

Remember them at Home
with a cheery

THANKSGIVING
TELEGRAM

The American way for this American Day

FAVOR THE COMPANY BY CRITICISM AND SUGGESTION CONCERNING ITS SERVICE

1201 S

WESTERN UNION

SIGNS

DL = Day Letter

NM = Night Message

NL = Night Letter

LCO = Deferred Cable

NLT = Cable Letter

WLT = Week-End Letter

TON, PRESIDENT

J. C. WILLEVER, FIRST VICE-PRESIDENT

The filing time as shown in the date line on full-rate telegrams and day letters, and the time of receipt at destination as shown on all messages, is STANDARD TIME.

Received at

54 WEST 45th STREET, N. Y.

NB621 9=MEXICOCITY 22 330P

1928 NOV 22 PM 6 13

WATER S ROGERS=

522 5 AVE=

TELEGRAM ANSWERED AIRMAIL TODAY EDUCATIONAL REPORT READY
MONDAY GREETINGS=

SIMPSON.

THE QUICKEST, SUREST AND SAFEST WAY TO SEND MONEY IS BY TELEGRAPH OR CABLE

~~EX-EX~~

JOHN O. CRANE - 522 Fifth Ave.

Form 1228 A

Charge to the account of _____

\$ _____

CLASS OF SERVICE DESIRED	
DOMESTIC	CABLE
TELEGRAM	FULL RATE
DAY LETTER	DEFERRED
NIGHT MESSAGE	CABLE LETTER
NIGHT LETTER	WEEK END LETTER

Patrons should check class of service desired; otherwise message will be transmitted as a full-rate communication.

WESTERN UNION

NEWCOMB CARLTON, PRESIDENT

J. C. WILLEVER, FIRST VICE-PRESIDENT

NO.	CASH OR CHG.
CHECK	
TIME FILED	

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

November 22, 1928

LCO

SIMPSON

Avenida Sonora 174

Apartment Four

Mexico City (Mexico)

Mine nineteenth reading just returned where you want money
and letters sent greetings; need supplemental educational
reports

Rogers

unanswered

J.O. CRANE - 522 Fifth Ave.

Form 1228A

Charge to the account of _____ \$ _____

CLASS OF SERVICE DESIRED	
DOMESTIC	CABLE
TELEGRAM	FULL RATE
DAY LETTER	DEFERRED
NIGHT MESSAGE	CABLE LETTER
NIGHT LETTER	WEEK END LETTER

Patrons should check class of service desired; otherwise message will be transmitted as a full-rate communication.

WESTERN UNION

NEWCOMB CARLTON, PRESIDENT

J. C. WILLEVER, FIRST VICE-PRESIDENT

NO.	CASH OR CHG.
CHECK	
TIME FILED	

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

November 26, 1928

NIGHT LETTER

Mr. Eyer W. Simpson
Apartado 538
Mexico City, Mexico.

Money telegraphed amount covers December and trip and special
two hundred stop Letters will be sent San Antonio address stop
Outline fine stop best wishes for successful expedition greetings

Rogers

Charge to the account of _____

\$ _____

Charles R. Crane 522 Fifth avenue

CLASS OF SERVICE DESIRED	
DOMESTIC	CABLE
TELEGRAM	FULL RATE
DAY LETTER	DEFERRED
NIGHT MESSAGE	CABLE LETTER
NIGHT LETTER	WEEK END LETTER

Patrons should check class of service desired; otherwise message will be transmitted as a full-rate communication.

WESTERN UNION

NEWCOMB CARLTON, PRESIDENT

J. C. WILLEVER, FIRST VICE-PRESIDENT

NO.	CASH OR CHG.
CHECK	
TIME FILED	

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

Eyler W. Simpson
 Apartado 538
 Mexico City Mexico

Congratulations on your report received today stop is it
 exclusively for use person who asked that it be made or may I
 circulate it discreetly greetings to you and Keith

W S R

WSR:ENS..

Mr. Eyer N. Simpson,
c/o Joske Bros.,
San Antonio, Texas.

