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WALTER S. ROGERS=

UNIVERSITY CLUB CHICAGO ILL=

FOLLOWING JUST RECEIVED FROM DELRIO TEXAS QUOTE HAVE JUST
RETURNED FROM VISITING RANCHES IN MEXICO STOP AM LEAVING
TONIGHT FOR ELPASO STOP UNTIL SATURDAY JANUARY FOURTH
ADDRESS ME HOTEL PASO DELNORTE INN ELPASO TEXAS STOP
TRIP CONTINUES SUCCESSFUL HAPPY NEW YEAR UNQUOTE ALL
WELL HERE=

BRODIE.

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El Paso, Texas
Jan. 5th, 1929

My dear Mr. Rogers:

I give you herewith a few notes on the progress of my trip since my last letter written to you from San Antonio, December 22nd.

San Antonio - Dec. 20th to Dec. 22nd

I was especially lucky in San Antonio with regard to the cattle study in that I happened to arrive in time to attend a session of the Executive Board of the Texas and Southwestern Cattle Raisers Association. At this meeting I was able to talk to the key men in the industry. Among others, I interviewed: Richard Klaberg, President of the Texas & Southwestern Cattle Raisers Association, and Assistant Manager of the famous King Ranch; H.L. Kokernot, Former President of the Texas & Southwestern Cattle Raisers Association, and owner of a large ranch in West Texas; Ike T. Pryor, for many years one of the most prominent ranchmen in Texas; Leroy Denman, lawyer for cattlemen and banker; Z.D. Bonner, Vice-President, of the Commercial Loan and Trust Company; J.H. Frost, President of the Frost National Bank; and, W.R. King, President of the First National Bank, of San Antonio.

In the case of the last two men listed above I improved the occasion of my discussion with them of financial aspects of the cattle business in Mexico to tell them something about the work of the Institute. In both cases the response was cordial; but especially do I feel that Mr. Frost may prove to be a very good "bet" for the I.C.W.A. The Frost Bank is now one of the largest, not only in San Antonio but in Texas. Mr. Frost said that he was personally very interested in Mexico and that he was being asked for financial advice about investments in that country from an increasing number of people.

Also in the interest of the Institute I had a talk with Enrique Santibanez, Mexican Consul; Porter Whaley, Secretary of the San Antonio Chamber of Commerce; and, R.W. Morrison, Director of a Public Utility Company that owns the Electric Light Plant in Guadalajara, Mexico.

I dropped in on the Crane representative, Mr. M.A. Krueger. He was just recovering from the "flu" and was therefore not very happy. However, he was very pleasant and invited me to see him any time that I am in San Antonio.

La Babia Ranch, Muzquiz, Mexico, Dec. 23-Dec. 27.

It was at this ranch that Mr. Hal Mangum recently achieved fame by entertaining Ambassador Morrow and Col. Lindbergh. I spent four days here going over in great deal with Mr. Mangum every aspect of the cattle raising business. This experience was, of course, invaluable. I believe that I gained from it a pretty clear impression of the nature of the country and also a "field" for the sort of problems which confront people engaged in the cattle raising industry in Mexico.

Incidentally, I may say that Mr. Mangum was hospitable - as only Texas people can be - and that thanks to this and the cold weather I ate enough in four days to put a couple of extra pounds on my lonesome bones.

Eagle Pass, Texas, Dec. 27th to 29th.

Here I divided my time between Eagle Pass, and Piedras Negras, the Mexican border town just across the river. I was fortunate enough to attend the annual meeting of the Coahuila Association of Cattle Raisers and there met a number of Mexicans and Americans engaged in the cattle business in Mexico.

In course of my two day stay I managed to have interviews with the following: Edward Smith, President of the First National Bank of Eagle Pass; O.C. Meyer, President of the Eagle Pass Lumber Company (which company owns large tracts of cattle land in Mexico); P.H. Foster, U.S. Consul; R.F. Dowe, rancher and bookkeeper for Mr. Mangum; and, L.L. Cantu, secretary of the Coahuila Association of Cattle Raisers.

Del Rio, Texas, December 30th to January 3rd.

