

Mexico City,D.F.,  
Apartado 538,  
Sept.3,1928.

My dear Mr.Rogers:

I have before me your letter of August 17th. Your enclosures from JLD, BH, and Pasvolsky were read with the greatest interest. Things do seem to be moving along and I hope that the day is not distant when we can get the whole gang together with a view to pooling our various experiences. I am anxious to compare my own techniques and methods with those worked out by the other men in the field.

Your suggestion that it might be advisable and feasible for me to spend the early fall of next year in Italy and Spain I will discuss with you when you arrive in Mexico City "some-time in October". I have the religious question on my docket and if my present plans do not miscarry I should get around to it about the middle of January.

I continue my laborious way through the available material on labor in Mexico. Most of it is useless, but you never can tell when you will find that most precious of all things in Mexico- a fact. At the present rate I should finish my reading by the end of this week. I promise that, at least until the weather in New York moderates a bit, you will not be subjected to another report as long as the one on agriculture.

The great excitement here this week was, of course the opening of Congress and the President's message. Although I had heard"very confidentially" from at least three sources what the message was to contain a week before the big show was pulled off, I thought it best to be present at the historic event. And I

must say it was worth the price of admission. If moral suasion can be reckoned as a force in the life of nations, then surely Mexico is about to witness a new day in its long history of government by "caudillos". No one, I believe, can doubt the sincerity and genuine honesty of President Calles and it is interesting to compare the bluntness of his renunciation with the tortuous evasiveness of that other well known President who said "I do not choose to run".

If it will do any good you are urged to add the voice of Keith and myself to your own in your efforts to persuade Mrs. R. to come to Mexico.

Also please give my best wishes to JOC for a pleasant trip.

Sincerely,



**Sees No Danger in U. S. Imperialism**

"No political danger should be seen in imperialism. What Latin American countries should do is to develop their technique, to form germinizing roots for their industries and to adopt American methods in that work, but especially to maintain their culture and defend it at all costs, as Mexico is doing, so as to be strong not only materially but also spiritually and thus to be more and more respected. Imperialism is not the same as commercial development. There are military and political interventions which are not justified, but they are not real imperialism."—Dr. Eysler Simpson, at Inter-American Institute in Mexico City

September 19th, 1928

Mr. Eyles W. Simpson,  
Apartado 538,  
Mexico City, D.F.  
Mexico.

Dear Eyles:

Just an additional word about the plans. John sails at midnight tonight. Tomorrow or next day I go to Washington for four or five days and while there will gossip about Mexico with officials of the State Department, the Pan American Union and the Mexican Embassy. Then I will return to New York for three or four days - then go on to Chicago for about a week - and then head for Mexico, making two or three stops enroute.

I am timing my movements so that I can have a day or two at the University of Chicago after the Fall term opens. If you have any really definite conviction about your giving one or more courses at the University of Chicago during the next academic or even calendar year, I wish you would telegraph me your views.

Mrs. Rogers has decided not to go with me but thinks it would be pleasant if I went by boat from Vera Cruz to Havana and if she met me there.

Greetings to you and Keith.

WSR/FC

Sincerely,

P.S. I am taking your agricultural report to Washington with a view to having Moulton, Tannenbaum and the other experts connected with the Institute of Economics go over it. This may look to you rather slow movement on my part but the Institute of Economics staff has been pretty well scattered this summer. Moulton has been acting as chairman of the Problems and Policy Committee of the Social Science Research Council which took most of his time during the summer and obligated him to be at Dartmouth for about a month, since which time he has been on vacation.

Mexico City, D.F.,  
Apartado 538,  
September 23, 1928.

My dear Mr. Rogers:

Hubert C. Herring is a gentleman who for the past three years has been conducting "seminars" in Mexico. His game is to gather together various and sundry people (about 80 this year) and bring them down to Mexico City. Here for some three or four weeks these people listen to lectures, hold conferences, interviews and round tables with government officials and others who are presumably equipped to <sup>tell</sup> them about the problems of Mexico. Although there are obvious criticisms which can be made of this procedure, by and large I believe it to be a worthy undertaking. I have not been able to find out exactly what Mr. Herring does the rest of the year. My impression is that he is some sort of a social secretary for a church in Boston. Brodie is a good friend of Herring's brother and doubtless can give you the dope. In any case, the point is that the said Herring is greatly interested in the Institute and will doubtless call on you some time in the near future.

