

# **Ernest Martin Hopkins '01**

## **President, Emeritus**

An interview conducted by

Edward Connery Lathem '51

Hanover, NH  
Manset, Maine

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Reels 23-33

Rauner Special Collections Library

Dartmouth College

Hanover, NH

**Reel #23a**

Lathem: This is a scrapbook session being held in Baker Library on Friday, April 6, 1962, continuing the tape recording of President Hopkins' memoirs, a scrapbook session starting with events in the year 1933. [Pause]

Hopkins: Well, sometime around the 4<sup>th</sup>. I don't know exactly when. I want to go somewhere before commencement. [Laughter] I don't know just where.

Lathem: I can understand that. Did you get over to Montpelier?

Hopkins: Yes, I was there yesterday.

Lathem: Ah. How's Mr. Davis?

Hopkins: He's fine. Honors coming thick and fast. He's written... Named insurance man of the year by the insurance companies and he has just been made, I don't know whether an officer or not, but a member of the Vermont Bankers Association. [Laughter]

Lathem: My goodness. They are coming thick and fast.

Hopkins: Yeah. It just caught my eye. [inaudible] good for the United States. I want to know where I got that idea. [Laughter]

Lathem: Is this going to work out all right? Can you see the clippings well enough at that angle?

Hopkins: Yes, I can see fine, thank you.

Lathem: This is a... I thought we'd go on with a scrapbook for a while, at least. We left off at this point, quite some time ago. You'd spoken about Horace P. Taft of the Taft School and this clipping, which is dated April 1933, headed Depression Good for the U.S. says Dartmouth president, made me wonder whether you had any impressions you'd like to tell me about of depression years at the college in general, what the atmosphere was like. I've come at one specific thing, I wish you'd tell me about something I've heard over and over again and that is your announcement to the faculty that there'd have to be an across the board cut.

Hopkins: That was the most astonishing event of my career I think.

Lathem: Oh.

Hopkins: We went over it very carefully with the trustees and I said I saw no chance of our keeping the scale without leaving the college very much in debt and that I thought it would be in the interest of everybody to get through the year with the smallest deficit we could and I felt very sure that the faculty would understand that. And the trustees were very doubtful about it as an administrative measure. That is that they felt that it would create a certain feeling that would handicap us for years but I felt pretty certain in regard to the thing. And I also felt very certain that the faculty themselves would be better off to take, I've forgotten, I think it was a ten percent cut and end the year in reasonably good shape financially and ready to go when the depression was over. Well I rather guess that I did one of the best selling jobs of my career. I felt pretty strongly about it and I told the faculty my reason. I told them that it was not fully acceptable to the trustees because they felt that the other method would be better so that the responsibility was fully mine for making the proposition but that I had made it and the trustees had accepted it and that it would have to be made operative right way. Still assuming that self-interest would be pretty largely predominant I finished up and got one of the greatest ovations I had ever gotten. It was the fact that they not only accepted it but seemed enthusiastic about it and my memory isn't very clear but I think we restored the old scale the next year. Certainly did within a couple of years. I think we did the next year.

Lathem: I had heard that story in substance or in bits and pieces at one time or another and I'd never known the exact details of it and that it was factual.

Hopkins: I haven't any confidence either for the college or the nation either for this deficit spending. It seems to me as far as I can analyze the thing that it always results eventually in harm to everybody and I feel the same way about war as a matter of fact. I mean I would far rather with all of its hazards precipitate a war if it was certain to come eventually and the sooner it came the better I think. I thought that Kennedy had backed up and I was very enthusiastic about it the other day on the statement that we would never take the first step. [Laughter] But he evidently got frightened out of it before the next day because... Whether or not we would.

Lathem: Did enrollment in that depression era drop as income, of course it dropped, because you're...

Hopkins: Income dropped as I remember it. Enrollment did not. No, I think it did not. I'm very fuzzy about those things...

Lathem: Has it been the case that you've had impressions of a really changed atmosphere of the college at different periods that...

Hopkins: Very definitely.

Lathem: And would that have been one of them?

Hopkins: That would have been one of them, yeah. Very definitely. And, well I would say, along that line that from my own personal point of view, the twenties were certainly the most anxious time that I ever lived through. Everybody seemed to be wanting to make as much in their pool as they could [Laughter] It was a natural objective of students and everybody else and to some degree faculty too because they... Wild ideas were particularly prevalent at the time and we had to subsequently... I... An illustration of what I mean... The Ps U's telephoned up at Carnival time and they said we've got a wild woman down here and we don't know what to do with her. This was about two o'clock in the morning.

Lathem: Called you at the house?

Hopkins: What?

Lathem: Called you at the house?

Hopkins: Yes. Well, I says, as a matter of fact, there's nothing I can do about it but it's obviously a police matter and if she's really troubling you, why I'd tell the police to throw her out of town. Well, I forgot all about it. That summer I went with Ann over to Bar Harbor to the movie and Constance Bennett was putting on a beautiful show there and Ann turns to me and she says, there's your girlfriend. And I says, what do you mean? And she says, she's the girl you threw out of town during Carnival time. [Laughter] Well, things like that were happening almost every day. I mean...

Lathem: This was Constance Bennett herself who had been to Carnival?

- Hopkins: Yeah. She was the guest of the Psi U house; I've forgotten whose guest she was. Joan... The relationship among those sisters seems to be very peculiar but Joan laughed about it the next year. She said she would be shy on coming here. [Laughter] And I had to tell Budd Schulberg that he had to keep Scott Fitzgerald out of sight. He was in the hotel making a mess of himself. Things like that happening all the time.
- Lathem: Did Fitzgerald come more than that one time? Do you suppose?
- Hopkins: Not that I know of.
- Lathem: Yes. And Schulberg had brought him as his guest?
- Hopkins: Yes, Schulberg had brought him and they were very thick. As a matter of fact, Schulberg told me later about his visits down there. Fitzgerald may have been here other times but that's the only time I knew about.
- Lathem: Yes.
- Hopkins: Everything seemed to come in in the twenties. It began, it began... It got to the point where it corrected itself toward the end of the decade.
- Lathem: Corrected itself in the sort of satiation of excess?
- Hopkins: Yeah.
- Lathem: That's interesting.
- Hopkins: Yes. Well, the, I don't remember who... Some one of the alumni said to me last year, he was speaking about that period and he says, I think everybody began to be fed up with being a damn fool and that was about what it seemed like.
- Lathem: That's very interesting. I never really had that kind of analysis of it before but one could see how it would happen if it ran long enough. But then toward the end of the twenties this occurred and then the early thirties would have been quite a different matter.
- Hopkins: I'm talking of course wholly on impressions.
- Lathem: Yes.

Hopkins: There would be a great deal of difficulty in proving anything but my impression is very definite that from, we'll say '30 on to the Second World War, you had a pretty steady group that... Of course with the... I'm not even sure that under the same conditions again you'd get the same results if you didn't have Prohibition. Prohibition was the great disturbing factor in the whole situation. It's odd how things come about. I... We had three boys who nearly died from bad liquor that they got down at White River Junction and I'd known Joe Pilver for a long while. Pilver... Do you know the Joe Pilver place in Norwich?

Lathem: I don't think I do. Where would it...

Hopkins: If you go to Norwich village and take the road down to the river.

Lathem: Yes.

Hopkins: When you get down there, there's a house right in the fork.

Lathem: Yes.

