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*About the Institute*

The Hunt Institute for Botanical Documentation, a research division of Carnegie Mellon University, specializes in the history of botany and all aspects of plant science and serves the international scientific community through research and documentation. To this end, the Institute acquires and maintains authoritative collections of books, plant images, manuscripts, portraits and data files, and provides publications and other modes of information service. The Institute meets the reference needs of botanists, biologists, historians, conservationists, librarians, bibliographers and the public at large, especially those concerned with any aspect of the North American flora.

Hunt Institute was dedicated in 1961 as the Rachel McMasters Miller Hunt Botanical Library, an international center for bibliographical research and service in the interests of botany and horticulture, as well as a center for the study of all aspects of the history of the plant sciences. By 1971 the Library's activities had so diversified that the name was changed to Hunt Institute for Botanical Documentation. Growth in collections and research projects led to the establishment of four programmatic departments: Archives, Art, Bibliography and the Library.



*A merry Christmas and a happy New Year*  
*Tom & Virginia Cabot*

[1946-1949]

We hope we are not  
forgotten in Zamorano.  
It has a very tender  
spot among our  
memories.

Mrs. Thomas D. Cabot 31 Farm Road Weston 93, Massachusetts

[1946-  
1949]

Sept 13

Dear Helen -

It was good to hear of your successful trip in Spain. It is an interesting land indeed. And now you are back in pleasant Terranova. I imagine, ready to tackle that full busy life you two lead there. How I hope we will be looking in on you there in the not too distant future! We both love it so.

We had our usual wonderful time at the Ranch in Colorado, and then 5 weeks living on Quevedo - a delightful life, we think. Now we return to household troubles and responsibilities. Between flood damage to our cellars and their contents, and lack of servants, I find it a busy time, but still time to tuck in tennis and riding with our young.

I talked with our son Tommy and his Aunt, who have so loved the Anderson furniture that you so very kindly sent us several

years ago, and find them very eager to have  
more of the beautiful things you seem to un-  
earth, so merrily. If you should come  
across pieces such as ~~arm~~ chairs, tables of  
varying sizes, chests, a desk, small cupboards  
or chest of drawers, I should love to purchase  
them from you, to give <sup>to</sup> them. Their summer  
house could take such pieces beautifully, and  
they need furniture there badly. They have a  
large living room to completely furnish (excepting  
upholstered sofa & 2 arm chairs) and a hallway  
& guest room. Are any such pieces still avail-  
able? If you do find any, I want you to pro-  
mise not to work over the re-furnishing, as I am  
afraid you did previously. Helen! Will you, please.  
If gathering & sending the pieces also includes  
your working over them, I would be very

Mrs. Thomas D. Cabot 31 Farm Road Weston 93, Massachusetts

unhappy, and your husband would never forgive me - and I shouldn't like that to happen! Do you ever find bedsteads that aren't too cumbersome or heavy? I can't remember about them particularly, excepting some lovely ones in the beautiful room we lived in there with you. 1 or 2 odd or matched single beds would come in very handy for children's or guest's beds. Is any of this at all practical or feasible, Helen? Just tell me frankly. You sounded so confident that it was still possible to find & ship up furniture, that I can't resist asking you about it. But I don't want it to be a chore. Just think of me when you come across any of the above suggestions, and let me know what they cost, and snatch them up for me!

We are all excited that our "Roman" children are moving to Bangkok! next winter, with their 2 little daughters, to be in charge of some of the I.C.A. (International Cooperation Administration - succeeded by N.S.A.) group there. It will a fascinating place to be, and interesting work, with some 200 men under him.

Daughter Linda + husband are going to have another winter in Berlin - another interesting place! Otherwise, an Athens are nearby, with 12 yr. son Maddy at home with us. Thank goodness, and 7 grand children nicely close by to keep us busy.

Come up to Boston soon again, please - you two. We want to see more of you.