Paul Radin has the reputation in the United States of being one of the foremost authorities on the American Indian. This summer he was in Mexico making some language and ethnological studies of the Mexican Indians. Being rather curious about the gentleman, I had him out to the house for tea. On that occasion I learned that he is a great friend of Mr. Rosenwald's and from the conversation I assumed that he owes his present position in Fiske University to Mr. Rosenwald's influence. I also discovered that Mr. Radin was leaving Mexico with a bad taste in his mouth and feeling generally discouraged over the future of the Mexican Indian and

Mexico in general. All this would be of no importance for us had not Radin announced it as his purpose to tell Mr. Rosenwald about his feelings. What effect this may have upon the possible future participation of the Rosenwald Fund in Mexican education, I do not know but I thought you ought to know about it. Needless to say, I did not mention to Mr. Radin the interest of the Fund in Mexico, nor, did I say anything about Mr. Embree's visit. Concerning Mr. Radin's pessimistic view of the future of Mexico, it is perhaps appropriate to remind you that many anthropologists have a similar attitude with respect to their favorite primitive people. It hurts them to see the evidences of that inevitable process of degeneration which accompanies the contacts of primitive people with modern industrial civilization. They are pessimistic to the extent to which they are disposed to contrast the present state of their primitive people with a past (presumptive) state of uncontaminated health and happiness. It is a variant of the old Rousseau notion of the "noble savage".

I have been invited to lecture on Mexican Education to the most prominent of the women's clubs in the foreign colony here. Generally speaking, past experience has taught me that lecturing to women's clubs is more amusing than profitable. However, after thinking the matter over, I have decided to accept this invitation in the interest of making the name of the Institute known. I have written the lecture out in full and only those things which should be said are contained therein.

Will you please enter a subscription for me to the Journal of Foreign Affairs, 25.W.45 St. New York, N.Y. I find that they publish articles from time to time on Mexico. There is one in the October issue by one Franz Schneider which I am particularly

anxious to have.

The first article in my promised series of Industrial Studies, entitled Wages and the Standard of Living in Mexico will be along next week.

Please give me ample warning of exactly when you propose setting sail for Mexico.

Sincerely yours,

  
ENS.

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JOHN O. CRANE - 522 Fifth Ave.

\$ \_\_\_\_\_

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October 1, 1928

Night Letter

Mr Eyer N. Simpson  
 Apartado 538  
 Mexico City  
 Mexico

Yours twentythird received Chicago until Monday plan day each  
 New Orleans Houston Austin San Antonio then Mexico City will  
 telegraph you again soon as can fix date arrival greetings

W.S.R.

MEMORANDUM OF CONVERSATIONS BETWEEN WALTER S. ROGERS AND EYLER  
N. SIMPSON OCT. 14 - 26 1928.

1. Orientation Studies: The program now being followed by the Mexican post of the I.C.W.A. of making a series of orientation studies with a view to covering as rapidly as possible the fundamental social and economic factors and forces in the area shall be continued. The time to be allotted for these studies cannot be rigidly determined in advance, but, in general, the aim will be to cover the most important topics (labor, oil, religion, mining, and communications) in the course of the next calendar year (1929).

2. Special Work for Ambassador Morrow: It is agreed that I am to make certain special investigations for Ambassador Morrow. The number and character of these investigations will be decided upon in conference with the Ambassador. In general these investigations will form a part of my orientations studies. Specifically, I am to begin at once for the Ambassador a study of the cattle industry in Mexico. Expenses incidental to this last mentioned study will be met by the ICWA.

3. Reports to be Completed Before January 1, 1929: Four reports are to be made as follows:

(a) A report outlining the need of regional studies as a method of education in rural (Indian) communities and as a basis for future educational planning in Mexico. Emphasis shall be placed upon the first of the two above mentioned aspects of the question and the regional study approach shall be envisaged as something distinct from any plan to cooperate with or help the existing system of federal rural schools.

(b) A report outlining the present status and future possibilities of social and economic research in Mexico. The material in this report will be presented in a realistic and practical manner with the emphasis placed upon men available, their present efforts, and the difficulties



which they are encountering. The study will be made in cooperation with the men interested.

(c) Two supplementary reports in the Educational Series- one on the "National and State Universities of Mexico"; and one on the "Industrial Schools".

3. Trip to New Orleans, Houston, and San Antonio: It is agreed that I shall make a trip to these cities in the interest of making contacts with leading (business) men who have either actual or potential relations with Mexico. The immediate purpose of making these contacts is (a) to learn something of the technique of mixing with industrial and business leaders; and (b) to learn from these men the type and character of information about Mexico which they would find most valuable. The long term objective is to build up a possible future market for the reports of the Mexican post of the Institute. In those cases where I deem it advisable I am to offer to send copies of such reports as I may make from time to time during the coming year.

(This trip will be combined with the one which I am to make in connection with the cattle study for Ambassador Morrow.)

4. Meeting of the Board of Directors of the Rosenwald Fund: It is understood that I will hold myself ready to attend the Spring meeting of the Rosenwald Fund.

5. Courses in the University of Chicago: It is agreed that I shall give two courses in the University of Chicago during the first term of the Summer Quarter-1929. I am to write Dr. E. Faris to this effect setting \$600.00 as the minimum price for these courses.