Hopkins: Well, that was, at that time, the biggest bootlegging center around here anyway and was run by a man named Joe Pilver. Well, Joe Pilver was a pretty good citizen. He hadn't any particular ideas about Prohibition one way or another excepting that it was a pretty good way to make money. [Laughter] But he did serve good liquor and the United States authorities came up here and they told me they were up here to get him. And meanwhile, he came in and saw me and he says, it's just as simple as this. If the college joins in this thing, why, he says, I go to jail. And he says, if the college doesn't join in it, I don't think they can pin anything on me. Well, I had thought a good deal about it and I says, Joe, I'll make a deal with you. You'll never acknowledge a deal was made. I says, as long as you serve nothing but good liquor, I'll have no hand at all in the prosecution. Well, the federal authorities... I told the federal authorities just what I'd done. I have to say that they were very understanding about it and...

Lathem: That's interesting.

Hopkins: But they said it was no use for them to try to pin anything on him unless the college would give its evidence. Well, I thought that was a wholly confidential arrangement and I always supposed nobody

knew anything about it excepting Joe Pilver and myself. And Joe McDonald introduced me two or three years ago at commencement at some dinner. He says I'd like you people to know the kind of a president you had. [Laughter] He says I am just back from an alumni trip and he says this is a story that they told me in Florida and he told the story. Absolutely right. [Laughter] I don't know who leaked or how but... I was reminded a little bit of the situation when John Wheelock took great umbrage because... I mean, John Wentworth. I don't mean either one, I mean John Phillips.

Lathem: Oh.

Hopkins: Took great umbrage because Eleazer Wheelock didn't clamp down on the people who were inoculating against smallpox.

Lathem: Smallpox.

Hopkins: Yeah. I made the statement one time down at Exeter, one of these exaggerated statements that you make sometimes: if we hadn't had smallpox in Hanover, Exeter never would have been founded. [Laughter] That was the beginning of differences between Wheelock and Phillips which eventually resulted in Wheelock's changing his, I mean in Phillips changing his will. Those things... Oh there were a lot of things that, as a matter of fact they kept coming along, that I wouldn't even try to defend as a general principle but taking the time and the occasion and so forth. Perhaps for some, the principle the end justifies the means, I don't know but... [Laughter]

Lathem: How much did you as president get involved in specific things of this kind?

Hopkins: I got involved a good deal more than I needed to, or I don't know as I'm willing to admit that. I got involved a good deal more than I was obligated to and... But... I grew up in an era when Dr. Tucker was doing his great work of resurrecting the college. Dr. Tucker was a patrician and he was loved by the undergraduates and it was reverence even more than love. But I became conscious after I went into the office that he was handicapped by the very fact that he was a patrician. There were lots of things he didn't want to know about.

Lathem: Uh huh. Yes.

Hopkins: Well, to be specific, we had... When I went into the office there was a professor of German of which it was pretty generally known to be a homosexual. And I asked Dr. Tucker about it once. Says why he didn't do something about it? This is an illustration of the only weakness I think Dr. Tucker had. He said, I don't know a homosexual is. Well, every undergraduate knew and so forth [Laughter] and it seems astonishing now I mean. But he just shrank from recognizing things of that sort and in that particular case, here I was just a young cub in the office. He says what would you do about it? Well, I says, I'd get him out of town. Well, Dr. Tucker says I give you full authority. Well, I went down and [inaudible] to go to Germany to do graduate study [Laughter]. I didn't have anything particularly against the Germans but... There are little details of that sort which... and I say them only to explain why I got into a lot of these things that I don't think a person nowadays probably ought to get into. But that seemed to me the only weakness that Dr. Tucker had and I wanted to avoid it.

Lathem: I see. Yes.

Hopkins: I think very likely I overplayed it. I don't know. I think I knew pretty much what was going on most of the time.

Lathem: Well, this surprised me in retrospect as I have to, or historically, as I have to know your administration and actions that you were able to know so thoroughly, so penetratingly, what was going on at the college.

Hopkins: Well you see I had a pretty large advantage and I didn't realize how great an advantage it was at the time but I'd been editor of the Aegis, I'd been editor of The Dartmouth, I had been undergraduate member which they had in those times of the Athletic Council and I had a fraternity and senior society relationship and I could go in without any embarrassment into a lot of places that if my experience had been different I couldn't have. I didn't know any reason I shouldn't capitalize on it. I don't think I even analyzed it in those days. I have since. But the benefit was that I really knew the undergraduates pretty well.

Lathem: You kept up these various associations, kept them in good repair so that they were constantly natural things for you.

Hopkins: Yes, that's right. I could walk into an athletic conference or a coaches' meeting or anything else on the basis of the contacts I'd



had as a... And then more overt you see, we were in a terrible financial mess in 1903 and Dr. Tucker asked me if I'd be willing to take it over. He said frankly that he didn't know anything about it and so, for two years there, I operated as graduate manager and spent more of my time on that than anything else and we were... Harvard was at that time paying us \$450 a year to come down there [Laughter].

Lathem: My goodness.

Hopkins: And I went after a percentage agreement and that I think was my single greatest contribution. And Harvard has always been more friendly to Dartmouth than any of the other Ivy League colleges and I said I wanted a percentage arrangement for we were beginning to draw the crowds and capitalize on that. Finally, I think I, more out of boredom perhaps than anything else, I went to the Athletic Committee and they said, what do you want? And I says, I want a percentage agreement and I am perfectly willing to leave it to the future as to what that shall be. Anything you say. And there were a lot of conferences on it but finally they gave us fifteen percent. All I wanted was to establish the principle.

Lathem: The principle. I see.

Hopkins: But that fifteen percent, as I remember it, boosted us to something like \$6000 or \$7000 which is better than \$450. [Laughter]

Lathem: I would think so.

Hopkins: And fortunately we had some good teams and the public interest was aroused until we were filling the stadium. And I went back then and says, how about this percentage? Fifteen's a little small. [Laughter] They were very generous though. They finally gave us forty percent which still prevails.

Lathem: Does it still? Yes.

Hopkins: Yeah. With that as a precedent, why Yale and Princeton didn't have much else to do and that straightened out the Athletic Council but it also gave me a certain prestige which enabled me to keep up my contacts with the athletic situation. And I think it's little things like that that produce the result. But however it came about, I think I did know the undergraduates pretty well.

- Lathem: You must have. You certainly must have. You touched on something in reference to President Tucker and the professor of German. I would think that this danger or situation of homosexuality within a faculty in a prep school or a man's college was one that would come up with occasion and would be one fraught with a great deal of danger.
- Hopkins: Well, I think it's probably a good thing that the public doesn't know how often it does come up. I mean a lot of these relinquishing faculty positions are induced on that basis. It's a... Well, I got to the point where I had to do more about that and... Of course, the worst place in the world is the summer camps.
- Lathem: Oh, so. Is that right?
- Hopkins: Yeah. They have a terrible time on it. And then the preparatory schools are the next worst. And then you get... It isn't a thing in the colleges that I think is of any very great hazard if you keep track of it. I think it could very easily become epidemic. But there are two men on the faculty at the present time that I had an understanding with that... if it was another case of it... why, they went immediately.
- Lathem: Oh.
- Hopkins: They were good teachers and I guess they're pretty good citizens but there it is. I've never been able to be awfully broadminded on the thing. I mean the whole thing is so distasteful. I hated to even touch it but it's one of the hazards of academic administration. Were you conscious of it at all at Oxford?
- Lathem: No, but you see I was so much older than the under... and I had almost no contact with the undergraduates at my college or any other so I wasn't enough a part of Oxford life but I would think that there was a... that was a setting certainly that was...
- Hopkins: Graham Wallis told me that he thought it was more prevalent... Well, he named Oxford and Cambridge and Eaton and Harrow. He said he would say that those places could be called nests of it and I just wondered whether it was obvious at all.
- Lathem: No, well, as I say, it might well have been more obvious to me had I been in college and had I had a closer view of what was going on

with college life but the situation would be certainly not inevitable but not surprising with so many bachelor dons.

Hopkins: Well, it's a... You run up against things in life that you have to know about but you don't want to and that's one of them.

