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About the Institute

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

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



ESCUELA AGRICOLA PANAMERICANA
APARTADO 68
TEGUCIGALPA, HONDURAS

RECEIVED

APR 9 1981

March 30, 1981

Austin S. Ashley esq:
Bingham, Dana and Gould
100 Federal Street
Boston, Mass. 02110

Dear Austin:

I have now had time to read your restatement and amendment of the Retirement Plan for EAP, which appears very complete.

I understand that it is not necessary to submit this plan to the members for approval.

I also understand that we have to appoint a Retirement Committee of 5 people. I presume that a Retirement Committee must already exist and it would be a question of reappointing or renewing this committee. Would you or John Weeks be kind enough to inform me, about this with suggestions for any changes. We should presumably get an indication from candidates of willingness to act, before appointing them at the May 5 meeting.

My trip to South America, mentioned in my last letter, has now been cancelled. I am available at any time for a trip up North. HolyWeek is 13-18 April and as Thursday, Friday and Saturday are holidays here, this would be a suitable time for me to be away. If you could schedule a Portfolio Committee meeting at this time I could be present. We also have several other matters of importance to discuss before May 5, such as the future Secretary-Treasurer. I think a trip to Boston could be profitable.

Sincerely yours,

John G. Smith

c.c. John W. Weeks. -

RECEIVED

Apertado Postal 432
Guatemala City

APR 1 1981

March 19, 1981

Mr. G.B. Wright
Vice-President
United Brands Company
1271 Avenue of the Americas
New York

Dear Burke:

EAP ANNUAL REPORT 1980

I am enclosing the text of the chairman's report for 1980 in English and Spanish and also a photograph of myself which you had requested. This is in colour but I understand that it will reproduce in black and white. If this is not please advise me and I will send you a black and white print.

You will have received a copy of my letter to Simon Malo, so you will know where the rest of the text will be coming from.

In connection with the draft financial statement which Monte Dixon drew up while I was at Zamorano recently I comment as follows:

Endowment Income shows only the amount received at the school for operations (less amount earned by the Pension fund). The total amount earned by the endowment fund is not yet known.

Value of School Produce we lumped together the "school produce sold" and the "assets internally produced" accounts.

On the Expenditure side I suggested that he separate "Instruction and Departmental Expense" which last year accounted for 55% of all the expenditure into "Education and Student Maintenance" and "Departmental Expense".

You have the last word on all of this so please make any alterations that you think fit.

Best wishes.

Yours sincerely,

CS
John G. Smith

c.c. John Weeks

18 March 1961

Mr. C. B. Wright
Vice President
Public Affairs Department
United Brands Company
1271 Avenue of The Americas
New York, New York 10020

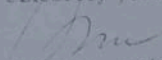
Dear Mr. Wright:

Enclosed, herewith, is the advance unaudited statement of 1960 operating income and expenses, proposed for publication in the annual bulletin.

Both Mr. John Smith and Dr. Jack Greenman have reviewed the statement with me, and we all agree with the manner in which it is presented, and hope that you will also find the format and figures in order and satisfactory for formal presentation.

The difference between the reduced deficit of \$14,000 shown on this statement, and the deficit of \$96,800 shown on the December report forwarded to you earlier (extra copy enclosed), is explained on attached page.

Sincerely yours,


Simon E. Maso
Director

MCD/sml

Enclosures

cc: Mr. John G. Smith
Dr. Jack R. Greenman
bcc: M. C. Dixon

ESCUELA AGRICOLA PANAMERICANA

1980 Operating Income and Expenses

(Expressed in 000's U.S. Dollars)

Operating Income

Income from Endowment Fund	\$ 314
Income from grants and gifts	609
Matriculation fees	341
Value of School produce	703
Other income	<u>13</u>
Total operating income	<u>\$ 1,980</u>

Operating Expenses

Education and student maintenance	\$ 840
Departmental expense	569
Operation & maintenance of facilities	324
Administration & institutional expense	<u>261</u>
Total operating expenses	<u>\$ 1,994</u>

Net operating surplus (deficit), \$ (14)

Note: At the time of publication, this statement was unaudited by our external auditors. However, copies of the past audit report will be available upon request to the Secretary's office.

ESCUELA AGRICOLA PANAMERICANA

Comments on differences shown on the December 1980 Report and those shown on Statement of operating income and expenses publish in the annual bulletin.

	<u>December Report</u>	<u>Annual Bulleting</u>	<u>Difference</u>
1. <u>Income from Endowment Fund</u>	350	314	(36)
\$36 represents income earned on Retirement fund excluded.			
2. <u>Other income</u>	0	13	13
\$13 Bad debts recovered			
Net decrease in income (\$2,003-1,980)			<u>(23)</u>
3. <u>Total operating expenses</u>	2,089	1,994	95
\$95 represents depreciation charge, which is not a cash cost, and for the purpose of the annual bulletin has been eliminated.			

We have also excluded the Capital investment, shown on the December report as a transfer to Plant fund for replacement and renewals (\$77) and (\$5) for increase in livestock.

RECEIVED

APR 1 1981

Apartado Postal 432
Guatemala City

.....2..

March 19, 1981

Austin Ashley esq:
Bingham, Dana and Gould
100 Federal Street
Boston, Mass 02110

Dear Austin:

I received a phone call from Hugh Popenoe yesterday telling me that he had received from you, documentation in connection with the Endowment Portfolio of which copies have also been sent to me. I have not yet received these but will let you know as soon as I do. I understand that you will also be sending additional information later on.

I wrote John Weeks yesterday asking him to arrange a meeting of the Executive Committee in Boston if you so requested. I shall possibly be away, in South America, between March 28 and April 10th but available at any other time.

I am so glad that you have been able to make some progress with this Portfolio problem and I am aware that it has caused you a great deal of trouble. We certainly had the right man in the right spot and I am personally most grateful to you for all your efforts which I fully support.

After saying that, I hesitate to trouble you with more EAP business but am sending you herewith a draft Power of Attorney for Simon Malo. This was drawn up by Jacobo Zelaya while I was in Tegucigalpa recently; but as I had no specific authorization from the Board to sign, we will now wait until after the May Board meeting.

If you could look over the draft at your convenience we would be ready to sign on my next visit to the school after May 5th. The draft does not exactly follow the draft that you had prepared in English in October 1979 but Lic. Zelaya assures me

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3/19/81

that it is a general Power of Attorney according to Honduran usage which allows Simon Melo to administer all the Corporation's affairs in Honduras. Specific prohibitions include the sale or encumbrance of fixed assets of the Corporation and the negotiation of bank loans. The draft is substantially the same as similar documents that I am accustomed to sign here in Guatemala.

Many thanks.

Sincerely yours,



John G. Smith

c.c. John W. Weeks

P.S. I have just received your memorandum of March 3rd. enclosing your restatement of the Retirement Plan which I will be ready to discuss at the next meeting.





ESCUELA AGRICOLA PANAMERICANA
APARTADO 93
TEGUCIGALPA, HONDURAS

Apartado Postal 432
Guatemala City

RECEIVED
MAR 27 1981

March 18, 1981

Mr. John W. Weeks
Secretary Treasurer EAP
Museum of Science
Science Park
Boston, Mass 02114

Dear John:

Thank you for your draft of the minutes of the last Executive Committee Meeting. This look fine to me with the exception of the report made by Hugh on the Academic Committee Meeting in Gainesville. What you report is not quite my recollection of what happened, however, Hugh will know better than I so I have sent him a photocopy of your draft and he will get in touch with you directly if he has any changes to suggest.

Austin Ashley has been putting in a lot of time of the question of the Portfolio as you are probably aware and when I last spoke to him, last week, he was still collecting information which should help us to make the necessary decisions. I told him that if he considered necessary we could try and arrange a meeting of the Executive Committee in Boston at some date before the meeting fixed for Washington on May 4th. I leave this for you to arrange with him if it proves necessary. I may have to make a trip to Brazil between March 28th to April 10th. This may still be cancelled. Apart from this possible absence I am available at any time.

Sincerely yours,

John G. Smith

JGS/pdec

c.c. Dr. Hugh Popenoe



ESCUELA AGRICOLA PANAMERICANA
APARTADO 03
TEGUCIGALPA, HONDURAS

RECEIVED

JAN 29 1981

Apartado Postal 432
Guatemala City

January 19, 1981

Mr. John Weeks
Museum of Science
Science Park
Boston, Mass 02114

Dear John:

Copy of my letter to Hugh will inform you about various matters.

Simon showed me a letter from you asking about his Power of Attorney. I had been concerned about this same matter and Jacobo Zelaya recently sent me a copy of a "Poder" dated 30th December 1978. This was given by Bert Muller. The new Power of Attorney which was designed by Austin has never been executed. Simón will be replying to your letter about this. This subject should come up at the Executive Committee meeting.

I am also enclosing copy of a draft letter by Monte Dixon about pensions. You will also be receiving this from Simon but on the basis of the draft you could perhaps get in touch with the Actuaries so that you can report on February 6th.

Other Agenda Items should be a report from the Academic Committee. A discussion of the Job Description for the Dean. Progress on appointment of a Business Manager. I will also present an English translation of part of the AGEAP news letter and my letter to Elvir.

I feel things are fairly well under control at the moment and until the next crisis breaks out.

Sincerely yours,

John G. Smith

JGS/pdec



ESCUELA AGRICOLA PANAMERICANA
APARTADO 63
TEGUCIGALPA, HONDURAS

e John Weeks

Apartado Postal 432
Guatemala City

January 19, 1981

Dr. Hugh Popenoe
2001 McCarty Hall
University of Florida
Gainesville, FLA 32611

Dear Hugh:

I had a good session with Simon on Friday of last week and as I had hoped, most of our fears were unfounded about his exceeding his powers or acting without Board approval.

The year Long Intensive I.P.M. course is a proposal from Andrews and Contreras (encouraged no doubt by Simon) passed on to you and me for information. Simon himself is not in agreement with many of the ideas in the proposal. This action is infect in line with what I have been persuading Simon to do i.e. to keep the Board informed of his plans as they develop and not when they are formulated and ready for approval. I pointed out to him that it was a shock to you and me to be informed in the draft proposal that this I.P.M. course was to start in January 1981!

The AGEAP news letter was written while Simon was on vacation and he claims to be as shocked as we were by the report on the Board meeting. Undoubtedly the "leak" on Board decisions came from Simon. I hope he will learn not to let his enthusiasms and dreams fall off the end of his tongue and I think that he is finding that this hurts him as much as anybody. I enclose a copy of my letter to Elvir which I handed to Simon with instructions to have it circulated immediately. I hope this will undo some of the damage.

I think that the meeting of the Academic Committee which we are setting up for February 5th in Gainesville is very important. Simon will be there and I asked him to persuade Mario Nufio also.

I think the main topics for discussion should be firstly the whole question of continuing education, intensive short courses for graduates of all ages, intensive one year courses (e.g.: I.P.M.) and

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how all this fits in with the Board's declared policy of remaining a 3 year establishment. Secondly we should perhaps discuss a policy on "research". Simón and others on the staff have ideas and enthusiasms on this subject and the Board should formulate a policy in order to keep the staff's thinking on the right lines. Perhaps there already is a policy of which I am unaware.

Please fix up the meeting and the agenda in whatever way suits you best. I shall be there mainly to learn what I can. Some solid recommendations to the Executive Committee at their meeting next day will obviously help to lay down the Board's policy in these fields.

Would there be a chance of meeting some of the people at the university who have visited or are particularly interested in the school? People like Ken Tefertiller, Al Wood and Jim Davidson are just names to me and it would be very useful to me to meet these and others who have worked with the school on different projects. I would also like to visit your finca and see those water buffalo.

Altogether it looks as if we may have a busy day!

Sincerely yours,



John G. Smith

JGS/pdec

c.c. John Weeks
George Gardner



ESCUELA AGRICOLA PANAMERICANA

APARTADO 93
TEGUCIGALPA, HONDURAS

C. John Weeks

Apartado Postal 432
Guatemala

16 de enero de 1981

Señor
Miguel A. Elvir
Presidente
AGEAP International
Escuela Agrícola Panamericana
Apartado 93
Tegucigalpa, Honduras

Señor Presidente:

En la carta trimestral de AGEAP International para el período octubre, noviembre y diciembre 1980 se hace referencia a una reunión de la Junta Directiva de EAP que se llevó a cabo del 12 al 14 de noviembre de 1980. La información que se da de los resultados de ésta reunión es inexacta y le aclaro lo siguiente:

La Escuela Agrícola Panamericana es una entidad dinámica que explora constantemente tanto a nivel administrativo como a nivel Junta Directiva nuevas áreas en que pudiera ensanchar sus actividades. El hecho de que determinado campo esta siendo examinado no indica necesariamente que la Escuela se moverá en esa dirección. Algunas nuevas ideas que se discuten se adoptan y otras se rechazan o se postergan para mas analisis.

Actualmente la administración de la Escuela, que dirige tan acertadamente el Dr. Simón Malo, está explorando la posibilidad de ofrecer cursos de especialización en ciertas materias. Este proyecto está todavía en una fase preliminar y ni siquiera ha sido discutido todavía en Junta Directiva. Si bien es posible que la Junta Directiva autorice eventualmente algún procedimiento de este tipo, no ha sido aprobado ningún curso de especialización para 1981.

A nivel de Junta Directiva se está examinando un posible incremento en el número de estudiantes y los resultados que se deriven de tal incremento, incluyendo factores financieros, arquitectónicos y huma-

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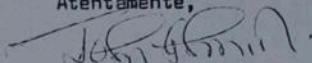
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16/1/81

nos. Se requiere un estudio muy cuidadoso si pretendemos agrandar la Escuela sin perder las características únicas que la distinguen y sin comprometer la alta calidad de su enseñanza y de sus graduados. Por de pronto la Junta Directiva ha decidido explorar a fondo la posibilidad de incrementar el número total de estudiantes a 500 o sea aproximadamente duplicar el número actual. Este incremento no ha sido ni aprobado ni improbado, simplemente está bajo estudio. No existe ningún plan a más largo plazo ni para un número de estudiantes mayor de 500.

Le ruego hacer llegar estas aclaraciones a todos los que reciben sus cartas trimestrales para evitar una mala interpretación de las actividades de la Junta Directiva.

Aprovecho la oportunidad de saludarlo y de enviar por su medio un cordial y caluroso saludo a todos los graduados de la EAP.

Atentamente,



John G. Smith
Presidente Junta Directiva
Escuela Agrícola Panamericana

JGS/pdec

November 17, 1980

Mr. John W. Weeks, Secretary-Treasurer
 Escuela Agricola Panamericana, Inc.
 Museum of Science - Science Park
 Boston, Massachusetts 02114

Re: Retirement Plan, proposed changes

Dear Mr. Weeks:

Based on the cost data contained in letters dated September 9 and November 7, from Carroll Consulting Actuaries, and in order not to overburden the The School's operating budget, we wish to revise the proposed changes, as follows:

1. Eligibility age: Should remain at age 35.
2. Normal Retirement age: Should remain at age 65.

3. Increase Retirement Benefits:

We propose that the School increase the pension formula from 1.75% to 2.50%. The estimated net annual cost to the School for this increase will be \$15,000, which we feel is within reason. We assume that U.S. citizens paying F.I.C.A. Taxes will also be included.