6. Spain and Italy: It is understood that sometime in the course of the next year or so it will be desirable for me to travel in Spain and Italy. The decision as to the most appropriate time to make this trip will be reserved until after the matter has been discussed with

Langdon-Davies and will depend upon conditions in Mexico and the general developments in the Institute.

7. Office Equipment and Assistance: Pending a settlement of the question of what form the work of the Institute is to take in Mexico and to what extent outside funds are to be obtained for this purpose, it is agreed that I am not to buy any office equipment other than that absolutely essential.

With regard to assistance it is agreed that I shall employ a part time stenographer and such other part time assistance (draughtsmen etc) as I shall deem necessary, and that an addition shall be made to my regular monthly budget of \$100.00 to cover this expense.

8. Housing and Standard of Living: It is understood that for the next calendar year (1929) I am to maintain approximately the same standard of living as I now have. Expenditures for furniture and other household equipment are to be held down to a minimum.

9. Library: For the present I am to buy only those books which <sup>are</sup> necessary in the work which I am doing. No attempt shall be made to build up systematically a working library until the matter mentioned above in No. 7 is settled.

10. Clubs: For the present it is understood that I will not join any clubs in Mexico other than a tennis club. The initiation fee for this club (\$50.00) will be provided by the Institute in addition to my regular budget.

11. Reserve Funds: In order to provide for emergencies a reserve fund of \$100.00 will be placed to my account. This fund shall not be spent and shall be increased by savings (whenever possible) from my current budget.

12. Traveling Expenses: It is understood that the expenses for any short trips shall be met out of my regular budget, but that special funds shall be provided for longer trips which are approved by the Director.

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

My dear Mr.Rogers:

It is hard for me to realize that you have come and gone. We were so busy the few days ~~that~~ you were here that I am just now beginning to chew over some of the many things which we discussed. And the more I chew the better I like the taste. The whole plan and conception of the Institute has been revitalized and has taken on new meaning for me. I feel that my work now has direction.

On the very day of your departure I tackled the cattle study and I am happy to be able to report some progress. I found that the Embassy had almost nothing in its files and the Mexican Department of Agriculture very little more. This week I have visited the Commission of Irrigation, the Ministry of Public Finance, the Department of Statistics, and the office of the American Commercial Attaché. In these places the pickings were a little better. The general outlines of the study are now beginning to fall into shape. There are still a few more sources to be tapped, but I should be able to clean up the Mexico City end of the study in the next few days. Then, after finishing the memoranda on "regional studies" and the "state of economic research in Mexico", I will be ready to depart for points north. Which reminds me to ask you to send by air mail letters of introduction to the contacts which you made in New Orleans, Houston and San Antonio.

In due time I will forward a copy of the memorandum of our conversations. For the present, however, allow me to remind you of one or two little matters which you agreed to attend to.

1. Will you please write to your friend in the League of Nations Labor Office for any materials touching on Mexico or Latin America.

2. Ditto to Raymond Buell for materials which might be valuable for a study of the tropical resources of Mexico.

3. Make inquiries about the "Doheny Foundation".

4. Talk to Moulton about the possibility of working out a scheme whereby the men in the field could be advised concerning what are the best manuals now available in such fields as Public Finance, Railroad Economics, International Trade etc. Also you might try to arrange matters so that we could be informed of the new books appearing in these fields from time to time.

As soon as I am able to figure out my itinerary and the date of my departure I will communicate with you concerning funds for my trip in connection with the cattle study.

Sincerely yours,



P.S. I just received this morning the galleys on Embree's first Presidential report with a request for my criticisms.

J.R. CRANE - 522 Fifth Ave.

Form 1228 A

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

November 19th, 1928

SIMPSON  
Apartado 538  
Mexico City  
(Mexico)

Just returned where you want money and letters sent greetings

Rogers

Mexico City, D.F.,  
 Apartado 538,  
 November 22, 1928.

My dear Mr. Rogers:

Enclosed you will find: (a) a tentative outline for my study of the cattle industry in northern Mexico; (b) a questionnaire which I will use in my interviews with cattle men, bankers, government officials etc.; (c) the itinerary of the trip which I propose to take; and (d) the budget of my expenses as nearly as I can figure them out.

Three weeks of scouting around and rummaging through all the libraries and government departments has confirmed my suspicion that practically nothing has been written on the subject of the cattle industry in Mexico. This means, as you may judge from the enclosed documents, that practically all of my information for this study will have to be gathered from personal interviews and observations. Wherefore the rather long trip which I will have to take covering all the cattle states in the north with the exception of Sonora.

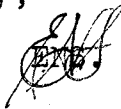
The stops which I have listed in my itinerary at San Antonio, Houston, Austin, College Station, Eagle Pass, Del Rio, and El Paso will be necessary in order to get the Texas cattle men's side of the matter and also to check up my outline and questionnaire. Of course, I will avail myself of the opportunity of my stay in New Orleans, Houston, San Antonio and El Paso to make the contacts which we discussed while you were here.

