

Ernest Martin Hopkins '01

President, Emeritus

An interview conducted by

Edward Connery Lathem '51

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Reels 1-9

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Reel #1

- Hopkins: I'm very apologetic for being late, but every time I have a definite appointment, I get hung up on the telephone.
- Watson: But I got hung up in a different way. Just as I was getting in my car, my trousers got caught on a piece of broken metal at the back of the car. Professor Sadler ran into it yesterday – and ripped my trouser leg right down so I had to rush back and change my pants.
- Hopkins: I'm sorry for the cause, but I'm kind of glad you were delayed. This was an interesting telephone conversation. It was with a fellow named Gordon who is the head of the company that made the silver bowl and he just wanted some assurance it was all right and so forth. He's a very, very attractive fellow, but I have just barely met him though. I don't know him well at all.
- Childs: It looked like a beautiful bowl. I trust it's as beautiful as it looked there. Is it? It's a perfect reproduction, isn't it?
- Hopkins: Just a perfect reproduction. It is very beautiful, very beautiful.
- Childs: I told you ahead of time I wasn't going to get to your dinner. But I did. I was so glad... so thrilled by it. It was wonderful.
- Hopkins: It was quite a night.
- Watson: By the way, Hop, wasn't there a replica of the bowl used at the president's house when you were there?
- Hopkins: Yeah, I was so afraid something would happen... just one of these vague imaginings that I got authority from the Trustees to have a replica made, we used, always used, the replica instead of the original.
- Watson: Oh, yes.
- Hopkins: And the... and I suppose it's over to the president's house now.
- Childs: That didn't belong to you... was it a present from the college?
- Hopkins: That was from the college, yes.

Watson: Like the crown jewels.

Lathem: Did you not have made during your administration a smaller replica for Mr. Tuck?

Hopkins: I think we made a large-size replica for him. I suppose the Germans got that.

Lathem: No, it's in the New Hampshire Historical Society.

Hopkins: Oh, is it. Well I'm glad to hear that.

Lathem: There was so much of it that he wanted to preserve very carefully.

Hopkins: Oh, they got his files. Gracious, I wish I had been a little more insistent. He had a... I was thinking of it Lincoln's birthday... he had a letter from Lincoln to his father, Amos Tuck, asking him whether he really thought he should run for the presidency or not. Then there was an interval which wasn't covered by correspondence in which Lincoln came up to Exeter and had a long visit with Amos Tuck, and then the two letters that I wanted to get awfully for the college.

Tuck, you see, Amos Tuck is a practical politician, didn't vote for Lincoln on the first ballot, that is he waited to lead the landslide and didn't vote until the third, and apparently Lincoln was irritated by it, didn't understand it because this was a handwritten note and saying something to the effect while I don't understand the tactics of the convention, I did expect your support from the beginning. And then two or three days later, a letter of apology saying that he did understand it. Well, this was a package of letters, and I begged him to let me bring them back, and he said, well, he said they're really the most precious things I've got and you'll have them eventually, and so forth.

Lathem: That's a shame.

Hopkins: Yeah, the Germans evidently got them. I think one of the most tragic afternoons I ever spent was three years ago when I went over to join Whit in Paris, and Whit says is there anything particular you want to stick around Paris for, and I said yeah, I want to stick around one day because I want to go out and see Mal Maison and well, everything was tawdry there. The manicured lawns had gone

up to weeds, the glass in the hothouses was all broken, the doors in the house were hanging by one hinge and...

Lathem: A heart-rending scene that must have been for you.

Hopkins: Yes, I wish I had never gone out there, I mean, I hate to have that memory of it.

Lathem: I thought this afternoon we might chat a little bit about Dr Tucker in the interest of gathering some of your three reminiscences of him to help Mr. Leavens with his work and also just for the record, and it would seem the best way of beginning is at the beginning and perhaps we could think first in terms of your earliest encounters with him coming to Hanover Plain.

Hopkins: My earliest encounters with him were because of Watt.

Watson: I was just going to ask you that, Hop.

Hopkins: As a matter of fact, I wonder, before I say anything else, what relationship was D.B. Rich to you?

Watson: He was my cousin.

Hopkins: He was your cousin.

Watson: My own cousin.

Hopkins: The circumstances of this was the faculty had just put in a very drastic anti-hazing law. D.B. Rich, who was a class ahead of me, that is, he was a junior while Wattie was a freshman, I think that's right, he came around and he said I've got a cousin in the freshman class and he says I think he's headed towards being altogether too fresh. He says I don't want him beaten up or anything but I'd like to have a little attention given to him. So, Howard Hall, who was my roommate, and I went over to give the due attention, at which point "Clothespins" Richardson walked in on us, and I was before the administration committee for three successive weeks on it, trying to persuade them that we hadn't insured the boys seriously.

Watson: You hadn't. I enjoyed it.

Hopkins: I know you did. That's what irritated me about it. And, actually, I wonder sometimes if perhaps that wasn't the beginning of my

career, because Dr. Tucker got his attention fastened on me early in my freshman year. And that was... no, I never knew and I don't know now how serious it was... they were putting up an awfully good bluff that it was serious anyway, and asked me if I didn't know the faculty rules, didn't I know this, that, and the other thing, and I kept insisting that I didn't think we'd harmed Wattie at all or that we'd broken the rules very seriously.

Watson: And didn't I understand that Dr. Tucker was much impressed by your argument?

Hopkins: That's right.

Lathem: Did he ever refer to this in later years? I suppose he must have.

Hopkins: He never referred to it at all in later years. As a matter of fact, I was before the administration committee so often anyway...

Watson: You remember you were caught when you were sticking my head into a pail of water.

Hopkins: Yeah, that was exactly right.

Watson: And Professor Emerson, the dean, walked in. And I remember his words. They sank into my heart. He said, "I have never seen such indignity visited upon any human being." [inaudible]

Hopkins: I spent hours attempting to explain that it wasn't even an indignity, but I didn't get anywhere. Actually, to finish the story, I came to understand later that Dr. Tucker wasn't very much impressed anytime during this. He had a habit which I didn't recognize until years later, but when I got to traveling with him. When he was very much amused, he'd suck in his upper lip and bite his moustache. Yeah, like that. It all came in a flashback. I can see him sitting in those meetings when they were making these vehement denunciations of my brutalities and sadistic qualities and didn't so much as to say well, just what did you intend to do? Well, that opened up a large range, you know, and I had to improvise at that point because we hadn't any idea what we intended to do, we were just extemporizing as we went along.

Watson: I think my... you see, your interest in college, although you were a fraternity brother of mine in two fraternities, your interests were so different from mine that I had almost no contact with you until we

were both actors in a wretched play called "Hunting for Hawkins." I was a very disconsolate boy, and you were a magnificent butler, I remember.

Hopkins: Yeah, shifted from a maid. They didn't think I was enough of a [inaudible]. And you can continue on to say our interests are still divergent because there was a tremendous difference between our acting ability.

Watson: Well, I remember one episode. We ... the players, they then called it the Dramatic Club, went to Manchester, I think it was, to give a performance, and right in the middle of the performance, I was locked into a telephone booth on the stage and left alone, and at that moment the booth, which wasn't very secure, fell over and left me standing with a very miserable look on my face in the middle of the stage to the great delight of the audience. And you, I remember, stood in the wings and made faces at me and got me laughing, which brought on more applause. They had to let the curtain down finally on that.

Hopkins: Well, really the only thing that I was definitely ashamed of that I remember in my college course was my attempts to prove that I had some acting ability, which was a miserable failure. You don't need to be assured.

Childs: How did Dr. Tucker get to know students as well as he did? Now, I never met Dr. Tucker except in matriculation until I was almost through college and he began calling me by my name on the street, I remember, when I was still a freshman. How did he do that? Do you know?

Hopkins: I don't know. I don't know how anybody does that sort of thing. And actually he didn't do it as generally as was assumed. I mean, it was assumed from a few instances like yours that it was general. He didn't in general know men by their names. Some thing, either before you came or when you got here, or something else fixed you in his mind. He used to speak about that himself. He really regretted that he didn't know everybody that way, but on the other hand. He felt a little conscious when people would say the he knew every body and so forth. He said to me...

Childs: Well, I had supposed he did because I never knew of any reason why he should remember me. I was not the problem

undergraduate, at least not until I got pretty well along before I got caught, but he certainly called me by my name pretty early.

Hopkins: I would say roughly that perhaps there were 15 or 20 in a class that he knew that way. He had great respect for the undergraduates. I mean that was one thing I guess I learned from him, certainly he had it, and he never was willing... I've seen him snap in faculty meeting, quite definitely when somebody made a derogatory remark about the undergraduate body. He just called their attention to the fact that that's what they were there for, and he had a great deal of confidence in them as well as respect. Well, he had every reason to be, of course. He had some pretty trying disciplinary instances. That horning episode, particularly.

Lathem: What was that, Mr. Hopkins? I'm not familiar with it.

Hopkins: Well, they had a very unpleasant custom here... what do I mean unpleasant...it was really quite a despicable thing of... undergraduates, of course, are insensitive to the extent to which people may be sensitive, and if a professor did anything they didn't like, why the whole college would mobilize all with horns and surround the house and blast the place, and Dr. Tucker was determined to rout it out. He interrupted, as a matter of fact, he interrupted a trip I think to Chicago... I've forgotten the... well, I can't tell it, I'd have to look it up. Anyway, they had horned somebody, I think it was Eric the Red.

Watson: Professor Foster, yes.

Childs: I'm quite sure it was Eric.

Hopkins: And Dr. Tucker...somebody telegraphed or telephoned him or something, and he was in Chicago on a trip west on an alumni trip and he came right home and took that thing and picked it right up by the nape of the neck, and interviewed the individual students. Never asked anybody to tell on anybody else but he just put it to each individual student as to whether he was in the thing or not. If the man said no, why that was it. I mean, Dr. Tucker took his word. But he eventually nailed the thing down to a dozen or so of the ringleaders and fired them, whereupon the undergraduate body arose in its indignation and first demanded and then begged that they be taken back, and Dr. Tucker said that at any time that the undergraduate body was willing to outlaw the custom, why the men could come back. They had a mass meeting of the undergraduates

and they outlawed it and never have had any of it since, and the men were then taken back. They'd been out perhaps...

Lathem: You referred to it as the Harding episode.

Hopkins: Horning episode.

Lathem: Horning! I'm so sorry.

Hopkins: He was very skillful in his handling of the disciplinary cases, and as I've implied, I had some reason to know. But he had a committee that was... well, its ideals I guess were the old-time ideals, they were elderly men and they saw everything in terms of black and white, and Dr. Tucker saw the shadings pretty accurately.

Watson: I have the impression, Hop, that Dr. Tucker made more of a revolution, you might call it, in student morale, than almost anyone I ever knew of. I know I was impressed. When I thought of coming to Dartmouth, a very fundamentalist, as they'd call him now, friend of mine said why do you go to a college led by such a reprobate as Dr. Tucker? (laughter) That made it all the more attractive to me, and I was fairly broad, being brought up first in Unitarianism and then later taking on a little of Congregationalism, and I was interested. Well, I never heard anyone speak more convincingly or more, to my mind, logically about religion than Dr. Tucker, and I was much interested on what was behind all that, especially in connection with Dr. Vernon. When I came back in 1905 as a kid faculty member, Dr. Vernon had just been employed and started classes in biblical criticism and such things [inaudible] on a voluntary basis and that sort of thing seemed to be reflected in Dr. Tucker's talks always, and I wondered if you had any light on that phase of Dr. Tucker.

Hopkins: Well, I would agree completely that I don't think that I ever knew of any administration where one man created such a "revolution," as you characterize it, in the student body. Because, actually—I don't know whether this ought to be recorded or not—but actually the undergraduate body was a pretty roughneck type when he came here. I mean the college had been running downhill and had got up a lot of acceleration. Well, I can best illustrate... When I took before the trustees, took the proposition for the selective process (for which we were condemned from the east to the west coast for a couple of years as diluting education, and so forth)... Mr. Streeter leaned over—I'd talked somewhere perhaps an hour in regard to

the reasons for it and the necessity for it and my unwillingness at least, to see everything hinge on a written examination. And Mr. Streeter leaned over and he says I just want to make one inquiry, Mr. President. Am I to understand that you have got where you can pick and choose to some degree in regard to the undergraduates? And I said yes, we're there. Well, he says, I'm perfectly willing to vote anything you advise, but he says I admit it comes as somewhat of a surprise after having lived through an era when anybody who wandered inadvertently into Hanover was hog tied and kept here for four years. Which was just about the situation when... There were a few sons of loyal alumni. Not very many, but a few. And others who thought for one reason or another that they could get through here more reasonably than others and the rest of them were a bobtail crowd. That was in May '93. And he just picked the morale of the college up and made it stand.

Lathem: Do you suppose he took on this as a challenge realizing that something must be done about it.

Hopkins: I think he did. He says... in some one of his books he says that the eventual reason that he accepted the proposition up here was that it was a challenge. As bearing on that thing that Wattie said though about the... it's perfectly unbelievable in the present day the extent of which the so-called Andover heresy tagged things in those days. When... My father was a Harvard man, and when we'd threshed the thing all out at home (which took some time) that I should come to Dartmouth, and it began to be talked around that I was coming to Dartmouth, John R. Thurston, who was the Congregationalist minister in town (and, incidentally, he was the father of Margaret Frost)...

Watson: Is that so?

Hopkins: Yeah. And he came down one night, and we had evening prayers every night, and he came down one night and said he'd like to say the evening prayers. Well, this was all Greek to me and as it proved it was to my father, but when after supper, when it came, he knelt down and made this impassioned plea to the Creator to turn my mind elsewhere and not subject myself to the heresy of Dr. Tucker. Well, I'm not [inaudible] in regards to the thing. My father was just about as angry, too, but that's the kind of thing that went on and Dr. Tucker told me one time in later years, he said that if he had realized the extent to which that was going to be a handicap for his first few years here he never should have come. That he had

thought that the thing... I remember perfectly well... here again, people just can't, I don't think they can understand in the present day, but I suppose I was somewhere in the neighborhood of 10 years old. Perhaps younger, and used to walk down with my father to the post office and he took the old Boston Journal which was at that time the Boston paper there, and he got an arrangement eventually with the postmistress that she'd hand out the Journal before the mail and he'd tear it open and here were these big headlines – Tucker Heresy Trial – lines that big. And hundreds gathering in the dining room of the old United States Hotel where the Massachusetts Supreme Court was holding forth and determining the thing. I asked him once... After I came back in 1916, there were various intimate things that he wanted done. I mean papers that he'd kept that he wanted sorted out and he was pretty largely bedridden, and he and Mrs. Tucker asked me if I would go over some of these just to throw away what weren't needed and so forth. And I came onto one trunk just full of the newspapers of that time, all of heresy, heresy, heresy. And I went downstairs and went into his bedroom and I says, I've been wanting to ask a question for years and I think I've got the logical reason for asking it now. I said why does anybody ever defend themselves on a heresy trial? Why did you? And he said I've been asked that a great many times. He said the real fact is that a heresy trial is always striking at an institution through a man and therefore you have to defend yourself in order to defend the institution. And he said that's what actuated us at Andover. We used to talk over again and again why were we doing it and we always came out the same place, that it was to save Andover.

Childs: My grandfather took the *Andover Review* through those days, and he died I think before the trial was over. And of course, I was too small a boy to have known anything about it, but I knew afterwards that my father used to say well, my father who had planned to be a minister and wasn't able to finish college before being taken ill... never did become a minister. Well, my grandfather believed in Dr. Tucker and took the *Andover Review*. Some of his neighbors thought he was a heretic, too. The feeling ran very high apparently.

Hopkins: Well, as a matter of fact, and this is a peculiarity of the times... I mean incongruous things that happened... the Unitarian minister in Uxbridge, Massachusetts would never speak to my father after it was known that he was letting me come to Dartmouth because here a Unitarian thought Dr. Tucker was a heretic. The feeling ran tremendously high.

Lathem: I think it's quite interesting that his observation that he would not have come here had he known that there was such feeling...

Hopkins: He spoke very frankly in regard to that. He said he realized that the feeling here was strong, but he had supposed that it was waning. Well, I think he was right in that. I think it was waning fast enough so that... But he ran up against the occasional case of a boy in whom he was interested and whose parents were persuaded not to send him here because of the heresy aspect of the thing.

Lathem: This brings up another aspect. In those years, did Dr. Tucker actively try to get men to come? Was this part of his...

Hopkins: Well, he did the way any of us operates – he did very indirectly – but there again he states in one of his books somewhere that he spent the first few years traveling, I think his statement is something like this – that he became better acquainted with western high schools and preparatory schools than he was with those in his own state because of his contacts with them... Speaking before them and so forth. Actually, he did more direct recruiting than I did. I mean, I very seldom talked with any individual men. It got to a stage where I didn't feel it was necessary. I felt that it was better not to. But it was necessary in his time.. He'd go into the high school and speak and always of course made an impression, and if anybody showed any desire to talk and ask questions, or anything else, he'd respond very completely.

Childs: Don't you think his complete popularity with the undergraduate body just as soon as he really got going here spread from them back to high schools and other boys?

Hopkins: Yes.

Childs: That was one of the great stimuli toward the increase in numbers here? They came because it was Dr. Tucker.

Hopkins: It was with me. Dr. Tucker came to Worcester to preach in '94, I think. I think it was my second year in Worcester Academy, and at that time I was hesitating between Harvard, my father's college, and Dartmouth. I'd always had a predilection for Dartmouth, but on the other hand there was the family pressure to go elsewhere. And Dr. Tucker came and spoke in the Plymouth Church in Worcester. I can remember it just as straight as can be, and I don't have any idea

what he talked about. I probably didn't at the time, because, as a matter of fact, I found through all my college course that I was sitting in chapel listening to stuff I didn't understand, but with great respect.

Watson: I think that accounts for at least the throwing off of all this prejudice. I don't think anyone could ever come in contact with Dr. Tucker personally without being charmed and impressed and what you quote from him, his way of saying things, was often unforgettable. What you quoted about the striking at an institution through a person reminds me of a number of other such remarks that I heard, and I've often wondered why more of an effort hasn't been made to collect those remarks from the alumni under Dr. Tucker. I remember, for instance, the only time I ever had a personal interview with him. I wasn't called in as a witness on your hazing affair, I've always regretted that. I did go to him once when I was thinking of graduation, and I asked him what courses he would advise me to elect in college to prepare me to study what then I thought was going to be either theology or the law. He said, "Young man, elect as widely as possible as you can from those subjects while you are in college." He said, "It's your last chance to get a liberal education." I remember, too, in a chapel talk he once said, "No college ever educated any man. A few men have educated themselves in college." Which might, I think, be a good slogan for this new organization of the three semester system.

Childs: Well, I suppose that's why no man who went through college under Dr. Tucker can ever explain to other people what those chapel talks were like. You can't do it. I've heard ever so many men try, I've tried myself. It's impossible. It was the man's personality plus his central ideas. You know what his central ideas are but you can't convey to anybody else what the effect was in that group.

Hopkins: I get no conviction from reading those commensurate at all with what you'd had by hearing them. I mean they're certainly well-reasoned and logical statements but there was something in the warmth of the man.

Childs: Yeah, there was.

Lathem: What sort of a speaking voice did he have, Mr. Hopkins?

Hopkins: Excellent, excellent.

- Childs: Excellent speaking voice but with a very old-fashioned New England touch to it. Both in sound and in some pronunciation. I can remember I had been taught in high school that I must not say "cot" but "coat." All my people had always said "cot" you know, and the first Sunday that I sat in chapel here Dr. Tucker spoke of Joseph's "cot" of many colors. And I just sat up straight.... (laughter)
- Hopkins: He was the same way with "bot."
- Childs: Yes.
- Hopkins: We went off on a trip one day to look at a "bot."
- Childs: He had a beautiful voice. It carried very well. Nicely modulated, don't you think it was?
- Hopkins: Oh, I think so, yeah.
- Lathem: Was it a deep voice, deep pitched?
- Childs: No it wasn't, it wasn't.
- Hopkins: It's what I'd call a baritone voice.
- Childs: Yes, I think so. It wasn't base, at any point.
- Hopkins: No, it wasn't base at any point.
- Childs: And of course he had a very striking face. When you saw him at the desk of the chapel, for instance, with his gown on, his profile was a striking one. You never forgot it – a long, sloping forehead, and his hair had grown back when I knew him, but it was a very fine face.
- Hopkins: I've got... I've got several pictures of him, but I've got a silhouette, a semi- silhouette picture of him that I think is the finest looking face that I ever saw.
- Childs: Yes, he had a magnificent face.
- Watson: He also had a wonderful sense of humor, I always felt.
- Hopkins: Yeah, that's right.

Watson: He worked it on me once, very amusingly. As a member of the kid faculty, he met me on the campus one day coming along in that marvelous gentlemanly manner of his, you know. He said, "Watson, I'm often asked for a speaker for high school commencement. Would you accept the invitation?" I said, "Yes." "I'll send you the letter," he said. [inaudible] I could see a sort of smile on his face as he left me, and I got this letter which said, "Dr. Tucker, please send us a speaker for our commencement, but for heaven's sake, send someone who will not talk on too high an intellectual plane."
(laughter)

And I remember one or two other... you know Mrs. Tucker when I first came back from the East in 1905, Mrs. Tucker had the house. She had two pianos in the parlor and she had a quartet of ladies who pounded away at them on Tchaikovsky and Beethoven every Tuesday afternoon, and when one felt sick she used to ask me to come in because I had some small competency on the piano and pound away with them. And several little incidents occurred. Dr. Tucker's office was right off of the music room and on one occasion he came in in a flurry looking... and asked her if she knew where such and such a paper was that he couldn't find on his desk. And she went in and found it and then came back and she confided something that utterly surprised me, because ordinarily we thought of Dr. Tucker as a perfection of organization, didn't we? Everything seemed prepared, everything seemed just right. Why, she said, he keeps his desk in such disorder that he spends hours looking for things like this.

Hopkins: Well, I confess that I am a little more expert on that than you. But you're saying he had a sense of humor. I oftentimes wished that it was more evident. I mean I would like to have known sometimes whether he really was seeing the humor of it or not, but whenever any revelation came that indicated that he had... Miss Cheever, his wife's sister, was professor of English at Smith, and she was about as stiff-backed and stiff-necked a college professor as I ever saw in my life, and I gained the impression which may be wholly unworthy that Dr. Tucker wasn't always as admiring of her as at least her sister was, and when Lord Dartmouth came up, as you remember, he had a wonderful sense of humor and the seating that night... this was when he came up for the cornerstone laying, and I remember very well the seating that night because Dr. Tucker sat at the head of the table and Miss Cheever sat opposite him, and Lord Dartmouth, of course, sat at his left, no, Lady Dartmouth sat at his left. Lord Dartmouth sat at Mrs. Tucker's right, which put him

opposite Miss Cheever. And in one of the lulls that came in the conversation, Miss Cheever said to Lord Dartmouth, she says "Am I right that your family's name is Legge?" "Yes, very embarrassing, very embarrassing," Dartmouth says. And she says, "In what respect embarrassing?" "Well," he says, "we go to court and we're announced 'The Earl of Dartmouth and the Ladies Legge.'" (laughter) Whereupon most of us broke down in amusement, and Dr. Tucker laughed mildly as a member of the family, but afterwards he says, "I think that will do Miss Cheever a great deal of good." (laughter)

Watson: Yes, I remember once while we were pounding at the pianos, he burst out and I made an awful bull, because Mrs. Tucker said at the end of the practice, she said next week I think we'd better have it at three in the afternoon instead of two as some find it inconvenient to come. And she asked one after the other of us four and they all said yes. And she said finally, "Mr. Watson, what do you... How would it be for you?" "Oh," I said, "it would be fine because then we shan't spoil the whole afternoon." Dr. Tucker heard this in his study and he came rushing out laughing hysterically and said, "Bravo."

Lathem: Was he given to making jokes?

Hopkins: No, no. I sometimes suspected he'd like to, but he had been brought up in a school where it wasn't done.

Watson: He certainly never did in a public speech. Never a sound.

Hopkins: No, no.

Watson: He did occasionally, he was toastmaster at the dinners, I think he indulged in some humor. I remember I attended one or two.

?? He could tell a funny story well, though. I remember I knew him best after I came back to the faculty and Betty was here and we were in the young crowd together and we used to go there to the house. It was before he was very ill and I'd been there at dinner. He would be quite entertaining. He'd often tell a very good funny story. Sometimes on himself.

Hopkins: As a matter of fact, I was thinking while you were talking... I think they were generally on himself.

?? As I remember it.

Hopkins: That story he told... I think it's pretty old, but one story he enjoyed particularly was during the end of a controversy when as he phrased it, they were bidding for audiences, they wanted to talk to just as many as they could to show that they didn't have horns and [inaudible] feet, and this whole... I think this was in Portland and this man came and sat down on the front seat and took out a hearing horn... one of these old... and put it together and aimed it up toward Dr. Tucker and listened intently for about four minutes and took it down again. (laughter)

He particularly enjoyed that story. And he was very tolerant too in regard to a... I had been with him two or three years, was traveling with him, as a matter of fact, on an alumni trip, and I've forgotten, there was some story in which "damn" came, and I never have adjusted myself to telling the story with the "damn" in it and saying "darn." I mean, usually the whole crux of the thing is there. Incidentally, I got a letter from a Baptist brother of mine in Rochester the other day who said he listened to Waldo Keefe on Night Line where they reproduced a part of my New York speech and he said he regretted tremendously that I should have used profanity in there. [inaudible] you know. (laughter)

Watson: I hope you wrote back and told him it wasn't your profanity [inaudible].

Hopkins: But somehow in my part of the speaking program it became... Seemed opportune to use that story, and I use the word "damn" and afterwards I apologized to Dr. Tucker for the thing or at least explained it. I said I thought the story was no good without it. He says I have no question of that. I think if you're going to tell the story, it's much better to tell it as it actually was.

Watson: Speaking of his wonderful personality before the students, I remember very distinctly one episode, and I think you probably remember it, too. You remember that the custom was to take class photographs out in front of old Butterfield, which is where the present library is, and there was a balcony over it, and one year when the freshmen were being photographed there... By [inaudible] do you remember... the sophomores had got a huge keg of water and put it in the balcony, hidden it behind the rails, and just as the photograph was to be snapped they pulled the bung and down came the water on the class and a riot started. A real riot, you know. It happened that Dr. Tucker was standing watching it and I

saw Dr. Tucker coming up College Street from his house and turn the corner to go to the Ad. building and he saw the riot. Instead of going to the Ad. building, he walked straight towards Butterfield right through the mob without looking to right or left, just as if he were walking in the building, and just his presence there quieted that crowd. You could have heard a pin drop. And when he got to the top step he merely turned around and said "Disperse" and he stood there like that until there wasn't a man in sight. I never saw a personality more magnetic than that seemed to be.

Hopkins: I mean... he was an astonishing combination... Mr. Tuck and I used to talk about this a good deal because of course Mr. Tuck had roomed with him in college and so forth. He was an astonishing combination of sophistication and naïveté. I mean... I don't know... Are we on the tape?

(End of Reel#1)

Reel #2

Watson: There's one question more I'd like to ask and then I guess I'll be on the tape. Is it going? I've often wondered just when, how and so on you were employed here as Dr. Tucker's executive secretary. I've wondered many things about that. As I recall, you were about the only person beside Dr. Tucker, and of course the vice president and the Dean who were managing the college at that time, after I came back in 1905. I forget just when you began that work, but I think you'd been in business and were called back, wasn't that it?

Hopkins: No, not then. As a matter of fact, Dr. Tucker called me in about a month before graduation and said that the work of the office had got more than he could handle and that he was going to take on a clerk and would I be interested in taking it, and I was very greatly interested, of course, and the munificent salary of \$500 a year was in the offing and was more than I'd ever received, so I went into the office. I started on... and I think it was the right way to start. I mean I think if I was breaking a man in I'd do the same thing, but pretty menial work, typing and, well, any errands around, meeting him at the Junction with his own horse and carriage, and so forth, and apparently he acquired some confidence in me because I went on for two years and then in 1903 our athletic situation was pretty complicated and very badly in the hole financially. Incidentally I picked out of the files the other night a letter from John D. Rockefeller Jr. as manager of the Brown team, offering Dartmouth

\$200 to come down and play a game there. (laughter) I told Nelson about it the other night. Nelson laughed and he says [inaudible] wasn't wasting any money for Brown... none of Brown's money, was he? And I said no he wasn't. But that was the scale on which we were operating. I was telling this to Charles Parker the other night and he said all during the course when he was on the team they carried one suit... they carried their own clothes and they traveled in common coaches and so forth and so on. Well, anyway, we were in a fairly bad way because we were going in for athletics in general on a fairly large scale, and the money aspect of it was pretty tragic, so Dr. Tucker asked me if I would take on the graduate managership and I didn't know whether this was a demotion or what it was. It proved not to be, and I was able to make the first percentage arrangement that Harvard had ever given anybody outside of Yale and Princeton. It took a long time to get it, but we finally got it. Harvard asked me what I wanted and I said I don't care what you give. I want to establish the principle of a percentage and once that's established we'll discuss in later years what it is. And finally Harvard said they would give us 15%. Harvard had been getting very generous with us. They'd been giving us \$500 a year to come to Harvard and play. That was during the period, you know, when we were packing the stadium.

Watson: Yes.

Hopkins: And so as a result of that and two or three other arrangements why I was able to get the financial situation fixed up pretty well. Which apparently impressed Dr. Tucker a good deal, and he began then to assign me very much more in the way of responsibility than before and then when his health broke in 1907 and the trustees persuaded him to stay on, he made the specific statement at the time which was my greatest accolade I ever got that he could handle it perfectly well if I'd agree to stay, and I'd been talking about leaving at that time. That was where I came in. Incidentally, it came into some conflict with some of your brothers on the faculty who felt that I was usurping powers, and some of the older men were very resentful about it because actually I was having to do things....

Watson: ..that the president had done.

Hopkins: Yeah. I had my delegation both from the president and from the trustees, but on the other hand I couldn't stand on the campus and state that. But that was the point, Wattie, answering your question of where I began to really have major responsibilities. I think Dr.

Tucker had been somewhat impressed too by the... you see, we founded the... I had some ideas about alumni organization and we founded the secretaries' association I think in 1905.

Watson: You started the Alumni Magazine at that time.

Hopkins: Yeah. Yes, and the Alumni Magazine. And that was all, as a matter of fact, preliminary to getting ourselves strategically placed to set up the Alumni Council. But he gave me a very free hand on the thing and always backed me. I mean I couldn't have asked for any greater confidence to be expressed than he did.

Watson: One of the things I've always wondered, where did Dr. Tucker get his remarkable business sense?

Hopkins: It was intuitive, and he... It was rather an amusing thing to watch in connection it, because when he first came up here he told me, he told me this one time, I can't quote him accurately and I wouldn't try to, but the general import of it was that most of his friends felt that he was degrading himself in taking on an administrative job as compared with teaching at Andover, and, in effect, he said that he heard so much of this, that he came to believe it himself and that gradually, as time went on, he felt that the administrator had a real place in the scheme of things but that he'd had to grow into it. But his knowledge was all intuitive.

Watson: I don't see how he could ever have had any training for it.

Hopkins: He never had any training whatever, no.

Watson: And yet it was so remarkable. It was astonishing when you go back over the events and see what he did, often almost to the terror of the trustees. He could persuade them but they doubted his success a good many times.

Hopkins: Of course, if it hadn't been.... I wondered a good deal, and I think it's true, that without Frank Streeter he would have been very badly handicapped, because that was one of the strangest combinations, and yet they were blood brothers. Just devoted to each other. But I knew even after I went into the office, I knew a considerable number of times where the trustees meeting was adjourned until some future date, that date to be specified really by the time that Frank Streeter had got the additional vote he needed for the particular thing. And I saw the full cycle of one thing which was

wholly coincidental, but awfully interesting to me. Dr. Tucker and here comes in the intuitive part of it, because no training would've given it to him – he made up his mind that there was no reason in the world why a college shouldn't use its endowment to build its financially productive buildings, or specifically dormitories, and he was denounced from one end of the country to the other for that, and the lawyers on the board... several of them said that it was easily a penal offense and voted against it. I mean that was another case of the one vote. But he built his early dormitories from the college endowment, and one of the most violent disagreements was the General Education Board which came out in a public denunciation of it as an impairment of financial security and everything else. Well, years later, I was elected president of the General Education Board and wholly without my knowledge that it was being done or anything the board brought out that year a brochure of instruction to colleges how to use their endowment fund, citing Dartmouth as an illustration on how they used it advantageously and so forth and I said to [inaudible] who was at that time comptroller when he brought the thing for final approval, I hadn't even known it was under preparation, and I said, this is where I came in. But he had imagination plus and he didn't look in any books to see whether it was authorized or not if he felt it was all right. If you'd cut the tape a bit, I'll tell another story about.... never would bat an eyelash under anything that Streeter said. He always used Anglo-Saxon terms.

- Lathem What were some of Dr. Tucker's interests other than some recreational interests? I presume he must've been an avid reader.
- Hopkins: He was an avid reader but he was also an avid horse and buggy man. He always owned a good horse and he loved to drive and he and Mrs. Tucker drove hours and hours and I... So far as I can remember, that was about his only avocation.
- Childs: What kind of a rig did he like?
- Hopkins: Common buggy, single horse.
- Watson: The sort wagon he had, too. I think we used to call it cabriolet.
- Hopkins: That was for distinguished visitors.
- Watson: You know, I still remember very vividly his farewell to the college after he resigned, you know. His health was broken, he was taking

a trip, I forget where for his health, and he... the student body had gathered on the steps of College Hall, in 1909, I think, wasn't it?

Hopkins: Yeah.

Watson: And that cabriolet came driving down the street with Dr. Tucker in it you know, and seeing the students there he stopped the horse and just waited a moment and waved his hand and drove on. It was tremendously impressive.

Hopkins: Well, I always resented very much, resented the necessity for the fact, I came back in 1916, you see. He was practically bedridden but he lived for years after that, and I thought at the time that it was heartbreaking to go around town and have people ask when he died, and so forth, because people never saw him anymore.

Child's: No, there were so many men who came on the faculty there right from the time you became president for the next few years who never saw Dr. Tucker. His name didn't mean anything to them at all.

Lathem: What were your own associations with him during this period, sir? Did you see him regularly?

Hopkins: Very regularly. Three or four times a week. It became a ritual... it started in and I felt hesitant about it because there was the one embarrassment that I ever had in regard to the family. The doctors told Mrs. Tucker not to let him see people and then he'd telephone for me to come over, and Mrs. Tucker would be peeved. I don't want to misrepresent her. She was friendly enough to me, but nonetheless she wanted nobody... By what right I was forcing myself in and so forth and... but in answering your question I'd try to keep him advised always of what I was doing and sometimes for one reason or another I hadn't been able to he'd telephone me and ask me to come over. He never mentioned any advice or any counsel or anything and I had to dig pretty hard to get any opinion out of him, but he was very much interested in what was going on.

Childs: He kept his faculties to the very end, didn't he?

Hopkins: He kept them to the very end. Yeah.

Childs: Yes, that's what I understood. Of course, I don't suppose I ever saw him after 1916. I saw him in those years between 1909 when I

came back and the time when he became bedridden. I used to seem him largely when I went to the house. I remember once after he was unable to see much I went to the house one afternoon and he was there alone and he came down the hallway [inaudible] and the door was open, and I spoke of course as soon as I saw him and he called me at once by name. He said, I know it is you, isn't it, Mr. Childs, and he went on. And I had a little talk with him and Betty wasn't home and I didn't stay. That was almost the last time I saw him.

Hopkins: Well, I thought about it a good deal. I think Dr. Tucker.... I think under modern medicine that they wouldn't have kept him in bed that way and I think he would have had a very much happier life even if it had been shortened to be up and around, but old Dr. Shattuck who was in charge of the case at the beginning was the foremost heart authority in the country at that time as much as White is at the present time. Shattuck's only theory in regard to a hard case like his was just to protect him at every point and it was too bad for him. We got almost a formula as far as our own relations went on the thing. Dr. Shattuck laid down the ironclad law that nobody ever was to see him more than half an hour under any circumstances. Mrs. Tucker with her faithfulness and loyalty held right to that, and I held to it, too, of course, and so forth. But periodically, Dr. Tucker telephoned to say the maid's going to be out this afternoon and Mrs. Tucker's going to be at the hairdresser's. Just come over and we'll have a good visit. Well, that thing became [inaudible] and it became almost a scheduled event week by week. I hope it didn't do him any harm-- I don't think it did.

Watson: I remember that he was still alive when I returned the second time from the Near East in 1923 and I forget how many more years he lived, but I tried to see him, I remember, and Mrs. Tucker fended me off.

Hopkins: Yeah. I think he lived until '26. I haven't looked it up recently, but I have that general impression.

Hopkins: Actually, he lived to be a pretty old men. He was some years older when he died than I am now.

Childs: Yes, I was thinking he was 87.

Hopkins: Yeah.

- Lathem: To what extent was he restrained in his action during that earlier period when you were with him in the administration?
- Watson: The last two years of his activity, you mean?
- Lathem: Yes. Before you had come back as president [inaudible] his retirement.
- Hopkins: I'm not quite sure that I understand what you're asking me.
- Lathem: When, in 1907, Dr. Tucker said that he would stay on.
- Hopkins: Yeah.
- Lathem: I wondered what the state of his health was then and how much it...
- Hopkins: Well, he wasn't bedridden at all then. As a matter of fact they went... the first thing that happened, they went to Nantucket and he was down there for several months. He and Mrs. Tucker went down there for several months, and he improved very greatly in general health, and when he came back he took up to some considerable degree the routines of the office and then found he'd taken up too many. I mean he tapered off somewhat then so I'm a little hazy about it, but I should say that up to 1909 that he was really captain of the ship. There was no question about that. But leaving a very large delegation of authority.
- Watson: Wasn't Webster Hall opened in 1909 in the fall?
- Hopkins: Yeah.
- Watson: It seems to me I remember his speaking on that occasion and delivering chapel talks there, and I also seem to remember him as toastmaster at the inauguration banquet of Dr. Nichols.
- Childs: No he wasn't toastmaster then. He was president then.
- Hopkins: Yes, he was president then, but he wasn't toastmaster. I'm trying to think who was toastmaster.
- Childs: Wasn't it Matthewson?
- Hopkins: Yeah, that's right.

Childs: Yeah, I think so. It was one of the trustees, anyway. I'm sure it was not Dr. Tucker.

Hopkins: Incidentally, I was reading just the other day picked up in just for desultory reading the account of Dr. Nichols' administration and I think Wilson's speech at the dinner that night was one of the great academic papers of the century.

Childs: Marvelous.

Watson: I never shall forget the exchange between him and Dr. Eliot on that occasion. That was overwhelming. You remember that President Wilson had delivered this long talk about tutorial system and so on, and the desire to bring in more competitive spirit in student learning, offering prizes, and so on. I never shall forget Dr. Eliot rising with that dignity that only he could command, you know, and saying, "I agree with nothing that the previous speaker has said."

Hopkins: The first meeting of what would now be called the Ivy League presidents that I ever went to speedily developed into what Dr. Tucker told me afterwards was the usual routine, and that was a quarrel between Wilson and Eliot. And I can't remember whether Eliot was presiding or not but at any rate he came in and by virtue of some quirk of the program was the first speaker, and he was getting very resentful at the rising speculation in regard to the free elective system and he... I remember the closing. It was a somewhat extended address that he made to the group, saying that he felt that youth could be entrusted with the responsibility of seeking its best wherever that might lie, the general theory being the free electives, and Wilson was right on his feet afterwards and said so far from that being true that by virtue of moving the most popular course under the most popular professor at Princeton back from 10 to 8 o'clock in the morning it had become the least popular course with what effect he did not know upon the popularity of the professor. And whereupon Eliot majestically pushed himself up and he says, "I was speaking of Harvard men." (laughter)

Lathem: I wonder, Mr. Hopkins, did Dr. Tucker have mannerisms that were characteristic?

Hopkins: I would say not. I am trying to define to myself just what a mannerism is, but I would say if there was any mannerism it was a mannerism of under-restraint.

- Lathem: Were there figures of speech that he used, as some people do, characteristic figures of speech that don't appear in writing, for example.
- Hopkins: I don't remember anything of the sort.
- Watson: No, I don't either. I should say that he was about as free from repetitiousness as anyone could be. I think he did, you might say, in walking, for instance. He had a way of swinging his arms which added to the dignity of his gentlemanly perspective.
- Childs: You always saw him under any circumstances, as a man of very great dignity.
- Hopkins: Yeah.
- Childs: That never left him, on the platform, on the street, wherever you saw him... he always had... you always got a sense of dignity.
- Watson: He had extraordinary eyes that were referred to often as the... what was that... \$50,000 eyes, and very penetrating, steely, but kindly, and almost always gazing straight ahead. If he looked to one way or the other it seemed to be out of the corner of his eyes.
- Childs: I've always wanted to ask you, Hop... Is the story about a treeful of owls true?
- Hopkins: It's absolutely true, yeah. I was just going to refer to it.
- Watson: This is one we always get....
- Lathem: What is that?
- Watson: Tell that Hop... that wonderful boy... that Indian.
- Hopkins: Yeah. I was trying to think how to....
- Watson: He was called the Big Chief, wasn't he?
- Childs: Chief....Meyers
- Hopkins: Yeah, in his professional career he was called Chief Meyers. I never knew where theTortes was his name. An Indian. And that's one of the most involved stories connected with Dartmouth

history... how Tortes happened to get here. Actually he was... he was catching out in the Rocky Mountain area, and Ralph Blaise, who was our pitcher at the time, and a good enough pitcher so he afterwards signed by the Red Sox, went out there to pitch. Tortes came up against him in one game four times and knocked four home runs which made quite an impression on Ralph Blaise. He went back to Denver. It's one of the funniest stories in connection with the whole period of Dartmouth athletics, but anyway, he went back to Denver and assured the Denver alumni that Tortes needed a Dartmouth education, and but Tortes had no money at all, and they finally decided that it was worth subsidizing and sending him on and so forth, and then it developed that he hadn't any credentials to get him into college, and he showed up here with a matriculation paper from Cornell, admitting him to Cornell under the name Ezra Williams. And, well, there was an awful lot of details to the story which I won't drag in but Ezra Williams was the son of the superintendent of the reservation and had been admitted to Cornell, and Ralph Blaise and his friends had got in touch with him down on the reservation and Ezra Williams says, "well, he can take my papers perfectly well and take my name." He says, "they name all these Indians... give them Anglicized names and that's perfectly all right." So he showed up here. And I have to admit here to being a party to of the thing because I knew more about it than I'd ought to. But anyway, he shows up with his paper as admitted, and so forth. And Dr. Tucker sent for me and he says, "Mr. Hopkins how much do you know about this boy, Tortes?" And I told him, I told him what I knew, which wasn't sufficient, as a matter of fact, to have disqualified him, it just simply raised a question. Dr. Tucker says, "well, we're going to operate on this basis quite contrary to the civil law and going to assume him guilty until proved innocent. Well, just as illustration of the thing... he went down to the football field and a fellow named Fred Folsom was coaching at the time. [inaudible] Folsom as he was known, and Tortes went on the field. We had two all Americans playing side-by-side, fellow named Clarke Tobin and a fellow named Keith Purvear [?]. They lined up the so-called second team against the first team and put Tortes in opposite them and the first three or four plays he just brushed them aside as though they were flies on the wall, and I remember Folsom's turning to me and saying, "My God, this fellow's played ten years, somewhere." Well, that was an exaggeration, he'd only played seven and that was on the Haskell Indians and well, as a matter of fact, he was eventually disqualified and never did play on Dartmouth, but his first interview... Dr. Tucker sent for him... Dr. Tucker said I want to meet him. And I brought him in with some

anxiety I'll admit and Tortes came out and he said well, he says, that man [inaudible] tree full of owls.

Watson: How long did Tortes stay in college?

Hopkins: He stayed here a year and as a matter of fact I... not only I, everybody else was very sorry to see him leave. Tortes had a good mind and Tortes would have profited a lot from the college even if he wasn't in athletics. But he came up. I was made sort of his Father Confessor because actually the college has no funds to subsidize Indians, but that legend is out and we've always lived up to our reputation on it so Dr. Tucker set aside, I've forgotten what the amount was, \$500 or something for me to disperse to Tortes, as he needed it. And he came up along in the spring and came up to my room and he says, "See what I've got." And I says, "What have you got?" He reached into his pocket and pulled out a packet of bills. And here were 15 \$100 bills I don't think he had ever seen anything more than a one dollar bill before. And John McGraw, then manager of the New York Giants had been up here and had signed him up for Minneapolis which was one of their teams and given him this bonus for signing, and he left and I don't think really my father ever was more impressed than he was with my acquaintanceship with Chief Meyers, as he came to be known. My father was a great baseball fan and after I... Oh this was 1914 I think, somewhere along in there anyway, in the period after I left here, no I can say directly it was in 1912. I was with Filene's and one of my jobs was to entertain visiting firemen and Filene's had a box out on the ball field right opposite third base, and a crucial series was coming up with the Giants. I had father come in and we went to the game, went into the box and Meyers was catching. In the course of the game there was a high foul and it came over and came down right in front of the box, and Meyers looked and saw me and then waved at me. Father says, "Do you know him?" (laughter) I said, "Yeah, I know him." And so on. Well, to cap it off it was a double header that day, and Meyers by that time was getting along so that a double header was a little beyond his best playing. They took him out of the second header, and he came and sat in the box with us during the second header. Father all his life referred back occasionally to the day he met Meyers. I think it made a little more impression on him than my being inaugurated president of the college did. (laughter) But he was a bright boy, and he had bad luck. He saved all his World Series monies, and he married a very attractive girl, went into the citrus game and made quite a lot of money in it, badly advised by somebody and over-expanded just before the

Depression and lost it all in the Depression. Last time I saw him he was in the Boeing... he was making a good living, he was in the Boeing air plant works, working there.

