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HORACE H. MARTIN
1916-1925

May 11, 1928.

Mr. Walter S. Rogers,
522 Fifth Avenue,
New York City, N. Y .

My dear Walter:

Enclosed I am returning the study on "The Production of Henequen Fiber in Yucatan," which you so kindly loaned me. Mr. William S. Elliott, the General Counsel of the Harvester Company, after thanking me for letting him see the report and stating that his people have read it with interest, makes the following comment:

"The author seems to have made a very careful study of the subject and has brought together an interesting compilation of material. We cannot help feeling, however, that his information was a little incomplete and one-sided in some respects or he would not have made the derogatory remarks about our Company on page 21. It was not power of our Company but rather the inevitable result of over-production which put the price of fiber down to 3.7 cents per pound. On the other hand, we did fight the battles of the American Farmer against the Reguladora and its combination of American bankers which for a time was successful in controlling the market and putting the price of sisal way above reason.

"If Mr. Simpson will read the Senate hearings and report on its investigation of the

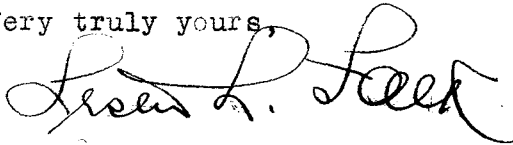
SCOTT, BANCROFT, MARTIN & MAC LEISH

Mr. Walter S. Rogers.
May 11, 1938.

-2-

Reguladora and the high price of sisal, I think
he will modify his ideas as to the part our
Company has played in the picture."

Very truly yours,

A handwritten signature in cursive script, appearing to read "Lester L. Leek".

LLF:AF.
Enclosure.

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A NIGHT
CABLE
LETTER
TO
FINLAND

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NL	Night Letter
LCO	Deferred
CLT	Cable Letter
WLT	Week End Letter

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WALTER S ROGERS

522 FIFTH AVE

RECEIVED DOCUMENTS LETTER CONCERNING EMBREE PROBABLY ADVISABLE DAY

AUSTIN SEE C W HACKETT AND M S HANDMAN

SIMPSON.

ENS..WSR..36.

Mexico City,D.F.,
Apartado 538,
May 14,1928.

My dear Mr.Rogers:

It is just as I told Keith-"Mr.G. and WSR move in mysterious ways their wonders to perform- but perform them they do!" Which is to say that I am delighted ^{with} ~~at~~ the success which you had at the meeting of the Rosenwald Fund. I have read the documents which you sent me with great care and I cannot help but feel, even though the Fund should not find it advisable to do anything at the present time, that the gesture implicit in Mr.Embree's trip to Mexico will be of the greatest value to the Institute. This is, of course, looking at the matter from a rather narrow, selfish point of view. I am not unaware of the much greater and wider significance which the interest of the Fund in Mexican education may eventually come to have for all concerned. Indeed, on the contrary, I am so keenly aware of the possibilities for the realization of the highest ideals of the Institute that I have had to pass a self-denying ordinance to keep my imagination within bounds. To actually have had some small part in the consumation of a real achievement- and that within less than a year after coming to Mexico- well, Sir, if I may say so, that would be paradise enow.. Rest assured that whatever I have in me of good judgement, social grace, or expert knowledge will be put at Mr.Embree's disposal to the end that he shall obtain a fair and balanced understanding of the general situation here and of his possible particular relation to it.

I am reminded to tell you that my delay in

answering your recent telegrams concerning Mr.Embree's visit was due to the fact that messages directed to Apartado 538 (my P.O.Box) are mailed to me and hence do not reach me until the day following their arrival. In the future, when for any reason it is necessary to reach me post haste, I suggest that it would be advisable to address telegrams directly to my home: Avenida Sonora 174. >

Your letter of May 5th answering my questionnaire of recent date leaves nothing to be desired for the present. When you come down in the Fall we will discuss these and other matters in greater detail. Meanwhile, I await with some interest the outcome of Pasvolsky's experiment with JOC. This is a possibility which I had not thought of and it well may be that it would be much better for me to learn the theory of public finance etc. while working with an expert in connection with the actual problems in my own field. This would also have the advantage of my not having to be out of the area and thus out of direct contact with other developments that might be taking place in Mexico at the time.