November 27th, 1928

Dear Eyer:

Enclosed are three letters of introduction. These are merely formal letters because in each case I have written directly asking that the person be on the lookout for you.

I suggest that while you are in Houston you telephone New Orleans and find out whether Mr. Stern is actually there. He moves about some and there would be no point in your going to New Orleans in his absence, so far as I know. In New Orleans I suggest you spend a few minutes at Tulane University and then go next door to Loyola. I spent fifteen or twenty minutes at Loyola and had a little gossip with one of the Deans who seemed to be a very intelligent fellow. At the moment I cannot recall his name. This reminds me that the Jesuits have established a new college near El Paso where considerable attention is being given to Mexican affairs. *Ysleta College, I think it is called.*

Try to get Bullington to give you an opportunity to talk to one of the older men in the law firm. The firm represents the Texas Company, Southern Pacific Railroad, and other large plants who have interests in Mexico. Also have Bullington introduce you to his father-in-law, - Clark I think his name is. His father-in-law is a retired gent of large means who among other things runs the Houston Forum.

WSR/FC
encls.

Sincerely yours,

*Do you know Father Mario Cuevas who is
preparing a history of religion in Mexico?
He gravitates between Ysleta and the UofT
Library*

Mexico City,D.F.,
Apartado 538,
November 30,1928.

My dear Mr.Rogers:

Under separate cover by registered mail I am sending you: (a) the memorandum of our conversations on the occasion of your recent visit; (b) the covers and fronticepieces for my educational studies Series I No's. 1 to 7 and for Agricultural Studies No. 7; (c) my Educational Study, Series I, No 8, entitled "Mexican Education- A Problem in Cultural Integration"; and (d) financial statements for the past several months.

The Educational Study No.8 represents my effort to state the need for regional studies in Mexico as a means and agency for reaching the culturally disparate group and as a contribution to future educational planning. You will note that I have changed the method of presenting this subject somewhat by introducing the idea of the "Permanent Missions". I did this for two reasons: after thinking the matter over I decided that it would be the best strategy to suggest a line of activity which the Mexicans themselves had already thought out rather than some entirely new procedure; and, in the second place, in all truth the Permanent Missions do very closely approximate the kind of agency which we discussed while you were here and which I believe could do the work.

I gave a copy of the study to Moises Sáenz and yesterday had a talk with him about it..He liked the report very much, but just what this may mean for the relations of the Mexican government to the Rosenwald Fund I cannot say. Sáenz again stated his fear that the introduction of any foreign (American) money into the situation at this time would do more harm than good. He pointed out to me that Vasconcellos in his presidential campaign had already attacked the government for turning over the →

educational system to an "Americanized protestant who was using his power to destroy Mexico's catholic culture and to deliver the Mexican nation tied hand and foot to American capitalism". Vasconcellos has also declared publicly that the candidacy of Aaron Sáenz ^(Moises' brother) for the Presidency is being supported by the protestants in the United States. Moises added that although, of course, these charges were rather foolish, that they were nevertheless believed by many people and such sentiment could be used to embarrass the government. Later on in the conversation, however, paradoxically enough, Sáenz said that in case the Rosenwald Fund should be invited to come in that he had every confidence in his own ability to protect himself and the government against unjust criticisms. So there the matter stands at the present time and there I will leave it until I come back from my trip. (I,also, gave a copy of the report to Rublee so that the Embassy would know what was going on.)

Concerning the report on the present status of economic and social research in Mexico, I am sorry to report that I have not been able to finish it yet. In justice to myself, however, I may add the fault is not entirely mine. I was foolish enough to rely upon my group of Mexican friends (the ones that you met at the house here) to get the data together for me. They have given me some material and I will try and get the rest before I leave tomorrow. Perhaps I will be able to work it up in odd moments during the course of my trip....

I have talked to two men here in the last week who may drop in to see you in New York. One, Mr.Christopher Meyer, came to Mexico representing certain Canadian and English banks. I thought that possibly he might be a future customer for the Institute and so granted his request to see my report on henequen. He said that he was ten years with the Rockefeller Foundation and that he knew Mr.C.R.Crane.