Childs: He's dead now, isn't he?

Hopkins: He's dead now, yeah. But coming back to Dr. Tucker, he had... he was as free of mannerisms as any man I ever knew. I think he would have felt that a mannerism was cheap. I tried to sum that up in the talk I gave in the Old South Church after his death and memorial service. He was a patrician in every way. He... I think actually in terms of comparison he would object very much more to something vulgar than something profane.

Watson: Yes, I do, too.

Hopkins: I saw him under various conditions as an undergraduate. I was quite devoted to Margaret, his daughter, and.... well, that perhaps is an exaggeration. There was a crowd of Smith girls and they centered around the house there. There was Laura Lord, who afterwards became warden of Smith. There was Mary Chase, who was one of the most beautiful girls I ever saw, and Peg, as she was called generally brought back two or three Smith girls with her so it was quite a center. And I saw him in those days largely as Margaret's father. He was a very devoted father.

Watson: What you said of his attitude of profanity, I remember was underlined in a chapel talk he once made. I remember that he perhaps that he gave a series of talks on the Commandments, and when he came to the one, "Thou shall not take the name of thy Lord in vain" he began it by saying, "The reason why profanity is especially undesirable is that it is completely unoriginal."

Hopkins: Yes, I heard him one time in the chapel or somewhere else speak of it as indicating a poverty of vocabulary.

Childs: Well, his objection to vulgarity went right along with his, it seems to me, almost his whole philosophy that he talked to us about in chapel of every man seeking the best under all conditions and he'd apply that practically as well as morally and spiritually. That left no room for cheapness and vulgarity.

Lathem: How... to get to his aspects of the practical administration of the college, how did he do his administrative work? Was he methodical about this? Systematic, or...?

Hopkins: No, he was not and he characterized himself on that. He says I can only work at the short end of the rope. I heard him use that phrase several times. Actually, during the first two or three years I was here, at least twice, he finished his baccalaureate sermon somewhere... it was three or four o'clock in the morning and I was typing it, and one time in particular I sent the final pages of his baccalaureate sermon up to him by the ushers while they were taking the collection and that was typical of him. I think... I haven't read it in a long while, but I think you'll find in reading it that his description of his preparation for his lectures... he always went off somewhere at the last minute and holed out for a while.

Childs: He always wrote his chapel talks out, didn't he?

Hopkins: Yeah.

Childs: But you know Bob Leavens told me that none of those were preserved. I think that's a little strange.

Hopkins: I think it's strange, too, because...

Childs: I think Bob Leavens said about all he could get of those was the accounts in the Dartmouth. You know the weekly Dartmouth always used to have a paragraph about that [inaudible] of the chapel talk, which was just a summary. Bob Leavens said he had never been able to find any of those.

Watson: I think he always spoke from an outline.

Hopkins: Yeah, he spoke from an outline, definitely.

Watson: They weren't taken down. But they always seemed perfectly clear, perfectly well organized and telling.

Hopkins: I often times wondered in future years when trying to analyze his effect and how he got it and so forth. Of course he had the college right under the rostrum there and I've wondered sometimes if with the college of 2000 or 2500 of later days whether he would have been as effective or not. I always had a sense of great intimacy when I went to chapel.

- Childs: I did, too.
- Hopkins: Right up close to him, and so forth.
- Childs: And of course no one else like him could hold that entire audience. He always did. It was just as still as could be throughout his whole speech, always.
- Watson: He never spoke loudly, always with reserve. But that kind of reserve, that was magnetic.
- Childs: But his voice always carried.
- Watson: It carried well.... carried beautifully.
- Lathem: How did he regard his traveling?
- Hopkins: He loved traveling.
- Lathem: Did he?
- Hopkins: Yeah. He did a great deal of his work traveling. He told me one time that he thought the American railroad was the greatest boon to administrators that was offered anywhere. It gave them a chance to think. I've utilized this story a number of times of my own experience. The first trip I ever took with him.... he would go to...he would take the slowest train and the one that took the longest time to get anywhere. When he went to Chicago, for instance, he'd go to Montréal and take the Grand Trunk across. I guess that was about 4 to 5 hours longer than any other train. And I was going west with him and I wasn't very experienced in traveling at the time, and we got up in the morning, had breakfast together, and so forth, and came back and the Pullman car wasn't more than half-full. We chatted a few moments and he says well, he says, if you'll excuse me, I think I'll go in this next section here and think. He went over across and I began to wonder... I mean I could remember... that's just as vivid in my mind now as it was then. I wondered what a man did when he thought. I'd never thought. (laughter) That's literally true. I mean for a man to say I'm going off and think was a perfectly amazing statement for me. I made several futile efforts to think during the next few months... It seemed to me a desirable aptitude, but...

Watson: He and President Angell of Yale were great friends, were they not?

Hopkins: Yeah, they were great friends. There is an interesting story on that. Of course Jim Angell became one of my most intimate friends. I'd known him as dean at Chicago and then when he went to Yale and so forth, and his father I had known very well because he was a frequent visitor of Dr. Tucker's. Old president Angell had originally been to the University of Vermont. Then he went to Brown and then he went to Michigan. And one of the few times I've ever seen Dr. Tucker thoroughly angry was Eliot made an attack, I can't tell the exact year, but somewhere near 1905 or '06 on the college for having established the Tuck School. A liberal arts college had no right to do a thing like that, belittled education, and so forth and so on. And the thing was headlined in the Boston Herald. And Dr. Angell and I were sitting... I'd either brought him from somewhere or I was going to take him somewhere I don't remember the circumstance, and Dr. Tucker came in and threw the paper down in front of President Angell, obviously very angry, and he says, "Look at that," and Angell looked at it and he smiled, and he says "Tucker," he says, "you and I have lived long enough to know the Harvard method." (laughter) Dr. Tucker wasn't taking anything from anybody at that moment. He said, "What's the Harvard method?" Angell says, "Anything that you don't originate, attack, and then if the attack isn't effective, why, adopt it yourself and claim to have originated it." He said, "Harvard is about to establish a business school." That seemed a preposterous statement to me at the time. I didn't see how a man could come out as positively as Eliot had but within a year or two they did establish a business school. Well, I told Jim Angell, we were playing golf one time down at Northeast Harbor and I told him this story and he says I can almost hear my father saying that. He said I've heard my father say that dozens and dozens and dozens of times. He said he had nearer a hatred for Harvard than he had for anything else in the world. Just because of that quality.

Watson: I think I've got the wrong name. It wasn't Angell, was it, of Yale. He wasn't president there, was he?

Hopkins: Yeah.

Watson: Well, then I was right. Well, I remember a story that was...

Childs: Not at the time of Dr. Tucker.

Hopkins: No. Dr. Tucker's contemporary was the president of the University of Michigan and his...

(End of Reel#2)

Reel#3

Watson: Finally a lady sitting behind Mrs. Hadley, Mrs. Tucker was there too, leaned over and she said, "You poor woman, my husband was just like that."

Hopkins: Hadley was the most awkward man that ever lived. John K. Lord, once he and Hadley were going to speak together and he'd never met Hadley, and he expected Hadley to arrive at any moment. He turned to what he thought was the janitor and told him to bring up an extra chair on the platform. It was Hadley and he went and got the chair. (laughter)

Lathem: Were the Tuckers fond of society, sir? Did they like to have people in for dinner and have guests in the house?

Hopkins: With reservations. They weren't by any stretch of the imagination gregarious but they had their circle of friends and they loved to have them around.

Watson: And they did their social duties, I think, always.

Hopkins: They did their social duties, yeah.

Watson: I remember being invited to a dinner when I was a kid faculty member at the presidents house, and there were several of us at the dinner, several of us kid faculty, and a platter with four small roasted chickens was brought in, you know, and put in front of Dr. Tucker. And he started carving them. It was a rather small platter. One of them jumped out of the platter and landed on Mrs. Tucker's fresh tablecloth. And I remember he said, "Oh, my dear, please measure your platters by the birds."

Hopkins: Well, I think answering your query about his sense of humor, which was his own kind of humor, and so forth, but Wattie's story makes me think the time Frank Dixon was courting his daughter, Alice, and Frank Dixon had a hair trigger temper. He'd get mad quicker than any man I ever saw, and... I've forgotten what the occasion was but Frank was one of the guests and I was one of the guests. They had

chicken that night. Dr. Tucker says, Frank, he says what part of the chicken do you like? Frank Dixon says I like all of it. Dr. Tucker says you can't have all of it, there are other guests here. (laughter) I guess that Frank Dixon's temper flared. He was working down in the Howe Library then and he came down and he says you may venerate him but he says I think it was a son-of-a-bitch of a statement. But to answer your question, I think he and Mrs. Tucker met all the social obligations of it but they were without intimacies outside of their own circle. I don't think, as a matter of fact, I don't think a good administrator can have many intimacies. I mean you just give those up. You have to.

Watson: I think Mrs. Tucker got the reputation of being rather distant. But you know in the contacts I always had with her I found her just the opposite. And I wondered whether she had been suppressed or whether...

Childs: Well, both of them were very gracious in any event... Very gracious indeed.

Hopkins: Well, there was a period when, for perfectly obvious reasons I wasn't very fond of Mrs. Tucker, but I came to have a great affection for her as a matter of fact.

Watson: Yes, I think you found that always.

Hopkins: Yeah.

Watson: Your feeling for her grew.

Hopkins: Yeah. She had been brought up in the Washburn family in Worcester and which none were more conservative. But I... I oftentimes, in my own analysis of it, I think Dr. Tucker would have been great whatever he had undertaken. I mean I think he had the common denominators of greatness. He'd have been a great in the political field, he'd have been a great lawyer. I can't think of anything that he wouldn't have been great in.

Lathem: Your speaking of the political field makes me think that in looking through recently some of the papers of Winston Churchill, the novelist, who of course was in the political field at one time, I find letters of his to Dr. Tucker and I wonder what interest Dr. Tucker took particularly in the Progressive movement.

Hopkins: He took very great interest. As a matter of fact, Bob Bass came up here and I was present at the dinner when Bob Bass asked Dr. Tucker's advice of whether he should go into politics or not. He took a very great interest in the personal problems involved in these things. I honestly think he was more interested in the personal side of it than he was the public side. I don't mean by that that he lacked any interest in public questions but these relationships with Churchill which I knew about very definitely at the time and with Bob Bass and so forth... his interest in those was his interest in the men and I...

Lathem: Knowing that they had the potential to do what was needed of them in that period.

Hopkins: Yeah.

Watson: I remember Churchill's coming up here and driving around in a bright red car. That looked revolutionary enough.

Lathem: Did you not tell me, sir, in an earlier talk that we had that Dr. Tucker was urged in fact to run for the governorship at one time.

Hopkins: Yeah, but he just brushed that off, I mean, he wouldn't even talk about it. He just said no. But he would have been a good governor, a good senator, a good president.

Lathem: Well, I wonder if we might not adjourn. We don't want to make this a chore.

Hopkins: It's been very pleasant for me. I've begun to think of a lot of things.

Child's: It's certainly been very pleasant for us.

Lathem: It would please me awfully well if we could continue. I'd like to get down into some of your reminiscences of your own early days coming into the scene of college.

Hopkins: I could... if these two men will help me out, I'd be glad to do that.

Lathem: Well, what do these two men say?

Childs: Certainly, certainly.

Lathem: I've spoken to Al hoping that you might be inclined and he said he'd be... Al lives... happy to set us up and keep the apparatus from bothering us, and I wonder if we don't want to make a date. I'd like to follow through on it. I think it would be fun for all four of us, and it's most worthwhile from the standpoint of the record. I don't think we're trying to establish facts, but we're trying to record impressions.

Hopkins: I'd have to be a little vague about the date at the present time because we're building a new building up in Montpelier which is taking quite a lot of time.

Childs: Are you still chairman of the board up there?

Hopkins: Yeah.

Lathem: There wouldn't be a possibility in the next week, do you think?

Hopkins: Let me see... where we are. This is the 21st, isn't it?

Lathem: Yes, it is, sir.

Hopkins: Yeah, I could do it sometime in the next week.

Lathem: I wonder what time.

Hopkins: Cutting out Wednesday, I go to Montpelier every Wednesday, but...

Lathem: What time of the day would be better... best for you?

Childs: I'm quite free -- retired men like myself can make almost any date.

Hopkins: Good Friday sounds a normal date...

Lathem: Well, Friday would be fine if you really think... or how about the first of the week?

Watson: Friday wouldn't, I don't think be possible for me because... but then, you don't have to have me. Friday I have conference appointments with my class.

Hopkins: Well, what date would be good for you?

Watson: Tuesday, I might make it, but that perhaps is too early.

- Lathem: Tuesday except the evening wouldn't be possible for Al.
- Hopkins: Tuesday wouldn't be very good for me because if the weather is bad, why I'd take the train up there.
- Watson: How would Monday do? That might be possible.
- Childs: You're not trusting any weather, Hop, this time.
- Hopkins: No, no.
- Watson: Monday or Tuesday or Saturday.
- Lathem: Thursday out for you?
- Watson: Thursday and Friday both. Yes, I've filled up with conferences.
- Hopkins: Let's look at the next week. What about Monday the 14th?... Yeah, I'm a month late.
- Watson: The last of the week March 2nd either Thursday afternoon or Friday, anytime on Friday would be possible for me.
- Hopkins: When's that... the 7th of March you're talking about.
- Watson: That would be the sixth or seventh.
- Hopkins: Well, that would be good for me. I'd like a little more leeway than otherwise would be for this next week because I have some floating dates in there.
- Watson: And I alternate my conferences between the first and the last of the week and that would be the free end of the week.
- Lathem: Would Thursday be all right?
- Watson: Thursday would be all right.
- Childs: Thursday, the 6th of March?
- Lathem: Thursday, the 6th.
- Childs: That's all right with me.

Lathem: Is that all right with you, Mr. Hopkins?

Hopkins: Yeah, that's all right. And at what time?

Lathem: This is a good... Al would like a little later... say 3:30, would that be satisfactory?

Hopkins: That's all right with me.

Childs: That's all right with me.

Lathem: Shall we settle then on 3:30 on Thursday, the 6th? Do you like meeting here? We could...

Hopkins: Yes, I like it very much.

Childs: Yeah.

Hopkins: I... Lest I forget it, I'd like to tell you one story which I think is very interesting. Sherm Adams asked me the other night in New York. We went up to try to get out of the crowd and especially away from the reporters. We went up to Sherm Adams' room. (Nelson Rockefeller, Sherm and I). Sherm says, "Do you remember a speech you made somewhere a few years ago in which you spoke about the crossroads of life and why you took one path and not another and so forth." I says, "I don't remember the specific time, because I've talked on that all my life." I said it's one of the most interesting speculations I have in regard to myself or anybody else. Sherm says, "I've always meant to tell you a story that I thought you might be interested in apropos of that." He says, "I had been brought up in the woods. I knew the woods." And he says, "When I was 18 years old, I received what was a very extraordinary offer for that time. A job as walking boss for the Abitibi people in Québec." And he says, "I grabbed it right off because it was fabulous as far as I was concerned in financial return." And he says, "Then the question how I was to get to Québec became a problem," and he says, "My grandfather owned an old tin Lizzie and he said I'll take you up. He took me to Montréal and we stayed all night. And in the morning we waked up to find that all of the Abitibi Forest had burned up, the biggest forest fire in Québec." And he says, "We waited around a while and before the forenoon was out the telegram came in that I had no job because there were no woods." And he says, "My grandfather says, 'Well, if you can't get to work

why you'd better go to college." So Sherm says they turned around and came down and dropped him at Hanover and he said, "That's how I happened to be a college man and how I happened to be a Dartmouth man." Isn't that an interesting story?

Childs: It certainly is.

Watson: And a beautiful illustration of Frost's "two roads diverged in..."

Hopkins: But I get very much fascinated talking with people about these things because everybody's meeting those crossroads all the time.

Childs: All your life.

Hopkins: All your life long.

Watson: It's a wonderful little poem of Frost's, isn't it?

Lathem: I think to ask you if you remember Dr. Tucker in the process of doing "My Generation," the writing of it.

Hopkins: I remember it. I had nothing to do with it excepting in checking various things. He'd send stuff to me and wanted to know what my recollection was in regard to it but otherwise I hadn't anything to do with it.

Lathem: Do you remember anything about how he came about to do it? I suppose he may have been approached by the...

Hopkins: No.

Childs: I reread that a year or two ago, every bit of it. In fact the Tucker fellowship asked me at the time of their 25th anniversary of their founding if I would write a paper on Dr. Tucker, and I did. I reread every word of that and that is the most modern book today. I am astonished at almost any autobiographical book of 35 years ago no longer sells [inaudible] but that books goes all the way through. His thinking was about as timeless in many ways as a man's can be, it seems to me.

Hopkins: I think that's true.

- Lathem: I felt just this way. I encountered this as a college undergraduate in 1950 or 51, it sounded to me like it was written yesterday for my generation.
- Childs: Yes, it just is...
- Lathem: This book ought not to be out of print. It certainly ought not to be unavailable.
- Watson: I think his style developed a great deal from the early days. I think he was inclined to long, and rather heavy sentences at the beginning because I remember... Well the first contact I had with him was at D. B. Richards graduation in Hyde Park and he had been called to speak at that high school then. He impressed me tremendously as a person, but I remember his subject, "The Extent and the Limit of the Application of Practicality to Education." That was the title on the program.
- Lathem: Perhaps he didn't supply it.
- Childs: Well, his inaugural address is pretty straightforward. That isn't overloaded and... stylistically.
- Hopkins: Well, he'd had a lot of experience for that time, Francis.
- Childs: Yes, he had.
- Hopkins: I mean, he'd been teaching public speaking, and so forth. I wonder, isn't it true that everybody's style will... goes through that transition.
- Watson: Yes, I think so.
- Hopkins: Because I'd like awfully well to delete some of those papers in my book. (laughter)
- Childs: Well, I think we all go back to things we wrote a long time ago and they don't sound the same to us, it's true.
- Hopkins: Well, trying to analyze myself about that, I wanted so much to leave no loophole and qualify everything that I said that it was parentheses within parentheses.
- Watson: Yes, I know, I know.

- Childs: You want to be so sure that you are not going to give somebody a point of attack where attack isn't warranted... Yeah, that's true.
- Watson: I tell you, I've been getting great practice lately... The Colliers and the so-called American Peoples Encyclopedia have been at me for articles on [inaudible] you know. Why, I spent hours trying to get what I have to say into 30 lines, let's say.
- Childs: Well, the hardest course in the world is to try and write a short...
- Watson: Awfully hard. But it's good practice.
- Childs: Well, I think this has been grand.
- Hopkins: We'll try it again.
- Lathem: You might be interested in the setting. This is Wheelock's table.
- Watson: Oh, is it?
- Childs: Is this Wheelock's table?
- Lathem: Yes. New legs. It came to the college years ago. You may remember it. When I came back they had it upstairs in the mezzanine and the students were putting their feet on it, as you can see, and it was not having very good treatment, so I decided to bring it down here, and since we have no museum, I've tried to put in this office a few of the historical relics. This is the John Wheelock banjo clock that Tom Streeter made it possible for us to have -- Tom Streeter and a few others -- a few years ago. The secretary was Daniel Webster's, one of the pieces of Webster furniture we have. The sideboard, or bureau, whichever it is, was Ezekial Webster's.
- Childs: That would have astonished anyone.
- Lathem: Dr. Fred Lord gave us this, last year, a chair that had belonged to Pres. Lord.
- Hopkins: Are the front legs shorter than the back? That was his reputation, you know.
- Childs: Yes, so that people wouldn't stay too long.

Hopkins: I've had men in the old days, a hundred tell me that they never spent such an uncomfortable time in their life. They'd get called into the office and sit down in his chair in front of the desk. They kept sliding off.

Childs: That looks like a parlor chair. I don't believe that was ever an office chair. President Lord was a fascinating person. He had a lot of sides to him that were interesting. He must've been a [inaudible] Nathan Lord [inaudible]. He was a very impositive person. He certainly had his faults but he had some fine virtues.

Hopkins: I used to get very irritated with the people who talk about liberalism at Dartmouth as something new. I says, will you tell me any other college in the country that during the Civil War would've done what Dartmouth did. Pro-slavery, pro-Southern.

Childs: Everybody else thinking differently and very graciously kept him on and finally he resigned himself.

Watson: Remarkable.

Childs: There are thinkers today who wouldn't agree.

Lathem: Well, thank you one and all very very much. I look forward to seeing you.

Childs: Quite delightful, Ed.

(End of Reel#3)

Reel#4a

Childs: You're going to run the machine today, aren't you?

Lathem: I'm going to try. With what success I'm not very sure, but Al Ives was convinced that I can do it.

Childs: You probably can. I don't suppose they are too complicated. I don't know anything about them anyway.

Hopkins: I don't either.

Childs: I just know they run around sometimes in places where I've been. That's about all.

Hopkins: I really ought to know because my grandson, they use it all the time [inaudible] gets around the house, and they handle it with the utmost facility.

Childs: Oh, yes. I'm sure it's not too difficult to get used to it. There used to be a boy... last year, the last year or two of my teaching, there was an undergraduate -- I've forgotten his name -- I didn't know him except by sight. He used to cut a lot of classes anyway.

Hopkins: If that thing became general it could do away with notes, wouldn't it?

Childs: Yes, it would. Mother had a letter this last week from her sister, who had a birthday just a few days before, and her son and his family -- he's a missionary minister, and he's in Wichita, Kansas, and he and his wife and his four children sent his mother for a birthday gift a tape recording of the family talking to her. She was just fascinated by it. She wrote a lot about the things they told her and the way in which they began with the father then the children from the oldest down to the youngest who was only three, I think, but to have something to say just the same. [inaudible]

Hopkins: Time-consuming.

Lathem: Bradlee, why don't you come in here and we'll make a square of it.

Hopkins: You wouldn't call Wattie a square, would you? [inaudible] I have to tell this story. I get constantly fascinated with this prep school vocabulary, which is almost unintelligible.

Childs: Yes it is to me.

Hopkins: And I was very curious, as a matter of fact, the night of the New York dinner, more curious about what my grandsons thought about it than anything else. They were having to hurry to the train to get back to Exeter the next day, and when Ann came back, I says, "I don't want to be curious, but I says did either of the boys say anything about their impressions of the evening." She says, "Yes, I was going to tell you." She says, "I got the accolade for you from Rusty." (He's the older boy, 15 years old) and I said, "What's that?" She says, (of course we were in a great hurry and didn't have much time to talk, but she says,) as he swung onto the train, he says,

"Mom, tell granddad he was cool." (laughter) Which was the first time I knew that that word...

Childs: Was a high compliment.

Hopkins: I didn't know it was honorable mention even.

Childs: Well square is a bad word to use at first, I think.

Watson: How do you define this objectionable term.

Childs: Square? Well, what did we used to call them?

Hopkins: A square won't fit into a circle very well.

Lathem: Well, I wonder if we might not start off this afternoon, take our point of departure, Mr. Hopkins, at your coming to Dartmouth. How it was you happened to come here, and perhaps a little bit of your preparation for coming. We touched on that a little bit last week or two weeks ago, rather, and that might be a good way to begin the session.

Hopkins: Well, everything about my connections with Dartmouth have been unexpected. The... I was with Dr. Tucker for eight years and then intended to leave and had taken a job and Dr. Tucker told me that that wasn't cricket, that would leave Mr. Nichols without anybody that knew his way around. So I stayed a year with Mr. Nichols and then left, and I supposed, left for good. I think anybody could make out a pretty good case in future years that I was planning to come back because I had been interested from 1905 in the various steps necessary to form the Alumni Council. And I was working on that during this time. The Alumni Council eventually got formed and then the question arose what were we formed for and what were we supposed to do. And I had become impressed in the meanwhile with the fact that insofar as I knew, no Board of Trustees had ever asked... in inviting a president to come had never known anything about why they were asking him. They had no particular set of specifications what the college was for or anything so I proposed to the Council then we get a... that we dictate or write or whatever you choose to call it... compose an inquiry to the trustees as to what Dartmouth was all about, why it existed, and what it aimed to do, and so forth and so on. And we worked on that for a couple of years and I think submitted it to the trustees either in late '14 or perhaps early '15. I wouldn't be sure in regard to that. And I wrote the thing,

which was a summary of our discussions, and so forth. Well, insofar as I know, it was that document more than anything else that turned the trustees' attention toward me. And sometime early in 1916, possibly late in 1915, Mr. Streeter, who was then in the Elliot Hospital in Boston after an eye operation, telephoned me one Sunday morning. I, being a working man, Sunday mornings were very precious to me and I didn't generally get up very early, but this was before seven o'clock and there was a sleet storm outside and I was living in Newton. And he says, "I want to see you." Well, I'd worked very intimately with him in the previous life here at Dartmouth and felt I knew him very well, and I said that I would come in as quick as I had had breakfast and so forth. He says, "Hell, I want you to come in now." (laughter) So without any breakfast, and without even shaving I went down and got into the car and skidded into Boston. And skidded is right, too. It was just as slippery as it could be. Got to the Elliot Hospital and they told me I couldn't see Mr. Streeter. Nobody could see him. Well, I said, he sent for me. There was a lot of going over one officer's head and another, and finally they got to him, and he said, yes, he'd sent for me. And I remember the nurse who came out, she came out somewhat flustered. And she said to the head nurse, "He's sore as hell."

Childs: He'd been taking it out on her, without doubt.

Hopkins: Yeah, he'd been taking it out on her for the delay in holding me up. And I had no idea, had no faintest idea what he wanted to see me about, and I went in and he said, "Sit down, sit down." His head was all bandaged up. That bad eye of his had acted up again and so forth. So I sat down and he reached out and put his hand on mine and he says, "Nichols has resigned." And... can you turn the tape off? [pause] And he says, "Nichols has resigned," and I expressed my surprise, and he says, "Well, you know why I sent for you, don't you?" And I says, "No, I haven't the faintest idea." And he said, "You're going up there." Well, I... there were several things to take into consideration. I mean I knew the local situation pretty well and I wasn't sure of my welcome. I knew what the outside public would think in regard to it, and also there was the very self-centered fact that I was getting about three times as much an income as the presidency paid and I was on my way to about what I had been aiming at in the AT&T. And so I just tried to slow the thing down, and he got very impatient in regard to it, and he says, "Well, fool around, you've probably got to fool around two or three months," he

says, "That's natural, I guess." But he says, "You're going up there." And I confess I began to be convinced I probably was.

Childs: Even if he took you by the scruff of the neck and carried you.
(laughter)

Hopkins: But then the thing went on -- the discussions back and forth -- and I became more and more convinced that I didn't want it and more and more convinced that it wasn't the best thing for the college. And I held to that pretty definitely, and gradually as the word got out as such things do get out that the proffer had been made, why various alumni groups began to express reservations in regard to it. And the thing that has always interested me very much indeed and I think I feel as much honored by as anything, a group of the faculty who styled themselves I think the anarchists, wrote Mr. Tuck a round-robin letter protesting in regards to the election, saying it could be the death knell of Dartmouth academically. Apparently, Mr. Tuck didn't do anything about it, but I knew of the thing, I didn't know just who'd signed it, until later years when Mr. Tuck showed me the letter, but I knew the letter had been written, and the whole combination made me very doubtful in regard to the desirability of it from Dartmouth's point of view and, as I say, I had the perfectly selfish reservations regarding myself, and I had also the further factor that Mrs. Hopkins had no desire to return to Hanover and she knew what a college president's wife had to do and she felt very strongly that we better not. Well, there's a lot of goings and comings in there and different trustees and one thing and another, but it dragged on for... As I say, I think this interview with Mr. Streeter was somewhere in the middle of the winter. I know it was in the winter because I remember the skidding. Just what stage of the winter I'm not sure. And finally I definitely made up my mind that I ought not to come back and wasn't going to come back, and at that time Dr. Tucker came into the picture for the first time. I mean, I had heard nothing from him, and hadn't asked him anything of course about it, and I got this word through Mr. Streeter that Dr. Tucker wanted to see me just as soon as he could, so I came up, and Dr. Tucker at that time was bed-ridden, but I went to the house immediately on arriving in Hanover. And Dr. Tucker says, "I understand your situation perfectly well and I understand the reservations you have, but," he says, "you and I have worked together a good many years and we understand some things that we don't have to talk about." He says, "I just want to state one thing to you." He says, "You're the last Dartmouth man on the list of candidates." I remember at the time I -- just in order to say

something -- I said, "I'm not a candidate," (laughter) and Dr. Tucker laughed a little and he said, "Well," he said, "we'll use some other word there," but he said, "of those that have been under consideration, every Dartmouth man has been eliminated excepting you, and," he says, "if you don't come, the presidency is going to a non-Dartmouth man. Do you think that would be good?" My answer to that is obvious. I said, "No." Actually that was the turning point of the thing. I said, "All right, that I would come if the trustees still felt after making as definite an investigation as they could that it was a desirable thing to do." And it was a very short time. I have, in these days, been tremendously sorry that I never kept a diary because I have to talk on the basis of impressions. It was pretty well along in the spring then, and... but there was... that group that you went down to Springfield to talk to, they were violent in their... there were alumni islands here, there and elsewhere that took it up as a holy cause to protest in regard to the thing. Then there were certain influential individuals... there were... Well, there were those who thought that my religious life wasn't what the president of Dartmouth ought to live, and there were those who felt very certain -- and I was with them -- that my academic life was [inaudible] and there were other people that thought somebody with more national distinction ought... So putting all in all together, there was quite an area of discontent in the thing, although I don't think it ever approached a majority, that is, so far as I know.

Childs: Oh, no, I'm sure it didn't.

Hopkins: And none... I ought to say there that I think it is some tribute that is due to the Dartmouth alumni, insofar as I know, once the thing was settled, there wasn't any disposition so far as I know to perpetuate the thing.

Childs: No, and there wasn't in the faculty, either.

Hopkins: No, and...

Childs: There was a very small group in the faculty anyway who said anything about it at all.

Hopkins: Actually within a couple of years they were among my best friends. I mean... [inaudible] But, oh, four or five years afterwards, Mr. Tuck said one night, we were in his study talking, he said, "I've got a letter here I think you'd be interested in." [inaudible] members of the faculty on the thing. But that in brief is the prelude to my coming,

and, needless to say, I never was sorry I came. I think I had a happier life than probably I would have had under any other circumstances.

Watson: I suppose you've come to feel a good deal as I have. We may not get much money, but we get paid more richly than any millionaire.

Hopkins: Well, yes, the money phase of it never loomed as large as it did at that initial consideration. I mean at that time I thought it was going to be a terrible sacrifice, but as time went on, it wasn't at all.

Watson: Didn't you have some thoughts of getting at Hop before you came to college at all.

Lathem: Yes, perhaps at this point we might back-track, Mr. Hopkins, and go to your coming to Dartmouth as an undergraduate and then catch up again your decision to come here to college and perhaps a little bit of background of your preparation for college.

Hopkins: Well, I've done a good deal of thinking on this. Going way back, I was originally entered at Andover, and my father was a Harvard graduate and he felt Andover was the best preparation, and so forth, and then came the panic of '93, and going to Andover or anywhere else was out of the question as far as any support from home was concerned. And on my own, I went up to Worcester where... I was living 18 miles south of Worcester and in that area, Worcester Academy was pretty well known. And I got a job there which would pay all my way. That was carrying mail. That's a routine thing. The mail had to be picked up in the dormitories and at the offices and taken down into the city. And you got up at five o'clock and got back at... got the mail distributed by eight, and then went to recitations and so forth, and if you worked fast enough you got a bite in between in the form of breakfast. But anyway, it was a bonanza, and I had always, as a matter of fact (I think through having been born and spent most of my life in New Hampshire), had been pretty well slanted toward Dartmouth, without any very careful analysis as to what I was going to do or why. My father was very much disappointed when he found that I was thinking of Dartmouth. I went home my junior year to have it out with him and in those days they had preliminaries of the year before and you had to go down -- at Worcester at least you had to put down to Cambridge and take preliminaries and so, father says, "Well," he says, "as a matter of fact, I don't want to have you go through life feeling you couldn't get into Harvard." That wasn't worrying me very

much, but it was worrying him. And he said, "You go down and take your preliminaries and see how you come out on those." Well, I went down, that was the end of my junior year, and took my preliminaries and passed them reasonably well, and father at that time was willing to give up on the subject. And meanwhile another factor had come in that gets into the area of crossroads in life because father had been offered the pastorate of the biggest church in Marquette, Michigan and had decided to accept because all sons of ministers in Michigan get free tuition at the University of Michigan, and it was only the illness of my grandmother down here at Perkinsville, Vermont, that changed those plans. And this always has given me some basis for curiosity as to where I'd be and what I'd be doing if I had gone to the University of Michigan. (laughter) But at any rate, the... finally father was reconciled to it and I came to Dartmouth, and I think that probably one very great influence in holding me, if there was any need of holding me, to my conviction was that the acquaintanceship and friendship I established with Charles Proctor from almost the first day that I was in Worcester. We began to chum up together and of course there was no question in his mind where he was going, but anyway, the resultant forces was such that I eventually came to Dartmouth as I had wished to do. And I think probably my undergraduate course was largely determined by the fact that I didn't like to wait on tables. It came sophomore year and the dean said, "You've got to go out and try to get the editorship of the Aegis." And I said, "Well, I don't want the editorship of the Aegis." "Well," he says, "It pays you enough so you could get out of waiting on table if you get it." Which immediately changed my attitude. I thought if I got the editorship of the Aegis... and Chan Cox, later the governor of Massachusetts, and I ran against each other, and I eventually landed it. From then on I was making enough money in tutoring and editorial jobs and one thing or another, so I didn't have to wait on tables.

Lathem: Tutoring in English?

Hopkins: Yeah, yeah, and I had a very pleasant life from then on, as a matter of fact, because these things didn't require very much... I think I'm the only man that ever was elected editor-in-chief of the Dartmouth without ever having been on the Dartmouth board, but I'm not sure.

Childs: Weren't you on the Dartmouth board?

Hopkins: I never was on the Dartmouth board.

Childs: You stepped from editor-in-chief of the Aegis to editor-in-chief of the Dartmouth?

Hopkins: Yeah, yeah. That came about through the fact that Homer Keyes kept asking me to write editorials. He was busy on other things and doing other things, and he'd come around three o'clock in the afternoon and say we haven't got any editorial for tomorrow night and I haven't got time to write it. It was a weekly, then, you see, it wasn't a daily. And along toward the latter part of the year I had no ulterior motive in it at all. I hadn't even thought of the possibility of the thing, but it was pleasant work and they paid me by the hour, I think something like \$.25 an hour and I sometimes earned \$.50 a day by thinking hard for two hours. (laughter) And then I suppose actually it was by virtue of being editor of the Dartmouth that I came to Dr. Tucker's attention even though I'm not sure but what it was through the administration committee. I don't know which, but...

Watson: I hate to think that I wasn't the cause.

Hopkins: You certainly were the cause of my first introduction to it, Wattie.

Watson: Hop, I've often wondered what your interest in athletics was before you came to college, or in college.

Hopkins: I always labored under the delusion that I would have been a great athlete if I'd had time to practice. (laughter) And I was always greatly interested in it. There again I think it very likely originated from my contact with Charlie Proctor who was a star football man in Worcester and star track man and star baseball man and so forth, and... but however it may be... then you see Clarence McDavitt and Charles and I roomed together my sophomore and junior years, and Mac was all mixed up at that time in getting the Athletic Council well organized and at that time they thought they wanted undergraduates on the Council, so I was on the Athletic Council for two years, my junior and senior years. That was, and is, the basis of my interest in athletics.

Watson: I suppose my little adventure that introduced you to Dr. Tucker was due to a similar aptitude on my part. I came to college and got a tremendous reputation of being fresh. I don't think I deserved quite the reputation but it was what I got.

Hopkins: How little you know, Wattie. (laughter)

Watson: Well, I had a step cousin, a very charming young lady who had known one of Dartmouth's great athletes. McCormack, was that his name?

Hopkins: Yeah. His father, as a matter of fact, was Dick McCormack.

Watson: I never knew him personally, you see, but I re-told some of the yarns about him that this young lady had told me. I was thought to be most irreverent and very fresh to even mention such things.

Hopkins: You were if you stuck to factual incidents at all, in regard to that.

Lathem: About two weeks ago when we spoke of the incident that did call you to Pres. Tucker's... that first brought you before Pres. Tucker, you mentioned, that it was Clothespins Richardson that discovered you performing this, and I think Wattie thought it was Dean Emerson. Is there a meeting of minds on that?

Watson: No, I think it was Dean Emerson who came in.

Hopkins: It may have been, Wattie. Clothespins was the man who was pressing for my elimination from the local scene.

Watson: Chuck used to snoop around the dormitories.

Hopkins: That sounds much more reasonable that it was Chuck.

Watson: I think it was he. I am pretty sure. I remember the tones of voice that he used. They weren't Clothespins.

Hopkins: I think that's very much more reasonable, because I never, in thinking about it and thinking it was Clothespins, wondering why he was there. He probably wasn't. But he certainly was the man who...

Lathem: Wanted to get rid of you.

Hopkins: Yes.

Childs: He afterwards became a very good friend of yours, I'm sure of that.

Hopkins: Yeah, he did. You know what gave him the friendship with me was the Ben Greet Players.

Childs: Oh, at that time they came.

Hopkins: Yes. You know, that's an interesting story. I don't know how much of this you'll want, but this is in the... During the period, they had a college club then and all the social activities of the college went into the college club and I was secretary of it, and we had various people up here and I got more and more irritated about it. I mean I thought Dartmouth was entitled to a better program than we were having, and when the Ben Greet Players came to this country, I told Dr. Tucker that I thought it would be a great thing to have them. We had just, as a matter of fact, opened College Hall sometime previously, not very long previously.

Childs: Yeah, the Greet Players came in my freshman year. That was the fall of 1902, I think. And College Hall had been opened in 1900, wasn't it? So it was pretty new.

Hopkins: Yeah. It was pretty new. Somewhere I read that the Ben Greet Players played without scenery, and so forth, and I felt... as a matter of fact, Ben Greet eventually substantiated that that hall was about perfect for them. And anyway, I went down to meet him, I can't tell you now whether it was in Boston or New York, but they were playing... I think they were playing in Boston at the time. And I had various difficulties in getting to see him, but finally I did get into see him and put the proposition up to him. Then it proved that he was very much interested in getting into the college circuit and didn't know very much about how to do it, and so forth. And he asked me if he came to Dartmouth if I could help him any on that. And I felt why sure I could, and did. Well, he agreed to come on the condition that we would guarantee him \$1500. Well, we had never paid anybody more than \$300 before that. And this all leads up to Prof. Richardson. I came back and told Dr. Tucker in regard to it, and he says, "Well," he says, "do you think there is any chance at all of getting that." And I said, "Yes, I did." He didn't commit himself. The next day Prof. Richardson came in, and Dr. Tucker called me in and he said I'd like you to present this case in regard to the Ben Greet Players to Prof. Richardson, so I told him, and he immediately became very enthusiastic. And he said whether you can make it or not, sign him up, and he said I will underwrite it, and so that was the way that the Ben Greet Players came, and as a matter of fact, we made between two and \$3000.

Childs: One of the great thrills of my undergraduate course.

Hopkins: As a matter of fact, he became enthusiastic enough about me so that he asked me to become his manager, which is another crossroad. I didn't go to Chicago with him, you know. I arranged the trip, and then he went out to play the Hull House, and the car got put off the train at Buffalo because Ben Greet wouldn't show his tickets. He said he'd bought them and he didn't need to show them and the fact he was on the train indicated that he had bought the tickets. That was the way they did in England, and so forth.

Watson: They never did that way with me in England.

Hopkins: Well, anyway, that was... I finally got the car hitched back on the train by virtue of telling Ben Greet he would have to, and I never shall forget. I don't think up until that time I'd ever probably seen more than \$50 together in my life, and he took and threw his pocketbook, just bulging, you know, and he says the tickets are in there somewhere. Having been given permission to find the tickets, I counted the money and discovered that he kept between four and \$5000 in his pocket book. Which gave me new respect for the Ben Greet Players. (laughter) And we went on to Chicago, and played in the Hull House there. He played, I think for a week in the Hull House, played repertoire and then he went on and I sort of lost track of him after that until years later.

Childs: But he came back here the next year, you know. The next year he had a program with Twelfth Night.

Hopkins: Yeah, that's right.

Childs: I know Twelfth Night was played and he was delighted because he said that College Hall was after all modeled on the Middle Temple where Twelfth Night was first given, you see.

Hopkins: Well, when was he here last, just a few years ago?

Childs: That was, I would say that was along around the early 1930s, the last time he was here, wasn't it?

Watson: I think so, yes.

Childs: '32 or '3... Somewhere in there.

Hopkins: I got quite choked up on that visit because I had no idea he'd have any remembrance of me at all, but I went back between the acts to

see him, and he looked at me and got up and threw his arms around me and said it's been too long and that was the only comment he made in regards to the thing.

Watson: I remember his [inaudible] here and I remember that very vividly.

Hopkins: He made the statement at that time, why I am continuing the story, he made the statement at that time that he didn't like Webster nearly as well as College Hall.

Watson: No, well, he wouldn't have, for his purposes.

Lathem: I wonder, Mr. Hopkins, if you tell me, the other two knowing, something about the college as you found it when you came. Do you remember, for example, your first coming upon the college? Was that at the time you arrived as a freshman, or had you been here before?

Hopkins: No, I hadn't been here before, and transportation was worse in those days even than it is today which is saying a good deal. I started... I hadn't been here, but all the arrangements were consummated and I came up and I changed cars at Worcester, changed cars at Winchendon, changed cars at Bellows Falls, and I got to White River Junction and our train was very late and the Norwich train had left and I walked up from the Junction, which was my introduction to Hanover. And as I recall it, I don't know what I thought at the time but... I don't recall any feeling that it was a long walk, or difficult.

Childs: We used to walk that frequently. I remember walking often to the Junction and coming back on the later train. Walking down... Ordinary thing for students to do in our day.

Lathem: If you others would like to do so...

Watson: Well, you know during my senior year I walked down to the Junction every Saturday. I played the organ down there. I didn't go for other purposes. (laughter) Spent the night, and took the early train back Monday morning.

Hopkins: Well, of course, we did walk in those days, I mean we had a group in our class that... of course nobody left town weekends, and we had two walks, one was called the five mile walk and the other was the seven mile walk.

- Childs: Yes, I used to take those, too. We did that so frequently, you know.
- Lathem: What would that route be, Mr. Hopkins?
- Hopkins: Up...
- Childs: Around the reservoir.
- Hopkins: Around the reservoir. Yes. You could do it either way, but we usually went up what is now called Reservoir Road and around the reservoir and down Balch Hill, or you could go on still further around what is now the second reservoir.
- Childs: Yes, you could, and come out into Etna.
- Hopkins: Come out into Etna.
- Childs: And then back over Balch.
- Hopkins: Back over, and we did that, not infrequently. And some of my pleasantest remembrances of college life, as a matter of fact, are the weekends here which makes me feel that things are haywire at the present day when everybody gets out.
- Childs: I agree with you absolutely.
- Watson: I wanted to ask you, Hop, about your career in business before you became president. I don't remember to have heard very much of that except the name of Filene and AT&T.
- Hopkins: Well, that's rather an interesting story which may have something to do with the eventual outcome, but it may not. I don't know how... I went with the Western Electric Company, which Dartmouth men were doing pretty generally in those days, as a matter of fact, and the top executives offered the Western Electric Company were Dartmouth men, Mr. Thayer was president, Charlie Dubois was comptroller, and so forth. And I haven't any idea how it came about, but Mr. Vail who was then top man, I think he was a top man in the United States, but anyway, he was the top man of the telephone company, sent for me, and I had just received an offer to go with the Filene Company. Well, I'll go back. My work with the Western Electric Company was picking up college men, and I learned more about colleges in those years than I ever learned later at the same

time because they sent me to the coast... That isn't quite right either. They had been picking their men up pretty exclusively in groups of 15, 30 and 25, from a few eastern institutions, and I argued that it would be a good idea to distribute this thing more and they gave me my head on it and I went west and started in at the University of Washington and went down the coast to southern California and tacked north and south across the country. And picked up between three and 400 men. And I was interested even then in the question of the technically trained man as against the liberal arts college man and I divided them about equally. I can't say how equally, but it was... I tried to keep it pretty even, picking up four or six men at an institution, we got between three and four hundred. Well, Mr. Vail became very much interested in that, which I didn't know at the time. Then Mr. Filene came out and said that they were going to move into a new store and that they wanted to change the type of help entirely from the conventional store help. They wanted to set up an entirely different store, and so forth, and would I come on and take up the organization of the new store. Which may not sound very much but proved to be quite a job because there's no way to train a new force when you're moving from a small place into a big one, and we were moving from the old store in which there were 800 employees into a new store with 3500 employees, about 120 departments into a store with 250 departments, and so forth. And...

Watson: Was that the new Boston one?