Love to you,

Virginia

MRS. THOMAS D. GABOT  
HIDDEN HEARTH  
WESTON, MASSACHUSETTS

April 6 <sup>1946</sup> <sub>1949</sub>

Dear Helen,

We are so pleased at the  
thought of a visit of you and  
Wilson in the now-near future!  
Do spare us a few days when  
you get as near as U.C. at least.  
It would be so good to see you,  
after too long an interval, altogether.  
Lamorano holds a very special  
place in our affections, with you  
two its guardian angels. Come  
tell us all about it, and yourselves.  
We are enjoying our "Velezquez"



painting, hung in our Hall, here, since  
you left Washington.

And every piece of furniture you  
sent us is so truly appreciated  
by various members of our large family.  
I had an iron frame made to hold  
that beautiful "trencher" - coffee-table  
height - & Linda has asked me to save  
it for her, when she returns from  
abroad. I wish our Tommy, Anne  
would draw<sup>a</sup> design for a long deal  
table for dining at that might be  
made at your wonderful school.  
I bought there 12 beautiful old  
chairs from Spain a year ago - but  
no dining table, alas.

We have just returned from 10

MRS. THOMAS D. CABOT  
HIDDEN HEARTH  
WESTON, MASSACHUSETTS

exciting weeks abroad, with 3  
weeks in Egypt (Tou, for an foreu-  
ment, on Point 4 there) = home - visiting  
our 2 married children there, including  
the advent of a grand daughter there =  
3 weeks skiing in the Alps, heavenly  
skiing = Paris & England, etc - a fasci-  
ating trip.

Now spring is here, and how we  
enjoy it - gardening, riding horseback,  
canoe-trips, & soon our boat in com-  
mission.

2 married sons + families  
live in the vicinity, & our 9 years

Son is a constant joy - loving, as  
have all our other children, the hope  
that you & I love, so it means  
continued pleasure for us. With an-  
other child to teach to ride, ski,  
sail, etc. & he does them all as well  
if not better than his brothers and  
sister at that age!

With great hope that you will  
come to us soon.

Affectionately

Virginia

MRS. THOMAS D. CABOT

November 7, 1946  
Weston 93, Mass

Dear Helen,

It was good to hear from you, and we are hoping our "surprise package" of furniture will arrive soon now - so exciting! And you didn't tell us what you found for us - so tantalizing! You are very good to go to all the trouble and work that you personally put into the pieces - altogether too much, I very much fear. Helen, please be very business-like, and give us an estimate of the cost of the pieces, plus the repairing. I fear you did a great deal of the repairing yourself - which isn't right - but how can we consider having further pieces sent up, if the process continues to be just

an expense to you? I very much hope  
that we can look forward to the arrival  
of many more pieces as you happen to  
come across them. We have 5 children, you  
know, and many wedding gifts to give in  
the immediate years ahead!

I wish the pieces you sent would arrive!  
I so wish to see them in this setting. Also  
it will be interesting <sup>to know</sup> how well they come through  
and what the duty charges are.

I hope that we may have another visit  
with you & your husband before another year  
goes by - we enjoyed every thing Gaworawa  
had to offer - the beautiful countryside, the  
spirit of the School, and our host and hostess  
most of all.

Tom is in London on business for 6 weeks.

We miss him badly here.

I let you know just as soon as I receive  
the furniture. Sincerely - Virginia Cabot

ans.  
Apr. 27-71

MRS. THOMAS D. CABOT  
HIDDEN HEARTH  
WESTON, MASSACHUSETTS

Mar. 3 [1971]

Dear Helen -

Thanks you for your nice letter.

I hope the Franciscan mission provided some interesting things! I really would love to have some more of those old cedar antiques - similar to what you have already sent, plus <sup>smaller</sup> smaller tables, than the bulky one you sent. They are so handy, "bedside", or "end" tables, ~~at~~ a chair or sofa. Does one ever come across rather smallish chests or drawers? Perhaps that would be too heavy a piece to try to handle? The slipcase you sent

only cost \$12 this end. Cheap enough!  
So, please, if you come across some-  
thing of more value than what you  
have already sent (which things I trust  
were not very high - as you insist they were)  
do purchase it, and let us you reimburse  
you personally. I really would be eternally  
obliged, Helen. The wood and style of  
design of these Hradman pieces looks  
very well up here in such houses as  
we and mine live in, truly.