Mr.Boaz Long was introduced to me by Mrs.Rublee. It seems that he has been in and out of Mexico for the last eighteen years. Also, he was for many years connected with the State Department. Mr.Long was a little vague on the subject of exactly what he was doing here in Mexico this trip, but apparently he,also, was prospecting around in the interest of some (American) banks. I did not show him any of my reports, but suggested that he see you in New York.

The Ambassador was very pleased with my outline for the cattle study. I had a long talk with him the other day and now everything is ready. I leave tomorrow morning. I will drop you a note from time to time letting you know about what luck I am having.

Sincerely,

A handwritten signature, likely "E. W. Smith", written in dark ink. The signature is stylized with a large, looped initial "E" and a trailing flourish.

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

December 1, 1928

Mr. E. N. Simpson,
Apartado 527,
Mexico City, Mexico.

My dear Mr. Simpson:

It gives me pleasure to inform you that you have been appointed to give two ~~major~~ ~~double~~ minor courses at the University of Chicago in the Department ~~School~~ of S o c i o l o g y during the First ~~and Second~~ Term of the Summer Quarter 1929, (First Term June 17 to July 25 inc., Second Term July 25 to Aug 30 inc.) for which the University agrees to pay Six Hundred Dollars (\$600.00) - - - - in check, to be sent to you a few days before the end of the First ~~and~~ Second Term at the Faculty Exchange or to such other address as may be designated by you.

A circular covering the work of the Quarter will be mailed to you.

If the terms stated are in harmony with your understanding of the arrangement, will you kindly indicate your acceptance on the inclosed duplicate letter and mail it to me?

Very truly yours,

David H. Stevens

Director of the Summer Session

Accepted:

E N S..W S R # 49

New Orleans, Louisiana,
December 10, 1928.

My dear Mr. Rogers:

I paused in my tour of points south and west to let you know something of my activities since leaving Mexico City.

As the plan outlined in my letter of some days ago indicated, I stopped off on the way up from the City at Monterey, Nuevo Laredo, and Laredo. In these places I interviewed bankers, Chamber of Commerce officials and the United States consular agents. The "pickings" from one point of view were rather poor-i.e. I found the cattle business in that general region almost non-existent. However, I console myself with the reflection that for one attempting to give a picture of the cattle industry as it now stands in Northern Mexico, it is just as important to find out where it does not exist as where it does.

I arrived in San Antonio on Thursday and stayed only long enough to collect my mail and to wire Stern in New Orleans and Raymond Dickson in Houston. (I will clean up San Antonio later on after I have finished here in New Orleans).

Friday morning found me in Houston. After a long conference with Dickson (you will remember that he was the Mexican ranch owner whom I met in Mexico City and who has been the most important factor in arousing the Ambassador's interest in the cattle question), I set out to see what I could do in the way of establishing contacts for the Institute. First, I had a talk with Mr. Ike Ashburn, the Secretary of Houston's

very active Chamber of Commerce. He expressed great interest in the idea of the I. C. W. A. and immediately wanted to make some arrangement whereby he could receive copies of my reports. This I did not promise, but it may be a good idea to send him an occasional article. The business men in Houston seem to respect him and to have confidence in his judgments.

Mr. Ashburn arranged for me to meet Colonel R. C. Kuldell, head of the \$35,000,000. Hughes Tool Co. This company specializes in oil tools and machinery and does an extensive business in Mexico. The Colonel proved to be a rather dry, little man disposed to be somewhat "hard boiled". As briefly as possible I outlined to him the nature of the I. C. W. A. and told him something of my work in Mexico. His first reaction was: "I don't see how your organization can ever hold its men-- as soon as they really know something about the country some company will come along and offer them far more than any organization of the type which you have described can afford to pay." I replied that although it was true that such a contingency might arise, that, nevertheless, we were not unaware of such a possibility; and that we were careful to select men who were interested in the work itself, as well as the financial remuneration. I also added that perhaps he underestimated the capacity of the I. C. W. A. to reward its representatives in a manner in keeping with the type of work which they would be called upon to do. This seemed to make the gentleman sit up and take notice. Later on in our talk I spoke of some of my reports. Mr. Kuldell's response to

this was that so far as he was concerned the written reports of the Institute would be of very little use. What he wanted, when something of importance came up with reference to Mexico, was some one whom he could call in for a personal conference, or to whom he could send his man for consultation in Mexico. (I assured him that this was just the type of service which we contemplated giving.) "I am interested", he went on to say, "only in the oil business and I haven't got time to read about anything else. If you write anything about the oil business I will be glad to see it. We business men have too much stuff coming across our desks now." And that was that!