4. Increase Employee Contributions:

We propose that all members of the "Plan" contribute 6% on salary up to \$20,000. We do not share the idea of reducing the member contribution rate, nor making the plan non-contributory, as this would naturally place such limitations on the benefit formula to render it almost impossible

for any significant improvement.

5. Repaying Contributions Withdrawn:

Because of the possibility of this suggestion having adverse effect on the main purpose of the Plan, plus the fact that the cost is not precisely measurable, we withdraw our recommendation on this item, and propose that the original regulations remain unchanged.

Lastly, while on the subject of improving the Retirement Plan, we propose that some provision be made, which would provide for a modest annual increase of 3% to 5% on pension payments, in order to partially cover inflation.

As of this date, there are eight (8) pension payments being made, as follows:

	<u>Range</u>			<u>Total</u>	<u>Increase Cost</u>	
	<u>Low</u>	<u>Average</u>	<u>High</u>		<u>3%</u>	<u>5%</u>
Monthly: \$	25.00	95.47	316.44	763.72	22.91	38.19
Annually: \$	300.00	1,145.64	3,797.28	9,164.64	274.93	458.23

If there is any other information you may wish to have in this connection, please let us know.

Sincerely yours,

Simon E. Malo
Director

Encs.

cc: Mr. John G. Smith

Mr. Monte C. Dixon



ESCUELA AGRICOLA PANAMERICANA
 APARTADO 93
 TEGUCIGALPA, HONDURAS

Apertado Post-1 432
 Guatemala City

JOHN WEEKS

December 29, 1980

*John:
 Greetings &
 Happy New Year.
 John.*

Dr. Hugh Popenoe
 Escuela Agrícola Panamericana
 2001 McCarty Hall
 University of Florida
 Gainesville, G

Dear Hugh:

It was good to have the opportunity to discuss EAP problems while you were here and one result of our discussion is the enclosed letter to Simón. Before sending him a copy of your comments I decided to find out what his immediate intentions are. I cannot believe that he plans to start this programme in January so we will have time for further discussions of details. If on the other hand, he has already selected the students for this course and has set it up to start immediately he is in serious trouble.

→ |

I am expecting a letter from John Weeks on this subject written as a result of his discussions with you on your flight home after the Board meeting. The original of this letter went astray. Meanwhile copies of these letters and of the draft proposal will keep John informed.

I am not at this time informing other members of the Board, as the apparent crisis may blow over. If it does not I will inform them immediately.

We will include in the Executive Committee meeting in February an Agenda Item (for executive session) on Reconsideration of the Duties and Responsibilities of the Director of the school, in order to discuss some of Simon's actions and try to avoid crisis situations for the future.

Incidentally I note that Keith Andrews in his progress report refers to the one year Intensive IPM course as an initial step towards the establishment of a four year B.S. granting teaching programme. I hope you have put him wise about this.

Sincerely yours,

John G. Smith

cc: John Weeks

JOHN WEEKS.



ESCUELA AGRICOLA PANAMERICANA
APARTADO 93
TEGUCIGALPA, HONDURAS

Apertado Postal 432
Guatemala City

December 29, 1980

Dr. Simón Malo
Escuela Agrícola Panamericana
Apertado 93
Tegucigalpa, Honduras

Dear Simón:

Last week I received from you a copy of a draft proposal for "A year Long Intensive Course on Integrated pest Management" in whose prologue appears the statement "This document describes one of these courses, Integrated Pest Management, which will be offered to a select group of EAP graduates beginning in January 1981".

As you had margined this document as being very tentative and for my information only and as there was no item in the 1981 budget to cover the cost, I can only presume that you do not in fact intend to start the course next month and that the candidates have not in fact been selected.

I must ask you to withhold any action on this proposal until you have been able to discuss it with me and have obtained approval from the Board of Trustees on several matters of policy involved.

I repeat what I said in a previous letter to the effect that you will get more support from the Board if you keep me and the Executive Committee informed of your ideas for new developments at EAP as they unfold and avoid springing fully made plans on the Board for approval at short notice.

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12/29/80

The Board is pleased that you are so active in exploring new fields for the school but it would save much misplaced energy if you were to get approval in principle of certain ideas before developing them further.

You are aware that the Board has on several occasions rejected the idea of increasing the school's basic programme from three to four years, and while I do not believe that the intention of your one year intensive course is to increase the basic curriculum to four years, you can maybe understand that Board members may draw mistaken conclusions unless the programme is carefully presented.

Please telephone me about this when you return from your vacation.

Sincerely yours,



John S. Smith

JGS/pdec

cc: Hugh Papenoe
John Weeks

RECEIVED

DEC 24 1980



ESCUELA AGRICOLA PANAMERICANA
APARTADO 93
TEGUCIGALPA, HONDURAS

Apartment Postal 432
Guatemala City

December 16, 1980

Mr. John W. Weeks
Secretary Treasurer
Escuela Agrícola Panamericana
Museum of Science
Science Park
Boston, Mass 02114

Dear John:

I have just finished talking to you on the telephone and confirm that the minutes of the meeting in November seem to me to be perfect and should be circulated to the board members.

For some unexplained reason I did not receive your covering letter of which you offered to send me a copy. I in turn am sending you a copy of my letter of December 7th to Simón Malo of which I had previously sent a copy to Hugh. I hope to discuss this problem with Hugh if he comes to Guatemala for Christmas as he usually does.

I was unaware of Simon's moves for the extra classes for graduates students until I went down for the graduation. For some reason I did not hear about it at the time of the board meeting.

I agree with you that Simón must be brought into line about submitting these questions of policy to the board. If we do not take clear action we shall lose control of the Director entirely.

Sincerely yours,

John G. Smith

/pdec

Apertado Postal 432
Guatemala City

December 9, 1980

Dr. Simón E. Melo
Director
Escuela Agrícola Panamericana
Apertado 93
Tegucigalpa, Honduras

Dear Simón:

The graduation ceremonies went off very well and I congratulate you on the success of your arrangements.

We discussed briefly two important matters which I outline below:

POST GRADUATE STUDENTS you mentioned to me that you are quite advanced in the planning of a pilot scheme for giving special classes during 1981 to a small group of students who graduated in December 1980. You said that there would be no cost to the school as you had obtained special funding for this project. You also mentioned that these students would be housed in the shortcourse dormitory and would receive a small stipend. It seems to me that there are several questions of policy included in this scheme which must be submitted to the board and I asked you to prepare a position paper to be circulated immediately to the members of the Executive Committee for discussion at the February meeting.

AGREEMENT WITH MINISTERIO DE RECURSOS NATURALES on November 28th you sent me a draft of a new agreement with the ministerio which renews the agreement signed in 1974. You emphasized that the minister uses this document to justify to the government the annual contribution which the ministry makes to the school out of AID funds. I do not know to what extent this is simply a renewal of the old agreement and to what extent new clauses are included. In order to gauge this situation I asked you to send me a copy of the old agreement. If there are any substantial differences between the new agreement and the old one board approval would be needed.

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12/9/80

I consider that copies of the new and old agreements should be submitted to the Executive Committee. These could be sent initially in Spanish although there are some members who do not understand Spanish. Later an English translation could be made if considered necessary. Special consideration should be given to this document by Austin Ashley and John Weeks.

It is important to keep the Executive Committee informed about matters of this nature from the early planning stage onwards if we wish to get Board support. If a scheme is presented in its final form simply for board approval of what has already been done we are liable to get a very negative reaction.

Sincerely yours,



John G. Smith

JGS/pdec

C.C. Hugh Popenoe
Vice-Chairman



ESCUELA AGRICOLA PANAMERICANA
APARTADO 93
TEGUCIGALPA, HONDURAS

RECEIVED

DEC 1 1980

18 November 1980

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

Dear David:

I am very happy to report that in the recent Meeting of the Board at the School November 14-16 the "concept" of the expansion of EAP to 500 students was approved. This approval is contingent upon obtaining more funds to operate the School with a greatly expanded budget. As you know the key for the success of the School in the last 40 years has been its independence from exterior forces which affect all Latin American institutions of learning. The Board does not want to have a budget where less than 50% of the operating funds come from sources that the School does not have any control. This is the "independence factor" that Dr. J. R. Greenman writes about in his recent report.

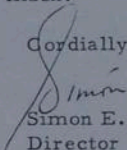
We are going to be in touch with granting agencies particularly AID/Washington to find out the possibilities of securing funds to increase our endowment. Your ideas in this regard will be highly appreciated.

I am sure you have received a copy of Jerry Oudens report. I doubt you have received a copy of Dr. Greenman's report, and I'm asking both him and Mr. John Weeks to mail you one for your information and files.

Mr. David Santos
18 November 1980
Page No. 2

We would also like to say that in view of this latest Board resolution our needs for AID/ASHA Grant 233 (FY 1980) have changed somewhat. We'd like to request a change in the use of these funds toward more immediate needs compatible with the 500 student expansion. Please see the attached list which only amends items 1 and 2 of the original request but justifies all of them. Thank you very much.

Cordially yours,


Simon E. Malo
Director

SEM/aml

Enclosure

xc: J. G. Smith
J. W. Weeks ✓
J. R. Greenman



ESCUELA AGRICOLA PANAMERICANA
APARTADO 93
TEGUCIGALPA, HONDURAS

Request of grant 233 from USAID/ASHA FY 1980 - \$600,000

1. Procurement of Services and Commodities to build, furnish and equip one student dormitory and 2 professors residences (3 bedroom, 2 bath). \$240,000

Justification: The expansion of the School towards a goal of 500 students in 1985-86, necessitates more living space. This is the first step in this direction. The dormitory should have a capacity of at least 60 students, if not more. It should be built as soon as possible to accommodate an increasing number of students. The two residences are indispensable to house two new faculty members: The Business Manager and the head of the horticulture department.

2. Procurement of Services and equipment to construct a new drinking water system. \$100,000

Justification: The School has had since 1941 the same water supply and distribution systems and it is today very inadequate for our present needs. It requires continuous repair and becomes useless during a severe dry season. The cost of a new system to supply the needs of 3000 people has been estimated at \$250,000 by "Julio Carcamo and Associates" who have just finished a complete study to supply EAP with a viable and modern new system of potable water. This study was supported

by AID/ASHA and has been reviewed by the local AID office. It is estimated that only \$100,000 will be used in this project in 1980, the remainder of the cost will be disbursed from the FY 1981 allocation since we estimate the new water system will take 2 years to construct.

3. Procurement of Services and Commodities to renovate the School electrical system. \$ 90,000

Justification: What applies to the water system also applies to the electrical system. It is almost 40 years old and it is very inadequate to provide present needs. It requires to be renovated completely. A study of the design and the planning for the new electrical system has been already completed by "Luis Cosenza and Associates", a local firm of electrical engineers. The initial cost of the renovation is \$90,000. This will take care of the initial phase of bringing in the new electrical cables, using new transformers and distributing the new wiring throughout the Campus. The task of installing new wiring and other equipment is still to be done and should be tackled beginning in 1981.

4. Procurement of professional services to assist in development planning. \$ 10,000

Justification: A master plan for a stepwise expansion of the student body from 250 to 500, 750 and 1000 is being studied. We need to know what is needed in physical facilities, classroom and Lab. space, residences for professors, etc. The cost of these facilities is being estimated and a study of how this expansion will affect the quality of EAP's education is being

completed. The firm of Oudens and Knoop, Architects of Washington, D.C., has been retained for the physical and curriculum studies and Dr. J. R. Greenman of Gainesville, Florida, is taking care of the impact of the expansion on the quality of education.

5. Procurement of equipment, vehicles and supplies to improve the operating efficiency of the institution. Prior to any disbursement a list will be submitted to AID/ASHA. \$ 65,000

Justification: There are many items in equipment and vehicles that need to be replaced and obtained to improve the efficiency of the farm operation, for production of food for internal consumption and to improve the teaching programs.

6. Payment of salary costs in whole or part for faculty having leadership responsibility for curriculum development and improvement. Not more than \$30,000 from grants funds shall be used to defray the salary of any full-time faculty member. \$ 95,000

Justification: Attracting and retaining good English (or bilingual) speaking faculty members has always been very difficult in Honduras. This is a reflection of our country of residence and its attractiveness to competent professionals. We need these funds badly to pay competitive salaries to attract capable teachers.

November 25, 1980

o

Mr. John R. Kimberly
Carmichael Farm
Route 1, Box 303
Queenstown, Maryland 21658

Dear Jack:

Enclosed is a copy of my letter to Fritz Rosengarten, which is self-explanatory, and also a copy of the resume of Hewson A. Ryan. His name was brought up at the recent meeting in Zamorano as a possible candidate for trustee by Burke Wright who just sent me the attached resume. By chance I happened to notice just yesterday that one of the vice-presidents of the local Pan Americana Society is none other than Ambassador Hewson A. Ryan. I talked to George Gardner about this, and he really can't offer anything further.

We missed you at the recent meeting, and I hope to be able to distribute copies of the minutes in the near future so you will be brought up to date on our deliberations.

Best regards.

Sincerely,

John W. Weeks
Secretary-Treasurer

JWW:b
Encs

From the office of



G. B. WRIGHT

RECEIVED

John Weeks

NOV 24 1980

Attached is the resume, as
best as I can decipher it
from a 1973 State Department
Biographic Register.

Burke
11-21-80

From State Department register:

RYAN, Hewson A. born 6-16-22, married. B.A. Yale Univ., 1947
M.A. Yale 1949, Ph.D. University of Madrid, 1951.

U.S. Army 1942-1946

Private Experience: Spanish Instructor at Yale, 1947-1949,
English Instructor, private language school 1949-1950,
back to Yale 1950-1951. Binational center grantee in
Bogota, Colombia 1951-1954.

Foreign service officer experience: Cultural Affairs
officer at La Paz 1954-1956; Information officer
Santiago 1956-1958, Public Affairs officer there
1958-1960. US Information Agency 1960-1969,
where he was successively Assistant Director, Latin
America; Associate Director, and then Assistant
Director, Office of Policy and Plans. Then, named
Ambassador to Honduras 1969 to retirement (early 1970's).

Since retirement, has been teaching at Fletcher
School of Law and Diplomacy, Tufts University in
Boston.

Wife - Helen Lecko. Languages: Spanish, Portugese

Received Distinguished Service Award 1964.

ESCUELA AGRICOLA PAN-AMERICANA, INC.
MUSEUM OF SCIENCE
SCIENCE PARK
BOSTON, MASSACHUSETTS 02114

July 31, 1980

Mr. John R. Kimberly
Carmichael Farm
Route 1, Box 303
Queenstown, Maryland 21658

Dear Jack:

Just before the recent Executive Committee meeting in Miami, George Gardner sent along the attached resume for Dr. Barletta. George may have talked to you about him as a possible candidate for trustee of EAP. In any event, in case you haven't seen this I pass it along for your information.

