) Escuela Latinoamericana de  
Agricultura para el Trópico Húmedo.

Uno de los objetivos fundamentales de mi Gobierno y que ha sido planteado en muchas oportunidades es la democratización de la economía. Para poder pensar en el logro del mismo no sólo es necesario distribuir la tierra y la riqueza que ella genera, sino también maximizar su productividad.



*Luis Alberto Monge*  
*Presidente de la República*

Sr. Curtin Winsor, Jr 5

5/10/84

Este arreglo permitiría no monetarizar la mayor parte de la donación, facilitando así mantenernos dentro de las políticas monetarias establecidas.

Espero su comprensivo y positivo apoyo a estas iniciativas para que podamos emprender su ejecución al menor plazo posible.

Agradeciéndole a usted y a la AID la positiva colaboración que nos brindan, me despido de usted con muestras de consideración y estima.

Cordialmente,

LAM/viria