

William "Bill" Sjogren '67
Dartmouth College Oral History Program
Dartmouth Community and Dartmouth's World
January 18, 2013

DONIN: Today is Friday, January 18th, 2013. My name is Mary Donin, and we're here in Rauner Library, with William Sjogren Dartmouth Class of 1967. Okay, Bill, just to sort of get us started here, can you tell us a little bit about how it is you ended up coming to Dartmouth back in whatever that was, '63? Were you a legacy, or did somebody recommend Dartmouth to you, a high school guidance counselor, or how'd you come here?

SJOGREN: I was definitely not a legacy. My father did not graduate from high school. My mother did not go to college. I think on the two sides of my family, going back several generations, the only person who went to college prior to my going was a cousin, my mother's sister's son, about ten years older than I. So I did not grow up with any particular college in mind. Nor had I visited one or had much of a sense of one and said, *Gee, when I grow up I want to be "here,"* whatever "here" was. At the same time I say that, I grew up in Swampscott and Lynn, Massachusetts, about fifteen miles north, on the coast, at the beginning of the North Shore. Eastern Massachusetts certainly has a predominance of private colleges, so I certainly had a sense that there were a lot of colleges around. From early on, I was recognized as someone with a lot of academic and athletic ability, and, therefore, college material. I had virtually every Ivy and the "Little Three" pursuing me. It was all very confusing. I did know I wanted to get away from home, a powerful feeling I was later able to pin to my alcoholic father. I received a senatorial appointment from Leverett Saltonstall to the Naval Academy, and only applied to three other colleges, Yale, Williams, and Dartmouth, all of which accepted me along with offering prestigious 'named' scholarships. Each was very aggressive trying to convince me to come.

DONIN: Were you the oldest child in your family?

SJOGREN: Yes.

DONIN: So you were the first. Okay.

SJOGREN: And I only have a younger sister, who's about two years younger than I. I was born on December 27th, 1945, and I always chuckle because I was born neither during World War II nor technically a baby boomer, which a lot of people say started January 1st, 1946. And I was also—where I went to school, mainly in Swampscott, Massachusetts, the cutoff date was January 1st, so I was always the youngest person in my class, which in retrospect, certainly with males developing somewhat later than females [chuckles], created some social issues for me. But I wasn't aware of that, nor did my mother or father mentor me through maturation—I didn't grow up in a family where we had any kind of discussions of that sort.

DONIN: Well, in that era, I don't think it was common—

SJOGREN: Right.

DONIN: —to talk about stuff like that.

SJOGREN: Right. But anyway, I had always done extremely well academically and athletically. You know, socially I was not an outgoing person, but friendly. And I'll talk more about that later, because there are issues that took me many decades to come to terms with.

But it was fairly clear early on—by "early on," I mean ninth or tenth grade—someone trying to get me to look at Phillips Andover. But the thought of being away from home—I don't know, that was just foreign territory to me.

But in those years that form your college application package—eighth, ninth grade and on—and all the different tests you took and so on, I always came out on top, and I was always the class president and president of the National Honor Society and football captain and so on.

DONIN: Yes, I see in your Green Book here, your Green Book page—here's the list: student government vice president, class president, Boys State, magazine, baseball, football, co-captain. Yes, so you were like a perfect profile to come to Dartmouth.

SJOGREN: In many ways, I think I was stereotypical of the person who came here: white —I think there were three blacks in my class of 800 people. And that was pretty much the same in the classes on either side of me. A lot of the colleges made a major effort to recruit blacks starting probably late '60s, early '70s. I do remember in my Harvard Business School Class of 1971, where there were 750 people in my class, and we were broken down into sections, and there were ten sections of roughly 75 people, that each of those sections back then had roughly ten blacks in it, so there was quite a significant jump in recruitment. At the same time, there were only three women in each one of those sections, so that wave didn't come for—

DONIN: It took a little longer.

SJOGREN: —maybe another five to ten years.

And just to illustrate what it was like then, when I came out to my first football practice freshman year—

DONIN: Here?

SJOGREN: Yes. There were approximately 120 people out for freshman football out of 800 people. There were—my numbers are close to accurate -- I think there were well over 100 high school football captains in my class. It was kind of odd, with roughly 11 people on a team: we all had these different colored jerseys, and they pretty much ran out of colors. For a long time, you'd see all these people with their helmets on and a piece of tape across with the name written on it. You know, it's very much like the *Doonesbury* that came out in 1968, where "B.D."—which stands for Brian Dowling, who was a star for Yale—you know, you only saw him with his football helmet on. So anyway, that's how I met a lot of my classmates early on.

DONIN: So in those days, freshmen couldn't be on the varsity.

SJOGREN: No. Every single sport had a separate freshman team. It didn't matter how good you were. You could not be on the varsity. It didn't matter what the sport was.

The teams—well, I played football and baseball, and the teams (frosh and varsity) did occasionally practice together. We would frequently—the freshman team would frequently scrimmage the varsity baseball team, for example. And there were certain passing drills in particular where the freshman and the varsity football players went up against one another. But they weren’t tackle drills. They weren’t all-out physical drills. I suspect it gave the varsity—because we had separate coaches, too, so I suspect it gave the varsity coaches a sense of what was in the pipeline.

But anyway, getting back to how I ended up at Dartmouth, I had a lot of people getting in touch with me about, “Gee, would you like to look at?—fill in the blank: Yale, Harvard, Princeton, Columbia, Williams, Amherst—both teachers at my high school who had gone to those schools, and just people living in the Swampscott-Marblehead area, which was a reasonably affluent area and had a lot of connected people.

It was all very confusing for me because I was very much a people pleaser sort of thing, and I didn’t have a real strong idea of not only myself and my passions but where I wanted to go to college or what I wanted to do. It was sort of like it was just the next thing to do, I mean. And given my potential at the time, I almost felt like it was an obligation to do that, which, in and of itself, created issues for me because I—a major, lifelong problem for me has been a lack of passion about much of anything. So I don’t get up in the morning and say, *Jeez, I can’t wait to get to*—whatever. That’s just something I’ve struggled with.

DONIN: So you weren’t excited by any of these—I mean, no particular school stood out for you, from all these schools that were inviting you to apply.

SJOGREN: No. What I ended up doing—one thing I knew right away is I didn’t want to go to school close to home. I might as well mention this early on, and I should also say that a lot of the things I say about Dartmouth—I very much need to separate the issues I brought with me as opposed to the issues that the particular institution presented, that I struggled with.