I report this conversation in some detail because I believe that this represents an attitude which we are going to find very often. Here is a man who has a very definite specilized interest in Mexico and, rightly or wrongly, he wants to know nothing about the country except what is immediately and directly related to his business. Unless we are able to educate this type of man to the point where he would see that his business is not something enclosed in a vacuum tube and isolated from the rest of the country's economic life, we will not be able to sell him the service of the Institute in the shape of any system of reports covering all phases of Mexican life. At most, he will only be interested in those reports dealing directly with the oil business and perhaps in occasionally consulting me on some special matter. All of which raises that very interesting question: Will I ever be in a position to give a man like this sufficiently specialized and expert

information in his own field to make it worth his time and money?

My second contact in Houston was made with Mr. Will Clayton of the firm of Anderson & Clayton--one of the biggest cotton brokerage firms in the world. Mr. Clayton was very pleasant and affable, but his position was simply this: "We have our own men", he said, "stationed in the various parts of the world in which we do business and in them we have placed every confidence. It is our policy to give our men considerable latitude and we rely upon them to tell us whatever it is necessary for us to know about either our own business in particular or about its relations to the social and economic life of the country in general. We don't like to have any material about these foreign countries come to us except through the hands of our own men." Mr. Clayton then referred me to his representatives in Torreon and in Mexico City.

Now, here again, we have a slightly different slant on the question of the future market for the wares of the I.C. W. A. In this case we have apparently a company which follows the policy of decentralization of responsibility, and the branch manager is, in his territory, a relatively free agent. The question is: Of how much service can the Institute be to a business man already living in Mexico? Well, that remains to be seen. I will, of course, have a talk with the Clayton-Anderson agents as soon as I return.

My third step in Houston was to look up John Bullington. As I told you in Mexico City, I knew Bullington when I was a student in the University of Texas. He remembered me and this, plus the strong impression which your visit seems to have made, led him to be very hospitable. I had supper at his home and spent a delightful evening with his family (including his parents-in-law, Mr. and Mrs. Carroll).

The next morning Bullington made an appointment for me with Judge H. M. Garwood, the senior member of the firm of Baker, Botts, Parker & Garwood. I spent more than an hour chatting with the old gentleman and found him exceedingly interesting and charming in the traditional manner of the old school. In discussing with him the work of the Institute it developed that the firm is very seldom called upon for advice about matters relating to Mexico. (They represent the Southern Pacific Railroad only in Texas). Some times, however, the Judge told me, they do have a need for information on some special point and he suggested that I should keep in touch with Bullington so that they could consult me should such an occasion arise.

At Judge Garwood's suggestion I next had a talk with Mr. Horace L. Darton, Assistant to the Vice-President and in charge of the Foreign Department of the First National Bank. Here I learned that the bank, while interested in Mexican business, had so far developed very little in this direction. I outlined the work of the Institute and left my card. Mr. Darton promised to write me should he have any need for our services.

Finally, I had a conference with Mr. Horace Booth, General Traffic Manager for the Missouri Pacific Railroad. I wanted to see him in connection with the cattle study and took the opportunity to find out who was behind the recent campaign which the railroad has been carrying on to encourage tourists trade in Mexico. I found that this was all being handled out of St. Louis and was advised to see a Mr. E. H. McReynolds in that city. I may stop off for this purpose on my way up to Chicago this summer.