Hopkins: Yeah, that's the one they're in now, Wattie. And, well, I hesitated a long while on that because I had started out to be a telephone man and I thought then -- which conviction I still hold, as a matter of fact -- that the telephone business is about [inaudible] business of the country and... But Mr. Filene came out with this proposition. I was getting at that time \$4000 with the Western Electric Company and Mr. Filene offered me \$10,000. On the other hand, there was the legend which everyone apparently believed that if you once left the telephone company you never got back, and I received a telephone call one night from the Blackstone Hotel. The man said he was Mr. Vail's secretary, and that Mr. Vail would like to see me. Well, I actually thought at the time that it was a hoax of some sort, and I was a little facetious in replying bye bye and the man says you are getting this all wrong. He says this is a bona fide thing, and Mr. Vail is here and he wants very much to see you. So I went into Chicago and went to the Blackstone Hotel and met the great Mr. Vail, and I don't say that derisively at all because he was great, and he started

right off. He said I understand you've got an offer to go with Filene's. I said yes. He says what do they want you to do? And I told him. And he says what do they offer you? And I told him. He says you're pretty strongly tempted, aren't you? I says yes I am. He says do you suppose you could make an arrangement with Filene's that you would come and not be bound to stay with them? I said I didn't know. As a matter of fact, he said we've got some plans for you and he says it would enhance the value of those plans very much indeed if you could get some outside experience, and he says I should be glad to have you accept that job if you could play it fair with the Filene's. And he says go out and get all the experience you can and by and by when things are right we'll talk with you again. So, well, I went to Filene's, and Mr. Filene was very gracious in regard to the thing. I told him and he says if we can't make this as attractive a position for you eventually why he says that's up to us. It isn't your fault at all. And he says come on. So I went there, and I set up the work there. One of the very nervous days of my life was the day before we opened the new store because goodness I thought of these vast spaces and wondered which of them would show up unmanned or unwomaned, as the case might be. But they were all there and everything went auspiciously, and on the basis of that eventually Mr. Cyrus H.K. Curtis came to me and he says we want to set up personnel work in the Curtis Publishing Company and actually I took that position at less than I was getting at Filene's because I still had got... it's a little hard to explain, but this consecration to the telephone company was a pretty real thing with me and I felt that I'd got it right in the palm of my hand there and I wanted to be well prepared. So I went with the Curtis Publishing Company for considerably less than I was getting at Filene's to get the added experience, and so forth, and under the same conditions, I explained to Mr. Curtis. And I was there about a couple of years. One day a man I had never seen at all was ushered in named Phil Spaulding, and he came in and he set down and he said you've never met me, Mr. Hopkins, but I think you'll recognize me I think by my office. I am president of the New England Telephone Company. He says the old man (that was Mr. Vail) he says the old man says it's time that you came back. (laughter) Well, I went back. I mean that was all cricket. I mean I'd explained to the Curtis Publishing Company. An interesting aside is that the Curtis Publishing Company asked me to recommend a man to succeed myself, and I recommended a man that hardly any of them could see any sense in but he took it and he was Bob Clothier who eventually became president of Rutgers. Which was an interesting sequence. So I went back with the New England Telephone Company, and a

coincidence in the whole thing was that I met Mr. Streeter on Monday and he put the proposition of coming back and on Tuesday... no, on Sunday, and on Monday I got my transfer orders from New England Telephone Company to the AT&T, which was the thing I'd been shooting for all my life. Strange the way things happen. Does that answer, Wattie, what you.

Watson: Yes, it does, except that I'd like to append another question. Well, thinking back on the many nice things that were said about what you had initiated at Dartmouth as the president, I wonder how much your policies might be attributed to your experience in business.

Hopkins: Very considerably. Very considerably. Because, you see, my contacts with business were practically all through the personnel work from the beginning. That and the training were, which was just coming in. It's an interesting thing -- when I went with the Western Electric Company the foreman... the head of the manufacturing department out at Hawthorne, Illinois came in one day and he said we've got to give you a title, he says. What would be a good title? Well, I said, Director of Personnel is what I am. Hell, he says, nobody would know what in hell that meant. (laughter) And I've forgotten what title they gave me, I think it was Director of Training or something of that sort. Yes, answering your question, Wattie, I never considered myself as an educator, I was frequently flattered when people referred to me as an educator, but I never thought of myself as that. I always thought of myself as an administrator in an educational institution, and I think that's what I was. I learned a little about colleges and what they were supposed to do and what they were about, but I had none of the insignia for the job.

Lathem: What had been the reason for your taking the decision to leave here in 1910, sir?

Hopkins: Because my relationship with the college up until that time was almost wholly a personal relationship with Dr. Tucker, and I at the time had no thought of anything except serving him as well as I could. When the time came that the opportunity for that ceased, why I began to get uneasy and think of going somewhere else and establishing myself. Actually I don't think there was any great future in my job if I'd stayed here.

Watson: Would you say, Hop, in introducing the selective system as you did that that was influenced by your experience?

Hopkins: Very indefinitely. Very definitely, yeah. I... there's an interesting aside on this too. I guess this can go on the tape although it ought not to be made public. When the announcement was made in regard to the selective system Mr. Lowell telephoned up and Mr. Lowell had been very kind to me, he had been almost a father. The first college presidents' meeting, the first time I'd ever met him, he took me by the arm and he says you sit beside me and I'll tell you who are the stuffed shirts. (laughter) But we got on some basis of intimacy and this stereotype in regard to Mr. Lowell is a mile off from the real man, I mean the stereotype is just the superficial man. Well, we announced the selective process and Mr. Lowell telephoned up and wanted to know what I was going to do over the weekend and wanted to know if he could come up. He came up and he says what's all this about the selective process and national distribution and I says we're out after it, and well, he says you mean you're going west? I said yes. He says how far west. I said just as far as we can go. I don't see anything to it at all, he says. Well, I made a little speech about men were going out into life and the wider their contacts in college the better prepared they'd be for what they came into and so forth. He says I don't concede your point at all. He said American culture began in the East and particularly in New England. He says it's still existent here and he says you're getting all the people you want from New England and why should you go outside? He says I see no sense to it at all. [Inaudible]

Hopkins: That's the one place where the stereotype was right.

Watson: Speaking of Pres. Lowell, I have one very vivid picture in mind. Mrs. Hopkins was entertaining Daisy and me at tea one afternoon and Hop walked in with an overcoat, the arms of the overcoat up to here and Hop said, "Well, Harvard may have a greater president, but Dartmouth's has longer arms." (laughter)

Hopkins: I had walked off with his overcoat the night before. But coming back a moment to that training period, that... the most advantageous thing that I ever did in any single thing for being college president and knowing anything about colleges was that trip I took picking up the men for the training courses.

Watson: That was a selective system itself.

Hopkins: It was a selective system. It was a very interesting one. In those days, of course, it's pretty hard to realize at the present day, that

the Western institutions didn't have a big enrollment in those days. I think the enrollment at the University of Washington was less than 2000, and California was three or 4000, I mean a long ways off from the 50,000 of the present day. I lived in the fraternity houses in some cases, lived in the dormitories in other cases, and in other cases lived someplace on the campus.

Childs: You saw a lot of the institution then.

Hopkins: I saw a lot of the institutions, yes.

Watson: Speaking of the size of those Western universities, you knew, of course, Pres. Barrows, didn't you.

Hopkins: Very well.

Watson: President of California, Berkeley. Well, my wife and I were shipwrecked with him. We were on a foreign boat in the English Channel that struck a mine. We had to spend a week before we could go on together on this old ship. It was in wartime, they wouldn't let us land or anything, so we got very well acquainted with Mr. and Mrs. Barrows. They were perfectly delightful people. And when I visited Berkeley some years later I called. Mrs. Barrows had died... is it Barrows or Burrows?

Hopkins: Barrows. B-a.

Watson: She had died. But he was very cordial to me and I said I'd like to hear one of your lectures. He lectured on political science. He'd resigned then as president. He didn't enjoy being a president. And I said to him when? Well he said oh come this next period. I'm lecturing next period. No, no you'd better come the period after that. I have only 800 students in that course, in the first course, but I have 1500 in the second. I was so amused.

Hopkins: Did you recruit Barrows' son for Dartmouth?

Watson: No.

Hopkins: He came here, you know.

Watson: Did he? No I didn't know about that. When was he here?

- Hopkins: He came here just about the time his father was elected president and left here the end of his junior year in order to have his father...
- Watson: What date was that? Oh God... You see, this episode that I was telling about occurred in 1915. He was here probably before that, wasn't he?
- Hopkins: No, no. The boy was here considerably after I came in as president. I don't know. I'd be interested to check up on that. He was a non-graduate because he left the end of his junior year.
- Lathem: That would be a 1914 man --Barrows, Chester L.
- Hopkins: No.
- Lathem: 1922.
- Hopkins: That would be about the time.
- Lathem: Thomas N.
- Hopkins: Look him up, will you?
- Lathem: Yes, I will.
- Hopkins: He afterwards became... I think he became a college president.
- Childs: Did he?
- Hopkins: At Lawrence.
- Lathem: Yes, president of Lawrence College. Thomas Nichols Barrows.
- Hopkins: Yeah.
- Lathem: Got his A.B. at the University of California in 1922.
- Hopkins: He went back in order to have his father sign his diploma.
- Lathem: When you left Hanover in 1910 you had no idea of coming back. Business career for the future.

Hopkins: Yeah, yeah. That was it exactly. I actually hadn't the faintest idea of the possibility of coming back until that morning that Streeter talked to me at the hospital. That was the first I'd ever...

Childs: You know, Hop, I'd like to know what, when you took over the presidency, what you found your most difficult problems. The kind of things you found hardest to do here. Perhaps you can't answer that. It may not be anything that stands out, but it was quite a different situation for you.

Hopkins: My first problem, one of the biggest, was to get an organization to get anybody.... You see, I inherited an assistant [inaudible] who was wholly incredulous in regard to any ability on my part and felt that he was really the president of the college and carrying me along. So there wasn't much cooperation there, and really the organization had disintegrated a good deal through Dr. Nichols period. I mean he had no interest in it.

Childs: No, I know he didn't.

Hopkins: And that was the first problem. I don't know... I thought for a while there wasn't anything but problems.

Watson: Did you find Craven Laycock helpful?

Hopkins: Yeah. Craven was... Craven was more helpful than I had any reason to assume he would be, because Craven had felt quite definitely himself that he would like the presidency.

Childs: He had been groomed for it.

Hopkins: He had been groomed for it. He was very unhappy at the fact that he was passed over on it. But on the other hand, he...

Childs: He was loyal. He was the man who sent me down to talk at Springfield, you know, and he said, now you go and convince them.

Hopkins: Yeah, he was loyal.

Childs: He had wanted to be, I'm sure.

Hopkins: I think on reflection that my answer to you would be as to what was the most difficult thing that... organizing the alumni, I think that was it, because the alumni was a pretty sketchy organization. I thought

the other night as I sat there and looked over that group and looked at the number of alumni organizations that were represented there, I have intended to look up and see how many there were existent when I came here, but I haven't looked that up. But I spent... I spent the hardest work for the first three or four years on getting the alumni organization perfected.

Childs: You did a great deal of traveling, too, at first, didn't you?

Hopkins: Yes. I was away from home an awful lot.

Lathem: Going back to Dean Laycock, I dug out of the files downstairs some material about the inauguration. This is a copy of your address in which you have inscribed it over to him, or called it to his attention.

(End of Reel#4a)

Reel 4b

Watson: Ghost of the past?

Hopkins: Yes, it certainly is.

Childs: Don't you want to read it to us? (laughter)

Hopkins: No. Do you want to hear it? (laughter)

Childs: What can I say?

Hopkins: I don't think you can say anything except the obvious. That is only the way you'd be believed.

Lathem: Why don't we lead up to the inauguration a little bit? You made your decision, as you told us, then a period must have intervened in which you freed yourself to accept the presidency.

Hopkins: Yeah. I was up here weekends pretty constantly during... the end of it wasn't very long. I've forgotten when my election was made, but I would think it was somewhere in May, wouldn't you Francis?

Childs: I would think, so, yes. You were inaugurated in October.

Hopkins: Yeah. I was inaugurated in October.

- Childs: I think the announcement was made... it was before commencement, but not very long before commencement.
- Hopkins: No, it wasn't long before commencement because I, actually I was in sort of an anomalous position at that commencement in 1916. I'd been elected and yet I wasn't anything and I've always felt very grateful to the Dartmouth alumni for the courtesy with which they treated me at that period because they didn't have to do anything.
- Watson: I've often wondered how your friendship with L.B. Richardson came about, especially.
- Hopkins: Well, that came about originally through Mrs. Hopkins. I mean you see the Richardsons lived down in Lebanon and the Stones lived up on the edge of what is now the reservoir, and they... they apparently alternated visits, the two families, Sunday by Sunday.
- Childs: Old fashioned Sundays.
- Hopkins: Ina Tibbetts' favorite story to L.B. was her resentment at being delegated by the other sisters to sit out on the front steps and tell when the Richardsons came over the hill from town, at which time, according to her, the potatoes were put on. (laughter) But both Mrs. Hopkins and Ina Tibbetts were very intimate friends of L.B.'s and I had known him, you see, in college, I had known him casually but not intimately at all, and then I came to know him intimately during that period because both Mrs. Hopkins and Ina Tibbetts never would admit to L.B. that they still had anything excepting abhorrence in regard to him. (laughter) They wanted to play and he wanted to read, and he was afraid of horses, and Mr. Stone, Mrs. Hopkins' father, was a breeder of horses. One of the stories that L.B. got very much irritated at was they arranged one day to have a romp through the barn and he had a stallion that was pretty rambunctious in the box stall, and they spread hay carefully over this and then they got him to chasing them and let him over that and he fell through the feed box into the box stall with his stallion. L.B. always insisted that it was only narrowly that he escaped with his life. (laughter) But that was the basis, Wattie. That vicarious relationship with him became a very definite and beloved relationship.
- Childs: Wonderful man. He ripened too, didn't he?
- Hopkins: He softened too.

- Childs: He never would have got the name of Cheerless when he was in his later years. But that was how he was known to us all when I was an undergraduate.
- Hopkins: Well, the peculiar thing about it was... I mean, that story I told down there about his taking me to task for looking at the sporting pages... according to his wife the first thing he did when he got home and read the sporting page.
- Childs: I can well believe it. (laughter)
- Hopkins: He won't admit it to anyone else.
- Childs: He'd never miss a chance, though.
- Lathem: You say that after your election by the board you came to Hanover regularly weekends.
- Hopkins: Well, not regularly, but well, I don't know, yes, I guess regular is all right. I didn't come every weekend, but I came pretty frequently.
- Lathem: At that time you were consulting with Dr. Nichols?
- Hopkins: With Dr. Nichols, yeah. And we'd usually spend, oh, we'd spend some hours on the thing. Dr. Nichols never liked being president. I mean that was a case where, as a matter of fact, he... I always thought he was done a good deal of wrong on the thing because it took him out of the scientific field and he never caught up with it, afterwards. Meanwhile, he never did adapt himself to the presidency, and he told me, not, more than a month, I think, after he took office, he told me one night when I was up to the house, he says, you know this thing is all wrong, he says. From the time I can first remember if I had a problem I took it into the laboratory and stayed with it whether it took five minutes or five years. He says I leave a problem down at the office and come home and think it over and by the time I get back the next morning he says there are a dozen more. He says I just can't work that way. It bothers me to have them there.
- Lathem: I suppose he was very sorry to see you leave in '10 when you did.
- Hopkins: Yeah, he was. I think he was even sorrier to have me take Mrs. Hopkins away. (laughter)

Childs: He was depending on her, too.

Hopkins: Yeah, he wrote me a letter in quite vehement protest about that when our engagement was announced.

Watson: Do you remember any amusing episodes during your presidency? I remember hearing Craven Laycock tell one or two of his. One of them amused me very much, I remember. A boy came to him and said please excuse me for this weekend, or whatever it was, he says I'm going down to propose to a young lady. I must do it now or my rival may get her. It amused Craven, so Craven said all right, I'll make a deal, I'll excuse you if you get her. And the next Monday he came back not only with the girl but with her mother. The proof was positive.

Hopkins: I wish somebody had done that with Bill Remington. If ever there was a bitch it was his wife. He brought her up... what made me think of it, he brought her up when their engagement was announced, and if ever I saw a hard-boiled... she was terrible... Course she was definitely responsible for all his ills... practically everything. His efforts to keep that family together were the only... furnished the only data that they had that connected him with Communism at all. You see, his mother-in-law was a prominent Communist, and she admitted at the trial, so Judge Hand told me, that she only married Bill to keep him in the Communist fold, or get him in. I don't think he ever was in but that was the basis of the marriage.

Lathem: I wonder, Mr. Hopkins, if you could characterize Dr. Nichols a little bit as you did Dr. Tucker the other day so far as your working experience with him, the sort of man he was.

Hopkins: Well, he was a very brilliant man, he was a very delightful man personally. As a teacher I had some resentment against him because he was very sarcastic. I felt at the time as I feel now that sarcasm hasn't any place in the classroom, and he used it constantly. But, on the other hand, he was a world-renowned scholar, and I don't think we were qualified to have a world scholar as professor of physics, and... But personally and socially he was delightful. He hadn't the faintest glimmerings of administrative procedures. I don't think he even knew what the word meant. And I don't think he wanted to. He almost immediately came to the conclusion that he'd made a mistake in coming here, and he was

just swimming against the current during his whole career here. And the alumni treated him abominably. I was living... I was living in Le Grange and I went in to a Chicago meeting one night and nobody stopped talking... I mean they were having cocktails around and so forth, during the whole of his speech. I never heard anything that he said that night.

Watson: I didn't know that was as bad as that.

Hopkins: I don't mean to say it was as bad as that everywhere. That was an extreme example of it. I was very fond of him and I -- which I think he resented -- but I felt sorry for him. And I felt then and I feel now that it would have taken very little change in his technique to have made good as a president, but he didn't want to make a change. Well, I can give one small illustration. This happened fairly soon after he came here and by force of circumstances we were dealing pretty intimately with each other because almost everything that came up had roots back somewhere, but boys were coming in late to chapel, there'd be four or five -- we had compulsory chapel those days -- they'd come in the door and slam it four or five times. And he came up one morning and he says, well, he says, at least I know how to do this. I says what. And he says stop this chapel disturbance. I said what are you going to do. He says I have asked, I think... I've forgotten now, I think it was Harry Wells, who was superintendent of the buildings then, but anyway he said I've asked the superintendent of the buildings to saw off the latches of the doors. Well, I says, that is a mistake in my estimation. He bristled a little bit on that. He says, I don't think it's a mistake. He says they can't get in if the latch is off and they don't deserve to get in. I says I learned one thing during my period here and that is if you try to outwit the undergraduates you get licked on it. I says I think you will on this. And we broke without much harmony on that. The second day about 100 men stayed out. Each of them had ten penny nails. They came up two or three at a time and opened the door and slammed it. You couldn't hear yourself think during the whole of the proceedings. But I cite that simply as an illustration. I mean he didn't know how to deal with the undergraduates. And they did outwit him.

Childs: Well, he didn't know very well. I was very fond of him personally. Personally, I like Pres. Nichols very much.

Hopkins: So did I.

Childs: I used to resent some of the criticism I heard then and I used to resent it still more when I heard it later because I thought that it had grown into a hardened form, but he did not know how tactfully to deal with a man who had a different point of view from his. And he antagonized lots of the faculty that way. It was a pity because I really... I liked him very much and I admired certain sides of him very much.

Hopkins: So did I, and I still do. I always think of him... As I say, I don't think he wanted anybody's pity, but I always think of him very compassionately as a man that quite outside of any responsibility of his own was thrown into an impossible situation as far as he was concerned, and in dealing with the undergraduates, I mean, I've had men who were undergraduates tell about interviews with him. Well, I think that what was actually simply a form of shyness with him was interpreted by them as an antagonism. I don't think he was antagonistic to them, but they think so.

Watson: I think I remember, Hop, a story that you told, of being in his first physics class when wooding up occurred. I think that's an interesting story and also throws some light on some of his better qualities.

Hopkins: Well, I'm not sure which...

Watson: I mean when the boys following the habits somehow got to wooding up when he had his very first class, trying him out, apparently. And when he stopped, he made the remark, I was told before coming here that Dartmouth was a college of rowdies. I didn't believe it. I hope you won't force me to change my opinion.

Hopkins: That's right. That was the very first exercise.

Watson: Which was pretty good discipline, I'd say.

Hopkins: The only thing was that they weren't sensitive to him enough to benefit [inaudible]. I mean they did all sorts of things. They rolled... they had in those days ash barrels all around and they'd roll these tin barrels down the stairs. The classroom was then over in Reed Hall. He wasn't wholly responsible for that, though. That physics class had acquired a bad reputation to begin with. Chuck Emerson had been professor of physics and he knew less about physics than...

- Childs: The experiment has failed gentlemen, but the principle remains the same, was his statement. He had to say it nearly every day.
(laughter)
- Hopkins: It got so the students would say it in unison. Well, there was that period, considerably long period. Actually he was made dean in order to get him out of the physics department. That's really the truth to that situation. Then they brought in a long forgotten specimen named George McKee.
- Childs: Never heard of him.
- Hopkins: There's no reason why you should. And I don't know what ever became of the man, but certainly he wasn't qualified for a job such as this. Of course, Dr. Nichols inherited all the traditions that went with the department. I mean that had nothing to do with him at all. But he was very proud of his scientific standing, and I think it really did infuriate him that he didn't think there was anybody in the class with brains enough to be at all impressed by that, which I think was true.
- Lathem: It's a wonder that he retained the presidency as long as he did, isn't it?
- Hopkins: Well, he...
- Lathem: It being so distasteful to him.
- Hopkins: Yes, it is. I think that probably has something to do with opportunity. I mean I think if the opportunity had come earlier, which I wish it had for his own sake... He had one of the sweetest daughters though. I corresponded with her right along. She lives in Washington now.
- Childs: She was a delightful person. And Mrs. Nichols was a very gracious woman, too.
- Hopkins: Yeah, very.
- Childs: She had grown up on a college campus.
- Lathem: Did he make the transfer quite easy for you, as much as he could?

Hopkins: Oh yes. Yes, he did everything that he could, and as a matter of fact there was no period at any time when he wasn't friendly.

Lathem: I take it that Mrs. Hopkins reconciled herself to the change ultimately.

Hopkins: Oh yes, she... as a matter of fact, her attitude was wholly unselfish. She said if this is the thing you want to do, of course we'll do it. But the thing that entered in there with her was that she was afraid (which proved not to be the fact at all)... You see, in her school days the lines were very much more strongly drawn than they've ever been since between town and gown. That was so when I came here. You belonged to a different civilization if you were a townie, and she was a townie, you see. She felt that that would never be forgotten and that it would be a handicap to me, which it never was, in any way. I don't think anybody ever harbored it against her, I don't know. But that was the thing that she had to overcome in her own mind, to become reconciled to it, but she did become... she raised no objections at all. I think she had the same doubts some of the alumni had as to whether I had any qualifications. (laughter)

Lathem: Do you remember vividly the preparations for the inauguration and the ceremony itself?

Hopkins: I remember the ceremony itself very definitely. I don't know... I was trying to think this morning after you telephoned me... I was trying to project myself back, and I don't remember... I remember a... I remember Mr. Streeter and Mr. Mathewson and Mr. Kimball. I don't know whether they were in the executive committee or what, but anyway, they sat down with me one day to outline what they thought ought to be... my attitude was simply whatever suited them suited me, and Homer Eaton Keyes was at that time secretary of the college, and he was a very competent organizer as far as that went. And the inauguration proceedings were really set up by him, and I guess all the arrangements were made by him, I don't remember very distinctly but it... I think, I'm not trying to sound modified or anything of that sort, but I think the general attitude of the attendants that day was one of extreme agnosticism. They'd come from all over the country and they'd heard something in regard to the faculty attitude here and they'd looked over my record and they didn't see much to redeem me in that and... But my impressions of the proceedings – and Wattie and Francis can tell you more about that -- my impressions of the proceedings were that they warmed up definitely during the day.

- Childs: Oh, very much. I was not here at the dinner because I had to go away but I was here up until mid-afternoon, and they certainly did warm up very, very much. Of course, I remember the unfortunate incident early in the morning. Wasn't that the morning that the instructor committed suicide in the park?
- Hopkins: Yeah, we found him up side of the barn a couple days later. Yup. I don't think that was over the presidency. (laughter)
- Childs: I don't either. I think that had nothing to do with it. I think he was just aghast at [inaudible] about three weeks, hadn't he?
- Watson: It was a bad omen in ancient Rome.
- Lathem: Did this happen just after the inauguration?
- Childs: No, before it, didn't it?
- Hopkins: Before it.
- Childs: Before it. Happened the morning before it.
- Lathem: They found him...
- Hopkins: No they found him several days later. As a matter of fact, the incidents of the inauguration... it was cleaned up quite a lot. I never shall forget Richmond's speech. Richmond was president of Union College, and I never knew whether he intended to do this or whether it was a slip or what, but he was addressing me on the general thesis of not taking myself too seriously, and so forth, and very amusingly, and he said he was with his old Princeton roommate several days before on the Columbia campus and they were walking across the campus and the flag was at half-mast, and he said to his friend, who was on the Columbia faculty, he says, who's dead? And he said, nobody's dead that I know of. He said the flag's at half-mast there. And he said his friend looked over his shoulder and he says well, that only indicates Butler's on the campus. (laughter) Well he had one or two other cracks of the same sort in there which didn't appear in the published proceedings.
- Lathem: I got out a copy this morning of the inaugural proceedings.

- Childs: You'll find that it's printed as milestone, too, isn't it. I'll never forget the gasp through that audience when that was said.
- Hopkins: As a matter of fact, you know I think that was the greatest single service done me. I mean...
- Childs: It probably... it put them in a good mood right at the very start.
- Hopkins: It destroyed the stiff-necked attitude.
- Childs: Yes, it certainly did. That poor governor reading millstone instead of milestone.
- Lathem: What was this, Mr. Hopkins?
- Hopkins: This was... Governor Spaulding who was... this was the incident I recited in New York. Gov. Rolland Spaulding, who was a good friend of the college and a good friend of mine. As a matter of fact he later gave the swimming pool down here, and so forth, but he came to me somewhat before the proceedings and he said I've been asked to give a felicitation, he says, what the hell's a felicitation. (laughter) Well, I mean I was on terms with him of intimacy. I could say anything I wanted to, and I said well, you don't need to know. I says Harland Pearson is your secretary and he's a Dartmouth man, and he'll write it for you, all you have to do is read. He said that's a good idea. But he showed up here this morning and he had been, Gov. Spaulding had been to Washington, and he found in his mail here this felicitation, which he hadn't read, and so, as I say, with a somewhat stiff-necked audience, and so forth, and agnosticism ripe, and he rises as one of the initial incidents of the occasion, draws out this ghost-written manuscript, spreads it out, says, today Dartmouth comes to another millstone. (laughter)
- Childs: The audience... kind of a gasp overall and everybody tried to keep from laughing.
- Hopkins: Well, poor Rolland was very much embarrassed about that, but I told him he did me the greatest service of any speaker of the day. But the... and then they had... I've forgotten the reason for it. I think it was due to the fact that a number of distinguished guests wanted to get out of town that day. We didn't have the formal dinner that had been an incident of the Nichols' inauguration. This was all done at a luncheon. Then we had Dartmouth Night that night.

- Childs: Yes Dartmouth Night that night, that's right. Well, I had to leave after the ceremony in the morning, I remember, and I didn't realize there was a dinner at night, it was at noon, wasn't it, the speaking?
- Lathem: You were almost immediately plunged into preparations for the war, weren't you? Very shortly after.
- Hopkins: Yeah, well we, you see, with the exception of ourselves... that was another thing in regard to Richmond's speech. Richmond apparently didn't like Wilson, and he made two or three very controversial statements in regard to affairs and [inaudible] under the administration, and we were right on the edge of war, as a matter of fact. I always thought that I would like to have been president of a college during peace years because we had two wars and a depression, you see, which was enough for the time. The stress and strain on everybody, the faculty and the undergraduates and so forth.
- Watson: During the first world war, I wasn't here.
- Hopkins: No.
- Watson: I left in 1913 and I wasn't in America again until 1923, but did you have any auxiliary teaching of military things here then?
- Hopkins: Yeah, we did. We had the SATC, so-called, which was a perfectly futile thing but it was presumed to be of some importance. Yeah, we dug trenches and we got a Canadian officer...
- Childs: Captain Keene.
- Hopkins: Captain Keene, yeah. He was quite a fellow, wasn't he...
- Childs: Yes, he was.
- Hopkins: He came here and gave... And we got some approval by the government so that we qualified as... for whatever it was, the organization, and more important, got some government help financially. But...
- Lathem: What was that program like, sir? Did he give military training?
- Hopkins: Yes, gave military training and to the... and, as I say, dug trenches.

Lathem: I dug out of the archives this morning this picture that might interest you... Reminiscent...

Hopkins: Goodness I had forgotten that. That was the beginning of the trench warfare. (laughter)

Childs: That's it.

Lathem: Were the trenches on the campus, or...

Hopkins: No, they were down on what is now the athletic field.

Lathem: Oh.

Watson: I'm glad the field has changed in appearance.

Childs: You were away... you had a Washington appointment so you were away for quite a little of it.

Hopkins: Yeah, I was away for a year and a half, although with leave to return every two weeks, which I didn't come.

Childs: Yes. I know.

Watson: I look with a good deal of apprehension on the building of this new arena that they dream of which would be right in front of my house. I wonder if they won't take so much room out of the sports field there.

Hopkins: Well, I do, too. I don't know anything about it, Wattie. I just heard the rumors in regard to it.

Watson: Well, all those pictures down there are plans.

Lathem: When did your departure for... how did your departure for Washington on a temporary assignment come about and when would this have been?

Hopkins: I'm trying to think the sequence of events here. Well, this is the sequence of events, and it is a very odd one, too. The... Gen. Sharpe was Quartermaster General and probably the poorest Quartermaster General the Army ever had. The troops weren't getting anything that they needed and there didn't seem to be any prospect that they would. I can't be historically very accurate on

this, but Gen. Goethals had finished up on the Panama Canal and I think he had become president of the New York Shipbuilding Company. Anyway he had become president of one of the shipbuilding companies, and Mr. Baker and Mr. Wilson... Mr. Baker was Mr. Wilson's one intimate on the cabinet, decided that Gen. Goethals was the one man who could straighten the thing out and they sent, I don't think they saw him personally, and asked him to come back into the service as Quartermaster General and he declined on the basis that he didn't like either of them. (laughter) He had had a row with Wilson about wooden ships, on which he proved to be right, but Wilson had conceived the idea of building a lot of wooden ships because they could be built fast, and so forth. None of them, I think, ever went to sea. I saw 70 or 80 of them tied up in Puget Sound years afterwards. But at that time at any rate the thing hadn't been resolved, and as it was quoted to be, of course I only know this by quotation, the response to him was that they didn't care what he did as far as they were if he'd take the job, and I'm wholly hazy, I'm trying to get it and I can't get it as to how it was decided that I could be a liaison in the thing, but somebody somewhere decided that I could. And I went down and operated between the Secretary of War and Gen. Goethals. Gen. Goethals said perfectly frankly that he wouldn't speak to him, and so forth. And Gen. Goethals wanted me to take a commission. This was one of the great joys I got out of the war because I didn't take it, and a great many of my friends did take commissions. And Gen. Goethals was a good deal of a part in that and I had a desk in his office and one of these men would come in with his spurs on upside down or a button off or something and Goethals would bawl them out. You would think that they'd committed treason. (laughter) Throw 'em out of the office. And then I would remark to General Goethals how sorry I was that I wasn't in uniform (laughter) and so forth, and we became very intimate friends. After the war he used to come visit me and we eventually gave him an honorary degree and so forth. But out of the thing I eventually became assistant to Mr. Baker, and meanwhile Goethals had softened up enough so that he'd sit in the same room with Mr. Baker. He never did see the president and the president never saw him, never even at the end of the time expressed any appreciation of the service he'd rendered or anything which was anonymous as a matter of fact, one of those peculiar situations. But this moved fairly fast, and Stanley King, later president of Amherst, had been at the time in Russia as vice president of McElroy Shoe Company, selling shoes to the Russians, and they brought him back because of his knowledge of Russia, and we paired up together on the thing, and then Mr.

Baker's secretary was drafted and Mr. Baker felt (I think rightly) that this fellow Ralph Hayes, ought to accept the draft, that he ought not to claim any exemption because he was in his office. And Stanley King had been advising Mr. Baker in regard to a lot of the trade questions involved, and so forth, and Mr. Baker took me on as a sort of a personnel man, and we stayed with him during the rest of the war, and I valued that experience very greatly at the time and I do since and I will interject here I don't know whether you know or not but Mike McGean is Mr. Baker's grandson.

Childs: Is he Mr. Baker's grandson? I didn't know that.

Hopkins: Well, that's an interesting story. I never had anything that hurt me more to do although there was nothing else to do than to refuse Mr. Baker's son admission to the college, but he just couldn't have made it, and Mr. Baker was perfectly reasonable about it. I mean he understood, and so forth. The boy just... I think the boy was bright enough but he hadn't had the prerequisites for entrance. And time went on and finally I ... Mr. Baker died. There is a long story in there that hasn't anything to do with this. A group of us tried to get Mr. Baker to run for the presidency in '32 and Mr. Baker and Mr. Roosevelt had no use for each other and Mr. Baker was pretty curt with us and I didn't understand that at all and when we got done on the thing he says I'd like to see you for a moment or two on a personal matter and after the rest got out, he says I know you couldn't understand my attitude today but he says I am not going to live for two years. Which he didn't.

Childs: Is that right?

Hopkins: Yeah, but anyway, in the course of time, Mrs. Baker who was a very spicy person and whom I came to have a great fondness for, wrote me and she said she had a grandson by the name of Mike McGean, and who was on his way to become an Olympic champion figure skater, but to do it, why he would have to stay out of college, postpone coming to college for year, and she says, I think he should go to college, but it's up to him to make up his mind. Well, eventually, he decided to come, and to give up his career as a figure skater, and I got this letter from Mrs. Baker, she says it's all decided. Mike has decided to give up his aspirations as a figure skater, he's been accepted by the admissions office and he will be there in the fall. His father, a Princeton man, thinks nothing at all of this, but that should worry you and me. (laughter) So I have had a very keen personal interest in Mike McGean ever since.

But going back, our setup there was rather interesting. There was the Secretary of the Navy and then the assistant, and these were officers, and they were in the old state war Navy building. It was hotter than hell that summer -- no air-conditioning or anything else - - and as I say, there was the Secretary of the Navy, then the Assistant Secretary of the Navy, which was F.D.R., then my office, and then Mr. Baker's office and then Stanley King's office, and so the group of us became pretty intimate for the time there and we decided among ourselves that both Stanley King and I would best operate under the title, some general title as Assistant to the Secretary or something else without our duties being too closely prescribed because Mr. Baker was utilizing me as a handyman around the house for whatever might come up, and we operated on that basis. And Mr. Baker and Stanley King and I preserved our friendships throughout the lives of the other two. All three of us got off the Roosevelt bandwagon at one stage or another so that thing sort of lapsed. But I had the arrangement with them which I wasn't able to keep but kept enough so that I kept my connection with the college. I came... that I should come back here for a couple of days once in two weeks, and I did throughout the war, and that was a very strenuous program.

Watson: Have you... you had a good deal of intimacy with Franklin D., didn't you?

Hopkins: Very much, yeah. My... As a matter of fact, my intimacy was... funny how things come around. I... Franklin D. asked me into the cabinet, and gave me my choice of Secretary of War or Secretary of the Interior and I didn't take it, and I told him that I was here for life and didn't intend to do anything else, but I thought that that was a secret between him and me. I mean I never felt any right to say anything about it, and especially due to the fact when you are asked if you would consider something that was offered to you, why you haven't got very much basis on which to say it was offered to you. And lo and behold Bob Jackson, who was the agent who transmitted invitations, writes to Sherm Adams the night of the dinner and Sherm reads the letter. Here after all these years. That thing was spread out on the public record but however it may be... There were three of us now call ourselves the expatriates -- Ray Moley and Lou Douglas and I who always were ardent Roosevelt men in the first campaign and were out in the outer darkness before six months was over.

Watson: Would you say that Franklin D. in those days was much like the Franklin D. in the White House?

Hopkins: No, no. Franklin D. underwent a complete transformation during his illness. I mean that was more than a physical illness and personally I think Mrs. Roosevelt was the one who determined his future career there. I was at Southwest Harbor and getting Franklin some news over the radio, and Campobello was only 100 miles north of us, and I knew that he had been ill, and thought that I knew that he'd recovered, and I was in New York. Mrs. Roosevelt called me up. I'd been in the Roosevelt house frequently in times past. I took the presidency of the Woodrow Wilson Foundation because Roosevelt asked me to. He felt that he ought not to because he was going in politics, and so forth, and some non-political figure should do it, and Mrs. Roosevelt telephoned to me and asked me to come up to the house. I went up and I was very obtuse about it because always when I had been there before F.D.R. would jump up and shake my hand and so forth, and I came in a little before dinner, and here he was with his feet up on a hassock. Well, you'd think that anyone would have begun to make some deductions, but I didn't, and after a while Mrs. Roosevelt says I've got a portrait, a new portrait in here I'd like to have you see, and we went into the living room, and I've oftentimes thought how your instincts mislead you on the thing, because she said to me the minute we got through the door, she says Frank hasn't yet got to where he can bear to have anyone seeing him lifted around, which was the first time it had dawned on me what the situation was. And I did the unforgivable thing -- I turned and looked over my shoulder then and two big Negroes were picking him up and carrying him into the dining room, which was the first I knew anything about it.

Well, I was at the house this second time the evening of the day that the Democratic National Committee had asked him to make the nominating speech for Al Smith, and Mr. Roosevelt's mother was a tarter. Any time that I feel skeptical in regards to Eleanor I think that she lived through that thing without an open row and the old dame wanted F.D.R. to go up to Hyde Park and to sit on the front porch the rest of his life. And they were... it was so intense a matter with them that they were arguing the thing right before me that night at dinner. And she said, well Franklin, you've got to decide and it's going to have to be decided right now whether you're going to be an invalid all your life or whether you're going to overcome this thing and do something. And well the outcome of it came somewhat later

and I know nothing about that excepting I have no question it was Mrs. Roosevelt that decided it.

Childs: Yes, yes.

Hopkins: I burned up a letter that I think is one of the letters that I ought not to have burned up, here about six months ago. I went through my files, a handwritten letter -- five handwritten pages -- from Mrs. Roosevelt giving me the devil for not voting for Al Smith (laughter) in which she states categorically that Al Smith is the greatest man this country's ever produced and that she doesn't understand how the public can be quite so blind and she had supposed that I had the elementary intelligence at least that would lead me to vote for him, and so forth. I thought that would be good to appear sometime and burned it up, but I kind of wish now I'd kept it. But I never understood... I understood perfectly what happened in the transformation of Roosevelt from the playboy, which he was, to the political light that he became, but I never did understand what happened that... He broke with pretty nearly every one of his old time friends. I mean the people that were around him in the administration were wholly a new gang, and not only new gang, but a crowd that had nothing whatever to do with the old crowd. Lou Douglas, of course, went in as Director of the Budget on the assumption of the campaign speeches of Roosevelt that he was going to reduce expenses and reduce the budget, and so forth, and then found he had no intention of doing it and I don't know the secret of that break. I've talked with Lou about everything but I don't know whether he resigned or Roosevelt asked him to. Ray Moley wrote all of his speeches for nearly a year and one day Roosevelt told him to get out that he'd served his purpose. And I don't know, the... his break with me was over my Atlantic Monthly article, and he told Mrs. Roosevelt and she told me that he felt that I knifed him below the belt on that thing and didn't want to have anything more to do with me.

Watson: I remember when he came here to get the degree, the tremendous impression his personality made in Hanover.

Hopkins: He had one of the most remarkable personalities of anybody that I ever knew. I mean he was perfectly charming.

Lathem: Francis, if you'll reach over to that photograph on top I think you'll... No, maybe it's down a little, why don't you give me the pile. It's the wrong one on top, isn't it?

- Hopkins: Yeah. That was one of the breaks along the way that hurt me very much indeed. I mean I was awfully fond of him, but he was absolutely ruthless politically.
- Watson: One has to be in the presidency.
- Hopkins: I guess he has to be.
- Watson: I don't see how you can avoid it, especially as all the cabinet are presidentially appointed.
- Lathem: In your...
- Childs: How young you look there.
- Hopkins: Don't I? I seriously questioned whether I was qualified to be a college president at that stage.
- Lathem: Did you succeed in getting back to the college on this basis?
- Hopkins: I kept it up pretty regularly. I had to periodically omit it for one reason or another.
- Lathem: Did you delegate authority to someone on the faculty at that time?
- Hopkins: Yeah, I delegated... No, I delegated the administrative side of it to... I think Cotty Larmon was in the office then.
- Childs: I think he was.
- Lathem: 1919 I think he came into the office.
- Hopkins: Yeah. When did we go into war?
- Childs: We went into war in the spring of '17.
- Hopkins: Yeah. Well, then Gene Towler must have been here... He kept up the routine things saying I was away, and so forth, and it'd be called to my attention sometimes which it was but not given much attention. But we kept... and Craven was here. He kept the Dean's office going.
- Childs: And there were various committees.

- Hopkins: There, were various committees, yeah.
- Childs: I remember I was a youngster on the committee headed by Burton and the Committee on Military Relations between the academic and the military through that time. There were a lot of special committees that took care of this and that.
- Hopkins: Speaking of Captain Keene, do you remember McConaughy?
- Childs: Yes, very well.
- Hopkins: McConaughy who afterwards became president of Wesleyan and then Governor of Connecticut, who was operating in my place in the office for most of the time, but McConaughy had certain elements of self-importance which weren't wholly adapted to offices anyway. Captain Keene placed a guard around Bartlett Hall where McConaughy had his ...he was teaching...what?
- Childs: Education.
- Hopkins: He was teaching education, yeah. And one night he decided to go in. This boy that was in his class was on guard with orders not to let anybody in. I always thought of this as an example of getting things out of perspective. I'd get this call in Washington, very important, from McConaughy . Well, I wondered what catastrophe had befallen the college. It developed that the kid had stuck a bayonet into his rear. (laughter) He wanted Captain Keene and the boy, both of them dispensed with, but he never quite forgave me for thinking this was humorous. Among other things he said he tore his pants. (laughter)
- Childs: That's wonderful.
- Lathem: You say he was acting in your capacity while you were away?
- Hopkins: Yeah, well he was handling the official academic affairs, that is faculty affairs and such as that.
- Childs: He had been director of the summer session before that. He had some administrative ability.
- Hopkins: Yes, he had good administrative ability, and as a matter of fact I'm very appreciative of what he did for me, but he was supersensitive

about his own prerogatives. That was the criticism of him at Wesleyan.

Childs: I can well understand that.

Hopkins: But answering your question specifically one way or another it may be in evidence that a college doesn't need a president, I don't know. We staggered through the period, anyhow.

Lathem: I suppose a great many of the regular faculty were way, were they not?

Hopkins: Oh yes. Yeah, those who stayed really stayed at considerable sacrifice. There were lots of them that wanted to go that didn't.

Childs: I have in my files somewhere a letter from you asking me to stay.

Hopkins: That's right. I wrote to the key men just asking them for their assurances that they would stay. It was absolutely indispensable of course. But they were peculiar days. I don't know how much the world changes. Goodness, the... you know, I was thinking, during the McCarthy row, we had just as big a row after the world war with A. Mitchell Palmer and he was Attorney General, and I got into a lot of disfavor at that time for protesting against what he was doing. They were invading people's houses, going through bureau drawers, scaring women to death, and all sorts of things. And just about the same... just about the same division of sentiment that you got on the McCarthy hearings.

Watson: What was the subject he was disturbed about?

Hopkins: Communism.

Watson: Was it communism?

Hopkins: Yeah.

Watson: Usually called Bolshevism.

Hopkins: Called Bolshevism then.

Hopkins: I'm always interested to know what would have happened -- this was another one of those cases where if something else had happened you wonder what could have been -- I became

acquainted with Trotsky through Mr. Filene. His name was Brownstein and he was living down on the East Side and teaching in the Cooper Union, and Mr. Filene said one night he said I'd like very much to have you come down and meet a man, he says, he's very persuasive and I went down and I didn't think much differently of him than I would today. I mean he seemed to me clear out on the outer edge of space, but he was convincing, and afterwards we went to dinner together, and so forth. Well, he took... he took a ship to get back to Moscow after the Bolshevist revolution, after Lenin came in, and I've always thought that Trotsky was the vital man in that thing. I mean he was the dynamic man. The English pulled him off the ship at Halifax and threw him into the jug. And Wilson just raised hell about it -- freedom of the seas and everything else was involved in it. Eventually after two or three weeks he forced the English to give him up and he went on to Moscow. Well, it's interesting to speculate what would have happened to Bolshevism if he hadn't got there because he organized the Army.

Watson: What year was that, Hop? Was it 1917?

Hopkins: No, it was later than that. Well, I say it was later. It was immediately after the Bolshevist revolution, whenever that was. I'm not sure.

Watson: Why I ask, was in 1917, during the summer, my wife and I were guests of the British Consul in Geneva. We'd come out from Turkey. And one night he came to the supper table.

Hopkins: Trotsky?

Watson: No, the Consul. I never saw anybody so depressed. He said what do you think has happened? A gang of Russian Communists had just been given [inaudible] I think Trotsky, I wasn't sure about that, but Lenin and a party of others had just been cleared to go through to see the Germans so it was good tactics.