Immediately upon arriving at Del Rio I departed for a three day visit to the ranch of Mr. Raymond Dickson, owner and operator of a 365,000 acre ranch in the state of Coahuila, about thirty five miles south of Del Rio. This visit was something of a repetition of my experience at Mangum's place. However, the different character of the land, kind of water supply, etc. introduced a number of new elements into the picture and I feel that I was more than repaid for the time spent.

Upon my return to Del Rio I interviewed the following individuals: Robert Hunnicutt, President of the First National Bank; C.E. Scales, Vice-President of the Del Rio Bank and Trust Company; F.M. Rose, rancher in Mexico; and, W.E. Weathersbee, ranch owner

and operator in Mexico for the past fifteen years.

El Paso, Texas, January 4th to January 6th

In El Paso I have been mostly occupied in continuing my pursuit of the elusive facts about cattle. Because several of the men I most wanted to see (and here I particularly have in mind the manager of the Hearst properties in Chihuahua) have been out of town, I have not been as successful in El Paso as in other places. However, the following men were able to help along the good cause to some extent: Major Benton, English cattle ranch operator in Mexico for the past ten years; W.W. Turney, lawyer and former president of the Texas & Southwestern Cattle Raisers Association; John W. Dye, U.S. Consul in Juarez; Romula Escobar, head of an agricultural school outside of Juarez; and, C.M. Newman, banker.

I am happy to report that I have made contact with three of what I consider to be very good prospects for the Institute. These are: J.D. Foster, Manager of the El Paso and Mexican Branch of the Ingersoll-Rand Company. This is, I understand, one of the largest mining machinery companies in the United States. They have a number of representatives in Mexico and do a very considerable business in the Republic. (I already know the Mexico City man very well).

E.W. Kayser - is President of the First National Bank of El Paso. He has had for many years business relations with Mexico and maintains a very lively interest in the affairs of the whole nation.

L.R. Hoard, manager of the El Paso Milling Company, is a director of a company which owns several millions of acres of timber land in the State of Chihuahua, and also a railroad running from their property to the United States border. Hoard has lived in Mexico off and on for fifteen years and seems to know a great deal about the ins and outs of Mexican life.

To all three of the above mentioned I explained the plan of the institute in some detail and in each case I think I managed to leave a definite impression that the I.C.W.A. was undertaking to develop a service which in time would be extremely valuable.

I leave tonight for Chihuahua and will work my way back to Mexico City, stopping off at Torreon and Durango. Unless something of unusual interest happens I will not write again until I reach home.

Sincerely



WSR..ENS..

January 10th, 1929

Dear Eyer:

I greatly enjoyed reading your letters of December 10th and 22nd and of January 5th. Your experiences will, I am sure, prove fruitful. Perhaps at an early date you should similarly explore San Diego, Los Angeles, and San Francisco, going or returning by the railroad paralleling the Gulf of California.

In Chicago I had a talk with Embree. In my judgment it would be well to get something started - however small - in education that would result in bringing the Rosenwald Fund into actual operation in Mexico. I think they would go into almost anything that offered promise, provided always they were asked to participate by a duly authorized government official.

The situation with regard to dealing with the Fund is complicated by the fact that Mrs. Rosenwald is seriously ill.

Under separate cover I am sending to you:

- (1) Capital and Finance in the Age of the Renaissance.
Ehrenberg.
- (2) The American Omen. Garrett
- (3) The Art of Thinking. Dimmet

Langdon-Davies is here. Hopper is in Geneva. John en route to Bagdad.

Greetings,

WSR/FC

P.S. I had one visit in Washington with the Ambassador. He is now away on a vacation.

Mexico City, D.F.,
Apartado 538,
Jan. 20, 1928.

1929

My dear Mr. Rogers:

At long last I am home from my wanderings; and before I get completely buried in the mass of materials which I have brought with me, I wish to complete in brief outline the record of my trip and to take up with you a few questions which have arisen in connection therewith.

My journey from El Paso to Mexico City was punctuated by stops at Chihuahua City, Torreon and Durango. In each of these places, following my usual plan, I interviewed bankers, cattle men, government officials, and the United States' Consuls. Also, I stopped off for two days at Yerbaniz to visit the famous ranch of Atotonilco. This property is one of the show places of the state of Durango and belongs to an American by the name of Raymond Bell. Mr. Bell has spent practically all of his life in Mexico and knows the cattle game backwards and forwards.