I propose to leave Mexico on the first day of December. Will you, therefore, kindly: (A) send the letters of introduction to the address which you will find below; and (b) wire my expense money to the amount listed in the above mentioned budget here to Mexico City in the usual way through the New York branch of

the Canadian Bank of Commerce. In addition to this I will ask you to please see that my regular funds arrive here on the first so that I can be sure that Keith will be able to carry on while I am gone.

This cattle business has turned out to be enormously interesting and I am putting forth every effort to knock the Ambassador's eye out.

Sincerely,

A handwritten signature in dark ink, appearing to be 'E. N. Simpson', written over a circular postmark or stamp.

Address until further notice:

Care of: Eyler N. Simpson,  
Gilbert Lang,  
Joske Bros.,  
San Antonio,  
Texas.

Tentative outline for:

THE CATTLE INDUSTRY IN NORTHERN MEXICO.

Introduction: A statement of the problem and an outline of the methodology used in the study.

I. History and Present Status of the Live Stock Industry in Mexico.

1. Comparison of 1902 Census with 1926- Maps of distribution.
2. Import and Export statistics and what they reveal.
  - a. Live Stock.
  - b. Animal products.
3. Estimate of the value of the Industry to Mexico.
  - a. Actual value and percent of total national income.
4. World setting of Mexican cattle industry.
  - a. Maps and statistics showing relative position of Mexico to other countries.
5. Cattle regions of Mexico.
  - a. General survey.
  - b. The northern states.
    - (1) Tamaulipas.
    - (2) Nuevo Leon.
    - (3) Coahuila.
    - (4) Chihuahua.
    - (5) Sonora.
    - (6) Durango.

II. Cattle Production in Northern Mexico.

1. Physical and environmental factors.
  - a. Topography.
  - b. Climate and water supply.
    - (1) Rainfall-snow-rivers-lakes.
    - (2) Temperature-humidity-winds.
    - (3) Soils.
  - c. Types of range and kind of forage (pasture).
    - (1) Plains and prairie type.
    - (2) Mountain range.
    - (3) Desert Range.
  - d. Cattle diseases.
    - (1) Nature varieties and extent.
    - (2) Laws regulating (But see also section entitled: Agrarian and Cattle Laws.)
2. Brief review of the yearly cycle of production.
3. Ownership and leasing of lands.
  - a. Values of cattle lands in different sections.
  - b. Conditions of leasing.



## Outline-2.

- c. Comparative extent of owned and leased lands.
- d. Public lands and open ranges.

### 4. Aspects of Ranch Management

- a. Average sizes and value of ranches.
- b. Percentage of owned land, leased land, and open range on selected ranches.
- c. Water development.
  - (1) Reliability of natural water supply.
  - (2) Wells-possibility of drilling, cost, operation etc.
  - (3) Tanks-extent of use, cost etc.
  - (4) Pipe lines.
- d. Fencing.
  - (1) Extent of use.
  - (2) Cost per mile and cost of upkeep.
- e. Range management.
  - (1) Extent of control over range-length of leases and question of improvement.
  - (2) Seasonal shifts-rotation-and deferred grazing.
  - (3) Overstocking and overgrazing.
- f. Cattle management.
  - (1) Types and grades of cattle on northern ranges.
  - (2) Calf crops and calf-crop percentages.
  - (3) Handling of bulls.
  - (4) Death losses.
  - (5) Wintering cattle.
  - (6) Relations to sheep raising.

### 5. Labor and Wages.

- a. Wages paid in various sections.
- b. Hours and working conditions.
- c. Number of men necessary-seasonal labor.
- d. Labor turnover and efficiency.
- e. Percent of operation costs expended in wages.

### 6. Taxes.

- a. State and local taxes.
- b. Federal taxes.
- c. Comparison of Mexican taxes with those in the U.S.

### 7. Case studies in ranch finance.

- a. Short history of ranch.
- b. Distribution of investment.
- c. Receipts, expenditures, and income.
  - (1) Distribution of receipts.
  - (2) Distribution of expenses.
  - (3) Cost of production.
  - (4) Indebtedness and credit.