Hopkins: Well, Trotsky was... I don't believe Trotsky was in that train. I think Trotsky went afterwards. That's my definite impression, but I wouldn't be sure.

Lathem: Here's Mr. Bouchard who's come over to take a picture to commemorate this gathering.

Hopkins: I'll put on a coat.

- Lathem: Bouch, you know all these people, Prof. Childs, Prof. Watson.
- Bouchard: This is the first time I've seen you working in your shirt sleeves.
- Hopkins: We take liberties now, you know, that I couldn't formerly take.
- Lathem: And he didn't know you were coming, Bouch. Here's a picture that I wonder if you know what's going on there? Bouch, why don't you shut the door.
- Bouchard: Yeah, all right.
- Lathem: Sit right down, go right on. A picture of Dr. Nichols and a man whose name I think is Frazier who is some sort of educational... no, that's not so. J.P. Richardson is the other figure.
- Hopkins: J.P. Richardson, yeah. There's a man to identify... I can't seem to...
- Childs: Who is that man?
- Hopkins: He looks vaguely familiar.
- Childs: He does to me. He does to me. He has a tall hat in his hand. He must've been a distinguished visitor. Giving an address in front of the steps of Webster... no. Yes. Looks like the gymnasium? It's the steps of... where is this... must be the gym.
- Lathem: Could that have then the dedication of the gymnasium, do you suppose?
- Hopkins: No, it might have been at commencement.
- Childs: That man looks perfectly familiar to me, but I can't think who he is.
- Lathem: Well, it's not important.
- Hopkins: I don't know, I'm sure.

(End of Reel #4b)

Reel #5a

- Watson: May be. That is somebody you and Parkhurst were trying to interest.
- Hopkins: It might well be because we did that thing not infrequently.
- Bouchard: How do you record anything on... Do you record with this thing down here...
- Lathem: The microphone here.
- Bouchard: But I think for our picture it would be better...
- Lathem: To get it in the picture?
- Bouchard: Yeah I'd just like to get [inaudible] Prof. Childs and Mr. Hopkins, possibly with Mr... Prof. Watson coming closer to him. How about having the picture somewhere in the middle where Prof. Childs and Mr. Hopkins are turning to look and Prof. Watson leans over this way a little bit.
- Watson: Didn't you want the machine up on the table? I don't know what we're going to say about it.
- Bouchard: You might want to discuss that with Professor Childs as to how...Look up at Professor... Professor and Mr. Hopkins.
- Watson: That's the most impressive picture you ever had.
- Bouchard: Thank you very much. Thank you.
- Hopkins: Glad to see you, Adrian.
- Bouchard: Bye.
- Lathem: Would you like to break off at this point, Mr. Hopkins? We've been going for two hours.
- Hopkins: Yeah, I guess probably...
- Lathem: I've spoken to both Al and Prof. Larmon about coming and they would be delighted to and I thought they might spell Francis and Bradlee if we could set up...

Hopkins: I think there is one thing that we ought to do while they are here and that's in connection with the.... you asked if there were any untoward incidents in connection with the inauguration. Perhaps you didn't say untoward but that's what I assume you meant. Professor Colby had resigned during the spring. Pres. Nichols had told me that he considered Prof. Updyke incapable of heading the department. That can be argued pro or con. I don't know, but that was the opinion that he had expressed, and with that assumption I had talked with Jim Richardson who was at that time a very successful lawyer in Boston, class of '99, about coming up here. He had been a high rank man, he was essentially a scholar, and so forth and so on. And he had said that he would be glad to come. Well, in the meantime, before the day of my inauguration Gov. McCall had offered him an appointment as Chief Justice of the Superior Court of Massachusetts, and I wasn't in office so I couldn't consult anybody, but I told him, I says there will be no question but what the offer will be made to you. And he said if it's sure to be made to me, I will turn down the justiceship to the Supreme Court...to the Superior Court, which he did. And then, as always happens, I never found any secret that could be kept (laughter) and how it came about I don't know, but the knowledge became prevalent that he had been promised a job here, so I thought the only thing to do was to come right out and say he had, and I announced it at the Dartmouth Night proceedings. And, of course, this was all without the authority of the Faculty Committee or election by the Trustees, or anything. I had just done it, that's all. It's what John Dickey calls one of my free and easy actions. (laughter) John comes up every once in a while and says where did you get authority to do this? We can't find anything in the faculty records or anywhere and I have to tell him there isn't any record. But a tremendous row broke out over it. We lost, as a matter of fact, the best man in the department, I suspect.

Childs: Reeves?

Hopkins: No. No, no. We didn't lose Reeves at the time. Dickinson.

Childs: Oh yes, Dickinson. Ed Dickinson.

Hopkins: Who was a fine member of the faculty who has been a fine member when he was at the University of Pennsylvania and is now at California. As a matter of fact, I got a very sweet letter from him only a week ago. But he... he resigned in protest against the high-handed action, and left, and there were threats of other resignations

but they never came through. And in the course of time, why the thing was regularized, but that was one very unhappy period.

Watson: That was J.P. Richardson wasn't it, referred to at your dinner, the one that you stood by in the second [inaudible].

Hopkins: Yeah, that's a strange thing how a flippant remark can be made. He, Jim Richardson, was in some private gathering. It may have been the graduate club here, I am not sure, in which he denounced Webster Thayer, who was the judge of the Sacco Vanzetti trial, and it became prevalent, it became knowledge, and I got all sorts of protests in regard to it. I got this protest and I've forgotten who it was from at the present moment but...saying that he would give Dartmouth \$50,000 the moment that I announced Jim Richardson had been removed from the faculty. So I wrote Jim what I supposed he would accept as a facetious letter, and enclosed this, and I says here is our chance to make a fortune – you resign and I'll split the \$50,000 with you. (laughter) Well, Jim had been razed and denounced, and so forth, until he was pretty raw on the thing. He saw nothing humorous about the letter at all.

Watson: They gave a somewhat different version of it. I forget which of the speakers mentioned it, I think it was, was it Sherman Adams?

Hopkins: Sherman Adams, yeah.

Watson: I believe his version of it was that you had said, Well if you resign then I will resign, too, and will split the difference.

Hopkins: Well, I had said that to him, or did say it, but that didn't make nearly as much impression on him as the offer to split the \$50,000. Yeah, that was a... I think that was the most persistently kept up drive that I ever had on anything excepting the Orozco murals. I mean there were a lot of people who never did forgive Jim that thing.

Childs: And Jim took it very much to heart, too. It hurt him very much.

Hopkins: Yeah. It hurt him and it angered him. Under ordinary circumstances, Jim had a pretty good sense of humor, but he never could laugh at anything about this.

Lathem: Was this the occasion for a threat to withdraw funds supplied by the state, too, or was that another occasion?

Hopkins: No, that was another occasion. That was a... and I'll say perfectly frankly in this group that... as far as I was concerned, I was happy that that thing arose. I mean I had never liked taking the money from the state, and... But one of the best stories in regard to what I think is really the ennobling effect of being a trustee that I know has to do with that, and there was a man named French, who was Chairman of the Committee on Appropriations, wasn't he, in the New Hampshire House?

Childs: I don't remember.

Hopkins: I know his name was French, and what his office was, I'm not sure, but we were getting what I considered even in the days when I was with Dr. Tucker a pittance from the state. I mean they'd give us \$3000. The bill was always introduced to give us \$5000, sometimes we'd get it, and usually there would be a lot of rag-chewing and it would be knocked down to three. And I didn't like it and never had liked it, and one of the first proposals I made to the trustees was to tell the state we didn't want anymore, and well, they... they're attitude, which was perfectly understandable, was after all \$5000 is \$5000, and we aren't in any position to turn it down, and so forth. Well, they... We had a man here named Wicker, whom I think was probably the most brilliant economist we ever had here but was way over on the left-hand side, and there was constant demand that Wicker should be displaced, and his whipping post was Uncle Ben Kimball, who was one of the standbys on the trustees. He was president of the Concord and Montréal Railroad. And Wicker always held him up as an awful example, and he became... I thought he became obsessed on the subject because after all there were... even granting that Uncle Ben was a villain, which I didn't grant, there were bigger villains. So this thing went along and finally French, as chairman of whatever committee he was in the legislature got over 100 members of the legislature to sign a letter protesting against Dartmouth retaining Wicker on the faculty and threatening to withdraw the college appropriation unless we got rid of him. And I took it into faculty meeting. I should say into a Trustee meeting, and I said I had received this letter, and so forth, and I felt obliged to submit it to them although I had no question as to what should be done in regard to it. Uncle Ben always sat at my left and he was an imposing figure of a man.

Childs: Yes, he was.

Hopkins: He was 6 feet four tall and he always dressed immaculately, and so forth, and Uncle Ben, who had more reason than anybody in the world to be antagonistic to Wicker. He says who signed that thing anyway. And I said French. Well, this was at the time, when to put it perfectly baldly, the Boston and Maine controlled the legislature.

Childs: Yes they did.

Hopkins: There wasn't any question about that. And Uncle Ben was the man through whom it was done, and Uncle Ben says who signed that letter anyway, and I said one of your henchmen in the legislature. And Uncle Ben says who? I handed the letter over to him. He looked at the thing and, well he says, I don't think the time has come or ought ever to come when anybody in the legislature can tell the trustees of Dartmouth College what to do. I move that this meeting be tabled which was the end of it. But that was... The following year I asked the trustees to give me the authority to tell the legislature we didn't want any more money from them, and they did, and that was the end of that. A great relief, I mean. You were bound to be subject to that sort of political pressure every now and then. Anyway I don't think a college in Dartmouth's situation is advisedly taking appropriations from the state legislature. But that... I brought up that Richardson case because it really at the time it was quite a celebrated case and it ought to go into the record. But he became a very respected member of the faculty and gave good service for a great many years until he became mentally ill as well as physically. It ended up in sort of a tragedy, but he was a...

Watson: Oh, he was a very able teacher.

Hopkins: Very able teacher. I've had men all over the United States tell me, men in the law tell me that they got the best preparation in that course than in any course they got. But it was, I mean, I recognized then and I recognize much more clearly now, that it was a usurpation of authority that undoubtedly I ought not to have taken, but I took it.

Watson: Has there been much political pressure on the college since the days of Webster and Pres. Francis Brown, would you say?

Hopkins: No. I would say definitely no, there hasn't been much, and such as has been on the college has come through things like asking special consideration for this, that or the other thing. Of course we've got what is a very embarrassing thing and which

embarrasses John Dickey much more than it ever did me. Under the terms of the college grant, the governor and the council are trustees of Dartmouth College on anything that involves use of the funds from the college grant. Well, Dr. Tucker got very... on two occasions, at least, he got very much irritated and exasperated, not at the major things but at the small talk that went around in these galleries, and so forth, and I became quite allergic to the Governor's Council and so forth, and my first year in office I went to Judge Parsons and I says how serious a thing... he was Chief Justice of the Supreme Court, and I says how serious a thing is this? And what happens if I don't pay any attention to it? And he says, young man, he says, officially you're in contempt of court, and he says, personally and unofficially, I would say to you that there was far less danger in not doing anything than there was in doing anything. (laughter) Actually I never... I never called a meeting in 30 years of them, and I was very hopeful that the thing would legally or extra-legally lapse. Well, John Dickey with his respect for the law just wonders how my conscience let me sleep at not doing anything about that and wonders what he should do about it, but I think he'll end up doing the same as I did, excepting it will violate his conscience and it never did mine. (laughter)

Lathem: Previous to your administration, the governor and council had met on...

Hopkins: They met with the trustees at rare intervals.

Lathem: Rare intervals.

Hopkins: I think as I recall it, they met twice during Dr. Tucker's administration with them. Those were the days when the college grant figured much more prominently in college affairs than it does now. The... one of the most embarrassing things I had in connection with coming up was Judge Chase, who had formerly been Chief Justice of the Supreme Court of New Hampshire, and a very good friend of mine, and very active in urging me to come back, came up after my election, and he said I've got just one favor to ask of you, and he said the college has no right to be in the lumber business. I've got a bona fide offer for the college grant of \$250,000 and I want assurances from you that you will back me in the trustees. Well nothing could be more embarrassing because I mean it was a preposterous -- from my point of view -- a preposterous suggestion, and I told him that I couldn't do anything about it and the old man said he felt it very deeply. I mean he wept

about it. He says we can all be put in jail. He says it's entirely outside the legalities, and so forth. Well, he had the backing of one or two men, lawyers again. All my troubles in life have been with lawyers. (laughter) And so... but I brought it before the meeting and I think this was the first meeting of the trustees after I came into office, and I said I was wholly opposed to the thing and that the thing was inconceivable to me that the college had been in possession off all these years and still held should be relinquished on any basis, and certainly on the basis as unreasonable as that. Well, it was turned down. And within five years we made the contract with the Brown Company. This spruce bug blight had got in and the trees were dying and if they were going to ever be sold and be any use it had to be right off, and we made this contract with the Brown Company, on which I was largely dependent on Dr. Gile for advice, who'd been brought up in the woods and knew all about them. But anyway, we netted out of that something over a million and a half on the sale of the soft wood on the grant.

Childs: And you'd been offered 250,000 for the whole thing.

Watson: Was the grant originally from the British government?

Hopkins: No, no, that was from the state.

Childs: The state of New Hampshire. As I remember it Hop, I had a New Hampshire scholarship when I was an undergraduate. For years they were giving four scholarships in the state [inaudible] highest I think and I was fortunate enough to be one of those four. And as I remember it, it was a little larger than most of the scholarships, not much, but a little larger. As I remember it, that money was supposed to come out of the money the state had given, and aren't there still New Hampshire scholarships that come from that money?

Hopkins: Yeah, that's right.

Childs: Although I don't think boys will know whether they get a scholarship now. In those days you got a name scholarship, for some of those things.

Hopkins: Of course the name scholarship has lapsed pretty much.

Childs: They are all run together.

- Hopkins: I had a scholarship, as a matter of fact, which I turned down. This was one of the pigheaded things. But this came over on a printed blank. And in it I was supposed to promise not to swear, drink or smoke.
- Childs: Yes, I remember some of those, yeah.
- Hopkins: Well, my tobacco habits were outrageous. I mean I started out in the granite quarry where the dust was thick as time in a crowd of Guineas. Of course it's safe to smoke.... to chew gum there, so I chewed tobacco, and I'd been using tobacco for a good many years when I came to college, and I just told Dean Emerson, says I can't accept this on these terms. And, well, he hedged a little bit on the thing... he raised the question who was going to inquire what I did, and so forth. But I didn't want it anyway, and so they gave me something else. I don't know what the conditions of that were, I'm sure.
- Lathem: You had worked between being in prep school and coming to college?
- Hopkins: Yeah, I stayed out a year. I had worked vacations for years, as a matter of fact, started way before what would now be the legal age, 12 years of age. I started working vacations carrying tools on the granite quarry and then I graduated by the time I came to college to a yard man, which meant pulling the derrick around for 25 cutters who were paid by the piece and who were quite impatient if you didn't get around quickly with them.
- Childs: Was that in Barre?
- Hopkins: No, that was in Uxbridge, Massachusetts. And the company... the company was a subordinate company, subordinate to the Norcross Construction Company, and the Norcross people had offered me the job when I got out of college which was what I thought I was going to do in May of my senior year, and then I...
- Lathem: What would they have had you do?
- Hopkins: Well, they would have given me a chance to come up through the organization. I mean I don't know just what... I'd done various things. I'd come up through from tool boy up through to timekeeper, and I would have gone on from there, I don't know what it would have been.

- Lathem: Had you planned to enter college a year earlier and at the last minute changed your mind, or what?
- Hopkins: Yeah, I had planned to come immediately on graduation and then found I couldn't, and actually I had to leave college the middle of my freshman year. I had to carry extra courses all the rest of my course. But it always made me somewhat skeptical about how much work college men can do without any great inconvenience, because I carried extra courses all the rest of my course, and I don't remember ever feeling oppressed at all.
- Lathem: So, you did come directly to college and then after...
- Hopkins: No, I stayed out a year a solid year.
- Lathem: You stayed out a year... I see.
- Hopkins: And then came in a year late. As a matter of fact, it was in some ways a complication as far as my undergraduate course went, because all my associations of course... Worcester had... I think they had nine men come up, and they were all in the sophomore class, so my associations were all with them during the whole of my undergraduate course. I don't think now that I'd rank in the first half dozen in a popularity contest in the class of 1901. (laughter)
- Lathem: Well, shall we...
- Hopkins: All right, and as a matter of fact, I'm having a good time on this. I don't know but I'm talking too much.
- Lathem: No, you aren't. We're delighted that it's proving to be a pleasure for you rather than a chore.
- Watson: It's been a pleasure for us, I know.
- Childs: Oh, indeed it has.
- Hopkins: It's a great pleasure to be with you people.
- Lathem: Now what does your next week look like, Mr. Hopkins? Which would be the week of the ninth.
- Hopkins: March.

- Lathem: March nine through fifteen.
- Hopkins: I'll interrupt to ask...do you know who the sculptress is around here that's done some work for the art museum. Have you ever heard of her?
- Lathem: Oh, yes, but I don't...who's teaching sculpture. Is she?
- Hopkins: Yeah.
- Lathem: I've forgotten what her name is. I can find out for you, a little bit about her, if you'd like.
- Hopkins: I wish you would at least her name because I've had three sittings with her and I don't know her name yet. (laughter) She comes from Windsor, and she wants permission to exhibit her work in Montpelier, and is coming up Monday. That's how the question arises at this particular point because she's going to finish up this bas relief, which from my point of view doesn't look anything like me but she thinks it's good.
- Lathem: We have something of hers. She isn't the one who's teaching, I think. Her name is Gladys....
- Childs: You call her Gladys.
- Lathem: I'll find out.
- Hopkins: Will you find out? I thank you ever so much. That will simplify life a great deal. But anyway, I've a date with her on Monday afternoon.
- Lathem: You shouldn't feel hurt that the bas relief doesn't look like you—I've never seen one of hers yet that did look like the subject.
- Hopkins: Yes, I assumed that was so.
- Lathem: Is Tuesday a possibility?
- Hopkins: Tuesday would be a possibility.
- Lathem: Could we say at 1:30 on Tuesday? And I thought we'd bring in Al Dickerson and Cotty Larmon and excuse you two for this session if you'd like.

- Childs: I'm going to be away the next three weeks anyway. I'm leaving Monday and we're going down to Charleston.
- Hopkins: Good for you. That's about the most beautiful place in the country to be this season of the year.
- Childs: I've never been there and we've wanted to go for a long time, and we've decided to go.
- Hopkins: Don't miss the Cypress Gardens there.
- Childs: Everybody says they're wonderful.
- Hopkins: They're perfectly wonderful.
- Childs: Well, I've always wanted to see the old houses there, different from most old places, I understand. I've never been there. We're going to stop in Washington two or three days each way.
- Hopkins: I'm sure you'll feel it's a compensation sufficient to the time you're being away. (laughter)
- Lathem: Do you want, Mr. Hopkins, to schedule two next week with Al and Cotty?
- Hopkins: If I'm going to do anything in the future I'd better do it next week because I'm going to be away...be away all of the next week and...what would be the second...
- Lathem: Well, I should think perhaps Friday, the 14th.
- Hopkins: All right, 1:30?
- Lathem: 1:30 would be fine. And I say again we could set up at the house very easily if you'd rather do it up there.
- Hopkins: No, unless you'd rather do it there, why I'd just as soon come down here and it saves moving all the apparatus.
- Lathem: Well, that's no trouble at all. The only difficulty with here is the possibility of office noises being disturbing to us.

- Watson: It seems to me it's been very quiet. Speaking of art, I love to quote Hop on the murals. (laughter) With Cotty and Al you'll get a lot of interesting things like the murals.
- Lathem: Well, this has worked out very well, because we're now at a point where Mr. Larmon's association with you begins and you two have carried us very nicely along, providing both with me an audience and without me the stimulation....
- Hopkins: I don't know whether my opinion of Nip and Nap ought to be recorded...be preserved on the tape or not.
- Watson: I don't see why it shouldn't. That was [inaudible] all right. My, wasn't he an important person for such a young fellow.
- Hopkins: He was an awful headache for me. I mean his whole attitude was... I don't know whether he actually thought he ought to have been made president or not, but he certainly thought I ought not to have been.
- Lathem: I suppose, as a matter of fact, there were people here who thought they should have been.
- Childs: Well, of course, there's the story I always love to tell. You probably know this, if you don't –you know what Ben T. Marshall did the day of your inauguration?
- Hopkins: I certainly do.
- Childs: He stayed – he lived in the old Hitchcock house. He, of course, had wanted to be president more than any other man, I guess, in the world and wanted to be president of Dartmouth College at the time Hoppy was chosen. He spent that day when Hoppy was being inaugurated cleaning his cellar.
- Hopkins: And his son, who has always been a good Dartmouth man and is a friend of mine and I'm very fond on him, but he was a small boy then and he asked one of our neighbor's daughters, he says, is your father going to the inauguration today, and she says yes. And he says my father says it's a day for [inaudible] and he is going to clean out the furnace.
- Childs: And he did.

Hopkins: He did.

Childs: He did. He cleaned his cellar that day. I never could stand Ben Marshall anyway. From then on I thought of all the small people I have known in the world that's the man.

Hopkins: Well, we had some of it around.

Childs: But there wasn't very much.

Hopkins: No, not very much.

Childs: There really wasn't you know.

Hopkins: No, I've always thought the faculty was very friendly.

Childs: I think it was, Hop.

Watson: It certainly was by the time I got back.

Childs: Well, of course, I think one of the best things to illustrate that was the tremendous relief the faculty had when you came back from Washington when your job was over. Yes, Hoppy's on the ground again. And you know, there was just a lift all over.

Watson: Gradually got back in the ...

Childs: It didn't take long.

Lathem: Was it difficult to make the break in Washington? Did they want to hold you on?

Hopkins: Yeah, they tried pretty hard, put a lot of pressure on the thing. In fact, I think Mr. Baker sent a telegram to the trustees, as I recall it. I don't know whether that's in the records, or in the scrapbook or what.

Childs: You liked Baker personally very much, didn't you?

Hopkins: I thought Baker was the greatest man of that political era...

Childs: Well, I thought so, too, but of course...people seem to have forgotten Baker, you almost never hear about him anymore and I don't know why. I think he was a big man.

Hopkins: Well, he was a fascinating man. I don't know. I've had wonderful privileges in the cases of some of the acquaintances. One with him. Under the very nature of the work we worked late almost every night, and we'd leave the office somewhere between 11 and 12, and I'd walk with him down to his house and I mean...the work was over for the day. He talked about men and affairs. He had come up through the political game. He was Tom Johnson's right hand man. That may not mean anything to you, but Tom Johnson was the power politician of Ohio for years, and he'd started as mayor of Cleveland, and Baker had started as his right hand man, and Baker told me one time... Baker was I think the easiest public speaker I've ever heard in my life. I'll interrupt to tell one story. I went into his office one day and he had a Boston Transcript in front of him. They always rode him. I mean the Republicans made life miserable for him, calling him German, pro-German, Pacifist and everything else, and he had this Boston Transcript in front of him and ...I want to get into that story, but he had just refused to send Leonard Wood abroad and the whole press of the country was decrying that, and I will interject to say the reason for that was the fact that Pershing said if Wood came over he would resign, but that thing wasn't made known at the time. And so Baker had told Wood he couldn't go, and there was this big headline. Pacifist secretary refuses War General, or something of that sort, and he was obviously depressed by the thing looking at it, and I says why do you let it bother you, anyway? He says My God, I've got to speak before the Boston Chamber of Commerce in ten days. Then all of a sudden he spruced up and he says by God, you're going on with me. (laughter) Why I tell this story is when...that was in the Copley Plaza dining room, and when Mr. Baker came in there was this...couple of claps around, I mean the most perfunctory thing in the word, and it was perfectly obvious that there was no enthusiasm for him at all. Within ten minutes after he started speaking they were standing in their chairs waving napkins and hooraying, and so forth. And here in the dedication of this building, he gave the dedication speech, and he had a carefully prepared manuscript which he'd sent ahead to me on the thing, and I told him when he got up here, he said, what's you think of the speech, and I said I had hoped that you would speak off the cuff, because you do it ever so much better. Well, he said I've been thinking about that. If you're willing to take the chance I will and I'll do it. And he did. And it was a very eloquent speech. And he was...but going back, he told me that when he first went with Tom Johnson that he asked Tom Johnson if it was a fact that the Republicans hired all the halls was the reason that he

couldn't get any hall in which to speak. Tom Johnson said no, he says, I'd prefer the tailboard of a cart anytime to a hall. And Johnson said that campaign was where he learned to speak because he said he'd speak in public squares sometimes four or five times a night, and he'd come up through and then become an important man in the state organization and then become Secretary of War, and so forth. But he was a man of fine sensibilities; he was a man of culture.

Childs: A very good lawyer, wasn't he?

Hopkins: Very good lawyer. Very successful lawyer. And I think still that if himself had allowed it, I think that he could have been elected...nominated for the presidency on the third ballot in that convention in which Roosevelt was nominated by selling out Huey Long. That was the...but however that may be, Baker was along with Dr. Tucker and Theodore Vail and one or two others... was a big man in my life. It's a great...I don't know how well you know this grandson of his, but he's a charming boy.

Childs: I think he is. I'm just fascinated by him. My first acquaintance with Mike came when we were getting ready for our 50th reunion, now four years ago this spring, two years ago this spring. I'd met him before, but that's my first acquaintance with him, and since then I've seen him quite a little and I think he's a grand boy.

Hopkins: Well, Mike really did all the heavy work on this dinner, you know and he went down and ...

Childs: I know he did. How perfectly that went off. I've never seen anything go off as perfectly as that did.

Hopkins: ...but he works that way easily. He was in charge of the arrangements for...when Ike was up to the college grant and you'd never known that he had anything to do with it at all. He was just there, he works easily...

Childs: He has an awfully nice personality.

Watson: He's one charming person. You see, I've had to get up three reunions now for my class and he's been wonderful.

Childs: Oh, he's wonderful. He has a way about him that just...he smooths the way for you and at the same time he gets things going and you

realize how that's supposed to be done and yet he's never told you how to do it. He just gets it there.

Hopkins: I've speculated on that a lot, because that was the way his grandfather worked, and yet Mike can't have known his grandfather. You see, his grandfather must have died when he was one or two years old and ...but that was just the way Mr. Baker worked.

Watson: By the way, you might be interested, I got a postal from Frank Drake the other day, he was just leaving Brazil to go to St. Helena.

Hopkins: I was quite complimented. Frank, as a matter of fact, postponed his leaving on this trip to go to the dinner, and he was the man that was leading them on down at Springfield.

Watson: He sailed the next morning, you know.

Hopkins: Yeah, I know he did.

Watson: He's a wonderful person.

Hopkins: There's again a case where people who don't know him intimately don't know him at all. I mean I know an old lady down at Pembroke, New Hampshire, who is some remote relation. I don't think its nearer than a cousin, but anyway, she knew Frank when he was a little boy, and so forth. Not less frequently than once a month she gets a long hand-written letter from him telling her how he is doing and so forth. He's presently at Gulf Oil Company, now Chairman of the Board. When he's abroad, he writes to her, and so forth. You wouldn't think it from casually meeting him.

Watson: Well, personal relationships mean everything to him. I discovered that. I never knew him much in college, but since I've been connected with this business with the class I've got to know him very well. He writes to me constantly, wherever he is. I get these letters, you know, from Germany, he traveled all over Europe last year and this year he went down to South America and then over to South Africa, and he keeps me posted. Writes a little note, not very long, ever, but right to the point. Very charming to know.

Childs: Perhaps... it just occurs to me, perhaps the earliest recollection of Hoppy that I can give you... I've told Hoppy this a good many years ago, but when Hoppy first became president, a cousin of my

grandmother's – she's probably mother's age – but she's first cousin to my grandmother, came to visit us. The first thing she said to me, "Oh," she said, "Ernest Martin Hopkins is your president." I said yes. She said, "Well, you know he was born in Dunbarton. She said did you know he was the loveliest baby. (laughter) I told you that. The one other thing she asked me was and can he sing? I said, well I never heard him, I don't know. She said his mother sang. That's true, isn't it?

Hopkins: Yes, that's true. My father, too.

Childs: Well, this family of cousins of my grandmother's were good Baptists at Dunbarton. But I'll always remember – he was the loveliest baby.

Hopkins: I'm sorry my daughter isn't here to hear that because at the time when we came back here in 19 – no, four years after she was born, that would be 1921 – we drove to Boston and made a day tour, took her through Dunbarton to show my birth place, which was a three room cottage. And Mrs. Hopkins was duly impressed, and so forth. Ann says Hmmph, you weren't born in much, were you? (laughter) I think she was relieved that it was torn down.

Childs: Well, we always felt that same way about Dunbarton. My father was born in Dunbarton. It's true the house where this cousin lived was one of those grand old farmhouses. A magnificent thing. My great-great-grandfather Marshall built it and it had a beautiful staircase and that sort of thing. But the house my mother was born in fell down also, a dreadful looking little spot down near the Stark Mills, and the [inaudible] down there, you know, so we always thought well, Dunbarton isn't much.

Hopkins: Well, I'm kind of glad I was born in Dunbarton. I'm glad...

Watson: That's a nice name.

Hopkins: Yeah, got a good name and as matter of fact it's a beautiful place.

Childs: It is a beautiful place. The view from up there on Dunbarton Hill is just wonderful.

Lathem: That's lovely. We three can tell Wattie how fine it is to be New Hampshire men, can't we?

Childs: Yes, we can.

Hopkins: Yes, yes.

Watson: I have roots in a good many places.

Hopkins: I was thinking while you were speaking of how impressed I was, I mean I hadn't seen much of Wattie from the time he graduated. When I was working in Boston and...I think it was during that time, I went to a C&G dinner and everybody was greatly excited because Wattie had just been pulled out of the Atlantic. (laughter)

Childs: You probably remembered when you pulled him out of the [inaudible]. (laughter)

Hopkins: Yeah. I was properly impressed. I says this boy grew up pretty well even without my help.

Watson: It's nice to be thought worth saving.

Childs: Well, Ed, you've been a very good host to us all.

Watson: Yeah. Yes, you have, Ed.

Hopkins: What do I do...

Lathem: I'll dial 9 for you and just tell the outside operator.

Watson: Yeah, that made quite an episode in my life. Those two affairs...

Hopkins: 700 please. That's actually true Wattie, everybody was saying Wattie's going to be here, and did you hear about his being picked up in the Atlantic? Yeah, Ray, I'm ready anytime. I'll be at the same door you let me out.

Watson: I don't know which of those episodes I enjoyed most.

Hopkins: They sound wonderful to me.

Watson: It sort of makes a hero of you when you haven't done anything except try to save your hide.

Childs: I'm surprised that these relics of ancient drinking were found complete. Those were dug up in [inaudible] a few summers ago.

This one on the...Massachusetts Row under the foundation of what was Chandler Hall. That must have been a ...that looks almost like an apothecary bottle, doesn't it?

Hopkins: Yeah, or it might be some Scotch ale.

Childs: I suppose 60 years from now they'll dig up beer cans. Beer cans. It's awful the way you see them around everywhere.

Hopkins: I don't know, I had a committee from the Vermont legislature while I was President of National Life and wanted me to side with them on a bill to exclude beer cans, make it illegal to serve beer in beer cans. Well, I did a lot of thinking. I wasn't quite sure but I preferred them to broken glass.

Childs: That's true, that's true. Won't do so much to your tires.

Hopkins: I'm afraid we've monopolized an awful lot of your time, Ed.

Lathem: No, you haven't at all. It's been very pleasant for me as well as being very worthwhile.

Watson: This is rather a new thing, isn't it? I don't remember to ever have heard of anything like this.

Lathem: No, we've not.

Watson: I would say it was excellent.

Hopkins: I mean I...half a dozen things came up this afternoon that I never would have remembered. I couldn't write an autobiography to save my life.

Lathem: Don't you think this makes it easier, the conversation?

Hopkins: Oh, it does, and you keep being reminded of things.

Lathem: I'm glad to hit on this. I think it would have been impossible any other way.

Hopkins: I hope if you're writing to Bob Leavens, you'll tell him that it's going reasonably well.

Lathem: I have written.

Hopkins: You have?

Lathem: Yes. I got a nice letter from him. This...

Hopkins: No, but he's been after me to write an autobiography for the last ten years. I don't know how to write an autobiography....

(End of Reel #5)

Reel #6a

Lathem: Mr. Hopkins...

Hopkins: Let me get one of his cigarettes. Here we are. Thank you very much.

Cotty: Did you tell...Before we start, did you tell him the story about President Nichols and cigarettes. Did you?

Hopkins: No, I didn't tell him the story, I didn't remember it.

Lathem: Will I hear that?

Hopkins: I don't know. You'll have to hear it from them, not from me.

Lathem: Oh, I see.

Cotty: I asked you if there was to be some judgment used in regard to what properly appeared and you told me there wouldn't.

Hopkins: This goes back to the fact that I used to get very irritated at Dr. Nichols for doing just exactly what I do all the time -- that's sponging cigarettes. (laughter)

Cotty: I was thinking in fact of the historical significance of it. That's just a reminder.

Hopkins: Yeah.

Lathem: Well, Mr. Hopkins, we might begin by my being very sure that I understand the chronology of the period between your leaving

Hanover Plain in 1910 and coming back in 1916 to assume the presidency. We covered this not in any order, but we touched upon various activities of that period and I wonder if I understand them correctly. You left the college and went with the Western Electric Company.

Hopkins: That is right.

Lathem: In Chicago.

Hopkins: That's right.

Lathem: Then, following that, I recall you spoke of your period with Filene's.

Hopkins: Yes, that's so.

Lathem: In Boston. And from there did you go on to the Curtis Publishing Company?

Hopkins: No, I did not. There is an intervening year there that I've never said very much about or included it in any of the Who's Who data or anything else. I went with a promoter, I guess that's the proper term, who had organized a concern called Willard Sears and Company, and he was the boy prodigy of finance at the time. That is Mr. Willard was. He was reputed to be worth twenty million dollars, I don't know whether that's so or not, but very similar in operations to John Fox in more recent days. I was picking up experience, or trying to, and I thought it would be an interesting thing and I ... I acknowledge perfectly freely I was motivated by money, too, in it because there was more money in it than I'd ever dreamed of. And ... But my great interest, whether primary or not, was in the fact that it was my first introduction to the idea of a vertical trust. He had started as a wool merchant and had found that as a result of that had eventually bought great sheep ranches in Australia and New Zealand, and imported not only the wool, but the hides, and meanwhile had made a deal with Armour's by which he took over the Armour tanning plant of Smith Company out of Norwood, Massachusetts. And I think it was entirely new in this country, the idea of building a vertical trust, which [inaudible] later developed in Germany, of course, previous to the war. But he imported the wool and the hides, he bought the American Coat Company, utilized the wool, then he bought the [inaudible] Felt Shoe Company to utilize the felt, and so forth and so on. And there were a number of my friends who had been recruited in it some

number from the Western Electric. So it had a certain appeal on that side, too. And I went with him. It's an interesting thing. My first quarrel with him—that sounds as though we had constant quarrels, which wasn't so—but a quarrel which developed very soon was my insistence that 54 hours a week was too long to work in the mills. And he felt that just as long as people would work they ought to be kept there. And there was a great deal of that to be done, and then the union issue was beginning to arise and there was a lot of negotiation there. But, meanwhile, there were a lot of things that developed that I... I didn't know enough about high finance to know any more than to have a suspicion that they weren't very good. And I utilized...during the time I had come into contact with Mr. Brandeis, who was the counsel for the Filene Company, and I went to him and asked him what to do on this. He told me every questionable event that arose just to write a brief description of it and notarize it and put it in a safe deposit vault, and the result of the thing was that by the end of the year the vault had got full and I thought it would be easier to resign than to hire another vault.

But it was...actually it was a very interesting experience and a very illuminating one. But it isn't one that I care to emphasize very much.

Lathem: I see. And then you went from that association to...

Hopkins: To the Curtis Publishing Company.

Lathem: I see. Well, we covered last time, jumping here and there through to the end of the first World War, when you returned to the campus and I wonder if we might not go on by your thinking of the situation that followed the war here.

Cotty: Mr. Lathem, could I ask two or three question to satisfy my curiosity?

Lathem: Surely, yes.

Cotty: Mr. Hopkins, when you were at the Western Electric Company, I can recall some friend of yours telling me that Mr. Filene came out there seeking you, and that he had a very high standard in mind in regard to the young man he was seeking. My recollection is that he sought all over the East, he was told of your particular qualities, he did come out there, and if my memory serves me correctly, he put great emphasis on judgment, analysis of the complicated effectiveness with persons. What were some of the others?

Hopkins: Well, the... before I answer that, the circumstances of their looking for men was the fact that they were in the process of building the new store in the edifice they are in now in Boston, and they were going to more than triple the number of employees and more than double the number of departments, so they were anxious to get a man that had had some experience in employment work and in personnel work, and they also put quite an emphasis on, as I recall it, and I have to say this with some reservations, but I think that he said that character, personnel and experience were the three things that they were most vitally interested in.

Cotty: It was extraordinary, what, you were probably what...33, 4, 5...

Hopkins: Yeah, I was...it was in... it was in '32 [12?] that I went with Filenes's. 29 that put me, I think.

Cotty: That was a position...the position was superintendent of the store, wasn't it?

Hopkins: Yeah, yeah. Store manager was the title.

Cotty: Store manager.

Hopkins: Yeah.

Cotty: Weren't you also elected employee representative on the Board of Directors?

Hopkins: Yeah. Well, I was employee representative. I wasn't on the Board of Directors. I sat with them, but I wasn't a member of them. The Directorate was very closely held but ...and I think, as I recall it, that the Directors were simply the owners of the store and the heavy stockholders and...

Cotty: And well, I'm just assuming as you know that your natural modesty has not brought out some things here, you were elected... I mean, wasn't it most extraordinary that you were elected... weren't you elected by the employees to be their representative?

Hopkins: I was elected by the employees to be their representative. That data is all in there, as a matter of fact. That's one of the things that makes me regret the prevalence of unionism in some ways. The Filenes had what they called the Filene Cooperative Association,

and it was actually a union, but it was a house union, and I've never had any more fun in my life than I had campaigning in that thing. You'd campaign floor by floor on it and thinking back it's quite extraordinary because it meant people staying there the whole evening after the store closed and so forth. An interesting thing is I campaigned against Dick Lane, (laughter) who had just not very long before come in, and... but I eventually was elected. And that ex officio made me the representative before the Directors.

Cotty: And Dick Lane later became president of the Kendall Company.

Hopkins: Dick Lane succeeded me. Yeah. And after that he became president of the Kendall Company...yeah, the Kendall Company.

Cotty: Could I ask another question, Mr. Hopkins. This recollection of the past that again I was told at the time that in these five, wasn't it five, different organizations in which you had responsibilities during the six years, that in each instance...

Hopkins: Six, you're right.

Cotty: And that in each instance the person from an organization came to you, sought your services, and next, as I recall it, you never asked the salary. Am I correct?

Hopkins: That's right. Yeah, that's right. The place where that seemed for a time the most unfortunate was when I returned to Dartmouth College because I found that I was getting less than half the salary that I had been getting, but when Mrs. Hopkins raised some question about it, I called attention to the fact that I was getting twice as much as Dr. Tucker had got...

Cotty: I don't know whether you'd comment on it, but I also was told by other persons at the time that it was perfectly clear that you were going on to American Telephone and Telegraph Company, and that they speculated freely at the time, and at least one top officer in the telephone company assured me that your progression to the top was pretty obvious. I don't know whether you would comment on that, but...

Hopkins: That would have to be wholly speculative. I mean I wouldn't know. They were...of course the fundamental factor was they were training me, or under their guidance I was seeking experience to

become their personnel manager, and what would have happened after that, I don't know. I mean there's no way of telling.

Dickerson: Was Mr. Hall in the telephone company then?

Hop: Yeah.

Dickerson: Was he in personnel work?

Hopkins: He was in personnel work. That's right. It was a ... I'd always been fascinated from the time I was a senior, I guess, with the telephone game. Lots of Dartmouth men were going into it, then, and there are still a lot of Dartmouth men in the telephone company, although no such proportion as then, but Mr. Thayer was president of the AT & ...No, Mr. Thayer was president of the Western Electric Company and later became president of the AT & T, and Charlie Dubois was Mr. Vail's right hand man, and we had a lot of men. As a matter of fact, Dan Richardson, who afterwards, in the days of less alertness than he had at the time was an employment man in the telephone company.

Cotty: Pingrey, he was.

Hopkins: George Pingrey. He was their foreign representative.

Cotty: Clarence McDavitt in the New England.

Hopkins: Clarence McDavitt. Jones...Matt Jones was president of the New England Company.

Cotty: Mr. Dubois was later president of Western Electric Company after Mr. Thayer.

Hopkins: Yeah, that's right.

Cotty: Ted Leggett.

Hopkins: Fred Dennis. Oh, you could go on...and that fact unquestionably had a good deal to do with my original interest and enthusiasm about going with the telephone company. And actually I never would have left the Western Electric even with the... with the opportunities offered at Filene's excepting for the assurance that I could get back after I'd got the experience.

- Cotty: So you went in as store manager without any previous merchandising experience.
- Hopkins: Yeah, but I had plenty of help on it. I mean there were lots of merchandisers around.
- Cotty: It's granted, isn't it, that Mr. Filene's judgment in merchandising was so extraordinary that he was considered the leader at the time.
- Hopkins: Yeah, that's true. The two brothers, as a matter of fact, I've never been entirely certain in my own mind which was the more important. Perhaps neither one... neither of them was. But E.A. Filene was the... he had the more vivid imagination. The Filene basement, for instance, was his great conception, and nobody has ever equaled that as a merchandising proposition, even today. I asked Percy Strauss once why Macy's didn't do the same things they did in the Filene basement and he says we don't dare to.
- Cotty: A representative of Federated Stores told me about two weeks ago that it had never been duplicated, approached nor successfully copied.
- Dickerson: Is that so, with all the bargain basements there are?
- Hopkins: With all the bargain basements. Could we switch that thing off a minute? I have a lot of stock hanging over. They have to sell to the Filene basement at whatever the Filene basement buyer can buy the stock at. For instance, the case I have quite clearly in remembrance was the Filene basement bought a thousand Hart, Schaffner and Marx suits at tens dollar apiece. They were suits that had wholesaled for fifty dollars apiece, and then retailed for around seventy-five or eighty-five. Well, the Filene buyer had overloaded on Hart, Schaffner and Marx suits upstairs, and the minute they brought in the basement, why the upstairs buyer had to turn them over to the basement buyer at the price he paid, which is the greatest stimulant to the merchandising I know. Filene's has been built up, actually, on rapid turnover. I mean that's the whole secret to their success because of course they deal in the standard things that everybody deals in. But they make more money than any store I know of. Or did, at least.
- Cotty: I'd like to add just one thing, Mr. Hopkins, that this Federated man said that ...this particular one said he was in Cleveland and that they are helped out there in their bargain basement by people who

have heard about Filene's who know of the extraordinary values there and that automatic markdown. They come into their basement expecting the same thing, whereas they buy low quality stuff for their basement and it isn't a matter of it's coming downstairs or going out to get the surplus from other stores. He said we're helped out here by that reputation.

Hopkins: Well, it's true all over the country, and it seems it has worked so constantly that it would seem to me someone else would have the nerve to try it, but nobody does. They mark their stuff down, I don't know whether you know it, at the end of a week, anything that's been in there a week is marked down 25% and in two weeks marked down 50% and so forth and...but they do perfectly marvelous things, and yet it's the perfectly logical thing and advantageous for the manufacturers. When a suit concern, well, particularly in a year like this last year, for instance, where purchasing has gone steadily down. There a spring program of manufacture undoubtedly left the wholesalers with big stocks on hand, and to sell at any price is advantageous to them. And Filene's men are just roaming the country all the time and buying up those. They don't guarantee any maintenance of any particular stock. When stock is sold out it's sold and there's a rapid turnover in there and of course you need to have a lot of physical resistance if you're going to buy anything in the basement because people walk all over your feet and climb over your back.

Cotty: I go down there every time I go to Boston.

Hopkins: Well, I'm a great basement fan. Goodness, for perfectly natural reasons. But there are lots of people [inaudible] that are, too. I'll stop talking store now.

Lathem: Well, I wonder if we might get back to the college as it was following the war and the problems that you encountered in coming back. This may be a little difficult to address yourself to off the cuff.

Cotty: May I make a suggestion, Mr. Hopkins, it might be difficult for you, I don't know. You would have to judge, but to the degree you could, I think it would be very interesting for persons to know in regard to any trustees coming to you or anything that was proposed to your at that time which helped to make your decision to return.

Hopkins: You've got some of that on the tape, haven't you?

Lathem: Only that I opine that they must have tried to keep you in Washington, and you said yes they did very much.

Cotty: I'm sorry, I was referring to the presidency.