In thinking back over my trip the other night I put down the following figures:

Time spent on the trip.....	40 days.
Number of cities visited.....	18
Number of ranches visited.....	3
Number of men interviewed in re cattle study.....	63
Number of men interviewed in re I.C.W.A.....	31
Cost of trip.....	\$569.00

I then asked myself: what does this array of figures mean in terms of concrete results?

So far as the cattle study is concerned, the final reckoning, of course, can not be made until I finish my report.

All that I can say at the present moment is: I believe that I've got the "dope". If, from the materials which I now have stacked on my desk, I am not able to concoct a document which will, in the current slang of the day, cause the Ambassador to "make whoopee", it will not be because of a lack of data and determination.

Concerning the significance of my trip for the Institute, it is, I suppose, too early to make any kind of a judgment. The least that can be said is that some 31 bankers, business men, lawyers etc. have had a (so to speak) personal introduction to the work of the I.C.W.A. The most that I can hope for is that I will be able to follow up this introduction in such a way that, say, a half-dozen or so of the most important of these contacts will, in time, become permanent clients of the Institute. The question which is bothering me now is: how shall we proceed with the follow-up work? As I have been turning the matter over in my mind these steps have occurred to me:

1. In the next few weeks to write letters to all of the individuals to whom I talked about the I.C.W.A., thanking them for the interviews and in general reminding them of the work of the Institute.

2. In the course of this year to send to the five or six most promising contacts an occasional copy of my reports, soliciting criticism and suggestions. My study of the labor movement in Mexico, which I plan to write up as soon as I finish with this cattle investigation, ^{might} ~~my~~, very well be the first report to send out. No material, of course, will go out without your approval. The best plan to follow will probably be this: After you have read and approved of

my labor study, for example, we will then have a number of copies made either here in Mexico or in New York. I will give you a list of the individuals (together with a description of who and what they are) to whom I wish the report sent. The report will then be mailed from the New York office with an appropriate letter from you as director of the I.C.W.A. At the same time I will write to the contacts in question saying that "I have requested my New York office to send a copy of such and such a study etc.". Needless to say, great care should be taken to get these reports up in the proper style; the people to whom they are sent should be made to feel that they are recipients of a very special favor.

3. As one immediate thing to be done allow me to suggest that you send to Mr. J. W. Montgomery the New York office copies of my Agricultural Studies No's 1 to 6. Mr. Montgomery (see my letter No. 50, page 2, paragraph 3, and page 3, paragraph 7) you will recall is the secretary of the Cuyamel Fruit Company (see the enclosed letter). You will, I need not say, make it clear to Mr. Montgomery that you are only lending him the office copies of these reports for a few days, that they are confidential etc. If you care to follow out this suggestion, you might also at the same time write a letter to Edgar Stern (who is a director in the Cuyamel Co.,) telling him that you have sent the reports to Montgomery and suggesting that he take a look at them.

Please give me your criticisms of this plan.

.....

I concur with you in your belief that the Rosenwald Fund should be brought into Mexico as soon as possible. My

best judgement of the proper procedure at the present moment, however, is to wait until the Ambassador and Mr. Rublee return from the United States, and then to see to it that the matter is again brought to the Ambassador's attention. Rublee now has on his desk a copy of my last educational study (No.8-"Mexican Education- A Problem in Cultural Integration") and apropos of this I will have a talk with him as soon as he returns to Mexico. I am enclosing a letter to Embree setting forth my reactions to one development in connection with the Fund which took place during my absence.... And, by the way, did you receive my Educational Study, No 8 , mailed to you before I left on my trip?

.....

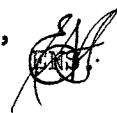
The landlord of the apartment in which we were living when you were here refused to extend our lease. Accordingly, while I was away Keith had to move. We now have a very satisfactory apartment (equipped with that most unusual thing in Mexico- a fireplace) near the Embassy. Please note my new home address in case you should wish to reach me in a hurry by telegram:

125 Colima, Departamento M.

Enclosed you will find my copy of the contract with the University of Chicago for this coming summer.

Please renew my subscription to the magazines listed on the enclosed slip and add to it a subscription to the "Nation".