George also had the suggestion that we give serious consideration to making Chico de Sola an Honorary Trustee. I think this would be a very good idea, and hope you will put it in the pot for discussion with the Nominating Committee.

We missed you at the recent meeting, and I hope you are having a nice Summer.

Best regards.

Sincerely,

John W. Weeks
Secretary-Treasurer

JWW:b
Enclosure

DR. NICOLAS ARDITO BARLETTA

R E S U M E

DR. NICOLAS ARDITO BARLETTA

In September 1978, Dr. Nicolás Ardito Barletta was appointed Vice President of the World Bank, for the Latin America and the Caribbean Region, Washington, D.C.

Before coming to the Bank, his activities in his own country, Panama, were: Minister of Planning and Economic Policy, Panama (1973-78); Director General, Bureau of Planning and Administration of the Presidency (Cabinet level position) (1968-70); Negotiator, Economic Aspects, Panama Canal Treaty with United States; President Banking Commission of Panama (monetary authority) (1973-78); Governor for Panama at World Bank, International Monetary Fund and Inter-American Development Bank (1973-78). During 1965-68, he was Professor of Public Finance and Fiscal Policy at the University of Panama and occupied technical positions in several Ministries.

Outside of Panama Dr. Ardito Barletta has also held the following positions: Director, Department of Economic Affairs, Organization of American States (OAS), Washington, D.C. (1970-73); Promoter (1975-78) and first President of the Latin American Export Bank (BLADDEX) (1977-79); Member of the Board of Trustees of the International Food Policy Research Institute, Washington, D.C. (1973--); President of the Technical Council, Latin American Institute for Economic and Social Planning (ILPES) Santiago, Chile (1975-78); President of the Constituent Assembly of the Latin American Economic System (SELA) at the Ministerial level (1975); Speaker, representing Latin America and the Philippines, Annual Governors' Assembly of the World Bank and the International Monetary Fund, Washington, D.C. (1975); Member, Interamerican Committee of the Alliance for Progress (CIAP), Washington, D.C. (1975).

He has a Ph.D. in Economics, University of Chicago, (1970), (Studies and Research 1961-64); M.S. in Agricultural Economics, North Carolina State University, Raleigh (1961); B.S. in Agricultural Engineering, with honors, North Carolina State University, Raleigh (1959).

His professional publications include: "Cost and Social Benefits of Agricultural Research in Mexico"; "Mexican Agricultural Growth and the Crops Subject to the Research Program, 1940-64:" The Mexican Economy, Vol 1, Analysis by Sectors and Distribution, Selections by Leopoldo Solís, Fondo de Cultura Económica, Mexico, 1973; "Development, Fiscal Incentives and Tax Evasion." Documents and Conclusions V General Assembly of the Interamerican Tax Administrators Council, CIAT, Rio de Janeiro, Brazil, 1971. Co-author, "Planning for Development and the Instruments for Real Governmental Action." Experiences and Problems of Planning in Latin America, OAS, IDB, ILPES. Editor, Siglo Veintiuno, S.A. Mexico, 1974, pp. 107-134. Co-author of Studies published by the Organization of American States: Guidelines for Achieving Maximum Employment and Growth in Latin America, OAS 1972; Latin America's Development and the Alliance for Progress, OAS, 1972; Official External Financing in Latin American Development Strategy; Implications for the Seventies, OAS, 1973; Latin America and the Reform of the International Monetary System, OAS, 1972. Co-author of: Strategy for National Development of Panama 1970-80; The National Development and the Recovery of the Panama Canal Zone, 1978.

Hugh's office called May 12

Dr. E. T. York, Jr.
Chancellor Board of Regents
State University System of Florida
107 West Gaines St.
Tallahassee Florida 32304

phone 904 488 4234 secretary Kathy Jobs

*Chancellor
Til
July 1*

Dr. E. T. York has worked extensively in the International Agricultural Development field, and was formerly the Vice President for Agricultural Affairs at the University of Florida (1963-73). He received his Ph.D. from Cornell University in (1949), and attended George Washington University Law College (1957-59).

While at U.S.D.A. (1961-63) he was the Administrator of a nation-wide extension program. He was appointed by President Kennedy to the President's Commission on Vocational Education. He held other memberships in the National Food for Peace Council, National Freedom from Hunger Committee, Advisory Board, National Agricultural Extension Center for Advanced Study, and Board of Directors, Federal Crop Insurance Corp.

At Auburn University (1959-61) he was the Director of the State-wide Cooperation Extension Service and Chairman for the Alabama Rural Areas Development Committee.

He was the Eastern Director of the American Potash Institute (1956-59) where he was responsible for market development work throughout the U.S. and in many foreign countries.

York was Professor and Chairman of the Agronomy Department at North Carolina State University in 1949-56.

York has had at least 26 regional, national and international appointments and assignments. To name a few, he was a member of the Board of Directors, Southern Interstate Nuclear Board; U.S. representative on a tripartite (U.S., United Kingdom, and Canada) economic development mission in British Honduras; and a member of the Special Committee of the National Association of State Universities and Land-Grant Colleges to study U.S. international development programs.

He was appointed by President Nixon to the Board of Directors and Planning Committee of the National Center for Voluntary Action. Recently, he was appointed by President Carter to head a presidential mission on agricultural development in Central America and the Caribbean.

He is a member of professional organizations such as the American Association for Advancement of Science, American Society

of Agronomy, and the International Society of Soil Science.

York has received over 38 honors or special recognition awards in his career including the Gamma Sigma Delta Honor Society of Agriculture's International Award for distinguished service.

He is the author of over 100 papers published in scientific, educational and technical journals, books, and popular publications. Also, he has had speaking invitations at some 40 universities in the United States and foreign countries.

Copy to KCL 5/20/80

ESQUELA AGRICOLA PANAMERICANA

November 19, 1980

Dr. Simón Malo
Director
Escuela Agrícola Panamericana
Tegucigalpa, Honduras

Dear Simón:

I am pleased to advise you that the Board of Trustees at their recent meeting took notice of the considerable advances of the school in many phases of its activities due to your good work as Director during the year.

I am also pleased to conform that the Board authorized the payment to you of a bonus of \$4,000.00 (Four Thousand dollars) for 1980 which you may withdraw immediately.

In conveying to you this measure of the appreciation of the Board for your administration of the school I would like to add my thanks for your high degree of understanding and cooperation with me personally since I have been presiding the Board. I am sure that if we can continue to cooperate in this manner and discuss frankly any differences that may arise between us we shall be able to lead the School with ever increasing success towards the objectives set by the Board.

Sincerely yours,



John G. Smith

/pg

c. John W. Weeks ✓
Secretary Treasurer

October 16, 1980

Dr. Lewis M. Roberts
The Rockefeller Foundation
702 Ellen Lee Court
Bryan, Texas 77801

Dear Jocko:

I acknowledge, with thanks, yours of September 25, and at the same time wish to let you know how sorry I am to hear the news that you will be retiring from the Board.

We greatly appreciate all your words of wisdom over the years, and will certainly miss you. I will be very pleased to continue to send you copies of the minutes as long as they are of interest. Meanwhile, even though I understand the situation as far as committees are concerned, I would greatly appreciate your returning a signed copy of "Action by the Board of Trustees by Unanimous Consent," to complete our records.

I do hope you will keep in touch with us, and also hope that our paths may cross again in the future.

With best regards.

Sincerely,

John W. Weeks
Secretary-Treasurer

JWW:b

Lewis M. Roberts
702 Ellen Lee Court
Bryan, Texas 77801

RECEIVED

OCT 2 - 1980

(713) 822-7973

September 25, 1980

Mr. John W. Weeks
Secretary-Treasurer
Escuela Agricola Pan-Americana
Museum of Science
Boston, Massachusetts 02114

Dear John:

Many thanks for sending me a copy of the minutes of the executive committee meeting held in July. I note in the package that the trustees were asked to sign a sheet signifying their willingness to serve on the committees to which they have been appointed. I will, of course, not be able to serve on the academic committee since I will no longer be a member of the board of trustees after my present term expires at the end of this year. I let John Smith and the nominating committee know this some time ago, but apparently there was a breakdown in communications somewhere along the line so that this fact was not taken into account at the time the committees were constituted.

I had hoped very much to be able to attend the board meeting at EAP in November but, unfortunately, I will not be able to do so. I wanted to make this final meeting after sixteen years of service on the board to express personally to all of my friends on the board how very much I have enjoyed working with them over the years. This has been a most gratifying experience and one from which I have derived much pleasure getting to know and work with such a fine group of persons.

If you can do so, I shall appreciate your continuing to send me copies of the executive committee meetings and of the meetings of the full board. My interest in the school will not wane simply because I am going off the board, and I would like very much to keep in touch with the future developments of the school.

With warm personal regards and best wishes,

Sincerely,


Lewis M. Roberts

IMR:bsr
cc: John Smith

RECEIVED

OCT 2 - 1980

September 29, 1980

Mr. C. B. Wheeler
396 Alhambra Circle
Coral Gables, Florida 33134

Dear Mr. Wheeler:

I am sorry that I have delayed so long in answering your letter of September 4 regarding the 1980 fund-raising drive for EAP. I have had three major operations on one of my eyes since January and, as a consequence, I have not done anything to contact the companies and individuals that were assigned to me. As you will note from the copy of my recent letter to John Weeks, I have decided not to stand for re-election to the board when my present term expires this year.

Let me summarize briefly what I think the possibilities are for obtaining funds from those which have been assigned to me. I believe the possibility of obtaining funds from Asgro is virtually nil. If these are to be obtained, someone on the board will need to go high up in the Upjohn Company.

I believe the possibilities are fair that the Wallace Foundation would come through with another grant if properly approached. On the information report that you sent me it was shown that the Wallace Foundation, Mrs. Henry Wallace and her daughter, Mrs. Douglas, did not make a grant in 1979. They did both in 1978 and 1979 and neither of these were reported in the annual reports nor on the summary sheets for those two years.

Last year's grant from Pioneer Hybrid Seed Co. was a terminal one and I doubt that Mr. William Brown, the chief executive officer of Pioneer, will change his mind on this.

It seems likely that the Malston Purina Company, through the Checkerboard Foundation, would continue to support the school if properly approached. Let me suggest that you ask Wayne Reitz to do this because we have worked jointly in obtaining funds from this source during the past two years.

Last week as I discarded reams of correspondence and other materials regarding EAP, I pulled out a few letters that I thought might be of interest to you regarding fund-raising in which I have been involved. I am enclosing these for you to scan if you so desire.

Sincerely yours,

Lewis M. Roberts

LMR:bsr
Encl.

C. John Weeks

Apertado 432, Guatemala

October 7, 1980

RECEIVED

OCT 14 1980

Mr. G. Burke Wright
United Brands Company
1271 Avenue of the Americas
New York, NY 10020
USA

Dear Burke:

The continued interest of United Brands in Escuela Agrícola Panamericana has shown itself in many ways over the years and most recently by your most generous contribution to the School's operating funds which was received at the recent meeting of our Executive Committee. I am also aware of another indirect and most useful contribution in the preparation and printing of our annual report for 1979. The Trustees present at the Executive Committee meeting unanimously voted the report a great success and I very much appreciate the personal effort which you have devoted to its preparation.

Please accept my personal thanks and the thanks of the Board for your valuable assistance and also kindly convey our warm thanks and appreciation to your President and other officers of United Brands who have been concerned with the continued support of this school.

Sincerely yours,



John G. Smith
Chairman of the Board of Trustees
Escuela Agrícola Panamericana

/pg

August 26, 1980

Dear John:

Please forgive the delay in answering your long letter enclosing the corrections to my draft of the Executive Committee minutes for July 18. I agree with all your suggested changes with the exception of the paragraph on committees in which you deleted the vote. This vote was drafted at the suggestion of Austin Ashley who felt that the committee changes, particularly the Executive Committee changes, should have Board approval. In view of his desire to do it this way, I'd recommend that we leave the vote as it was, and otherwise I will get out the corrected minutes as soon as possible.

Yesterday I received your second letter of August 18, and note, with thanks, your comments on the committee memberships. The new list will go out with the minutes as soon as it can be arranged.

I am enclosing a copy herewith of the EAP by-laws, as requested.

Lastly, I am trying to set up the October 3 meeting to be an all-day meeting and have contacted Wheeler's office to get their assistance. He returns tomorrow, and I hope to talk to him directly. It seems to me easier, having polled the committee members in this area, to have the meeting entirely on Friday rather than carry over to the next day and upset people's weekends. I will keep you advised.

Best regards -

Sincerely,

John W. Weeks

Mr. John G. Smith
Agropecuaria La Laguna S.A.
Apartado 432
Guatemala City, Guatemala C.A.

Enclosure



ESCUELA AGRICOLA PANAMERICANA
APARTADO 03
TEGUCIGALPA, HONDURAS

RECEIVED

AUG 25 1980

Apartado Postal 432
Guatemala, C.A.

August 18, 1980

Mr. John W. Weeks
Escuela Agricola Panamericana
Museum of Science
Science Park
Boston, Massachusetts 02114

Dear John:

Your letter of July 29th reached me this morning which must constitute some sort of a record in postal inefficiency!

I note your remarks about the Development Committee (USA) and I agree with your suggestions to include yourself, George Gardner and Fred Winthrop. The idea behind my changes were firstly that all board members should be actively involved in fund-raising activities whether or not they are on the Development Committee and I was trying to keep all the committees to a manageable size of around half a dozen members. Fred Winthrop got left out of all committees by mistake mainly because I do not know about his particular interests. I left you and George out of the Development Committee because you are involved in so many other committee and school activities but I certainly agree to your inclusion in the development Committee because of your special activities there.

I included George Putman in the hope of doing some fund-raising in Europe while he is there among firms such as Unilever, ICI, Bayer, Hoechst, etc. who are actively involved in Central America.

Sincerely yours,

John G. Smith

/pg

ESCUELA AGRICOLA PAN-AMERICANA, INC.
MUSEUM OF SCIENCE
SCIENCE PARK
BOSTON, MASSACHUSETTS 02114

July 29, 1980

Mr. John G. Smith
Agropecuaria La Laguna S.A.
Apartado 432
Guatemala City, Guatemala, C.A.

Dear John:

In reviewing the makeup of the various committees which you handed out at the meeting in Miami, I noticed that there is no committee for Fred Winthrop. Since he is the only one in this category, it would seem wise to try to get his involvement, and I would suggest he be added to the Development Committee (U.S.A.).

In addition, I would like to suggest George Gardner be added to the Development Committee since he does a great deal, and he really is one of the key people up here, working particularly with businesses. Also on the Development Committee, I think George Putnam expressed the wish not to be put on a committee, although I see no harm done by including him if you wish. And lastly, since I have the responsibility of contacting all of the individuals on our fund raising list, I guess I should also be added to the Development Committee, if that is OK with you. In this way I will be aware of any meetings called by Chuck Wheeler, if such materialize. As for yourself, you are, of course, an ex-officio member of all the committees and therefore should feel free to attend any meetings you wish. Please let me know if you are in agreement with the foregoing suggestions and I will add them to the copy submitted to the trustees with the minutes.