Hopkins: Yeah, you were referring to when I came up here. Well, briefly, even if it's a repetition, I know this first part is repetition. But one day in November, 1915, on a Sunday morning when I usually slept, I got a telephone call at half past six in the morning from the Elliot hospital where Mr. Streeter was, and he says I want you to come in here. I want to see you. And I said somewhat sleepily that I'd be in during the forenoon. And he says hell you'll be in here right away. (laughter) I don't want you to wait for breakfast or anything. I've got something important to say to you, and so I skidded into Boston, and skidded is right. It was an early sleet storm, and I got to the hospital and he was sitting up in bed, his head all bandaged up, his eye had been operated on. And he said pull up your chair, and I did and he put his hand out on mine, and he says Nichols has resigned, and this was all news to me. I mean I hadn't heard anything about it one way or another, and, of course, I asked how it happened or something of that sort. Well, he says, never mind that, the reason I wanted you to come in you're going up there. And I asked him to defer that decision just a little while, while we talked it over, and well, he says, the trustees have decided on that, he says maybe you'll have to thresh it over (that wasn't what he said but...) (laughter)

Cotty: I'll write the word on a piece of paper.

Hopkins: He said maybe you'll have to thresh it over for a few weeks but he said you're going, and... well, the whole thing ebbed and flowed for... I don't remember definitely, but I think it was in May that eventually it was decided and believe it or not I was really entirely sincere in doubting myself in regard to it, and I was I guess somewhat selfish in it too, because it meant some sacrifices I knew, and the... but eventually anyway, after threshing it back and forth, Dr. Tucker sent for me and I suppose this was probably the most crucial moment in the whole thing, and he says I don't want to interfere in your personal affairs at all and I don't want to put any pressure upon you. But he says on the other hand I do want to tell you one thing—that your name is the name of the last Dartmouth man on the trustees list, and he says it means going outside the Dartmouth constituency if you don't go, and before that conversation was over I had told him I would accept and I did. I

think I was elected some time in the latter part of May in 1916, and I came up here, came up here the first of August, and of course we were...everything was all upset then. The war was coming on and we had all sorts of problems with the government, men were being recalled, the National Guard was being recruited at the time. So, men were being pulled out of the college to go into the National Guard in their respective states, and other men, of course, were uneasy and were going into the services, and we tried to block that by instituting a pretty poor military course here. But it was the best we could do at the time. Got Captain Keene, who had been wounded in the war, a Canadian officer, and he came down and took charge of military training. And that prevailed until eventually the government set up its own organization called SATC. I've forgotten just what that stands for – Student...

Cotty: Army Training Corps.

Hopkins: That's right. Student Army Training Corps. That's right.

Lathem: The earlier work with Captain Keene had been entirely college-sponsored then.

Hopkins: Yes, entirely college funds. And the amusingthe most amusing part of that had to do with the sequence of assistants before Mr. Larmon came into the office because... I began with a man who thoroughly disliked me and quite understandably distrusted me, named Knapp and one of us had to resign at the end of the year. It proved to be he and then Gene Towler came in, and I've forgotten whether Gene was drafted or volunteered or what, but he left, and then Jim McConaughy who was Professor of Education here, succeeded him, and acted as my assistant. I'd meanwhile been called to Washington. I was coming back every week or ten days for ...I'd come back on the night train, stay a day or so, and go back and Jim McConaughy later became President of Wesleyan and Governor of Connecticut, but at that time he was the most thin-skinned man I ever saw. I got these telephone calls that Captain Keene had placed sentinels around the building and they wouldn't let him into his recitation room, what should he do about it and so forth. It was really very humorous; make a good musical comedy.

Cotty: Did you previously speak, Mr. Hopkins, about the problem that you had where the business manager reported beyond you directly to the trustees?

Hopkins: No, I didn't say anything about that. There was an organization problem which was pretty acute. The trustees very early in the game discovered that Dr. Nichols not only hadn't any experience in business but that he didn't want any. He just hated the business side of the thing. And they asked me back at that time to become business manager of the college, and I wasn't interested. And then they elected Homer Eaton Keyes who was Professor of Art. I never knew just how they figured that out.

Cotty: I've always been curious myself.

Hopkins: But they made him business manager, and with Dr Nichols' entire acquiescence if not enthusiasm they gave him very large authorities and it was practically coincident with the president's authorities. And they were given without any question. Well, I didn't know how to operate that way. I tried to explain it, but it wasn't easy to explain to him that we weren't going to continue to. And it finally came down to the question of whether there were to be two presidents or one, and he resigned and left. But that was the major organization problem of my early years here—particularly difficult because he'd been a friend of mine. As an undergraduate, he'd preceded me as editor of The Dartmouth, and we'd roomed together for two years at the Howe Library. It isn't pleasant to have to settle those things with your intimate acquaintances and friends.

Cotty: I wonder, Mr. Hopkins, if it would be all right if I said for any record that having been in the office it was apparent to me that it was...your start was peculiarly difficult because two major persons there had both sought the presidency and it was well known and that there were some alumni groups who worked actively in support of them and that I saw some of the difficulties that would be naturally incurred by a new president under those circumstances.

Dickerson: This is all very interesting to me because this is before my time and I'd be interested in something about the trustees of that period, Mr. Hopkins.

Hopkins: Well, as a matter of fact, it was an extraordinarily capable Board, although I don't remember whether it was here or not... They ...Meiklejohn, whom I'd known previously pretty intimately and who was in trouble with his trustees at the time, came up to me at the...as the inauguration procession was forming, and here there were five or six of them well over six feet tall, they were standing together. He put his hand on my shoulder and Uncle Ben Kimball,

one of the trustees, was standing right close to me so he heard it, Meiklejohn says are these the lions into whose den you are entering? (laughter) But there was Uncle Ben Kimball, who was six feet four, I think, Sanford Steele, who was about the same, Mr. Streeter, Mr. Thayer, Judge Chase, formerly Chief Justice of the Supreme Court, Mr. Parkhurst, another pretty sizable man, Ed Hall...

Cotty: Mr. Little, was he on that...?

Hopkins: Yes, C.B. Little.

Lathem: You suggested earlier, Mr. Hopkins, that Gen. Streeter was one of the pivotal trustees during President Tucker's administration. Did he continue to be, during yours?

Hopkins: Oh, very much so. He ... you probably know from reading the history of it, but it's a very interesting thing. Mr. Streeter became the leader of the alumni movement. Dr. Tucker as a trustee didn't feel that he could have any part in the agitation, but he was wholly sympathetic with it, and Mr. Streeter was a young man and became quite a malcontent from the point of view of the older statesman on the thing. But he was... but after the working arrangement was set up, and that's all it is, of course, the trustees nominate and then the trustees... no, the general alumni nominate, now, through the Alumni Council, and then the trustees elect, and under...this was all to avoid amending the charter, and Mr. Streeter ran for the first vacancy under that method which had been set up. And was defeated the first year. And then ran again the second year, and I've forgotten what year that was, either '89 or '92, was elected, and it was a most fortunate election in every way, but it put Mr. Streeter onto the Board of Trustees just at the time that Dr. Tucker needed him most, and he became...he became the pivotal trustee for the rest of his life, wouldn't you say so, Cotty?

Cotty: Oh, yes. Your relationship with him, Mr. Hopkins, always... I had the privilege of reading some of the letters that he wrote to you, it was the relationship of father and son, wasn't it?

Hopkins: Yeah, very definitely. He was ...a wonderful friend, and he was a wonderful trustee. That is one of the ...one of the cases where the debt that the college owes him can never be paid. I mean...

Cotty: Would you speak of his courage, because you have mentioned that many times to me in the past.

Hopkins: Well, that was particularly evident at the time because the trustees were pretty largely lawyers and judges and they were afraid of doing...perhaps afraid isn't the ...they were hesitant to do anything that went beyond the strict limitations of the law, and Mr. Streeter, who was, as a matter of fact, probably the best lawyer among them... I heard Mr. Streeter in one trustee meeting pound the table and say, "God damn it, I'd rather go to jail for doing something, than to stay free for doing nothing." And when ...that matter of going to jail isn't quite as hypothetical as it sounds, because what has come to be accepted now everywhere in the United States was originated in the minds of Dr. Tucker and Mr. Streeter and that is investing college funds in your own income producing properties, and that... I think I've said this before, but that...I saw the whole cycle on that because that was denounced by the General Education Board and the Carnegie Foundation and from coast to coast editorialized on, and so forth, as absolutely illegitimate use of college funds, and the implication was definitely made that they ought to go to jail on that thing. And then years later I was elected President of the General Education Board, which had led the attack on this policy, and without my having anything to do with it or even knowing it was happening, the comptroller of the General Education Board brought in a brochure and said he thought I'd be interested in it, and it was being sent out to all the colleges advising them to expand, utilizing the Dartmouth method of investing your capital funds in your income producing properties so...

Cotty: May I correct one thing I said? I referred to the relationship being like a father to a son. The thing that was so apparent to me was his sweetness, I mean his rugged exterior and his great strength, but in his letters to you, the sweetness and the thoughtfulness. On the other hand, it was perfectly apparent to me that he was backing you as the admired and respected independent president of Dartmouth College. It was not one of General Streeter influencing you, it was courageous support of what you believed. Isn't that it?

Hopkins: That's right. I mean...he was an organization man and having picked a president, why, he was going to back him. That was...And I think I could have been even less effective that I was and still would have received his backing because he ...that was his theory, team play, and so forth.

Lathem: I've been impressed in going over the files to see how much time he obviously devoted to the college from his legal practice.

Hopkins: He would leave practically on a moment's notice, especially was that true after Dr. Tucker became ill, and couldn't go to Concord. All he had to do was to say to Mr. Streeter he needed to see him. I've known Mr. Streeter to put off court appearances to come up here and talk with Dr. Tucker, not raising the question to Dr. Tucker at all that there was anything that needed to be done.

Lathem: Was he not a man with a gruff exterior, though?

Hopkins: Very, very. He had the reputation for being the most profane man in New Hampshire I think, and he was entitled to it.

Cotty: Isn't he the man who complained about the dimensions of some chairs?

Hopkins: Yeah. I've forgotten how much I've got on this tape.

Lathem: We stopped that. We took it out.

Cotty: Oh, you did? I think that's a shame. (laughter)

Hopkins: He...let me have another cigarette, Cotty. Well, if I didn't tell the story yet, the story was this. The first trustee meeting I went to was in the fall after I came up here in August, and I went simply as an errand boy. Dr. Tucker had a lot of documents he wanted to handle, and so forth, and the meeting was up in the old library on the second floor in a room much too small and a table where everybody sat closely together, and they'd bring in the Bentwood chairs from the dining associations, and so forth. And in those days they'd opened the trustee meeting...the president opened them with prayer. And that was...abandoned... that custom was later. But Mr. Streeter sat there that first meeting and I ...it's hard to explain to people nowadays the reverence and ...well, reverence is the word that Dr. Tucker inspired. I was very much a subject of it, and when he got up to pray I prayed with him, and I think everybody else did. I think Mr. Streeter did. But immediately, when he sat down, Mr. Streeter says, Mr. President, the religious exercises now being over, I would like to make an inquiry, doesn't Dartmouth own anything excepting these goddamned narrow-assed chairs? (laughter) Which was perfectly typical of their relationship with him. I ... neither one of them abandoned any of their ideals of conduct

under any sense of obligation to the other, but each accepted the other, and it was quite a revelation to me to hear Mr. Streeter express himself in the ways he did. Dr. Tucker would take it with a smile and apparently not be offended at all at it.

Cotty: Ben Kimball was a source of strength to you, wasn't he?

Hopkins: Yeah. Those two men, they were wonderful men. Of course Uncle Ben... I mean, there again is your untold contribution. Dartmouth was the first college in the country, I think, to have its own heating and lighting plant, and Uncle Ben Kimball was the man who put that across. I mean he designed it and financed it, secured the financing of it, and it's only within the last two or three years as a matter of fact that they've done anything about it. Those old conduits have been in here for over half a century and rendered good service.

Cotty: Were they the two senior trustees at the time?

Hopkins: No, I don't think they were. I think Judge Chase was the senior trustee and there was an old goat up at St. Johnsbury who was Henry Fairbanks. I acquired a great prejudice against a number of that Board during the days that I ...well, it was awfully tight up to one or two years after I went into the office because I know of at least three times that the trustee meeting had to be postponed until Mr. Streeter manhandled somebody into passing the decisive vote that would make a majority. And... Henry Fairbanks, Judge Chase, I'm not sure who the others were, but anyway it broke down so it became just about a 6 and 5 proposition. Didn't want to spend anything that you couldn't positively legalize. Dr. Tucker and Mr. Streeter were operating on the basis of spending anything that wasn't prohibited, and there was quite a void in between.

Cotty: Was the elder Dr. Gile on the Board then?

Hopkins: No, he wasn't. He wasn't on the Board until...

Lathem: He came in '12.

Hopkins: '12, yeah.

Lathem: Mr. Mathewson would have been...

Hopkins: Mr. Mathewson if he had lived nearer I think would have... you would have ranked him with Mr. Streeter and Mr. Kimball, but he

was in New York and he was very busy. He was a big time Wall Street lawyer, and it wasn't easy for him to get up here, but he was definitely with the progressives.

Cotty: That period, Dr. Tucker made a statement, didn't he, that I'd prefer to have you give in regard to money coming to... money not coming to those who necessarily deserve it or need it, that money tending to go to the institutions, organizations, that were... I'd rather you give it... that were outstanding and excellent. The people wanted to be identified with effective things. People of means.

Hopkins: Well, I think you've got crossed up there, Cotty, as between Dr. Tucker and Mr. Rockefeller. Mr. Rockefeller told me some years later, he says I started out feeling that in my benefactions I ought to help the poor and the needy, and he says I've seen most of that money go down the drain. He says I think I have accepted the scriptural injunction, "To him the task will be given." I think that's the only profitable way you can invest money. Was that what you had in mind?

Cotty: I always identified it with Dr. Tucker and Gen. Streeter in the Board meetings.

Hopkins: No, that was Mr. Rockefeller. And it's rather interesting and due to the subsequent development of things. They had a campaign pretty well worked up and I guess they would have consummated it, to get some money from Mr. Rockefeller, and Dr. Tucker coined the phrase "tainted money" and made an attack on Mr. Rockefeller and the Congregational organization— that was the national organization—that precluded any prospect of ever getting any there. And that was one of the few places where I ever differed with Dr. Tucker. He... I always felt and said to him that I felt we could use money well enough so as to redeem it wherever it came from, (laughter) but he felt it was deeper than that, that you ought not to... He had been brought up in Ohio during the period when Mr. Rockefeller was bearing down pretty hard, a number of his friends had lost their oil fields, and so forth. But that was a phase which he... He recognized the humorous twist of fate by which John D., Jr. and I became very friendly in the thing.

Lathem: How did you begin an association with him?

Hopkins: Through being down Mt. Desert Island. He has... from early married life had a big place down there, and I don't know what

impelled him, but very early in our being down there we were invited over to the house and it developed from there on.

Lathem: How early would that have been, Mr. Hopkins?

Hopkins: That was '21, I think.

Cotty: Would it be too intimate to enlarge on that relationship, Mr. Hopkins, in succeeding years?

Hopkins: Well, just what have you in mind, Cotty?

Cotty: Of course, I have in mind seeing the evidence in letters and certainly from a son in regard to what Mr. Rockefeller thought of you, his respect for you, his clear, I think, clear beliefs that you were the outstanding leader in education in America, and so on.

Hopkins: Well, I don't...as a matter of fact, I don't know where he got those ideas.

Cotty: He had them. For the record, he had them.

Hopkins: He had them. He became very, very friendly, friendly in all sorts of ways, and so forth, and....is the tape on now?

Lathem: Yes. Do you want it off?

Hopkins: No...Well, yeah, cut it off a minute because just as illustrating his....

We had quite a colony here. Mt. Desert Island was, always has been quite an academic center. President Eliot went down there very early on in his career and started the Stanley House over at Southwest Harbor, and that brought the Harvard faculty down there. Jim Conant told me all his early years in life they always went down with the Eliots. And Gilman, President Gilman of John Hopkins was down there, Angell, this was later, came down there. But the island was just spotted all over with academic men and...which made it a very pleasant place to be. And it has been a very pleasant thing for me to have the opportunity to meet men on a personal basis that I probably wouldn't ever have had any intimacy with otherwise.

Lathem: We were speaking up at the house the other afternoon about your very early contact...your earliest personal contact with Mr. Tuck. That might be something that we could expand upon.

Hopkins: That was... I felt very early in the game that there needed to be a more intimate contact than I had with him. I mean I'd never met him and I'd only known him through the correspondence with Dr. Tucker, and ...you may remember, was it '22, Cotty, that I went over there, or '21?

Cotty: That would be my recollection.

Hopkins: Yes, I think so. And anyway I made this appointment to go over, and it was a very interesting experience because Mr. Tuck had an entirely different conception of a college president than I proved to be. And I didn't know anything about what to expect with him, and we sat around and feinted and bluffed for a couple of days, then discovered that there was some common ground and a very wonderful friendship began there. I mean he became very friendly. The interesting thing there, if you look at the treasurer's report today, I felt, in those days, that the most indispensable thing for us was money. I mean, we were just short on ready cash and faculty salaries needed to be increased, new buildings needed to be built. A college actually goes in cycles, and in some ways it was much like the present day. The cycle had gone around in Dr. Tucker's building construction financial policies had come to their logical end and somebody needed to pick up and go on and I wanted money. And the first thing seemed to me foolish to have all of our property tied up in 3 ½% bonds when common stocks were paying twice that, and there the trustees were very obdurate. Even Mr. Streeter was a little hesitant on it. He says if you want it why good, but I don't know, he says, it's contrary to all my theories, and so forth, and the thing that they brought up every time was the question as to what Mr. Tuck would think. Finally, it seemed to me one way to answer that would be to go over and ask him, that was really the impelling motive and so I went over. After we had got onto a basis of mutual understanding –gone to the Folies Bergere and one or two other pieces together – why, one night I told him (just as I have told it here), I says I want more money, and the trustees are very hesitant to invest in stock. They ask me every time what you would think so I thought I would come over and ask and he broke into his very infectious smile, and he says, "Will you give them a message direct from me, in my own words?" And I said , yes, I would. He says, "I never owned a goddamned bond in my life and I never expect to." (laughter) So, we began to buy stocks. (I noticed the other day that we've got over 60% now of our endowment in common stocks.)

Cotty: Mr. Hopkins, you wrote letters to him constantly, didn't you, just keeping him informed in regard to the college.

Hopkins: Yeah.

Cotty: Did you at any time ask him for money?

Hopkins: Nope, I never asked him for anything. I found these this morning. I stuck them into my pocket. That wasthat's [inaudible]. Do you remember?

Cotty: I do.

Hopkins: And that was...here was another roadblock. I wanted to get the Tuck School off the campus. Well, Mr. Tuck had built...had built that building originally and the trustees were very certain that the one which is now McNutt, and the trustees felt very greatly fearful at least that if we proposed moving it off the campus that the...it would be, at least, a grief to Mr. Tuck, and I felt from what I knew of Mr. Tuck that he wouldn't care one way or another, and so I had some rough drafts drawn up of the possibility of developing something down on Tuck Drive. That's why I brought these along. They're looking at the original draft of the Tuck Drive development, and I went over and asked him in regard to the thing. He says I don't give a damn where the building is. He says sure. And...but he says why do you want to do it, and I says because I want the campus all undergraduate college, and he says well I think that's good, too. We never had any trouble at any point on anything.

Lathem: This was not on the same occasion?

Hopkins: No. No. That was a subsequent...very much later.

Cotty: Did he never come back to this country?

Hopkins: No. That was due to the prohibition law. I mean...he used...he took that very seriously. This was a matter of philosophy, not of... His own statement was, hell I can get enough liquor for myself but I just don't like the law.

Cotty: He was a very prominent citizen of France, have you brought that out at all, Mr. Hopkins?

Hopkins: I haven't brought it out, but he was the outstanding foreign citizen there. Of course, he came in the course of time to be the financial advisor for practically all the government operatives over there. They were, at that time, I guess all over Europe it was being done, investing in American securities, and he became the advisor to the kings of France, the prime ministers of France and all their generals and cabinet officers and everybody else.

Lathem: Mr. Tuck did supply the funds for the enlarged and expanded Tuck School?

Hopkins: Yes, he did.

Cotty: Did you speak of his helpfulness in influencing Mr. Baker to give funds to the library?

Hopkins: I think I did speak of that before but I will again. The...when it became evident that Mr. Baker was getting interested in doing something, why, we entered on a campaign to enlarge his vision, and Mr. Tuck... Mr. Thayer was an intimate of Mr. Baker's because he was president of American Tel and Tel, and perhaps for other reasons, but particularly for that, and Mr. Tuck had been for years the host when Mr. Baker went abroad, and talking it over with Mr. Thayer, we, between us, came to the conclusion that we wanted to get Mr. Tuck working on it just as promptly as possible, so in that particular case Mr. Thayer and I went abroad together and put it up to Mr. Tuck. Mr. Tuck...who was the determining influence in that, of course, you can't tell but he was certainly very helpful.

Cotty: Did you speak of Mr. Sanborn and the connection between...

Hopkins: Well, I'd known Edwin Webster Sanborn for a long time and his father had been Willy Sanborn, librarian here, and so forth, and Edwin Webster Sanborn was one of the wittiest public speakers I'd ever known in my life. I heard him as an undergraduate and I just didn't know people could be so witty at that time as he was. He had an audience convulsed throughout the evening at a Boston alumni dinner. There were three...Willy Sanborn had three children. Mary Babcock, her name became Babcock, she married the treasurer of the AT&T, I think it was the AT—one of the big corporations anyway. Kate Sanborn, the authoress, and Edwin Webster Sanborn. In the desperation of knowing how badly Dartmouth needed a library and so forth, I had talked quite a lot to Edwin Webster Sanborn about what a fine thing it would be for him to

erect a library as a memorial to his father, and ...but we kept needing the library more and more and Edwin Webster Sanborn was living along and when the opportunity to get the library from Mr. Baker came, I had no hesitancy at all in taking that, even with the possible loss of the Sanborn money, but Mr. Sanborn became very, very angry about the whole thing. He practically accused me of violation of contract on the thing, and we had quite an uneasy year and a half or so on the thing. I think he changed his will four times in that period, cutting Dartmouth out entirely, and...

Lathem: He wanted very badly to build the library?

Hopkins: Yes, he wanted it and he kept ...well, we'd really built it into his conception as a memorial to his father and so forth, and he couldn't think of anything else that would be a sufficient memorial, and finally Mr. Thayer and I went to see him and put the proposition up. I had talked it over with Mr. Thayer originally and asked him whether he thought there would be anything in putting up to him the theory that a library was books and not the building, and of course you had the example of the Bodleian and various others, and Mr. Thayer thought that would be a very effective argument, and we went to see him and I think I made a pretty good sales talk on it, but his reaction wasn't a good one at the moment. He says why in hell haven't you said so in years past. He said you've been talking about a building all this time, but finally it came down to... I've forgotten how many interviews there were in there, but there were some number, and I don't remember whether it was Mr. Thayer's idea or mine, I presume it was his, that we might built some sort of building that would carry the name and would satisfy his longing for a monument.

Lathem: Oh, yes.

Hopkins: And so...

(End of Reel #6a)

Reel #6b

Hopkins: ... him definitely as to whether there was any possibility of it being done, and he was immediately very intrigued with that, and, well, then he went on to say that, he said that in his childhood all of his associations were with his father's leaving the front door at his house open in the old Sanborn house, which was on the campus,

and his mother's looking at the lamp each night to see if it would burn all night because boys were free to come in and go anytime day or night in there, and then Edwin Webster Sanborn says that she always served tea, and he says it wasn't any modern tea either, she put it on to boil right after dinner and it boiled all the afternoon, and says could anything be done about that, and anyway the thing—not to drag the story out — evolved along until we submitted the suggestion of the Sanborn House to him and the plans, and he accepted them at once, on the thing, and... and was very happy about it. I mean that was the best part of it. And, as you know, of course, we reproduced his father's study in every detail down there.

Cotty: Didn't you say, Mr. Hopkins, if you put some funds into a building to be a monument, that it was to be the best building of its kind, and that is the explanation of the luxury that exists there, compared with some buildings.

Hopkins: Yes, yes, that's right. He wanted to be certain that everything connected with the Sanborn House was the best that you could get.

Lathem: Mr. Hopkins, we've talked about this before but we've not put it on the record, how it was you made initial contact with Mr. Baker about the money for the building.

Hopkins: Well, that was one of the most fortunate things that ever happened. I'd... Cornell was having a big party. I've forgotten what the central motive of the party was, but anyway, they had it in the Commodore Hotel, the big dining room there, and I was the last speaker. I can't think of the... I know perfectly well what the... the president of Cornell at that time was the predecessor of Rufus Day, and he asked me if I would assume the burden of principal speaker speaking for sister colleges and I did. And George F. Baker was very much interested in Cornell and I sat beside of him during the evening, and the speech went fairly well. And he asked me if I'd come up to the room afterwards, and... didn't I go over all this with you?

Lathem: Not here.

Hopkins: Oh. And... Well, at any rate, the program went along and I was the last speaker, and then we got up to leave and he says what are you doing? And I says nothing in particular. And he says won't you come up to the room? And I went up to the room and he ordered

up the drinks, and he says I had an uncle that graduated at Dartmouth, and I says, yes, I know you did, and well, he says, I've thought of doing something for Dartmouth some time in memorial to him. What would you do with twenty-five thousand dollars? And I said nothing at all. (laughter) And he says what do you mean by that? He says I thought people could always use twenty five thousand dollars. Well, I decided that was a good time for a calculated risk theory and I said I didn't think it would be worthy either of his uncle or him. And he dropped the thing then and I left with the feeling that I'd probably lost twenty-five thousand dollars but sometime within... You may remember, Cotty, I don't remember. Some time subsequent to that, I don't think very long subsequent to that, he sent a check for a hundred thousand dollars, and I wrote him and said that we were very grateful indeed and that I was handing it to the treasurer and we were placing it on account. (laughter) And he... At that point he went to Mr. Thayer, and he says how much is it going to cost me to buy me out of this situation, anyway? Mr. Thayer I don't think gave him much hope, and gradually he worked up to the... his eventual gift, which was two million.

Dickerson: This is probably wrong, but somewhere I picked up the notion that when he gave the money for the Harvard Business School, he thought he was establishing the first of the business schools?

Hopkins: That's right. He was told so by President Eliot.

Dickerson: And then discovered that Mr. Tuck had preceded him.

Hopkins: Yeah. Mr. Tuck never let him forget that, either. (laughter) That's quite right. And then there's always... there are all sorts of incidental factors that came in. We benefited very greatly from the fact that our estimates of what this library would cost were very accurate, and the eventual bills were just about what had been forecast. The Harvard Business School buildings cost him 50% more than they had originally estimated in the prospectus, and he was a man that took that sort of thing very seriously.

Dickerson: How long had you had the library building plans by that time?

Hopkins: I don't know, Cotty's recollection would be better than mine on that.

- Cotty: I remember the preparation for Mr. Sanborn's gift. I clearly recall how difficult it was for you to go back to see Mr. Sanborn for obvious reasons.
- Hopkins: We'd had, you see, for... Well, ever since I came here as a matter of fact, we began to develop plans for the library. Then as it got along where we thought, at least, there was a possibility of getting it financed, we set up this... I set up this committee under Hippo Haskins.
- Dickerson: I remember when I was a freshman member of The Dartmouth in 1926 I was assigned to see... go see Hippo about the plans for the Dartmouth Library, and by that time it had been going... developing, oh, a period of years.
- Hopkins: Yes. Well the whole library proposition was one of the... moved from stage to stage more logically and desirably than almost anything I ever connected with, because when we finally... when we finally got up to the point where we had the money we had the plans practically in hand, and Mr. Thayer at that time had become chairman of the board [of AT&T] and so he had considerable time and there was nothing in the world he loved as much as building, and he accepted the chairmanship of the Building Committee, and I should think he was up here at least once a month, wouldn't you, Cotty?
- Cotty: Oh, yes. Yes.
- Hopkins: And he would come on an instant's request at any time in regard to the thing, and he and Hippo Haskins hit it off. They had great admiration for each other and enjoyed each other and they... actually we had more difficulties on the library with Fred Larson than we had with anybody else in it. I mean Fred wasn't lacking in self-sufficiency and he didn't take very kindly to having his plans pulled to pieces as many times as we pulled them.
- Cotty: And Mr. Thayer did not take kindly to anyone who could not give a good and sufficient reason for it.
- Hopkins: No. No.
- Cotty: You will recall Mr. Thayer being told that the books could not be moved from the old library to the new library in time for commencement? And you might indicate, if you care to, his reply.

Hopkins: I've forgotten it, Cotty.

Cotty: I believe that it was: Is there any reason why it is humanly impossible? And the reply was that there were many difficulties in doing it, such obvious difficulties as the use of the library up through the examination period and then the transfer of all the books properly placed here, and Mr. Thayer I believe said is it humanly possible, or rather you have not told me anything that suggests it is not humanly possible. I expect the books to be there at the proper time.

Hopkins: Of course, even so, they wouldn't have been if it wasn't for Ellen Adams. Ellen Adams did that job. She was superb in the thing. As a matter of fact, I think Ellen was the dynamo here for a great many years, but you get into a very prejudiced area when I get into that because Mr. Goodrich and I didn't see eye to eye all the time. (laughter)

Dickerson: I remember the logistics of that library move, however, those cases that were just the width of the library cases over in Wilson, and some of us who were moving from house to house during the ensuing period acquired some of those. (laughter)

Lathem: You spoke at the house the other afternoon, Mr. Hopkins, about Mr. Baker coming to see the library when it was completed. Would you tell that again?

Hopkins: Yeah, we... Mr. Thayer and I were very eager that Mr. Baker should see it. Mr. Baker's health had been failing very rapidly. He had diabetes and other complications and so forth, and he had become practically a wheelchair patient, and he said no he didn't want to come up. He didn't want to go into the library because he didn't want the boys seeing him wheeled through and so forth and so on. Well anyway, with Ned French's cooperation, we provided a special car from New York so that he wouldn't have to travel... have to be mixed up with other passengers. Then we picked him up and took care of him over at the house as far as the hospitality was concerned. Then we closed the library, just out of hand said we'd be closed a day, and brought him over here and wheeled him all through the place, and he was perfectly delighted at it. And then Mrs. Hopkins did one of her superb jobs – she served dinner out on the lawn, served luncheon out on the lawn right in the vista so you looked right out into the back of the fraternity houses and saw the

library, and Mr. Baker got happier and happier. I mean, it was obvious that his enthusiasm increased all during the time, and I should say, incidentally, that up until that time he hadn't promised the sustaining funds. He'd paid for the building and so forth, but he began talking to us that day. Mr. Thayer and Mrs. Hopkins, Mr. Baker and I. Were you there, Cotty?

Cotty: No.

Hopkins: And I think it was the four of us, and we ate out there and Mr. Baker was in his wheelchair at the end of the table looking right out toward the library, and he said in the middle of the conversation – I was telling Ed the other day, he turned on me and he said, I suppose you think that a man that has as much money as I that it doesn't hurt him at all to spend as much as these plans cost. I disavowed it. (laughter)

Lathem: Unconvincingly.

Hopkins: He says it doesn't hurt a bit worse than having your leg sawed off. And then... but the explanation of the thing was the interesting thing. He said that when his uncle... his uncle was the same age as he, was one of those peculiar cases, they'd grown up as chums, and he said when his uncle came to college and he couldn't come, he said he began to figure definitely on what he could do to keep pace with his uncle. He said from the time I made my first ten dollar deposit in the savings bank, he says every additional dollar that I've got has been to me the thermometer of success. He said that may not seem very idealistic to you, but that's all I could do. And so he says while I don't need the money and can afford perfectly well to give it away, he says to look at my bank books and see that a million dollars is gone, he says it just hurts all through and through, which I think is perfectly understandable. He said that he came up here to his uncle's graduation, and they were both of them interested in a girl over at Ludlow, Vermont, and they didn't have money enough between them to pay their carfare over there and get back to New York so they walked from Hanover over to Ludlow to see the girl. Sort of an interesting sidelight.

Cotty: Mr. Hopkins, have you spoken of Mr. Tuck's insistence that you, as president, be better housed, and of his provision?

Hopkins: No, I haven't. This was even before I'd gone over... almost immediately after I came into office, he sent over to Mr. Kimball...

up to that time... during Dr. Nichols' administration I might say that Mr. Tuck didn't have very much confidence in Dr. Nichols' business sense and dealt wholly through Mr. Kimball as his agent on the board, which led, I'll tell you another story when I get done with this. And he wrote over to Mr. Kimball and he says I've always thought that Dartmouth ought to have a president's house. He says I'm prepared to build it, and talk with Mr. Hopkins and find out what he wants. Well, I told Mr. Kimball that I was in enough trouble already without building a house. I didn't want it. And we argued the thing back and forth a little in correspondence and so forth, and I tried to explain to Mr. Tuck but not very successfully. Fortunately, as far as that particular discussion went, the war came on then, and it was held up, but then the minute the war was over he renewed the thing. He said he wanted a house and a good house, as good a house as there was in any college in the country built for the president. That was the... Those were the circumstances under which the house was built. And he, as always, that sort of thing, he was sensitive to the nuances of the thing, he said he didn't care, he told me, he says I don't give a damn what you want, I just want to know what Mrs. Hopkins wants. And they had quite a lot of correspondence about the thing. But speaking of that relationship to Mr. Kimball, one very... I got a telegram somewhere I was looking for it this morning, I don't know where it is, but Mr. Kimball was getting old and forgetful, as all of us do as we grow older, and he would start things sometimes and forget that they were in the works. Mr. Tuck cabled him... everything was cabled in those days, there was no telephoning across the ocean. Cabled him and told him that he wanted a hundred thousand dollars of stock sold. Well, Mr. Kimball told me and I says well, where is the authority coming from, and he says well, I'm sailing in a couple of days and I'll stop at the Chase Bank and leave the authority with them, and he says you go ahead and sell the stock, and we sold it, and then he forgot to stop at the Chase Bank, and we were short on... I can't tell you, it was approximately a hundred thousand dollars, I don't remember just what it was, and well I told Halsey, I says there's only one thing to do, Halsey, and that's to buy it back. Meanwhile the market had gone off, so actually the operation showed a profit of fifteen thousand dollars on the thing. But Mr. Tuck was meticulous in his financial dealings and I wasn't at all eager to have that thing show up even though it could be explained, and I undertook to convince Halsey Edgerton that that fifteen thousand should be concealed somewhere, but I didn't get anywhere. All Halsey would do, he'd listen to all my arguments and say nope, nope. So, it became necessary, if it was going to show up as it did

eventually show up in the treasurer's report, that Mr. Tuck know about it beforehand, so I wrote him quite at length and told him just exactly what had happened and so forth, and received... and as I recall it, the cablegram I received was, procedure deplorable, results admirable. (laughter)

Cotty: It's strange that Halsey, with all his pigeonholes, couldn't find one....

Dickerson: Well, have you covered Mr. Baker's supplementary gift to the library? Considering how painful it was. I hadn't heard how painful this was.

Hopkins: Well, he went back after that visit here, and in that case, as a matter of fact, it was only a very short time, I don't know just how soon it was, that it of course was going to be an expensive plant to maintain and so forth, and he was sending us another million dollars for maintenance of the plant, which...

Lathem: Did you say to me the other afternoon that you had an informal agreement with Mr. Tuck not to keep certain files of his so that he could write you quite freely?

Hopkins: Yes, I did.

Lathem: So that a great deal that went on between you is not documented in that way, because of his desire...

Hopkins: Yes, that's right. And a great deal is... was never documented. A great deal was in the conversations.

Lathem: How often did you visit Mr. Tuck, would you say a matter of....

Hopkins: Yeah, I saw him every three or four years. There never was a more fortunate death, though. I've thought so often-times how glad I was that Mr. Tuck died just when he did, because he just couldn't have taken the German occupation. I feel perfectly certain he would have been thrown in jail, and anyway he would have died very unhappy, and I think it was fortunate that he didn't. There were some very unfortunate phases of it because Mr. Tuck had undertaken to provide for everybody who'd ever worked for him, and he had a staff of between 40 and 50 people that worked on the place there, and he'd made an individual bequest for each one of them, presumably enough to take care of them, and actually 50% of

them never got anything. The war was on and there was no way of getting funds to them, and as quick as the war was over, why what were left were well taken care off, those still alive. [inaudible] Gordon did a wonderful job on that thing. He didn't... he took charge of that whole matter. There was the matter of the will, which was a French executed will, and the Chase Bank undertook to pose some objections to recognizing it, and then there was the question of getting the money out of France and getting it here, and I... there again the unrequited services that were rendered to the college bulk up pretty large. I suspect that fellow Gordon has given at least a quarter of a billion dollars of service during his lifetime, never has taken a cent for it, not even expenses.

Cotty: Mr. Hopkins, didn't Mr. Tuck stand out in your mind as the person who squeezed more richness out of life than any other person you know?

Hopkins: Yes, I think that's right.

Cotty: It seemed to me whether a fine vase, a picture, an amusing bawdy story, or a fine wine, or a personality, I've never known anyone like....

Hopkins: I've never known anybody with the combination of attributes and the money to finance them. I mean I've known people that I think could have derived as much from life if they'd had the money, but I've never known the combination to exist in any other... and of course along with it all there was always in evidence his sense of humor, which was very wide. He had a... he had an intimate friend who had been inveigled into marriage by a gold-digger for whom Mr. Tuck had no use at all, but the man died, and the woman still lived in Paris, and Mr. Tuck was a great lover of dogs. He always had three or four or five dogs. They had a dog cemetery in the rear of the house up in front of the lawn, which isn't quite as it sounds, because it was the equivalent of a big field. It had this... I was over there one day and up drives this car, and this very gaudily dressed female gets out with an arm full of roses, and this was Sunday afternoon, and she was taking the roses up to put on Peppy's grave. Peppy had been a miniature something, and had died, and she had asked to have him buried in Tuck's dog cemetery. Well, Mrs. Tuck, who was a gracious lady, and so forth, visited with her a few minutes and then she went on. Mr. Tuck went in, puts on his hat and takes his cane and in a few moments appears with this big bunch of roses in his arms and Mrs. Tuck says, with a smile,

because they always dealt with smiles with each other, she says what under the sun are you going to do now. He says I'm going in and put these on poor Jack's grave. He says she's never put even a carnation on his grave. She's brought flowers over here for this goddamned pup all these years. So he climbs in his Rolls Royce and goes into Paris and puts the roses on the husband's grave. (laughter)

Dickerson: He didn't give you your dog, Bruce?

Hopkins: No, Mr. Thayer. Mr. Thayer gave us that dog. But he was a great citizen and he... I mean I think he was really a great citizen. Certainly he was on terms of intimacy with the great, to an extent that no other man I ever knew was. Every American of prominence that went through Paris looked him up.

Cotty: He had his own restaurant, didn't he? At least, it was financed by him.

Hopkins: Yeah, that was my second trip abroad. And at that particular time, I've forgotten what the reason was, I didn't stay out. I had other people to see and I stayed at the Meurice, went out usually for the better part of the day or for an evening but I was at the Meurice. He asked me where are you eating? I said, well I'm eating around different places, trying out the restaurants, and he says, have you ever heard of Phillippe's? I said No. And he gave me the address, and he says, I think that's the most attractive small restaurant in Paris, and he says I'd like to have you try it. Well, I went on the next day and I realized something very unusual had happened the minute I stepped inside the door, Phillippe steps up and asks me Is this Mr. Hopkins? I said yes. Things began to happen in a very fortunate way from my point of view. I went in there two or three times and then I began to get a suspicion in regard to the thing. I asked Mr. Tuck... no I asked Phillippe, what was it, asked him, by this time we'd got on terms so that he'd come and sit down with me and visit... I says does Mr. Tuck own this restaurant? Oh yes, yes. (laughter) Then he told me the story. He said that he had been a bus boy down on the Riviera, and when Mr. Tuck went down there winters, as he always did, that he got into the habit of coming to the restaurant and he asked Phillippe one day he says why are you around this, anyway. Phillippe said that he was trying to save up his money and hoped sometime to be able to go up to Paris and have a restaurant. Well, Mr. Tuck worked it out with him then that he should come right up and established him up there.

Cotty: I visited him in Monte Carlo. He had an apartment there and we went to a restaurant on the first floor. I was not surprised at the service he was receiving but I had a hunch, and I said, Mr. Thayer, I'm sorry, Mr. Tuck, do you by chance own this apartment house and the restaurant and he said Yes. (laughter)

Dickerson: Well, he would have been much more, loving France as he did, much sadder about the postwar France than the occupation, probably.

Hopkins: A great deal. Yeah. I mean it just would have broken his heart, literally. And I think the modern French political situation would have torn him pretty well to pieces, too, because... I spoke, for instance, that first trip I was over there, I spoke of my admiration of Clemenceau, he said would you like to meet him. I said yes. He says we'll have him out to lunch tomorrow and did, and... you only had to speak to get what you wanted, but he gave that... I think... I am told that the wing of the museum was not disturbed by the Germans. I didn't go down there when I was over there two years ago...

Lathem: The Petit Palais?

Hopkins: Um.

Lathem: I was in there this past spring.

Hopkins: You were?

Lathem: Yes, I made a special point to go.

Hopkins: It's all right, is it?

Lathem: Quite all right.

Hopkins: Yeah, I had heard so, and I'm awfully glad to know that, because he took great pride in that.

Cotty: You may be interested to know that the portrait of him hanging in the administration building was on exhibition in the Petit Palais. He asked me to come down and see it on my way to Monte Carlo.

Lathem: Really. The Laszlo.

Hopkins: The Laszlo. Yeah. And that, incidentally, I think is an exceedingly good portrait, too. Don't you?

Cotty: I do. I won't take the time on the tape to tell what he indicated on there, because it would be personal.

Hopkins: He was of his own kind. I mean, I've never known a man like him.

Lathem: He was a little man, wasn't he, in stature?

Hopkins: Yeah, small. I don't think you could quite call him little, but he was definitely on the small side.

Cotty: He was a true patrician – I don't think that's quite the word – in manner, bearing...

Hopkins: I've got some movies up to the house, I don't think I've got a projector now, showing him walking around his grounds and so forth. I suppose the college has got the original of those, haven't they? Do you know?

Cotty: I don't know. I remember seeing them.

Hopkins: They... I'll look them up sometime because I feel very sure that mine are duplicates but I'd like to make sure on it because on that same trip I got... I got some movies of Lord Dartmouth, too. There was another picturesque character, too.

Lathem: When did you first meet him? On your first trip abroad?

Hopkins: No, I met him back in 1904. Yeah. He had a wonderful sense of humor, and well, the first... he came over here to lay the cornerstone and Dr. Tucker had a small but quite a state dinner the second night he was here, and Miss Cheever, Mrs. Tucker's sister was at that time the head of the English department at Smith and she was a stiff-backed dame if ever I saw one, and Lord Dartmouth obviously intrigued her. They sat opposite each other, and Lord Dartmouth and she were carrying on this conversation. All of a sudden... one of those pauses that comes in a dinner of that sort, and she says, Lord Dartmouth, what is your family name? Lord Dartmouth says, most embarrassing, most embarrassing. She says, but how, how can it be? He says the family name is Legge, he says, and every time we go down to the King's reception and so

forth, he says, I'm introduced as the Earl of Dartmouth and the Ladies Legge. (laughter) Miss Cheever [inaudible] I think she thought it was a highly improper story. But he quite charmed everybody on that visit here. He actually... Harvard tried to horn in on that thing and capitalize his visit. They had him down there at some function in the Yard, I've forgotten what it was, and... but they were as charmed with him down there as we were here. He was gracious and humorous.

Lathem: You later visited him in England.

Hopkins: Yes. Yes, I did. And I lost most of my liberal sentiments as far as liberalism is defined by the English Labor Party there, because you get up in the morning in the Manor House there and you look out over the fields and you see a village here and a village there and a village somewhere else. It came Sunday and they all gathered in at the chapel and Lord Dartmouth read the service and it was a very, very nice thing. It's now a housing development. The whole thing has all disappeared.

Lathem: You haven't spoken of Mrs. Tuck. What sort of personality was she?

Hopkins: She was perfectly charming, and I never... I never saw a more congenial pair in my life. They just enjoyed everything about each other and... as illustration of the thing, they had these three poodles of whom they were very fond, and Mr. Tuck every night would take them out, and I think that their house was 72 or, near the apartment, do you remember?

Cotty: Champs Elysees.

Hopkins: Yeah. Anyway it was well up towards the Arch, and he... every night he would take the dogs out on a leash and go up to the Arch and let them loose and run a few minutes and then bring them home, and one night he came home and no dog... one dog missing, and a good deal of distress about it, but Mr. Tuck said, well, he said, he'll show up. And when I came down to breakfast in the morning, Mrs. Tuck wasn't yet down but the dogs were there, and just about the time that I had started to inquire about it, she came in and she says, oh good, she says where did you find the dog? Well, he said, it was just as I thought. Everything was all right. He says he followed a coquette down a side street here and he said she was all right. The dog just followed her and she took

him in. He says I went down early this morning, asked a policeman, and he said that he had seen this girl whose address he knew, apparently, and a dog the night before. So Mr. Tuck says I went down there and found it. And Mrs. Tuck says, well, what happened? Well, he says, I rapped on the door and a voice said come in and he says I went in and here was this very appetizing piece in bed (laughter) and had the dog lying on the foot of the bed. And Mrs. Tuck speculated a little about that, and she says, and then you just took the dog and came home? Yes. Well, she says, didn't you offer her something for her consideration? Yeah, he says, I did. I left 50 francs on the mantelpiece. And she says, well, was that enough, Ed? Well, he says, it's all I ever used to leave. (laughter) Whereupon she says well, I guess that's all right, with a smile. But I cite it as perhaps an extreme example but an illustration. I mean their relationship was really a very beautiful relationship.

Cotty: You haven't mentioned the wine cellar under the avenue.