But from about age 13 until I was 23, my father's drinking overwhelmed him. Virtually every day I came home from school—and I mean every day—my father would be drunk. Among the many issues that left me to struggle with is—and he essentially drank himself to death when he was 52; I was 23—is—where I was going with this was to say that I didn't want to go to school close to home. I wanted to get away from home, which brings up the whole other issue of [chuckles wryly] I've never really had a sense of home. When I think of my home, it's a place I wanted to get away from; it's not a place I wanted to return to. That's another one of the things I've had to grapple with.

But the other thing that affected me, and I'm sure it would have affected me no matter where I went to college, is I have always resisted institutions, structure, mentors, bosses, professors, dogma, "do it this way" advice.

DONIN: That must be in conflict with the comment you made earlier, which was you were always looking to please people.

SJOGREN: Well, I think there's an internal conflict there. I think the reason I was looking to please people—I could not open myself up. I could not say, "I need help." I could not say, "I'm angry," "I'm miserable," "I'm fearful." I walked through life trying to appear that I was normal.

Now, the whole concept of ACOA (Adult Children of Alcoholics) was not even put together until at least the mid-'70s. I did not embrace that or even become aware of it until well into the '90s, because I would have avoided it anyhow if—my former wife said, "Bill, I think you ought to take a look at this" or "consider this" or whatever. [Chuckles.] I was such a jerk at the time that she would often leave a book or an article that she wanted me to read on my side of the bed, and I had this basket of reading, and I would just put it in there and never open the thing up, because I so resisted responding to anything people told me I should do. But, at the same time, I couldn't—intimacy has always been a huge problem for me, whether it's institutional intimacy, professional intimacy, academic intimacy, romantic intimacy. It doesn't matter. So anyway, the people pleasing was to sort of keep people away. "I'm okay. Don't worry about me."

DONIN: So how did you finally end up choosing Dartmouth?

SJOGREN: Well, so, I didn't even look at Harvard, for example. I have no doubt I could have gotten into any college I wanted to get into. And I got really confused. You know, I could see myself at a lot of places. And I ended up applying only to Dartmouth, Yale and Williams, and I basically—there wasn't really early applications back then, and it was still getting your application January 1st and you'll hear April 15th. But the colleges would send you letters saying things like, "We're sure we will have a position for you. We really want you to apply. You are on our A list." (Back then an "A" meant something special.) And I got that from all three of those institutions.

In addition, I was offered a prestigious named scholarship at each one of them. I was from a blue-collar family and certainly needed financial aid. My dad was a sheet metal worker, and my mother stayed at home, took care of me and my sister.

So I visited all three schools. The second thing that I realized—the first being I didn't want to go to a school close to home—the second thing I realized is that the feel of a city school—and by this I mean Yale in New Haven—wasn't right for me. And I wasn't really caught up in the prestige. I mean, from my point of view, in retrospect certainly, there's no question that Yale was significantly more prestigious than Dartmouth, much more selective. And certainly Harvard was then and still is the most prestigious school in the country, from where I sit. I'm not saying it's the right school for everybody. So I wasn't really too caught up in that, but I did think that—I had a basic sense that I should go to a better school, if you will.

So anyway, that pretty much took Yale off the table. Things like Greek system, all the private men's schools back then were either all male or all female, so, you know, I didn't even think about, *My God, Dartmouth is two hours away from any women my age*. It didn't even enter my head. The Greek system didn't mean a thing. I certainly wasn't going to college to become a better football player or baseball player, —it was just something I did.

I think what basically happened—two things got me to Dartmouth. One, Dartmouth just to me seemed like a bigger version of Williams. I think Williams today, even, is the school most similar to Dartmouth of all the other schools in the country.

And as an aside, I have [chuckles] implored a number of people here to try to study—compare Williams to Dartmouth in the sense of the fact that in the mid-'60s they closed down the Greek system, because one of the rationales for the Greek system at Dartmouth has always been that they need to provide some social outlet for the students. Now, in the intervening 50 years, Williams is always the number one small college, and not only that, in Division 3, it always has the top athletic program.

Dartmouth prides itself on having this athletic history and reputation, whereas if you actually go back and look at the records of Dartmouth sports, with the possible exception of a little bit of ice hockey, where they had a natural advantage, and the fact—and the football teams of the '60s and '70s, Dartmouth's got pretty mediocre results as far as sports go. But nevertheless, Williams has always had a top thing, and they finally acknowledged that when they brought Harry Sheehy, the athletic director, from Williams here a couple of years ago, and I think he's a terrific guy.

DONIN: Okay, so back to—

SJOGREN: That, and the fact that the people I met at Dartmouth (and I mean students in particular) seemed happy. Happiness was something that I didn't have a lot of. So that appealed to me. I liked the rural setting. I think it was of a size, and I had a sense that the competitive level was right for me.

DONIN: Did the outdoorsy stuff appeal to you?

SJOGREN: Not really. I mean, I wasn't a hiker. And in my day, the DOC freshman trips at the beginning of the year—I would bet that maybe 10 percent of the class went on that.

DONIN: Oh, really?

- SJOGREN: Twenty percent, maybe. It wasn't—in my day, the people who did that kind of stuff were looked down upon.
- DONIN: Why?
- SJOGREN: Hiking/camping and similar just weren't mainstream until the 70s.
- DONIN: No, I didn't realize that. That's interesting. It didn't have the same appeal that it does now. Hmm.
- SJOGREN: No, no. I mean, we have 90-some-odd percent of the incoming class going on freshman trips now—it wasn't—I mean, it was there, and you had the option to do it, but there wasn't any of the—the school seems to make a very great effort—I would even use the word "hazing"—to—once you've been accepted at the school, either with the revisit weekend, whatever they call it, before you make up your mind, right on through when people come off the bus, and they got to do this dance and all this kind of stuff. I see incoming students here going through what I don't consider a particularly positive hazing experience, that "you made the best choice in the world, and this place is wonderful," and on and on and on. And then when you get in here and there's this sort of homogenized, "you're an on the Green Bus person or you're nobody." I think it puts a lot of people in a very uncomfortable position.
- DONIN: So what did you find when you matriculated here?
- SJOGREN: We all had to wear freshmen beanies, like a little sailor's hat with your class numerals on them. The only thing that—as I recall, that brought with it two obligations: One is you were supposed to learn all the Dartmouth songs—you know, "Dartmouth's in Town Again" and "Dartmouth Undying" and "Men of Dartmouth," as it was called then. And if any upper-class member stopped you and asked you and you couldn't remember that—there may have been other stuff you were supposed to remember, too—you basically had to help him carry his trunk up to the third floor of his dorm. It wasn't any more than that. You didn't have to do pushups or they didn't make you run around the green. It was—you know—
[Chuckles.]