Sincerely,



COPY

Mexico City, D.F.,
Apartado 538,
January 27, 1929

My dear Embree:

I have just returned to Mexico City from a thirty-five day field trip through Texas and the northern Mexico in the interest of a survey of the cattle industry. The final edition of your report on the activities of the Fund was awaiting me when I returned. Upon re-reading I withdraw some of my previous comments. It appears to fill the bill in a highly satisfactory manner and I congratulate you.

Permit me just a word about the Fund and its relations to Mexico. As you know the Ambassador and Mr. Rublee have this matter on their docket and are doing (so Mr. Rublee tells me) everything they can to bring about a state of affairs whereby the government will invite the fund to come in. I, also, in a purely unofficial way have been doing what I thought was appropriate and necessary to help along the good work. For the various reasons with which you are acquainted the whole question must be dealt with gently, and my conviction is that too many cooks will spoil the broth. All of which is by way of introduction to a few remarks about Mr. Samuel Guy Inman.

Mr. Inman recently wrote to the Mexican Ambassador in the United States telling him about the interest of the Fund in Mexico and suggesting that something be done. This letter was promptly forwarded to the Ministry of Education here in Mexico. The new Minister of Education, Senor Padilla, knowing nothing about the matter (Mr. Saenz was at the time lecturing in the United States) turned the matter over to my very good friend Ramon Beteta and asked him to report on it. (Beteta was, until the new administration came in, the private secretary to Saenz and is now the legal advisor to the Ministry of Education.) Beteta, of course, knew all about the Fund from my previous conversations with him and accordingly wrote a favorable report. Wherefore, I believe that no great harm was done. But the point is this: even though Mr. Inman were the best possible person to speak for the Fund, for the reason which I have given above (about too many cooks), I do not think that it is advisable to have him in on this deal. And if this is true for Inman regarded as the best possible person it is doubly true for Inman regarded (as he generally is in Mexico) as a professional "good-willer" and generally incompetent person.

I am sure that you will pardon me if I have overstepped my rights in speaking my mind on this subject. It may be that you know all about the matter and even had Inman write the letter. If such be the case, you can take my opinion for what it is worth. On the other hand, if you are not acquainted with the activities of the said Mr. Inman, you can accept both the above detailed facts and my opinion for what they are worth.

A happy new year to you, Sir.

Needless to say, my remarks about Mr. Inman are not to be broadcast.

WSR..FWS..

January 31st, 1929

Dear Eyster:

Yours of January 20th received several days ago.

I think you should send a friendly letter to the people worth following up and that occasional reports should be sent to them. In this latter case, after a report has been gone over here and multigraphed, extra copies perhaps should be sent you for distribution. The important thing is that the person hear from you directly.

The Agricultural Studies will be sent to Mr. Montgomery and Mr. Edgar Stern notified of the fact.

The University of Chicago deal irks me considerably. It is a crime for it not to pay more. If things develop so you have to ask to be released from it, I will shed no weeps.

Yesterday I travelled with Mr. Morrow for several hours in his private car headed for Mexico. Rublee was along.

Mr. Morrow has had a brief talk with Mr. Rosenwald. I suggest you get the substance of our discussion about education from Rublee. One conclusion was that an immediate effort be made to shape something up that could be submitted to the Fund. Mr. Morrow said he would get after the matter promptly and would want your assistance.

With regard to the project in my memo. (copy enclosed) he was a bit equivocal. Please give Rublee a copy of it and see what can be done towards securing Mr. Morrow's endorsement.

McLaren of the Institute of Politics, Williamstown, has been talking with me about two conference sessions (hour and a half each) on Mexico to be held early in August. Mr. Morrow is favorable to this and approves of your being the chairman. Our discussion simmered down to the idea that one session be devoted to Mexican immigration and one to the general financial situation. As to the first: Gamio was talked about as principal speaker. Mr. Morrow is going to give some thought to it and perhaps sound out Mexican officialdom as to whether Gamio's doing this would be peacefully acquiesced in. Perhaps the Institute of Politics would not pay the necessary expense involved in bringing him here. I will inquire. Maybe Gamio is not the best person.