For my promised article on irrigation (which will be along in a couple of days) I have been very lucky in that I managed to get hold of a copy of a private report on the subject recently compiled for Mr. Morrow and also a copy of the report made by the Irrigation Commission to the Banker's Committee. I will, of course, have to use these materials with discretion, but they have saved me an immense amount of time and work.

Sincerely,



Charge to the account of WORMEX JOHN O. CRANE - 522 Fifth Ave. \$

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Send the following message, subject to the terms on back hereof, which are hereby agreed to

May 14, 1928

Mr. Eyer N. Simpson
 Apartado 538
 Mexico City, D.F.
 Mexico.

My understanding Mr and Mrs Embree left Chicago Sunday for
 Mexico City perhaps will spend day Austin

Rogers

CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable sign above or preceding the address.

WESTERN UNION

NEWCOMB CARLTON, PRESIDENT

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SIGNS

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MR WALTER S ROGERS

522 FIFTH AVE NEWYORKCITY...

TELEGRAM RECEIVED FROM EMBREE STATING HE WILL ARRIVE THURSDAY AND
 STAY AT EMBASSY PLEASE WIRE ONE HUNDRED DOLLARS ENTERTAINMENT FUND

SIMPSON

WSR..ENS..

May 17th, 1928

Dear Eyer:

I acknowledge yours of May 4th, ENS..WSR..35.

At the moment I am not in position to ask Mr. Monroe of the "International Committee of Bankers on Mexico" for anything. He wanted some of your material. I answered his request by bluntly telling him that I could imagine no reason why a group of international bankers should receive useful information for nothing. Seemingly, my reply dazed him. He will come to - perhaps come across. In any event he will think more of us.

Return to this office Sullivan's "Our Times". I hope soon to get our travelling library scheme actually moving.

Under separate cover I am sending you a few books that you may find worth glancing through.

Adams: Jeffersonian Principles
Adams: Hamiltonian Principles
Eastman: Marx and Lenin
Duncan: My Life
Fulop-Miller: Mind and Face of Bolshevism

Yesterday a copy of a letter from Chicago was sent you. Even if the general counsel of the International Harvester Company was a bit peeved, he and his associates now know about you and your work.

John cables that he is sailing homeward on the 6th of June.

My regards to the Embrees.

WSR/EC

Sincerely yours,

Cushington

May 22, 1928.

My dear Mr. Ambassador:

Herewith I am sending to you the original of Mr. Tyler N. Simpson's report on rural education in Mexico. When you have looked it over, please return it to me at my New York office address; Room 1116, 522 Fifth Avenue.

My understanding is that Mr. Simpson has given a copy of the report to the Mexican Minister of Education.

Thanking you for seeing me and for communicating with your government about Mr. Embree of the Rosenwald Fund, I am

Yours sincerely,

WST

His Excellency
Senor Don Manuel C. Tellez,
2829 Sixteenth Street, N. W.,
Washington, D. C.

COPY

WSR..ENC..

May 26th, 1928

Dear Eyer:

The other day I had a little visit with the Mexican Ambassador, who exhibited much interest in you and in Embree's mission.

I found that at Frank Tannenbaum's suggestion he had telegraphed the Foreign Office his blessing on you, Embree, and the Rosenwald Fund. In reply he was told that the Foreign Office had passed the glad tidings on to the Minister of Education.

While at the Embassy, I met a Senor Don Carlos A. Baumbach. He has been transferred to Mexico City and from June 15th on expects to be there as a bureau chief. He appears to be very alert and sociable. It might be well for you to hunt him up.

As I have been in Washington, I have just received your No. 36.

Greetings,

WSR/FC

Washington, D. C.,
May 28, 1928.

Mr. Walter S. Rogers,
Room 1116,
522 - 5th Avenue,
New York, N. Y.

My dear Mr. Rogers:

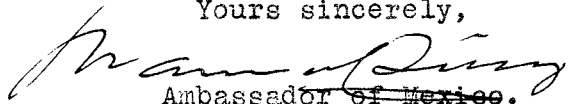
I take pleasure in returning to you, by today's mail, Mr. L. N. Simpson's report on rural education in Mexico, which is a most comprehensive and well-informed survey on that matter.