I don't remember—stuff like running the gauntlet and—there was a freshman versus upper-class tug-of-war. A lot of those so-called traditions were really disappearing at that time. I can't remember. I don't know how often there was the tug-of-war. I know it was kind of informal, as I remember. It was on the Green, and it was really just a matter of how many people showed up. Of course, the upper-class people had three classes, a much bigger pool to support their side. And I don't know, maybe when the freshmen finally won, they didn't have to wear their beanies anymore? It was something like that. I can't remember, because [chuckles], as you recall earlier, this whole ritual is not anything I really wrapped my arms around. I did the minimum I could do to stay out of trouble.

DONIN: And so John Dickey was your—

SJOGREN: Yes. John Sloan Dickey, whose nickname among the undergraduates was “John Slow Diction.”

DONIN: [Laughs.]

SJOGREN: Because he spoke So. Precisely. And. Slowly. He used to come out to football practice. I think he had an Irish setter. He had some dog he used to walk around the campus with all the time. He seemed like a nice guy. I suspect they still do this, but every member of the entering class got to sit and shake his hand, or he signed his matriculation paper. I can't remember what it was, but something like that.

DONIN: So who did you identify as your sort of group up here when you started? Was it the freshman football team that you were on or your floor mates at your dorm? What dorm were you in?

SJOGREN: I was in Mid-Mass.

DONIN: Oh, yes. Was it your floor mates or was it classmates?

SJOGREN: Certainly the people I spent the most time with were the people who lived on my—I lived in 309 Mid-Mass, all four years, actually. I've never been one who likes moving.

DONIN: And you had roommates, I assume. Or did you have a single?

SJOGREN: No, I had a triple. I had one roommate for all four years, and the other roommate, for the first three years. And the person who took his place our senior year was another class member who lived next door. So those are the people I certainly spent the most time with. Dorms had continuity back then. The foreign programs weren't nearly as popular and available as they are these days. We're basically on the same—I mean, we called it trimester back then, but the fall-winter—with the exception of the fact that fall term now ends before Thanksgiving, the academic cycle was very much like it was just last year. You'd start in late September and end about December 10th and so on. Finish classes up right at the beginning of June.

But dorms meant something back then. There were a lot of intramural competitions and three active seasons. There was intramural ice hockey and basketball and touch football and softball on the Green.

DONIN: So there was real identity with your dorm.

SJOGREN: Yes. Yes. And, at the same time, the fraternities—the Dartmouth I went to, first-year freshmen could not enter a fraternity, not for any reason at all. Even if you had an older brother in there, it's almost as though you needed special permission to do it. And that was fairly well policed. Safety and Security was called the campus police then. Proctor O'Connor was the Harry Kinne of the day.

DONIN: Right.

SJOGREN: Fraternities were put on probation if a first-year was there. There was, I think, both a sense at the college that they wanted your mind and time to be elsewhere that first year. "Get your feet on the ground." And they also did not want the fraternities to be competing for the people they thought would make the best members.

DONIN: So rushing took place in fall of sophomore year?

SJOGREN: Yes. Sometime in the first week or two of classes, as I recall.

DONIN: Did you participate in Greek life? Did you join a fraternity?

SJOGREN: I did. I joined Phi Gam, Phi Gamma Delta, which—it's on the corner of West Wheelock and School Street, I think it is, right across from St. Thomas's Episcopal Church. It's a sorority now.

And back then—how would I characterize our fraternity? It was made up of people who didn't take themselves too seriously. To the extent there was any sport there, it probably mostly had football players. But out of the 70 or so members, I would say there were about 15 who were on the football team. Again, back in those days, the fraternity did not have—it wasn't like as I understand it is today, where a whole team will all belong to a single fraternity. I know Gamma Delt has been. When Beta got shut down—and that had been—that was always one of the jockey places, and it certainly was in my day, too. I would characterize the difference between Beta and Phi Gam is that Beta was made up of the jocks who took themselves very seriously. And I had good friends there, too. But there were maybe five or six or seven fraternities that the football players belonged to.

There wasn't a baseball fraternity or a squash fraternity or soccer fraternity or whatever it might be. That being said—and we had 24 fraternities back then—roughly 50 percent, maybe a little over 50 percent of the people who could join a fraternity were in a fraternity.

DONIN: It was only 50 percent?

SJOGREN: Yes. It was in the 50s. I might have been 52, -3, -4, something like that.

DONIN: And you never lived there, though. Was that an option, to live there?

SJOGREN: Yes, I think each—I mean, the physical plant is very much like they were then. The place where Phi Gam was is exactly the same. My memory was that there might have been 15 beds or so for people to live, and those were mostly reserved for the seniors.

DONIN: I see.

SJOGREN: And if they couldn't fill them with seniors, then maybe a junior could get in one of them. But [chuckles] that sort of embrace of my fraternity was way too close for me back then, so I—I wasn't somebody who hung out there or played cards or—

DONIN: So you generally weren't a joiner in terms of your social life.

SJOGREN: No, not at all. No. Dartmouth back then, too, was a—there was a Dartmouth type, and it really dominated the school.

DONIN: How would you describe the type? I mean, on paper you appeared to be the type.

SJOGREN: Yes. Well, you know, I was a reasonable sized and athletically talented and academically talented, so—I mean, I was what I was. The kind of emotional part of me was really buttoned up pretty tightly, and frankly, that emotional part of me, at least from my perspective, is the part that gets you into poetry and literature and art and that kind of thing, which I've come to appreciate somewhat later in my life. That's a roundabout way of saying Dartmouth was not a place where people sat around and talked about philosophy or T. S. Eliot or whatever. I don't think it is now.

For a place with all the academic assets this place does have, I think it's remarkably short on out-of-class academic fermentation. You frequently will see in *The D* comments about, "Now, I've been here four years, and I've never had a scholarly conversation outside of class in all that time." That's kind of a way of describing the Dartmouth stereotype, by saying what it is not, as opposed to what it is. I also realize in retrospect how uncomfortable certain things were for me here, things such as the wall banners, in green felt with white lettering, formally made and sold in town with "When Better Women Are Made, Dartmouth Men Will Make Them", and the alternate lyrics to "Dartmouth's in Town Again", lyrics such as 'our pants are steaming hot, we'll give you all we've got' were widely sung boastfully in a 'this is who we are' fashion.