In Houston, I was unable , as you see, to find quite the type of contact that I was looking for--i.e. some one with a broad interest in Mexican affairs to whom I could send my reports with a view to getting a critical comeback. However, I believe that for at least two reasons the time was well spent: (a) I did learn (as you said I would) something of the technique of meeting and dealing with business men; and (b) I hope I planted a few seeds in fertile ground which may bloom for us later on. In any case, I will repeat the performance in New Orleans, San Antonio, Fort Worth and El Paso. As the Mexicans say--"a ver que sale" (we will see what comes of it).

This morning, Sunday the 9th, I arrived in New Orleans. Mr. Stern advised me by telegram in San Antonio that he would not be able to see me until Monday. However, I came over last night in order to have a day off in which to write you this report and in which to go through some books on the cattle industry which I had waiting for me in San Antonio. I cannot tell what

will develop here, but I hope to be able to get away by Wednesday. The rest of my itinerary for the next few days you will find listed on the following page. I suggest that if you care to write me, you address your letter to the Plaza Hotel, San Antonio, Texas.

The cattle study becomes more complicated and more exciting every minute.

Sincerely,



This hotel stenographer might be improved upon!

WEDNESDAY, DECEMBER 12TH

Leave New Orleans	10:40 A. M.
Arrive Houston	8:35 P. M.
Leave Houston	8:45 P. M.

THURSDAY, DECEMBER 13TH.

Leave Victoria	12:35P. M.
Arrive San Antonio,	4:15P. M.
Leave San Antonio (by bus)	6:00P. M.
Arrive Austin	8:30P. M.

FRIDAY, DECEMBER 14TH.

Leave Austin	11:40P. M.
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SATURDAY, DECEMBER 15TH.

Arrive Fort Worth	7:59 A.M.
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SUNDAY, DECEMBER 16TH.

Leave Fort Worth	8:10 A.M.
Arrive College Station (A. & M.)	3:14 P.M.

MONDAY, DECEMBER 17TH.

Leave College Station

TUESDAY, DECEMBER 18TH.

Arrive San Antonio--and stay two or three days and then go to Ranch at Piedras Negres.

CUYAMEL FRUIT COMPANY

GENERAL OFFICES: MASONIC TEMPLE

NEW ORLEANS

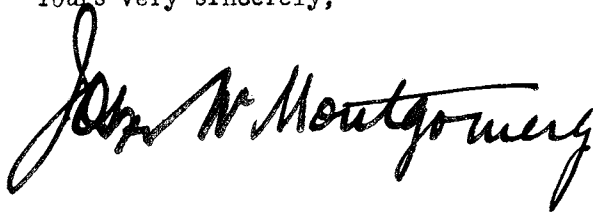
December 12, 1928.

Mr. Eyler N. Simpson,
Apartado #538,
Mexico City, D. F.

My dear Mr. Simpson:

I am writing just a line to express my appreciation of your visit and to serve as a reminder to you to send us copies of the reports upon the agrarian and labor situation and hope you will inform us with regard to any other matters you think will be of interest to us. You may feel assured of our cordial co-operation in your work if at any time we may be of service.

Yours very sincerely,

A handwritten signature in dark ink, reading "John W. Montgomery". The signature is written in a cursive style with a large, looping initial "J".

JWM:B

Cc HVR JS

December 22, 1928.

Dear Mr. Ambassador:

As within the next few days you are likely to talk with foundation people about research in Mexico, I am taking the liberty of sending to you herewith a one-page memorandum setting forth a plan. It is offered, of course, not as something final, but as a possible scheme.

The more I think of the subject the more I feel that whatever is done should provide for a continuance of what you are doing in the way of gathering factual data with a view to helping Mexico become prosperous and develop into a good neighbor.

Enclosed also is a copy of a memorandum - I mentioned it to you - about research in Russia and training men for services having to do with that country. It provoked a great deal of discussion and is still before the Social Science Research Council. Dr. Ruml and Dr. Day of the Laura Spelman Rockefeller Memorial Fund are familiar with it and, I believe, generally approve the suggestion.

Yours sincerely,

Director.

Hon. Dwight W. Morrow,
Englewood, N.J.

