

MISCELLANEOUS STUDIES  
SERIES I NO. 3

MEMORANDUM IN RE THE MEXICAN POST

1927 - 1931

INSTITUTE OF CURRENT WORLD AFFAIRS  
MEXICO CITY -- SEPTEMBER 1931

MEMORANDUM IN RE THE MEXICAN POST OF THE  
INSTITUTE OF CURRENT WORLD AFFAIRS

INTRODUCTION

In July 1927 I was sent to Mexico as the representative in that country of the Institute of Current World Affairs. When I received my appointment as an associate of the Institute, I was given to understand that I was being invited to take part in what was quite frankly an experiment in the field of international relations and that the burden of responsibility for the success or failure of the experiment rested squarely on the shoulders of the men chosen to represent the Institute.

After four years and three months it would appear that the time is ripe for a balancing of books, and a drawing of conclusions, on the course and outcome of the Institute experiment in one part of the world. The purpose of this Memorandum, therefore, is to answer as clearly and objectively as possible the questions: Have the expenditures of time, energy and money on the Mexican post of the Institute been justified by the results which have been obtained? Do these results indicate the desirability of continuing the existence of the Mexican post of the Institute? and, if so, under what conditions and to what purpose? In order to answer these questions it will be necessary first to consider the facts in the case by reviewing various aspects of the development of the work of the Mexican post of the Institute.

SUMMARY OF FOUR YEARS WORK

The objectives of the Institute of Current World Affairs

have been defined as follows:

(1) to collect information and acquire knowledge about the significant personalities, problems and trends of life in the various political areas of the world;

(2) to organize, synthesize and correlate this information and knowledge; and then

(3) to put this information and knowledge to work<sup>by</sup>, making it available to and significant for the leaders of social, political and economic thought and action.

#### The Acquisition and Organization of Information and Knowledge

The concrete results of my efforts to carry out in Mexico the program implied in sections (1) and (2) in the above in the foregoing statement of Institute objectives have been:

1. A series of monographic reports written from time to time during the last four years and submitted to the Director of the Institute. The bibliography of these reports up to October 1, 1931 was as follows:

##### (a) Unpublished Reports

##### EDUCATIONAL STUDIES - SERIES I

- No. 1: Mass Education in Mexico - A Survey of the Work of the Federal Rural Schools, January, 1928, pp 14; with illustrations.
- No. 2: A Mexican Experiment with Sunshine and Fresh Air - A Review of the "Escuelas Al Aire Libre", January, 1928, pp 8; with illustrations.
- No. 3: Missionaries - Mexican Style, January, 1928, pp. 12; with illustrations.
- No. 4: Mexico's School For Indians - An Experiment in Racial Psychology, January, 1928, pp 10; with illustrations.

- No. 5: Mexico Makes Farmers Out of Peons - A Review of the Work of the Agricultural Schools, January, 1928, pp 6; with illustrations.
- No. 6: How Mexico Trains Its Rural School Teachers, January, 1928, pp 6; with illustrations.
- No. 7: Mexico Puts Its Faith In Education, January, 1928, pp 17; with illustrations.
- No. 8: Mexican Education - A Problem In Cultural Integration, November, 1928, pp 31; with maps and illustrations.
- No. 9: The National University of Mexico, November, 1929, Sections I, II and III, pp 185 plus appendix pp 30; with maps, charts and illustrations.

#### AGRICULTURAL STUDIES - SERIES I

- No. 1: The Geographical and Environmental Bases of the Agrarian Problem in Mexico, June, 1928, pp 25; with maps and illustrations.
- No. 2: The Historical and Social Bases of the Agrarian Problem in Mexico, June, 1928, pp 31; with illustrations.
- No. 3:
- No. 4: Irrigation and the Agrarian Problem in Mexico, June, 1928, pp 32; with maps and illustrations.
- No. 5: The Agrarian Problem and the Calles Regime, June, 1928, pp 52; with illustrations; plus Legal Supplement pp. 57.
- No. 6: What Price Mexico's Agrarian Reform - An Interpretation and Commentary, June, 1928, pp 33; with illustrations; plus Statistical Supplement, pp 56.
- No. 7: The Production of Henequen Fiber in Yucatan, March, 1928, pp 53, plus 5; with maps and illustrations.
- No. 8: The Cattle Industry in Northern Mexico, March, 1929, Sections I, II and III, pp 190; with illustrations, charts and maps.

## INDUSTRIAL STUDIES - SERIES I

- No. 1: Problems of Labor in Mexico - A Preliminary Survey, June, 1929, pp 78 plus appendix pp 30.

## COMMUNICATION STUDIES - SERIES I

- No. 1: Means of Transportation in Relation to National Planning in Mexico, Section I: Highways - History and Present Status, September, 1931, pp 60; with maps, charts and illustrations.

## TRAVEL NOTES - SERIES I

- No. 1: The Mixteca - Notes on a Trip Through the States of Guerrero and Oaxaca, June, 1931, pp 40; with maps and illustrations.