DONIN: Right, right.

So how did you—your effort to get away from home and distance yourself from what was going on there—did you find any sense of feeling like you belonged here instead, since you felt like you didn’t want to be at home? You know, belonging comes with a sense of—there are different ways to feel like you belong, but did you feel that you belonged here at Dartmouth?

SJOGREN: Not at a strong level. I didn’t sit around here saying, *I wish I weren’t here* or *I wish I’d gone someplace else*. I did sit—I mean, I certainly—the thought of *Jeez, I’m not comfortable. What’s goin’ on?* probably entered my head, but my pursuing that or trying to appear less than normal or—I didn’t have anyone in the world that I felt close enough to to actually discuss such a thing.

DONIN: In terms of your peers or in terms of a mentor or a professor? Or both?

SJOGREN: Any. No human being alive. At my 30th reunion in 1997, we had a panel basically on how life doesn’t necessarily work out the way you thought it might. And I was one of the participants. I had a business I built over 22 years, which I basically lost in the recession of 1990, ’91, ’92, which struck particularly hard in Greater Boston. That and other things got me a ticket to this group, although I hadn’t really come to grips with my alcoholism at the time. You know, there was someone on the panel who had had cancer and was in recovery from that and so on.

But I was just discovering this whole Adult Children with Alcohol [syndrome]. The shorthand for it is: Don’t talk, don’t trust, don’t feel, which, as soon as I heard that, I said, *My God, that’s me*. Essentially what I said at that presentation, which seemed to resonate with my classmates—I mean, the whole thing did, but in particular what I acknowledged is that I’ve never had a best friend in my life, and the reason that’s the case is because I cannot be another person’s best friend. You know, it’s a reciprocal thing, and—but anyway, that’s another way of saying exactly what I was saying. And for me, at age 19 or 20, to open up about that was—you know. I can certainly think back and say, *Gee, I wish that had happened*, but at the same time, I can say there was no

way in hell that would have happened. I mean, I try to imagine: Is there anyone who could have gotten through to me? I don't think so.

DONIN: Your coach?

SJOGREN: I didn't—[Chuckles.] I'll tell you: I hated football practice in particular. And just to put that in perspective, my sophomore year, I was second string, which means I got a reasonable amount of playing time. But I got hurt in the second game of the year. I hurt my knee, and I was out for the rest of the year. I came back my junior year, and I was the starter, and I started every single game in my junior and senior years. I played in 20 varsity football games when I was here, and we lost two, and we just barely lost the two we did lose. My junior year, we were undefeated, untied and won the Lambert Trophy as the best in the East, ahead of Penn State and Syracuse and all the big powers.

In the final game, we played Princeton, which was also undefeated and untied, and we were actually the underdog, and beat them fairly easily 28-14, a game that the alumni magazine or whoever was behind it a few years ago called the greatest football game in Dartmouth history.

DONIN: Whoa! What year was this, '67?

SJOGREN: Nineteen sixty-five.

DONIN: Five.

SJOGREN: Fall of '65. And it was quite a spectacular game. And back then—I mean, the stadiums would be absolutely packed. The field would be ringed with standing people. You just couldn't get a seat to them.

DONIN: So those were the glory days that people always talk about.

SJOGREN: Oh, yes, yes. Bob Blackman was our coach, and he was legendary. Rightly so.

But anyway, where I'm going with all this—and I was All Ivy first team, and even though I played offensive line, I was the lightest person on the offensive line, and then a few years

ago, I was picked to be part of what they considered the Dartmouth All Star team for the first 50 years of Dartmouth being in the Ivy League, because the Ivy League technically really didn't start until I think it was 1956 or '57.

But [chuckles] what I'm going to say is that as a biology major, of my 36 courses, 12 terms at three courses a term, I think 17 of them were lab courses. Most lab courses had—one four-hour lab a week was from one to five or one thirty to five thirty, something like that. Organic chemistry had actually a lab and a half a week, so six hours of lab a week, in addition to the classes. And back then, and it's probably still the case, you didn't get extra points or credits for taking a science course, even though it took a lot more time.

And back then also, the football—it didn't matter what the sport was—they couldn't tell you what courses to take or not take or whatever. So if you were taking courses that meant you missed practice, that's the way it was. So I would always make certain I had one or two lab courses every football fall. And, in fact, my senior year I had two, so [chuckles] basically I would miss two practices a week. The Friday practice was always an easy one. It was just kind of a walk-through, 45 minutes, just to get some exercise. So I missed two of the four more demanding football practices every week.

DONIN: Didn't it drive Blackman crazy?

SJOGREN: No one ever said anything to me. I always played really well. We had a very complicated offense, but I always learned it really well. In fact, I sometimes helped the coaches with what our assignments were supposed to be. You know, I never remember anybody even saying, "Hey, Bill, if it's at all possible, would you please take your lab courses in another term?"

DONIN: [Chuckles.] Right.

SJOGREN: I mean, another thing that really irritates me is the whole concept of "student athlete." I hate the phrase, "student athlete," because what it does is make the athlete more important than the student, and it should be exactly the reverse.

DONIN: Right, right.

SJOGREN: I think that’s a major change between today’s Dartmouth and that Dartmouth. In that Dartmouth, people played sports because they liked to play sports. It wasn’t live or die. Competitively, we certainly did at least as well as we’re doing these days.

DONIN: Right, right.

SJOGREN: I would say the hockey team was roughly similar. The basketball team has always been kind of mediocre.

DONIN: If *The D* is to be believed, the profile that I read of you in *The D*, a football profile, was that you were a biology major, pre-med. Is that right?

SJOGREN: I was.

DONIN: But you ended up in business school.

SJOGREN: Yes, I think my lack of passion about anything—I didn’t articulate it—and I use “articulate” in this case internally; I didn’t articulate externally anything to anybody—but I didn’t necessarily think of it as lack of passion, but I did say—because, you know, there are all these stories about what it was like to be an intern and so on and how many hours a week you worked and how much it dominated your life. I just didn’t care enough about it to do that.

At the same time I’m saying that, anyone who was at any college in the mid-’60s had to grapple with getting drafted and sent to Vietnam. And, in fact, it was spring of 1965—it may have been 1966; I can’t remember—but I think it was every undergraduate in the country had to take the equivalent of an SAT exam. It was that kind of exam. And if you did not—you had to score above a certain level to assure your remaining in undergraduate; that is, not to get drafted right out of undergraduate school. So the whole idea of getting kicked out of school or taking a term off from school or—you just—you didn’t even think of that, because you were going to get drafted. The lottery didn’t come out until 1969, I believe. And, as it turns out, my number, which

was really your birthdate—I probably would have gotten drafted anyhow.