Sincerely,

John W. Weeks
Secretary-Treasurer

JWW:b



ESCUELA AGRICOLA PANAMERICANA
APARTADO 03
TEGUCIGALPA, HONDURAS

RECEIVED

AUG 21 1980

Apartado Postal 432
Guatemala, C.A.

Mr. John W. Weeks
Escuela Agrícola Panamericana Inc.
Museum of Science
Science Park
Boston, Massachusetts 02114

Dear John:

Thank you for your letters of July 28th and 31st.

I have suggested a few changes in the minutes of the Executive Committee meeting which I have had typed onto the copy which I am returning to you. At the bottom of page two in connection with the reconstituted committees I was under the impression that it was the chairman's prerogative to nominate committee members; in which case the resolution as written would not be necessary and the list of new committee members would simply have to be distributed to all board members. However, I leave this for you to decide in line with what has been done before.

In connection with the ASHA meeting (page 4) it was my understanding that both the 1978 and 1979 grants had been extended to Dec. 31st 1980 but I am not fully aware of the status of these grants or which one in No. 156 which you mention.

Could you, at your convenience, send me a copy of the by-laws of the Escuela as I have never seen them and should have done before now.

I agree with the moving of the October 3rd meeting to Miami. If this is to be at the airport I think we should insist on having a large table at which to sit as otherwise it is difficult for the committee member to handle their papers. If we are to have presentations by Greenman and the architects we may need some audio-visual equipment or blackboard etc. This might be more convenient at Chuck Wheeler's office but I leave you to fix all this up in your usual efficient manner.

Another doubt I have about this meeting is the time required to consider the long range planning and the budget which would be the two main items on the agenda besides any other matters that may come up. Possibly a four hour meeting might not be enough. Could you sound out the "Northern"

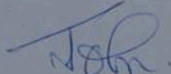
...../2...

.....2
12/8/80

members about the possibility of overnighting in Miami either the night before or the night after the meeting so that we could get in two four hour session? I do not think it is necessary to decide about this yet and in any case I think is more important to have a short meeting with good attendance than a long meeting with poor attendance.

With kind regards,

Yours sincerely,



John G. Smith

/pg

RECEIVED

JUL 17 1980

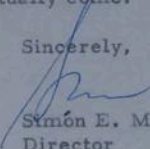
18 July 1980

Mr. John G. Smith
Chairman, Board of Trustees
Escuela Agricola Panamericana
Agropecuaria La Laguna S.A.
Apartado 432
Guatemala, Guatemala

Dear John:

As you probably know the School when I arrived was practically without an electrician. We had an old employee who is completely illiterate handling all our electrical problems. We obtain a new man a few months ago and he came for a mutual trial period. The man is excellent in many respects and is also taking care of the refrigeration problems in his spare time. I need to raise his salary to avoid losing him to the Rosario Mining Co. This is the type of thing that we should handle with a contingency allocation to the budget. Talking about budget we are back to when we left off concerning the Bus. Manager and prospect look bleak as hell. I am not getting discouraged, however, because better times will eventually come.

Sincerely,


Simón E. Malo
Director

SEM/aml

cc: John Weeks ✓



ESCUELA AGRICOLA PANAMERICANA

APARTADO 98
TEGUCIGALPA, HONDURAS

RECEIVED

JUN 17 1980

6 June 1980

Mr. John G. Smith
Chairman, Board of Trustees
Escuela Agrícola Panamericana
Agropecuaria La Laguna, S.A.
Apartado 432
Guatemala, Guatemala

Dear John:

This is to thank you for your recent visit of 4 days to the School to become familiar with the finer aspects of our somewhat complicated operation.

1) As you know our recent request to the Honduran government for a 50-year extension of our contract has already progressed to the point that we could safely consider it in the bag. While at EAP you saw the document signed by the Chief of State General Paz García ordering its transmittal and execution. Attached for your information you will find a document which belongs to a previous step. Next week we will get together with the Minister of "Gobernación" for the final decision, I hope. Frankly, it has been a long and a bit arduous task, where Roberto Villeda and Mario Nufio have played an indispensable role. It is to their credit, particularly Roberto's, that we are getting this new "Decreto" before things go haywire in Honduras in a few days with the new Congress.

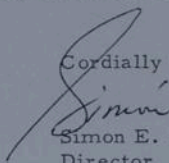
2) Another interesting step we have taken is a request for 3.2 million of a "non-reimbursable" technical cooperation (jargon for a grant) from the Interamerican Bank (IDB) for 3 years. Of this amount 1.8 million is for scholarships, a good chunk for professor salaries, library improvements, etc. We are hoping

Mr. John G. Smith
6 June 1980
Page No. 2

for approval for perhaps 1/3 of this amount. As you know we have had a long history of contacting IDB's officers requesting assistance. It goes back to well documented presentation that Hugh Popenoe and George Gardner made back in 1974 to a Dr. Wolf (Then with IDB now President of Florida International University in Miami). At that time the Bank's consensus was that the School was one of a few institutions in the American Tropics meriting support. You saw in my office documentation showing that IDB budget support for the 3 international centers (CIMMYT, CIAT and CIP) is over 6 million dollars annually. It is my feeling that eventually we could obtain the same type of support if we are persistent, get support from the region's governments and can show that the School is one of the best investments in development for Latin America.

3) I am offering our candidate for Bus. Manager: Mario Rivera \$22,000.00 a year. He would not come for less. I hope he accepts this offer.

Cordially yours,



Simon E. Malo
Director

SEM/aml

xc: Executive Committee



SECRETARÍA DE ESTADO
EN EL DESPACHO DE
RECURSOS NATURALES
REPÚBLICA DE HONDURAS, C. A.

Nota No. S- 285

Tegucigalpa, D. C. 6 de Mayo de 1980

Señor Ministro:

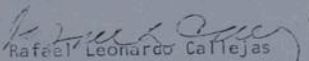
Como es de su conocimiento la Escuela Agrícola Panamericana viene funcionando de acuerdo al Contrato firmado entre el Gobierno de Honduras y este Centro de Educación y que fuera aprobado por Decreto No. 47 - del 30 de Enero de 1942. Como en el mencionado Decreto no se previó una prórroga y la vigencia del mismo finalizará dentro de 10 años, la Escuela Agrícola Panamericana está gestionando que la vigencia - del contrato sea prorrogada, para que de esta manera las personas, instituciones y corporaciones que hacen donaciones a la misma, puedan tener seguridad de que la institución podrá continuar funcionando en la misma manera que lo ha hecho hasta ahora.

La Secretaría de Recursos Naturales cuenta en la Escuela Agrícola Panamericana con uno de sus pilares más sólidos en la formación de los recursos humanos que demanda el Sector Público Agrícola del país, por lo que apoyamos la solicitud presentada a este Despacho por el Director de la EAP, Dr. Simón Malo. Con este propósito, acompaño a la presente un Proyecto de Decreto, a fin de que pueda someterlo a la consideración del Consejo de Ministros.

Para mayor información estoy adjuntándole lo siguiente: copia del Decreto No. 47 del 30 de Enero de 1942; Convenio Básico de Asistencia Recíproca entre la Secretaría de Recursos Naturales y la EAP; Decreto No. 795 del 14 de Agosto de 1979 y, reconocimiento a la EAP en la reunión de Ministros de Agricultura de México, Centroamérica y Panamá.

Conociendo de su interés de colaborar en los esfuerzos que realiza esta institución agrícola en nuestro país, estoy seguro que aplicará sus esfuerzos para lograr la pronta aprobación de este Decreto.

De usted muy atentamente,


Rafael Leonardo Callejas
Ministro

Tte. Crnel.
Cristóbal Díaz
Ministro de Gobernación y Justicia
SU DESPACHO



SECRETARIA DE ESTADO
EN EL DESPACHO DE
RECURSOS NATURALES

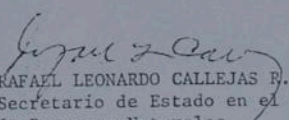
REPUBLICA DE HONDURAS

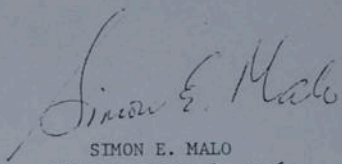
ACUERDO No. _____

Tegucigalpa, D. C.,

ENMIENDA AL CONVENIO CELEBRADO ENTRE EL GOBIERNO DE
HONDURAS Y LA ESCUELA AGRICOLA PANAMERICANA

Nosotros, RAFAEL LEONARDO CALLEJAS R., mayor de edad, casado, hondureño, Licenciado en Economía Agrícola, y de este vecindario, actuando en su condición de Secretario de Estado en el Despacho de Recursos Naturales, que en adelante se denominará "LA SECRETARIA" y SIMON E. MALO, mayor de edad, casado, Doctor en Ciencias Agrícolas y vecino de El Zamorano, Departamento de Francisco Morazán, actuando en su condición de Director de la Escuela Agrícola Panamericana, que en adelante se denominará "EL DIRECTOR", hemos convenido en celebrar como al efecto celebramos, la presente Enmienda al Convenio celebrado entre JUAN JOSE UMANA, Oficial Mayor del Ministerio de Fomento, Agricultura y Trabajo en representación del Poder Ejecutivo y el Señor WILSON POPENOE en representación de la Escuela Agrícola Panamericana Inc., sociedad reconocida como persona jurídica por Acuerdo del Ministerio de Gobernación, Justicia, Sanidad y Beneficiencia No. 1018 con fecha 13 de enero de 1942. La Enmienda en mención se contrae a ampliar el plazo de vigencia del Convenio, contenido en la Cláusula No. 18, por un término de CINCUENTA AÑOS, contado a partir de la fecha de vencimiento del plazo que se reforma. En fé de lo que aquí se ha convenido, firmamos en la ciudad de Tegucigalpa, Distrito Central, a los trece días del mes de mayo de mil novecientos ochenta.


RAFAEL LEONARDO CALLEJAS R.
Secretario de Estado en el Despacho
de Recursos Naturales


SIMON E. MALO
Director Escuela Agrícola
Panamericana.



1271 AVENUE OF THE AMERICAS
NEW YORK, NEW YORK 10020
212 / 397-4122

G. B. WRIGHT
Vice President
Public Affairs Department

RECEIVED

JUN 23 1980

June 18, 1980

Dr. Simón E. Malo
Director
ESCUELA AGRICOLA PANAMERICANA
Apartado 93
Tegucigalpa, Honduras.

Dear Simón:

You may recall that at the last meeting of the Board we reviewed the annual report for this year, and in particular the financial report which was drawn from the Mendieta y Asociados report for 1979. Using parallel figures for 1979 from last year's annual report, we showed an "excess of total revenue over expenses" of \$577,569, and we all agreed that this figure was not representative of the School's finances (to make the understatement of the year).

The problem, on closer examination, is that the School uses "Funds" accounting, which is a common method of accounting for non-profit institutions but which, to my mind, does not accurately reflect the operations of the institution. In effect, the School carries three kinds of funds - an operating fund, an endowment fund and a plant fund. Expenditures back and forth from the endowment fund are mixed in with capital expenditures for the physical plant, and a total of all funds is provided, which does not reflect the fact that the School has an operating deficit as opposed to a gain in its endowment fund and a substantial addition to its physical plant in 1979.

I have attempted to pull together an operating expense statement, as I see it and have enclosed a copy. The \$33,848 deficit shown was partially paid out of the endowment fund earnings for the 1979 period (\$22,135 from Note 4) but I cannot sort out the rest from the figures in the Mendieta report.

Because I believe that this more accurately reflects our operating picture, this is the type of statement which I want to use in the annual report and I would like to ask you and Mr. Dixon to review this matter, with the Mendieta people as necessary, and provide me with a corrected statement or otherwise comment on the attached draft.

I have also attached a Balance Sheet draft which again, does not show figures quite in the way that donors are likely to understand them, but perhaps we can work on this one for clarification next year.

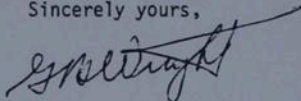
As before, no accountant's certification will be used in the printed report, but we will make reference to the fact that audited statements are prepared and available upon request (similar to last year's report).

Now that we have an Audit Committee, I think it would be well for us to plan to meet with the Mendieta people during the next Trustees' meeting in Zamorano or Tegucigalpa. Perhaps next year we can have this kind of operating statement prepared as part of the audit process.

*Good
idea* →

Many thanks for your help on this. The annual report is ready to go, except for this item. Obviously, time is running away from us and I'd appreciate anything you can do to expedite this matter.

Sincerely yours,



G.B. Wright

John Smith
cc: John Weeks ✓
Hugh Popenoe
Austin Ashley
George Gardner
Chuck Wheeler
Robert Cooper (Arthur Young & Co.)