Hopkins: Yeah, as a matter of fact, I tried to find out when I was in Paris about that, but the Germans stripped it. He had... he got permission from the city of Paris to begin with. This apartment house was sold eventually to the Standard Oil Company, and... but Mr. Tuck had had it fitted up and painted and tapestries, and so forth, and he just declined to move and they couldn't do anything about it, so he continued to live on there, and he secured permission from the city of Paris to build a wine cellar out under the avenue, and did, and it was literally a museum, wasn't it, Cotty?

Cotty: Yes, it was.

Hopkins: And...

Cotty: He regularly had agents bidding for him, didn't he?

Hopkins: Yeah.

Cotty: All his collections were sold.

Hopkins: And just breaking in incidentally to show... J.P. Morgan was reputed to have, and I guess from all I've ever heard, did have, the most sensitive palate of anybody in the country, and there was a champagne, I'm not sure what the year was, but we'll call it 18—whatever it was, that he was particularly fond of and Mr. Tuck told

this story as illustrating Morgan's sensitiveness to the thing. He said that he sent Burke, that's that other fellow there, down to Bordeaux where there was an auction of old wines, and he saw there was a case of 18—down there, and brought it back and then instructed his butler the next time J.P. Morgan was over there and he'd invited in these French notables to meet him, not to serve this wine to anybody excepting J.P. Morgan, and they got a slightly inferior, the guests, did. And he said that Morgan was talking with him, and the butler came along and served the champagne, and he said all of a sudden Morgan took a sip of it, then stopped and took a second sip, says, very thoughtful of you, Ed, to get this 18—for me. And... the cellar was set up on that basis. The anisette for instance, was ordered for the Czar Nicholas, the Arms of Russia were blown in the bottle, and before the delivery was made somebody dropped a bomb on Czar Nicholas, and so it was put up for sale. He bought that. When you had anisette, you had it out of a bottle with the royal insignia of Russia on it. All of the stuff he had was of that kind. It was picked up... Well, I'm running out of reminiscences. You fellows are supposed to....

Dickerson: Well, I have to run out to a meeting very shortly. This is very interesting to me.

Cotty: You want to get back into the college?

Lathem: Sure.

Cotty: What particular period have you been discussing?

Lathem: Well, it's not a thing that's easy for Mr. Hopkins to jump into, but I wonder about the period immediately after leaving Washington, whether there are things that stand out in your mind about coming back here to the college, the difficulties that may have been encountered in the projects that...

Hopkins: I don't think, as I remember it, I don't think there was anything but what was common to all the colleges. Of course, everything was disorganized, as you can understand. There was the question of financing and getting enough from the government to repay you for what you'd done for them, but you never do, of course, but the...

Cotty: Mr. Hopkins, wasn't that, during that period immediately... or at least fairly soon after you returned that you were accused of being

a Red as a result of a speech that you made at Worcester? That was a very depressing time and... and it was significant, I think.

Hopkins: That was triggered, as most of those things are, by some of the speakers we were bringing in here, and there was... there was much objection on the part of various people whom I think would have been probably McCarthyites if they'd lived long enough, and what has been altogether forgotten in recent years is that we had just as definite an anti-Red campaign after the first World War under Wilson as we had in the McCarthy campaign, excepting that it was more unfortunate because the Attorney General of the United States was running it, and it was a government project. Mitchell Palmer was his name. And, for instance, they came into Nashua here, and went through the working section there and a crew, I've forgotten how many were in it, perhaps 3 or 5, I don't know, and they went into house after house and tore bureau drawers out and one woman dropped dead from shock of the thing. So, there are lots of funny things about it. There are plenty at least now. They... this isn't one of the humorous ones, but in Hartford they put the man who was supposed to be most sympathetic to the Communists into a heat cell over the heat pipes in the jail and roasted him to death, literally, and I was speaking in Hartford a week or two after that, and I'd been talking anti- this particular phase, and they asked me to, but I hadn't been speaking before the Alumni Associations. I mean it was in other places. When I talked to the Alumni Associations I kept on college affairs, and the boys there asked me if I wouldn't repeat what I had said at a convention in Boston two or three days before, and I said I would. But not at the Alumni Association. Afterwards. And so after the thing was over why we adjourned to a neighboring hall somewhere, but everybody followed and came on, and the Hartford papers didn't make any distinction between the two. I mean they just said it was said at the Alumni meeting and so forth. Actually, if you want to look up the figures on this thing, the... some of my best friends in Connecticut said you know you never can get any more boys from Connecticut. You just simply killed it, that's all. And... but they were very... Connecticut at that time was very jealous in its rivalry of New Jersey. The two were running about the same. So I put in a lot of extra time in New Jersey the next year and they entered about twice as many in the freshman class as Connecticut did, and Connecticut forgot all about its grievance and went on. But on that trip eventually we got to Chicago and I had a letter in my pocket. Not from an alumnus, from a Harvard man who was the father of an undergraduate, saying that he would just as soon have Lenin and Trotsky up here as some of

the people we were getting, and I was speaking to the Alumni Council and... but it really was the whole Alumni Association of Chicago, and I says I'm going to tell you just what I reply. I'm going to read you my reply, which was if Lenin and Trotsky were available we'd get them. And that was a calculated risk of course, but there was a slight pause and then the whole crowd came down in applause of the thing, but the *Chicago Tribune* was unhappy about it.

Cotty: As I remember it, Mr. Hopkins, after your talk at Worcester, that either a Worcester paper or a Boston paper had a big black headline across the top and it said "Hopkins Backs Reds." Do you recall that?

Hopkins: Yeah. I think it was a Hartford paper, though.

Cotty: Hartford paper.

Hopkins: I think it was, I'm not sure.

Cotty: I can recall the letters that came into the office. Some of them were certainly highly critical, and... But the thing that you taught me during that period was independence of judgment, instead of coming to a decision that one should come to because one had established a reputation of a given kind, either by, through his political party connection or in some other way, to view each situation and then do what your intelligence suggests, and part of the experience was this one. And then a little later, it may have been a letter that you wrote supporting George Moses. That may have come later, or with some other action of yours, but the only point that I'm making if you could recall any of those where those people who thought you were right on your Worcester and Chicago statements and wrote letters of loyal support to you and high compliments to your judgment. A little later, on some other positions that you took, were highly critical, and a number of them I sensed felt or they indicated clearly that you were approximately a traitor because they thought you were safely on their side of the fence and lo and behold on this next issue you were on the other side from the point of view of their classifications. And that went intermittently back and forth in the series. Can you recall any of those?

Hopkins: I can't... I can't recall... I recall the fundamentalist issue of course when all my Baptist friends... and they tried to tell us how we

should run the chapel services and so forth, and it kept coming up, I mean I always [inaudible] in the office.

Cotty: Oh, yes. [inaudible] Schulberg days. Thinking of one I recall, if this is to give some indication of your life as a president, I recall one very difficult situation, the Mead murder case, and the threat that came, either directly from him or through somebody else that he intended to kill you after he got out of prison.

Hopkins: Of course, I always felt very grateful for John Wynant on that. Mead escaped, you know, and John Wynant telephoned up and said that he wanted to send up a special guard because he says he's loose and so forth. Well, I didn't object, I mean I was perfectly willing to have a guard and so forth, but before he got here, they recaptured him. But it was an example of the friendliness of the government. Mead was a psychopathic case. I mean... but he murdered this boy, Hank Maroney. I was called up at two o'clock in the morning one morning, the voice said could I come right down to the Theta Delt House. That was after you were in office, wasn't it?

Cotty: Yeah.

Hopkins: Yeah.

Cotty: Hank Maroney was a good friend of mine.

Hopkins: Yeah. And this had been a bootlegging row. That is, Hank Maroney felt that Mead had been running in stuff from Canada and selling it, and he had a checkered career. I mean this was a plain case of a juvenile delinquent going on. He'd shot the hand off a man that was setting targets during the war and got a court martial on it and acquitted him, but with a good deal of doubt in regard to it. Anyway, in the middle of the night the telephone rang and I went down there and Hank Maroney was dead, and Mead had escaped, and of course we assumed that he'd be apprehended and he was. I think he was within twenty-four hours, wasn't he?

Cotty: Yes. He was taken off the train.

Hopkins: But I knew that the... I knew that the papers would be in here the first thing in the morning without any question, and so forth, so we gathered every... calling everybody in the office to turn in. We got all the data there was in regard to both men and when the reporters got here why the next day, the whole thing was spread all over the

New York and Boston papers, the front pages. And then there wasn't anything more to tell so it simply died out. One of my cynical Harvard friends irritatedly said to me in the Union Club within a week after that, he says goddamned Dartmouth, he says, they even capitalize their murders. (laughter) But that was the first time I ever knew that every college practically in the country had had cases of that sort. I began to get letters from all over the country, from college presidents in regard to it.

Dickerson: Stanford had one of those just last week.

Hopkins: Did they?

Dickerson: Uh hum. Psychopathic case... See you on Friday.

Cotty: Mead's father accused you, didn't he, of... of permitting the boy to appear in municipal court without counsel.

Hopkins: Yeah.

Cotty: Whereas you, I don't want to put words in your mouth, but whereas, this would be my recollection, whereas you had through E.K. Hall tried to get in touch with the father and give him that information. But he accused you in the papers, didn't he?

Hopkins: Yeah, oh yeah.

Cotty: Of not trying to find him and not having his son properly represented by counsel and so on, but there were nasty personal accusations made by the father.

Hopkins: There was... the particular embarrassment in it for me was that they had been neighbors of ours in LaGrange when I lived out there. Of course, the boy was at that time a very young boy. I didn't know anything about the boy, but the father and mother were very bitter about the thing, and...

Lathem: And then the son threatened you.

Hopkins: Yeah. Yeah. The... but I still think that was a product of his being a psychopath. I mean, that was...

Cotty: He was later put in the mental wing.

Hopkins: The mental wing, and died there. Yeah. A very peculiar thing, and Arthur Ruggles tells me that it isn't unusual in cases like that, but... but I periodically sent down books or something. I'd write him periodically and they told me down there, they says this is very nice to do and so forth, but it doesn't make the slightest impression on him. He doesn't know what's going on or anything. Then all of a sudden out of the blue one Christmas I got this letter just as coherent and logical as anybody could write expressing appreciation for all that I had done for him and so forth and so on. I mean it's a typical case of... I guess you call it ambivalence, I don't know.

Lathem: Isn't that interesting.

Hopkins: Yeah.

Cotty: There was the father of the undergraduate. I mean in this case. The father of the undergraduate who supported you so completely, you recall, and said he would employ agents or anything to get the complete data in regard to Meads, and he was ready to support you in every conceivable way, and you, as I recall it, didn't know him.

Hopkins: No. That's right.

Cotty: He knew you and had respect for you, he'd try to do anything.

Hopkins: Of course, my.... Do you know my daughter Ann?

Lathem: No.

Hopkins: No. Well, she's quite a gal, in my opinion. But she gets perfectly furious when the alumni get around and talk about the peaceful days of good old Hoppy. She says she can't remember ever having known any day that was peaceful.

Lathem: Much more placid in retrospect.

Cotty: I can remember the man who wrote to you, a member of one of the senior societies, who accused you of stealing his pen, didn't he, wrote from the asylum in Concord.

Hopkins: Yeah.

Cotty: And then another one who wrote to you continually that you had not given him his sheepskin, and there was some vile plot on your part in keeping it from him. Do you remember that?

Hopkins: Yeah. I remember that.

Cotty: I can't remember them all, but I can assure you this is mixed in the correspondence.

Hopkins: Well, I came on a funny one this morning. I was looking for this book as a matter of fact, and I shall never get over regretting that I didn't keep a diary or something along, but the Newspaper Guild of New Hampshire had a poll one year. I don't know – the most respected or the best liked or something – man in New Hampshire, and I guess my name was better known to the men. But anyway the way it came out was I had the lead in it and Bob Bass was second and Huntley Spaulding was third, and so forth. I got this perfectly furious letter from a woman who said it couldn't have come out that way except by manipulation and that she wanted me to know that there was one person in the state that realized that. And it turned out that she was an intimate friend of Bob Bass. (laughter) Even so, we had a pretty good time, Cotty.

Cotty: Well, we certainly did. It was colorful. And it's strange to me that I can't pick out specifics that occurred, well, as Ann indicated, there seemed to be one a day.

Lathem: It kind of indicates they were taken in your stride.

Cotty: Well, if I might make this comment, it was so clear to me that criticism and lack of peace came from vigorous action and leadership and it was through action that some of the stormy things occurred. The... I don't know whether, it probably involved personalities, well it does involve personalities, so that I can understand that you might not want to get into it, but that area of difficulties with some of the departments in the college, the individuals that you introduced against some opposition...

Hopkins: Well, you'll find back in the... if you were to go through the faculty records the... I think I saved myself a great deal of trouble instinctively, because it certainly wasn't on the basis of any knowledge early in the game. But the faculty were very unhappy about my coming and reasonably so. I mean I take no exception to

that at all. And the American Association of University Professors filed a... this was the first year I was here, I think, a set of demands in regard to procedure. Well, in justification of them I ought to say again... of course I can't remember what I said... was I speaking about the Jim Richardson case on the tape here?

Lathem: Yes.

Hopkins: Yeah. Well, as a result of that, they wanted assurances that things like that shouldn't happen any more, which, as a matter of fact, was perfectly reasonable, I took no exception to that. But they filed a set of demands, most of which were perfectly all right, but the one thing on which we had a long... a long deliberation, and as I remember it, it ended up perfectly amicably, but was that action couldn't be taken by the president without the approval and consent of the faculty, and I balked on that, and eventually the agreement as signed by both sides was without consultation with the faculty, which was perfectly all right, and... But I've thought a good many times that that saved a good deal of pain, I think, in additional years.

Cotty: The committee advisory to the president was created at that time.

Hopkins: Yes. That was the time of the committee advisory to the president, which proved very helpful. I mean I never... I never had any thought at all that that wasn't a very desirable procedure.

Cotty: Mr. Hopkins, another area where you insisted on clear definition, I think, was in regard to admissions, and I recall that several times in faculty meetings proposals were made that would have resulted in the faculty having more power over admissions, and each time, I recall, you made it very clear that that was in the authority of the trustees. That's correct, isn't it?

(End of Reel #6b)

Reel #7

Lathem: I guess we have it now. You might rephrase your question there.

Cotty: I noticed in meetings of the faculty for a period of four or five years, that occasionally there would be a proposal that would result in the faculty having some increasing influence or authority over admissions in some respect, and that you regularly each time

indicated that that was within the authority of the trustees and not within the powers of the faculty. Is that...

Hopkins: That's right. And it came up most acutely, if you remember, in connection with the selective process.

Cotty: Yes.

Hopkins: Which at the time the faculty were perfectly genuine in believing was a belittling of the entrance requirements. That wasn't the intention and didn't prove to be the fact, but that is what they felt, and what was behind that was the... was the conviction on my own part, which I hold even more strongly today, that an undergraduate gets a considerable part of his education from association with his fellows, and that the more broadly representative your undergraduate group, why the better your educational process. Well, we weren't at that time able to get much of anybody west of the Mississippi River because of the requirements, and the only way that a boy could get into college from the Western schools, I could talk all the afternoon on this teacher's college, John Dewey, and other things, had just taken over all the Western schools, and they just couldn't satisfy our requirements. Very peculiar things happened. Oregon, for instance, in order definitely to preclude men coming east to college, voted to substitute the history of Oregon for classical history, and... Well, I made up my mind that the only thing was to meet them on their own ground on that thing whether you liked it or not. And it was from that sort of reasoning that the selective process evolved. Well, I knew perfectly well that that never would pass the faculty at the time because there was a trustees' proposition involved there. Actually we took quite a licking on that for two or three years and then people began to adopt it themselves, but in a protest meeting which the faculty called in regard to that the heads of departments asked me to meet with them, and then they laid it on the table. They said we think this is our business, and I said no. As a matter of fact, in my estimation, they determined when they came to Dartmouth whether or not they were going to select the men themselves or whether they were going to take what Dartmouth officially felt to be the desirable group and educate them. Educate them. And actually the thing was pretty hot for a while on the thing, but I took it... the essence of it is I took it directly to the trustees rather than to the faculty to get the approval of the trustees in regard to it.

Lathem: How had the idea for it evolved? And what was the spade work that was done in the setting up of a framework for it?

Hopkins: Well, it was done... it was done pretty largely through the... through the dean's office digging up material and Gordon Bill was very helpful on that. I mean... he happened to be sympathetic with the idea and he was a very positive genius and... But we dug up the statistics on... Well, we started out, of course, with the geographical distribution, and then with the number of men who applied from outside your given area, and it was a whole set of intangibles. I mean there wasn't any specific data available on it, and I stated to the trustees that I felt perfectly confident that we could widen our distribution very rapidly and nationalize the institution with this and that we couldn't do it under what was then the prevailing examination system.

Cotty: It was a fact, though, that that was your idea. I think I can recall that accurately.

Hopkins: Yeah, it was my idea, but I had lots of help in working it out.

Cotty: Well, Mr. Hopkins, you said that the other institutions belittled it. I can remember some very caustic criticism of it from certainly some members of the Ivy League, the present Ivy League, and it was very caustic, wasn't it.

Hopkins: It was very caustic, yeah.

Cotty: And they used the straight examination system. And that this would result in persons unfit, as I recall it, unfit to be in college and rather rough going in terms of those institutions at least, in their opinion.

Hopkins: I think it was universally condemned at the time through the Ivy League, and Mr. Eliot for instance, with whom in his later years I became very friendly, never gave up on that. He still saw red every time that that was mentioned. An illustration of that -- Hadley, who had been governor of Missouri, a leader in the Progressive movement, and so forth, and very likely would have been a nominee for the presidency of the United States, broke down with TB and went out to Colorado to recover, and thus dropped out of politics. He... he taught, I think, during his last two years out there, he taught in the University of Colorado Law School, and then he was offered the presidency of Washington University in St. Louis. He... and he entered his son here. I... I'm just telling this to illustrate

the point we're talking about. I got a telephone message from him one day over at Bar Harbor, and he says everybody tells me that you know old man Eliot better than anybody else. I said I didn't know whether that was so or not, but I says I know him pretty well. And he says I am leaving tomorrow and I'm very anxious to meet him. Well, I says, he's a very friendly and I'd be glad to have you go over with me and introduce you. I've always wondered just a little bit -- Eliot was supposed to never play any cards under the table, if that's the phrase to use, but just a little time previously, Hadley had written a book on Roman law, and when we went into Eliot's study that afternoon, here was Hadley's book on Roman law open on the desk. [laughter] I was always a little suspicious about it, but however that may be, Eliot was graciousness itself, and he had read the book and he and Hadley discussed it for a time, and then he says Mr. Hadley, he says what are your opportunities, what are your objectives at Washington University? Hadley says well he says we are the only privately endowed institution within a radius of 500 miles, and he says within that 500 miles are many state institutions of one sort and another, and he says I feel that our first responsibility is to raise our own standards. And how do you expect to do that, Mr. Eliot says. Well, he says, I think the first thing is by an entire reformation of our admissions system. And Mr. Eliot says how do you propose to do that. Well he says, I've been a very much impressed with the Dartmouth system, he says, my son is up there, and he says I was greatly impressed with the procedures preliminary to his admission. Mr. Eliot drew himself up, and he was a very tall man, across the desk just about... I was sitting just about as he is there, and Hadley sitting over there. And he says, I pray you, don't accept the Dartmouth system. He says this young man has done more to demoralize educational standards than any man in the history of American education. And he went on from there to a denunciation of the system and Dartmouth and me and everything else. Well, as a matter of fact, it wasn't unknown. He was given to very positive opinions in regard to many things. But pretty soon afterwards, Hadley says well I'm leaving tomorrow, I must be going, and so forth, and we got up and went out. The minute we got outside the door, Hadley says did you say he was a friend of yours? (laughter) But that more or less was the attitude of the presidents of the Ivy League all through and they ran it to a fare-thee-well in the papers and the press picked it up.

Cotty: Mr. Hopkins, and I correct that Harvard was the first, however, to adopt some portion of this system... when was that?

- Hopkins: Well, that was about five years later.
- Cotty: And am I correct that Princeton and Yale adopted this system almost as we have it.
- Hopkins: Yeah.
- Cotty: And...
- Hopkins: Yale claimed to have originated it. (laughter) You'd see all sorts of publicity about this novel idea they'd got, and so forth.
- Lathem: Well, shall we break off for the day?
- Hopkins: I think so.
- Lathem: I wanted you to see the item I dug up in the scrapbook here, which is a program of a production with which you're familiar, "Hunting for Hawkins."
- Hopkins: Say, I was familiar with that. Cotty this is...
- Cotty: William A. Sherman
- Hopkins: Yeah. In the play the part was a maid but they decided that I wasn't the type (laughter).
- Cotty: That would be something.
- Hopkins: And I might also add that it was publicly said that my presence on the dramatic club was due to fraternity pull. About half of them were Dekes, as a matter of fact. Frank Halliday was a Deke, Hadson was a Deke, Bob Scales was a Deke, Bradlee Watson was a Deke...
- Cotty: You were master of properties.
- Hopkins: I was master of properties.
- Lathem: And also Lieutenant.
- Cotty: Oh, all right. You doubled. New York Police. Easy part.

- Hopkins: Well, I labored under no delusions at all. I wasn't cut out for the stage. (laughter) I thought I noticed a willingness on Bradlee Watson's part to admit that the other day.
- Lathem: Oh, no. I'm sure he felt that it was a great loss to the stage when you decided to concentrate your talents in other directions.
- Cotty: Have you delved into the alumni area. I'm thinking of during the period that you were building it up after you were president, not what you did before.
- Lathem: No, we've not developed that. That might be a takeoff point for the next...
- Cotty: Well, I mean just as an observer...
- Hopkins: Are you getting what you want?
- Lathem: Fine. Very well.
- Cotty: Are there any suggestions to me for Friday, I mean... Any change, anything.
- Lathem: Well, no, I think it would be fine to lead off with the development of the alumni movement and the strengthening of it, and I will...
- Cotty: Is his part in the development of it before he was president...
- Lathem: We've got into that a little bit. We can backtrack. It does no harm at all to go back a little bit. I... today I recognized you were experiencing difficulty in knowing what you'd told me off the record and what on, it didn't... I will keep you from repeating always and spare you that, but it doesn't do any harm at all. When we go over it we can take it out.
- Hopkins: Well, I will be at your service...
- Lathem: On Friday. And do you want...
- Hopkins: I've got a young woman friend who has a phrase that I like very much in regard to certain things. She says they puff her ego, and I go away each afternoon from these conversations feeling that I've been puffing my ego.

Lathem: I encountered Dr. Bowler the other day, on whom I'd never laid eyes but once before, and he had never laid eyes on me, I'm sure, and he immediately knew who I was, I having derived fame from these sessions.

Hopkins: Well, if I can be helpful in any way, I'm glad to be.

Lathem: You've certainly been very helpful.

Hopkins: Cotty suggested this afternoon... I mean I don't recall these things easily and...

Lathem: No. Well, we want to keep away from dates and the kind of facts we can establish from the files, and what we want is impressions and recollections of general things that aren't in the files and are only remembered.

Cotty: I was thinking of the alumni area because there are some factual things about it in the files, whether or not they bring out... you, certainly in terms of time and strength and in terms of well, let's say leading an alumni body which is willing to accept almost anything that makes sense. I mean they developed a core in the alumni body of such substantial proportions that it can be relied on. You had... I mean I'd certainly consider that one of your major problems during that period.

Hopkins: I would, too.

Cotty: The amazing effectiveness you...

Hopkins: Of course we built up alumni centers where there hadn't been any centers before, but that was the thing that impressed me more about that New York dinner than anything else was the pile of telegrams I got from alumni associations.

Cotty: But it wasn't... I was thinking well beyond the structural, you know, it's hard for me to recall as I say some of these things that you are putting in that were resisted, but isn't it true that your effectiveness, the time you spent with those groups at that time made a tremendous difference in regard to what was possible in terms of decision here.

Hopkins: Well, I think that was true. I think it is true of any president, though. I mean...

Cotty: Yes.

Hopkins: Of course I think there is this to be said, I think that Dartmouth more largely than any institution I know of, recognized early the importance of alumni. And it certainly has paid off through the years. Well, thank you very much, Ed.

Lathem: Thank you for coming.

Hopkins: Let me know when you want anything more.

Lathem: We have an appointment for 1:30 on Friday. Is that going to be still all right for you?

Hopkins: Yeah, that's all right. I'd forgotten that we had that. That would be...

Lathem: Would be Friday, the 14th.

Hopkins: Yeah, I've got it down here, all right, Friday the 14th. Thank you very much.

Lathem: Thank you, sir.

Cotty: Bye.

(End of Reel #7)

Reel #8a

Cotty: Yes, it is.

Dickerson: I think they must have... good camera, I should think, in order to...

Lathem: I guess we are ready.

Dickerson: Clarity and softness.

Hopkins: Well, before we do anything else I would like to speak of one man of the original Board of Trustees about whom we were talking the last time, and one of the most remarkable men we ever had on the board as a matter of fact, Dr. Francis Brown, who was a grandson of the President Brown of the famous Dartmouth College case. His father was a college professor. Francis Brown graduated here in

'70, and was I'm quoting now, Dr. Tucker told me that they not only proffered but tried to thrust the presidency on him three times previous to Dr. Tucker's coming up here himself. He was a great Hebrew scholar. I'm quoting again according to Dr. Tucker, he was one of the foremost scholars of the world, and he had degrees from Oxford and various other European nations as well as a good many from here. And he was one of the... one of the men whose belief that my coming up here would be desirable made a considerable impression on me because he was over on the side that would naturally have been doubtful, I think. And it was rather a tragic result too, because at the time he was ill, but he insisted on coming up and he proffered the bowl as a matter of fact, and gave the speech of induction and was taken with a heart attack immediately after the exercises and was taken with a heart attack immediately after the exercises and taken back to New York that night on the sleeper and died eight days later. So actually I never had very much experience with him as an active trustee, but he was one of that board that has always seemed to me rather a super board of the time, and within his field probably the most scholarly of the lot. Just to complete the story, his son, Julius Arthur Brown, came here, played on the football team, taught physics, and then his son Sanborn Brown, came here. So Sanborn Brown was the fifth generation representative. I think that insofar as I know, he and Charles Proctor are the only two people that had that length of connection with the college. I just discovered the other day in reading the history of Exeter that Charles Proctor's great grandfather Ebenezer Adams, on graduation from Dartmouth, was called to Exeter with the expectation that he would become the principal of Exeter, but after a year he decided that he didn't like preparatory school work and he came to Dartmouth and became, I forgotten, he held two or three chairs.

Lathem: Mathematics, wasn't he?

Hopkins: Yeah, he was mathematics in the beginning. He was mathematics at Exeter and I think he ended up as professor of philosophy here, as I remember but I'm not certain about that, but I wanted very much to get that in regard to Francis Brown in the record, and then thinking over our talks, I have come to the conclusion that on the basis of the monologue of myself at least, the presumption has been that everything has worked out well and it didn't, and I want to get that record straight. (laughter) Because the original proposition I made was a very foolish one, and I was saved by the Alumni Council on that, but we were... As I have said before, short on

money and there didn't seem to be very much chance of getting anything very early and I became convinced in my own mind which I afterwards became convinced was wrong, became convinced for the time being, at least, that the continuous session would be the answer to it. Not the complete answer, but it would give us the income, and I went out to Chicago and checked up with them, and while it didn't seem to prove out as good as it ought to mathematically that you would add a third year's income, they were getting about 20% added income through their continuous session. So I proposed to the trustees that it be brought up for consideration with recommendation from them to the faculty, and the trustees were wisely decided just to submit it to the faculty without recommendation, and the faculty was very enthusiastic about it, and I... do you know whether those circulars are in the...

Dickerson: No, this interests me very much because I can... these recent discussions after the wartime experience on the trustee's planning committee in the past three or four years how to handle the population [inaudible] brand-new and this is very interesting to me.

Hopkins: Well, I was a very active propagandist for it and gathering those of the faculty that were friendly that I knew were most friendly to me around, I put it up to them and found they were very enthusiastic, and I think... I think usually where it has been submitted it has been... the faculty have met the idea with a great deal of enthusiasm. Anyway, they did here. And meanwhile, commencement came along, and I looked over the class reunions and so forth and said to myself, this isn't any good despite all the work I've put into it. The faculty had adopted it and enthusiastically and recommended it to the trustees with the assumption that it would pass the trustees the first fall meeting in 1917. And, no, that would be 1918. And before that time, I had got just as anxious to forget it as I had originally been desirous of seeing it established, and the good old Alumni Council came to my aid there because they hadn't had any enthusiasm for it anyway, and the minute they found that I had lost my enthusiasm for it, they were very militant against it and voted against it, and so forth, and I... I'm a little hazy about what happened then, excepting that I know that the faculty had authorized the publication and we had printed... I think 10,000 copies of it, to send out to the alumni of the minute that the... that it should be adopted by the trustees, and I don't know but the last I knew those 10,000 pamphlets were down in the bottom of the building.

Dickerson: They're probably up in Baker Library Tower.

Cotty: Why did you lose your enthusiasm?

Hopkins: Because I ... I... the one thing that I became anew conscious of, I'd been conscious of it before, but had forgotten it for a while, was that the family aspect of the Dartmouth alumni was a pretty important factor, and I ... and I thought I foresaw that the adoption of it would break up the classes, would break up the commencements, break up the family relationship, and as I thought of it more and more those things seemed to me more important than any money that we would get out of it. Anyway I got off pronto from this particular project and was exceedingly glad when it just lapsed into [inaudible] because gradually everybody forgot about it and I don't think that five years later anybody knew the thing had ever been under consideration, and the trustees asked sometime during the next year what they were supposed to do about it and I presented the faculty recommendations and the Alumni Council's objections. Somebody voted to lay the matter on the table at where it is at the present time. (laughter) Go ahead.

Cotty: This is curiosity. You mentioned the University of Chicago, and I can recall the time that you went abroad and the University of Chicago was so anxious to get you as president that they sent, was it one or two trustees on the trip purposely to try to induce you to accept.

Hopkins: Well, they sent one. Professor Tufts had the cabin next to me I discovered when I got aboard, and he was pretty insistent all the way over, and then apparently reported back to them that there wasn't anything doing, and Mr. Tuck asked me one night, he says what in hell does Harold Swift want with you? And I says well where is he? He says he's in Paris and he wants to come out here and see you, and he was chairman of the board at Chicago at the time, so he came out and gave quite a fight talk on the thing, and... but it dropped. But I've always been interested in... Well, to begin with, I don't think the average board of trustees has any clearly defined objective when they go out for president. They... I used to ask groups that would come to me and talk about the thing, I says well what is your objective? They never knew – they were just out to get a president. But they put up... that argument that time Ryerson who was head of the Ryerson Steel Company and on the board, was chairman of the board, as a matter of fact, to pick a president, stated specifically, and I always thought this was rather amusing

and I think also this explains Stassen at the University of Pennsylvania, because Ryerson says Illinois has the third-largest number of electoral votes in the country, and if you will come out and give us ten years service, we'll make you president. Well, I didn't have any desire to be president, so that... (laughter), but that's what they said anyway. And I'm perfectly certain in my own mind that that's what the University of Pennsylvania people did with Stassen. I think it explains the whole Stassen regime there because he never paid any attention to the university at all.

Cotty: Well, it was after you said no that they finally... I mean they looked around some more and then picked Hutchins?

Hopkins: No. They picked Burton. Now you're getting into the secret archives but I became very much irritated after the... Burton served for three or four or five years, I don't remember what. And then Harold Swift called up and said that they wanted to discuss the situation with me again and I said nothing doing, and so they says aren't you willing to counsel with us, and I said yes I'd counsel with them, gladly, and this is the thing that I probably never will know but I'd like to know about because Ryerson and Harold Swift and Charlie Gilkey and somebody else, there were four of the trustees came over and met me at the Copley Plaza, and Mr. Ryerson started right off. He says we have decided that we're going to take a different tack this time and we hope that it will be more determinative for us than the last one was. He says you have been elected the president of the University of Chicago and we've come on to ask you when you would take office. And well, I don't believe for a minute that I had been elected. I mean I... they may have agreed among themselves or something but I don't think that... but I'd like awfully well to get a peek at their trustee records and see just what did happen, and ... but that closed up that field, and then my counsel and advice wasn't very valuable to them, because then they wanted to know what I thought of Bob Hutchins and I said that I thought he was too young and inexperienced for it, which I do and did and Angel [inaudible] out later, he says it would have ended in tragedy for everybody because he says Bob Hutchins hasn't got washed out behind his ears yet. He said ten years later he might be exceedingly good. He was at that time dean of the law school at Yale. But one other blooper and then I'll go on to more constructive things. I want to make a statement of this because I've felt an apology was due Cotty for a good many years. In '22 I think it was, I'm not sure, but one of the basketball team came to me... I had spoken at the Boston alumni dinner and had bore down quite emphatically on our

athletic purity and so forth and one of the basketball team came to me and he says I think, Mr. Hopkins, that you ought to know some of the facts that [inaudible] and I've always been very appreciative of Eddy on this, although he took quite a licking along with you, and... but he says I think you ought to know some of the facts in regard to the basketball team. He says three of the present team are being subsidized by the coach whose name was [inaudible] and he says I don't care whether they are not, but he says in view of your statement last week, or whenever it was, he said I thought you ought to know about it. Well, he obviously had his facts all right in regard to the thing, and I sent for Professor Richardson, who was chairman of the Athletic Council at the time. I was just leaving to go abroad, and I told him what had been told me, and presumably in confidence. I mean I joined confidence on him and thought he was agreeing to it, and [inaudible] was the name of the coach and his contract was coming up and I just told Jim I said I don't want his contract renewed. Well, I went abroad and the next thing I knew Jim Richardson had thrown everything here into a turmoil and Cotty was taking a licking on the thing because I wasn't here to substantiate anything, and you went through a number of open hearings, didn't you?

Cotty: Yes, this isn't to clear my record, but I could tell quickly what happened. I knew none of that background. You were away and Jim Richardson came in to see me to inform me that there was to be a hearing, an open hearing, and I can recall my reply well that I thought the Council should decide whether or not he should be kept as coach or not kept as coach. I had none of this information that you've given now, and Jim replied that a person was entitled to a fair hearing before his peers and I said that I thought it would be washing dirty linen in public, but even if they decided to keep the coach he would be a less effective coach and I thought it was up to the Council to decide in private whether he should be kept as coach or not. Jim then informed me that he was merely giving me information, and it happens I had no more knowledge than that. I was told the hearing was to be held. I went down and set in a back seat and watched it, and it was one of those things that Jim, in principle, thought was so essential, but you can guess that accusations were made by these men and records taken and so on, and it happened afterwards, I assume that's the reason that you're saying this, that I was told that I had poisoned your mind -- we had never discussed it in regard to Don and the captain of the football team later was not speaking to me and so on, but those things are not important now.

Hopkins: Well, what happened, and I cite it because it's one of the illustrations of the fact that my men were bloopers along with all the rest, but Jim... I called Jim in and I thought there was no use washing this linen in public but there was some dissatisfaction at this time anyway. There were other reasons why it wasn't essential that he be kept as coach, and I said I just don't want his contract renewed. Well, I trod on a very sensitive toe, apparently, in the thing, because Professor Richardson went into the air then and practically said that that was none of my business, that that was the Athletic Council's business, and so forth, and... and I was hurrying to get away, and I hadn't told anybody, I didn't tell Cotty or anybody else, I thought I was talking in confidence with him, and the... and he... he went after Eddy Dooley awfully hard in the thing. One amusing [inaudible] of it was poor Eddy Dooley was always an amusing companion as far as I was concerned. It ended up anyway by -- and this was a pure spite proposition -- they took his basketball "D" away from him as being a subversive influence on the team. And the next day Eddy Dooley went out for the track team and made a track "D." (laughter)

Cotty: [inaudible] wasn't it?

Hopkins: Yeah. Hadn't practiced for it or anything. I don't think, well, it was the beginning of strained relations between Jim Richardson and myself. We never were on the same basis again, and he acquired a really vitriolic dislike of Eddy Dooley, and when he informed Eddy, I think this was the great offense on Eddy's part, when he informed Eddy that the Council in solemn conclave had taken his "D" away from him, Eddy says oh that's all right, he says, I'll get another one tomorrow. (laughter)

Cotty: All I can guess in regard to Jim's opinion of me after this occurred and what I'd said was that I found his wife was not speaking to me on the street from then on.

Hopkins: Well, as it proved, it was a great mistake for me not to have talked with you about it, but I, at the time I supposed I was just talking confidentially to the chairman of the Athletic Council.

Cotty: No wounds existed for me.

Hopkins: Well, I was always somewhat sorry about it.

Dickerson: What was that thing about Jim and Judge Thayer and the Sacco Vanzetti case?

Hopkins: Well, this was an additional case of irritation on Jim's part. I've forgotten altogether who the man was, but some alumnus wrote... well, what happened is Web Thayer was sitting as the presiding judge in the thing, and I'm quoting now, Nelson Brown told me that if Web Thayer hadn't wanted to glorify himself and become the great sponsor for anti-Communism and so forth, why nobody would ever have heard of the case, but however that may be, they... I think they presented these men in the worst possible light, whether they were guilty or innocent, and some protest was made in regard to the thing up here at the graduate club one night. Somebody made the flat charge that the men were being brought in unshaved and so forth so it would look as bad as possible. And Web Thayer's reply, as I remember it, I was there, as a matter of fact and heard it, but as I remember, his reply was there is nothing to that. But he says as far as I'm personally concerned, I shouldn't object if it was done because he says I'm so certain in regard to their guilt. Well, the conversation went on to other things and then it became a public controversy, and Jim, with his great sense of duty, wrote in to Bob Benchley, I think. I think Bob Benchley was heading up a committee of protest in regard to the thing, and recited this whole thing, and the papers came out with this statement from Jim Richardson that he had heard the presiding judge say so-and-so. Well, Judge Web Thayer was a good alumnus of the institution, and he may or may not have been a good judge, I don't know about that, but he was a good alumnus, and a great many people thought that it was a breach of propriety on Jim's part because Web unquestionably thought he was speaking very confidentially among his friends that night, and I can't remember at all who the alumnus was...

Cotty: Mr. Hopkins, wasn't it the group that was appointed... a member of the group that was appointed to review the Sacco Vanzetti case. One or two college presidents were on it, at least one. Do you remember a group that reviewed...

Hawkins: Yes, I remember. President Lowell.

Cotty: That's it. And Jim, I think, wrote to one of them.

Hopkins: Well, that may be. I just am blank on who he wrote to, but he wrote to somebody, and anyway it became... it was plastered all over

every paper in the country, and there were a good many people who didn't like Judge Thayer very much, but they didn't think that source of the information ought to have come from Jim, and whoever this was sent me a telegram and says I will send you \$50,000 on notice that you have fired Jim Richardson. Well, I thought that had its amusing features and I sent the telegram to Jim and I says if you'll get out I'll split with you. (laughter) Which didn't appeal to Jim's sense of humor at all. I mean... but that's the story. I doubt very much whether there was \$50,000 available if we hung him, but it's one of those things. Mr. Lowell used to say that every man who had cancelled his will... cancelled provisions in his will in behalf of Harvard, proved on death to be bankrupt. (laughter) I think it's a generalization that that's fairly true, and... but it... I got thinking about it in bed the other night, I thought I'd been representing myself as rather a superman and I wanted to take off a little of that.

Cotty: Mr. Hopkins, I can remember Nat Emerson and Joe Gilman so well, and, as you know, some referred to those two as your kitchen cabinet. Were they, those delightful personalities, were they largely just a source of relaxation to you and a sounding board in degree at times in regard to the alumni projects there?

Hopkins: They were both and they were more than that. They were very effective agents at times. I got some correspondence with Charlie Merrill. When we formed the secretaries' association back in 1905, Dr. Tucker put his finger on the thing in discussing it beforehand and pointing out what might be the weaknesses of it, but the secretaries weren't, in the main, very effective. They were elected upon graduation, just coasted along and had a reunion now and then, and in looking over the list it was worse than I had assumed. The ... I would think as I remember it, and this may be quite inaccurate, that about a third of them were good, about a third of them were fair and about a third of them had never done anything, but anyway we had the meeting of the secretaries and that was our initial tipoff, or our initial takeoff for the Alumni Council. I mean we'd got to get some authority back somewhere to make our move and specifically the moves were the formation of the secretaries' association, the setting up of the Alumni Association, and setting up of the Alumni Magazine, and then some outside work with the general association of the alumni, who were quite jealous of their prerogatives. And finally through... that was the agency through which the proposal was made of an Alumni Council, and it... but coming back to the secretaries, we had the meeting. It proved unexpectedly fruitful, but it was perfectly apparent that you were

going to have a group of classes who were well-represented, would be financed to such a degree as they needed to be, and would do a good job and you weren't going to get anywhere any where else. And that was the first time, as a matter of fact, that Nat and Joe worked as a team. But we... and this entirely unofficial, but I asked them one night if they could think of any way that we could get these secretaries replaced by effective men and Joe Gilman says sure, he says we can build a bonfire under 'em. And we later added to them Charlie Donahue and that committee of three entirely without any official recognition authorization or anything else went to work and through their acquaintanceship with men in the different classes, we got the ineffective secretaries all out within two years so the whole crew was working. In answering your question, yes, as a matter of fact, Joe Gilman always refer to himself as chairman of the hatchet committee

Cotty: He made a very effective hatchet.

Hopkins: Yeah.

Cotty: Won't you tell one story in regard to the practical jokes that Joe played on Nat and Nat played on Joe. You might pick the one at Al Stearns' camp and the elaborate preparation or some other one that occurs to you. These are the two members of the kitchen cabinet.

Hopkins: Well it takes quite a lot of background to tell the story. But the... to begin with, Joe Gilman had all in the way of heredity, and historical background, and so forth, that anybody could have. His ancestors had been governors of the state and royal officers and all sorts of things all down through the line, and Joe, himself was, I don't know how much gossip you want, but Joe came to college with a great reputation as a baseball player, and he never went out for the baseball team here, just played football. And I asked Joe one time, I says why don't you go out for baseball? Oh, he said I'm not interested in it, or something of that sort, but the story was this, as it gradually came out. He was fired from Exeter, or he was suspended from Exeter and he went down to Westbrook Seminary and he had a batting average of something like .490 at Westbrook Seminary, which attracted the attention of all the big-league scouts, and his father, meanwhile, had become so outraged at his being dropped from Exeter -- they lived in Exeter -- that he had told him, he had told Joe that he couldn't go, as he had originally planned, on a trip abroad with him, but that he would go to work in the mill, work

during the summer. Well, the Gilmans went abroad and within a few days afterwards, it just worked that the scout for the Worcester league team came around and asked him if he'd play with them, and Joe, who was always pretty good on his legal requirements, he went to a lawyer and got a contract drawn up that he would play until Labor Day, and shouldn't be expected to play after that. And I've forgotten what name he took, it wasn't Gilman, it was O'Brian or O'Rourke or something of that sort, and he went into the New England League and led the New England League in batting and then came to college, and of course his unwillingness to go out for the baseball team was the fear that somebody would recognize him on that and his amateur standing would disappear. But they had had a camp up at the first Connecticut Lake, and in those days, of course, Connecticut Lake was quite remote. You went up to Stewartstown and then took a [inaudible] ride over to Pittsburgh and two or three miles over a trail, and then you were at the lake. And the Gilmans had this camp. Mr. Gilman died and Mrs. Gilman died, and Joe sold the camp to Al Stearns, at that time the headmaster at Andover, one of the great headmasters of the time, but somehow, and I don't know how that came about, they had known each for years, so every year when Al Stearns went up, why he asked Joe up, and in the course of time asked Nat Emerson and myself up. And the... I've lost something in here...

Cotty: Well, you recall that Nat would do something to Joe such as that matter of the game with arranging for us to be on the Harvard schedule and what happened there and the dinner, and then Joe would come back... Well, Nat had, I think... I'm sorry. Just preceding this there was the job that Nat had done on Joe at the .. when presumably, at Boston, when presumably the Harvard Athletic Council was considering putting Dartmouth on the schedule, and Nat was most successful in his elaborate arrangements there to make it embarrassing for Joe. Then I think some months later they were due to go to this camp, and do you recall that Joe said to Nat, "We are going to be off for three or four days with two persons of great intellectual quality, and we do not want to..." now, please.

Hopkins: And Joe said to Nat, he says, "Let's get a couple of subjects that they won't know anything about and we'll discuss them between ourselves and watch them." So, Nat... Nat was assigned or chose, I don't know what, Chinese art, and got all the books that he could get from the library and all the magazines and one thing and another and he really put in a heavy week's work in preparation for

this gag, whereas Joe didn't do anything at all on what was supposed to be his side of the gag. And then we got up there. Al says, and I didn't know what this was all about, they started in this discussion, Joe showing this great interest in Chinese art and Nat explaining about the thing and keeping referring to Al Stearns and me, "Do you remember..." "Do you remember..." Of course we didn't. We had never even heard of the things they were talking about, and finally Nat began to kind of dry up on the thing. He's exhausted the results of his reading, and he began to ask Joe in regard to his subject, and Joe leans back, laughs, and says, "Well," he says, "I think we'll tell them now..." And he told the whole story and he'd done nothing at all. Left it all up to Nat and Nat had put in two weeks of heavy research and so forth, which was perfectly typical of their relations. They... And while we're talking about it, Joe Gilman's death, in my book, was one of the great losses start with suffered along the way. He was an extraordinary man in many ways. He had everything that ancestry and family could give him and he had a very unfortunate marriage which neutralized to some extent the other things, but he'd do anything for Dartmouth, anything at all. As a matter of fact, John Wynant offered him the presidency of the University of New Hampshire and John couldn't understand why Joe held off on the thing because all of his associations were with New Hampshire, there wasn't anybody in the state that could have more... But Joe came to me one time and he says, "I don't want to discuss this at all, but" he says you know perfectly well the domestic situation," he says, "it couldn't possibly take it."