I don't know how to solve the antique  
question you bring up. What did you do  
with the shipment sent? We had no  
troubles. Did you injure yourself, or  
anything awful?

MRS. THOMAS D. CABOT  
HIDDEN HEARTH  
WESTON, MASSACHUSETTS

I hope my dear friends. The two  
Elizabeths (Mrs. Lyman a friend cousin  
of ours) go down to you at Zamorana.  
They are good people - both of them  
dears, and they can only be good  
messengers to spread the fame of  
the School.

We had a delightful visit in Cuba,  
with dear friends on their finca on  
the south coast near Genuefos, and  
then at the U.F. Co's holdings on the  
east end of the island - two lovely  
bits of the coast.

But we are envious of any of



our friends' visits to Zamorana -  
It's a lovely spot, a thrilling place to  
be, and watched over by two grand  
people, Hilda & Wilton Pogose. May  
we see them soon again.

We are looking forward to seeing  
the stones here in a couple of weeks.  
Will you would come along, too?!

Remember us, please, to all who  
remember us there -

Sincerely  
Virginia

Saturday, Feb 22  
La Lima, [1948]  
Honduras

Dear Helen -

We are happy that at last the promise we make ourselves of another visit to you and Zamorano is about to be fulfilled. But - it is extremely disappointing that we find we have been scheduled to be at the school for graduation day plus Sunday only! It will be most interesting to be attending the exercises, and meeting the many interesting guests, but we will be seeing so little of you and your husband, and will have no chance of just quietly enjoying Zamorano, and all that can mean. And I had hoped of a chance to go snooping off with you somewhere, on long rides, seeing more of your beautiful countryside, and with you beside me to open my eyes to many beauties and interesting things. Me-

isly unknown to me. What you that  
would be! And we hear that you have  
found yourselves a beautiful "retreat" up above  
San Antonio, is it? I wonder is there any  
chance of seeing that Sunday? I imagine  
that is just wishful thinking. We shall be  
coming over to you, with the Turabells, in an  
auto, arriving in Tegucigalpa Friday night -  
so don't have us on your minds <sup>at</sup> that busy  
moment for you - we shall have a car, for see,  
and can be independent. I hear this is  
bringing 16 guests, and so are planning to ac-  
commodate 35 guests in all!?

But we are so happy to be here at all,  
and at least we shall see you both, if only for  
a moment. So, until Saturday -

Affectionately

Rufino Cabot

Sunday  
March 7 [1948]  
Palmar  
Costa Rica

Helena dear

I cannot believe it is but five days since we left you, tucked away in your beautiful valley. It seems years. But no amount of time can dim the memory of the joy we experienced in visiting you two grand people. We thank you for every minute spent with you, and for the continuing memories of what you two mean to your community, as well as to us - and ever-increasingly so.

You must know by now how much we think of your school. But do you begin to know half what we think of the Papagones? And to be able to visit you there is a nearly priceless event in our lives, believe me.

Our children left us at Almirante,  
to have a visit with Mary Linn's sister and  
family at Pauano City, and will join us  
at Quepos Tues. I believe we start North-  
wards again the 11<sup>th</sup>, anyway as far as  
La Lina. How I wish we could come  
into your valley again this trip! All are  
looking forward to your arrival at the Pau-  
anaire Fair.

We have had a day or so at Amuelles  
& Jopito - very attractive Co. towns, both of  
them - but I miss the Pauano altitude  
sadly! There was a quava million stems  
blow-down while at Amuelles, and another  
yesterday took a 30,000-50,000 stem fall near  
Quepos. Tough luck!

I shall talk with you "in 2 hours" as  
soon as possible about the possibility of

having any furniture sent them from  
you. It is too tempting, I am afraid!