ESCUELA AGRICOLA PANAMERICANA

(Draft)

	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>
	<u>\$</u>	<u>\$</u>	<u>\$</u>
<u>Grants and gifts 1979</u>	446,147	296,683	742,830
			=====
<u>Used for:</u>			
Repayment of Endowment Fund		81,129	81,129
Buildings and plant	43,941	210,554	254,495
Sub-totals	43,941	291,683	335,624
Instruction expense		5,000	5,000
Other operating expenses	402,206		402,206
Sub-totals	402,206	5,000	407,206
Total	\$446,147	\$296,683	\$742,830
	=====	=====	=====

1979 Operating revenues and expenses

<u>Income:</u>	\$	
Income from Endowment Fund	379,000	
Income from grants & gifts (above)	407,206	
Matriculation fees	217,306	
Sale of school products	406,605	
Market value, internally produced assets	213,135	
Operating income	\$1,623,252	1.600
	=====	

Expenses:

Instruction and departmental expenses	1,036,900	
Operation and maintaining facilities	233,400	
Administration and institutional expense*	226,379	
Repayment of Endowment Fund	16,396	
Depreciation	89,477	
Other expense	54,548	
Operating expense	\$1,657,100	1.584
	=====	Sup 30 end
Excess of expenses over income	\$ (33,848)	88 note -
	=====	portion committed for

(*) Includes the School's contribution of \$11,970 to the Retirement Fund? *plus purpose + portion for endowment*

BALANCE SHEET

(Draft)

ASSETS	December 31	
	1979	1978
	\$	\$
Cash and due from banks	408.4	212.4
Accounts receivable	147.3	217.8
Grants & gifts receivable	604.3	622.6
Inventories	353.6	302.3
Endowment and retirement fund securities at cost	5,572.8	5,125.1
Fixed assets & equipment, net of depreciation	2,629.6	2,547.6*
Livestock	<u>95.9</u>	<u>104.7</u>
Total assets	9,811.9	9,132.5
LIABILITIES		
Accounts payable	326.4	132.9
Deferred liabilities	630.4	722.0
Retirement Fund	499.9	453.2
Other fund balances due	<u>8,355.2</u>	<u>7,824.4</u>
Total liabilities	9,811.9	9,132.5

ESCUELA AGRÍCOLA PANAMERICANA, INC.
 Condensed Financial Statements Derived From Audit
 By Mendieta y Asociados, Representatives of
 Arthur Young & Company

BALANCE SHEET
 (Thousands US\$)

	<u>1978</u>	<u>1979</u>
ASSETS		
Cash and Due from Banks	\$ 212.4	408.4
Accounts Receivable	217.8	147.3
Grants & Gifts Receivable	622.6	604.3
Inventories	302.3	353.6
Endowment Fund and Other Securities at Cost	5,125.1	5,572.8
Fixed Assets & Equipment - net of depreciation	2,547.6	2,629.6
Livestock	<u>104.7</u>	<u>95.9</u>
Total Assets	\$ 9,132.5	9,811.9
LIABILITIES		
Accounts Payable	\$ 132.9	326.4
Deferred Liabilities	722.0	630.4
Retirement Fund	453.2	499.9
Other Fund Balances	<u>7,824.4</u>	<u>8,355.2</u>
Total Liabilities	\$ 9,132.5	9,811.9

OPERATING STATEMENT
 (Thousands US\$)

REVENUE		
Tuition	\$ 142.3	217.3
Sale of School Products and Services	279.1	406.6
Proceeds of Sale of Equipment and Other	207.2	213.1
Investment Income	350.5	389.6
Gifts and Grants	639.1	742.8
Retirement Fund Net Income	<u>7.4</u>	<u>8.4</u>
Total Revenue	\$ 1,625.6	1,977.8
EXPENSES		
Instruction Expense	\$ 1,044.6	1,036.9
Operations and Maintenance	276.0	233.4
Administrative Expense	<u>217.1</u>	<u>280.9</u>
Capital Uses	\$ 1,537.7	1,551.2
	<u>80.7</u>	<u>150.9</u>
Total Expense and Capital Uses	\$ 1,618.4	1,702.1
Excess of Total Revenue over Expenditures	<u>\$ 7.2</u>	<u>577.6</u>

Copies of the audit report are available through the Secretary's Office

(Draft of page prepared for annual report for 1979,
 using parallel figures for 1978 annual report)

JOHN GORDON SMITH

Apartado Postal 432

55 "CALLE OZZA" ZONA 9

QUATEMALA, C. A.

RECEIVED

JUN 9 - 1980

MEMORANDUM

TO: Members of the Board of Trustees E.A.P.

FROM: John G. Smith

John G. Smith

DATE: June 2, 1980

I would like to take this opportunity to inform those of you who were not present at the recent Miami meeting, of my election as chairman of the Board and to thank those of you who were present for your confidence in my ability to discharge the chairman's duties.

I accepted the nomination with considerable misgivings because although I have been aware of the school almost since its inception it is only during the last four years, since I have been a board member, that I have begun to understand the workings of the school and some of the problems involved; also I was following Hugh Popenoe who had brought to the chairmanship not only an intimate knowledge of the school but also a distinguished academic background from which the school has been able to benefit.

Fortunately Hugh agreed to stay on as First Vice-Chairman which will allow all of us and especially me to continue to have the benefit of his experience. In so far as my lack of knowledge of the school is concerned I have started to remedy the situation by a long visit last week during which Simón Malo took me into all corners of the school from classroom to fields, from the forest of Mount Uyuca to the repair shops, and from the calf pens to the kitchens. It is such a multifarious and complex operation that I am sure I still have more to learn on some future visit but I do now feel better prepared to help in making sensible decisions in matters that come before the board.

.....2
2/6/80

We are fortunate in having Simón Malo as Director of the school and he is now in the final stages of assembling his senior staff. The new Dean, Jorge Román will be taking up his appointment in August and the new business manager may be in place before this. As these two key men take over their departments the director will have to smooth ruffled feathers among some of the old timers who are still of value to the school, but he hopes to have everything running smoothly and better than before in a few months.

I had many opportunities to discuss with Simón problem areas which need action by the board. Position papers covering these areas will be prepared for discussion and action by the Board or the Executive Committee at future meetings.

I have a consuming interest in the school and great confidence in its future. With your help we will ensure that this future develops in such a way that the school can be of the greatest possible assistance to the people whom it serves.

BLYTH EASTMAN PAINE WEBBER

INCORPORATED

100 FEDERAL STREET

BOSTON, MASSACHUSETTS 02110

(617) 423-8200

GEORGE P. GARDNER, JR.
MANAGING DIRECTOR

April 25, 1980

Mr. John R. Kimberly
Carmichael Farm
Route 1 - Box 303
Queenstown, Maryland 21658

Dear Jack:

I never received your letter of March 27, but in the light of our recent brief phone conversation and your April 18 letter - thought I might pass on a few thoughts.

BOARD CHAIRMANSHIP I have supported and continue to support the concept of a finite term - preferably no less than 3 years. At the end of that term there should be an election. It should be possible to re-elect the chairman for a second term. Anything less than 3 years doesn't really provide a stable enough framework for the guidance of the whole effort - nor the opportunity to observe and participate in the continuity of an undertaking. Anything longer than two terms seems excessive and runs the risk of discouraging the process of change and renewal.

I have felt all along that it is important, with Simon just getting started as the new Director, not to change his boss. My preference would be to go one more year with Hugh. The time is coming, though, when a change should be made and if you all feel that time has come I would certainly go along with the idea. In such a scenario I would hope that John Smith would be willing to take on the assignment.

Mr. John R. Kimberly

April 25, 1980

It goes without saying that the Board Chairman and the Board itself must be supportive of the Director. At the same time it should be apparent to all that there is an important difference in the responsibilities and duties of the Board Chairman and the Director. For the Board Chairman to insert himself into the operating details is no less troublesome than for the Director to insert himself into policy matters.

BOARD MEMBERSHIP It looks to me as though progress has been made in other areas on the Board. Even though Winthrop may have difficulties in attending for a while, I believe in talking with him that his interest is genuine and that he will prove helpful. I've heard a bit about deWindt's interest, but have never met him or seen him at a meeting. It continues to be important in my view to search out additional industrial company representatives, Wheeler seems to be a good beginning and will doubtless do a far better job on the fund raising than I did, particularly if he is able to draw on more Board members who are willing to pitch in. I am surprised to hear that Al Brick remains interested. Perhaps the one year idea will work out if it seems awkward to drop him.

As to non-voting honorary members, I don't think we should build that category too fast. It is a special one to recognize unusual care and involvement over a period of time. At least that's the way I read it. Such a category it seems to me would be quite appropriate for Doris Stone.

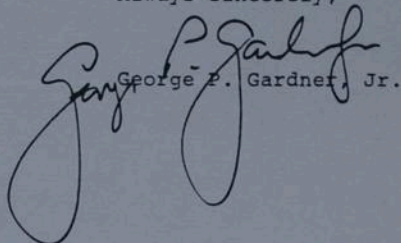
There seems to be quite a bit of heat and perhaps some misunderstanding as to my view on her election. It is true that somehow or other she created an atmosphere of divisiveness which a number of people felt at the time was more than they wished to cope with. It is also true that I'm not particularly keen to have people "running for office" - and unfortunately some of the recent propaganda from Zamorano didn't help and may even have embarrassed her. Nevertheless, I'm very aware of the extremely important role she played in the early life of the School. I know she gave a lot of thought, energy and love to it. Also I know that the School means a great deal to her and her family. For those reasons I would welcome her as an Honorary Trustee, should her name come up formally in that context - and would work with her gladly and enthusiastically.

A final word, if I may. Though other EAP Trustees have served longer and more effectively than I, my fondness for the School is genuine. My belief in its purposes and ultimate success is strong. I stood by during difficult transition times at UF and at UB. As acting President of the Trustees during a brief early period of curriculum self-examination I encouraged the advent of Hugh Popenoe as being far abler than I to understand what the academic needs of the EAP were and what they were likely to be.

Now, Simon Malo has moved into a very important position and we are mighty lucky to have him there. He has a host of interesting ideas and a great deal of enthusiasm. He generates fine rapport within the community. He is extremely bright and will bring, I'm sure, new honors to the EAP.

My most earnest wish is that as a Board we stick together in common purposes. It would be disastrous if our Board were to end up in different factions. The EAP has so much going for it - let's for heaven's sake not become part of the problem ourselves.

Always sincerely,


George P. Gardner, Jr.

GPGjr:k

JOHN R. KIMBERLY
Carmichael Farm
Rt. 1, Box 303
Queenstown, Md. 21658

April 24, 1980

MEMBERS OF THE NOMINATING COMMITTEE

Thomas W. Mooney
Mario Nufio
George E. Putnam
Frederic Rosengarten, Jr.
Joseph V. Scibetta
John G. Smith

Dear John:

Since writing you last week, I have been in touch with several more members of the Board of Trustees regarding our recommendations for Board members and officers whose terms expire at the end of our annual meeting next month.

There now seems to be a general consensus that it would be timely to rotate the position of Chairman of the Board of Trustees and it is generally felt that John G. Smith should be recommended to fill this position when Hugh Popenoe's term expires. I have talked with John and Hugh both have agreed that this is satisfactory to them; however, John feels most strongly that Hugh should continue as an officer and he would agree to take the job only if Hugh would accept the position of Vice-Chairman. Hugh has agreed to this if it is what the trustees would desire.

I have also talked with Kitty Coolidge and asked her if she would accept the position of Second Vice-Chairman for the ensuing year if John goes in as Chairman and Hugh has First Vice-Chairman. Kitty has agreed to this so I think we should recommend this new position.

JOHN R. KIMBERLY
Carmichael Farm
Rt. 1, Box 303
Queenstown, Md. 21658

-2-

Other than that, I can only again urge all of you to attend the Breakfast Meeting of our Committee in the top floor dining room of the International Airport Hotel in Miami on May 9. We can, I think, then reach agreement on our recommendations and adjourn to the meeting of the trustees at 8:30 A. M.

Sincerely,



JRK:jn

CC: Hugh Popenoe ✓
John W. Weeks ✓
George Gardner
Austin S. Ashley
Dr. Catherine C. Lastavica
Dr. J. Wayne Reitz

RECEIVED

JOHN R. KIMBERLY
Carmichael farm
Rt. 1, Box 303
Queenstown, Md. 21658

APR 23 1980

April 18, 1980

*for your
information*

Mr. John W. Weeks
Museum of Science
Science Park
Boston, Massachusetts 02114

Dear *John*

Since writing you on March 27, I have heard from Fred Rosengarten and John Smith and have talked with George Putnam while I was in London last week. I have also heard from other members of the Board primarily with respect to the term of the Chairman and in one instance with respect to the term of members of the Board.

I also have talked with Albert Brick and he now advises me that he is still very interested in the school and believes that he will have more time to participate in the activities of the Board members with respect to the school. I would, therefore, suggest that we consider re-electing Mr. Brick for a one-year term rather than dropping him entirely as I suggested in the original letter.

I hope you will plan to be in Miami on May 9 for the meeting of the Board. In order to get our thoughts together and have, if possible, a unanimous opinion of the Nominating Committee, I am planning to have a Breakfast Meeting of the Committee on May 9, 7:30 A. M. in the top floor dining room of the International Airport Hotel. Prior to that time I will send all of you the suggestions that have been received from our members or others on the Board of the school.

Sincerely,

Jack

JRK:ja

ESCUELA AGRICOLA PANAMERICANA
APARTADO No. 93
TEGUCIGALPA, HONDURAS, C. A.

RECEIVED

APR 2 1980

26 March 1980

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

Dear Hugh:

I received a call from Mario Nufio who has just talked to you about Dr. Jorge Roman. I've been trying to get in touch with you by phone but have not been successful at all, and I talked Mario into calling you for me regarding Dr. Roman.

You may have received my previous letter regarding this matter. Roman needs to give notice to his company and he believes it should be at least 3 months before he leaves. If we want to have him in August of this year we should give him a firm idea that the Board will approve my recommendation. As I mention to you in my letter regarding this matter, I offered him a salary of \$31,000.00 (\$25,000.00 and \$6,000.00 of perqs.) and he has accepted. I know he is making \$36,000.00 in Colombia, but this is hardship-post salary because of Colombia unsafety in many aspects.

Mario tells me that you approved my recommendation and are glad Dr. Roman has accepted this offer. I think he comes as close to what we want as we could find anywhere. I am sending him a cable today that you have approved of our offer. I presume with your recommendation and knowledge of this man we won't have problems with the Exec. Committee or the Board.

Another matter is this: I would like you to have high on the agenda the matter of matriculation for 1981, and if possible for 1982. We have already announced since last year that tentatively the tuition will be increasing in increments of \$300.00/year. Thus, it will be

Dr. Hugh Popenoe

26 March 1980

Page No. 2

\$1,650.00 for '81 and \$2,050.00 for '82. I recommend this measure as very necessary; ours is still the greatest bargain in agricultural education in the entire world, and we have a student body of nearly 80% that can afford \$5,000.00 or more a year. Our present costs are \$8,000.00, (a two million budget into 250 students) but we use a figure of \$5,000.00 per unit annual cost, mostly because of embarrassment, we are ashamed to use the true costs.

I have just returned from Nicaragua and Costa Rica (getting the signatures of the Ministers) and investigating in these two countries I found out that the minimum annual cost of going to a university would be \$4,000.00 and \$4,500.00 respectively for each country. Our cost should be at least 1/2 of this. Anyhow I cannot see how we are going to survive as an institution of high standards of learning if those that can pay their share of their education don't. To me it is a sin to see so many well-off students getting away with a bargain while we agonize every year not knowing where the money is going to come next.

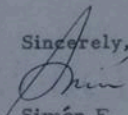
Without George Putnam as Chairman of the fund raising Committee, I cannot see how in the world we are going to approach the level of donations we reached last year. Our budget has increased 20% this year, and according to the Central Bank of Honduras 1980 will have a 20% rate of inflation. This year we are in serious trouble. I am doing my best to keep our most competent faculty happy but we may loose some this year. I am naturally an optimist but a cursory examination of what is coming demolishes all my positive thinking and I get depressed as hell. Diesel, gas and gasoline are almost nonexistent in Tegucigalpa, and when we get it we pay the second highest prices in Central America after Costa Rica. We usually get fuel because our continous pressure and begging of the oil companies which invariable give us preference. We are trying to eliminate all gas (heaters, stoves, etc.) and change to electricity but cannot do it fast enough. It is urgent that we change all the "gas guzzler" we have as soon as possible. I have requested from ASHA and obtained permission to buy FORD Courriers. We have a fleet of 8-cylinder pick ups that need replacement soon. Anyway we are doing our best to cut down unnecessary costs. It will take a year or

Dr. Hugh Popenoe
26 March 1980
Page No. 3

2 more before we can change things from the profligate past in line with the realities of the present.