Lathem: Speaking of having understandings with members of the faculty and the necessity of moving in on faculty for removal for one thing or another, did you concern yourself very closely with faculty appointments in that period rather than through the dean?

Hopkins: Yes, I did very definitely because as a matter of fact I had a definite conviction which I have now as a matter of fact that although I wouldn't emphasize it at the present time, that I didn't care anything about it, what the man's antecedents were, if he can teach. It worked out as a matter of fact it worked out fairly well in most cases. Sidney Cox was one of those. He was thrown out of the University of Montana, puritanical antagonism or whatever you choose to call it as a censor of their paper out there. He let in some four-letter words and the thing blew up there. There as a matter of fact Mr. Frost was tremendously helpful to me. I knew that he and Sidney Cox had known each other over in Plymouth.

Lathem: Yes, oh yes.

Hopkins: And I had heard through a friend of mine whose son was in the University of Montana about the regret the students had about his leaving there and so forth and I asked Mr. Frost about it. Well, he says he's a wonderful teacher. He says I'm sorry he got in that mess out there. He says, I suppose that blackballs him for... But I got in touch with him immediately and... Mecklin was another.

Lathem: Oh, really?

Hopkins: Yeah.

Lathem: My goodness. That surprises me.

Hopkins: Yeah. They warned me at Michigan and they warned me in Pittsburgh that Mecklin was a troublemaker and kept the whole faculty in a turmoil and I better forget it. And answering your question, I took a closer interest in that than in anything else and...

Lathem: To what extent would you get as president involved in faculty problems? Would the faculty come to you with this sort of thing?

Hopkins: Well, it depended a great deal on the older men, strangely enough. It did. Well, the evolution of that is this: with Dr. Tucker's failing health, and at that time no local trustee, lots of things had to be done in his name and the faculty knew perfectly well it wasn't being done by him.

Lathem: I see.

Hopkins: And they were quite a group here that without any real antagonism to me, they felt that I was presuming on the weakness of the situation and doing things that I ought not to. And so when the question of my election came up, why they just united and they even had a formal designation as the anarchists. And they wrote to a number of the trustees. So they wrote to Mr. Tuck and it was through Mr. Tuck that I saw the correspondence.

Lathem: Oh really!

Hopkins: Yeah. It was soliciting his aid in defending the election and so forth. And the trustees asked me after I had decided my own personal problem that I would come up if they extended the offer. They asked me to what extent I felt I'd be handicapped and I said I didn't think I'd be handicapped by that at all. And actually the men who signed that petition became my best friends and my best backers here.

Lathem: My goodness.

Hopkins: Men like Louie Dow and Bill Stewart and [inaudible] and after knowing the situation that existed and having had the personal knowledge of them during my previous incarnation, why after, I can't tell you whether it was a month or two or three months, but sometime shortly after I came up, I gave a dinner, or the college gave a dinner in College Hall and all the faculty were there and then I just laid it out on the line there. I said that I had no intention of intruding into their affairs beyond what I felt it might be necessary from time to time in behalf of the college but that nevertheless I had to [inaudible] president of the college and I expected to operate it and so forth and that went off very pleasantly. But there was a good deal more of a personal relationship starting in these different ways than I think probably would be possible now. I felt very

definitely as a matter of fact that the Second World War was a threshold; that we were going into a new era and it required an understanding that I just didn't have. I was getting older and so forth and that was the reason for my resignation.

Lathem: An understanding of what sort, Mr. Hopkins? Of the changed temper of the times?

Hopkins: Changed temper of the people and of the college and of the problem all through. I have never changed on that. I felt very happy in regard to it. I mean very happy that the new administration could start right then because...

Lathem: I can tell you a life insurance company that's very happy that you made a change right at that particular time. [Laughter]

Hopkins: I never did figure why I got to do that but anyway that's been a pleasant relationship too.

Lathem: Pursuing just a little bit more the question of presidential faculty relationships. The... A faculty man has a personal existence, a personal life, and yet he is the officer of an institution and I wonder if you could talk a little bit about where these two overlap or to what degree the college has had, in your view, a stake in the individual and at what point and in what ways it was reasonable for the executive head of the college to try to shape the personal life of the individual. That's not very happily put but I think you see what I'm driving at...

Hopkins: I know what you are after and I am just trying to think of... to answer it because I don't think that a member of the faculty can entirely disregard the fact that he is a cog in a machine. Much as I believe in individuality, I believe there is a point beyond which a member of the faculty can't go if indulging in his own idiosyncrasies or what have you, it results eventually in harm to the college. I don't know just how to put it. The... Well, I think I can illustrate perhaps what I mean by... There was a man here named George Ray Wicker in the economics department and he was for those days very much of a radical. And his favorite whipping post or person was Mr. Kimball, the president of the Concord Montreal who was one of the most effective trustees.

Lathem: Yes.

Hopkins: But there's no question about it Mr. Kimball had the state of New Hampshire politically in his pocket and he intended to keep it there. [Laughter] A wonderful looking man, he was six feet two or three tall, always dressed immaculately and with all, a good deal of a scholar and so. Well, I mean by that he read good books and he took good magazines and so forth and the very first legislator after I came into office was a man named Jim French who was really the bell weather of the Republicans at least. And all of a sudden out of the atmosphere apropos of nothing at all I received this document signed by over 100 members of the legislature that there wouldn't be any more voting on their part for college appropriation as long as we kept Wicker. Well, there were two or three sides to that. I had always shrunk a little from taking the \$5000 which they were appropriating because while it was an absolute necessity and it was when Dr. Tucker came in, we were getting to the point where it wasn't. And I didn't like anything about it. So the threat I didn't care anything about but on the other hand, the other part of it I thought it was pretty fair just to find out about where the trustees stood on the thing. So I took this document into a trustee meeting. Mr. Kimball sat at my left and of course his name didn't appear in the thing at all but it was perfectly clear what the particular offense in the eyes at least of the legislature.

Lathem: I see.

Hopkins: And I read it and I never was prouder of the trustees as I read it to them. Mr. Kimball says, who signed that? I passed it over to him and this man French was one of his key workers as a matter of fact [Laughter] in the thing. But Mr. Kimball handed it back. He says, I have no love for Professor Wicker but he says on the other hand we aren't at the stage yet where we're going to take any advice from the legislature as to how the college is run and he laid it on the table.

Lathem: My gracious.

Hopkins: And that was the atmosphere in which I was privileged to work because that was the kind of board we had. It was a great privilege to work with them and they rang true on every issue that ever came up. I was asked just recently by a college president, he says, what do you do when your board divides on most every question? I says, we never had a split vote on the board of trustees while I was in office so I can't tell you. [Laughter]

Lathem: That must have surprised him some. You must have given a great deal of care to the selection of the board, not in terms of finding people obviously who were going to side with you because that isn't the point but rather in getting people who would be a team. That must have been tremendously important.

Hopkins: It was very important and it was very awkward and that as a matter of fact is the secret of the time and effort I put into organizing the Alumni Council. I wanted to get the election of board members out of the hands of the general alumni association. And the way that thing worked it... Well, we had, I think I may have told you this, but the general alumni association which was a very loose organization in every way nominated five men and then the ballots were sent out to all the alumni and they voted on the basis of the data that you submitted. There was a man named Parker in Manchester who was the president of a bank there and he had a lot of money. He graduated from Dartmouth; he never had any particular interest. And Dr. Tucker got him very much interested and I think it was perfectly clear what Dr. Tucker's object was. But anyway he was successful and did get very much interested and he was put up as one of the five nominees by the general alumni association. Well, there was a Judge Wallace from Henniker, New Hampshire and Parker's name appeared on the ballot with just the one paragraph after. Judge Wallace had been everything, fence viewer...