Please accept the expression of my deep appreciation for your courtesy in giving me the opportunity, at this time, to be cognizant of Mr. Simpson's report.

I am pleased to advise you that I have been informed by the Secretary of Public Education and by the Secretary of Foreign Relations of Mexico that Mr. Embree will be extended, while in my country, all possible courtesies and facilities for the accomplishment of his mission there.

With assurances of my high regard, I am, my dear Mr. Rogers,

Yours sincerely,


Ambassador of Mexico.

mct.es.

Mexico City,D.F.,
Apartado 538,
June 1,1928.

My dear Mr.Rogers:

Mr. Embree arrived on Thursday night,May 17th and from that time until the present moment I have been busier than the proverbial one-armed paper hanger. If I do say so myself, I honestly believe that Mr. Embree saw more of Mexico and learned more about the country in general and about education in particular in the two weeks he was here than any three men have ever done before. What the Ambassador didn't do, I did. As you will see from the enclosed copy of the speech which Mr. Embree made at a luncheon given at the Embassy, we met and conferred with three members of the cabinet, made a tour of the schools in two different states, talked with numerous persons either officially or unofficially connected with education, visited several schools in Mexico City, and, in addition, managed to squeeze in practically all of the regular tourist stunts. I was with Mr. Embree almost constantly; I went with him to all of his appointments; acted as guide, interpreter, stenographer and, I hope, friend and advisor. In short, I did my best to carry out your directions to "do everything possible to make the visit of Mr.Embree both pleasant and profitable". Question: what were the results?

1. First, let us consider the speech referred to above. Both in this speech and in many private conversations with me Mr.Embree expressed his great interest in the modern educational movement in Mexico. He was, without doubt, most favorably impressed not only with the material accomplishments

of the movement, but also highly pleased with the spirit actuating its leaders. If the Mexican government sees fit to work out an intelligent plan of co-operative action and to invite the Rosenwald Fund to come in, Mr. Embree is ready to recommend to his trustees the expenditure in Mexico of a sum equal to or greater than the amount the Fund has been putting into negro education in the United States. This would equal more than half of the present budget of the Mexican federal government for rural schools.

2. In the second enclosed document you will find ✓ a copy of the remarks made (to Mr. Embree and myself) by Dr. Puig Casauranc, the Secretary of Public Education, after he had conferred with President Calles on the question of inviting the Rosenwald Fund to co-operate with the Mexican government in its rural school program. You will note that Dr. Puig gives several reasons why the government does not deem it wise at this time to solicit the aid of the Fund. To the reasons which he lists should be added still another which he advanced during the course of our conversation- namely: that at the present time ~~time~~ the unrest in the country arising from the religious controversy is so great that it would be extremely dangerous to introduce any other factor into the situation; and that this danger would be especially great in the case of the rural schools which are so intimately in touch with the life of the people. Specifically, what Dr. Puig has in mind is that the Catholic clergy would seize the opportunity to distort the motives of the Rosenwald Fund in the minds of the people and to charge the federal government with having "sold out" to American capitalism etc. etc.

Concerning this last point and the other objections which Dr. Puig raises the following explanations should be

made: (a) Whereas I am not yet in a position to judge the amount of religious unrest in the country or whether this unrest would be intensified by the introduction of an American foundation into the school program, I am extremely doubtful that the matter is as important as Dr. Puig tries to make it out.

(b) From what I know of Dr. Puig and from what I have been able to find out recently in conversations with various Mexican friends, I am led to believe that the main reasons why Dr. Puig will not use his power to have an invitation extended to the Rosenwald Fund lie in a certain stubborn pride and in a half-defined fear of what is called "American cultural imperialism". The fact that the Rosenwald Fund could not conceivably be charged either with being an agent of American imperialism (cultural or otherwise) or with having any desire whatsoever to lend the aspect of charity to its proposed assistance to Mexican education, in no way affects the operative force of fear and pride in the determination of Dr. Puig's attitude. Dr. Zozaya (head of the Institute of Hygiene- see my No. 17) tells me that this same attitude is to be found in greater or less degree throughout the present administration and that he had to beg and plead literally for weeks to get the government to accept a few fellowships from the Rockefeller Foundation. (c) Next to the above mentioned reasons apparently the most important objection to any invitation being extended to the Rosenwald Fund at the present moment is that the Calles government will go out of office in a few months and does not feel that it can commit the future administration to any given program. ✓