I am sorry for the length of this letter, but allow me one thing more. I have changed Gustavo Perez back to the superintendency and Victor Narvaez to the M & S. Since we got the union I have been thinking about this and came to the conclusion that Narvaez was the "n..... in the woodpile". Wish us luck with the new organization.

Sincerely,



Simón E. Malo
Director

SEM/aml

cc: J. Weeks ✓
C. Coolidge

File

February 6, 1980

Dr. Lewis M. Roberts
The Rockefeller Foundation
702 Ellen Lee Court
Bryan, Texas 77801

Dear Jocko:

Just a note to thank you for yours of the 30th, with the copy of the letter from Asgrow Seed Company. It was too bad to lose this one, but we appreciate your effort.

With respect to your second paragraph, I believe this subject of rotation will be fully aired at the Executive Committee meeting next week, and will keep you posted.

Your present term as Trustee expires at the Annual Meeting in 1981.

Best Regards,

John W. Weeks
Secretary-Treasurer

JWW:b

Lewis M. Roberts
702 Ellen Lee Court
Bryan, Texas 77801

RECEIVED

FEB 4 1980

(713) 822-7973

January 30, 1980

Mr. John W. Weeks
Secretary-Treasurer
Escuela Agricola Pan-Americana
Museum of Science
Boston, Mass. 02114

Dear John:

As you will note from the enclosed letter, we came up with a "dry hole" in my efforts to get a grant from Asgrow. Most of the big seed companies are now in the hands of drug firms and chemical companies, and I am afraid they are much more interested in increasing their profits than they are in agriculture.

Many thanks for sending me a copy of the minutes of the December board meeting. I read these with interest and I particularly was interested in the fact that no action was taken regarding the rotation of the chairman of the board. I personally think this is a mistake.

Will you please let me know when my present term on the board expires. Cordial regards.

Sincerely yours,

Goeko
Lewis M. Roberts

IMR:bsr
Encl.

cc: Mr. George E. Putnam



Asgrow Seed Company
subsidiary of The Upjohn Company

Kalamazoo, Michigan 49001

January 11, 1980

Lewis M. Roberts
702 Ellen Lee Court
Bryan, Texas 77801

Dear Mr. Roberts:

Your letter to W. T. Schapaugh was referred to me.

Our Agricultural Division Mgt. Group has carefully reviewed your request. It was decided that we could not contribute funds to this project, due to prior budgetary commitments.

As you are aware, we receive a number of requests for funds and it is not possible to participate in all of them. We now give a substantial amount to research and scholarships through divisional and corporate funds.

We wish you the best on this project and know that you understand our situation.

Sincerely,

Richard J. Petrick, Manager
Marketing and Customer Services

bkn



ESCUELA AGRICOLA PANAMERICANA

APARTADO POSTAL 93
TEGUCIGALPA, HONDURAS

RECEIVED

15 January 1980

JAN 24 1980

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

Dear Hugh:

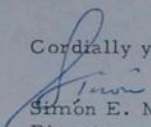
According to our recent conversation I'm itemizing a list of updated (1980) benefits which the School offers to its faculty members as perquisites in addition to their salary. It should be noted that this is an approximation since true values will change somewhat according to the faculty member and to the individual situation.

Faculty member perquisites: Approximate monthly value.

	<u>Married</u>	<u>Unmarried</u>
1. Housing	\$ 250.00	\$ 75.00
2. Laundry and room service	-	25.00
3. Food items at a discount	25.00	5.00
4. Water and electricity	25.00	5.00
5. Fuel (monthly gas)	25.00	5.00
6. Local transport	7.50	2.50
7. Medical services	17.50	7.50
8. Group Insurance (PALIC)	25.00	12.50
9. Vacation trips	50.00	12.50
10. Retirement benefits	25.00	25.00
11. Children education benefits	50.00	-
Monthly total	\$ 500.00	\$ 175.00
Annual	\$6,000.00	\$2,100.00

I hope this will give you a better idea of the perquisite situation at EAP at the present time.

Cordially yours,


Simón E. Malo
Director

SEM/aml

xc: John Weeks ✓

December 3, 1979

RECEIVED

DEC 7 1979

Dr. Hugh Popenoe
McCarty Hall 2001
University of Florida
Gainesville, Florida 32601

Dear Hugh:

Enclosed are revised proposed Job Descriptions for the positions of Comptroller and Business Manager.

I have suggested wording to match the organization chart we were working with in Zamorano, but have added notes to each indicating that the audit/control function ought to be separated from the accounting/treasury function to achieve independent audit and avoid conflicts.

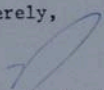
You may want to keep these Job Descriptions confidential for that reason. I wonder whether Jacobo Zelaya might be a candidate for the Business Manager, particularly if the new telephone increases EAP's ability to communicate with Tegucigalpa, perhaps reducing the need for the office in town.

I have sent copies to Simon and John Weeks.

It was great to see the School again and I think we got quite a bit accomplished.

All the best,

Sincerely,


George E. Putnam,
Chairman

cc: J.W. Weeks, Museum of Science
Science Park, Boston

S.E. Malo, Director, Escuela Agricola Panamericana,
Apartado 93, Tegucigalpa, Honduras

DRAFT OF DEC 3
1979

Responsibilities of the Comptroller

Reporting to the Director, the Comptroller is responsible for the Accounting and Cashier/Treasury functions of the School, as well as for internal audit and control.

Consulting with the School's auditors, he organizes and operates the accounting system; ensures accurate maintenance of the School's financial records; and prepares monthly summaries for the Director and the Board of Trustees.

He receives all cash paid to the School and ensures appropriate custody of same. He handles the School's bank accounts. He is responsible for administration of the payroll and ensures payment and proper accounting of all invoices for services and supplies purchased, as well as for collection of amounts due to School.

He prepares the Annual Budget from information provided by the Director, the Dean and the Business Manager.

He is responsible for reviewing accounting and control systems periodically and ensuring efficient operation of the accounting and finance function.

He is responsible for internal audit and financial control.

Note: In the future, the audit and financial control should be reorganized and separated from Accounting-Cashier/Treasury to ensure independent audit and control.

Responsibilities of the Business Manager

Reporting to the Director, the Business Manager has responsibility for proper maintenance and efficient operation of the physical plant at the School and for supervising other service units.

He will directly supervise the purchasing function; all security arrangements for the students and the School's property; the maintenance of all buildings and equipment; the efficient provision of water and electricity services; proper care of the grounds; and the efficient custody of all non-academic materials and supplies.

In addition, he supervises the School's office in Tegucigalpa and ensures efficient operations of the School's medical clinics.

He also supervises and monitors all sales of products grown or produced by the School and ensures this function is carried out in accordance with procedures established by the Director in line with the policy of the Board of Trustees.

The Business Manager is also responsible for the efficient operation of the School's Dining Hall, the laundry, the Guest House and other student services assigned to him.

Note:

In the future, it might be advisable to place under the responsibility of the Business Manager both the Cashier/Treasury functions and the Accounting function, to reduce the potential conflict involved in the present arrangement under which these duties, as well as the internal audit functions, are performed by the Comptroller.

MENDIETA Y ASOCIADOS

REPRESENTANTES DE
ARTHUR YOUNG & COMPANY Y MANCERA HERMANOS Y CIA
LICENCIADOS EN CONTADURIA PUBLICA Y ADMINISTRACION DE EMPRESAS

November 26, 1979

Dr. Simón E. Malo
Director
Escuela Agrícola Panamericana
El Zamorano

Dear Dr. Malo:

In reference to our letter dated March 30, 1979, concerning our recommendations for improving the School's management and operating controls, we have been in frequent contact with Mr. M. Dixon concerning the implementation of the recommended actions.

Appropriate corrective action resulting from our recommendations has been initiated and/or implemented with the following exceptions:

Recommendation 1 - "A comprehensive study of the current cost accounting system should be conducted to eliminate activities not producing useful management information. Cost accounting control should be implemented that place emphasis on data analysis and performance rather than data collection".

Comment: Mr. M. Dixon believes that the study should be performed by an independent person; we agree that it would be more appropriate for an "outsider" to conduct this study in order to have the possible benefit of a new approach and ideas. One integral part of this effort will necessarily include development of a coordinated farm management function, which, based on the Director's new organizational plan, appears to be in-progress.

Recommendation 5 - "The advantages of instituting an internal audit activity for the School's operations should be reviewed and appropriate action taken.

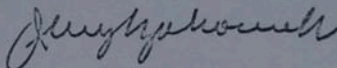
Comment: This recommendation has been partially implemented for certain cash accounting functions; it is suggested that the greatest potential benefit from this activity will result in the internal audit of cost and production records, after the cost system has been reviewed and appropriate changes implemented.

...2...

Recommendation 8 - "Inventory checks are needed when lumber is: (1) loaded for delivery to the yard; (2) received at the yard; (3) processed; and (4) shipped for sale. It is very important that the finished goods inventory checker be able to properly grade the lumber; this may require that the School provide specialized training to the inventory checker or hire a qualified person. Lumber sales, under present arrangements, should be closely monitored; specifically the unit sales prices should be compared with CONDEFOR existing price levels.

Comment: The shipping controls from the forest to the yard were established and reportedly subsequently discontinued. These controls were reinstated following our visit during November, 1979.

Very truly yours,



Jerry Zahourek
MENDIETA Y ASOCIADOS

/sh



ESCUELA AGRICOLA PANAMERICANA
TEGUCIGALPA, HONDURAS
★

RECEIVED

OCT 24 - 1979

XXXXXXXXXX

XXXXXXXXXX

26 September 1979

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

Dear Hugh:

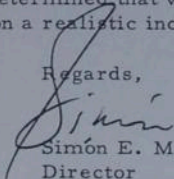
I have asked Jan Troensegaard from FAO, Tegucigalpa to help us evaluate our forestry situation. Enclosed is a copy of his letter for your information.

He is one of the most competent local men and it was recommended to me by Dr. Marco Flores Rodas as the only one on whom we could rely.

Dr. Troensegaard thinks we could cut every year an amount in the neighborhood of 1,800 m³ of logs for the next 10 years. This in itself could pay for a capable forester and we would get his services as a professor and other advantages. It is somewhat ironic that the School used to have in the past competent foresters (P. Shank, J. Miller, B. Rohers, etc.) but we have been very careless in this area in the last 8 years.

We are doing our best to come out with a sensible budget for this year. In the past we have just added to the year before a percent for this year's inflation. I am determined that we have to have a budget based on real needs and on a realistic income.

Regards,


Simón E. Malo
Director

SEM/aml

Attachment

xc: Exc. Committee



CORPORACION HONDUREÑA
DE DESARROLLO FORESTAL



NACIONES UNIDAS
PROGRAMA PARA EL DESARROLLO



ORGANIZACION DE LAS NACIONES UNIDAS
PARA LA AGRICULTURA Y LA ALIMENTACION

ORDENACION Y PRODUCCION FORESTAL Y DESARROLLO DE LA INDUSTRIA PRIMARIA

PNUD-FAO/HON/75/004

Edif. Midence Solo 224
Tel(s): 22 1077-22-7050
22-4346-22-6652
Aparado: 873
Cable: FAODEFOR
Tegucigalpa, Honduras

September 24, 1979

FAO#230-79

Mr. Simón E. Malo, Director
Escuela Agrícola Panamericana,
Zamorano, Departamento Francisco Morazán.

Dear Mr. Malo:

I have read the report on the "1973 INVENTORY", and find it done in a competent manner. It appears that maps were prepared at a Scale of 1:5.000 showing forest types; this would be very useful for your future forest to have. Also, I would recommend that you look for the field sheets and any other data related to the "73 Inventory".

Of all the Orthophoto map sheets that you have, only JH-22 covers part of the forest; you will need JH-23 to cover the whole area; I checked, and it is available at Catastro.

Of your area, new areal photographs were taken in 1975 and I understand new ones will be taken again early next year. So, you will be well off what maps and photos concerns.

I have made some rough calculations as to the annual cut that could be permitted so as to obtain a sustained yield unit in the shortest possible time, and find you could cut around 1.800 m³ net log volume a year under the following conditions:

1. Cut over area must be reforested within a 3 year period either artificially or by natural means.
2. All trees with D.B.H. (breast height diameter) of 30 cm or more must be cut within the designated area leaving 10-17 seed trees in case that you want to use natural regeneration. The seed trees must be of seed-bearing age (20 years or more) and have a live crown representing 30% or more of the total tree height.
3. Only 10% of the pine area can be considered inaccessible for this type of logging. This might actually be difficult to follow, so your annually cut of 1.800 m³/year for the next 10 years might represent your upper limit.



CORPORACION HONDUREÑA
DE DESARROLLO FORESTAL



NACIONES UNIDAS
PROGRAMA PARA EL DESARROLLO



ORGANIZACION DE LAS NACIONES UNIDAS
PARA LA AGRICULTURA Y LA ALIMENTACION

ORDENACION Y PRODUCCION FORESTAL Y DESARROLLO DE LA INDUSTRIA PRIMARIA

PNUD-FAO/HON/75/004

Edif. Midence Solo 274
Tel.: 22 1027-22-7050
22-4346-22-6652
Apartado: 873
Cable: FAODEFOR
Tegucigalpa, Honduras

#2

4. Cut trees must be bucked right down to 20 cm under bank.

Furthermore you may cut same 400 m³ in fenceposts by thinning the young stands.

As I said, these are rough estimates, and we would have to see, what Sabillon has taken out, before a definite figure can be estimated.

As for your forester I have asked around: Johnny Mantilla is going to Belgium for one year to take his doctor degree in forest management, but said he was interested in coming back.

At this moment I cannot think of a candidate that I know is qualified and that is available. The present peace corps are all young and inexperienced; Hazlett have no prior experience in operational forestry, but he may learn if he is willing. I will certainly give him all the help I can. There is one possible candidate which I haven't been able to see yet, but hope to do so next week. JAN BAUER is dutch, speaks excellent English and Spanish (married to a guatemalan), wants to settle in Honduras and is a competent forester. Untill April next year, he is employed in a FAO Watershed Management Project in the Omoa Mountain and he has applied for 1 year extension. The dutch government, who finance his pay, may not agree, in which case he might be available. I will ask him as soon as possible and let you know, what he thinks.

One last comment: I have been told by our sawmill expert, that your sawmill can easily cut the output of logs from the forest. I will strongly recommend that you do your own sawmilling; it will increase your earnings substantially, since your log transport will be short. You may have to install your present machinery in a more efficient way and get a first class operator, but it will undoubtedly pay off. Our "Sawdoctor" has promised me to give you all the help you need.

As soon as I have news, I will let you know.


Give my regards to your wife.

Yours,


JAN TROENSEGAARD.

hjm
cc. file.

D.S. I have talked to Jan Bauer and he said he would call on you very soon.