I asked Mr. Morrow whether he would speak on the financial situation. In reply he said he did not know whether he would come home during the summer and that finance would be an embarrassing subject for

Mr. Elyer W. Simpson - - - - -2

him to discuss publicly. He thought, however, that he could find some one to do the job - Rublee or some well known banker.

The situation reduces to this: I think I can get for you the chairmanship. The Institute of Politics would leave it up to you to arrange the programs. The Ambassador will help you.

I hope soon to have another talk with Mr. McLaren.

When I told Mr. Morrow about your interviews where Mexico was discussed, he asked that you let him have an account of them.

Under separate cover I send you:

- (1) Pamphlet: Mexican Labor in the United States Imperial Valley. This is one of a series of studies of Mexican labor in this country. Financed by the Social Science Research Council. Rublee and Morrow might like to see it.
- (2) Two copies of Middletown by Lynd. (A study of Muncie, Indiana). Give one copy to Rublee for Morrow. I told him about it. The other copy, after you have read it, return here.

Magazines will be ordered. Hope you and Keith like your new home. When shall I come to see it?

Greetings,

WSR/FC

February 4th, 1929

Dear McLaren:

I have delayed writing in the hope that you would show up here.

I finally had a talk with Ambassador Morrow, but to do so involved much shuttling about. That you may know what I suffered, partly for your sake, I will elucidate a bit. I left New York on the Southwestern Limited expecting to meet Mr. Morrow after the train had left Albany. En route, a hot-box delayed the train an hour and a half. After it finally left Albany I went on a hunt for Mr. Morrow, but he was not aboard.

Later on I asked the conductor if any connections had been missed owing to the delay. The conversation revealed that Mr. Morrow was traveling by private car, which was to have been attached to the train at Albany but which, as a matter of fact, had been set off another train at Pittsfield. A few minutes later I received a telegram saying that because of his son's illness Mr. Morrow had decided to spend a day in Pittsfield and would I please join him there! I left the Southwestern at Syracuse, 12:30 A.M., and took a train for Pittsfield at 1:40, arriving there at 6:30. After a bath and a breakfast I started to find Mr. Morrow. I could locate his car, but not him. Through sleuthing I learned he had motored to Stockbridge; by 'phone I located him there. "Stick around; will be over soon." He showed up at 6:30 just as his car was being attached to the train going to St. Louis. I went as far as Utica, taking a midnight train from there back to New York. If you have any extra distinguished service medals about your place, send one p.d.g.

Now for business: The Ambassador thinks highly of two conferences on Mexico, one about business-finance and one about immigration, and of Simpson as chairman. He did not know whether he would be in the United States next summer, and if he should be, was doubtful whether he should discuss the financial question - much would depend upon the twist events take between now and summer. If he could not do it, he said he would help find some well-known banker to do the talking.

Immigration he thought should be discussed by Gamio, who is working on a study of the problem. It turns out that Gamio's original study was financed by the Social Science Research Council and further work was made possible by a grant from the Mexico government. This grant was discontinued nominally because of lack of funds but actually because of a departmental row in which Gamio was involved. Mr. Morrow promises to look into the quarrel to see if it involves

anything that might debar Gamio from so austere a place as Williamstown. I was unable to tell the Ambassador whether the Institute of Politics would pay Gamio's expenses. At present - in confidence - Mr. Morrow is financing Gamio.

Mr. Morrow is going to talk with Simpson about the whole matter, and I wrote Simpson a letter which he probably has by now.

I gathered that Mr. Morrow thinks that ~~the~~ next few months are going to be critical. The revolutionary group, including Calles and Portes Gil, meets in March to select a candidate for the presidency. If they can really unite on one man and can stick together in his support, ~~that~~ candidate will be elected in November. If the group breaks into factions supporting different candidates, - buy munition stocks!

The way has been opened for you to write Messrs. Morrow and Simpson, if you care to do so. The latter's address is Apartado 538, Mexico City. Is anything more expected of me?

WSR/FC

Yours sincerely,

Mr. Walter W. McLaren,
Williamstown, Mass.

Mexico City D.F.,
Feb.8,1929,
Apartado 538.

My dear Mr.Rogers:

Your very welcome letter of January 31st has been duly received and the varied contents noted.