Lathem: Be careful of fence viewers. I've just been elected one. [Laughter]

Hopkins: Well, I'll be careful.

Lathem: But your point is well taken. [Laughter]

Hopkins: But he had four or five lines of offices and he got overwhelmingly elected. Parker, not unreasonably, didn't think he was appreciated by the alumni and drew back into his shell and cancelled his will and all the rest of it. Well, the net result of the thing was anyway that we made one friend and four enemies practically every year. So I talked with Dr. Tucker about the thing and Dr. Tucker said yes, it ought to be corrected but he said, I don't know, he said, on what basis would you rule out the general alumni? And I said I'd rule them out by competition and build something new. Well, he says, where would you get the justification for doing that and I said I wouldn't hunt very hard for it. He laughed and he says, well, have it your way. What's the first move? And I says, well, I think we can

take the secretaries of the classes and form a secretaries organization.

Lathem: Uh huh.

Hopkins: And assume that that's a sufficient justification for going on and doing the rest. And he says, has that ever been done? And I says yes, it has been done and done recently at Cornell.

Lathem: Oh really.

Hopkins: And well, he says, you've got my blessing if you think you can do anything with it. And the result of it was we called the secretaries together and in those days most of the secretaries had been elected on graduation and some of them had kept up [inaudible].

Lathem: I see. I am going to twist the reel if I may and then we can go on.

**(End of Reel #23a)**

**Reel#23b**

Lathem: All right.

Hopkins: We colonized the secretaries association and it was, to put it plainly, a very crummy lot. [Laughter] As I say, the bulk of them had been elected at graduation and there wasn't very much in the way of class activities or anything of that sort. And then we did one of those things that would be difficult to justify on any basis excepting that it had to be done. We organized a hatchet crowd [Laughter] to get a new set of secretaries. And taking three men of different eras, they very willingly took it upon themselves and they'd go to these secretaries that were no good and suggest that they resign and let somebody take over that would do the work. Most of them were very willing to have it done. A few objected. But [inaudible] these cases where we organized revolutions. [Laughter] And in a period, not a long period, two or three years as a matter of fact the secretaries association was an entirely different organization. They were interested and eager. Well, then the secretaries association authorized the alumni magazine and that gave us a lever and with that backing why we went to work headed for the alumni council. Once the alumni council was organized, why we suggested to the general alumni association that they delegate their responsibilities to the alumni council which they were very glad



to do. And then we set up the election of trustees. The nomination of trustees was by the alumni council but with the provision that any fifth year alumni could make nominations.

Lathem: This was a way to achieve a responsible nomination of trustees?

Hopkins: That's right. And it took pretty nearly ten years to eight years. But I of course was very much interested in the alumni council and I think it's justified itself.

Lathem: Oh yes.

Hopkins: Anyway, the net result of the whole thing was that from having an alumni body that spent its time principally in fighting with the administration or among themselves, why we achieved the present alumni attitude which I think is pretty good from the college standpoint.

Lathem: [Laughter] That's an understatement of classic proportions.

Hopkins: In that connection, I wanted to say that I think the college owes Sid Hayward a tremendous lot. I think his devotion and consecration to that work is pretty largely responsible for the smoothness with which it operates and it does operate smoothly.

Lathem: Yes it does. It certainly does. To the envy of all the other liberal arts colleges of our sort, I think.

Hopkins: Well, I was looking at that goal of the alumni fund for this year regardless of whether they reach it or don't, they've come near enough reaching it so that's a triumph. The one thing that I felt certain of from the beginning was that in order to get a devoted alumni body you've got to give them things to do. And I know early in the days... Well, I...

[Knock on the door]

Lathem: Yes. Oh yes, she's going to bring us in a cup of tea.

Hopkins: Oh.

Lathem: You can put it right here I think. Right there I guess. Thank you.

Hopkins: What I started to say is quite early in my administration and I don't know just how long it was but it was sometime within the first five years at the college presidents' meeting the question was brought up how many alumni you could really interest in college objectives. One man said that... Princeton said that they felt that they had at least two or three hundred men who were interested.

Lathem: Good heavens. [Laughter]

Hopkins: [Laughter] And I forgot if it was Harvard or Yale but anyway, they said five hundred. I remember perfectly well Mr. Lowell turned to me and he says, well, he says, you could always top any one of these stories. How many have you got? And I had been doing some fairly rapid reckoning and I says, somewhere around 2,000.

Lathem: Good Lord! [Laughter]

Hopkins: Nobody believed me. [Laughter]

Lathem: Dick Morin is going to join us for coffee or tea.

Hopkins: I will be very glad to see Dick.

Lathem: Right on cue.

Morin: Hello Mr. Hopkins.

Hopkins: Glad to see you.

Morin: Nice to see you, sir. I see you've got some old copies of... Oh, I thought this was *The Dartmouth* when I first came in.

Lathem: No, it's a scrapbook.

Morin: Scrapbook, I see, yes.

Lathem: It's one Miss Cleaveland kept in the president's office.

Hopkins: One regret of my life is that I didn't ever keep a diary. But Miss Cleaveland did a pretty good job on... at least on the publicity that I got.

Morin: Yes. I recognize a classmate of mine here. I think that's Red Holbrook.

Hopkins: Yeah, I think it is too.

Morin: Yah. Standing right next to you.

Hopkins: Yup. That's the... Red was at that time with the *Herald Tribune* I think.

Morin: I don't remember. He was with the radio for a time, broadcasting.

Hopkins: Eventually. But I am fairly sure that he started with the *Herald Tribune*.

Morin: With the *Herald Tribune*, did he? I wondered has become of his wife? She remarried I recall, someone with the elevated address of Tuxedo Park. Funny I can't think of the woman's name.

Lathem: Mr. Hopkins has just been telling me about the vicious era you came to college in.

Morin: What makes you characterize it as vicious?

Lathem: I'm not quoting him precisely by any means. [Laughter]

Hopkins: We didn't name you, in other words. [Laughter] No I said and I still say but that was the most difficult time for the college in the '20s I think.

Morin: From what standpoint do you mean?

Hopkins: Well, I think it all went back to prohibition but at any rate...

Morin: From the standpoint of student discipline you mean?

Hopkins: Yeah.

Morin: Well, I think that's very likely. It seems to me that students are much more orderly now than they were in the '20s but I wonder about this just because I didn't have a close association with them than I did as one of them or whether this was really the case

Hopkins: No, I think the... Well we've got a mature management and men are maturer now anyway.

Morin: I am sure prohibition was a big factor in that as you say. We did have a few mature men at that time, one of who you remember was Hal Cowley who came to the college older than the rest of us. He was class of 1924, having been a...

Hopkins: I still feel that Hal was wasted material somehow. I mean I think given a little different line and I guess part of that was his marriage too.

Morin: Did that take place shortly after he left college? I haven't actually seen Hal since our commencement senior year. And we of course [inaudible] frequently but I haven't actually laid eyes on him and I have never met his wife.

Hopkins: I don't know just where he was. I went up and spoke at his inauguration at Hamilton and she was very scornful about the whole thing. [Laughter]

Lathem: Good Lord. [Laughter]

Hopkins: Which I didn't think augured well for him and of course Hal didn't stay there very long. I guess he's doing good work in San Paolo. I don't know anything about this.

Morin: Well, there was this bad slip-up that occurred on the publicity with respect to the University of Minnesota presidency. Do you remember that? When Hal was leaving Hamilton, the overseers of the University of Minnesota, board of trustees or whatever their term is, the chief governing body at Minnesota had been negotiating with Hal to come to Minnesota as president. And actually announced his acceptance of the presidency.

Hopkins: I didn't know that.