ESCUELA AGRICOLA PANAMERICANA
TEGUIGALPA, HONDURAS

RECEIVED

SEP 17 1979

3 September 1979

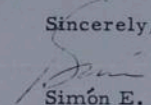
Dr. Hugh Popenoe
Chairman, Board of Trustees
Escuela Agrícola Panamericana
Center for Tropical Agriculture
2001 McCarty Hall
University of Florida
Gainesville, Florida 32611

Dear Hugh:

Enclosed is a list of short courses we will be holding at EAP during this year. Notice that we are already down to 3 - 14 September (FACACH) which we started today. We project an income of \$55,140 for 1979. Most of the short courses are on agriculture or related to this field.

Short courses is something we have emphasized very much since my arrival so that we can use our facilities more efficiently. As you know we have a 46-person dormitory which was seldom used in the past. Our goal is to keep it going yearound. We have revised our charges and we can say confidently than more than half of our total income for this year will be profit.

Sincerely,



Simón E. Malo
Director

SEM/aml

Enclosure

xc: Executive Committee

ESCUELA AGRICOLA PANAMERICANA
CURSOS CORTOS IMPARTIDOS - 1979

<u>Fechas</u>	<u>Nombre del Curso</u>	<u>Partici- pantes</u>	<u>Patrocinador</u>	<u>Nivel</u>	<u>Costo Lps.</u>
15-19 Enero	Seminario Crédito Agrícola	51	Banco Fomento	Peritos Mercantiles	7,906.40
2-4 Febrero	Ciencia Inteligencia Creativa	16	Varias Instituciones	Varios	960.00
12-16 Febrero	II Seminario Crédito Agrícola	51	Banco Fomento	Peritos Mercantiles	7,232.00
17 Febrero	Círculo Internacional de Cultura	30	Círculo Internacional de Cultura	Varios	150.00
26 Feb. -7 Marzo	Reunión de Entomólogos	6	Cuerpo de Paz de Honduras	Entomólogos	922.00
22 Marzo	PCCMCA	400	S. R. N.	Agrónomos	1,200.00
4 Abril	Universidad de Oregon	26	Universidad de Oregon	Estudiantes	156.00
19 Abril	Semillas de Flores	13	CASSA	Genetistas	66.00
9 Mayo	Estudiantes Goshen College	20	Goshen College	Sección School	100.00
22 Mayo	Técnicos de IHMA	8	Ministerio de Economía	Técnicos Mercadeo Agrícola	56.00
7-8 Junio	Seminario Catastro Nacional	76	Distrito Central	Alcaldes Municipales	836.00
10 Junio	Sociedad de Instituciones Bancarias de Centro América	51	Banco de Honduras	Peritos Mercantiles	455.50
22-23 Junio	Escuela Agrícola de Estelí	14	Ministerio de Educación de Nicaragua	Estudiantes de Agricultura	Cortesía EAP
28-29 Julio	Metodología de la Enseñanza	16	CENADIH	Ministerio de Economía	664.00
5-14 Agosto	Producción Nacional de Maíz	30	PROMYF	Extensionistas	22,860.95
10 Agosto	Reunión Ministerial	50	CENADIH	Ministros de Honduras	2,400.00
13-25 Agosto	Entrenamiento de Horticultura	2	ENA	Institución Agrícola	864.00
23-24 Agosto	Reunión Ministros de Centro América	30	SRN	Ministros de Centro América	2,051.60
* 3-14 Septiembre	Metodología de Asistencia Técnica	20	FACACH	Cooperativistas	9,600.00
* 24-27 Septiembre	Seminario de Cooperativas Agrícolas	20	BANAFOM	Peritos Valuadores	8,000.00
* 4-29 Octubre	Tecnología de Semillas	20	SRN	Agrónomos	16,400.00
* 28 Oct. -2 Nov.	"Tres Dimensiones"	25	Fortín, Lagos y Asociados	Varios	2,500.00
* 5-17 Noviembre	Comprobación Técnica	25	SRN	Agrónomos	13,000.00
* 19-30 Noviembre	Producción de Frijoles	25	SRN	Agrónomos	12,000.00
Total Cursos Cortos . . . L.					<u>110,380.45</u>

* Cursos por impartirse e ingresos estimados para 1979

cc: AGEAP
Archivo

EAP - 30 de Agosto de 1979

September 10 1979

Dr. Hugh L. Popenoe
University of Florida
Center for Tropical Agriculture
McCarty Hall 2001
Gainesville, Florida 32601

Dear Hugh:

I tried to reach you without success last week, notably to see if we could decide on the time and place for the next Executive Committee meeting. I believe I told you that George Putnam will be out of the country on Thursday, October 11, and thus will not be able to attend. Since there are so many of us from Boston, I would like to suggest changing the place of the meeting, and would be pleased to host it here, if you would like. Please let me know as soon as possible whether the 11th is still your preferred date, as I will have to get notices out very soon in order to assure a quorum.

I talked to Kitty Coolidge last week, and she told me that they had a very successful visit at the School with Mr. Wheeler, who seems enthusiastic and would be willing to join the Board. She also told me that there was apparently much enthusiasm for Roberto Villeda to be made a trustee - since he has been a great help in obtaining the "international status" for EAP.

If we still want to get Wheeler aboard prior to the December meeting this can be done, as you know, with a "consent meeting" of the Board. I have the necessary papers drawn up by Austin, but it will first be necessary to have the concurrence of the Nominating Committee. This, in turn, means that you should contact Jack Kimberly if he is still to be the new chairman.

I guess this is all for the moment, and I look forward to hearing from you next week.

Sincerely,



John W. Weeks
Secretary-Treasurer

JWW:b

P.S. Thanks for sending along the copies of the Annual Report
Digitized by the Hunt Institute for Botanical Documentation

23 August 1979

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

Dear Hugh:

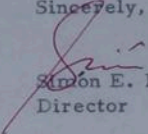
I am enclosing for your information a copy of a bill itemizing the costs of moving my personal effects from Miami, Florida.

As agreed in our Board Meeting of May, 1978 in Miami, EAP is paying for these expenses.

We have had a few interesting days with Kitty and John Lastavica. During these days they had an opportunity to see our operation, talk to our people and get a feel of how things are going down here. Charles Wheeler of ESSO, Miami also spent two valuable days looking over the School operations.

Today we are having a meeting of the 6 ministries of Agriculture (Central America and Panama). Thus, we have been busy as hell.

Sincerely,


Simon E. Malo
Director

SEM/aml

Enclosure

cc: John Weeks ✓
M. Dixon's (file)



APARTADO POSTAL 435
BOULEVARD TONCONTIN
TEGUCIGALPA, HONDURAS
Cable: AIRLIFT
Telex: 1166 AIRLIFT HT

TELEFONOS:

337400
337478

Agosto 21, 1979

Escuela Agrícola Panamericana
Tegucigalpa, D.C.

Ref: Embarque efectos persona-
les Doctor Simón Malo

Atención: Lic. Zelaya

Estimados señores:

Hacemos referencia a nuestra conversación telefónica en relación a las facturas pendientes de pago correspondientes al traslado de los enseres de casa y efectos personales del Doctor Simón Malo, para su pronta referencia las desglosamos a continuación:

- 1) Copia factura N° 400715 por US\$6,485.56, por concepto del servicio puerta-a-puerta entre Miami, Florida/El Zamorano, Depto. Fco. Morazán, Honduras.
- 2) Copia nuestra factura S-2593 por Lps 200.00, por concepto de pago de Contadores Vista por revisión embarque en su residencia en El Zamorano.
- 3) Copia nuestra factura S-2668 por Lps 496.90 por concepto de pago impuestos de introducción y gastos agencia aduanera.

En lo referente a la factura que corresponde por, servicio del traslado entre Miami y El Zamorano, puede ser cancelada directamente a Withers en Miami o el cheque puede ser a nombre de nuestra Empresa, siempre en dólares o en lempiras agregando al efecto la comisión bancaria para comprar el giro.- De optar mandarlo directamente a Withers agradeceríamos copia de la carta enviando dicha remisión para control de nuestras cuentas.

Cualquier información adicional al respecto, no vacile en comunicarse con nosotros que será un placer servirles.

Atentamente,

AIRLIFT INTERNATIONAL, S. de R. L.

N. L. Fuentes A.
N. L. Fuentes A.
Tráfico

nlf
adjuntos

August 20, 1979

Dr. Hugh L. Popenoe
University of Florida
Center for Tropical Agriculture
McCarty Hall 2001
Gainesville, Florida 32601

Dear Hugh:

When we were talking on the phone this morning I meant to ask you about the status of the Annual Report. In your absence we were in touch with your office following a call from George Putnam who was expressing concern, and determined that it was back at the printers for some corrections. George has undoubtedly been in touch with you, so you know of his desire to get it as soon as possible.

Recently I got a letter from Monte Dixon at the School, inquiring about the status of the United Brands gift. I talked to George Gardner today, and he thought we should probably nudge them a little in view of the fact that they gave in March of 1977 and April of 1978 --- \$30,000 each year. I think George would probably be willing to talk to Burke Wright, as they are on very good terms, but George felt that it might carry a little more weight if you were the one as Chairman to inquire. I leave it up to you, and if for some reason you don't want to do it, just let me know.

Sincerely,

John W. Weeks
Secretary-Treasurer

JWW:b



ESCUELA AGRICOLA PANAMERICANA
TEGUCIGALPA, HONDURAS

RECEIVED
AUG 28 1979

16 August 1979

Dr. Hugh Popenoe
Chairman, Board of Trustees
Escuela Agrícola Panamericana
University of Florida
Gainesville, Florida 32611

Dear Hugh:

1. I am very pleased to announce that we have finally been granted an "international status". Last week the Military Junta and all the Ministries convened at EAP for a meeting on Administration Policies, and decided to take the matter of the Status of the School. Our request had been in their agenda several times before but since we had offered our facilities for a meeting of their Cabinet they decided (under a certain amount of persuasion on our part) that this was an appropriate time to sign the papers.

Decreto No. 795 was signed and approved on its entirety just as we had requested. The draft you saw contained 5 articles; however, we added one more regarding the exemption of the 8% consular fees which the School has been paying for the last 36 years, and which constituted quite a burden to EAP when we wanted to import equipment or anything else.

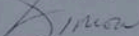
This culminates 7 months of hard work on this matter with half a dozen lawyers. The final draft was written by ex-minister Edgardo Sevilla, who being an experienced lawyer, understands these things. Sevilla works in Roberto Villeda's office. I don't think we would have succeeded if it weren't for Roberto and his dogged interest in this matter. He has been helping the School tremendously since I came.

2. Another items worth reporting, among many, is that we were able to obtain the funds for our communication system from ASHA, and in addition they have allow us to use \$95,000 of our 1979 grant (\$200,000.00) for professors salaries. This is a very nice precedent and it will help us very much in the future.

Dr. Hugh Popenoe
16 August 1979
Page No. 2

We are in a mood to celebrate and probably will.

Sincerely,



Simón E. Malo
Director

SEM/aml

xc: Executive Committee ✓

10 July 1979

Dr. Catherine Coolidge Lastavica
Box 1443
Manchester, Mass. 01944

Dear Kitty:

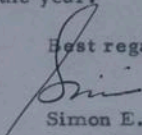
Thank you very much for your letter. I have just received it and I am so glad you are planning to come with John in August. I'd say the week of August 13 is fine with us, please confirm so we can come out to see you.

As you probably know we are forging ahead simultaneously in several fronts. Our international status will hopefully be solved within the next 2 weeks. INA is finally working on our undetermined property borders. In this regard we are also getting a lot of help from Julio C. Zepeda, the head of "Catastro Nacional" (The National Survey of Honduras).

I am quite concerned with our neighbor Callejas on our south side, who is beginning to sell his land. Several buyers have come to me asking for right-of-ways and I am stalling them to see what can be done. I think the School should try to make a sacrifice and buy these lands even if its a matter of borrowing from the endowment. The moment we have a community of neighbors next door to Ganaderia we are in serious trouble. We will loose animals, cannot dump our processed sewage waters and we will have continuous interference. The old man has 300 Manzanas and they tell me he may sell for US\$150,000. In a way we will be exchanging our Buenos Aires property for this one. I would recommend very strongly that we think carefully and fast about this problem.

I am glad you and Hugh are coming soon. Jack Kimberly also promises to come again before the end of the year.

Best regards,



Simon E. Malo
Director

SEM/aml

cc: H. Popenoe /
J. Weeks /

182 Grinter Hall
August 9, 1978

MEMORANDUM

TO: Hugh Popenoe
RE: Trip to Washington D. C. August 7, 1978
FROM: J. Wayne Reitz

RECEIVED

AUG 10 1978

INTERNATIONAL PROGRAMS

I had a visit with Congressman Clarence Long of Maryland to explore his ideas on using American Schools and Hospitals Abroad funds for operations other than capital expenditures, as well as to inform him of the AID Mission's attitude concerning the intermediate technology contract, and finally to express my appreciation for his support of funding ASHA.

1. Mr. Long is quite adamant about restricting ASHA funds to capital outlay. I mentioned our great need for operating funds. He was very sympathetic to that need and indicated he would like to help in some other way to meet it, but not with ASHA funds. Having said that, he gave me as I left the revised eligibility criteria for the American Schools and Hospitals Abroad program and now, upon reading them, I find no restrictions against using such funds for operation. Likewise in the report of his subcommittee I find no reference to restricting the use of funds to capital outlay as has been done sometimes in previous years. Thus I consider the subject is still open for discussion, even though our direct exchange this week did not produce any favorable results. I am enclosing a copy of the revised guidelines.

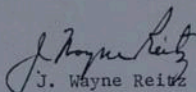
2. I mentioned the problem we were having with the AID Mission regarding our implementation of the contract on intermediate technology. He understands the situation and is thoroughly in accord with our position that we cannot proceed until we are able to do so with appropriate personnel. I did not ask him to do anything about this situation. In fact, I merely wanted him to be aware of it. He seemed to appreciate my mentioning it. Then he proceeded to expound with great vigor his basic position with respect to foreign aid to agriculture, namely that information and practices must be transmitted immediately to all small farmers and this should be done by bringing them into a school for three or four weeks and giving them a short introduction of practices best suited to their needs. He apparently assumes that the personnel for doing this is available.

I had a good conference with David Santos and Gene Tucci in the office of ASHA. They are very favorably inclined toward EAP and stated that we would get our 1978 allocation in three to four weeks. Unfortunately it is going to be restricted to the equipment needs as outlined in the proposal as originally submitted. On the other hand there can sometimes be modifications and it may be necessary right at the beginning to modify it in order to provide funds to install the water system if such funds are not available from the 1977 allocation.

Page 2
Dr. Hugh Popenoe
August 9, 1978

In connection with the 1978 allocation there may need to be a very hurried signing of the release. Apparently last year or the year before Al Brick did this on behalf of the Board. It is suggested by Santos that Al again be authorized, which will require you to write a letter to Al Brick authorizing him to sign. You should send a copy of that letter to David Santos.