MEMORANDUM IN RE MEXICO, PREPARED BY MR. ROGERS

In my opinion, it would be desirable to have in Mexico a few competent men engaged in studying, and reporting on, pressing problems; subjects for study to be selected, from time to time, in consultation with the American Ambassador and with Mexican officials who are desirous of obtaining impartial factual data. Particular attention might well be given to subjects, such as education, where inquiry might result in opening up fields of activity for American foundations.

Such a group of investigators might consist of one permanent man, acting as principal investigator and executive, two or more experts brought in to aid in specific pieces of work, and five or six graduate students or instructors to act as fellowship assistants; Mexicans to be used whenever practicable.

By this procedure, not only would problems be studied, but a succession of men would be given practical training in realistic research and an insight into Mexican affairs. Such men might find, in Mexico or in this country, governmental posts, or places in universities, in business, in banks, etc., where their experience would be of utmost value.

As the Institute of Current World Affairs now has in Mexico a man of proved competence, who expects to devote his life to Mexican problems, it might be desirable to build around him.

For purposes of general supervision, a committee could be created in which could be included a representative of the organization providing the necessary funds, an official of the Institute of Current World Affairs, the present Ambassador to Mexico, and one or more Mexicans.

The cost of a set-up, such as suggested, would be determined by the character of the work undertaken and by the number of people employed. A very creditable showing could be made with \$30,000 to \$50,000 a year. There need be no commitment as to the number of years such work should be continued, but if continued for ten years or so there should be a willingness to consider capitalizing the annual grant and thus putting the work on a permanent basis. It would facilitate operations were a suitable house secured for residence and office purposes.

In addition to the use of the Institute's representative in Mexico, there is a further advantage in associating the suggested activity in Mexico with the Institute. It is gradually building up a small corps of men who are investigating current problems in various parts of the world. Much of the experience and information being gathered elsewhere would be helpful in the consideration of Mexican matters.

New York, December 21, 1928.

San Antonio, Texas.
December 22, 1928.

My dear Mr. Rogers:-

Since my letter of December 10, written to you from New Orleans, I have been on the go day and night. Now, however, it is about time to bring you up-to-date and to write the second chapter of my pilgrimage. In order to save time and space I will make my report in rather schematic fashion.

New Orleans, Sunday, December 9 to Tuesday, December 11.

1. Frans Blom, Director of the Middle American Research Department, Tulane University. Blom came to Tulane from Harvard in 1924 and a few years later was made head of the Department indicated above. This Department was made possible by the gift of an anonymous New Orleans' capitalist. It is purely a research agency and devoted to the study of Mexican and Central American Archaeology and Ethnology. Blom has conducted two field trips thru Southern Mexico and parts of Central America and knows that whole section of the country from end to end. (The first of these trips was made in 1925 and is reported in a two-volume work intitled, "Tribes and Temples"; the second trip was completed just a few months ago and is now in the process of being written up). The Department is building up a fine library not only on Archaeological subjects, but, also on all phases of Mexican and Central American life. Blom is apparently a very capable and efficient man and I rather suspect that in time Tulane will equal, if not surpass, both the Carnegie Foundation and Harvard in the extent and quality of its work in its chosen field.

I spent several hours with Blom and was shown thru his museum and library. I got a number of valuable hints on how to conduct oneself in the Tropics. You will be interested, ~~in~~, for example, in what he told me about his medical supply. He said that when he gets ready for an expedition he simply writes to Burroughs Welcome and Company in New York, 41st Street near Fifth Avenue, and tells them where he is going and how many there will be in the party. This company specializes in outfitting expeditions (especially for Tropical countries) and they forthwith send him a special kit containing all the medicines necessary in that particular region, together with directions on how to use them. It might be a good idea sometime when you have an hour off to drop in on this firm and see what they have to say.

I also picked up some valuable information from Blom with reference to the lumber and chicle industries in Southern Mexico. Incidentally, it is interesting to know that Blom is a friend of Edgar Stern's and that Stern contributes small sums on occasions to help along the work of Blom's show.

2. Father Hines, Dean of Loyola University. In pursuance of your suggestion, I dropped in for a chat with Father Hines. He recalled your visit and expressed great interest in the work of the Institute. He was, of course, particularly keen to learn something about the Church-State conflict in Mexico. I told him that I planned to study this matter sometime in the near future, and he gave me the names of several people who would be helpful.