## MISCELLANEOUS STUDIES - SERIES I

- No. 1: Social and Economic Research in Mexico, April, 1929, pp 16.
- No. 2: The Problem of Begging in Mexico City, June, 1930, Sections I and II, pp 158; plus appendix pp 8; with maps and illustrations.
- No. 3: Memorandum In Re The Mexican Post Of The Institute of Current World Affairs, 1927 - 1931, September, 1931, pp
- No. 4: Lectures - 1931, September 1931, pp
- Los Problemas Sociales en México - Una serie de Conferencias dada en el Departamento de Acción Educativa y Catastros Sociales de la Beneficencia Pública del Distrito Federal, 1° de abril a 1° de junio de 1930.

## (b) Published Material:

1. Notas preliminares e impresiones sobre el trabajo de las Misiones Culturales, in Las Misiones Culturales en 1927, Publicaciones de la Secretaría de Educación Pública, México, 1928.

Note: This is a Spanish translation of Educational Studies, No. 3, listed above.

2. La Industria del Chicle en México, in Revista Mexicana de Economía, Tomo I, Num. 1, Mexico, 1930, pp 92-101.
3. La Mendicidad en México, Beneficencia Pública del Distrito Federal, Mexico, 1931, pp 134.

Note: This is a Spanish translation of Miscellaneous Studies No. 2, listed above.

4. What Mexico Offers to the Tourist, Pan American Bulletin, October, 1931, pp
5. The Promise of Mexico, in Yearbook of The Committee on Cultural Relations With Latin America, Seminar in Mexico, 1931.

2. Organization of a system of records and files. In a country like Mexico, where many of the ordinary aids to research and investigation such as cumulative readers guides, indexes, bibliographies, and well catalogued libraries are either entirely lacking or are to be found only in a most inadequate form, where most government reports are published in a sporadic and irregular fashion, and where the newspapers and magazines largely take the place of scientific journals and books as an outlet for such social and economic data as may be gathered by Mexican scholars, a system of records and files is indispensable for the student of current affairs. After a considerable amount of experimentation, I have worked out for the Mexican office a simple system of ordering and keeping track of published materials and other necessary data.

(a) Accumulation file. This system of files consists of standard sized letter folders organized under a series of more or less common sense headings which have evolved as my work has developed. The main headings are: (1) Geography; (2) Population; (3) Anthropology; (4) History; (5) Government; (6) Education; (7) Religion; (8) Labor; (9) Agriculture; (10) Forest Products

and Lumbering; (11) Fishing; (12) Manufacturing and Industry; (13) Communications and Transportation; (14) Foreign Trade; (15) International Trade; (16) Commercial Finance; (17) Public Finance; (18) International Relations; (19) Social Problems; (20) Literature and Art; (21) Central and South America.

Into this file go newspaper clippings, magazine articles, pamphlets, book reviews, -- in short any and everything which comes along relating to the given subjects. When I am ready to write a report on any particular topic my first step is to read through all of the materials in the appropriate folder in this file. Since these materials have been collected in a somewhat haphazard fashion, they will not, of course, include all that I need for my report. Some will be valuable in and of themselves, others will simply be leads and suggestions for sources of information.

After I have completed my study, the folder from the accumulation file is cleaned out - i.e. the useless and ephemeral material is thrown away and that likely to prove of lasting value is catalogued and transferred in envelopes or in some other convenient manner to the library ( see below ). The folder is now returned to the file, ready to receive all new materials until it is again time to study the subject.

(b) Library. I have not found it desirable to attempt to build up an extensive library. There are, of course, certain classics and indispensable manuals which it has been necessary to buy; but except for these, I have found that buying books at random simply because they look interesting or on the chance that they might be useful, is likely to be a waste of money. Experience seems to indicate that the best procedure to follow is that of acquiring

books in connection with specific monographic studies and then only the half dozen or so most important publications in the field. I have found it useful to catalogue my working library following the same system of headings used in the accumulation file.

(c) Bibliographical Index. In this index are filed by subjects on regular standard bibliography cards references to all the materials on the library shelves, including both used and unused data. Books and reports are catalogued by chapters and even by pages. Thus a general book on Mexico like Ernest Greuning's, Mexico and Its Heritage, will appear in the index under a dozen or more different headings.

(d) Photographic file. Here are arranged the illustrative materials used in my reports, published articles or lectures. I have discovered that it is best to buy, borrow, steal, or take photographs when and where you can, irrespective of whether you intend to use them in any immediate specific report.

(e) Maps. The value of maps cannot, in my opinion, be overemphasized. I now have a collection of around 150 political, geographical, racial, economic and social maps of Mexico. These are indexed and catalogued by area and subject.

(f) Ready reference book of statistics. In view of the fact that no regular statistical year-book is published for Mexico, it has been necessary to make one. The statistical tables in this book which cover all the principal aspects of Mexico's social and economic life, are kept up to date for use in my reports, for answering questions on lecture tours, at conferences, round-tables etc.

(g) Diary. This is a daily record of the progress of my

work, visitors to my office and new contacts made. Here also are jotted down impressions, notes taken in the field when traveling in Mexico, and memoranda of contacts and activities when I am out of Mexico.