I am writing Mr.Montgomery of the Cuyamel Fruit Company that you are sending him the Mexican Agricultural Studies. Your modifications of my plan for following up the other promising contacts made on my recent trip (especially your emphasis on the importance of maintaining direct relations with the individuals in question) will be taken into account.

The University of Chicago,I am quite ready to agree,does not seem to have taken any chances of going into bankruptcy in their offer to me for the summer courses. However, for Faris' sake I trust that nothing will come up that will prevent me from fulfilling the contract.

I will, of course, be very pleased to figure in the Williamstown conference as chairman of the Mexican section. There will be ample time to discuss the matter of the program if, and when, McLaren offers me the job. I may say, however, that I am extremely doubtful about Gamio's acceptability to the Mexicans now in power. There is no doubt that he knows more about Mexican emigration than anyone else, but he is simply one of the "outs" at the present time. I will confer with the Ambassador on the subject and make other inquiries in the proper places.

Yesterday I had a long talk with Rublee and today I spent a half-hour or so with Ambassador Morrow.

With regard to the Rosenwald Fund the situation for the moment is this: Rublee has read my Educational Study No.8 and feels that I have made a very satisfactory statement of the problem. He also agrees that the Permanent Missions would be a very good place to drive the entering wedge for the Fund. The Ambassador, according to Rublee, is ready to call in Sáenz or anyone else that may be necessary and talk the whole matter out. (Rosenwald, Rublee tells me, told the Ambassador that he would put up the money for anything that he(Morrow) would recommend). In my conversation with the Ambassador this morning I reminded him of the necessity for getting some action on the Rosenwald business and gave him my copy of Educational Study No.8 to read. He suggested that I see him next week and I will try and get Rublee to arrange for me to have breakfast or lunch with him.

Concerning the question raised in your memorandum, allow me to make the following points:

(1). I do not think anything should be said to the Ambassador until I have put in his hands my completed report on the cattle industry. As I have intimated to you, from the very first I have regarded this cattle business as a stepping stone to larger things. I am doing everything I can to make my report a thorough and an impressive a piece of work. Rublee tells me that the cattle men who talked to Mr.Morrow when he passed through San Antonio the other day were kind enough to compliment me on the way that I had handled my interviews; and the Ambassador in my conversation with him yesterday displayed the greatest interest in my experiences on my field trip. He even went so far as to say:"when you finish this job we will have to give you another one to do". In short, I believe that the

Ambassador is "ripe" for picking, but I do not want to approach him until he has in his hands concrete evidence of my ability and fitness for ~~for~~ doing the kind of work set forth in your memorandum.

(2) After the Ambassador has read my report on cattle I want to go to him with a very specific and carefully thought out suggestion for the next study to be made. For some time past I have felt that one of the most important and necessary pieces of investigation in Mexico at the present time is a survey of the tropical resources of the country. I have already ascertained from Rublee that the Ambassador is also greatly interested in this subject. My notion is, then, with your approval, to propose such a survey to the Ambassador. I suggest this procedure because I feel that Mr. Morrow will probably react more immediately and favorably to a proposition such as this to study some specific subject in which he is already interested than he will to any plan for studying "pressing problems" in general.

(3) If Mr. Morrow should accept my suggestion to make a survey of the tropical resources of Mexico (or any other subject of equal scope) the question could then be raised: what kind of a set-up should be made for an investigation of this type and how should it be financed? A survey of the kind here indicated could be made either extensively or intensively. (a) By an "extensive" study I mean a relatively quick "birds-eye-view" sort of thing which could be completed, say, in three or four months and would consist for the most part in a summary and compilation of such data as may be easily gotten hold of. How much money this would require I do not know, but at least I would have to rent and equip an office and hire at least one competent assistant and such stenographic help as might

be necessary. I would undertake to do a very large part of the work myself, make reconnaissance trips to the tropics, conduct interviews etc. (b) An "intensive" study could be just as thorough -going and exhaustive as the occasion demanded. Experts could be set to work on each one of the major tropical industries- coffee, lumbering, tropical fruits, rubber etc-; a health expert (some one from the Rockefeller crowd, for example,) could be called in to do tropical plagues and health hazards- and so on. If this program were followed my own work would be largely directive and administrative. Obviously, any amount of money and time could be spent.