The Tara plane has just made its  
fourth exit from in front of me here,  
carrying some 50 men in each load,  
up to San José. rather disturbing!

I wonder shall we be seeing that  
city at all this trip?!

Please remember us to all the  
kind friends there, and tell Lee Hope-  
Borne that we had a very pleasant  
evening with his sister & family last  
night - a grand family they are, too.

With much affection, and  
loving thanks for all you do for us,

Virginia

OFFICE OF  
THE SECRETARY OF STATE  
WASHINGTON

September 6, 1951

Dear Helen:

The other day there arrived from the Company's New York office a large flat box. I suspected its contents but did not get a chance to open it immediately because of moving problems. Now I have opened it and am delighted with the contents. Not only does the picture remind me of my several delightful trips to San Antonio and of my good friends in Zamorano, but also the faint odor of tropical cedar from the frame brings back nostalgic memories of all my happy days in Central America.

The Congress in its wisdom has now pretty definitely concluded that the International Security Affairs Committee, of which I am Chairman, should no longer exist, but that foreign aid should either be administered by a new Cabinet officer, or be coordinated in the White House. Which solution is to be determined when the conference committee of House and Senate meets next week, I cannot say, but in either case it seems probable I will be leaving Washington. I cannot say that I am wholly sorry for the work here has been a heavy load depriving me of much of my usual freedom. I look forward to going home where I will have a far better opportunity to enjoy life with my family, and I hope this will give me time for further visits in Central America.

Many, many thanks for your kindness in sending me this picture which I will treasure all my life. I had planned to hang it in my office here but, frankly, I prefer to have it at home where I will have more leisure to enjoy it and where that aroma of cedar will continue to greet me.

Yours very sincerely,

*Tom*

Thomas D. Cabot  
Director  
International Security Affairs

Mrs. Wilson Popenoe,  
Escuela Agricola Pan Americana,  
Zamorano, Honduras.

Mrs. Thomas D. Cabot 31 Farm Road Weston 93, Massachusetts

Jan 7 [1950]

Dear Helen.

How nice to get your newsy letter -  
Thank you! We love to think of you in that  
beautiful Antigua house. Now compared to your  
lovely home at Jamorano, that museum-like  
mansion at Antigua is outshining. But I hope  
it isn't "open to the public" too often, or how  
would you have any privacy at all?

We wish we might be seeing you there,  
some boggy day - but again this winter we are  
heading Eastwards, and the truly sad thing  
is that we shall not be here in Boston at



The time of your visit. alas, alas. We go Jan 13,  
and return by about March 5<sup>th</sup>. We are so  
terribly sorry Helen, to miss you at the February  
visit. It has been too long since we last saw  
you two.

How wonderful that you are going to your  
beloved Spain for Easter. We shall be visiting  
North from Barcelona about January 19<sup>th</sup> having  
arrived there by air for a 4-5 day stay at  
San Miguel, Azores. After a visit to the new labor  
plant near Marseille, Tex, I will be joining friends  
for 3 weeks of skiing in the Alps - so we look  
forward to a lovely trip, too.

But how we wish it fitted in better  
with your plans. Could we hope for a visit  
to you here on your return from Europe?

Mrs. Thomas D. Cabot 31 Farm Road Weston 93, Massachusetts

We may be off to various spots by mid-June,  
through to September 1<sup>st</sup> - by 5th June we are  
right here, and would so love to see you

Our daughter's first baby is due April 1<sup>st</sup>,  
so we shall continue to be a few jumps ahead  
of you, for a bit anyway! Just it for, though.

Our son, wife & 2 little daughters who have  
been stationed in Bauphen for last two years,  
gave us a wonderful visit of 2 months this  
fall, followed by our son, now in the Cabt. Co.  
in France, visiting us for 3 weeks at Christmas,  
with his darling little trio. These last will be  
with us again for the spring holiday, so we

are having a lovely "full home" here a lot  
of the time. We do miss an efficient con-  
science here at home. He is now at Rushmore.  
So it has been particularly nice to have so many  
good children available to fill the gap.