3. The upshot of the whole matter is that for the time being nothing will be done. Copies of Mr. Embree's

speech have been sent to the Secretaries of Education, Agriculture, and Public Health, and to President Calles. The government now knows that the Rosenwald Fund is interested and willing to help. Clearly, it is Mexico's next move. ✓

But Mr.Embree is not going to let the matter rest there. From his long experience with the Rockefeller Foundation he has learned that Foundations planning to do work in foreign countries almost always have to do a certain amount of "educating" before the country is willing to accept their assistance. With the object of furthering this educating process Mr.Embree also had me send a copy of his speech to Aaron Saenz, the campaign manager for Obregon and ostensibly the "big man" in the coming administration. In addition to this it has been agreed that in a purely unofficial and informal way I am to keep the idea alive in the minds of the present and future educational authorities in the department of education. It will not be known until after the elections in July who will be the next secretary of education. Dr.Puig will be sure to go out with Calles, but there is an even chance that Moises Saenz, the present sub-secretary of education, will stay in office.

4. In the event that the Rosenwald Fund should come in later on (say, around the first of the year when the new administration is settled in office) the plan to be followed will probably be that of beginning with one state as an experiment and in that state seeking to bring all the agencies of rural education up to the highest level possible. If this goes well the work could then be carried on in other states. From the third document which

I have enclosed you will get some idea of the rough outlines of this plan as it was worked out in my conversations with Mr.Embree.

(Note: The plan embodied in this memorandum was made before our talk with Dr.Puig.)

Aside from the matter of the possible future re-
lationship of the Rosenwald Fund to Mexican education Mr.Embree's visit bore fruit for the Institute of most welcome sort. By accompanying Mr. Embree to his various appointments I was able to renew previous contacts and to make many new ones under very favorable auspices. In particular, I am happy to report that, thanks to Mr.Embree's enthusiastic advertising of the Institute and of my work here in Mexico, Ambassador Morrow invited me to come to the Embassy for a talk with him. This I did and, although due to the fact that he was leaving for the United States I saw him for only a few minutes, he expressed great interest in my studies and asked me to spend an evening with him when he returned in July. Also, glory be to the highest, he promised to give a copy of the Banker's Report.

Under separate cover I am returning your copies of the reports of the Rosenwald Fund.

ENS.

P.S. Incidentally, I would like to record the fact that Embree was altogether the most likable and charming person ~~that~~ I have met in many moons.

MEMORANDUM OF REMARKS MADE BY EDWIN R. EMBREE, PRESIDENT OF
THE JULIUS ROSENWALD FUND, AT A LUNCHEON GIVEN AT THE UNITED
STATES EMBASSY, MAY 28, 1928.

While I have been in Mexico scarcely two weeks every one has been so kind and hospitable that I feel this is my home. And government ministers and others have been so helpful in making it possible for me to visit institutions and consult records that I feel that I know something about the country, at least about the schools.

Before I came I had read a number of books and articles bearing upon Mexican affairs. In particular I had studied the clear and enthusiastic reports which Dr. Elyer N. Simpson of the "Institute of Current World Affairs" made following an intensive survey of the Mexican educational system. Since I arrived Dr. Puig Casauranc has literally put his department at my service and other ministers and government officials have been cordial and helpful. In addition I have had the privilege of learning from those American friends and students of Mexico who are at this table. And I have had many long talks with Ambassador Morrow who, I am sure you will agree, is, in matters pertaining to Mexico, both sympathetic and intelligent.

I have visited the open air school at Balbuena Park and the Central Indian School. I have seen an industrial school for girls and one of the technical schools for men. Also I have spent some time at the school for health officers and visiting nurses and at the Institute of Hygiene. With Mr. Rafael Ramírez, Chief of the Department of Cultural Missions, I have made a two day excursion to the rural sections of Tlaxcala and

Puebla, visiting a rural school, a primary school, a normal school, and one of the cultural missions.