Morin: You didn't know that. The Minnesota papers were full of him. I wrote to Hal congratulating him, welcoming him to Minnesota and looking forward to him getting there and then came back a letter from Hal which didn't give the whole story but inferred that the trustees or the overseer group had jumped the gun on this thing and had made this announcement prior to his making a firm acceptance and he wasn't going to do it.

Hopkins: Well, I never knew that.

Morin: One other episode that I recall, interest identified with Hal his senior year was the occasion of the William Jennings Bryan visit to the college. You will remember that.

Hopkins: Yes. I remember it very well.

Morin: Do you remember the editorial which Hal had in the *Daily Dartmouth* that morning? And what followed in the evening at the lecture as a result of that editorial?

Lathem: What was that Dick?

Morin: What followed in the evening in the course of the Bryan lecture that evening in Webster Hall, the evening of the day on which Hal's editorial had come out. You remember the editorial said, was a cautioning editorial to the students not to be won over by his eloquence. And the final sentence I think in the editorial was an admonition to his fellow students not to check their intelligences at the door. And Bryan saw this editorial and as he began his lecture that evening, you will recall, he referred to this editorial scornfully and of course the college was small enough then everybody knew everybody and all had Hal spotted in the balcony, front row of the balcony of Webster on the left side, very near the stage. And when Bryan again making reference to this editorial, all eyes got focused on Cowley and then of course Bryan then recognized where his target was. [Laughter] So Hal began blushing as only Hal could do to the roots of his hair and Bryan then began sort of speaking to him and you may recall that Bryan with a great flourish pulled out a visiting card from his pocket and read from this card: William Jennings Bryan, PhD etc. etc. etc. listing about a dozen different degrees and then he held up his card and he looked up at Hal and said, and with this card I will match cards with any son of a [inaudible] [Laughter].

Hopkins: I had forgotten that. Bryan very nearly got murdered at my house. We had a housekeeper... Frank Janeway and I were living together. We had a housekeeper Lizzie Garrity who was the world's greatest cook. She burned one of the... And the meal went along as a meal normally did and the first thing he would do is reach into his hip pocket and pull out this bottle of pickled onions in front of the guests which Lizzie didn't think was proper. And finally she brought on a *piece de resistance* which was a frozen pudding. And I can see her now, she... with a coffee tray behind Bryan. Bryan tastes this frozen pudding and pushing it away, says I never

touch anything alcoholic. I thought he was going to get this tray right over the top of his head [Laughter]. I think Bryan was the greatest phenomenon politically of my lifetime anyway. He told me that... Of course with the change of times he couldn't do it now. But he told me that he had delivered his Prince of Peace speech 1800 times. I heard it... In Kansas City I went somewhere in the outskirts into a tent where he was holding evangelical services and heard it a second time and I swear in spite of the fact that I knew practically every word that was spoken I was impressed again.

Lathem: Did he come to the college more than once to visit?

Hopkins: Yes, he came twice.

Lathem: This time that you were just speaking of, was this before you were married?

Hopkins: Yes. This was before I was married.

Morin: I have the impression somehow that it was from you that this comment which Bryan was supposed to have made first came to me. You will recognize whether it was one you were familiar with or not. But it seems to me once that Bryan had told you that despite as many thousands of platform appearances, that he always had a clutching at the stomach, a stage fright at the beginning of his addresses. Is this in accord with your recollection?

Hopkins: Yes. Completely. I remember the occasion of his saying it. Well he was in the one war and I never knew whether to admire or deplore it but I occasionally would meet with the cabinet and some of the others. It didn't make any difference what happened. Europe might be crumbling or anything else, but at four o'clock Bryan would get up and say, well, mother and I have tea at this hour. Goodbye. [Laughter]

Lathem: Good Lord.

Morin: That sounds like a British character.

Hopkins: Yup. But the most astonishing story was told me by... He was a professor of English at Princeton and then he, during the War he went to the Netherlands as ambassador... Ah...

Morin: Sherman, wasn't it Sherman?

Hopkins: No. Well, I don't know. This is just the plain result of being 85 years old. I know him just as well as could be but anyway, he was eventually appointed by Wilson as ambassador to the Netherlands and he told me that Bryan, who wanted to appoint a friend of his, sent for him and says, why have you been so anxious for this appointment? Van Dyke.

Morin: Oh yes.

Hopkins: And Van Dyke says well, he says, two reasons, he says one is a family reason and he says the other is that I've always been interested in Holland's colonial empire. Bryan says colonial empire? Colonial empire? He says I never knew Holland had a colonial empire. [Laughter]

Morin: He is secretary of state.

Hopkins: Yeah, secretary of state. But that night before the thing was... They said as a matter of fact that Bryan sent out for an atlas to have Van Dyke point out where the colonial empire was.

Morin: What a transformation there has been in the years since those days in the State Department certainly. It was just a little tiny show of a few figures and we're trying to run the government's foreign relations without knowing very much about it. They may not have any better answers these days but they're at least a little better informed. Do you remember when the organization called The Arts finally disappeared Mr. Hopkins?

Hopkins: I remember when it did but I could not identify it. No, I don't know.

Lathem: You were president of The Arts?

Morin: Yes, my senior year and I was recalling with Ed the other day some of the occurrences of that year. As you remember The Arts used to bring up speakers, mostly in the literary field or almost entirely in that field. And one was Edna St. Vincent Millay whom you will remember having come here, Hoppy. Were you at that lecture yourself, that reading?

Hopkins: Yes. Rebecca West too.

- Morin: Yes, Rebecca West and Frank Swinton that year. I've forgotten who they all were. There were two or three others too.
- Hopkins: I really don't know at all and I couldn't identify within any decade when The Arts ceased to exist.
- Morin: There used to be quarters, The Arts' quarters were on the second floor of Robinson Hall. Remember that long room just over the entrance, the main entrance.
- Hopkins: Yes, I do remember.
- Lathem: Oh, was that The Arts room?
- Morin: Yes. And we used to gather there every afternoon after the fashion of Mr. Bryan and his mother for tea at about four o'clock and there would always be oh, six to a dozen students and probably four or five faculty members come in. Royall Nemiah was quite a faithful attendant at these gatherings. And this provided some kind of a close association with faculty that... for which there are not so many forums these days I suspect.
- Hopkins: My... I am getting a new experience in the presence of my grandson in the sophomore class. He's very curious on that point as to how much association there is between the faculty and the student. His impression is that there isn't much of any in which he is probably wrong, but... I told him it's because he gets his ideas from Psi U. [Laughter]
- Morin: Instead of from across the street.
- Hopkins: Yes. [Laughter]
- Morin: I told somebody the other day that you were a Deke and they were horrified.
- Hopkins: Yup. [Laughter]
- Morin: [Inaudible] Was he in your class?
- Hopkins: No. He was '07. Well, the Dekes were in [inaudible] pretty good.
- Morin: That's right. Of course they were very good in the '20s when I was a student here.



Hopkins: I don't know what's happened to them. I worried my grandson greatly because he had the misfortune to go on probation first term. He got to clear himself a little later but ... [Laughter] And as a result he wasn't initiated with the others in Psi U and there was some discussion as a matter of fact as to how he was to be initiated and how he was to acquire membership. I casually remarked one night that the Deke's hadn't finished their initiation yet and that I understood that they were going to take over initiating him [inaudible] [Laughter]. He made his initial foray into becoming a great big Dartmouth man by getting tight one night on beer and knowing he was getting tight on it he broke loose and decided to walk my dog around the pond. Eventually he saw what he says appeared to him to be the most comfortable bed he had ever seen under a pine tree and laid down and went to sleep at which point he was picked up by the college cops. [Laughter] And according to him he was put on probation for breach of peace and he wants to know how you can breach the peace when you're lying quietly asleep under the pine trees. [Laughter]

Lathem: This may be the cause of his becoming a lawyer to find out.