3. Edgar Stern - Was very helpful and immediately put me in touch with the Cuyamel Fruit Company (of which he is one of the Directors) and with the New Orleans Association of Commerce. Mrs. Stern, unfortunately, was ill during my stay in New Orleans and I did not meet her. However, Mr. Stern took me to lunch with his brother, Walter, and a Mr. Lemann (see below). I believe that I left Mr. Stern with a favorable impression of the work of the Institute in general and of my show in Mexico in particular.

4. Van R. Chase - General Manager of the New Orleans Association of Commerce. Stern was of the opinion that Chase would be one of the best men in New Orleans with whom to plant the idea of the I. C. W. A. Accordingly, I called on the gentleman and told my story. His response was gratifying and after some discussion of the possible future trade relations of New Orleans to Mexico and the Caribbean countries in general, he turned me over to

5. A. E. Pradillo, Secretary of the Foreign Trade Bureau, New Orleans Association of Commerce. Mr. Pradillo is a Mexican who has been twenty-one years in the United States and fifteen years with the New Orleans Association of Commerce. He has just returned from leading a delegation of New Orleans business men on an excursion to Mexico City, and said that the best man in his party on that trip, as well as the best man in New Orleans for me to see, would be

6. Walter Parker, Economist for Fenner and Beane, Brokers. Fenner and Beane, I find, are the largest stock brokers in this part of the country. Mr. Parker is completely "sold" on the idea that not only the economic future of New Orleans, but of the whole United States lies in the development of our relations with Latin America. He gave me copies of various of his articles and speeches expressing this theory. I discussed with Mr. Parker at some length the conception of the Institute and told him something of the way the matter had worked out in Mexico. He seemed

to be very taken with the plan of our work and said that he thought the type of service which we propose to render would be of the greatest value to a business of the kind with which he was connected. My general impression of Parker is a very good one, and I feel that a few reports sent during the course of next year to him would be seeds sown in fertile ground.

7. Joseph W. Montgomery, Secretary of the Cuyamel Fruit Company. As I indicated above, I was introduced to Montgomery by Edgar Stern. The Cuyamel Company is one of the largest firms engaged in the Tropical fruit (banana) trade in Latin America. Lately they have bought or leased extensive tracts of land in Southern Mexico and have embarked upon an investment of approximately \$1,000,000.00. Montgomery said that this would probably be only a starter and that they would very likely go in much deeper. I am happy to report that Montgomery (unlike my Houston friend in the oil machine business) saw very clearly the value to his company of getting all the information that he could on all the economic, social and political developments in Mexico. He was especially interested in my Agrarian and Labor studies. Also, he was attracted by my idea for making a survey of the Tropical resources of Mexico and offered to help in this if and when I make it.

8. M. M. Lemann, Lawyer and Counsel for the Cuyamel Fruit Company. This was the man whom Stern had in to lunch. Stern says that he is far and away the best lawyer in New Orleans. The advantage of having met Lemann in case we want to do business with the Cuyamel people is obvious.

I do not want to appear over-confident or too optimistic, but I cannot help but feel that my trip to New Orleans was very successful. I believe that, with Mr. Stern's help, I made just the kind of contacts that will eventually form the market for the services of the I. C. W. A. My Houston experience was rather discouraging; New Orleans restored my confidence and renewed my faith.

Austin, Wednesday, December 12th to
Friday, December 14th.

In Austin I spent practically all of my time gathering in the cattle stuff. Among others, I saw:

1. George M. Lewis, of the Bureau of Business Research, University of Texas. Mr. Lewis had just completed a study of cattle marketing in Texas and I promptly took his manuscript away from him with a promise to return it on my way back to San Antonio.

2. E. H. Johnson, Professor of Economic Geography, also of the Bureau of Business Research in the University of Texas, was an interesting person to talk to and may sometime or other be helpful in some of my studies.

3. H. H. Shultz, Agent of the United States Department of Agriculture, furnished me with valuable maps and statistics on cattle.