With all I have seen I have been greatly impressed. More than any nation that I know, Mexico is training its children to become workers and citizens. Everywhere the pupils are doing things. It is true that some of the time they sit in class rooms and are taught, but the feature that impresses one is the great amount of practical work going on everywhere. The children run their own affairs through co-operative banks and co-operative societies. I found rabbits and chickens being raised, vegetables and trees being planted and cultivated. Even in the class rooms the lessons take on a practical character. The breeding and selling of rabbits furnish problems in arithmetic; stories of Mexico give practice in reading as well as impart a national spirit; writing is in terms of the work with chickens and the other affairs of the school. I congratulate you heartily upon the very practical program you are carrying out and upon the enthusiasm, amounting almost to missionary zeal, which everyone connected with the educational program displays.

Dr. Puig and others have been good enough to show me the weak points in the work as well as its elements of strength and have frankly discussed the many difficulties and inadequacies of the program. There is still lack of money; there are not yet enough well trained teachers; the buildings are often poorly adapted to school use and the furniture and the equipment is meager. And, of course, the schools do not yet begin to meet the educational needs of the entire country. The program, however, in itself seems sound, and with the competence and enthusiasm of your leaders and teachers, I am sure you will

go on to greater and greater success.

The present good feeling between Mexico and the United States may become even better as the people of these two great nations come to know each other more intimately. We in the United States are welcoming students and visitors in increasing numbers from your country to our colleges and universities. You, in turn, through your summer school and other ways, are reciprocating this hospitality. There may be other means by which this international exchange can be enlarged. For example, participation by certain of the large American Foundations might be of service. Specifically, it has been suggested that aid in Mexico's school program might be given by the Julius Rosenwald Fund, whose chief interest is education and whose directors believe that public schools in towns and especially in rural areas are the first means of raising the level of a people in the United States, in Mexico- in any nation. This fund might help by putting its experience in rural school work in the United States at your disposal and by assisting financially in demonstrations of adequate educational facilities (rural schools, normal training, agricultural schools, and cultural missions) in a given state. It might even help to advance the school program of the whole country as a whole more rapidly than otherwise would be possible in the face of the many pressing problems which are ^{or} clamoring for solution and for funds at the doors of your government.

I am, of course, not unaware that aid from an organization in one country to work in another has difficulties in practice and may be subject to misinterpretation by per-

sons in either country who do not understand or who want to make trouble. At the same time, we have the encouraging precedents of the Rockefeller Foundation in international health, the Rhodes Scholarships, the Y.M.C.A., and the numerous instances of one country extending aid to another in times of crises. In the even more fundamental task of public schools, international co-operation should be equally feasible. These are days, we like to think, when the relations between nations are beginning to be in terms of mutual aid in education and health, in commerce and agriculture, rather than in quarrels and wars.

In behalf of the Julius Rosenwald Fund I am authorized to express our interest in your schools. It has been intimated that, if co-operation between the Fund and the Mexican government should prove desirable, the present might not be an opportune time, since the administration of President Calles approaches the end of its term. There may be other reasons why such outside aid at this moment would be unwise. A decision on this point must, of course, be left to the Mexican government.

I thank you for the great courtesy which everywhere has been extended to me. I congratulate you upon your practical school program and upon the remarkable achievements, against great odds, which have already been made. While, of course, I cannot in advance commit my trustees to action on any specific request, I can and do assure you of their interest in your educational activities. When the time becomes opportune, if there are ways by which we can help you reach your high ideals for the schools of Mexico we ask you to let us know. Any invitations or requests you may at any time send to us will have a sympathetic and friendly hearing.

POINT OF VIEW OF DR.I.M.PUIG CASAURANG ON THE SUBJECT
PRESENTED BY MR.EDWIN EMBREE.

I. The generosity of the Julius Rosenwald Fund is deeply appreciated but it is wise to bear in mind our fear of diminishing the interest of the peasant masses if the obligations (that they have accepted willingly now) of making sacrifices for the creation of their schools is somewhat withdrawn. At the present time the Federal Government- everywhere the state governments or the local authorities do not do it - is paying the salary of the rural teacher or teachers (4,800 federal rural school teachers in total this year) and provides also school supplies, but it leaves to the care and responsibility of the inhabitants committee, the construction of the school building, or the payment of the rent until the building is built by the people themselves, with a very light help from the federal government.