Hopkins: It may.

Lathem: Was his dad a Psi U? Was he following him?

Hopkins: What?

Lathem: Was his father a Psi U? Was he following him in that?

Hopkins: No, his father was a Phi Delt.

Lathem: Oh.

Hopkins: The family was agreed on that, they weren't going to bring any grief to bear on that. I've never seen a boy more relieved. He, quite casually at the end of last year, looking out the window, he says, you got any advice in regard to fraternities? And I says, none whatsoever. He says, you mean that? [Laughter]

Morin: Your thinking of that period in the '20s as being such a difficult one, I came just after the, wasn't it the Monroney case?

Hopkins: Hank Monroney.

Morin: Yes. This must have been a very trying experience for you.

Hopkins: Yeah, that was... That and the Theta Chi fire were the two depths of despondency as far as I went. You know, they called me up about half past one in the morning and said that Monroney had just been shot and was lying dead there and what should they do.

Morin: This was in the fraternity house?

Hopkins: Yeah. I knew just what was going to happen. I knew at least as far as the press was concerned and so the first thing we did was to get every bit of data together and get everything mimeographed, everything, and when the press came in, we just gave it to them. The sum of the thing was why, it was a one-day sensation. There wasn't anything more to get off us, to say, so it just died down. One of my Harvard friend says, it's the only occasion he knew where a college ever utilized a murder for publicity. [Laughter] But of course Meads was a, as we found afterwards, was a paranoid anyway and he'd had a record in the War and before the War. It was just this kind of thing but we didn't know anything about it at the time.

Morin: This occurred, I think it must have been in the college year 1919-1920. I came in the fall of '20 and there was still a sort of pall over the student body and people pointed out the Theta Delt house – It was Theta Delt House wasn't it? – as the scene where this had occurred and there was a certain aura of mystery and tragedy about it that the freshman class that arrived the following year began to absorb.

Hopkins: That's very interesting. I never knew that. I didn't... The... It was a horrible thing in every way. It was a fight over bootleg liquor... And Monroney, he was a great loss the college from the point of view of the arts. He was one of the best... One of the most talented actors I think we ever had here. He had taken the principal part in two or three plays.

Lathem: You were telling me the other day at the house something I wish you'd tell Mr. Morin about your going on your first airplane flight and the circumstances of that and something that happened afterwards.

Hopkins: Yeah. Well, I was telling Ed... Mr. Baker got a little impatient at the time it took me to get around from place to place. I was going on

confidential missions for him and after all, Fort Lewis was quite a ways from New York City by train. So Mr. Baker says, our people are getting around in the War department by airplanes now. So he says, why don't you take a pass and when you're on one of these missions, go? So I did. And my first trip you sat outside then, there were no carpets or anything. You sat out in the breeze. And I flew from Washington down to Hampton Rhoads and back again. Much more exciting if I would be going around the world now. And I called up Silas Proctor who was then in the Signal Corps and told him I wanted to have dinner with him. And Silas was all full of this great invention and elaborated on it in great detail and he showed a lot of interest. The next day I was talking with Milliken who was at that time head of the Signal Corps and he says we nearly killed one of your Dartmouth professors yesterday. And I says, oh, what happened? And he says, Professor Proctor is working on lenses and the technique he is using is to have himself strapped to the top of the plane and then work from there. And he says, the lining came off that wing and he said the plane crashed. And he said fortunately he wasn't hurt. Well I began to thinking back and thinking of him listening all evening to my great adventure [Laughter] and so forth. It was one of the only times in my life when he and I had any differences of opinion. I mean I was [inaudible] about that.

Lathem: What would the lenses have been that Mr. Proctor was working on? For cameras or...

Hopkins: For gunsight.

Lathem: Gunsight. I see.

Hopkins: Well, that whole thing has an interesting history. Del Ames was in the Signal Corps.

Lathem: Oh, was he?

Hopkins: Yeah. And he and Charles knew each other socially but they didn't work together. And I'd come to know Del pretty well. We had mutual friends who were classmates of his at Harvard. Well, you probably know Del's evolution was starting as a playboy, very much of a playboy, a drunken polo player and so forth and I'm quoting his [inaudible]. And he goes from that into law and decides he might just as well shake the dice as to go in court [Laughter] so he gave

up the law and went into art, painted some portraits and designed insignia for the Shawmut Bank.

Lathem: Did he?

Hopkins: And so forth and then he got interested in color and went to Clark University to do graduate work in color and that was the stage where he was when I met him. And he came around one day and he says you know the academic field, he says, where can I get the best training in optics in the country? He says I want to get that and I says, well, I don't know anyone any better than your friend Charles Proctor who is also a great friend of mine. He says, is that his field and I says, yes 'twas. And that's the basis on which Del came up here. He came up here for six months' work and [inaudible].

Morin: How long did that Eye Institute continue here? This all transpired during a stretch of time when I never saw Hanover and I don't know whether this is something that went on for ten years or eight years or a shorter time or...

Hopkins: It would be somewhere in the vicinity of a decade. I can't tell you exactly the...

Lathem: Now that had no official connection with the college, sir? Quite separate?

Hopkins: No.

Morin: This was Del's field?

Hopkins: That was Del's field, yeah. I think I'm wrong in that statement to you. I think it did have a quasi-relationship but I can't remember just what it was. I know. It was tied up with the medical school.

Lathem: Oh, I see.

Hopkins: Yes. Jack Bowler's greatest single grievance against me is that I had to be in the eye clinic. [Laughter] He was dean of the medical school.

Lathem: I notice you were careful to say greatest single grievance. I don't know quite what to read into that. [Laughter]

Morin: Back again to the '20s. There was another improbable Deke at that time. David Lambuth, wasn't he a Deke, from the same chapter? Or didn't he go to Dartmouth?

Hopkins: He graduated from Vanderbilt.

Morin: Oh yes, that's right. Vanderbilt. I don't know whether you ever became involved with his and Mrs. Lambuth's dinner parties for the visiting celebrities and literary people of the kind that we've been speaking about like Rebecca West and Miss Millay.

Hopkins: I didn't get involved. Mrs. Hopkins did. [Laughter] Yeah, that was one of our family differences of opinion. I liked the Lambuths very much indeed but I confess my romanticism doesn't run the same way theirs did and I never felt that I was very compelling in my [inaudible] as Sir Walter Scott or whatever they chose to dress me up as. [Laughter] Mrs. Hopkins contended that it was a sign of commendable individuality that I ought to be more tolerant about. [Laughter] But they were an interesting pair. There's no question about that.

Morin: Because I was president of The Arts my senior year, I used to attend those dinners fairly frequently at the Lambuths and they were certainly interesting affairs and quite surprising to a student at any rate. We got taken into an atmosphere that was wholly different from anything else that existed on the campus at that moment. This was the year that Bobby Imbs was living in the household and performing domestic duties for them. You remember Imbs, who later so unkindly wrote the book called *The Professor's Wife*?

Hopkins: Oh sure, I do remember.

Lathem: That must have been something to live with and handle that book.

Hopkins: 'Twas very very unfair. I mean it was a smart aleck's...

Morin: Yeah.

Hopkins: ...performance. While I wasn't enthusiastic about everything that Mrs. Lambuth ever did, she at least was entirely free from the kind of person that he was picturing.

Morin: Right.

Hopkins: I have always assumed, without knowing anything about it excepting his say that David Lambuth was an awfully good teacher.

Morin: He was an excellent teacher. I had him in only one course and this was throughout my senior year, a writing course which was an informal gathering at his house in the lower level of the house there. I don't remember now whether we met twice or once a week but it was an occasion that all of us looked forward to. It was very enjoyable and David's method of criticizing what we brought in from the previous week's work was always very perceptive but very gentle, very kindly and encouraging and this is the final test on it, was that although we find that false, it was always in a way that led you to want to go on and improve rather than resulting in any discouragement about it. I should think this would be a difficult line to draw where they engage in literary criticism.