3. Contacts. The success or failure of the work of an associate of the Institute in the field depends in very large part upon his ability to build up a large and representative circle of personal friends. The business of making friends must be carried on deliberately and systematically. In Mexico I have found that entertaining people in my home is perhaps the best way to carry out this part of the Institute program. During the last year, for example, I have taken a house in the country and have tried to make something of an institution out of having guests to Sunday morning breakfasts.

Clubs are another obvious way of making personal contacts. In this connection, my membership in one of the Mexican tennis clubs, the Foreign Correspondents' Press club and the Antonio Alzate Scientific society has proved to be very useful.

In order to keep track of the names, addresses and vita of people met in Mexico in connection with the work of the Institute, I have a special card catalogue in which names are filed alphabetically, by subject, and geographically. With this system it is possible to tell on a moment's notice, for example, everyone I have met in Mexico who knows anything about the oil industry, or all the people I know in the state of Guerrero, for instance.

4. Field trips and first hand observation. A very large part of the information and knowledge which I now have of Mexico has been gained by first hand observations. I have tried during the

past four years to see as many different parts of the country as possible. That there are still a number of sections which I have not yet visited, is largely due to the fact that I have found it of little use simply to travel, so to speak, at random. Each trip which I have taken ( see attached map ) has been with a definite purpose and has been carefully planned in advance. In the following paragraphs are noted the principal places to which I have been in Mexico and why:

- (a) Tlaxcala, Tlaxcala, September, 1927. A two day horseback trip visiting various rural schools in connection with my Educational Studies Nos. 6 and 7.
- (b) Celaya, Guanajuato, September, 1927. A 6 day train, automobile and horseback trip to various towns near the capital of the state of Guanajuato for the purpose of gathering data on rural schools and one of the Regional Agricultural Schools ( see Educational Studies No. 5 ).
- (c) Pachuca, Hidalgo, October, 1927. A three day visit to one of the Cultural Missions ( see Educational Studies No. 3 ).
- (d) Oaxaca, Oaxaca, November, 1927. A seven day trip to inspect more rural schools and one of the Regional Normal Schools ( see Educational Studies No. 6 ).
- (e) Yucatán, February, 1928. About a month was spent travelling by horseback, railroad and automobile over a good part of the state of Yucatán visiting the Maya ruins and making a study of the henequen and chicle industries. The results of this trip will be found in my Agricultural Studies No. 7, Published Materials No. 2, and in my letters

to the New York office Nos. 27 to 31.

(f) Cattle Study Trip, December, 1929 - January 1929.

The purpose of this trip was really two-fold: (1) to make the field observations and to gather the information incidental to a study of the cattle industry in northern Mexico, and (2) to make contacts with leading business and professional men in some of the Southwestern cities in the United States with a view to getting their reaction to the work of the Institute in Mexico. In the 40 days during which I was absent from my post I visited some 11 cities in the United States and 7 cities and 3 ranches in the Mexican states of Nuevo León, Chihuahua and Durango. Over 60 individuals were interviewed in connection with the cattle study and some 30 interviews were held in re the Institute program in Mexico. The results of this trip are recorded in my Agricultural Studies No. 8, and in my letters to the New York office Nos. 49 to 52.

(g) Oaxaca - Guerrero, May, 1931. This was a three weeks horseback trip made in company with the author, Carleton Beals, through the so-called Mixteca Alta. The purpose of the trip was to investigate the social and economic life of one of the isolated mountain regions of Mexico. The material gathered was used in the preparation of a series of lectures. My field notes will be found in Travel Notes, No. 1.

(h) Miscellaneous trips. In addition to the above noted trips made in connection with my various reports, I have

also for one reason or another visited the towns of Toluca, Amecameca, Cuautla, Cuernavaca, Taxco, Puebla, Orizaba, Vera Cruz and Monterrey. With the exception of the last three, all of these places are within easy driving distance of Mexico City.

### Putting Information and Knowledge to Work.

What might be called the marketing phase of the Institute program as it has worked out in connection with the Mexican Post, has been eclectic and even somewhat opportunistic. Keeping in mind the essentially experimental nature of the Institute, an attempt has been made to test out a number of different ways and methods for putting the Institute representative and his knowledge to work. In the following paragraphs are listed the most important concrete results of the efforts to make the Mexican associate of the Institute useful as well as ornamental.

1. Cooperation with the Julius Rosenwald Fund. Partly as a result of reading some of my reports on education the Rosenwald Fund had its interest aroused in the rural school program of the Mexican government. In May, 1928, Mr. Edwin R. Embree, President of the Fund, spent two weeks in Mexico with a view to inspecting the work of the rural schools and sounding out the possibility of the Fund assisting the government in its educational program. During Mr. Embree's stay in Mexico I acted as guide, interpreter, and advisor, arranged and went with Mr. Embree on a tour of the schools in two different states and arranged a number of interviews with educational and other governmental officials.

At a luncheon given at the American Embassy before his departure, Mr. Embree stated that the Rosenwald Fund would be very

glad to cooperate with the government in the rural school program if some mutually satisfactory plan could be worked out. For over a year I acted as an unofficial representative of the Rosenwald Fund in an effort to devise this "mutually satisfactory plan". I talked with the Secretary and Sub-Secretary of Education on a number of occasions; I brought about a meeting between the American Ambassador and the Sub-Secretary of Education, and I wrote out and submitted to the Fund and to the Government two different plans. Unfortunately, however, for political and other reasons, it was impossible to bring my negotiations to a successful conclusion.