Futhermore, experience has taught us that a new ✓
interest or a new economical co-operation in the problem of rural education provokes fatal abandonment of the legal obligations binding local authorities, abandonment that is disastrous for the development of the municipal institution itself and demoralizing for the community beholding such abandonment. (It must be remembered that the upkeeping of rural schools in Mexico is the obligation of the federal government as well as of the state governments and city authorities.) .

The thing (the abandonment) actually happened in a good many cases when the Federal Government began to take charge of the rural school service.

Therefore, and considering on the one hand what

can be won with any appropriation in money for building purposes in this rural school field, and on the other, what can be lost on account of failing interest of the peasants who are now building their schools themselves, or on account of abandonment of the obligations of the local authorities, it is doubtful whether any advantage of importance or definite could be obtained with any contribution in money from the Rosenwald Fund intended to this particular end of building rural schools.

II. An acceptable way, particularly useful, to co-operate in the task of the Mexican rural schools and cultural missions would be the furnishing of school supplies (pencils, blackboards, penmanship copybooks) radio apparatuses, moving picture apparatuses, educative films etc.

III. Any co-operation for the construction of suburban schools in Mexico City (slum schools-"open air" schools, as the one visited by Mr.Embree) new schools which could work under the management of the Extension Department of the National University of Mexico, would be accepted with pleasure, and it would be welcomed as well, any offer of co-operation in the construction of superior or university schools, or

Any co-operation in money- equal to an amount by us- for the construction and upkeeping of private institutions, conducted by trustees, with representation of the Rosenwald Fund and the Secretary of Education.

Signed: Dr. Puig Casauranc.

NOTES ON CONVERSATIONS BETWEEN E.R.E. AND E.N.S.
CONCERNING EDUCATION IN MEXICO.

Item: If the Rosenwald fund should decide to co-operate with the Mexican governmental authorities in encouraging and fomenting the development of the Mexican educational program (with especial reference to rural education) it would perhaps be desirable to initiate said co-operation by selecting an experimental state where- in during the course of two or three years a plan of procedure could be worked out and the possibilities of a larger program tested. This state should be: a, conveniently located near the capital; b. in so far as possible "normal" and free from revolutionary and other disturbing forces; c. economically solvent and able to contribute its fair share to whatever educational program might be devised; d. willing to co-operate with the Federal and municipal authorities and with the officials of the Fund in whatever ways may prove to be desirable.

Item: The final selection of the experimental state should be made only after a careful survey of the economic and social life of the area and with the advice of the Mexican educational authorities.

Item: If the Rosenwald Found can make satisfactory arrangements, with the ICWA(I) will be glad to make such a survey.

Item: It has been suggested that it might be a wise plan to at least start the wheels turning under the present administration.

Item: The objective or ideal to be reached in the experiment would be that in the course of two or three years through the assistance of the Fund one state should, in so far as is possible, have developed a complete and thorough system of rural education. This would include rural schools, normal schools, agricultural schools, and cultural missions- both permanent and movable.

Item: The representative which the Fund will send to Mexico could

be either an older man of some distinction and importance or simply an intelligent and efficient younger man. In either case, however, the training of the man selected should be such as to equip him to deal with social and economic problems and forces rather than simply with pedagogical procedure.

Item: Suggestions for procedure: a. Mr. E. shall before a group of appropriate authorities express the interest and willingness of the Fund to try and work out some sort of program whereby the Fund can co-operate with the Mexican government in fomenting rural education; b. the impression shall be left that it is now the Mexican government's "next move"; c. after Mr. E. has returned to the U.S. and written a letter delegating certain authorities to the representative of the ICWA, the last mentioned should in conference with the federal education authorities (working informally) survey the possibilities here and make a plan; d. on the basis of this plan Mr. E. should then be invited by the government to return to Mexico and discuss its feasibility and whether or not the Fund would be willing to enter the field on the conditions laid down; e. this invitation should be extended after the elections in July so as to permit a discussion with both the new and the old administrations.