### 8. Steer ranches.

## III. Marketing of Cattle in Northern Mexico.

### 1. Market management.

- a. Time of marketing:

### Outline-3.

- b. Classes of cattle marketed.
    - (1) Age and sex groups.
    - (2) Grading.
    - (3) "Finished" vs. range cattle.
  - c. Principal marketing methods.
2. Principal marketing points.
- a. In Mexico.
    - (1) Size of market-meat consumption statistics.
    - (2) Conditions and regulation-federal and state laws.
  - b. In the United States.
    - (1) Size of market-export statistics.
    - (2) Conditions and regulations-international agreements, and United States federal and state laws.
3. Transportation facilities.
- a. Roads, and Cross country driving- feasibility and cost.
  - b. Railroads.
    - (1) Freight rates.
    - (2) Principal routes and regulations of shipment.
    - (3) Adequacy of shipping and handling facilities.
4. The tariff question.
- a. Import and export duties.
    - (1) Mexico.
    - (2) United States.
  - b. International aspects of the problem.
    - (1) Texas cattle raisers vs. Mexican.
    - (2) The tariff margin.
5. Prices.
- a. Statistics of prices.
  - b. Factors determining prices.
  - c. Exchange rates and their effect on prices.
  - d. Case studies in profits and prices.
6. Organization of Cattle marketing.
- a. Co-operative marketing.
  - b. Local and national monopolies.
  - c. Marketing functions of cattle men's associations.

### IV. Financing of the Cattle Industry in Northern Mexico.

- 1. History of cattle financing in Mexico.
  - a. Bancos Refaccionarios.
  - b. Caja de Prestamos.
- 2. Present methods of cattle financing.
  - a. Law of agricultural credit.
  - b. Banco Nacional de Credito Agricola.
    - (1) Volume of loans.
    - (2) Types of loan-"short term" and "middle term" credit.
    - (3) Security demanded- use of credit statements.
    - (4) Interest rates.
    - (5) Losses on cattle loans.

Outline-4.

b.State and local banks.

(1)Volume of loans.

(etc.same as above for Banco Nacional).

c.Live Stock Commission Companies.

(1) Volume of loans. Methods of operation.

(etc.same as above).

d.Cattle Loan Societies.

(1) Volume of loans. Methods of operation.

(etc.same as above).

e.Financing of Mexican Cattle Industry in the United States.

(1) Banks.

(2) Cattle Loan Associations.

(3) Live Stock Commission Companies.

f.Other methods of financing.

3.Present and future financial needs of cattle industry.

V.State and National Agrarian and Cattle Laws.

1.Cattle Laws.

a.National.

b.State.

2.Agrarian laws.

a.National.

b.State.

3.Alien Land Law.

VI. Efforts of Governmental and Other Agencies to Encourage Cattle Industry.

1.Federal government.

a.Special concessions to ranchers.

b.Cattle expositions and fairs.

c.Work of the Department of Livestock.

(1) Cattle diseases.

(2) Improvement of breeds.

(3) Live stock Census.

2.State governments.

3.Cattle men's associations.

a.Camara Ganadero de Coahuila.

b.Camara Nacional de Ganadería-Chihuahua.

c.Camara Nacional de Ganaderos-Nuevo Laredo.

4.Railroads.

Outline-5.

VII. Future of the Cattle Industry in Mexico.

1. Agriculture vs. live stock in northern Mexico.
  - a. Federal irrigation program.
2. Relation to future United States market.
  - a. Trend of cattle industry in the United States.
  - b. The tariff question again.
  - c. The Argentine, Australia and Canada vs. Mexico.
3. Relation to future Mexican market.
  - a. Standard of living and meat consumption.
4. Possibilities of attracting American capital and ranchmen to Mexico.

## QUESTIONNAIRE.

### I. History and Present Status of the Live Stock Industry in Mexico.

1. What are the latest census figures for cattle? (Get these for each state and use to check 1926 National Census).
2. What are the high points in the history of the cattle industry since 1900? (By states).
3. What are the best cattle regions in Mexico? In the various states?

### II. Cattle Production in Northern Mexico.

1. On the average what is the grazing area allowed per cattle unit? (By states and districts).
2. What are the chief cattle diseases with which industry must contend in northern Mexico? Foot rot? Bovine tuberculosis? Cattle tick and Texas fever? Infectious abortion? Foot and mouth disease?
3. What is the distribution of the various types of range in northern Mexico? Summer range? Winter range? Year round range?
4. What are the chief varieties of pasturage found on ranges of northern Mexico? How do these plants and grasses compare in value to other types e.g. those found in the southwestern part of the United States? Will other types of grass and pasturage be necessary if the industry expands?

### 1. In brief what is the yearly production cycle?

1. What are the values of cattle land in northern Mexico? (By states and districts). What are the conditions of sale? Time allowed? Down payments etc?
2. What are the values and conditions of lease holdings? Private individuals? Public lands?

1. What is the distribution and variation in the sizes of ranches- i.e. either in terms of acreage or number of breeding cows? Value of ranches in terms of leased land, owned land, equipment, and stock? (By states and districts).
2. To what extent is the natural water supply reliable and adequate?
3. What is the extent of the use of tanks? Wells? Pipe lines? Cost of drilling and operation of wells? Wind mills? Gasoline engines? (Get cost sheets on wells in various districts).
4. What will be the effect of government irrigation projects on water

## Questionnaire 2.

available for cattle?