Hopkins: Was Emery here when you came here?

Morin: Yes, Fred was here. He was... I never had a course with Fred. Although I was an English major I didn't happen to have a course from him. I knew him very well. He was another one of the men who came so often to The Arts club room in the afternoon.

Hopkins: One of those strange things. I mean he and David Lambuth were entirely allergic to each other and Emery was quite certain that we ought to get rid of Lambuth and I made the mistake of appointing Emery head of the department whereupon he began to operate it and we eventually had a good deal of feeling about the thing or at least he did and I just told him that my information was entirely different from his and he said he didn't think that Lambuth was a good teacher. One of these internal faculty feuds that you get engaged in and not much to do except say no.

Morin: I think the teacher in the English department who at that time seemed to be the best, the most successful was Kenneth Robinson.

Hopkins: I think so too.

Morin: His classes were just outstanding in the manner in which he handled them.

Hopkins: The English department has always been good here. When I was in college, C.F. Richardson, known to all of us as “Clothespins” was easily I think one of the outstanding men on the faculty. Interestingly, he told me that when he came to Dartmouth late in the ‘80s, that there was a faculty... a motion made... Now I’m not sure whether it passed or not. I always intended to look it up. But at any rate, a rebuke of him for not wearing a frock coat and a silk hat to class.

Morin: It’s a far cry... [Laughter]

Hopkins: It’s hard to realize that a change like that can come within one man’s lifetime.

Lathem: Indeed.

Morin: Where was the English department housed – I ought to know this but I can’t remember – before it went into Sanborn?

Hopkins: In Dartmouth.

Morin: In Dartmouth Hall.

Hopkins: Yeah.

Lathem: Your speaking of making Mr. Emery chairman of the department... When you came, were there still permanent chairmen...

Hopkins: Still permanent chairmen.

Lathem: And you effected the change of the...

Hopkins: Yeah. As a matter of fact, I don’t know how under the sun I ever accomplished it because looking back on it, I... None of the chairmen that I can remember really wanted it. I mean, they liked to be chairman of the department and they liked the idea of continuing to be, but...

Lathem: What was your thinking in making the change, the reasoning behind it?

Hopkins: Well, as a matter of fact, the young fellow on the faculty had no chance in those days. I mean, the chairman of the department chose the hours he wanted, he chose the courses he wanted to

teach and then he assigned out from the debris left to the rest and it was the surest technique that I can imagine for not having a good faculty because your young men just wouldn't stay under it.

Morin: Before, this was a kind of lifetime appointment or...

Hopkins: It was. 'Twas a lifetime appointment. Yeah. I finally got the motion made... As a matter of fact, I owe a great debt of gratitude to Leon Richardson and there was one because he was chairman of the department and when I put up to him the job of moving to do away with them and we talked it out just on the basis of college interest and he agreed with me completely as to the effect of the thing. And we got it before the faculty... Of course if you got it once in before the faculty, there wasn't any question about what was going to happen. [Laughter]

Lathem: More people under than on top.

Hopkins: Yeah.

Lathem: I'm sure it must have had a great many facets to it that were thoroughly bad, the permanency of chairmen.

Hopkins: Well, it was bad and like everything else of that sort, I mean in some departments it was a paternal sort of a thing and nobody expected too much and in others why men just said this is my bailiwick and these are the courses I am going to teach and these are the hours I am going to teach them in, and so forth. But it was thoroughly pernicious.

Lathem: I suppose there was a good deal of favoritism among the members of the department as the chairman liked or disliked them.

Hopkins: Yeah, very definitely so. And at that time we were dependent on the recommendation of the chairman as to appointments or reappointments...

**(End of Reel #23b)**

**Reel #24a**

Lathem: Twenty-second of August, nineteen sixty-three.

Hopkins: Will that rocker be all right for you? Or change around. Whatever.



Lathem: No, I think the rocker will be fine. Just be sure we're getting some sound. I guess we are.

Hop: I would light that fire excepting I assume the crackling would interfere with the...

Lathem: I don't know that it would interfere. Do you feel you want the fire?

Hopkins: No, I don't want it excepting I thought you might. This is a pretty humid atmosphere down here.

Lathem: Well, there are two or three things I'd like to do while we're together. One of them is to go on with our scrapbook sessions. I'd like to cover, just in a hop, skip and jump way the president's office scrapbooks and then there are some topical things I'd like to get into. I said to you at breakfast the other morning that one thing I'd like to do which comes at the end rather in a chronological way is to have you tell me something about the decision to resign the presidency, to retire and how that came about and why it came about at the time it did.

Hopkins: Well, I can do that. Do it right now?

Lathem: Yes.

Hopkins: The... As a matter of fact it came about primarily because I suddenly came to the realization that the world was changing faster than I could keep up with it. And I didn't have the energy or the vitality that I'd had in earlier years and I was partly crippled because I had developed an acute case of angina and [inaudible] angina can't be cured but that it could be arrested. But that that would be dependent entirely upon my stopping any active responsibility for anything and that seemed to focus up with the feeling I'd had previously that the time had come for a younger man to take over anyway. So on the basis of that, I asked Dr. White if he would give me a letter that I might read to the trustees that would make some sense to them and he gave me such a letter and I read it. And this was somewhere nearly a year and a half before the eventual election of a successor. But that's the whole story in regard to the thing and it's primarily not my health but the fact that I just didn't feel competent to take the college over into a new era which I knew was coming.

Lathem: This coincided roughly with the ending of the war?

Hopkins: That's it. Yes. I think it coincided almost exactly with it and things... I thought I foresaw and events have made me feel sure I did that in education, as in everything else, why, you'd have to make a complete readjustment in regard to theory and practice both, and that was primarily it. But on the other hand, I don't know whether the angina situation would have been conclusive with me or not. The trouble with that was that the thing that seemed to trigger the attacks was speaking, which pretty nearly put me out of commission for continuing in the presidency because I don't think a man can continue in the presidency without talking and I could talk for two or three minutes and then the so-called chest pains would begin and they'd become so acute that I just would be incoherent, that was all.

Lathem: Had speaking been a chore for you?

Hopkins: Always.

Lathem: Had it really?

Hopkins: Oh yes. Always. It was a tremendous chore for me. And if anyone was to ask me what was the greatest single difficulty I had in the presidency, it was that, the necessity of constantly talking.

Lathem: One wouldn't judge it from the success of your efforts in that particular line, certainly.

Hopkins: Well, I always had to stick pretty closely to subjects on which I had deep convictions or complete knowledge because it... when I got off into an area where I was at all uncertain, why I was not a good speaker. I couldn't be.

Lathem: How did Mrs. Hopkins regard the necessity of leaving the presidency?

Hopkins: Well, she had wanted me to long before. She had known in regard to this heart condition and she had taken it much more seriously than I had, as a matter of fact. Yeah. Time as a matter of fact has proved that Dr. White was eminently right on that thing because while now any extraordinary effort of any sort – hurrying or lifting or anything else – will bring on, if I lead a fairly quiet existence, why I have no trouble at all from the heart, any longer.

Lathem: One immediately wonders about leaving heavy responsibilities in order to avoid complications with the heart condition and then your accepting the presidency of National Life.

Hopkins: [Laughter] Well, that's another story. I never knew why I did that and I don't now, but the... There was one thing involved, it didn't require any public speaking.

Lathem: No.

Hopkins: It was all... that was fully a question of an internal feud that had to be ironed out before we could begin to run smoothly and that fell more into the pattern of things that I had done in earlier years than anything else, so it wasn't as much effort as it seemed.