2. Coöperation with the American Embassy. I have at all times during the last four years maintained close and cordial relations with the various officers of the American Embassy. On numerous occasions I have traded information and reports with the office of the Commercial Attaché; I have assisted the office of Military Attaché to complete its collection of maps and I have from time to time given bibliographical and other information to various official and unofficial members of the Embassy staff.

Perhaps the most important piece of work carried out in cooperation with the Embassy was the study which I made at the invitation of Ambassador Morrow of the cattle industry in northern Mexico. Mr. Morrow was interested in this subject because of its bearing on the commercial relations between the United States and Mexico and because of his desire to encourage the development of various types of Mexican industry in connection with his general policy of extending a helping hand in the economic rehabilitation of the country. After some three and a half months research, in-

cluding over a month devoted to first hand observations in the field, I turned over to Ambassador Morrow a monograph of some 200 pages. ( See: Agricultural Studies, No. 8.)

3. University Courses. During the 1929 Summer Quarter, I gave two six weeks lecture courses on Mexico at the University of Chicago.

4. Institute of Politics. At the Ninth Annual Session of the Institute of Politics, held at Williamstown, Massachusetts, in the latter part of the summer of 1929, I conducted two Special General Conferences on the subject of "Mexico: Financial, Social and Political Changes Since 1910". The other speakers participating in these conferences were: Mr. Edgar Turlington, Mr. A. Butler Sherwell, Mr. Franz Schneider, Señor Enrique Munguía, Dr. Frank Tannenbaum and Dr. Ernest Greuning. ( See: Mexico: Financial, Social and Political Changes Since 1910, mimeographed manuscript, pp 84; and Report of the Round Table and General Conferences at the Ninth Session, Institute of Politics, 1929; mimeographed report, pp: 10-16.

5. Cooperation with the John Simon Guggenheim Memorial Foundation. For the past two years, I have been actively associated with the Guggenheim Foundation in the work of establishing its system of Latin American Exchange Fellowships.

(a) In Mexico: In September 1929 I assisted Dr. Frank Aydelotte to set up the machinery of selection for Mexican Guggenheim fellows and since that time I have acted as the representative of the Foundation in Mexico and as secretary of the Mexican Committee

of Selection. Specifically, this means that I have: (1) handled the publicity for the fellowships; (2) interviewed candidates, received applications and prepared them for the Committee; (3) made all the necessary arrangements for the meetings of the Committee; (4) notified the Foundation of the action of the Committee and assisted the successful candidates to get off to the United States; and (5) kept in touch with the Mexican fellows in the United States both by mail and by personal visits.

With reference to American fellows coming to Mexico ( there have been some 15 of these during the past two years) I have: (1) advised the Foundation concerning the projects and qualifications of all candidates for study in Latin America; (2) made arrangements when necessary with the Mexican immigration authorities for American fellows to enter Mexico; and (3) received the American fellows upon their arrival in Mexico, helped them with their living arrangements, and assisted them in every way possible with their work.

(b) In South America: During the months of June, July, August and September of 1930, I assisted Dr. Aydelotte in the interviews and investigations incidental to setting up the Committees of Selection, appointing Representatives of the Foundation, and, in general, establishing the Latin American Fellowships in Chile and the Argentine. I also helped to make certain preliminary investigations for the Foundation in Peru and Panama.

6. Cooperation with Agencies Interested in International Relations. On numerous occasions I have been of service in one way or another to such organizations as: The Foreign Policy Association, The Council of Foreign Relations, the American Geograph-

ical Society, the Pan American Union, and the World Peace Foundation. This service has varied all the way from supplying information, books and bibliographies relating to Mexico to revising reports, giving advice on policy and procedure, and writing articles.

7. Cooperation with Mexican Governmental and Scientific

Agencies. (a) Associated Public Charities of the Federal District.

In February 1930, I was invited by Señor Moisés Sáenz to assist in establishing and getting under way a Department of Social Surveys in the Associated Public Charities of the Federal District ( La Beneficencia Pública del Distrito Federal). At that time Señor Sáenz had recently taken over the Presidency of the Board of Directors of the Associated Charities and in beginning his administration felt keenly the need of creating an agency which would not only seek to evaluate the work being done by the various institutions under his supervision, but also undertake the more fundamental task of studying and investigating the social problems with which these institutions were trying to deal.

I accepted Señor Sáenz' invitation and in the several months between February and June: (1) delivered in Spanish ten lectures on social problems in Mexico to the members of the Department of Social Surveys; (2) compiled a "text-book" of readings and articles on Mexican social pathology, copies of which were given to those who attended the lectures; and (3) completed in cooperation with the members of the above mentioned department a survey of the Problem of Begging in Mexico City.

The report on begging was translated into Spanish and after appearing in the shape of a series of feature articles in the lead-

ing newspapers of Mexico City was published by the Beneficencia Pública under the title La Mendicidad en México. Several hundred copies of the book were distributed to social agencies in various parts of the world and the specific suggestions and recommendations made in the study were adopted as the basis of the policy of the Associated Charities in dealing with the problem of beggars in the Federal District. ( See Miscellaneous Studies, No. 2; and Published Materials No. 3.)