(4) In my present opinion it would be best to follow the plan of making a relatively rapid and extensive study. In other words, I do not think that it would be advisable to start off on too large a scale. We should go at this matter gradually: make the tropical survey (or whatever else the Ambassador wants done) "bigger and better" than the cattle study, and yet not right off to launch out into a ten year program requiring from \$30,000 to \$50,000 a year. If I should do well in the somewhat larger undertaking, and thus give further proofs to the Ambassador and the world in general of my own ability and of the necessity for having ~~some sort of~~ an organization in Mexico for doing work of this sort, it would, in my opinion, be the proper time to ^{raise the question of} establish^{ing} here in Mexico a real institution, adequately equipped and financed, and ready to take all comers.

(5) I realize that there are several objections to the plan which I have outlined here: (a) Whether I do an intensive or an extensive study it will require a certain amount of money which the I.C.W.A. perhaps cannot, and certainly should not, put up out of its own funds. This money will have to be raised in some other quarter. And if one starts out to raise money it would be just as easy to

get a lot of money as it would to get a little. (Of course, there is the possibility that the Ambassador himself would be willing to put up any additional funds that might be necessary for this particular study). (b) Too much emphasis cannot be placed upon the necessity of striking while the iron is hot. Mr. Morrow will not be here forever. Undoubtedly, he is the proper person to work with and through if we wish to establish the Institute in Mexico on the basis which you have indicated in your memorandum. Now he is very much interested in Mexico and Mexican problems. Six months from now, however, he may be gone. If I undertake to do a second study for him before approaching him, as you have suggested in your last letter, on the subject of placing the Institute on a permanent basis, I may find that the "bird has flown" while I was busy loading my gun.

.....

Perhaps I am raising problems which will not have to be met. However, I would like to have your reactions to the points set forth herein.

Sincerely yours,

A handwritten signature, possibly "E. W. S.", in dark ink, located below the typed name "Sincerely yours,".

WSR-ENS

Cosmos Club,
Washington, D. C.
February 15, 1929.

Dear Eyer:

Yours of February 8th has reached me here.

The question as to when, if ever, you take up my memorandum with the Ambassador is left to your decision.

So far as the next subject for study is concerned: I think you should undertake any study that the Ambassador suggests. Of course you are free to suggest an inquiry into tropical resources, but I do not think it would be wise for you to press that subject if the Ambassador prefers another.

Certainly you should not commit yourself for anything beyond a "bird's-eye-view" inquiry that would not take more than three or four months and would not require much additional fund.

On the findings of such a study, the Ambassador might be willing to recommend to one of the Foundations a comprehensive investigation. His recommendation would no doubt result in the necessary money being made available. Our relations to such a comprehensive study is another matter. Of course, you should have a hand in it, but we should do some hard thinking before you undertake to direct a piece of work that would take all your time for years and shunt you off into a particular aspect of Mexican affairs.

Several days ago I had a long talk with President Aydelotte of Swarthmore. He is, as perhaps you know, chairman of the American Rhodes scholarship committee and a trustee of the Guggenheim Fund. That Fund seems to have decided to set up a "Rhodes scheme" under which Mexicans will be given fellowships for study in this country. The idea is to create a committee of award in Mexico, with you possibly as secretary. The Ambassador is to be asked to be chairman.

I urged Aydelotte to go to Mexico. Perhaps he will do so. In any event, he may write to you. Through some situation such as this we can make concrete our relations to the Guggenheim Fund.

Yours sincerely,

P.S. If you know one or more Mexicans who profit by having fellowships, perhaps I can get them.

WSR..ENS...

February 18th, 1929

Dear Tyler:

Under separate cover I am sending you copies of two reports made by John with the assistance of Pasvolsky of the Institute of Economics. Perhaps the Ambassador would like to read them and perhaps he would be willing to suggest the names of bankers here who might like to have copies.

Would the Minister of Finance be interested?

A third report on Poland will be ready for distribution in about ten days.

WSR/FC

Sincerely,

ADDRESS ALL COMMUNICATIONS TO INSTITUTE OF POLITICS, 1 HOPKINS HALL

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WILLIAMSTOWN, MASSACHUSETTS, U. S. A.

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February 19, 1929.