4. C. A. Wiley, Professor of Rural Economics at the University of Texas, gave me many suggestions from his rich experience in the cattle country. He, also, was fruitful in the matter of bibliography.

5. Señor Castañeda, Custodian of the Garcia Library, unearthed two theses on the Texas cattle industry and I managed to get extra copies of these to take back to Mexico with me.

I, of course, dropped in for a talk with Hackett (Handman was out of town), and spent sometime renewing friendships with other people around the University. At a luncheon given by the Social Science group I met a chap named Benjamin Stolberg. The said Stolberg has been in the magazine game for a long time and is something or other in the radical movement. He claims that he, Stuart Chase and others are about to start a new magazine devoted to social and political criticism. He was very much interested by my recital at the luncheon of some of the facts about the work of the I. C. W. A. and suggested that perhaps we might be willing to give him an article once in a while. I referred him to you.

Fort Worth, Saturday, December 15th to Monday,
December 17.

Here, also, I was primarily occupied with the cattle study.

1. E. B. Spiller, Secretary of the Association of Texas and Southwestern Cattle Producers, furnished me with some materials and then turned me over to his assistant

2. Tad Moses, Editor of "Cattlemen," who proved to be a mine of information. He gave me back-copies of his magazine and valuable bibliographical references. His happiest suggestion was that I should try and get a report just finished by the Southwestern Bell Telephone Company entitled, "An Economic Survey of Texas," (I visited the offices of this company later and secured the loan of this report) It appears to be the best find I have made on this trip.)

3. John Brown, of the Agricultural-Live Stock Finance Corporation, gave me some side-lights on the ~~the~~ side of the industry.

After I had finished with the cattle people I scouted around to see what I could do in the way of making contacts for the Institute. I had met recently in Mexico a Mr. A. P. Barrett and remembered his invitation to call on him should I chance to be in Fort Worth. Saturday afternoon I dropped in on

Mr. Barrett and was most cordially received. He is, I find, the Chairman of the Board of Directors of a \$40,000,000.00 public utility holding company known as the, "General Water Works & Electric Corporation." I talked with him at some length about the Institute and apparently touched rock bottom, because he immediately began to question me about the public utility business in Mexico and the possibilities of his company getting in on the game there. I told him that I knew almost nothing about that business in Mexico, but that if he were really interested I might be able to undertake a study of the situation for him. To make a long story short, he introduced me to the Secretary-Treasurer of the Corporation and to the head of the Financing Department. Last night I had supper at the home of the former and today I had dinner with Mr. Barrett himself. On this occasion he told me that he would confer with his bankers and that if they were favorably inclined, he would want me to make a complete survey of the public utility business in Mexico and "send him the bill". (I almost upset the table when he said this; "For these were your very words when we were talking about just this sort of thing during the course of your recent visit to Mexico.")

I, of course, do not know whether anything will come of this or, even if you will deem it advisable for me to undertake such a study in the near future. Barrett, however, besides his public utility interests, owns radio stations, bus lines, and air transport services. I cannot help but feel that the contact was a good one to have made, and if it does not bear fruit in one direction it may in another.

A. & M. College, Tuesday, December 18 to
Wednesday, December 19.

At the Texas Agricultural and Mechanical College I saw the following people in connection with the cattle studies: Hubert Schmidt, Professor of Veterinary Science; D. W. Williams, Professor of Animal Husbandry; J. L. Lush, Expert in Animal Breeding; L. P. Gabbard, Economist attached to the U. S. Experimental Station; and C. A. Bonnen, Economist attached to the U. S. Experimental Station.

San Antonio, Thursday, December 20 -

I arrived here last night and have spent the day talking with cattlemen. I cannot tell how long I will be here; it will depend on how fast I can see my men and when a Mr. Mangnum (whose ranch I plan to visit) will be at his ranch in Mexico. In any case, if for any reason you should desire to reach me before January 1st, you had best address me % Mr. H. L. Magnum, Eagle Pass, Texas, with the direction "PLEASE HOLD".

Sincerely yours,

 E. A. S.