You mentioned the other night on the plane that the pipe for the water system was purchased and available for installation. While with Santos we checked the records and find that the pipe was bought with the 1976 allocation. The initial request was for \$60,000 including installation. The record now shows that the pipe itself cost \$65,000. Thus, to get it installed we will have to use 1977 funds if available and, if not, request the use of 1978 funds for that purpose. The Washington office shows a balance of \$67,000 for 1977. If this has not been committed, a letter requesting permission to use those funds to install the water system should be written immediately. If all of the 1977 funds have been committed, a letter should be written requesting permission to so use 1978 funds.


J. Wayne Reitz

enc.

cc: Joe Courand



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500 RUTHERFORD AVENUE, BOSTON, MASS. 02129

OFFICE OF THE PRESIDENT

PHONE 617-242-0600

January 27, 1972

Mr. Thomas D. Cabot
Cabot Corporation
125 High Street
Boston, Massachusetts 02110

Dear Tom:

As promised, I checked with Frank Morris at the Federal Reserve about John Blewer, the former employee of Loomis Sayles. As far as Frank could remember, John's reputation for integrity as well as acumen was of the highest. I gather that he left Loomis Sayles with no skeletons in the closet.

Hope this will be helpful.

Warm regards,

Cordially,


John M. Fox

ALBERT BRICK
COUNSELOR AT LAW
605 GLOBAL BUILDING
1025 VERMONT AVENUE, N. W.
WASHINGTON, D. C. 20005

DISTRICT 7-6953
7-6954

JANUARY 26, 1972

MR. THOMAS D. CABOT
CABOT CORPORATION
125 HIGH STREET
BOSTON, MASS. 02110

DEAR TOM:

I READ YOUR LETTER OF JANUARY 20, 1972, WITH INTEREST, AND IN VIEW OF THE FACT THAT YOU WILL NOT BE ABLE TO LIVE WITH THE NEW FEE SCHEDULE PROJECTED BY OLD COLONY TRUST DIVISION OF THE FIRST NATIONAL BANK OF BOSTON AND WILL EVENTUALLY HAVE TO MAKE A MOVE, I THINK THIS IS THE TIME TO DO IT. SINCE JOHN M. BLEWER, INC., CHECKS OUT AMONG THE PEOPLE THAT YOU HAVE CONTACTED, I WILL GO ALONG WITH YOUR RECOMMENDATION ONE HUNDRED PERCENT.

FRANKLY, I FEEL THAT ORDINARILY THE BOARD AS A WHOLE SHOULD VOTE ON MATTERS OF THIS NATURE AND UNLESS THERE ARE WEIGHTY REASONS TO THE CONTRARY SHOULD FOLLOW THE RECOMMENDATIONS OF THE EXECUTIVE COMMITTEE. HOWEVER, IN THIS CASE I DO NOT THINK A VOTE IS NECESSARY BECAUSE IT WAS BROUGHT UP AT THE MEETING IN ZAMORANO IN DECEMBER AND AT LEAST TACIT APPROVAL WAS GIVEN TO A SHIFT, ALTHOUGH AT THAT TIME I DO NOT RECALL ANY MENTION OF JOHN M. BLEWER, INC.

AT ANY RATE, BEST WISHES.

VERY SINCERELY YOURS,

Albert Brick
ALBERT BRICK

AB/IMS

CC TO: DR. HUGH L. POPENOE
MR. ARTHUR S. ASHLEY
DR. CATHERINE COOLIDGE
MR. CHARLES L. STILLMAN
MR. JOHN M. FOX

P.S.: WOULD APPRECIATE THE ADDRESS OF JOHN M. FOX AS
I DO NOT SEEM TO HAVE THAT.

CHARLES L. STILLMAN
SUITE 4200
345 PARK AVENUE
NEW YORK 10022

*Copy to Charles
Stillman
Kaneberry*

January 25, 1972

Dear Tom:

I acknowledge receipt of copy of your letter of January 20th to Dr. Hugh Popenoe anent a change in management of the portfolio of EAP.

I agree that a change is in order and am quite satisfied with the suggested change to John M. Blewer.

I know of one other account lost by Old Colony on competitive performance to T. Rowe Price, a much better known and better established firm than Blewer. But whether to Blewer or elsewhere, we need to change. It will be interesting to observe what they do.

Sincerely,

Charlie

Mr. Thomas D. Cabot
Cabot Corporation
125 High Street
Boston, Mass. 02110

cc: Dr. Hugh Popenoe
Mr. George Gardner
Mr. John Fox



CABOT CORPORATION 125 HIGH STREET, BOSTON, MASSACHUSETTS 02110

THOMAS D. CABOT
HONORARY CHAIRMAN
OF THE BOARD

CABLE ADDRESS "CABLAK" BOSTON
TEL 617 423-6000

January 20, 1972

Doctor Hugh L. Popenoe
University of Florida
Center for Tropical Agriculture
McCarty Hall 2001
Gainesville, Florida 32601

Dear Hugh:

I think the Investment Committee of EAP, having charge of the endowment portfolio, can change advisors without consulting the Board as a whole, and you will recall that I mentioned at our meeting in Zamorano last month the probability of our making some change. Nevertheless, I feel that on a matter of importance we should consult at least those members of the Board who might have an opinion based on knowledge of the subject. Hence, this letter, a copy of which I am sending to some of the members of the Board not members of our Committee, and I hope you and they will feel free to write me any comments you may have.

At a meeting of our Committee on January 11, we decided unanimously, subject to further checks, that we would discontinue the arrangement with the Old Colony Trust Division of The First National Bank of Boston and turn over the management of the account subject to the review of our Committee to John M. Blewer, Inc., of 685 Fifth Avenue, New York, New York 10022. Since then I have checked a number of the present customers of that firm and find their comments about it very favorable. We have also made some inquiries about other alternatives and about arrangements for custodianship and reporting, and unless some objection is voiced by the recipients of this letter, I expect we will go ahead and make this change.

The Blewer firm is a small one and, to a large extent, a one-man operation. It looks after about \$60,000,000 of investments for about a dozen groups (a family or a company being taken as one group). Ours would be typical of the kind of account it prefers to

handle, and we believe we would get much more personal service than we have obtained from the Old Colony Trust and at a cost of about \$6,000 annually, which compares with about \$10,000 which the Old Colony is presently charging and which it proposes to increase to \$22,000 in the next few years.

George Gardner has known Blewer for a number of years. I have only met him once, but I was very much impressed after an hour's talk with him. I have made some checks on his two associates, and they have been favorable, but it is really Blewer himself that is important. He is a graduate of Princeton, of Yale Law School, and of N.Y.U. School of Business. He started in the practice of law with one of the large New York firms and became interested in international securities and was quite successful in investing for clients in this field, especially in Japan, until the interest equalization provision of the tax law interfered. He then went with the large investment counsel firm of Loomis Sayles, and when this was sold to New England Mutual Life Insurance Company, he decided to go into the investment counseling business for himself. From the checking we have done, it appears that he has been quite successful for his clients during the last few years since his firm started. Our investigations indicate that he is a studious and objective analyst, conservative in his approach to investment policy, old enough to be experienced and not so old as to be hide-bound or unwilling to consider innovations.

If you should feel that we ought await a vote of the Board as a whole before making this move, please let me know promptly. I expect we will wait a fortnight before implementing our decision so as to give time for you to make any investigations you may wish, and unless we hear from you within that period, I expect we will go ahead with the change.

With warm regards, I am,

Yours very sincerely,



Thomas D. Cabot

TDC:mc

cc: Mr. Arthur S. Ashley
Mr. Albert Breeck
Doctor Catherine Coolidge
Mr. John M. Fox
Mr. Charles L. Stillman

bc: Messrs. Gardner, Kimberly,
Putnam and Weeks

**CABOT CORPORATION**

125 HIGH STREET, BOSTON, MASSACHUSETTS 02110

THOMAS D. CABOT
HONORARY CHAIRMAN
OF THE BOARDCABLE ADDRESS "CABLAK" BOSTON
TEL. 617 423-6000

January 17, 1972

Mr. George P. Gardner, Jr.
24 Federal Street
Boston, Massachusetts 02110

Dear George:

Further with respect to John M. Blewer, Inc., I have now called three of the references he gave; namely, Mr. Louis B. Harder, Chairman, International Mining Corporation; Mr. James McCary, Vice President, Southern Life & Health Insurance Company; and Mr. Charles A. Perlitz, Assistant Treasurer, Continental Oil Company. I find they all speak very highly of Mr. Blewer and his firm. They all have interest in substantial funds under Blewer's management and say that he has done well with these funds and that he is very studious and gives a lot of personal service to each account. I expect that the account of Southern Life & Health Insurance Company is the largest of these. It amounts to around \$8,000,000 and consists of the company's interest in common stocks and convertible securities. Perlitz is a close personal friend of Blewer, they having been schoolmates at Exeter, and both were associated at Loomis Sayles.

Under the circumstances I think we should go ahead in the near future to transfer the account, and I shall await your advice as to the arrangements you have worked out for custodianship and reporting.

Yours very sincerely,



Thomas D. Cabot

TDC:mc

cc: Mr. John R. Kimberly
Mr. George E. Putnam
Mr. John W. Weeks



CABOT CORPORATION 125 HIGH STREET, BOSTON, MASSACHUSETTS 02110

THOMAS D. CABOT
HONORARY CHAIRMAN
OF THE BOARD

CABLE ADDRESS "CABLAK" BOSTON
TEL. 617 423-6000

January 11, 1972

Mr. John R. Kimberly
Carmichael Farm
Route 1, Box 170
Queensland, Maryland

Dear John:

As you know, we have been considering for some weeks changing the investment advisor on endowment funds of EAP. The Old Colony Trust Division of The First National Bank of Boston has had a disappointing record of performance on our investments and are currently charging us about \$10,000 per year, which would be higher but for the price freeze, and they have proposed a rising scale of charges which will reach \$22,000 per year in a few years. We know that they have done an excellent job for others, especially for some of the large industrial pension funds, and we have great confidence in their overall ability. Nevertheless, we feel that the School would benefit from a change.

We were sorry that you could not be with us at the meeting of the Investment Committee this afternoon. We had a good discussion at the meeting and tentatively concluded that we would transfer the whole account to the management of John M. Blewer, Inc. This decision is subject to your approval, and I am sending a copy of this letter to George Putnam because we would also welcome any advice he might have in the matter. It is also subject to our not finding any serious problems or expenses in connection with statements and custodianship of securities. We think probably that these matters can be handled by Paine Webber Jackson & Curtis.

Blewer is a small investment counsel firm located at 685 Fifth Avenue, New York. I have talked with Mr. Blewer and made some inquiries with respect to his partner, Mr. Pierre J. deVegh, and his consulting economist, Doctor Douglas H. Bellemore. Blewer's formal education included Princeton, A.B.; Yale, L.L.B.; and NYU, M.B.A. He served four years as a lawyer with Davis Polk

January 11, 1972

in New York. He subsequently became an advisor on foreign securities to special investors until the U.S. equalization tax made these unpromising and then joined Loomis Sayles. He left Loomis Sayles on its sale to New England Mutual Life Insurance Company and founded his own firm. This account would represent roughly 10% of the accounts for which he is responsible. His charge would be 1/10 of 1% per year of the market value (with a minimum of \$4,000). Thus, the cost will be very much less than we are paying the Old Colony, and we feel we would have closer attention to the portfolio.

George Gardner has known Blewer for some time and thinks highly of him. I have met him only once but have found his record impressive. If you have any way of checking up on him, I would appreciate hearing your views, and if you want to meet him, it can easily be arranged sometime when you are in New York. I don't believe we will put the change into effect for at least a fortnight.

We considered several alternatives to this plan. We could, for instance, put the whole portfolio with The Common Fund, which as you perhaps know, was established by the Ford Foundation as a non-profit corporation to handle the endowments of public and private colleges and universities offering at least a two-year program of college level or occupational studies. This fund was set up with an initial grant from Ford of \$2.8 million, and it is expected that this grant will cover the investment management cost for about two years. The actual management will be done by The Capital Guardian Trust Company of Los Angeles and Massachusetts Financial Services, Inc., of Boston. We think highly of these advisors, but the disadvantage of using The Common Fund is, first, the probability that with the depletion of the originating grant, the costs will rise to a level considerably higher than 1/10 of 1% per year. Also, this fund is presently invested (as of September 30) 88.4% in equities, so that there is a large risk from possible decline of the stock market. The dividends on these equities would be far below what our investments are currently earning. However, The Common Fund has a plan which would permit quarterly payments of 1 1/4% (5% annual rate) of the average unit (market) value, or even a higher percent if we would prefer. Many of the institutions which have joined The Common Fund have put

SHEET NO. 3 FROM **CABOT CORPORATION** To Mr. John R. Kimberly
January 11, 1972

only a portion of their portfolio into it, but we feel that this division of responsibility would be troublesome.

Another plan we have considered would be to put all of the securities into an account at Paine Webber Jackson & Curtis and let them manage the portfolio. There would be no charge for this, but we think this would put rather more responsibility onto the Investment Committee than seems wise.

None of us at the meeting felt that it would be preferable to give the account to some other bank or trust company.

If you or George Putnam have any other suggestions or objections to this tentative plan, I will be glad to call another meeting of the Investment Committee. But unless I hear from you, we will consider that the vote of the Committee was unanimous for this proposed change.

Yours very sincerely,



Thomas D. Cabot

TDC:mc

cc: Mr. George P. Gardner, Jr.
Mr. George E. Putnam
Mr. John W. Weeks

Copy for Mr. Weeks

December 14, 1971

Mr. Thomas D. Cabot
125 High Street
Boston, Massachusetts 02110

Dear Tom:

This is following up on one of the matters we discussed during the Zamorano trip, namely, the investment management of EAP funds.

I have already written Meck to request material you had so I can review it. Offhand, as you know, I thought this looked like an attractive idea - at least for the equity side.

You suggested I come forward with any other ideas I might have, so here I am. You will be receiving suggestions along three different lines: (1) John M. Blewer, Inc., New York; (2) PWJC, Boston; (3) income side of Leverage Fund of Boston (one of the duovest type of funds modeled after the earlier English versions).

Enclosed herewith is a letter from John Blewer, together with some material that I think you will find interesting. I have high regard for his ability. He does not bite off any more than he can chew. He is a very hard worker and has done well for his clients. I would welcome an opportunity to talk further about this possible "avenue" with you.

Within the next few days I will have something in your hands about Points 2 and 3.

Since the School meeting I have talked with Bob Armour once from Florida. I think he feels that things went okay, and I was glad to have his reaction. It seems to me we covered quite a bit of ground and made some progress.

Mr. Thomas D. Cabot

- 2 -

December 14, 1971

A new letter has been drafted for AID and sent along to him. As you remember, Codi helped Armour put this together on the spot so I feel confident that it's in good shape.

As to future funds from AID, I think it most important after the turn of the year that we single out a few congressmen and get across to them the story of EAP's good work.

It was good being with you down there, and although we have a tough row to hoe I think we have got too fine a product not to win out in spite of difficulties.

Sincerely,

GPGJr:abl

George P. Gardner, Jr.

Enclosure