Cotty: He was a great source of strength to you, wasn't he, while chairman of the Athletic Council, and also made a contribution to the college in our relationships that very, very few realize, isn't that true?

Hopkins: Oh, that's true. Of course, Joe was... Joe was one of the principal factors in getting us out of that hole that we dug for ourselves that Frank Cavanaugh and lost out on the Harvard schedule. I mean that was a long job getting back on to that and getting Harvard relieved of the feeling that there was so much animosity here that you couldn't have good relationships. But it wasn't simply on athletics. It was all along the line, but, as chairman of the Athletic Council, I've forgotten... forgotten what the controversy was, but Joe went on an alumni trip across the country with me and I think, as a matter of fact, that was [inaudible].

- Cotty: I was with you and the two, I think, sources of great unrest and pressures to I think fire a coach were in Worcester and Chicago, and I well recall that the group at Chicago was clearly, according to their own admission, set to do a job on Joe, and indirectly on you. And Joe handled that beautifully. Directly.
- Hopkins: He certainly did.
- Dickerson: What had he done? You see, he's always been a legend to me. It was before 1930. He must have died before then.
- Hopkins: I couldn't tell you either, but it was in that area of 25 to 30, I wouldn't know for sure which. I was telling a group of boys up here the other night... Do you know this boy, Charlie Stearns, I think his name is, the head of the Fraternity Council?
- Dickerson: Pierce?
- Hopkins: Pierce. Isn't he a pretty good man?
- Dickerson: Awfully good.
- Hopkins: He came up here to talk over some of the things they were... came up with Dave Patrick, as a matter of fact. I think they room together there.
- Dickerson: They are both Betas.
- Hopkins: Yeah. And I was telling... this doesn't have anything to do and I don't know whether it's worth putting on the tape or not, but this is perfectly illustrative of Joe and the way people felt toward Joe. The Dekes were burned out, and I think I was chairman of some alumni committee -- it may be the new building committee or something. Anyway, the Bridgman block was being built, and we engaged half the second floor for fraternity quarters until we could make some other arrangement, and asked our alumni to come back, and a few did, for the dedication of the place, and just as we were getting ready to go in, Joe showed up and he had been in to Ward's store and got a horse blanket pin and taken a diagonal piece of pasteboard and lettered it DKE and pinned on, and he stepped in with the crowd. This is a story that I told the University of Washington and pretty nearly got ridden out of town. They have a custom out there... was I telling this the other day?

Cotty: No, I've never heard it.

Hopkins: You haven't heard it?

Cotty: No.

Hopkins: Well, I went out to Washington to give the convocation address and afterwards the Dekes came 'round and said they were expecting me over to the house to speak, and I hadn't any desire to go over to the house to speak, and I desired to get started for San Francisco where our next meeting was, as a matter of fact. And the president of the University of Washington came to me and he says I wish you would go over there, because he says the fraternity feeling is so strong out here, and I [inaudible] you that the assumption will be I have argued against your going. So very reluctantly, I said all right and I went over. The DKE house was closed, the blinds were closed and the candles were lit, and the chapter was lined up in two rows and I was ushered into the coat room, and they... I said I wasn't going to make any speech but I'd answer any questions if they wanted them, and this is all the background or foreground of this incident. They wanted to know first if it was true that at Dartmouth that a man could go into another fraternity house than his own without an invitation, and I said most people at Dartmouth lived in other fraternity houses than those to which they were pledged (laughter) which seemed quite shocking to them, and finally I got more and more irritated on the thing. I mean the thing... there was absolutely no common denominator of understanding, so then I told the story of our dedication of the rooms. As I say, Joe Gilman stepped into the group, everybody said all right and laughed at the insignia on his lapel, which was a piece of white pasteboard with the letters DKE, and he came up and sat solemnly through all the dedication exercises of the thing, and I was presiding. I said that I noticed among us a brother that I hadn't ever seen at a Deke meeting before and I thought before we closed we ought to hear from him. And Joe got up and he said that he'd been very much interested in being present, that he always had a lot of friends and really felt himself to be a brother of the Dekes, but he was very greatly worried about one thing that he had been brought up in the woods and he knew wood, and noticing the matched boards on the floor he saw that it was green lumber and then it inevitably was going to shrink. And the Dekes that he knew were so goddamned narrow they's all go through the cracks. (laughter) At which point the dedication exercises closed and everybody was in a cheerful mood, and so forth. Well, I told that out at the University of

Washington and you haven't any idea of the effect of it. Whatever anxiety they had had in the beginning for me to be present was quite obviated by that time -- the quicker I got out the better.

Cotty: Joe was rather massive in proportion, wasn't he?

Hopkins: Yeah. Yes. His training weight was about 225.

Cotty: I can recall that Chicago dinner when he was facing this intense opposition that when he stood up and he pushed out his chest there was silence, and he was a magnificent figure of a man and to me that shirt front appeared to cover an acre.

Hopkins: Well, just one more incident as descriptive of him. His father died while he was in college and then his mother was a widow, a very attractive widow, for some years, and then she became engaged to a Colonel Boutwell, who was chairman of the Republican State Committee of Massachusetts and a very prominent man in Massachusetts. And there was quite a lot of discussion which Joe knew about -- how were the children going to feel about this, and one thing and another. And they were married two nights before the Harvard and Dartmouth game. And Fred Folsom, who was coach, was entirely disinclined to let Joe go to the wedding because he felt quite accurately that Joe would probably detain training during the entire exercises, and assigned me, who was at that time graduate manager, to chaperone Joe, so I went to Trinity Church and it was crowded, and Colonel Boutwell was even larger than Joe. He was a massive man. Both of them towering well above six feet. And Joe and his sister Elizabeth sat in the front seat and so forth, and immediately the exercises were over and the procession started down the aisle in the dignified Back Bay church, why Joe out in the aisle, picks Colonel Boutwell up in his arms and kisses him and says, "Welcome, Papa," (laughter) which horrified everybody. Which it was intended to do. But which was perfectly typical of him. But those stories misrepresent him, because, as a matter of fact, he could be very serious and very earnest, and he was a very effective agent and a wonderful Dartmouth man, from my point of view.

Cotty: Mr. Hopkins, don't you want to put on the record what I believe to be your conviction that while Dekes are exceedingly irresponsible while undergraduates that they are amazingly responsible and effective in later life?

Hopkins: I'd like to leave that as your quotation. (laughter)

Cotty: Well, I'll say for the record that it was originally yours.

Lathem: One day earlier sitting on the sun porch here we talked about your early activity in connection with organized athletics at the college, and your assignments to do certain things. I wonder if we might not review those for the record.

Hopkins: Well, I can review those very quickly. As a matter of fact, our original association had been wholly with Amherst and Williams. I mean those were the big games. And through the medical school which at that time was a very important part, and it always has been, but it... in some ways it loomed larger in the whole structure proportionately than it does at the present day, and the medical school became the recruiting ground for athletics... for athletes. And the... the standards, I might say, were of course not as high as at the present time, although a lot of the people who went in didn't ever expect to graduate, and so there had been... And Amherst and Williams, quite logically and entirely justifiably, I think, protested against the thing. I mean, after all, they had no school around into which they could siphon athletes, and so all through the '90s, well not... all through the '80s and in the first part of the '90s, that was a controversial subject, and so forth. We were gradually becoming very unpopular with Amherst and Williams and meanwhile we weren't acquiring any popularity anywhere else, which made schedule making very definitely difficult, and that thing was finally ironed out, largely through the discrimination and sagacity of Ed Hall, and so that wasn't a complication at all as I came into the picture. But, meanwhile this scheduling proposition had become a very great difficulty and when we got games we couldn't get enough from them to pay expenses. Charles Proctor was speaking the other day, he said that it was unheard, and I know this was so, but he said when he was in college it was unheard of for anybody to have any duplicate equipment as far as uniform went, even an undershirt or socks or anything else. They were given one set, and when they went away on trips they packed them up into a bag and went. Well, however that may be, we were... we were, in 1900, the college being exceedingly without funds at that time, the athletics were becoming increasingly a burden on the budget. And Dr. Tucker felt that there must be some way out of that, and they brought in first a classmate of mine -- Irving French, who had been captain of the baseball team at Andover and had been captain of the baseball team here, and he stayed here two years and he did a thoroughly good job and got things... got things ironed out so at

least we had a budget and knew at the beginning of the season where we'd come out at the end of it and so forth. But he hadn't had much success on the schedule arrangements, and Dr. Tucker felt that with the acquaintanceship that I'd picked up from being in the office that I might be able to do something more about it, and asked me in 1903 if I would be willing to take over the graduate managership as a part, or even as the whole of my job for the next two years, and I did... I did take it over, and made up my mind that the only relief on the situation was some arrangement with Harvard by which we got a larger proportion of the take on that game, which was becoming very popular. Actually in 1903 we filled the stadium, and it was... it was an amusing thing, too, because Harvard, wishing to inaugurate the season with a victory, and having originally scheduled the Yale game as the first game and had pushed it back a week so as to have Dartmouth the first game, and we won 11 to nothing on the thing. But however that may be, I went into it and Harvard was very cooperative on the thing and very understanding and they said they'd never had any arrangement excepting with Yale and Princeton that allowed any consideration of a percentage at all, and it would open the door to a lot of agitation and that they didn't want to meet if they were to give us anything. This is really about the only contribution I made during the period, but I... I kept arguing that the Dartmouth game was important enough. Actually it was next to Yale. Next to Yale we were drawing the biggest crowds there, and finally got around to where I simply said we've got to have money, and despite our desire to play with Harvard, if they weren't willing to give us any more, why I was going after something else. And then they said well how much do you want? And I said, perfectly truthfully, I said I don't care. I says if you recognize the principle of a percentage, why we'll let the future take care of what the percentage shall be, but I just want to get the principle established. And they... And they said all right and finally we agreed on 15%, which, as a matter of fact, they were giving us at that time, \$500 a year to come down and that percentage, as a matter of fact, I've forgotten, it was somewhere between \$4000 and \$5000 that we got that year. And while we're talking about it, I think you might like to see...

Dickerson: What do you do when that runs out, Ed?

Lathem: This is a very good one, you just turn the dial the other way and reverse it. You don't have to switch the tape at all. It makes its track backwards on the second track.

Dickerson: Oh.

Lathem: On the same part of the tape that you would be using with the other system you did turn the reels around and change your threading but the only time you have to do anything in the way of setting up new reels is when you come to the end of the second track, after two hours.

Dickerson: It runs an hour for...

Lathem: We have a machine in the Archives, a Pentron but it's not so efficient as this Webcar.

Dickerson: Do you get them typed off?

Lathem: We've got them in the vault at the moment and they'll have to be edited before they can be typed off and then when I've done the editing—this summer, I guess—we'll make some discs for permanent preservation. Mr. Hopkins will want to go over the typescript discretionary censorship.

Dickerson: So you're keeping in your mind what's been covered?

Lathem: That's the only contribution I make to the thing.

Cotty: I'm curious—would you like to have us divert more to stories or more to substance?

Lathem: It doesn't make any difference. At this point I like to have it just go along, no matter what you're on you pick up worthwhile...

Hopkins: I think to be safe I'll let Cotty read this but that's illustrative of the times.

Cotty: It's September 15, 1896, to Weld A. Rollins Esquire, Dear Sir: I make you the following offer for a Dartmouth-Brown football game, to be played in Providence on Tuesday, November 3, 1896, a guarantee of \$200 if the Dartmouth team comes to Providence regardless of the weather, or 40% of the gross receipts of the game, exclusive of season tickets. Very truly, John D. Rockefeller, Jr. Manager, Brown, Agreed to and accepted by Weld A. Rollins, Manager Dartmouth.

Dickerson: Where did you get that?

- Hopkins: Weld Rollins gave it to me.
- Dickerson: Stealing paper from the Quincy Hotel, huh? (laughter)
- Hopkins: You might keep that, if you care to, Mr. Lathem, put it in the library files.
- Lathem: If you're willing to part with it.
- Hopkins: Yes, I'm willing to part with the thing.
- Lathem: Love to have it.
- Hopkins: But everything was on a scale that would be considered a very great hardship at the present time.
- Cotty: Wasn't there a stoning episode that took place at that time when Amherst or Williams...either we were there or they were here.
- Hopkins: Yeah. Took place...that thing...
- Dickerson: One of Al Stearns' pets?
- Hopkins: Yeah. That's Al Stearns' story. And as a matter of fact, that vogue lasted up to, oh I'd say 1910 at any rate. The ...as long as I remember in my previous life here.
- Lathem: What is this Mr. Hopkins?
- Hopkins: Well, they just stoned you out of town. I remember their backing the bus for the Amherst team up just as close as they could get to the back door of Bissell Hall, which at that time was the gymnasium, and this wasn't a one-sided thing. Dartmouth was just as bad as Amherst on the thing, and the minute that the Amherst team made the rush for the bus, why they began to heave stones and sticks and everything else, and the... one of our met got quite badly hurt in one of the games down at Amherst...I've forgotten what hit him, whether a stick or a stone, but it cut his...gashed his forehead quite badly.
- Lathem: It made no difference whether the team had won or lost?
- Hopkins: No.

Lathem: Just an expression...

Hopkins: It was a little more active if your opponent had won. You felt more deeply about the thing.

Cotty: I assume that photograph that shows [inaudible] of the Inn sitting on top of the bus in front of the old hotel, that's from that period you described when men were tactically in the medical school but played for the college. Is that correct?

Hopkins: That's right. Of course, I don't want to misrepresent things. They never were a majority of the team but they filled in one, two or three important positions on it. The ...I... Squash Little, for instance, who was one of our earliest and greatest players afterwards became head of [inaudible] played for Dartmouth seven years. That was the four years for the college and three years for the medical school.

Lathem: We mentioned Mr. E.K. Hall and his connection with athletic interests of the college. I wonder if we might not talk a little bit about him, his contributions to the college, both from the athletic standpoint and otherwise.

Hopkins: Well, his contribution was very great. He... he worked his way through Dartmouth and was a football player and a track man. He went later out and had very definite success at the University of Illinois as coach, and I don't remember the sequence, there must have been...there must have been an interval there between his college courses and his law school.

(End of Reel #8a)

Reel #8b

Cotty: ... and Joe always wore this nightshirt. Well. You said 225 pounds. All I can say is to my eye, to get in relationship to anybody else, to me Joe weighed 250, sixty, pink cheeks... I'm sorry, you...

Lathem: I can cut it out.

Dickerson: Well, I hope not too soon.

Lathem: I hope this makes you feel young.

Hopkins: Yeah, I hope it has that effect, at any rate.

Lathem: Sorry for the interruption.

Hopkins: Well, continuing with Ed Hall, he coached, and very successfully at the University of Illinois, and then he came back and joined with Sam Powers, who at that time was a pretty prominent figure in the law in Boston, and they formed the law firm of Powers and Hall, which, as a matter of fact is still existent under that name, and immediately when he got back to New England he began to interest himself in Dartmouth affairs and he was a very instrumental agent for Dartmouth's advantage in many different ways, but one story which has never been told, and [inaudible] hasn't got it in there. I thought he would have it. Paid twelve dollars and a half for the book supposing it would be in there, but the... the football rules were entirely in the hands of a Yale monopoly at that time. I think I've told you this. And there wasn't anything to do about it. Walter Camp was unquestionably the father of American football and he... he was a very genial and very attractive man, but he ran that football rules committee as his own private preserve, and finally Ed Hall largely with some cooperation from Professor Bartlett faculty-wise and I was sort of clerk for the outfit, decided to form a new football rules committee and Dartmouth was the... initiated it, and before they got done they had between forty and fifty eastern institutions which had agreed on a new football rules committee and they would play under those rules. And they met in New York at the same time, I think this was 1905, but I'm not sure about that. They met in New York at the same time as the regular football rules committee and delivered an ultimatum to them that they were going to have recognition on the football rules committee or they were going to make their own rules. And gradually everybody fell away from the old committee until it was down to Harvard, Yale and Princeton, but they still said that they'd play together and the others could do as they wanted to. But Percy Haughton, who was the coach of the Harvard team at that time, was very eager to see the forward pass introduced. Walter Camp was very antagonistic to it. And I was in New York at the time, I didn't attend any of the meetings. And Ed Hall went over to see Walter Camp, went over to see Percy Haughton late in the evening, and he says you come with the new committee and we'll adopt the forward pass because we want to open up the game, and Percy Haughton thought the thing over and finally decided to do it. Well, that left Yale and Princeton to play together under the old rules. And after some consideration they decided to compromise and eventually the

scheme was worked out, half the old committee resigned and half the new committee expressed disinterest in going on with the thing and the two committees combined, and Ed Hall was made the secretary, and Walter Camp was made the chairman, but Ed Hall had very large influence from then on, and with the new committee, why Yale lost its absolute control which it had had before, and that was... that was the beginning of the opening up of the game, and it's very hard for one who hasn't lived through that to realize how uninteresting the old game was. The amazing thing to me is that it grew and attracted spectators because I've seen games in which you wouldn't... you'd never see the ball from one goal line to another. We played a game at Manchester which was very close and somewhere in the middle of the second half we got control of the ball on the three or four yard line, and I was up on the sidelines at that time and we went the whole length of the field and scored the winning touchdown and I never saw the ball in any single play, all the way down. It was just fast play, and Fred Folsom, who was a great coach, and became recognized as such later at the University of Colorado, he put straps... a harness on the backs with handles and the backs would go as far as they could in the line and then they... the guards or whoever else was around would take these straps and just pull them along for three or four more yards, and that was the way football was played in those days. Well, Ed Hall was more largely than anybody else responsible for the transformation of the game, and later he acquired eminence in the law, became very much more active in the general affairs of the college as apart from the athletics. He later left the law firm and became counselor for the New England Telephone Company and went from there to president of Electric Bond and Share Company and from there back into the AT&T as vice-president, and a trustee of the college for some considerable number of years, I've forgotten just how many. But he, as a matter of fact, the football committee met up here two years. He built his house, just two houses beyond, literally built it to entertain the football rules committee, and they met up there and ate there and roomed there and... but he looked forward to many years of association with me and with the college, and so forth, and... but he stuck to it too long, and he died within a couple of years after he came here.

Cotty: Before he went on the football rules committee, Mr. Hopkins, weren't the All-American teams made up largely of men who played for Princeton, Yale or Harvard?

Hopkins: Practically all of them.

Cotty: Did it follow soon after that that an occasional player, at least was picked from a middle western university?

Hopkins: Yeah. Or from Dartmouth. The first time that Dartmouth ever got any recognition was in 1903, and there's an interesting thing that people have lost somewhere along the way – the man who originated the idea of All-American, and so forth, was a fellow called Caspar Whitney. I've forgot the name of one of the large circulation magazines of the time which has since gone out, I think, it may have been Collier's, but I don't think it was, but anyway Caspar Whitney's All-America was the authoritative All-America, and eventually Walter Camp took that over too, and did quite a lot with it.

Cotty: E.K. Hall was probably one of the best-known businessmen of his time, wasn't he? I just had that impression.

Hopkins: Yeah.

Cotty: At least in terms of addressing large business groups.

Hopkins: He had great charm. He was an extraordinary negotiator and he had a very wide friendship, acquaintanceship, all over the country, and was much sought after... any controversial matter, they'd try to get Ed Hall into it one way or another.

Dickerson: About the only thing that was in literature is the fact that brains didn't hurt people when I looked for some admissions business when everybody thought they were going out for brains they thought that was kind of dangerous, was something that he had gotten up years ago in a study of telephone company employees relating ranked class in college and achievement in the telephone company. About the only thing available in the literature that I can find is an indication that brains, after all, were no real handicap.

Cotty: Did he have a Phi Beta Kappa key?

Hopkins: Yeah.

Cotty: I thought I recalled one hanging from a watch chain.

Hopkins: He was a... he was a very brilliant man and a very competent one, and a very lovable one, a combination which is very effective.

Cotty: Apropos of the coldness, let's say, of some undergraduate audiences, E.K. Hall took over my classes for a week, and I... and you recall how much he was sought after by groups anywhere, and I asked him after the first two sessions how they liked him and the reply was all right, and on the third one, he told a story about a baseball game with the score tied in the ninth inning and this man at bat that occurred in the World Series and he acted the part of the batter and so on. It was very dramatic and so on. After that one I asked how they liked him and they thought he was wonderful. Rather disillusioning.

Hopkins: Well, one of the most tragic moments of my life, as a matter of fact, was driving down to the Junction to meet Ed and Sally, his wife, and tell them that Dick was dying. That was a polio case, extraordinary. It was the only case of polio in the college that year. Dr. Gile called me up Monday morning and he says can you get hold of Ed Hall, and I said yeah. Dick had been down to the Harvard game on Saturday and came back apparently with a hard cold, and Sunday afternoon it began to go bad, and Dr. Gile made up his mind that it wasn't a cold. I got hold of Ed and he and Sally caught the... whatever train it was that got up here at midnight. And I left the hospital and Dr. Gile says I don't think he'll probably live until they get up here, but they'd do everything they could. And we came up and Ed went in and Sally sat out in the anteroom there, and... I'll never forget it, it was one of the emotional periods of my life because Ed came out just as stony-faced as could be and he sat down beside Sally and he says we haven't got any boy any more. About fifteen minutes. But quite illustrative of him within three or four days after that he sent for me and he says we want to build something in the way of a monument. He says how would the college feel about an infirmary? That was the beginning of Dick's House.

Cotty: Did he have the concept then, Mr. Hopkins, of Dick in spirit welcoming the boys to the house and so on?

Hopkins: Yeah. A very emotional concept. As a matter of fact, it was pretty hard working that out eventually between... especially with Sally, but... but it was quite typical of him that his reaction on that thing just the minute it was over was to do something for the college to perpetuate Dick's name. Very rare man.

Cotty: Dick was a sophomore, wasn't he, at the time?

Hopkins: Yeah. Yeah. But medically it has always interested me because so far as I know nobody that went to that Harvard game caught polio excepting him and he was... his was the only case of polio in the college that year. I've always suspected that there was a susceptibility in the family to it, because... Bud, the younger boy unquestionably had polio when he was six or eight weeks old and never got over it, I don't think. That's what ails him.

Cotty: You must have thought about Bob initially in that same connection and the tragedy of that one, if antibiotics had been available at that time, a wonderful boy would have been saved.

Dickerson: Gene Clark the same.

Cotty: Yes.

Hopkins: Who?

Dickerson: Gene Clark.

Hopkins: Yeah.

Cotty: He was a sweet person, wasn't he? Gene Clark.

Hopkins: Very. He made a great impression on me to find him as a classmate up here because in 1894 I was elected by the Christian Endeavor Society in the North Essex Baptist Church to go to the Christian Endeavor Convention in New York, and even today I think it was [inaudible]. I was, let's see... I was fifteen years old, I think. It was my first time... I think of it every time I go to New York because we were taken up... we were picked up from the elevated at 42nd Street and driven out into the country.

Cotty: Oh.

Hopkins: But coming back, Gene Clark's father was known to everybody in his time as Father Neville (?) Clark. He'd organized the Christian Endeavor Society, and it became, in numbers became very great, and that convention that I went to as a young lad in New York there were over 10,000 delegates to it, and the closing... the closing exercises were addressed by Father Neville (?) Clark and all of us were tremendously impressed by his sermon, probably more than

most, and when I came up here and found he was in my class, I felt that I'd really joined a distinguished class.

Dickerson: He has a grandson in the present freshman class.

Hopkins: Alden?

Dickerson: [inaudible] boy very attractive boy.

Hopkins: Alden's an awfully good-looking boy.

Dickerson: Yes, he is.

Hopkins: That was a... I don't know whether this ought to go on the tape or not. That's a most extraordinary marriage. Gene Clark married the daughter of E.P. Haskell, who was the owner and editor of the Boston Herald, and those children have grown up to go their own ways and do just as they please and so forth, and Martha was a very entertaining person, but she certainly was impermeated with religiosity. (laughter) And I don't... I haven't known many happier couples than they were.

Dickerson: He was secretary of the college how long? From the time you gave it up, when you...

Hopkins: I don't know how long. I think probably yes, but I'm not sure in regard to that.

Dickerson: He taught German, too?

Hopkins: Yes, he taught German.

Dickerson: Have you carried the alumni organization through the Alumni Council, Mr. Hopkins?

Hopkins: Yes, we have I think, haven't we?

Lathem: I believe so not terribly, at any rate.

Dickerson: I just wondered whether Joe Gilman or others who worked with you on the... on that... which was in 1913-14...

Hopkins: It was earlier than that. Well, the Council was eventually formed. Most of the work was done in '11 and '12, and, as I said before, it

started with the Secretaries Association. Dr. Tucker said you've got to have somebody to be the father or mother of this movement if you're going to get on with it, and we finally decided that a secretaries organization, and I've tried to think, I ought to check up some time, I think I got the idea of the secretaries association from Cornell. Some one of the colleges had just founded one, and it had worked well, and they seemed to be the most logical group that you could get together as a unit with any presumption that there was a reason for getting them together, and so we started with the class secretaries, and somewhere along within the next few years took in the club secretaries. Started the Alumni Magazine a year or two later. And then I left the college in 1910, and as far as my work for the Alumni Council went, I was more strategically placed after I left than before, because I could work especially among the Boston alumni, where I was stationed at the time. And we had a good team working on that. We had Joe Gilman, Nat Emerson, Clarence McDavitt, and Jim Richardson. Jim, in those days was a... was very much less temperamental than he became in later years.

Cotty: Clarence McDavitt was a stalwart too. Wasn't he at that..?

Hopkins: Yeah. He had been a prominent man in undergraduate life and prominent track man, held an intercollegiate... the eastern intercollegiate record in the hundred yard dash for a time and eventually came back into the New England Telephone Company and always very solicitous for the college welfare. One of the most meticulous men I ever saw. He used to get very much exasperated at me because I couldn't remember the hour of the day or the day of the week on which various things happened.

Cotty: He loved figures, didn't he?

Hopkins: He loved figures, yeah he did.

Cotty: Mr. Hopkins, what went through your mind when you started the series of alumni trips? I mean I saw the energy that you used and at my age was amazed to find that you could have no more than five hours sleep, that is on a long alumni trip, and that you could return and take up all the problems that had been left over for you and with freshness, and you purposely took on a tremendous load in your visits to alumni groups dinners and so on. Could I ask what... what were your objectives? I can guess by being there at the time, but...

Hopkins: National distribution.

Cotty: That was only one, I'm guessing. You talked about college policy, and they accepted it, and I had to guess, of course, at the time you were raising their sights and... and that you were looking ahead to their accepting some specific policies that they finally did because you prepared the ground so well and they accorded so much respect and confidence in you, but can you recall what you had in mind there?

Hopkins: Yeah. I can recall perfectly well what I had in mind. As a matter of fact, I... I was impressed from the time I went into the office in 1901 continually even up to the present day that a college can be just about as strong as its alumni body and that everything you did to strengthen the alumni body would strengthen the college, and I still believe that.

Cotty: I remember one story you told me when you came back from a trip to Chicago, and Hutchins sat beside you. Would you mind... Do you recall that? That might symbolize this in a way.

Hopkins: Where he said my God, the Dartmouth alumni is asserting the...

Cotty: You were sitting there watching them stream in from cocktail rooms, and then he put a challenge, I think. Do you recall?

Hopkins: No, I don't recall.

Cotty: Well, this is the story as you told it to me, I'm quite certain, that you were sitting at the head table and they were dribbling in to take their places at the table, and as he looked over the scene he said what are you going to talk about? And you said college policy. And he said you can't do it. And you said you could. That correct?

Hopkins: That's correct.

Cotty: And that you did talk only college policy, and at the end of it he admitted defeat, isn't that the story?

Hopkins: That's right, he... I remember his common phrase. He said by God he says your alumni are gluttons for punishment.

Lathem: Dr. Tucker had made trips across the country talking to alumni. Had Mr. Nichols followed that?

- Hopkins: He followed it, but it was... with all due deference to his memory, and I was fond of him, he wasn't an effective man at it because he wasn't a good speaker, and he was a very halting speaker and people would get lost between his sentences.
- Cotty: If this isn't in the record it should be that after the dinners, and I recall this very well, that you would talk with alumni informally in the lobby, you would then go to your room and more alumni would come up, and you would finally get to bed about, with no exaggeration, three, four, five o'clock in the morning.
- Hopkins: Well, it was... that informal work I think was fully as effective as the formal work.
- Cotty: The picture that I have, Mr. Hopkins, in terms of your ability to lead them so well and have so much influence – I'll leave out all your abilities and character and the rest – was the feeling that they had that you had that when they returned to Hanover they might see you in the rain watching football practice. They sensed that you had interests in common with them, and then they had this tremendous respect for you in terms of the intellectual and character and judgments and so on that they followed you far more positively because they thought they had something in common with you and then you had something beyond them, because I can recall coming out of dinners where an alumnus would turn to me and say, "What was the essence of his talk?" and I would then describe it. The comments then varied, but one would say but whatever he's for, I'm for. Whatever it is. And so on. I mean there was a faith there that was very, very clear.
- Hopkins: Well, of course, I had a tremendous advantage in the acquaintanceship that I had formed in the years from 1900 to 1910. I mean that background stood me... I knew... always knew perfectly well that as against a man who had come in after that... say after 15 years out of college and had had no connection with the college meanwhile, because... well, I got thrown into it a good deal faster than I would have been because of Dr. Tucker's illness. I mean I think it was 1904 or '05, only two or three days before he was to start on a western trip the doctor said he simply couldn't go, and I don't mean it as any reflection on Dr. Tucker at all because... quite the reverse, but he wasn't one to... to spare any of his assistants, he expected anybody working with him to work as hard as he did, and he sent for me and says you'll have to take this trip.

Well, I'd never talked to a group in my life. I didn't know how you talked to a group. But... And I went to work and gathered all the slides together that were available and had some extra made and started out with a box of slides and showed stereo slides across the country. That was my breaking in on alumni trips. And they... I don't know whether they're in the Archives now or not, but they were. In 1945 they were still up there. Pretty insufficient as compared with this last film which Al took me down to see the other night. I think it's a beautiful thing. Have you seen it?

Cotty: No, I haven't.

Hopkins: I think it's an extraordinarily good thing.

Dickerson: Cotty mentioned the energy you put into these things, and if you had a nickel for every speech that you've made in your life you'd be a millionaire and everybody thought you did it with the greatest of ease, but that's not the case, is it...

Hopkins: That's not the case.

Dickerson: ... because I remember the jackets that would be wet with perspiration when you'd get through.

Hopkins: I was looking the other day. I've got... Upstairs I've got two... two tailed suits and two dinner coats. I mean I couldn't wear the same coat two nights in succession, they'd have to be pressed or something.

Cotty: Do you remember that discussion you had with President Faunce of Brown when you were both speaking? That would be interesting.

Hopkins: Well, President Faunce asked me, he says, you didn't use any notes, he says what... do you memorize your speeches, and I says no, I didn't. I say I work with a few heads. I try to figure out what will be the desirable thing for this particular situation and put down three, four or five heads and work from those. He says well he says I don't understand how anybody does that. He says even if I'm going out, he says, I'm constantly asked to say grace at dinners, and he says I never go without a typewritten slip in my pocket of the grace that I'm going to say. He says I'm absolutely panic-stricken if I'm called on to speak without having had an opportunity beforehand to work it out and memorize it.

- Lathem: You did find your extemporaneous speaking an ordeal? It was difficult for you?
- Hopkins: Yeah. Very great. Because you had to work pretty hard on your feet. I'm not at all sure that if I was starting life over again I'd follow that. I mean I don't know what I'd do, of course, but it was the only way, at the time, that I thought I could speak. And it had this advantage – that every alumni association is different from every other one, and you could come nearer getting on a common ground with them when speaking without any prearranged speech than you could have with something formulated.
- Cotty: You appeared, Mr. Hopkins, at the time, to have three, four or five major things that you were going to talk about. You might drop out one purposely, or two, or swing at another one, and then to think through on your feet think through each of those. Is that approximately what happened?
- Hopkins: Yeah. That's it.
- Dickerson: Those lines on the backs of the envelopes.
- Hopkins: I'm wondering, as a matter of fact, I want to see John Dickey and ask him – I didn't... I had... assuming that I would feel constrained to say something at the dinner in New York, I'd taken three or four different lines, none of them the line I did take, as a matter of fact, but I had them on an envelope and I had the opening phrase on the envelope. I mean I knew the stress I was going to be under and I wanted that, and immediately when I was finished John reached over and took the envelope and he says I want that to keep. I'm going to ask him sometime what he thinks of it because I don't think there's anything on there that I said.
- Lathem: He thinks enough of it to have sent it down to the Archives.
- Hopkins: Did he? I think I... I think had Professor Richardson's name on there if I remember rightly as one of the possibilities. Then, as I recall it, I had a list of other things....
- Lathem: The Governor of New Hampshire, which you did use.
- Hopkins: Yeah.

Lathem: Yes, I remember reflecting when it came over to me that there were things there I was sure you hadn't covered.

Hopkins: Well, I'm inclined to think, not in self-justification at all but I'm inclined to think that that particular procedure for that kind of speaking was pretty desirable because you'd get into a place and you'd find some situation there that you hadn't known anything about that you needed to refer to, and... or you'd find an interest in something in the college that you hadn't assumed they'd be interested in.

Lathem: I should think if you experience such misgivings about the actual speaking you would have found the contemplation of a trip a great horror to you. Would have tried to cut down your schedule.

Hopkins: Well, it wasn't a horror, because I always had a great joy in meeting the alumni. I mean the thing just fascinated me. The difference between groups. I mean you go to Worcester and it was deader than a graveyard (laughter) and you go to Cleveland, and in the early days, why most of them would be tight.

Cotty: And there was always Fletcher Andrews there. I don't mean tight. As a personality.

Hopkins: As a personality. But those variations existed and I don't know how they could have been met by any...of course answering what you evidently have in mind, I had definitely a list of things from which I was going to choose, which I did try to think out with some detail, but which ones of them were to be used I didn't know, and...

Cotty: There was the Cleveland lunch club of that period. Do you remember that aside from your... I think you were the only one that they permitted to even talk for one minute without noises and occasional fun being thrown. That existed for eight or 10 years, I think, and it happens, made up by attractive personalities, became the thing to do at some point.

Hopkins: That was a... yeah, I guess it was the lunch club instead of the alumni dinner where Gordon Bill became infuriated. He told them he thought they were a gang of muckers and that he was never coming there again. He sat down and everybody says good, good. (laughter)

Lathem: Was this a group made up of people besides Dartmouth?

Cotty: It happened, as I recall it, it happened to be a comparatively young group, but composed of attractive personalities, and at some point, I think... Yes, at some point it was informally decided that any person in their own group who attempted to get up and speak was subject to questions in the middle of his talk and so on, and that was extended slightly, at least, to visitors but...

Hopkins: But the group was a Dartmouth group.

Cotty: Yes.

Dickerson: Oh it was very gay heckling, it was a lot of fun at least when you were traveling under Mr. Hopkins' umbrella. (laughter) Fletch... there's no more an accomplished heckler than Fletch in his high tenor. Great fun. Even as an accomplished holder of crowds in hand as Craven Laycock, one was reduced practically to tears by Cleveland. (laughter)

Lathem: You enjoyed the traveling, too, I take it. The going as well as the...

Hopkins: I enjoyed meeting the groups. I didn't enjoy getting up before breakfast and leaving for the next town, but I...

Dickerson: Having to talk at school chapels before breakfast.

Cotty: I think the record ought to have this -- that there was a long period when you traveled in some luxury because your significance and your connection with the Boston and Maine Railroad.

Hopkins: That was a great relief when I...

Lathem: What was this?

Cotty: He had a pass on all lines and the word was sent ahead that he was on the train and I can give you just a single experience of the dining car steward coming in and introducing himself to Mr. Hopkins and then asking him whether he preferred to have dinner served in the lounge or in the dining car or where he was sitting at that moment. That a special menu was available, and so on. I might add, perhaps should add this one, that I myself had never had that experience, nor have I had it since, and as a youngster traveling with you when you modestly said that you would go to the dining

car, I spoke up and said I'd be happy to see your special menu.
(laughter)

Dickerson: I've had the similar experience, Cotty, of having my ambitions squelched by his constant reluctance for special privileges. Very frustrating.

Hopkins: I probably wouldn't do that again.

Lathem: The business of speaking and traveling leads rather naturally to the consideration of press coverage, and that must have been...

Hopkins: That subject is always a headache.

Dickerson: I hate to leave, but I've got to.

Hopkins: Sorry to have you go, Al.

Cotty: Bye, Al.

Hopkins: We'll get down to your era by and by.

Dickerson: I'm looking forward to it. I hope it lasts a long time. Bye. Goodbye.

Hopkins: No, that's one place where my tolerance was very small. I always resented the photographers and the press because they were after a story. They didn't... they weren't interested in what I was interested in at all. They wanted something that... I still think they are a nuisance. I sympathize with [inaudible] every time I see him on television, I think a lot of the questions are perfectly legitimate, but there are always two or three ill-mannered people present who...

Lathem: I suppose you're, on alumni trips, particularly vulnerable if you were talking from notes because you could be misquoted without any trouble at all.

Hopkins: Well, I got a bad one the first year I went out, as a matter of fact. There was the assumption, because I had come in from the field of business that I was going to be in favor of vocational... would be in favor of making Dartmouth a vocational education institution. I went to Chicago and *The Examiner*, this was a woman, too, she came around and she kept pressing me on... well, aren't you in favor of vocational education, and somewhere along the line I said, yes, I

was in favor of vocational education but not for Dartmouth. But *The Examiner* came out the next day, greatly to my consternation, with big headlines, Dartmouth president for vocational education. And fortunately it didn't do very much harm, but at the time it seemed to me very tragic.

Cotty: Did you restrain your impulse to ask for a correction?

Hopkins: No. I did restrain my impulse, yes. I don't think you ever get anything by a retraction. Nobody ever reads it.

Lathem: This must have been, though, a problem all over the years... The press and its...

Hopkins: Well, it got so, in the West particularly, they'd want a comparison between Dartmouth and a state institution, and you take places like Minnesota, the University of Minnesota, and the University of... I had a particularly bad experience on that down at the University of Kansas. Lawrence, I think it is, Kansas. And I tried there to lean over backwards in recognizing the merits of a state institution, and so forth. The paper came out the next day with Dartmouth president recognizes superiority of state institutions. So...

Cotty: Wasn't it one of your problems that sometimes the alumni officers in that community arranged a complete schedule for you throughout the day, including one with the press and another an address at the high school, and so on.

Hopkins: The worst one was in your native city.

Cotty: Omaha, or Red Oak, Iowa.

Hopkins: I beg your pardon. Omaha. (laughter) I had gotten off the train in Omaha at 6:30 in the morning. They had the... NEA was having a convention there, and they'd arranged for a breakfast speech there, and it went on, and I think there were some speeches ending up... that's where I got acquainted with Cotty's father. He was the most faithful fan I ever had. He was right at the morning breakfast and he was at everything all through the day. I finally got curious about this gentleman that was so ardent a fan of mine. At the University for women at four o'clock in the afternoon he was the only man besides myself in the place. I went down and I says may I ask who you are? He says I am Cotty Larmon's father. He was going to check up on me and find out what kind of a guy I was.

- Cotty: I'd told him of your perfection and he didn't think that was possible in this life so he was checking it. (laughter)
- Hopkins: I don't believe he agreed with you at the end of the day, but anyway...
- Cotty: ... It happened he had tremendous admiration for anyone who could speak well, and I wouldn't have any doubt that one reason he was there was to watch your competence in that because...
- Lathem: When did the...
- Hopkins: Of course, you understand... not all of these speeches were ten strikes. I mean I got tired, some of them were just duds and I knew at the time they were and know now they were. But after all, the principal thing in a lot of them was to be there in person and have somebody see you and it didn't make so much difference what you said.
- Lathem: How did you like to arrange your accommodations when you were on tour? Did you prefer to be with an alumnus or at a hotel?
- Hopkins: That was one thing on which I was very definite. I didn't from the very beginning, and it was a godsend too, I didn't accept any private hospitality. There's nothing... there's nothing more wearing, I think, than to be a guest in a private house when you are on a trip like that. You don't know just where the bathroom is and you don't know just when they are going to have breakfast, and so forth. No, I always stayed in hotels.
- Cotty: You arranged your trips, too, didn't you, Mr. Hopkins, largely without rest between stops.
- Hopkins: I did up to the later years. The last few years I did arrange for stops.
- Cotty: When I went on trips with him, it would be literally true that you would get up to have breakfast at 7:30, 8, you'd had not more than three or four hours sleep. You'd then go to the train, take the train, get off the train, go to the hotel, alumni would start after you'd gone to your room, down in the lobby alumni starting to arrive, and then to dinner, and then, as I say, the alumni coming to his room

afterward until three or four in the morning, and then the train. And then these days filled with these schedules again.

Hopkins: But it was a... it was a very rewarding thing because you could see the alumni interest growing. I mean from year to year.

Lathem: Did you develop a facility for remembering people and names. What's this something that you were good at?

Hopkins: I never was awfully good at it. I tried to but...

Cotty: Mr. Hopkins, I'll have to come in at this point. Here's a practical test of your ability to remember names. When you received alumni in the garden at commencement time, you did not have anybody unless it was a Green Key man helping only slightly. That, to me, was a most amazing test of his ability. In other words, he's talking to one man and then he turns his face without chance for association. I mean I think anyone who watched you would have agreed that you have outstanding ability to recall names.

Hopkins: Well I think... I think that was largely, Cotty, the reiterated meeting of them, on the alumni trips. I mean the... I never had any facility for meeting somebody and then five years later recognizing him because I'd met him then. I mean I never... I've got to see him to talk with him to know about it, and I haven't any at all now. I can't even remember my friends' names. I did get cheered up... quite cheered up on that phase of it though, at the New York dinner because I did remember the names of a good many of the people who came up to speak to me.

Lathem: It certainly would have been a test.

Hopkins: Well, it wasn't as much of a test as it was if Sherm Adams hadn't been so intent that I shouldn't have much of it. He says I know this game and he grabbed me by the arm and got me out before very many had got up there.

Cotty: Mr. Hopkins, have you discussed compulsory chapel at all? Its abolition?

Lathem: No, we haven't done that.

Cotty: I don't know whether you'd care to do that today. It's one of the major decisions that you made under very considerable pressure to do otherwise from some groups [inaudible].

Hopkins: That was the, in some ways, the hardest decision I had to make because I knew that it was contrary to Dr. Tucker's... well, I won't say it was contrary to his... well, I do know that Dr. Tucker felt that the compulsory chapel was the simplest way for the college and the president to meet together, and he felt that I was giving up a very great asset in giving it up, but I think it is to be said that Dr. Tucker would have felt a good deal differently about it if he had been up and around during that period. He was bedridden and he was just simply figuring it on the basis of his own experience. I don't know, and that's one thing I've wondered a great many times as to whether with the larger numbers and the changed attitude whether he would have been as effective in later years as he was. When I was in college people went to chapel just because they wanted to hear Dr. Tucker, and... but the college was five or 600 then and we sat right under the rostrum, and it got to be quite different when you had in the neighborhood of 15 or 1600 there, but it was one of the major decisions because there were a lot of people who felt that it was abandoning a real asset and so forth.

Lathem: I don't remember -- when would this decision had been taken?

Hopkins: Well, it must have been very early in the '20s.

Cotty: Early in the '20s. I don't remember the exact year.

Lathem: Had you conducted chapel up until that time?

Hopkins: Yes. Yes, I had. Whenever I was here. I think that... I think it must've been pretty well up toward 1925 because I've just generalized in my mind sometimes when I thought of it that I had about 10 years of it, but I don't know.

Lathem: With what regularity in the week would you conduct...

Hopkins: Every day.

Lathem: Every day. And that was so with Dr. Tucker and Mr. Nichols...

Hopkins: Yeah, yeah.

- Lathem: I think that just from the standpoint of the administrative work as against it must have been a great drain on you to prepare something each day.
- Hopkins: It was. And it became increasingly a drain as the undergraduate body lost any understanding of why there should be compulsory chapel. I mean the whole... all the mores of your society had changed and when I came to college in 1897 it was the unusual household that didn't have family prayers, and it was very easy to rationalize even with an undergraduate from the family prayers to the morning chapel, and as that disappeared, why, it became more and more difficult, and I doubt very greatly how much advantage the compulsory chapel had in its later years excepting that it got the college up in the morning.
- Lathem: Was it the first thing then as opposed to the middle of the morning now?
- Hopkins: Yes. The first thing. It was eight o'clock.
- Lathem: I see.
- Cotty: Of course, I sat in seat when you were president and conducted chapel and there isn't any question that the influence of your views on life and the opportunity for leadership to make itself felt, was there and was felt. It seemingly became increasingly difficult for you, as the years continued though, with the burden that you had, and then, as you indicate, with the size of the group increasing so much there would be some off in a transept or a corner and then over this way, and they weren't under your immediate influence.
- Hopkins: Well, as a matter of fact, Sherm Adams turned to me the night of the New York dinner and he says I'm not as sympathetic with you about the size of this audience as I would be if I didn't remember the Sunday night chapels when the boys would be sitting in the aisles. And that's true, I mean, as far as the size of the audience went, there wasn't anything new about it.
- Cotty: It was the morning chapel that was the difficult one.
- Hopkins: The morning chapel was the difficult one, yeah.
- Cotty: Do you remember what Herbert Darling Foster said to you when you came out to take off your robe one time after chapel, and made

a suggestion to you. Does that awaken memories? About the Lord bless you and keep you?