Hoping to meet someone, somewhere, soon,

Very affectionately,

Virginia

grate

MRS. THOMAS D. CABOT - HIDDEN HEARTH - WESTON 93, MASS.

Sept 25 (1950)

Dear Helen,

Thank you much for your lovely letter, received here on our return 2 weeks ago from cruising the Maine coast. I gather you married children & grand children keep you "humping" as do ours! Best it is fun, but it, if a bit fatiguing at times. We expect the arrival of our 10<sup>th</sup> grandchild any day now, here near by, thank goodness. Our son Robert, wife & 2 little daughters, have been living in Baylede for almost a year, & we hope to go see them this winter. Daughter Luba & husband are living in Berlin, where he is studying vice very assiduously, & making good progress. They have no children.

Our other 2 married sons live near by, &  
13 year old son Teddy is having his last  
year with us before boarding school claims  
him, alas.

Wishes you are clear to keep trying on the furni-  
ture problem. I appreciate it very much, & will  
continue to hope, but not expect anything to  
materialize. Just let us know if you should  
encounter anything with considering.

What a shame you didn't get to Boston this  
last trip. But I doubt that we would have  
been here, for we were at the lovely ranch  
in Colorado until Aug. 1, & then on "Avalardo"  
till into September - wonderful summer for us.  
I do often think of you, in your lovely valley,  
theless, & miss seeing you. Come up here soon  
again, you two!

Love to you

Virginia



*What a delightful time you had in Spain!  
A merry Christmas and a happy New Year!  
OVER Tom + Virginia Carter*

Virginia & I are making a tour of  
Africa this winter and hope maybe  
to visit Zamorano again in the  
fall. I don't know whether we  
will have time for Guatemala  
too. I have kept busy this year  
with six trips to France &  
England.

[1950]

Tom

THOMAS D. CABOT  
77 FRANKLIN STREET  
BOSTON

November 16, 1939

Dear Doctor Popenoe:

I have been a little slow in sending you a copy of my article about the Sierra Nevada de Santa Marta, as I didn't know your address, but am now sending it under separate cover.

I am coming to Guatemala on the ANTIGUA, sailing Saturday. I doubt if I get over to La Lima, but hope that you may perhaps be in Guatemala while I am there and that I will have the good fortune to meet you again. Mrs. Cabot is coming with me and we will call at your house at Antigua, which I have never seen. We will be staying in Guatemala with my brother, who, as you probably know, is Secretary of the Legation there.

Yours very sincerely,

*Thomas D. Cabot*

Doctor Wilson Popenoe  
c/o United Fruit Company  
La Lima, Honduras



December 11 [1961?]

Dear Wilson,

We hope you are enjoying your lovely hours in Antigua these months, even without your wonderful Helen. I know you must be lonely. She was one of the finest persons we ever knew, and we were proud to be included in her friendships.

I am writing now, hoping it is not a presumption to introduce a charming couple, Prof & Mrs. I. V. Richards of Harvard. They are making their first visit to your Guatemala, and

of course we wish they might make  
your acquaintance, and see your  
famous house as well.

They have done a tremendous lot of  
traveling, including mountain-climbing  
all over the world. A serious mistake  
accident badly crippled Mrs. Richards  
recently, but in spite of that she will  
tramp, camp and all. She has been  
President of our Women's Travel Club,  
& is a particularly charming person. I  
hope you enjoy meeting them both.

Hoping we shall wind our way to-  
wards Guatemala in the not-too-distant  
future. Affectionately,

Virginia W. Cabot

COPY

**CABOT**

**GODFREY L. CABOT, INC.** 125 HIGH STREET, BOSTON 10, MASSACHUSETTS

CABLE ADDRESS "CABLAK" BOSTON  
TELEPHONE LIBERTY 2-7300

14 January 1960

Mrs. Roger T. Stone  
Apartado 1309  
San Jose, Costa Rica

Dear Doris:

From my letter of December 24 to George Harrar, of which I sent you a copy, you will note that I had lunched with George Gardner last month, and that I found his position with respect to Zamorano understandable and reasonable. He certainly doesn't want to abandon the School but does feel that the Trustees should run it, and that the United Fruit Company should not guarantee the deficit. To me it is obvious that we can't raise money so long as there is any implication that United Fruit Company will foot the deficit.