So why did I end up going to business school?

DONIN: But that was a decision that you made after you graduated.

SJOGREN: Well, yes and no. I applied to Tuck, Columbia and Wharton business schools when I was senior, and I got into all three of them. I also had an application in for Naval OCS, which I would say a lot of people at Dartmouth had done because if you went in the Navy, you were highly unlikely to get killed in the Vietnamese jungle, or maimed. And I should add that I thought our participation in our war with Vietnam was about as stupid a thing as can be, although Iraq and Afghanistan are right up there.

DONIN: But you never got involved in anything on campus in terms of—

SJOGREN: No, I wasn't—you know, that was the whole joiner thing. I felt it, but I had a real self-consciousness about being defined as aligned with anything. We did have—after lunch—and this went on a long time—two lines would form on the Green, kind of facing each other. They would start roughly where the flagpoles are. And people would join one side or the other. One side was pro-war, one side was anti-war, Vietnam. And they got quite long. The lines got quite long. And I did always join the anti-war line there. But the Dartmouth protest there was nothing compared to what was going on in the cities.

DONIN: Right. For sure.

SJOGREN: Boston, New York, Chicago. But I don't want to under-emphasize how much getting drafted and going to Vietnam affected everybody's life then.

DONIN: You made decisions based on that possibility.

SJOGREN: Oh, yeah! Yeah. I mean, I essentially got married—I've been married and divorced twice. I got married, faked a pregnancy—we borrowed a pregnant woman's urine to get little bits of deferments. I taught at a private school the year after I graduated because my Naval OCS application actually

got messed up. I did the physical and the mental parts of it in different locations, and they never met. I suspect my name was misspelled somewhere along the line. So I never heard, and my draft board's on my back.

I ended up getting a job in a private school right after graduation, and that got me a deferment for a year. But then they were going to change that, and I put my acceptances to the business schools on hold, and I also applied and got into Harvard Business School, but then they changed the rules so that they would only guarantee you one year of graduate school, and I figured the worst thing was to get drafted in the middle. All the business school programs pretty much are two years. The worst thing was getting drafted in the middle of that.

Again, I was from a blue-collar family with not a lot of connections. There were a lot of people who had connections, who were getting into the National Guard back then. The National Guard [chuckles], as opposed to today's world, meant you had no chance of seeing active duty.

And then, lo and behold, in the summer of 1968, I got into the National Guard in Salem, Massachusetts. I had an application in for a long time. Immediately signed up, and literally a week later, I got my draft notice. I was that close to being—who knows? And even when I went in basic training with the National Guard—because I always did real well in all these exams they give you, and more people were saying, "Gee, Bill, you know, if you become active military, I'll make sure you are here and you do the office work and on and on. I basically [chuckles] ignored all that talk.

DONIN:

Well, so, back to Dartmouth, though. Everything you've described so far makes you look on the outside like you would have been one of the sort of ultimate insiders. You know, we're sort of looking at these interviews through the lens of people feeling like they're either the inside or the outside, and sometimes that changes for them. For you, you arrived on campus with this profile of being sort of someone who would become an insider right away, with your athletic skills and academic skills. I don't know about the social skills. But did you engage in trips to the local women's college, "girls," you called them back then?

SJOGREN: Um—

DONIN: Did you have a social life?

SJOGREN: Somewhat. For a scholarship student, it was relatively expensive to date much. You either had to pay to get down to Smith or Wellesley or wherever you might go. The Seven Sisters schools were the popular destinations. But you either had to pay to stay overnight somewhere or, if you brought a date up to campus, it had to be an overnight, and that means you had to pay for a room somewhere, so that got kind of expensive. It was difficult.

DONIN: Because you were a scholarship student, did you have to have a job, a part-time job?

SJOGREN: Your financial aid package almost always had a job. I would have to—Thayer, the '53 Commons or whatever it's called.

DONIN: The dining hall.

SJOGREN: The dining hall, at least from the outside, looked very much—and in fact, until they renovated it just a little while ago, looked very much the way it did back then, especially the big room. A lot of the jobs were there: washing dishes, cleaning tables, that kind of thing. And I didn't have to do much of that. I had a job just scoring surveys in the psychology department, and I had a job taking care of—I can't remember the name of the monkey, but there was a nocturnal monkey, really tiny—"tiny" meaning you could easily put it in the palm of your hand—and armadillos at the medical school. It was a research study on multiple births.

These monkeys—armadillos always have fraternal twins, and these monkeys always had identical quadruplets. I basically had to get in there Sunday morning and clean their cages and feed them. I won't go into details, but if you can imagine a 4-by-8-foot, -6-foot maybe, pit with bathroom tiles full of about 15 armadillos. You can imagine what was on the bottom of that after about a week. Not to mention they're really cannibals, and as soon as one of them got weak—I would come in on Sunday mornings, and one would be kind

of turned over so its underbelly was exposed and the rest would be eating it while it was still alive.

DONIN: [Makes sound of distaste.]

SJOGREN: So anyway, I had to deal with that kind of thing, which, at 8 a.m. on a Sunday morning after a long Saturday night of drinking, was not [chuckles] a pleasant experience.

DONIN: No. So let's talk about the drinking on campus for you, then. Was it something you engaged in a lot? I mean, had you discovered by then that you had issues with alcohol?

SJOGREN: My first real sense that alcohol had some benefit for me was during February vacation my senior year in high school. Other than having a sip of beer when I was four or five or six years old with my father and grandfather—they sat around on a Saturday afternoon—I had not had a drop of alcohol until then. And then I had some that vacation week, and it was—the sense of relief was overwhelming. I mean, the tension and anxiety I felt just went away. I think I sort of felt more that, *Wow, this is great*, as opposed to *Uh-oh, I'm in trouble*.

At Dartmouth back then, beer was everywhere, so beer is just what you did. It would be very hard to be at Dartmouth then, and I certainly think now, to sit back and say, *Huh, I gotta watch out for this*. I mean, if you wanted to be part of this culture, beer was an essential part of that.

DONIN: But as an athlete, weren't you guys supposed to not drink?

SJOGREN: I think it was never policed. It might have been suggested.

DONIN: Oh!