5. To what extent are fences used? Cost per mile-wire, posts, labor? Cost of upkeep?

6. Is there any tendency at the present time to improve the range? How is this related to the length and conditions of leases?

7. What are the tendencies with reference to seasonal grazing? rotation of ranges? deferred grazing? What about overstocking and overgrazing?

8. What are the chief varieties and grades of cattle to be found on the northern ranges?

9. What are the calf crops and calf-crop percentages (i.e. the yearly production of calves in relation to the number of breeding cows)?

10. On the average how many cows are allowed to a bull? Are bulls conditioned by special feeding before breeding periods? At what age do bulls begin service? Is the practice of controlling the breeding season by removing the bulls from the herd at certain seasons followed?

11. What is the percent of death losses per year? (poisonous plants? predatory animals? starvation? lightening? theft? cattle diseases? Are adequate preventative measures now being taken? if not, what can be done to improve the situation?

12. To what extent is it necessary to make special provisions for wintering cattle? If special food is required, how much and what kind? Cost?

13. Is the cattle industry affected by sheep raising? In what ways?

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1. What wages are paid to cowboys? Foremen? Do these include board and lodging? What percent of the total operating expenses goes for labor?

2. What are the hours and working conditions?

3. How many workers are required? Seasonal labor? Labor turnover? Efficiency?

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1. What local, state, and federal taxes are levied on cattle raising? (Get by states and districts) Are these taxes too high?

2. What percent of operating expenses goes for taxes?

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1. Case studies in the operation of selected ranches. This information will be gathered under the headings listed in tables 1 to 7. There will also be a short financial history of the ranch.

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1. Steer ranches?

TABLE NO. I.

## DISTRIBUTION OF INVESTMENT ON SELECTED RANCHES IN NORTHERN MEXICO-1927.

	Ranches.					
	No.1	No.2	No.3	No.4	No.5	No.6
No. of Cattle.						
No. of Breedings Cows.						
Total Investment.						
Land.						
Buildings.						
Water Develop.						
Fences.						
Cattle.						
Other Live S.						
Equipment Feed						
& Supplies.....						
Total Indebtedness.						
Net Worth.						

TABLE NO. 2.

DISTRIBUTION OF INVESTMENT PER HEAD OF CATTLE ON SELECTED RANCHES IN  
NORTHERN MEXICO-1927.

	Ranches.					
	No.1	No.2	No.3	No.4	No.5	No.6
No. of Cattle						
No. Breeding Cows.						
Total Investment.						
Land.						
Buildings.						
Water Develop.						
Fences.						
Cattle						
Other Live S.						
Equipment Feed						
& Supplies....						
Indebtedness.						
Net Worth.						

TABLE NO.3.

DISTRIBUTION OF RECEPITS ON SELECTED RANCHES IN NORTHERN MEXICO-1927.

	Ranches					
	No.1	No.2	No.3	No.4	No.5	No.6.
<u>Sales:</u>						
Cattle						
Other Live S.						
Live S.Products.						
Crops.						
Miscellaneous.						
Total.						
<u>Increase in</u>						
<u>Inventory:</u>						
Cattle.						
Feed and supplies.						
Total ranch receipts:						

TABLE NO.4.

DISTRIBUTION OF EXPENSES ON SELECTED RANCHES IN NORTHERN MEXICO- 1927.

	Ranches					
	No.1.	No.2.	No.3	No.4	No.5	No.6
<u>Cash expenses:</u>						
Purchased feed						
and salt.....						
Leases.						
Hired Labor.						
Taxes.						
Repairs.						
Miscellaneous.						
Total.						
Live S.Purchases.						
<u>Decrease in Inventory:</u>						
Cattle.						
Feed and Supplies						
Depreciation of lands						
and buildings.....						
Total ranch expenses.						



TABLE NO.5.

DISTRIBUTION BY PERCENTAGES OF CURRENT CASH EXPENSES OF SELECTED RANCHES  
IN NORTHERN MEXICO-1927.

	Ranches.					
	No.1.	No.2.	No.3.	No.4.	No.5.	No.6.
Feed.						
Leases.						
Labor.						
Taxes.						
Repairs.						
Miscellaneous.						
Total Current Expen.						

TABLE NO.6.

DISTRIBUTION OF EXPENSES PER HEAD OF CATTLE OF SELECTED RANCHES IN  
NORTHERN MEXICO-1927.

	RANCHES.					
	No.1.	No.2.	No.3.	No.4.	No.5.	No.6.
Feed.						
Leases.						
Hired Labor.						
Taxes.						
Repairs.						
Miscellaneous.						
Total current Expen:						

TABLE NO.7.

INCOME AND RETURN ON INVESTMENT OF SELECTED RANCHES IN NORTHERN MEXICO  
1927.