Dear Rogers:

Unfortunately I don't see how I can be in New York this week. I am going to Boston on Thursday, and expect to be in the Statler Hotel, and it may be that you will have business in Boston before the end of the week.

I received your telegram just before luncheon on Saturday, although I had learned from your office that you were in Washington earlier in the morning. We missed you very much, but did the best we could. I had five other men with me for luncheon, and we had quite a gossip time, - especially Buell, who was full of all sorts and kinds of dope, as he always is.

Now as for the business that we were going to talk about, I am all set to put on the two general conferences and I would like to know what you would be willing to do as far as Simpson is concerned. I can give Simpson a couple of hundred dollars for the job, and that will at least pay his expenses from Chicago and back again, leaving a little surplus. I see no reason why I shouldn't write to Mr. Simpson and Mr. Morrow as soon as you say the word. As for Gamio, I can mention him to Morrow and if necessary I suppose we can pay his expenses from Mexico, although I don't particularly want to do it as it would cost us a lot of money. However, my philosophy is that you can't have a good conference without spending money!

Hoping to see you soon,

Sincerely yours,

W. W. McLaren

February 20th, 1929

Dear McLaren:

In answer to your several questions of February 19th:

Save my being shanghaied by a band of Williams ruffians I will not be in Boston this week or next orx.

You may invite Simpson on the basis of a couple of hundred (I suppose this means \$299) dollars and on the understanding that the conferences come on the first days of your schedule so that he can start back to Mexico promptly. The financial arrangement is not to be taken as a precedent, as I have about determined on the policy of per diem charges on a professional basis.

I carefully refrain from having an opinion as to whether Gamio would add enough to justify paying his expenses from Mexico City and back. When you write the Ambassador I suggest that you discreetly sound him out with regard to Gamio.

I have written generally to Simpson. He will reply to any letter from you promptly.

WSR/FC

Sincerely,

Mr. Walter W. McLaren,
Williamstown, Mass.

February 21, 1929

Mrs. Eyer W. Simpson,
125 Colima
Departamento M
Mexico City, Mexico.

Dear Keith:

That husband of yours writes to me about such things as the Cattle Industry, Tropical Resources, Education, etc. But nary a sentence about the things I am really interested in.

How about the new apartment? Just where is it? How many rooms? Do you like it? Do you have the same maid? Has she learned Aztec? How are you? Have you caught up with new friends?

Now be a kindly girl and write me about the really worthwhile things. As a scholar-statesman-educator Eyer is a "wiz" but when it comes to real news I must depend on you.

Best of luck to you both.

WSR/FC
encls.

Sincerely,

P.S. Am enclosing copy of a letter from John. Use your own judgment about showing it to Eyer. A little thing like a shooting should not be allowed to interfere with research!

WSR..ENS...

February 25th, 1929

Dear Eyster:

Under separate cover I am having sent to you two books, neither of which I expect you to read.

"Emotion as the Basis of Civilization," by J. H. Denison, is brought to your attention with the idea of having you do some further thinking about the emotional factor in the Mexican situation. Whether or not the author's thesis, that emotions provide the living sap of a civilization, is sound or phony, I do not know. But the emphasis on emotions is along the line of present-day psychological push.

"The Twilight of the American Mind," by Pitkin, is something ~~also~~ again. Perhaps in U.S.A., 1929, too much intellect, unbalanced by other more remunerative and self-satisfying qualities, is a grotesquerie. But such thoughts to one side, the author has made an analysis of one interesting swirl of our potpourri.

Yesterday I went on to see Professor Wesley Mitchell, mainly to tell him about your work. In discussing an investigation he is making, he said, as result of improved techniques and better organization, our output of manufactured goods was increasing while the number of employees was being rapidly reduced; that, as result of many causes, a steady stream of men were leaving the farms for the cities; that the labor incoming from the farms and released from factories was only in part finding employment in new industries, radio, etc., etc.; that the amount of unemployment was increasing and probably would continue to increase; that there was no definite evidence, one way or another, as to whether or not we were getting to the end of technical and organizational improvement. With regard to the last point, a number of men, whom he had consulted, thought the end was in sight, but in each instance the man had in mind the particular problems on which he had been working.

This is enough for a Sunday afternoon in Lent.

WSR/FC

Sincerely,