(b) The National Planning Commission of the Ministry of Communications and Public Works. In November of 1930 an invitation was extended to me by the Director of the National Planning Commission, Señor Carlos Contreras, to assist the Commission to initiate a series of monographic studies basic to the preparation of a National Plan for Mexico.

During the course of the ten months from December 1930 to September 1931, I mapped out and in cooperation with Señor Contreras, directed an investigation of the first problem selected for study by the Commission: Means of Transportation in Relation to National Planning in Mexico. In addition to preparing the outlines for the whole study and supervising the research, I wrote the first section of the monograph dealing with highways. ( See: Communication Studies, No. 1.) At the present time this chapter is in the process of being published in Spanish and I am revising and translating into English the other sections of the study written by the several members of the Commission.

Also, as part of my work with the Commission, I translated into English the "National Planning Law". This translation was published and widely distributed in Mexico and the United States.

(c) Other Agencies. In addition to my work with the Associated Charities and the National Planning Commission, I have also from time to time cooperated with various other official and semi-official groups in Mexico. (1) For two years I was a member of the Executive Committee of the Round Table on International Relations, sponsored by the National University. (2) At the request of the Federal Department of Rural Schools my report on Cultural Missions was translated into Spanish and printed in a survey of the work of the Missions published by the Ministry of Public Education. (3) I assisted in the formation of the Mexican Institute of Economic Investigations and turned over to the Institute for publication in the first number of its official review my report on the chicle industry. (4) During the last few months I have assisted in planning and organizing the Institute of Indian Investigations, of the National Museum. (5) I have on various occasions supplied bibliographical and other information to the Supreme Council of Defense and Social Welfare, the Mexican Consul General's office, the Department of National Statistics etc. etc.

8. Cooperation with Research Workers in Mexico. As has already been indicated, part of my work in connection with the Guggenheim Foundation has been to assist in any way possible American Guggenheim Fellows who come to Mexico. During the past two years, I have been more or less helpful to Anita Brenner in her study of pre-Spanish American Art; to Lesly Byrd Simpson in the investigation of Spanish Indian Relations in the Colonial Period; to Paul Taylor in his study of the backgrounds of Mexican emigrants to the United States, to Carleton Beals in gathering mate-

rials for his book on Porfirio Díaz and to Hart Crane, Ione Robinson, Doris Rosenthal, Emil James Bistram, Marsden Hartly, and sundry other artists and writers.

To the Guggenheim fellows should be added a miscellaneous list of other American students to whom I have been of service at one time or another: Herbert Feis of the Research Committee on Latin America, Columbia University - study of foreign investments in the Mexican railways; Edgar Turlington of the same Committee - study of Mexico's foreign debt; Benjamin L. Whorf of the Social Science Research Council - linguistic research; Alfred Vagts (son-in-law of Charles Beard) - study of Mexican-American relations; Stuart Chase - in gathering materials for a general book on Mexico; Frank Tannenbaum - a study of the Mexican rural community; Wendell Bennett of the University of Chicago - study of the Tarahumara Indians; M.R. Clark of the Social Science Research Council - study of the Mexican labor movement; and Robert Redfield of the University of Chicago and the Carnegie Institution. In the last mentioned case, in addition to assisting Mr. Redfield in his social and economic survey of Yucatán, I also attended in February, 1930, a general conference called by Dr. A. V. Kidder in Yucatan and took part in the round-table discussion of the research program of the Carnegie Institution in Mexico.

Finally, I have in a number of instances helped along the work of Mexican students: Manuel Gamio in his investigation of Mexican emigrants in the United States, Moisés Sáenz in his study of the Indian in various Latin American countries, D.F. Rubin de la Borbolla, in his study of Mexican racial problems, Nicolás Olekiewicz in vocational guidance studies etc. etc.

9. Miscellaneous Lectures. During the last four years I have on various occasions delivered lectures on Mexico both in the United States and in Mexico. These lectures were given before the following organizations: Mexican Round-Table on International Relations, University of Mexico, August 1928; Pan American Woman's Club, Mexico, September 1928; Foreign Policy Association, Chicago, July 1929; Social Science Group, University of Chicago, July 1929; Faculty Club, Princeton University, November 1929; Foreign Policy Association, Boston, January 1930; Chicago Club ( private luncheon) September 1930; and The Seminar in Mexico, Mexico, July 1931.

10. Other Activities. (a) I do not have exact record of the various people who have read the reports and monographic studies which I have sent in to the New York Office of the Institute, but from the information which I do have I know, for example, that my educational studies were read by John Dewey and the officers of several of the Foundations, that my study of the cattle industry was seen by various members of the United States Department of Agriculture, William Richardson of the National City Bank in Mexico, + Vernon Monroe of J.P.Morgan and Co., and that my studies on the henequen industry passed through the hands of several economists, various members of the Carnegie group working in Yucatan and the legal offices of the International Harvester Company. I would hazard the guess that possibly a hundred individuals have read one or more of my reports.