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	Ranches.					
	No.1.	No.2	No.3	No.4	No.5	No.6
No. of Cattle.						
No. Breeding Cows.						
Ranch Receipts.						
Ranch Expenses.						
Receipts less expenses.						
Value of operator's labor.....						
Ranch Income.						
Return to total cap.						
Interest paid.						
Return to operator's equity.....						
Total Value of Ranch.						
Value of operator's equity.....						
Cash receipts less cash expenditures.....						
Increased value of the herd due to improved market conditions dur- ing the year.....						

### Questionnaire-3.

#### III. Marketing of Cattle in Northern Mexico.

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1. What are the principal months of the year during which cattle are marketed? (If possible get statistics showing distribution of sales thru the year with points of shipment and delivery.)
  2. Are cattle in northern Mexico marketed directly from the range (i.e. sold to middle men as feeders to be fattened) or are they "finished" in Mexico? If the former, what are the most important fattening centers? If the latter, at what season of the year is finishing done and where? What type of food is used and what does this add to the cost? Does the future of the industry lie in range or "finished" cattle?
  3. At what ages are cattle marketed? Is there a tendency to follow the trend in the U.S. toward younger and lighted steers? What are the average weights for various classes- calves? yearling steers? cows? bulls?
  4. What grading system is used in Mexico? Do cattle men grade their own cattle before shipping?
  5. What are the principal marketing methods in use- direct sales to packers? sales to commission agents? co-operative selling? etc.
- 

1. What are the principal markets in Mexico? What is the effective demand of these markets? (Get consumption statistics over a period of years if possible). What are the chances of increasing the effective demand of the Mexican market? How?
  2. What is the effect of the federal and state regulations on sales to Mexican markets? Are these regulations enforced? Good or bad?
  3. What are the principle markets for Mexican cattle in the United States? What is the effective demand of these markets? (Export statistics).
  4. What are the regulations and legal conditions for shipping cattle in the United States? What is the effect of the new international treaty?
  4. What is the future of the American market for Mexican cattle?
- 

1. Is it possible to drive cattle to shipping points (or markets) over the roads or across country? What are losses involved?
  2. What are the principal shipping points? Are the handling facilities at these points adequate?
  3. Are freight rates considered high or low? How do they compare with the United States? Are shipping facilities adequate?
- 

1. In recent years what have been the market prices paid for cattle? In the United States? In Mexico? (Get these for as far back as possible and by grades: cows, yearlings, heifers, bulls, calves, yearling steers, 2yr old steers, 3yr old steers.)
2. What are the chief factors determining prices of Mexican cattle? In

Questionnaire- 4.

Mexico? In the U.S.?

4. Case studies of cost of getting cow from range to market. These will be estimates of all the charges involved- cost of getting to shipping point, freight, sanitary inspection, tariffs, handling charges etc- in getting a cow from the range to any one of various points in Mexico and the United States.

- 
1. Are there any co-operative marketing organizations in Mexican cattle industry? If so, what is their history and present status? What is the pro and con of co-operative marketing?
  2. Have local or national monopolies been formed? If so, what is their history and what has been their effect?
  3. Have the cattle men's associations in Chihuahua, Coahuila and Nuevo Laredo been active along marketing lines? If so, in what way?

IV. Financing of the Cattle Industry in Northern Mexico.

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1. What is the history of the Bancos Refaccionarios in relation to the Cattle industry?
  2. What is the history of the Caja de Prestamos in relation to the livestock industry in northern Mexico? Case studies?
- 

1. What provision in the Ley de Credito Agricola relate to the livestock industry and what has been the effect of this law so far on livestock credit?
  2. To what extent and in what ways has the Banco Nacional de Credito Agricola extended credit to the livestock industry (especially in northern Mexico)? Conditions of loans: volume? types of loans and time allowed? kinds of security demanded? financial statements required? interest rates? losses on cattle loans? Are cattle loans considered safe?
  3. Do state and other local Mexican banks make cattle loans? Conditions of loans: volume? types of loans and time allowed? interest rates? kind of security demanded? financial statements required? losses on cattle loans? Are cattle loans considered safe?
  4. Do native Cattle Loan Associations function in Mexico? Conditions of loans: (same as above).
  5. Do native Livestock Commission Companies operate in Mexico? Conditions of loans: (same as above).
  6. To what extent do United States' banks make loans to Mexican cattle men? (San Antonio? Houston? Eagle Pass? El Paso, etc?) Conditions of loans: (same as above).
  7. Do United States Cattle Loan Associations operate in Mexico? Conditions of loans: (same as above).
  8. Do United States Livestock Commission Companies operate in Mexico? Conditions of loans: (same as above).
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1. At the present time what are the most important credit needs of the cattle industry in northern Mexico?

Questionnaire- 5.