Hopkins: Oh. Yeah. (laughter) Yes. I used the... You see, I'd grown up as a Baptist and the Baptists aren't quite as rigid as some of the other denominations and so forth, and even a layman conducting a service in the Baptist church would use the mitzpah blessing, so-called, as it is in the Bible, the Lord bless thee and keep thee, and so forth, and I used that constantly, and Mr. Foster came to me this night and protested against it. He says nobody but an ordained minister has the right to use that. I said what would you use? And he says you can't say us, but not you. He says you haven't been given any authority to... (laughter)

Cotty: What particular groups exerted pressure on you not to give it up? I mean were their groups... did the Congregationalists, for example, thinking of the background of the college...

Hopkins: I don't remember any denominational group on that thing especially, Cotty. It was just individuals here and there and groups of individuals.

Lathem: I suppose you just announced the discontinuance of it rather than let them know that you were considering it.

Hopkins: Yes. That's right. We didn't do any... we didn't sound out the alumni on that at all.

Cotty: Did you lose any support in any serious consequence at all from individuals or small groups of the alumni?

Hopkins: No. The only thing... This is actually true. The only thing that I can remember that I lost support on in any important degree was the Orozco murals.

Lathem: It seems astounding to me that that would make so much difference to anyone.

Hopkins: And that invaded my intimate friendships, as a matter of fact. I had... Well, Ed Hall and Matt Jones had roomed together in college and they were on the Athletic Council. I, as an undergraduate, there were undergraduate members of the Athletic Council and I was elected in my junior year to that, and Ed Hall was chairman and Matt Jones was on the Council. Just that background to show

where I became acquainted with them. And that grew... The class of '94, Matt Jones' class, was always very cordial, even before I came back as president they asked me to meet with them. They had a midwinter get-together at either Matt Jones or Ed Hall's place, and... No, that wouldn't be it, Ed Hall wasn't in that class, at Matt Jones's place, and then I had... I had worked with Matt Jones in the New England Telephone Company and counted him and still do up to that period as one of the best friends I've had, but he was so outraged at the Orozco murals that he never spoke to me after they were in, and he transferred his son's application from Dartmouth to Williams and sent him there.

Lathem: How did the... the murals came about because of Orozco coming as a visiting artist, and just a natural outgrowth...

Hopkins: Yeah. That was just a natural outgrowth. I was very much impressed with the... with the impression... Artemas Packard brought Orozco up here in the beginning, and I didn't know any more about it than any laymen did, and the undergraduate body became tremendously impressed with him while he was working, they'd gather in numbers bigger than could be accommodated, and then Orozco himself proposed the murals, which is an interesting story in connection with that. He came around to the house one night, and he says I... he had a portfolio with him, and he says I've got here a plan for some murals that I've been carrying around for some years looking for the proper wall space and he says you've got it, and he says I have come to ask if I can make some arrangement with the college to put the murals here. Well, that was the genesis of the whole thing, and I knew something about... just about that time... I think it was about that time, that Rivera was coming into the limelight and I knew something about...

(End of Reel #8b)

Reel #9

Hopkins: I think that's all there was to it. They didn't like that kind of painting.

Lathem: He came to you and proposed that the murals be...

Hopkins: Yes, he came and told me about these panels and so forth, and he says you've got just exactly the wall space that I want, and, well, I was immediately intrigued with the idea but I began to think in terms

of what I knew people were getting for painting murals, and I said that the college just didn't have the money to do it, and he says well I've thought that all out. He says if you'll give me an appointment here on the faculty, why, he says I'll take the appointment and do my teaching while I paint, and I never felt at liberty, as a matter of fact, to make that and to tell that part of the story because part of the objection... I mean, when I say part of it, I don't know how large a part, but the... the Daughters of the American Revolution, that was it, in Colorado, for instance, sent a protest signed by I don't know how many women, pages and pages and pages of it, for paying these immense sums to a Mexican painter when American painters were looking for work. (laughter) And that sort of thing. Well, I had never felt that it was cricket to tell the arrangements because Orozco and Rivera just hated each other, and Orozco looked on Rivera as an exploiter and he didn't give Rivera any credit for convictions. I don't know whether Rivera had any or not, but Orozco didn't think so. And with the rivalry and competition there was between them I didn't feel at liberty to tell the facts which were that we got what I think would have cost in the neighborhood of \$100,000 probably in a New York bank for \$20,000, which was the total cost of Orozco's being here.

Lathem: He had come first as just a visiting artist.

Hopkins: He'd come first as a visiting artist, and... Artemas Packard got him up here to illustrate work in soft plaster. On which I was told and I guess it's true, that he was the leading exponent, recreating a lost art, and so forth, and he was here... I think he was here presumably for a month when he first came, and it was during that period that we made the arrangement, and he was very happy in doing it, as a matter of fact. I was very much amused. When he got... he'd come up periodically and talk over his plans with me and so forth, and when he got to that panel on the sterility of education he came up and he says, look, he says, I've been treated too well here to do this, and he says I want to talk it over with you. I says, nothing doing, I says, you've taken everybody else in the world over the hurdles – we aren't going to ask any immunity at all on the thing. And he was very greatly relieved as it proved, but he had been perfectly willing to give it up. He... I mean he thought it was the gracious thing to do.

Cotty: I didn't know that part of the story, but when I saw the murals when they were completed it happens to me I acquired greater respect for Dartmouth College because that panel appears, very definitely. If

other things were to be criticized, there could be something to it. Not college, but education.

Hopkins: Yeah. It'd have been inconceivable I think to take that out. An amusing aftermath of it was a commission visiting in this country from the National Gallery in London came up here to see them and came over and then gave me the devil for putting them in the basement. (laughter) They said that the paintings would be worth more than all the rest of the library in a hundred years, to stick them off down there in the basement. Well, they were quite amazed when I told them that that was what Orozco had asked for.

Cotty: Didn't some people at the time feel very strongly about the panel that depicts Christ cutting down his own cross?

Hopkins: Yes. Yes.

Cotty: And that they felt very strongly about that.

Hopkins: Very. And that was pretty widespread. The... that wasn't any particular denomination. I mean...

Lathem: It was known that Orozco had Communistic tendencies... leanings... and was the criticism both based on his political views and the art?

Hopkins: I don't remember any protest at all in regard to his political views.

Lathem: Really?

Hopkins: Yeah.

Lathem: That is interesting.

Hopkins: I tried several times to recall the thing and no, it was wholly taking exception to his art. And in Matt Jones' case, for instance, it wasn't so much objection to his art as it was the juxtaposition of that in a colonial building. I mean Matt Jones was a great lover of antiques. His house was almost bare to make it colonial and so forth. And he got... he got quite angry one time when we were talking about the thing. I said well on his basis we had no right to put in steel shelves and he considered that, he said he didn't think so, but he said at least that they weren't thrust into the face of the public the way these things were.

Cotty: I was thinking of the cross and then by association the chapel, we were speaking about that, didn't the college probably lose some money that could otherwise have possibly come to it because of a person who wanted to... I hesitate to go into any details because he might be identified, but to change the interior appearance of the chapel and the... introduce the alter cloth and the cross and so on and objected definitely to your concept of the chapel as such. I had a feeling also that he was one who objected to that portion of the mural, too, that I've described.

Hopkins: Yeah, that's true. But that was very widespread. That particular thing. And then, of course, there was your political group who objected violently to the caricatures, and they unquestionably are caricatures of Hoover and Wilson. But all in all the bulk of it was an objection to an exotic form of art that they didn't think had any place here.

Lathem: Is it true, as is frequently told, that you said to Mr. Dickey when he was about to succeed you, that your one piece of advice to him would be to have nothing to do with murals?

Hopkins: That's absolutely true. I didn't think it was going to bulk as large in his mind as it did. And he came down... he came down to... I asked him down because I thought he might have questions he wanted to ask and so forth, which proved to be true. And he came down to Bar Harbor and we went over there and drove around for three days, but I felt then and I feel now that a predecessor can do a good deal of harm in telling his successor what to do, and I very carefully refrained from it. It makes a very good story, anyway, but...

Lathem: Were the Hovey Grill murals done in sort of an antidote to the...

Hopkins: They were done for that. They didn't work that way, though.

Lathem: But they were consciously planned as that to placate the other group...

Hopkins: Yes, that was the idea. I thought if they were so outraged at these that we'd give them something that they'd understand, and I facetiously said sometimes that I'd lost half the alumni on the Orozco murals and the other half on the Hovey ones. (laughter)

Cotty: That was visualized as a traditional room, as I recall it, and one that hopefully would be a gathering place for seniors.

Hopkins: Yeah. That's right. I've forgotten who the alumnus was I outraged. He wanted to know how I'd feel if a hundred years from now I was pictured surrounded by naked Indians, and I told him I'd feel very proud. (laughter)

Cotty: There was a protest against the little figures on the ceiling in the ski hut. Remember that? In one instance, there a little girl, tiny little girl, and I think she has wings, flying around, I'm not sure, maybe skis in her hands, quite different, but it shows her panties. She's pictured as being four or five years of age. I can remember that there was criticism of that.

Hopkins: Did I tell you about Fred Scribner's reply to me on my congratulating him on his son's being picked to draw the carnival poster?

Cotty: No.

Hopkins: Do you know who Fred Scribner is? He... Well, he was chairman of the Republican National Committee in Maine, and he's gone to Washington as Undersecretary of the Treasury, and he's a perfectly charming fellow and always has been, was as an undergraduate. And when The Dartmouth came out with the announcement that his son had won this contest, why, I cut the... I cut the thing out and mailed it to him, thinking that in Washington he might not be receiving The Dartmouth, which proved to be true, and, but I didn't know at the time what I learned before I heard from him that his son had painted a mural in his dormitory room which didn't conform to the ethical ideas of Dartmouth College and they had painted it out, and I got this letter – it was really priceless – back from Fred Scribner. He very graciously thanked me and so forth, and recalled some of his old college days, and then he went on. He says I appreciate very greatly your sending me my son's... the account of my son's appointment to draw the carnival poster. He says I may add that I hope that he progresses sufficiently so that in ten years Dartmouth will regret having painted out his mural and likewise regret having sent me a bill for ten dollars for doing it. (laughter) Well, he's a... I don't know the boy at all, but the father is very attractive in every way.

- Lathem: I was thinking... Professor Larmon was referring to the chapel and it made me think of the burning of the old chapel on the corner opposite the administration building. Do you... I suppose you have vivid recollections of that?
- Hopkins: Do you mean the White Church?
- Lathem: The White Church.
- Hopkins: Yes, I have very... it's down there that... that was a very tragic thing because, as Cotty knows, we had some ideas about that. I had the idea definitely that a possibility could be arranged with the church of tearing down the chapel and moving the church over on to that area. And so as to make room for Sanborn, and so forth. I still think it was a good idea.
- Cotty: I do. It was... I think the present church is a lovely church and if you could stand further away you'd appreciate it the more, but again this would bring back the feeling of the village common and the...
- Lathem: More in keeping with the row.
- Cotty: Yes. Do you recall that that was a very close... I mean it nearly happened, you recall the vote taken by the church and so on, I don't know whether you'd care to have that in the record or not.
- Hopkins: I don't object to it at all.
- Lathem: You had pursued it so far as to negotiate with them a possible move.
- Hopkins: Yes, pursued it far enough to negotiate with them on the primary question was whether they would be willing to consent to any change at all which they, at the time, were not. But I think we would have... I think we would have got it over there eventually.
- Lathem: They would have continued to use it as the church.
- Hopkins: Yeah. Yeah.
- Lathem: And serve as a chapel as well.

Hopkins: There's always been a working agreement between the church and the college that the college would have its use when needed. Originally, of course, we used it for commencement before Webster Hall was built. And it was a very... it was a very beautiful... Stanford White designed the interior of that and it was... he considered it was one of his best works and I think it was too. It was a very beautiful thing. But, of course, in the administrative work you play with a lot of ideas and give up some reluctantly postpone others and try to carry through others. I... I think probably I became too enthusiastic about one idea that I held quite strongly for a while to try to get some money to support... I knew Ralph Adams Cram pretty well, and he was up here lecturing and I said to him one afternoon, we were talking about his work, and so forth, and I said I thought the West Point chapel was the most beautiful single building on the continent. I do. I think it's very beautiful. And he says, well, he says, I want to talk with you sometime about that. He says I'd like to do something similar here, but he says, but I can give you something even more distinctive if you'll give me the top of Observatory Hill. Well, we went out and went up there and looked it over, and it's perfectly true that that site would be even superior to the one he has at West Point, and we got on... we went as far as his drawing rough... just rough impressionistic plans of it and what it would look like and so forth, and I spent a good deal of time for over a year trying to get the money for that, which I don't, as I look at it now, I don't think it would have probably been good. I mean I don't think there's a use for it. The Princeton chapel is made very useful to them by the Westminster choir, and... but I think... but there again, the Princeton undergraduates don't have any particular appreciation of it. They call it God's garage, and other titles of the sort. But... and we would have had the same... an analogous discussion about that if it had been done because of course Ralph Adams Cram was fully a disciple of the Gothic. It would have been a Gothic building. And I presume there would have been great objection to... although up there it wouldn't have done much harm that I can see. But the... but as things are today there'd be no practical use for a thing of that sort. I think the ideal thing as far as chapel goes is what they've got in Chicago, the chapel that Mr. Hilton gave there. I don't know – have you ever been there?

Cotty: I have.

Hopkins: I think it's a beautiful thing. It will seat about 150 and it's very largely used. I mean you go in and you see people meditating,

people praying, and so forth. I think that, with our modern times, is much more desirable probably than a Gothic edifice.

Lathem: But you did actively try to raise funds for this?

Hopkins: Yeah.

Lathem: Interested alumni and...?

Hopkins: Yeah, I did. But I got nowhere at all. But the matter of funds... I can't really use the term raising funds because I didn't do... I didn't do much raising funds. But we had... we had in one year these two things happen. We had a bequest of \$175,000 to the college cancelled because we had a winning football team, and the man said that we were immersing ourselves, I think that was the term, in high-pressure athletics, and he gave the money to Mount Holyoke College. And the same year we received \$150,000 because we did have a winning football team. (laughter) So, nearly enough equivalent so it makes a good story.

Cotty: I can remember one bequest made and it was fair sized, at least, by a person in Texas, who had never seen the college but he had read a speech of yours. Am I correct, you had never seen him?

Hopkins: No, it isn't true that he had never seen it because he was a Dartmouth man.

Cotty: He was? The one I'm thinking of.

Hopkins: Colonel Towne.

Cotty: I'm thinking of another one where a letter came in to the office from Texas that said that he hadn't met you, but my memory can be...

Hopkins: It was true Colonel Towne hadn't met me. I think that's the one you're thinking of, but I....

Cotty: I thought there was one that had never seen the college, and had heard of you, had read a speech of yours. I may be wrong but he bequested thirty to forty to fifty thousand somewhere.

Hopkins: There may have been something down in that range. I mean I was thinking up in the range of a quarter of a million or so...

Cotty: Well, in those... do you recall how much money, in terms of large gifts, that was received by the college from about '20 to '30. It was a very considerable sum, wasn't it?

Hopkins: I don't remember, Cotty.

Cotty: Well, my impression certainly was... I thought I could... I think I can recall conversations and discussion of some planning on your part whereby the persons were where you made it easy to think about Dartmouth College and that you had an occasional lunch with such persons and that you didn't directly ask them to give but that gifts followed.

Hopkins: I didn't repudiate anybody.

Cotty: You weren't blind to that. You said that you didn't raise money, it came. You did do that sort of thing, didn't you?

Hopkins: Yeah. Very definitely. Yeah.

Lathem: I've wondered oftentimes about the bells in the library, which were always listed as anonymous... the gift of an anonymous donor. I presume there must be a story connected with that.

Hopkins: Yeah, that, as a matter of fact, from the time the library was planned I wanted bells. I guess I got the idea at Oxford, I don't know, but anyway I had the impression that bells added to the atmosphere and so forth, and I kept talking about bells in the trustee meeting, and I don't think there's any secret about it now, the bells eventually were the gift of C.B. Little, who was one of the trustees, and very graciously presented, too, because, as we... as we got along toward the thing, I kept insisting that I wanted bells, and... but on the other hand I didn't want to cut the library, cut anything out of the plans for the library to get them. I mean they needed to be something extra. And finally he simply said, well, if you feel they're so indispensable, why, he says, I'll assume responsibility for them, and he did. I think it cost him, I think eventually cost him in the neighborhood of \$100,000. The original estimate by the McNeily Company who made them was \$75,000 and then we put in an extra bell in the thing to make it more complete and that added something, and he assumed the cost of that. It was my original idea, which is another one of the pipe dreams that wasn't so good was a carillon, but I discovered there were only about half a dozen good carillon players in the world and

they... they commanded very large salaries. And I rather think, this may be due to my own lack of discrimination in music, but I rather think that the chimes have worked out better than carillons would have. The carillon certainly couldn't have been used for marking the change of classes, or anything of that sort. I went over the last time I was in Florida to a thing that I was very interested in because I'd known about it from the beginning. That's the Bok Tower, and I was with the Curtis Publishing Company when Mr. Bok was planning that thing, but I never heard, I'd never heard them, and I went over to the recital one afternoon and I wasn't so sure that I would have wanted that every day here. Anyway...

Cotty: Do you remember Jim Hagerty's story about the chapel bells? Do you think you want to insert that?

Hopkins: I remember there was a story. I...

Cotty: Well, that was a little on the profane side. It was the story... Jim Hagerty was a person well known to townspeople, faculty and so on. He was in charge of a restaurant. He knew many alumni. And he was sitting on the college porch with an old alumnus when the chapel bells started to ring, and the old alumnus leaned over to Jim and he said that's the sweetest music that I've ever known. It stirs memories of my undergraduate days, and so on and went into rhapsody over it, and Jim said you'll have to speak louder. And the man repeated again about the sweet music and whatnot and finally Jim says, I'm sorry I can't hear you for the goddamned clanging of those bells. (laughter)

Hopkins: Well, that's an interesting thing to have sat by and watched. As a matter of fact, the bells were not popular here the first two or three years. I got letters from the townspeople. They were not popular. And I just wondered if I'd misconstrued the whole situation and so forth, but now I get letters from men who wish they could be back and hear the bells in the morning and so forth and so on. But...

Lathem: Another aspect of the library that made me wonder on occasion is the president's study in the Tower. Was that your own concept or something Mr. Larson...

Hopkins: No, that was my concept. And I was very fond of that, as a matter of fact.

Lathem: I think it would be very useful for you, a place where no one could get at you.

Hopkins: It was a... I used it a good deal the last few years I was in office, but...

Cotty: Well, Mr. Hopkins, I was thinking of... you mentioned Manset the last time we were discussing these things, and I can remember... won't you tell about the desire to have some restful place to go to where you could get some relief from college problems and then what followed [inaudible] well, specifically, this place stirred memories when I was with you there and when we'd played golf.

Hopkins: Oh, you mean at Manset?

Cotty: At Manset and the stream of visitors that came and my regular experience was when we'd go out to play golf. I don't believe we were able to start from the first tee more than one out of two times without someone coming to you and saying, "You're Mr. Hopkins?" "Yes." And then I would pick up the peg and go and sit on a bench. "I don't want to bother you," he'd say, and half an hour would go by or an hour and we'd decide to play five or six holes, or nine instead of eighteen. That was a regular experience that this shelter, at that time a fishing village, but you couldn't... you didn't get away from Dartmouth College.

Hopkins: Well, of course, my going down there in the beginning was an attempt to escape because I originally I went down to Rye and took a cottage next to Mr. Streeter. And... but, you didn't get away from anything there. People would come up here and turn right around. It was perfectly easy to take that in on the return trip, so Mrs. Hopkins and I decided, we took the map and looked and we decided Manset was about as far away as we could hope to go, but it's worked out through the years pretty well. I don't know whether you were referring to my private office down there or not, but that has been a great relief. It is even now. Not from the Dartmouth institution but from grandchildren. (laughter)

Lathem: You have a separate...

Hopkins: Yes. I eventually built an office and it's completely secluded. It's within 60 or 70 yards of the house, but it's in the woods and shrubbery and so forth, so it isn't obvious.

Cotty: This is true, isn't it? In order to get any... practically a moment's rest or at least a few minutes rest when you would go to Boston or New York, that you would drop into movies. That was the only place I can recall your telephone ringing before breakfast, while you were shaving, and it was literally true, you couldn't get away if you think about [inaudible] that you used to seek a movie just to go in and relax and close your eyes sometimes.

Hopkins: I didn't care much what the movie was about. As a matter of fact, that not only was in regard to college affairs, but when I was in Washington this last stretch down there, I used the movies to get cool. An air-cooled movie was the place.

Cotty: Well, I don't know whether this has come out. Your Sundays here, your Saturdays, alumni or parents would find that a convenient time to come to Hanover and you had visitors Saturday afternoon, Saturday evening, Sunday morning, Sunday afternoon, constantly. There was no rest during the week.

Hopkins: I think John Dickey's having just the same experience there. I mean I've dropped around there on an occasional weekend. There are always people there. I don't think there is any rest on the job in Hanover. I suppose you could go upstairs and... well, you as a matter of fact, if somebody important shows up, you want to see them.

Lathem: Mrs. Hopkins and you had been co-workers before you were married. Did she work with you in an administrative way through the years afterward?

Hopkins: She... Yes. She... why I was laughing was she had nothing to do with me for the first two years at the office. She had been Dr. Tucker's confidential secretary, and she was quite resentful at having some bohunk come here. She made it quite plain. And the... oh she was always a tremendous help in every way because she knew the game, of course, she had seen it, and she understood about it as a wife wouldn't have who hadn't had that experience.

Cotty: She was superb as the wife of a president of the college on many official occasions and the unofficial.

- Hopkins: She was a wonderful woman and a wonderful wife, a wonderful president's wife. But we... it took a long time to break down that barrier.
- Lathem: I suppose it wouldn't be fair to ask when you conceived the idea of breaking it down.
- Hopkins: Fairly early. (laughter) [inaudible] Yes, as a matter of fact, I gave a lot of thought to that particular project. I think, as a matter of fact, that... that I'd had a good deal of experience skating helped a good deal on that because, as a matter of fact, she loved to skate, and I loved to skate, and in those days, almost invariably the river would freeze over before it was covered with snow and it was wonderful skating down there, and that was where the first intimacy of contact began in going skating. And then canoeing. There was a great deal of canoeing on the river in those days. And it happened our tastes ran along pretty parallel on things of that sort. There was the skating and the canoeing and we both loved horses. She had a horse and I had a horse and we did a great deal of riding. Eventually it kind of blurred out the office competition.
- Lathem: Well, I wonder if we don't want to break off.
- Hopkins: Well, are you getting at all what you want.
- Lathem: Yes, indeed. I certainly am.
- Hopkins: I was wondering the other night whether... because we aren't sticking very closely to...
- Lathem: That's all right. We're not sticking very closely to any particular thread, but they all weave in together and form the fabric.
- Hopkins: I got a very enthusiastic letter just this morning from Bob Leavens and he said he'd heard from you and that...
- Lathem: I wrote him to tell that the first session went off very well and he'd be pleased with the results.
- Hopkins: I hope he didn't... I hope he has the time and energy to go as far as possible on that work, because that's ... that's going to be a much more monumental work than I dreamed of when we started in on the thing.

Cotty: What is that, Mr. Hopkins?

Hopkins: Well, going back, you see practically all the records of Dr. Tucker's time were lost and that I assume came in when they moved from the old administration office to the new administration office, because certainly when I left here in 1910 we had files on files, and things. And I came back and began to look for those and they weren't existent anywhere, and then when L.B. Richardson started in writing his history, he came around and he says were are the files on the Tucker administration. I said they just aren't existent as far as I can find out, and Miss Cleveland, then who.... Nobody was more efficient, as you know, she'd gone over everything and tried to find them and found nothing. So Bob Leavens, who was a classmate of mine and with whom I was very intimate, and who had this tremendous reverence for Dr. Tucker and I knew had followed a... Bob Leavens had originally been in the ministry. He was in Omaha, as a matter of fact, wasn't he? And so I raised the question one time with him as to why it wouldn't be... he had retired from the ministry and was that that time, I think, teaching at Mills College, and... but he was going to retire there, and I raised the question with him as to whether or not it wouldn't be a good retirement project to recover whatever could be recovered in regard to the Tucker administration and supplement it by his special knowledge which I didn't have and nobody else would have. And he was interested in it, and said he would, and he started, and he's been at it now for nearly twenty years, and it's... He's sent me an occasional section of what he's doing. He's covering it with infinite detail, but there's so much of it I don't know how far he'll get, he isn't...

Lathem: He's certainly meticulous about the detailed aspects.

Hopkins: Yeah. And whatever there is will be tremendously valuable but I don't...

Lathem: I think he now feels that he will never finish it. I gather from what...

Hopkins: That's definitely true. Yeah.

Lathem: And he looks for someone to pick it up, that the hardest thing in the world to accomplish, to find someone who can step in to another man's project.

Hopkins: I doubt very greatly if anybody can ever add very much to whatever he leaves. I think it will be largely a question of arrangement, and selection, and so forth, but...

Cotty: I have a guess that occurs to me that you want actually some time to pay tribute to Bob Strong.

Hopkins: I certainly will, if the occasion offers. Yeah.

Cotty: I hesitate to bring it up, because Al was director of admissions and it was during that period, of course, you'd be referring to.

Hopkins: Yeah. You don't need to hesitate, then. I mean Al has the same attitude toward him as you and I do.

Cotty: This happens to be a case of, aside from you, there's been no personality, I don't think, in this community or college who acquired such respect or affection, everything else.

Hopkins: It's perfectly unbelievable what he did. He had a... You never knew him, of course. He... well, here's a perfectly typical example of the effectiveness of the way he worked. Alvin Fuller, who was the... had been the governor of Massachusetts and had been an extremely generous friend in regard to the college, especially in regard to the crew. He'd given checks of a thousand, two thousand, five thousand dollars, and so forth, and he lived down Rye next to Huntley Spaulding. They were inseparable companions. I think their terms of governorship overlapped, if I remember. But, at any rate, in the course of time, Alvin Fuller's son becomes an applicant for admission to Dartmouth without any qualifications. Well, without sufficient qualifications, for admission. And Bob turned him down. Well, I've known Alvin Fuller for a great many years. I knew him originally before I came up here. He was running the Packard agency in the early days of automobiles, and I was living in Newton. And I never have seen him angry excepting then, and he came up here and he was just boiling. And well, he sat in the office and he blew off for I don't know how long. It seemed very long to me. And finally I said to him, I says, as a matter of fact, this is a technical question of admissions and I can give you the general outline, but I think you'd be better satisfied to talk with the director of admissions and get his point of view. And he said he would, but not [inaudible] at all, and I took him down and introduced him to Bob Strong. In an hour or so he appeared, wrath all gone, and said the case was perfectly clear. The college

decision was right. Bob Strong had offered to help him to get him in somewhere else, and he had gone over with Bob where would be a good place, and at any rate it ended up by the boy's going to Trinity, went through Trinity, had a very agreeable undergraduate life, and Alvin Fuller is one of the great partisans of Bob Strong. I mean you get an immediate response from him. He just... in that hour, he had convinced him that he was working for the boy's best interest. And that sort of thing happened again and again. And he didn't do it by compromising his own convictions at all. The only place where there was any possible... there was no compromise in that, but Bob would come down and he'd see her when he got done with his selections... he's come down with anywhere from half a dozen to a dozen names, and he says here's a group of boys that I'm perfectly certain would make good here, but, he says, I can't, under the admissions office procedures, admit them, and he says I think if I was president that I would overrule my admissions office and do something about it. (laughter) But he was a very rare...

Cotty: He was a very rare... .

Hopkins: His father was a Dartmouth man and he'd been brought up in the Dartmouth tradition. His oldest son... his older brother who was the same type of boy was killed in the First World War. He was a Dartmouth student and was one of the fatalities.

Lathem: Was Mr. Strong one who had stayed on here immediately after graduating?

Hopkins: No. No. He... He was with the New England Telephone Company stationed at Worcester, and... I've forgotten just the circumstances. I'd been very much attracted to him as an undergraduate, but had sort of lost track of him, and then we had this vacancy arise and I got in touch with him and found that he'd be glad to come back and he did come back. He was... they make very few like him in any generation.

Cotty: This is so minor, but, Mr. Hopkins, you may enjoy recalling this. There was an alumnus by the name of Lymie Perkins, and Lymie came back here every year, loved the college, but he was also interested in athletics and he was particularly interested in hockey players. I saw him one day on the Inn porch and he told me about this marvelous hockey player from Buffalo – Nichols School – and he was going over to see Bob Strong about getting him in. I saw Lymie afterward and I said how did it go, Lymie, and Lymie said,

oh, Bob was wonderful. I said will the boy get in? No, no. Bob thinks he'd better have another year at Nichols. Bob was wonderful. So I actually... I did really see him the next year on the Inn porch, and he told me again about this hockey player and he was going over to see Bob Strong. I saw him afterward, I said how did it go, Lymie? And he said wonderful. I said did the boy get in? He said no. Bob thinks that he'd better have another year. I think I'm accurate now when I say there was a third year, and I saw Lymie and he told me the same thing again. I said have you been over yet, and he said no, and I happened to be going up the steps of the administration building when Lymie came out, and I said how did it go, Lymie, and he said, Gee, he's a wonderful fellow, and I said did the boy get in. No. Bob thinks it would be for his good to.... (laughter) I remember well that he told me once when I went over – I might add that Bob and I were very close friends – and that I received a call from an alumnus and, no, I'm sorry, in this instance I received such calls and saw Bob, so we had a number of conversation. But in this instance I had received a letter from a woman whom I had known before she was married. At the time, I thought she was very attractive indeed. Well, now the note said she had a son who she hoped could come to Dartmouth, and so I went over to see Bob Strong, and I knew perfectly well the questions he'd ask me and my answers wouldn't be given any weight because I didn't know the boy, and so I told him about this and then we talked about other things, and as I was going out the door, he said, oh yes, in regard to that boy, he said with a smile, I'll write on the folder, Larmon knows the mother, so what. (laughter) I did my best, I might add to the conversation, the preliminary by telling what a wonderful mother this boy had.

Hopkins: Knowing mothers sometimes makes a difference. As a matter of fact, that's how I became so well acquainted with Joe Gilman because Dr. Tucker had been very devoted to his mother when he was in college. There was a trio here – Alice Parker and, oh, Mildred Crosby, and Joe's mother, and when Joe registered, this was a little unusual, and I speculate I didn't get the answer to it for some years, but Dr. Tucker came to me and he says there's a boy in the freshman class, he says, I'd like you to keep your eye on him. He says I'd like to know how he's getting on and so forth. I said what's his name? And he says Joe Gilman. As a matter of fact, I knew about Joe Gilman then to know that this was no minor assignment, which proved to be the fact. But his mother was a very wonderful person. She... It's too bad to see tradition broken. I never go down to Exeter without feeling sort of lonely there at their

house... [inaudible] the generations dead, it ended with Joe, and the house is now occupied by one of the faculty.

Lathem: It is an old and distinguished New Hampshire family is it?

Hopkins: Yes. Yes. Way back.

Cotty: I remember Joe told me once that his father, his grandfather, and I think he said his great-grandfather had not amounted to much until they were at least 35 or 40. Is that true?

Hopkins: Yes, that's true.

Cotty: Then they became very distinguished.

Hopkins: His grandfather... his great-grandfather, Mrs. Gilman, Joe's mother, told me this story, she said that Joe's great-grandfather said to his grandfather one time when he was about 35 years of age, he says you're just a goddamned little loafer and I'm sick of supporting you and you can look out for yourself from now on. And he says all right I will, and he went to China and was in China for a decade or so and came back to this country. He'd been tortured, he'd been in guerilla warfare, and he'd been in the ivory trade meanwhile, and came back very wealthy, and then his son, Joe's father, apparently went through about the same. He was a great friend of Mr. Streeter. Mr. Streeter used to speak about him. He said I never thought he'd amount to anything at all, and he didn't apparently until after he was... But there was another side to that, I should like to know more about than I can. His grandfather died at a reasonably young age – somewhere around fifty, of cancer. His father died at 48 of cancer, and Joe always took it for granted that he would die of cancer at 48. I mean, there was no tragedy, he just... I've got ten years more, but that's the way the family goes, and he died of cancer at 48. And Ned French and I have done lots of speculating on it as to whether he thought himself into that or... which probably isn't physically possible, and yet it seems strange that it would have occurred as it did.

Lathem: With such precision.

Hopkins: And the doctor told me, his doctor told me, during his last illness, he says he's practically impossible for me to do anything or for anybody to do anything for him because he just takes it for granted that he's foredoomed on the thing. He says I can't get that out of

his mind, and he certainly was as far from a psychopath as anyone I've ever seen. I mean there was none of that in him, at all. It was just something he'd taken for granted.

Lathem: This is quite away from the point, but I remember, I think the first time that I ever came to see you as an undergraduate about something you told me a story about your experience with the daughter or granddaughter of President Smith.

Hopkins: Oh, yes. Sally Patch.

Lathem: Sally Patch. Yes. Could you tell me that again?

Hopkins: Yeah, I can tell you very well because it's very definite in my own mind. To begin with Sally Patch was in her early years according to all testimonies a very beautiful girl, and you know the Randall house, that was the president's house, originally, and when I came to college a very beautiful house. The tradition was that Sally Patch had been disappointed in love. Whether that's so or not, I don't know. But she certainly had never married. And she had come to... had become the social arbiter of Hanover, which in those days was perfectly possible. I mean it was a small community and so forth. And, I don't know where I began on my story with you, but I'll tell the whole of it now. My freshman year, the Dekes were going to give a reception, and the whole question in any fraternity at that time was whether they could get Sally Patch to be the presiding genius or not. That marked you as distinctive or not. And I was... I was supposed to rustle provisions for this thing. The freshmen were assigned the job of... all the menial jobs, and the chocolate gave out and I went out to get a pot of chocolate, and I can see her now, sitting there, and I went to put it across the table, somebody juggled my elbow, and I never had such a... the same kind of a feeling and never want to again, the thing just slid off into her lap, a whole potful of hot chocolate. She had on a frilled gray rig that it didn't do any good to, and so forth, and to make it just as bad as possible, I lapsed into my granite quarry vocabulary and said God damn it and turned and ran. Well, I spent the next two years in avoiding Sally Patch when I saw her on the street. I'd get on the opposite side of the street and so forth. And then came senior year and I had... during my sophomore and junior years I'd lived at the Proctor house, which was where McNutt is now, and had beautiful gardens out back of it extending clear out to the cemetery. And Mrs. Proctor, who was a lovely person, a sweet little old lady, she always called me Hoppy. She said Hoppy you ought not to stay

away from things just because Sarah Smith's going to be there. She probably doesn't remember you. So one day she said there was going to be something and she said you go with me and... and well, that... Mrs. Proctor had a position in the town that would give me some respectability, so I went and Sally Patch was very gracious. She showed no signs of ever having seen me before, and that was all right with me. Fine. And from then on I stopped avoiding her and saw a good deal of her, and then during the ten years I was here I was constantly invited to her house and invited to other places where she was, very friendly in every way. And when I came back here in 1916, I got this note from her and she says I belong to the [inaudible] too, you know. She says I would like to see you. So I went down and I had a perfectly wonderful afternoon and she took me all over the house and she took me up to what had been her bedroom which was still existent just about as it had been in the olden days and there was a register in it, and she told me that the room underneath had been her father's study. And she said as a small girl she periodically would hear what apparently was an animated conversation down below, excepting it was a monologue, and she'd get up and listen at the radiator... listen at the register... and her father would be praying to soften the hearts of the faculty on some discipline case, and well it was a lovely afternoon, I mean the associations with her and everything else, and she was a wheelchair patient at the time. I had been pushing her around the house. It came time to go and we got to the front door, I was already to go, and she put up her hands, and she says I want to kiss you goodbye. And I leaned down and she put her lips right up against my ear, and she says I hope you'll have a very successful administration. As one of your predecessors I hope you will. And then she hesitated a minute, and she says, but don't ever try to pass chocolate to me. (laughter) That was from 1897 to 1916. Was that the story you...

Lathem: Yes, that's the one.

Hopkins: Well, she was a very regal personality. I never knew whether she needed to run a boarding club to support herself or simply did it because she wanted company, but she ran what was then the deluxe boarding club in town, and only the people from the Gold Coast at home could afford to eat there because she charged four dollars and a half a week for board. With the result that they were mostly Psi U's, as a matter of fact it came pretty near to being a Psi U club and.... But it was an interesting time. As I say, she was really regal in appearance and in demeanor and everything else.

Nobody tried to do anything without her help if they could get it and she was very gracious about it all. But the... Hanover in those days, it's interesting to remember because right opposite was what was... was the Bartlett home, and they... there were five girls, and Miss Bartlett had married Henry Stinson who was uncle to later the Secretary of War, a Yale man, but Mrs. Bartlett was a very keen believer in the validity of everything that her father had done as president, and there was a schism there right in the middle of the road. Sally Patch's attitude was that a perfectly good college was turned over to President Bartlett and he had ruined it. The Bartlett attitude was that there had been such a poor college turned over to him that he had no chance to do anything, and one had to be fairly circumspect in their social engagements between the two groups, but...

Cotty: You mentioned the Psi Us. One incident... Do you remember the time that...

(End of Reel #9)

Reel #9b

Cotty: a boy appeared before the administration committee and... I want you to tell the story. He was separated and he later came up to see you and said one thing he wanted to know before he left town, who was the person in the Psi U house who was acting as a spy for the administration. This bears on any of those rumors of spies, you know, do you recall that? I think that would be interesting.

Hopkins: Well, I don't recall much more about it than that, Cotty.

Cotty: This is my recollection that he came up and asked you that and you replied that there must be a person in the Psi U house who is acting as a spy for the administration because this I did not, the charge was drunkenness in public, I did not move out of the Psi U house during this period when I was drinking, and you replied, I'll tell you how the information reached me, I was looking out of the window of my office and I saw this person in tails, white tie, start across the street. There had been a rain during the night and there were puddles, and you appeared to be weaving somewhat and you reached a large puddle and fell flat on your face and laid there and some undergraduates picked you up, and I saw your face...

Hopkins: He was in evening clothes?

Cotty: In evening clothes, yes. I saw your face distinctly. That's the way the information reached me. (laughter)

Hopkins: That rumor will never die down. I think, as a matter of fact, Johnny Patrick (?) the other day asked me specifically whether the college did have spies in the fraternity houses.

Cotty: I've been asked that question, I think, about every other year not quite that way, did the dean have a... sometime does the dean have a little black book and I'd say I hadn't the slightest idea what it's leading to, and it always comes back to this kind of thing, or that there are undergraduates who act as stool pigeons and give information.

Hopkins: I'll tell you the greatest spy was Frank Boyden of Deerfield. Why he keeps track of every Deerfield man. I don't know how under the sun he gets it. He... by the way, I'll interrupt, did you know what he did the night after the New York dinner?

Cotty: Yes, you told me.

Hopkins: Frank Boyden drove down to New York and was at the dinner, and I saw him sitting down in front and motioned for him to come up, and I says how did you get in here and he says I just wanted to come and I did. Well, he went out from the dinner, drove back to Deerfield. He couldn't have gotten there until between two and three in the morning if he'd driven very hard, and he was up here the next afternoon with the Deerfield group. But he came to me twice, but one, the most extraordinary time, there was a boy who had been here, you may remember him. Donnelly, he was the son of the New York... the Chicago printing concern.

Lathem: R.H. Donnelly?

Hopkins: Yeah. And the boy wasn't an addition to any community. I don't know what he's become but he wasn't at the time. But Frank Boyden came up somewhere about the middle of the first semester of his sophomore year, and he says I want one of my boys fired. Well, I says, that's a little... I have to have a little data on the thing. And he says I know you do and I have it, but he says one rotten apple in the barrel can spoil the whole, and he says he's spoiling the whole Deerfield outfit here. He says they look up to him

because he's an athlete and got a lot of money and so forth. And he takes out this little black book and he has itemized down there enough to hang the poor boy. Dates, places, everything. And... a girl at the Copley Plaza, somebody else at Albany. I haven't any idea. Somebody must have told him, of course, but he had all the facts and I sent for Donnelly, and I didn't tell him, of course, where I got the information. I says, is this information correct. He says, I don't know how you got it. But he didn't deny it at all. And... but he follows his men just that way.

Lewis Perry has a wonderful story on him. He and Lewis Perry are great friends and Lewis Perry was at Exeter and he used to go over every year to Deerfield to speak and he went over... went over in the middle of the winter one winter and came the morning of the day he was going to speak and Frank Boyden appeared in buffalo coat, earlapper cap and so forth, snowy day of winter, and he says you know how this thing is run. You don't have to have me here at all. He says you just go in and do your stunt. He says I've got to drive over to Bowdoin. Lewis Perry says why. Well, he says, they've flunked one of our boys in mathematics over there and he says it's absolutely impossible for that boy to flunk mathematics, and he says I'm going over and see what's the trouble. According to Lewis Perry, he appeared the next day at breakfast. Perry says what happened. Well, Boyden says just as I thought. There are two boys with the same name and they got their papers mixed.
(laughter)

Cotty: I remember your – you probably wouldn't speak of it – but I remember your kind of follow-up. Mr. Lathem, this would happen again and again and again that I left the office at 5:30 and went downtown or somewhere and then decided to come back to the office for some reason. I would see the student lamp, I remember it had a green shade, on your desk, lit up, and I'd go in and ask you when you were going home or what you were doing, and it happened again and again and again. You were writing little private notes to undergraduates who had had some difficulty getting in or had had a hard time freshman year for one reason or another, or you'd had a talk with them once, you had found any number of cases where you were writing the little note of congratulations or the encouraging word or something of that kind. That was the end of the day when most anybody would be very tired. I don't know whether you did it at midnight as well.

- Hopkins: That's a very satisfactory thing, though, to be able to write to a boy and tell him he's done a lot better than you even expected him to.
- Lathem: Awfully thoughtful. I get this from colleagues in the faculty and the administrative staff now have told me of your thoughtfulness in writing little notes at times when they meant a great deal to them.
- Cotty: I can recall seeing some. This is not in terms of many, but I think there would be at least a half dozen instances where I knew of members of the faculty who had been critical of you in the early stages who had written to you to ask for some information of some kind, and when you had replied with a letter of two and a half pages and they found that you'd written to others to get some more information, I can remember it happening a number of times, at least, when the person would say to me, just look what he did. And I didn't want to bother him, but you know I've been critical at times, and so forth, and I wrote... I sent this request and look at the time that he spent and so on. That changed a number of persons who should have had more intelligence in the first place. (laughter) [inaudible]
- Lathem: Two against one in this room.
- Hopkins: Well, those were happy days. I haven't any sympathy with the people who complain about life in a college community because I think it's pretty good.
- Cotty: You can decide whether this should be taken out, but I can remember – you mentioned happy days – the members of the faculty who came over to see you and they said this has gone too far, and you said what's gone too far? They said so and so swiped my bull fiddle. (laughter) I remember [inaudible].
- Hopkins: I've got a letter in there started to [inaudible] as a matter of fact. Do you remember the tragedy of not having a glockenspiel?
- Cotty: I do. Yes, definitely. Maurice Longhurst was a true musician in many ways, but he had all the temperament of one and he comes back and comes into the office one day in a perfect rage, and... how could he be expected to produce any music from the band because he didn't have a glockenspiel (laughter) and Harvard had three glockenspiels.

Hopkins: No, Cotty, you've got the chronology wrong. They only had one then. So finally in order to retain his enthusiasm he had a glockenspiel, goes down the next year to the Harvard game and Harvard has three glockenspiels. I was going to ask him if he had a glockenspiel down at [inaudible] by the Sea. He's got a perfectly beautiful parish. Yeah. At Palm Beach. It's one... I never saw a more beautiful place. It's a Gothic church and a Gothic parish house, and landscaped, and the ocean on one side, and so forth. And I think... I know, as a matter of fact, all the testimonies, he's very happy there, but I think things are going well enough so I can ask him about the glockenspiel. (laughter)

Cotty: I don't remember whether you knew of this, but I remember the time he appeared before the Council on Student Organizations. I was chairman, and Warner turned to him and said now what about that bill. And he said oh yes that should be paid. So Warner said, Gentlemen, this is a medical bill for injuries to the cymbal player. And I said for injuries to the cymbal player, how did he get injured? There was this long silence and Fred said he got his thumb between the two cymbals. (laughter)

Hopkins: That's a new one I never heard of. As a matter of fact, I'd be very interested to know who that boy was at Harvard that wrote that letter to the Dartmouth after the row down there. I think that's one of the best letters I ever saw. He so obviously was mad all through and through.

Cotty: I confess it's puzzled me ever since how he could get his thumb between the two cymbals. You have to hold each one in the middle, don't you?

Hopkins: Well, I think I can see.

Cotty: Small cymbals.

Lathem: Well, I'll take some part of my apparatus.

Hopkins: Maybe you need a sleigh.

Lathem: I think that's so.

(End of Reel #9b)