(b) In January, 1930, at the request of Mr. J.T.<sup>Ly</sup>Jerould, Librarian of Princeton University, I undertook to find someone in Mexico to do the Mexican end of a bibliography of official govern-

ment publications which was being prepared by the American Library Association.

(c) I have on several occasions obtained books, maps and other data for the Library of Congress and in September of 1929, I was of some service to Mr. Lawrence Martin of the Map Department of the Library who at that time was in Mexico as a delegate to the Pan American Institute of Geography and History.

(d) In November, 1930, I agreed to represent in Mexico the American College Entrance Examination Board and to supervise the examinations in English given each year in Mexico.

(e) During the course of the several visits which I have made to the United States during the last four years, I have talked with a large number of people interested in some aspect of Mexico. In this manner I have established contacts with most of the Foundations, practically all of the outstanding University people in the Latin American field, many of the officials in various government departments in Washington, and a respectable number of business and professional men interested in Mexico.

(f) An increasing number of Americans representing business, banking, educational and other interests have been making short visits to Mexico during the last few years and a not inconsiderable amount of my time is spent in entertaining people of this type. During the last year, for example, I recall off-hand the following individuals whom I have entertained in my home: Dr. A.V.Kidder of the Carnegie Foundation, Dr. J.J.Coss, Dean of the Summer School, Columbia University, Dr. Frederick Keppel of the Carnegie Corporation, Dr. Livingston Farrand, President of Cornell University, Mr. Francis W. Sullivan, President of the Mexican Division of the Vac-

uum Oil Company, and Mr. B.A. Morton, Vice-President of the Guaranty Trust Co., New York.

#### NEXT STEPS IN THE DEVELOPMENT OF THE MEXICAN POST OF THE INSTITUTE

1. A Center for Social and Economic Research. In April 1929, on the basis of some two years experience in attempting to carry out and develop the program of the Institute in Mexico, I wrote a memorandum on "Social and Economic Research in Mexico" ( Miscellaneous Studies, No. 1 ). The conclusions of this report, as later restated by the Director of the Institute, were as follows:

(1) There is now no agency in Mexico carrying on social science research such as is being done in this country by the leading universities and research institutions.

(2) There is need for studies which will provide data on which Mexican officials and American representatives can plan and base their decisions and which will provide a body of knowledge for use in schools and colleges and elsewhere. Experience has shown that the American Ambassador and a number of Mexican officials will welcome such studies.

(3) There is need for Mexicans trained in the various social science disciplines. The governmental departments are beginning to look for such men and as the educational system develops there will be a demand for teachers in these fields.

(4) There is need for fellowships which will enable selected Mexicans to come to the United States for study.

(5) There is need for fellowships for Americans who wish to study in Mexico. These Americans should include two types: (a) students pursuing their education and (b) men already trained whose studies will contribute towards the solution of Mexican problems.

(6) There is need for funds to cover the cost of research studies in Mexico by Mexicans.

(7) There is need for a research center in Mexico that will further and coordinate such activities and that will spread modern ideas with regard to education, research, and the utilization of data and of trained personnel.

Since the above mentioned memorandum was written there has been little if any progress or development in the social sciences in Mexico. Whatever additional experience I have gained during the last two and a half years has only served to offer further illustration and confirmation of the conclusions reached in my memorandum of April, 1929.

I do not propose to review again the facts which I have already presented in my analysis of the present status of the social sciences in Mexico. Two statements recently made by Mexican students may, however, be offered by way of illuminating and supporting the statement which I have just made anent the general lack of progress in the development of the social sciences in Mexico.

In a speech made last March before the faculty of the National University, one of the most outstanding of the younger Mexican economists, Sr. Jesús Silva Herzog, said:

"When one studies the history of Mexico, and above all, the economic history of Mexico, one receives the impression that our nation has been governed at times by unbalanced ( desequilibrado ) men of the most fantastic ignorance. If one examines, for example, the history of our foreign trade one discovers numerous cases which reveal an impressive lack of understanding on the part of the majority of our Ministers of Public Finance; and the same is true with respect to the history of our agrarian, mining and industrial policies. .... The lack of technical studies and the lack of knowledge, even of the most elementary sort, have been not inconsiderable factors in the financial and economic disasters of the country. ....

"And to this day - and I speak here as I usually do, frank-

ly and brutally - to this day our ignorance is deplorable. At this moment are being held the meetings of an official Economic Congress which has for its object,... the study of the major economic problems of Mexico, problems of the most difficult and complex type. And who has been called to discuss these questions? Representatives of little Chambers of Commerce, and storekeepers ..... The organizers of this Congress are in the same position as those people in the Middle Ages who thought it perfectly natural that a barber should perform the offices of a surgeon. .... It is absolutely indispensable, a necessity of a national character, that we develop a school of economics in the National University."

Of the same general import and tenor is the following excerpt taken from an article published a few months ago by Sr. Eduardo Villaseñor, until recently commercial attaché for the Mexican government in England.