V. Agrarian and Cattle Laws- State and National.

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1. What is the effect of the present agrarian laws on the cattle industry? Are the laws enforced? (Get copies of laws and regulations in each state.) Specific cases of where these laws have worked harm.
  2. In what ways, if any, should the agrarian laws be changed to help the cattle industry?
- 

1. What has been the effect of the alien land law? Is this law being enforced? What steps must be taken by foreign cattle men to comply with this law?
- 

1. What is the effect of the national and state cattle laws on the industry? Are these laws being enforced? Should they be changed and, if so, how?
- 

VI. Efforts of Governmental and Other Agencies to Encourage the Cattle Industry.

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1. Are the state and national governments willing to make special concessions (exemptions from taxation, import duties on equipment etc.) to assist in the rehabilitation of the industry?
  2. What is the value of the national cattle exposition fostered by the federal government?
  3. Are the federal and state inspectors efficient? What about quarantines?
  4. What would be the best ways for the federal and state governments to help the industry?
- 

1. What is the history and present status of the various cattle mens associations?

Questionnaire-6.

VII. Future of the Cattle Industry in Northern Mexico.

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1. Does the trend of the cattle industry in the U.S. indicate that there will soon be need for more and cheaper grazing lands? Is Mexico being considered in this connection?
  2. Do Texas and Southwestern cattle men regard Mexico as a competitor or as a complement- i.e. a source for feeder cattle? Does the trend of the cattle industry in the Southwest indicate Mexico as a grazing country and the Southwest as a feeder and finishing region? If so, why- i.e. what conditions on both sides make this desirable?
  3. What about the future meat supply of the United States- in what ways will Mexico be able to supplant the Argentine and Australia in the U.S. markets?
- 

1. From the American point of view what are the advantages and disadvantages of entering the cattle business in Mexico?
  2. What should be done ( assuming that it is desirable) to attract American ranchers and capital to Mexico?
- 

1. Pro and con of the question: agriculture vs. livestock and the economic future of northern Mexico? Wisdom of the government's program of irrigation in this region?

## ITINERARY OF FIELD TRIP.

### Monterey:

1. H.H. Balch (U.S. Consul).
- 2.
- 3.
- 4.

### Nuevo Laredo:

1. Boyce (U.S. Consul).
2. Camara Nacional de Ganaderos.
- 3.
- 4.

### Laredo:

1. Matthews (ranch owner-name given by Packard).
2. C. Mumm (Chamber of Commerce, Cooperative office of U.S. Dept. of Commerce.)
- 3.
- 4.
- 5.

### San Antonio:

1. H.L. Kokernot, Gunther Bldg. (President of the Southwestern Cattle Raisers Ass.- in favor of U.S. tariff).
2. Ike T. Pryor-(Central Trust Bldg. wrote letter to Ambassador urging adoption of foot and mouth disease treaty).
- 3.
- 4.
- 5.
- 6.
- 7.

### Austin:

- 1.
- 2.
- 3.

### College Station-A. & M. College:

1. Ike Ashburn (Commandant-name given by Claire Dubose).
- 2.
- 3.
- 4.

### Eagle Pass:

- 1.
- 2.



## Itinerary-2.

### Piedras Negras:

- 1.O.C.Harper (U.S.Vice Consul).
- 2.H.L.Magnum (Ranch owner-letter from A.)
- 3.L.L.Cantu (Sec.Camara Ganadero de Coahuila- intro.by Dickson).
- 4.
- 5.

### Del Rio:

- 1.George Meyers (Ranch Owner south of Del Rio- name given by Weldon)
- 2.
- 3.
- 4.

### El Paso:

- 1.D.A.Bandeen (Chamber of Commerce,Co-op.office of U.S.Dept.of Commerce).
- 2.
- 3.
- 4.
- 5.

### Ciudad Juarez:

- 1.John W.Dye(U.S.Consul).
- 2.Romula Escobar (Head of agricultural school-name given by Packard)
- 3.
- 4.
- 5.

### Chihuahua:

- 1.David J.D.Meyers (U.S.Consul).
- 2.John Cramer (Ranch owner west of Chihuahua-name given by Packard).
- 3.Louis Greel (ranch owner (Greel family) name given by Packard).
- 4.Camara Nacional de Ganaderia.
- 5.
- 6.
- 7.

### Torreon:

- 1.W.I.Jackson (U.S.Consul).
- 2.
- 3.
- 4.

### Yerlaniz:

- 1.Raymond Bell (ranch owner- Packard's partner).
- 2.

### Itinerary-3.

#### Durango:

1. Ellis Bonnet (U.S. Consul).
2. Harry Grey (ranch owner-Packard's partner).

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#### Houston:

1. Booth (Traffic Manager of Missouri Pacific R.R.)
2. Raymond Dickson ( ranch owner, Great Southern Bldg.)
- 3.
- 4.
- 5.

#### New Orleans:

1. Stern

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Al Mc Fadden (Victoria Texas-former president of S.W.Cattle Raisers Ass.- against U.S.tariff.)