SJOGREN: I think especially, like, the day before a game.

DONIN: Oh! Huh!

SJOGREN: Drinking then—my understanding of life on this campus today and for the last decade or more is that every Monday, Wednesday, Friday and Saturday are almost official drinking nights, where there's really an organized indulgence. That

wasn't the case back then. It's possible you might be in with a group in your fraternity and someone—"chip kegs" is what they used to be called, where you would—

DONIN: Chip kegs?

SJOGREN: Chip kegs. You chip in an amount of money.

DONIN: Oh, I see, yes.

SJOGREN: You know, you needed to raise eight bucks or fifteen bucks or whatever it was, and people would throw in a dollar or 50 cents or nothing. It wasn't—

DONIN: Mm-hm.

SJOGREN: And you might, then, just get a keg of beer and drink then, but there was nothing ritualistic about it, or there were no drinking games. You know, maybe someone might say, "Gee, I bet I can chug this cup of beer faster than you," but it was random. And Pong, such as it was, really just came out of most every fraternity basement having a Ping-Pong table. And because it was keg beer, you had cups of beer all the time, and, you know, "Hey, let's play Pong." You know, where are you going to put the cup of beer? You can't—so [chuckles] you'd set it up in—the whole so-called hits and sinks and this kind of stuff just really came from that. But it was one beer with two people playing; or maybe if it were doubles, it was each person had a cup of beer. No rules or regulations. None of this. When you see things today, where you can have 23 cups arranged just this way and—I don't know. It was different.
But, at the same time I say that, beer was everywhere.

DONIN: Did it impair your ability to function here, ever?

SJOGREN: [No immediate response.]

DONIN: I mean, clearly it didn't impair football. You were still being written up as the star as a senior.

SJOGREN: I'm sure it—it couldn't have helped. It had to—but—you know, it's like the quip about if you're with a group of people and a bear starts chasing you, how fast do you have to run?

It’s just faster than the slowest person. And, you know [chuckles] as long as you’re still there and you’ve got your starting position and the team’s doing okay—the whole sense of being the best you can be wasn’t there. It was being good enough.

I don’t know. Maybe that’s a roundabout way of saying—and this may not be just a Dartmouth issue, but I see nothing wrong with going to a college that really challenges you, where you’re really pushed to be the best you can be. I mean, you know, particularly in today’s Dartmouth, with 90 percent of the grades being A’s or B’s, you could sleepwalk your way through this place.

DONIN: Was that the case then, academically?

SJOGREN: No. No. A B average was dean’s list.

DONIN: So it’s hard to ask you these questions about community because, from what you’re saying, it sounds like you weren’t interested in community. You avoided it.

SJOGREN: Yes, but that’s—when I started out, I wanted to make a distinction between my issues and Dartmouth’s, what I see as Dartmouth’s issues. Now, I think—I suspect my college roommates, dorm roommates would think I was an active part of that community, and I suspect that—both because it was an all-male place and also because the sort of person who’d end up at Dartmouth—and Dartmouth has its own filter; you’re not going to get a lot of guys sitting around naval gazing, so I probably didn’t seem that unusual, I guess, although I really didn’t hang around the fraternity. I never, ever—in fact, I can’t—I don’t think I ever have. Apocryphal or not, you hear about guys talking around, talking about girls. Either they’re boasting about sexual conquests or whatever they might be doing—you know, who’s hot, who’s available—you know, whatever. I wouldn’t—I have never been in a conversation like that.

DONIN: But people probably looked at you and said, “Well, Bill’s such a busy guy. He’s an athlete, he’s doing great in his grades, and he’s working his job. He doesn’t have time to be hanging around, chasing women.”

- SJOGREN: Well, there were no women up here to chase, anyhow. But the joke used to be—Mary Hitchcock used to have a nursing school right down on Rope Ferry Road, and, I don't know, maybe 25 people would come in. Back then, going steady—the word for it was—if you're a fraternity member—is you "pinned."
- DONIN: Oh, yes.
- SJOGREN: You pinned a woman. That was, like—
- DONIN: Going steady.
- SJOGREN: Like in high school, trading your high school rings or whatever, whatever you might have done. And that was like going steady. I mean, the joke on campus was that within a week, every brand-new nursing student was already pinned, you know.
- DONIN: [Chuckles.]
- SJOGREN: A good friend of mine [chuckles] back from the football team and one of the few blacks on campus, Edgar Holley, who was Class of '66, and I don't—just came across as a happy-go-lucky guy, but I just can't imagine what it was— no pun intended—what it was like going through Dartmouth in his skin. But he used to joke around. And I learned late—he was in Chi Phi, which is now Chi Heorot. And I heard from someone else, actually, that when he went around to certain houses on rush—and he was a starter, All Ivy player (first black All Ivy first team member) on the football team and an extraordinary athlete—that when he went to some houses on rush, they basically said, "You're not welcome here."
- DONIN: Yeah.
- SJOGREN: But Edgar—Edgar—he'd laugh and go along with this. I don't know how accurate it was, but he would have a number of his fraternity pins, so he would have his Northeast Regional pin made, and his Mid-Atlantic Coast pin made—[Laughs.]
- DONIN: Good for him! [Chuckles.]
- SJOGREN: Yes.

DONIN: But, you know, you—

SJOGREN: You were asking me about community. I mean, I'm sorry to interrupt, but there was a dorm community, a football community, a baseball community. I probably came across as somewhat aloof and standoff-ish. I don't mean in an arrogant way, but in a withdrawn way, to a lot of those groups. For better or worse, the drunker I got, the friendlier I got. I was not at all an angry, belligerent, confrontational sort of drunk. That was kind of a bittersweet aspect of it all, because in a way, as I became inebriated, I became more like the person I wish I could be sober.

DONIN: Mmm.

SJOGREN: Friendlier, outgoing.

DONIN: A lot of people use alcohol for that.

SJOGREN: Oh, no. I agree. I guess some can do it effectively. I don't know. I certainly could.

Oh, you were going to ask me when I—you asked me earlier when I thought I was in trouble with alcohol. And I should add all the time I'm doing this and drinking—and I could never have two drinks or three drinks. It was sort of I just kept drinking as long as there was stuff there or I fell asleep, although while I'm doing this, it became very—almost clandestine because I know my father's drinking himself to death, and it's almost as though I'm putting a dagger in my mother, you know. I'm feeling, *My gosh, on the one hand, I'm feeling some benefit to doing this, but, at the same time, I'm hurting somebody.*

DONIN: Did she know you were drinking?