"When a student proposes to disentangle a bit the maze of complexities and apparently paradoxical phenomena in the economic life of Mexico, the first thing he runs into, on the one hand, is a great number of articles written by amateurs, and on the other hand, a marked lack of information and data. .... The publications of the National Banking Commission, for example, in addition to being late always, cover only one corner of our economic activity. ... Our Department of National Statistics has from its foundation had to struggle with limited resources and bad organization and ( although some improvement has been made recently) still is badly hampered by the lack of funds and trained personnel. .... The Department of Commerce in the United States...

maintains an excellent service of statistical information. ... In Mexico the Department of Commerce is a minor department mainly concerned with labor disputes... and the writing of endless laws for the regulation of the mining and petroleum industries. As at present organized, it neither maintains nor can maintain a technical information service. ...

"In other nations there are private institutions such as the Harvard Economic Service and the Royal Economic Society which make studies and supply technical information. But in our raquitic society we hope in vain for such service from the few private institutions which are established and which, like the Mexican Institute of Economic Investigations, are destined to die because of the lack of funds and the lack of official aid."

If any further proof is needed of the present hopeless state of the development of social and economic science ( and to a degree, also, physical science) in Mexico, it may be found in the contemplation of the statistics of scientific and literary publications. In the 16 years, from 1915 to 1931, the sum total of all scientific books of whatever class or description registered in the national copyright office in Mexico was 98, or six scientific books a year! On the other hand, it is interesting to note by way of comparison that during the same period there were copyrighted 1,548 musical compositions. I refrain from pointing the moral.

In view of the facts which I have presented in the foregoing paragraphs and which I have canvassed in greater detail in my memorandum of April, 1929, I wish to take the occasion in the present

report to again affirm that I can conceive of no more valuable service which the Institute can render in Mexico than that of helping to establish and get under way a center for economic and social research. I would like to reiterate the proposal originally made in 1929 by the Director of the Institute and approved in principle at that time by Ambassador Dwight W. Morrow, that:

"There be set up in Mexico under the auspices of the Institute of Current World Affairs a research and training center (a) for the investigation and study of social, educational, political and economic problems; (b) for the training of men (especially Mexicans) to deal with such questions; (c) for encouraging the Mexican Government and educational institutions to carry on research and to train personnel; (d) for bringing to the attention of other agencies opportunities for research in Mexico; (e) for assisting visiting students and research workers; (f) for finding Mexicans worthy of fellowships and for bringing them to the attention of institutions granting fellowships.

"It is not intended that the center should be a foreign agency operating in Mexico; on the contrary, it is intended that as far as possible its activities will be carried on by Mexicans. An advisory committee will be set up composed of both Americans and Mexicans. Through participation in the work of such a committee, it is hoped to interest influential Mexicans in education and research. Furthermore, it is hoped that in the long run most, if not all, of the activities of the center will be taken over by purely Mexican agencies.

"It is understood that the greatest care will be exercised in the selection of subjects for study. Generally speaking, no investigation will be undertaken without the approval of the advisory committee and without reasonable assurance in advance that the completed investigation will have a definite bearing upon some problem of immediate and pressing interest. This latter stipulation is important in a country that is just emerging from a period of revolution, and that is in many ways backward educationally, politically, and economically.

"It is the intention to put Mr. Simpson in charge of the center. He is to retain of course his connection with the Institute of Current World Affairs and will be assisted in every way by the Director of the Institute and by its other officers. Funds provided for the Mexican center will be kept separate, and none of the money will be used for other activities of the Institute. Mr. Simpson's compensation and expenses will come out of such funds. The money which the Institute has been providing him will be used to place another man in Latin America.

"A careful consideration of the Mexican situation leads to the conclusion that \$50,000 a year can be prudently expended for the purposes indicated above. .... It is understood that, while one of the aims is to have Mexicans participate in the enterprise, the actual control of, and responsibility for, the expenditure of the money will be kept in the hands of this Institute, unless permission of the grantor is given to do otherwise."

From the review of my activities during the past four years in Mexico presented in the first section of this report, I think it should be clear that in renewing my request that the Institute seek to obtain funds for a research center of the type here indicated, I am really only asking that I be allowed to continue and expand the activities which I have already under way. In asking that the Institute give its approval to this project I am only asking it to stabilize a procedure the usefulness and value of which, I believe, I have already given reasonable proof.

## 2. Other Aspects of the Future Development of Institute in Mexico

Aside from, or in addition to, as the case may be, establishing and directing a research center, it would appear to be desirable for the Mexican post of the Institute to continue to develop during the next five years along the lines and in the ways which have proved most fruitful in the past four years. This would include among other things:

(a) The continuation of the series of reconnaissance surveys or orientation studies of the type represented by my studies on education, labor and agriculture. The most important topics which have not yet been covered are (1) religion; (2) public finances; (3) international trade; and (4) the oil and (5) mining industries.

In this connection I would like to recommend strongly what, for a lack of a better term, I have called the method of the

"participant observer". It has become clear to me that it is almost impossible, or at least certainly very difficult, in Mexico to acquire information and knowledge by standing on the side lines and simply trying to watch what is taking place. If one wishes to obtain anything but the most superficial insight, one must work from the inside and take part in what is going on. This does not necessarily mean becoming involved in politics or the internal affairs of the Mexican government. It does mean some such close and intimate cooperation with government officials and government departments as that which I enjoyed in making my investigation of the beggars in Mexico City or in my more recent studies with the National Planning Commission.