I think, therefore, it is best for both of us to have it appear that the United Fruit Company contribution is going to taper off according to a definite schedule. This doesn't mean that if we can't find the deficit elsewhere the door to the Company is closed, nor does it mean that we will not get any further help at the end of the period. Personally I should hope that the United Fruit Company will always be a large contributor, and I would hope that people closely connected with the United Fruit Company would again be members of our Board after the separation becomes clear.

I think it is to our interest, as well as to the United Fruit Company's interest, to make this separation apparent as soon as possible, and I hope we do all we can not to compare the great value which the School has had to the Company in its external relations. I only wish that we had adequate endowment so that we could have the benefits of this separation without its budgetary problems.

I quote the following excerpt from a personal letter I have just received from George Gardner.

"Getting back to the point that you and I discussed up here at luncheon that day, I continue to feel--as I think you do--that some letter from the trustees to us would be useful to try and help spell out the general area of continuing support. I would say that for the year 1960 a figure of \$200,000 is about correct, and that within the next few years to come--as you know--we will want to withdraw slowly, perhaps by 50,000 increments. It is not possible or wise for the Company to precise these figures reaching over a four or five year period, but I do want to reiterate that it is not our intention to embarrass the School or to in any way abandon it. This I think you will notice seems to be recognized finally by Doris. I realize that the School will not be successful in attracting other substantial forms of support as long as the Fruit Company is dominant in this affair. By the same token, however, I do not subscribe to the feeling that the Fruit Company must be indefinitely out of the picture entirely, nor do I consider it incompatible with my philosophy that we have an opportunity to suggest a director from time to time, one of whom conceivably may very well--once this thing gets under way--also be a director of the United Fruit Company.

"As far as the matter of making our support contingent on fundraising performance as each year progresses, I think that this is often a useful tool to keep everyone on his toes. I feel quite open to a discussion at this point, but definitely do not want to specify terms which make the director's job overly difficult."

I had a chance to talk with Wayne Reitz last night, and I showed him these excerpts. He expressed some doubt, which I shared, that we would be able to develop outside support as fast as the above figures would seem to require.

I think George would welcome a formal request from us. I don't believe we need a trustees' meeting in order to make such a request, unless you and Faddock

need guidance as to what would be appropriate sums to ask for. I would doubt that the Company would accept figures much higher than those indicated above, but they might.

Surely the most important thing we have to do is to find other support. I wonder what progress you have made? Have we any additional trustees ready to accept election? I am eager to see us make a good start on this drive, and I feel you are the one we must rely on to give us a lead. Obviously Bill Faddock, too, must help, but he is at a disadvantage as compared with those of us who do not derive support from the School.

I am waiting to hear what will be the date of our next meeting. Presently I am planning to leave Boston about February 10 for Europe, and will not be back until the first of April. It will be very difficult now for me to change these plans because of engagements in France, England, Italy, Germany and the Netherlands, some of which are quite inflexible. If you are going to be in New York or New Orleans before February 10, be sure to let me know, for I would like to fly to meet you even if it is only for a brief talk.

Yours very sincerely,

TDC:evv

Thomas D. Cabot

CABLE ADDRESS "CABLAK" BOSTON  
TELEPHONE LIBERTY 2-7300

Panama, November 6, 1959

To: J. George Harrar  
William C. Paddock  
Wilson Popenoe  
George Putnam  
J. Wayne Reitz  
Doris Stone  
Samuel Zemurray

I regret that it is impossible for me to attend the meeting on November 24 of Escuela Agricola Panamericana. After two days at the School and one in San Jose talking with Doris Stone, I would like to record my views.