SJOGREN: At some—

DONIN: In college?

SJOGREN: She knew that I was not abstinent, for sure. No. But—

DONIN: But, you know, boys—and I mean the word “boys”—abusing alcohol in college is so common that it doesn’t necessarily translate into the fact that they’re going to be alcoholics.

SJOGREN: Not necessarily will they become alcoholics. But I don’t think my mother could help but think, *Oh, my gosh, is he gonna be like his dad?* Plus, my mother was really a very quiet, stay-at-home, non-judgmental sort of person. At least she didn’t verbalize any of it. So she really didn’t get around much. I don’t know what she might have thought about what goes on in college.

DONIN: Did they ever come visit you?

SJOGREN: They would come for football games. I think they pretty much came to most every football game. I remember this game I talked about, the Dartmouth-Princeton game that was voted the best game in Dartmouth history. It was down at Princeton. They came down to that, and after the game or as we were walking off the field, my parents came up, and my sister was there, too, and my dad was drunk, and it was as though I had just been deflated. It took away my joy. Another characteristic of adult children is inability to be joyful. And it came across in an odd way.

The college radio station, Dartmouth college radio station, was interviewing people after the game and in the locker room and so on. I happened to know the guy who was doing it for WDCR, and when we got back to campus—we stayed overnight in New York City after the game. There was a tradition where the seniors on the team got taken out by an alumnus. Vinnie Terracamo [sp?] would pay for a big celebration at the New York Athletic Club, I think it was, but only seniors could go, so the rest of us—I was a junior that year. The rest of us kind of just went off in New York. I ended up at some Columbia fraternity.

And then we came back on Sunday and when we got back that Sunday night, there was a big celebration outside the Hop. [His voice cracks with emotion.] And the whole campus was out. But I remember talking to the DCR announcer—I’m not sure it was Sunday; it might have been Monday. And he came up to me, and he said, “Gee, Bill, you know, I talked to a whole lot of people on the team, and you were the only one

who made any sense.” But the other people were so joyful. I mean, they could care less. They were just happy as can be. And I had basically been—turned joyless.

DONIN: Removed from it.

SJOGREN: Yes.

DONIN: So you were the only one capable of really analyzing the game in any live forum.

SJOGREN: I guess. Probably the only one who could put a complete sentence together at the time. Another related characteristic of adult children is that you only remember negative things. You don’t recall—you recall when you screwed up; you don’t recall when you did well.

In high school—here’s a perfect example: In the Massachusetts high school baseball tournament my senior year, in a nine-inning game, I struck out 20 batters, and I got four hits in five at-bats. And the only thing I remember is the out I made.

DONIN: Oh!

SJOGREN: I can’t remember another thing about the game. I remember where it was, but I can’t tell you another event. Actually I recall two other things: the only two hits the other team had in the game. And that was before I got here, obviously. That was from high school.

DONIN: Oh, sure, yes. So this fellow that looks like the perfect insider is anything but, here.

SJOGREN: Yes. I had a long, bittersweet relationship with the school. In saying that, I’ve come to become very friendly with—at least at my level—with a bunch of my classmates. I lived most of my life in greater Boston. I moved up here in the beginning of ’04. My Class of ’67 will be having its 30th consecutive sort of winter gathering—

DONIN: Mini-reunion or whatever they call it?

SJOGREN: I guess, yes. I think it was before that word was even applied to it. We just got together. It used to be orientated around a squash tournament, and then we had dinner afterwards.

DONIN: This would happen up here?

SJOGREN: No, it's down in Boston. And so I've gone to most of those, I would say. And the interesting thing about it is the 30 or so who regularly come to this are from across the spectrum of people in the Dartmouth class. It isn't just a jock-y thing or whatever it might be. And I've gotten to meet some people that I've really come to like a whole lot, but when I was a student here, I probably only would have come across them if they were on my end of the dorm. I'm not necessarily talking about racial diversity or regional diversity, but even at that level [chuckles]—you know, all white guys but with a different view of the world, as opposed to having a football view of the world or whatever it might be. The value of that, you know, was, like, talking to the person who was too small to play sports or found value doing whatever.

I have the sense that Dartmouth doesn't encourage that. I would argue one of the main issues with the Greek system on this campus is that it allows for a self-selected group of very similar people to isolate from the rest of the campus, and if you add to the fact that they're all on the same sports team and they're probably all sociology majors or whatever it is—I'm sure there's a map on the easiest majors here or how to navigate your way through this place, whatever that major or two might be—you have a bunch of people who aren't at all integrated with the rest of the campus here.

DONIN: Was that true of when you were here as well?

SJOGREN: Well, given that when I was here, it was all white men, there was a similarity right from the get-go there. But I would say that on—again, you met—I would say the dorms were the best place to meet this cross-section of people. It wasn't at all unusual to walk into another person's dorm and—you know, down your end of the dorm, for example, and just talk. The dorms themselves have very little in the way of common rooms, which I think is—I mean, I really like that kind of thing they have at Harvard and Yale—you know, the separate

colleges, where you got your own library and eating and all that, where you—that’s there.

DONIN: Well, they tried to do that down on, you know, the East Wheelock Cluster, I think—

SJOGREN: Yes.

DONIN: —have more common areas.

SJOGREN: And I understand that—yes, that’s right.

DONIN: And McLaughlin as well. The new McLaughlin Cluster is like that. But these old dorms you were in—that wasn’t the model back in those days.

SJOGREN: At least not for Dartmouth.

DONIN: No. No.

SJOGREN: At other schools it was, but—

DONIN: But it sounds like you’re now more open to being in this—feeling like you belong to your community, your class. Is that true?

SJOGREN: Yes. I think I’ve come to an awareness of what my inner issues were that kept me from embracing—and in saying all of this, if I’m sitting where I am right now and knowing what I know about myself right now—to bring it to Dartmouth, itself, would I go to Dartmouth again? I would say there’s a pretty good chance no. But am I blaming—I think I had these issues which were so powerful for me that—these aren’t Dartmouth’s faults, if you will. But I will say that, given my predilection to alcohol abuse, predisposition to alcohol abuse, that this climate was not a good match for me.