(b) Travel. I think that no opportunity should be lost to travel in Mexico whenever and wherever there is any legitimate reason. This applies not only to travel bearing directly upon one of my orientation studies but, also, to trips with a more generalized purpose of the type made in the Mixteca Alta. ( See Travel Notes. No. 1).

In addition to covering as rapidly as possible my immediate territory, I believe that during the next five years I should definitely plan to spend some time in the Caribbean, Central America and Europe. In Europe, I particularly have in mind a sojourn of several months in Spain and Italy in connection with my study of the role of the Catholic Church in Mexico.

(c) Regular Reporting. In the near future some sort of system of regular reporting should be worked out for the Mexican office. Just what the nature of these reports will be cannot be determined until the Institute has decided how and under what conditions it will market the wares of its field representatives. Meanwhile,

it has occurred to me that two types of report might very well be in order: (1) full length monographic studies; and (2) news or information bulletins.

By a full-length monographic study, I have in mind something similar to my study of henequen - that is, a relatively thorough and detailed investigation of from 50 to 100 typewritten pages. Some of these studies would be of industries, others of political and social events and movements and still others might be "to order" - i.e. investigations made at the request of clients of the Institute.

By a "news or information bulletin", I mean a relatively short ( 10 to 25 pages ) commentary on some matter of current interest. If an important law is passed, a new president is elected, a strike takes place -- in a word, any significant happening or development of whatever sort -- these should be reported, commented upon and interpreted in the light of my whole body of information and knowledge about Mexico.

Just how often reports of this type should be made, I cannot say. Having in mind the rate at which I have been able to work in Mexico and the requisitions on my time made by my other duties, I should say that working with an office staff of only one stenographer, I should be able to do during each nine months of residence in the field one or two monographic reports and about six news bulletins, or one bulletin in every six weeks. Obviously with the addition of one or more research assistants the number of reports could be increased.

(d) Relations of the Mexican Office of the Institute to Other Organizations. In my opinion, the Institute should, as soon as possible, establish a clear and definite policy with regard to the

conditions under which its field representatives are to cooperate with and render service to American agencies and organizations who for one reason or another have an interest in the various countries in which the Associates of the Institute are located. I particularly have in mind my own relations to such organizations as the Council on Foreign Relations, the Foreign Policy Association, the John Simon Guggenheim Memorial Foundation, and the Pan American Union.

3. The Question of Permanent Living Quarters for the Mexican Post of the Institute. The problem of the most efficient physical set-up for the Institute in Mexico is one to which I have given considerable amount of thought. During my first years in Mexico, I combined both my living and working quarters in a small apartment. As my work expanded, it soon became apparent that this arrangement was undesirable. Work and the demands of domesticity were often at cross purposes and a good deal of time and nervous energy was expended without benefit either to the Institute or my home.

About a year and a half ago, I rented an office in the center of the city. At the present time the expenses of this office including rent, furnishings and stenographer's salary are shared by the Institute and the Guggenheim Foundation. The Institute share of the regular running expenses amounts to approximately \$100 a month. ( In Appendix A are listed the various items of office equipment and furniture purchased by the Institute and by the Guggenheim Foundation.) As long as I continue with my present office staff and as long as I continue to represent the Guggenheim Foundation in Mexico, I can see no reason why any change will be necessary in my present working equipment and set-up.

The problem of living arrangements has not, however, as yet been worked out in as satisfactory and efficient a manner as I would desire. For the moment we are quite happily situated in an old house in one of the suburbs of Mexico City. With the appropriations which have been made from time to time by the Institute, we have been able to purchase the necessary furnishings and in general to make ourselves quite comfortable. (For an inventory of the household furnishings and equipment owned by the Institute in Mexico, see Appendix A.)

There are, however, a number of reasons, looking at the problem from a long term view, which would seem to indicate the desirability of the Institute seriously considering setting up a permanent house as part of the working equipment of the Institute in Mexico. As I have pointed out several times previously in discussing the matter with the Director of the Institute, perhaps the most important of these reasons lies in the fact that what I have called official entertaining is an integral and basic necessity in the work of the Institute. Obviously such entertaining can be done to the best advantage in a place designed for the purpose. Another important consideration to be taken into account in this connection is the value of giving to the work of the Institute the permanence and stability which will come with the possession of property and a stake in the community. Finally, as a little calculation will show, the building of a house in Mexico would be good business. It is impossible to rent a house suitable for the purposes of the Institute for less than \$100 a month. This means a yearly outlay for rent of \$1,200. According to the best estimates which I have been able to obtain from Mexican architects, an adequate and comfortable house can be built in Mexico for around

30,000 pesos. ( See Appendix B and tentative drawings in attached envelope.) Land will probably cost an additional 10,000 pesos. In other words, at the present very advantageous rate of exchange ( 3 to 1 ), the cost of both house and lot would amount to some \$13,500. At \$100 per month, this amount would be paid out in rent during the course of approximately 11 years.

4. Budget for the Fiscal Year Oct.1, 1931 - Sept. 30, 1932.

In Appendix C will be found an itemized statement of the budget for the Mexican Post of the Institute for the fiscal year beginning October 1, 1931.