It will not be easy to divorce the School from United Fruit Company. To do it suddenly would be a disservice to both. It will take time and be very difficult to replace the grants from the Company with income from other sources. In addition to income, the Company has provided many services such as purchasing, bookkeeping, sanitary inspection, personnel procurement, engineering, auditing, secretarial work, legal advice, freight and travel service, etc. Probably many of these should not be duplicated.

Clearly the Trustees should take more responsibility. I thought that I was peculiarly remiss, but find that others of you were shockingly ignorant of the corporate structure and of our duties, and even of which of us are officers of the School. No harm came from this while the Company paid the bills, but we must prepare for the future.

I think we should add to the Trustees and suggest for consideration by the Corporation Members three names. I know none of these well enough to give my unqualified endorsement. They are Carlos de Sola, Rodney Rockefeller, and Mathilde Gray.

I think the same individuals should be added to the Corporation and that many others who know the School and could lend prestige, give continuity, and attract money

Thomas D. Cabot

SHEET No.

2

FROM **GODFREY L. CABOT, INC.** To

6 November 1959

(or give it themselves) but are too busy or too old to serve as Trustees, should also be added to the members. I suggest the following names:

Vannevar Bush  
Stanley Osborne  
Margaret Compton  
W. H. Claflin  
George P. Gardner, Jr.  
Hartley Rowe  
Katherine K. Coolidge  
Margaret P. Herrick  
Edward Miller  
John M. Cabot  
W. Latimer Gray  
Whiting Willauer  
Galo Plaza  
Juan Calvez  
Jose Figueres  
Paul Daniels  
John Dreier  
Milton Eisenhower  
Nelson Rockefeller  
J. Peter Grace  
J. Simpson Dean  
Emilio Collado

Obviously most of these would do little more than give their endorsement and sign a proxy each year for the slate selected by the Trustees. Those connected with the Company would not be serving *ex officio* but in their own rights. The Latins are not ideal because of political ties and I hope others can be found of similar prestige but without the same implications.

The Trustees should discuss and approve the budget and ask the Company to make a grant covering the deficit with some indication as to what can be expected in future years. Surely the budget, and especially such items as capital additions and the Director's salary, should be matters for Trustee consideration and not determined by officers of the Company without consultation. The Trustees should also concern themselves with investment policy, selection and performance of the officers, admission and academic policy, although we must recognize that the advice of the Faculty and Director in matters pertaining to the educational program itself is not to be disregarded without the gravest consideration.

Thomas D. Cabot

FROM **GODFREY L. CABOT, INC.** To

6 November 1959

I point to our past negligence not to blame, for I am the most guilty, but to emphasize the duties ahead if the School is really to be autonomous. I don't believe the Trustees need hold frequent meetings, this would be impossible for many, but I do think we must be kept informed of the decisions we should make. To this end we should select officers who represent us.

In closing I should report that what I saw at the School itself was most gratifying. The property is in excellent shape and we have an earnest and highly intelligent group of students. We can be very proud of what we are doing there for the future of agriculture in Latin America.

Sincerely,

TDC:evv

Thomas D. Cabot



UNITED FRUIT COMPANY  
80 FEDERAL STREET  
BOSTON

THOMAS D. CABOT  
PRESIDENT

Jan. 12, 1949

Dear Wilson:-

Because I cherish your  
friendship and because  
you may hear rumors  
in the Tropics, I want  
to tell you of something  
that is not yet known  
to most of the Directors  
of U.F.C. I shall not  
continue as President  
after next May. Mr Z.  
has come to believe that  
I am unpopular in the  
Tropical organization  
because of my eagerness  
to learn and incessant  
questioning. I am sure  
that without his sup-  
port it would be  
the Company for me to  
attempt to continue.  
I hope that you are  
not among those who

have been distressed at my  
eagerness. In any case  
I shall continue to  
admire your own, and  
hope I may think of  
Zamorano in the  
future as well as the  
past.

Sincerely,

Tom