DONIN: Well, any residential climate, I mean back in those days of all males—

SJOGREN: Well, I—

DONIN: —who live together—

- SJOGREN: I don't know what it would—but to back up a little, if I had gone—I don't mean Harvard necessarily for Harvard's sake, but I lived in Cambridge for a long time and I went to business school there, so I have a sense of that community. You walk through Harvard Square, and it's not like—you don't feel like you're in an all-male community.
- DONIN: Oh, I see what you mean. Oh, so the rural atmosphere up here was probably—I mean, there's nothing else to do.
- SJOGREN: This is like living in an all-male community.
- DONIN: Right. It was.
- SJOGREN: There were no—what was her name? Oh, she was a dear. There was a woman who helped out in the biology department. She was highly skilled. I can still remember when we went down to collect samples in Mink Brook.
- DONIN: Hannah Croasdale.
- SJOGREN: Yeah! And she wasn't even considered a professor or an assistant professor or something like that, and she was highly skilled. You didn't even have female professors. There wasn't—it was—[drums fingers on the table]—it was—it was—you know, we're not talking about living in a celibate community. It was, like, all males in a hyper-masculine community with zero sense of any gay culture or homosexual culture or anything like that. I mean—
- DONIN: Although it was certainly here.
- SJOGREN: Oh, I'm sure it was. But in the sense that I think back about it—and when I came, I hardly knew what homosexuality was, getting out of high school. You know, this is pre-Stonewall and all that kind of stuff. A few professors seemed like that. I remember having an art professor who dressed all in leather: leather pants, black leather pants and stuff. Leshner was his name. I had a great class with him. I had an English professor named Jenkins, who had a reputation, so they say.
- Along those lines—this has come up in the background because AD down here has embraced—they're the “animal house,” and on and on and on. And the whole college

wallows in that affinity for "Yeah, we're this!" I understand that Chris Miller, Class of '60 or so, was co-author of the screenplay. I suspect the other author was actually a Harvard guy, because that was all done out of the *National Lampoon*, which came out of the *Harvard Lampoon*.

But when I was here, AD was kind of invisible. I mean, it was right where it was and all, but it wasn't on the regular circuit, if you will. At the same time, all the stuff that is in there, all the nicknames for all the people and this kind of stuff—that was everywhere. It wasn't a house.

But what I really wanted to say is you were very conscious when you were a student here in the '60s that the Dartmouth undergraduates were considered animals. You would hear the phrase, "Dartmouth animals." The football game against Harvard was always down in Cambridge, and the *Harvard Crimson* would say, "Dartmouth Animals Invade Harvard Square." So this whole idea of animals—it wasn't "Animal House;" it was that, you know, we were like lumberjacks who could barely button up our fly in the morning.

DONIN: Come down out of the mountains.

SJOGREN: Yes. So that whole concept really—it was another one of these things that [chuckles] would be very difficult for a lot of people to embrace. I frankly don't know—you know, I could play my own people-pleasing, benign, not get too close to that sort of thing. I couldn't really—other than getting drunk, I didn't really—this whole issue of sexual violence and pressuring women and all that is—I think it's much worse than it was then. I have no sense of anyone being raped back then, or any organized way, or people covering for other people.

DONIN: Well, women were so rarely on campus.

SJOGREN: They were here on the weekends, basically. I do recall—for the freshman, we used to have mixers. And they used to be up on the top floor of the gym, where the new Zimmerman facility is now. And the buses used to come from—I think there used to be buses from Smith and Wellesley. That was probably voluntarily down on their end, but, you know, there's a bus coming up—I don't even know who paid for it,

really, come to think of it. But Colby-Sawyer College used to be Colby Junior College, down in New London. That was 30-odd miles or so away. That was the most popular college, or the closest college, I should say. There used to be Green Mountain Junior College, which I think is now a four-year school. Its nickname back then was "the groin." Skidmore was all female, and that was a very popular destination, in good part because the drinking age in New York was 18.

DONIN: Oh, yes, that's right.

SJOGREN: But anyway, these buses would pull up, at the same entrance to Alumni Gym, and the first-year students would line up on each side, and as the women walked by, they would get graded. We had a five-point grading system back then, with A being 5; B, 4; 3 was a C-plus; and 2 was a C-minus; 1, a D. And people would shout out, "One!" "Three!" "Five!" as these people were going by. I mean, there'd be hundreds of them coming in, because we couldn't go up until they'd all come in. I can't imagine what it was like for a woman to visit this place.

DONIN: Well, that's the genesis of what they used to do in Thayer, when women started here as students. There are stories of the same grading going on when they walked into the dining hall, so that must be the genesis of it, the buses.

SJOGREN: Yes. I mean, I was a freshman the fall of '63. We didn't invent it. So I don't know whether it started in the '50s sometime? I don't know. But that whole objectification of women and—even when the women *were* here, there was nothing—it was kind of like you wanted to pack into 24 hours: "Hello. How are you? Blah, blah, blah. Let's go to bed," you know? Not that there was—you know, this was right at the point when birth control pills were starting to come out. Contraception devices, implements, pills were illegal to sell in Massachusetts at this time, so there's—

My partner, Kathryn, who was Smith Class of '73—I mean, just those five or six years were like night and day. When we went down to Smith [chuckles], depending on which night it was, the women had to be back in their dorms at either midnight or 1 a.m., maybe 2 a.m. at the latest. If they came up to visit here, they had to get a permission letter from their

parents. I remember going to visit a male friend of mine who was at Boston College. *He* had to be back in, check back into his dorm—you know, we're talking 1965, '66.

But I really thought that Dartmouth's becoming co-ed would vastly improve the social situation here. I don't sense that that was the case.

DONIN: Yes. Well, that's a question for another day.

Okay, Bill, I think we're done. I know you have a lot more to say—

SJOGREN: [Laughs.] Oh, I do, I do. I have very strong feelings, and you know what some of my volunteer work here is about.

DONIN: I do.

SJOGREN: I would say that, in summary—because I do get Big Greeners saying, "Why are you so negative on the college?" And I don't do it because I want to tear the place down; I do it because I want to make it a better place. And when I see a place with so many assets, from my perspective shooting itself in the foot just doesn't have to be.

I find the place way too parochial. I wish that the board of trustees wasn't just a bunch of MBAs who've made a lot of money, and think about every institution totally in terms of brand name. I think the place has to look outward a whole lot more, just as they want, or claim to want to have inner diversity in the student body and so on. They should join the rest of the world.

Maybe Hanlon coming in from Michigan will give a pretty good perspective on how things get done at one of the major public universities in the country. But you can't solve problems by handling them with people who are from within that very system, who only know the same old thing.

DONIN: Well, hopefully his fresh perspective will do good things for Dartmouth.

SJOGREN: I hope so. I sure hope so.

DONIN: Okay.

[End of interview]