Lathem: One thing you and I have talked about now and again and we were mentioning it just yesterday is the business of selecting a new college president. You've said that in previous years the boards of trustees have seldom known in your experience what they wanted when they faced up to the necessity of getting a president and... but that conditions were now changing. I wonder if you'd say a little bit about your own experience with the activity of selecting a successor here, not with reference to the persons considered.

Hopkins: Well, I am very glad to tell the whole thing. Immediately, when I had submitted my decision and this letter from Dr. White to the trustees, they asked for my suggestion as to what next, and I said, if my wishes were to be considered, I would like to ask that each one of them hold the matter in complete confidence. I don't think a secret was ever better kept than that, for that was over a year. Then they asked quite reasonably if I had suggestions in mind and I've forgotten the exact number, but I would say five or six I did have in mind and I submitted them to the board, expressing a wish that they would look them up and form their own opinions in regard to them. And an extraordinary thing I think there was never any leak so far as I know in that and they met these different men and had dinners with them and talked over the problems of the college with them and told them definitely that they were under consideration and so forth. But it was on the basis of a very careful survey of the whole situation by the board of trustees that the eventual decision was reached, and...

Lathem: This was done by the board as a whole and not...

Hopkins: This was done by the board as a whole.

Lathem: ... not by a special committee.

Hopkins: No, not a special committee. And when they finally got done, I asked them what their decision was and their decision was definite in regard to the thing and I was wholly in accord with it and so the election was made. And my attitude in that whole thing had come about partly through my own experience. I felt then and I feel now that this announcing two or three years before to the public that you're going to retire just opens the door to the formation of cliques and I wanted to avoid that if possible. When it was first suggested by the trustees to me that I come back there and that became public, I said that I thought at the time it was the thing to say that I didn't want to go back unless there was pretty complete agreement among the alumni that they wanted me. Well, there wasn't that [inaudible] open. Why, even my friends said I was too young and I wasn't enough of a scholar and all the various things that were.... And actually, my decision to go back, much as I was interested in it, didn't come to a head until Dr. Tucker sent for me, which he carefully had avoided doing up until the last moment and he said he thought I was better qualified to carry on the work of the college due to my previous experience with him than anybody else that he knew of and he felt that it was a responsibility that I really ought to accept. And that was about the moment when I made my decision to come back. But there were at the time.... You get a little amusement out of memories.... One of the most active groups was a group led by Ducky Drake [inaudible] and very solemnly his belief that the college should have a scholar and he wasn't entirely sure that he shouldn't be a clergyman. And he felt that I didn't in any way satisfy any of those qualifications and so in spite of his friendship, as he expressed it, why he had to take an attitude antagonistic and for one reason and other, some of them personal and a lot of them local, there were all sorts of explanations that came in at the time and then there was the local situation which was very embarrassing for me in that both Craven Laycock and Homer Keyes who were officers of the college wanted the election very badly and really campaigned for it and this, this I should want off the record, but Craven Laycock didn't speak to me for nearly six months after I came up as president.

Lathem: Really?

Hopkins: I mean he was deeply hurt in regard to the whole thing and he thought the election was poor. That's one of the things I remember very acutely. One stormy night I came to one of those sudden decisions that you have that I was going to have it out with him and I didn't think there'd be anybody else coming in, so I went up to his house, and I shall never forget the look of amazement on his face when he came to the door and saw me there and... but I just went in and told him that nothing that had happened had impaired any of my respect for him at all but that we certainly couldn't go on the way we were; whether wisely or unwisely I had been elected president and I was going to operate as such and that I wanted to know whether I could have his cooperation from then on or not. And I really think it was a relief to him. He... At any rate, we ended up with a promise on his part which I think he completely kept that I could have his full cooperation from then on. And then the embarrassing [inaudible] in regard to the thing was.... Homer Keyes and I had been on *The Dartmouth* together and I had roomed with him at the time but during Dr. Nichols' administration he had no interest in and no aptitude for the business side of the college and the trustees for their own reason, and I never knew quite what that was, elected Homer as business manager of the college and in operation I found that Homer felt that gave him jurisdiction over salary scales and everything else where any money was spent and I told him no, I wasn't having any of it. And we argued that out for some months and then I had to just ask for his resignation and that broke up a life-long friendship and I was very sorry about it, but it was one of those unpleasant things you have to do, that's all. And from then on I had.... I never felt I lacked the friendship and sympathy of the officers of the college and the faculty, as far as that went. We had our individual rows, yes, but never anything collective.

Lathem: Undoubtedly your own experience then had a great deal to do with the way you handled the transition of your successor.

Hopkins: That's it. And of course there were some of the faculty that took deep offense to that. I remember immediately after the election of John Dickey, Stuart Messer came in and he says, this thing seems to have gone perfectly smoothly, but he says I want you to understand that every member of the faculty recognizes it as a slap in the face. And I asked him for elucidation of course in regard to that point. He went on and I think he went farther than he honestly believed but he laid down the proposition that the election of a president was primarily the faculty's function and that I had entirely

ignored them in that which was perfectly true, I had. But I still think that's the way to do it.

Lathem: Well it is, after all, the trustees' responsibility.

Hopkins: That's right, that's it exactly. And I'm certain that John Dickey came in without the antagonism and skepticism and doubt that would have existed if the thing had been discussed among the alumni for a year and every man that had a different candidate is pretty near to being the fact.

Lathem: I'd like to push into several aspects of this, one, the domestic aspect. You had to make arrangements for leaving the president's house and you apparently had decided that you weren't going to give up Hanover as a residence, and how did you achieve that?

Hopkins: Well, the... There was a little... There was a coincidence in that a certain executive's house had become available and it had been left to the college, so I could take that over without any publicity at all and I did. I bought the house. But I really feel, and I say this with great reluctance, I really feel that the necessities imposed on Mrs. Hopkins was one, was one of the prime factors in the demoralization of her health because domestically it was a tremendous job of course because we couldn't begin to move until a new president was elected and the minute the new president was elected he ought to be in the house. So we had to... We had a domestic problem there. Suddenly, within a period of forty-eight hours really, getting everything we had in the house out and up into the new house and it was a, for her, it was a tremendous job.

Lathem: It would be for anyone. How had you considered between yourselves, you and Mrs. Hopkins, the question of your staying in Hanover or going elsewhere?

Hopkins: Well, we both wanted to stay in Hanover and we did, as a matter of fact, seriously play with... If it hadn't been for the break in her health, I think we would have done it, we would have winterized this house and spent long summers down here and then wintered perhaps in Hanover, but as things broke, why that wasn't feasible.

Lathem: I think you once told me that your experience in watching the succession of the presidency in another institution had a large part to play in the role that you yourself knew you'd take on as a president emeritus and I wonder if you want to say just a little bit

about that, what you thought you ought, how you ought to conduct yourself as a president with respect to the college. That is, you apparently took a firm stand that you weren't going to involve yourself in college matters. I should think that would have been very hard to achieve sometimes while you were right there on top of the college.

Hopkins: It still is. [Laughter] No, I deliberately forced myself into the attitude, into the understanding that the college was in other hands and that I had to force myself from it. And it's a fact, it's a difficult thing to do. And periodically I'd have to say to myself, this is none of your business, keep out, and so forth. But I made – it wasn't exactly an agreement – but I established the understanding between John Dickey and myself, even before he took office, that I wasn't to have any hand in things and I didn't want to be consulted. And John has respected it very completely. He has never asked for any advice in regard to anything and has gone his own way, which I think is the way it should be.

Lathem: Yet I gather you see one another with some degree of regularity.

Hopkins: Oh yes. Yes. He drops in periodically once or twice a week and I don't go there much because I don't want to appear to be butting in and they have a lot of social life of course with one thing and another, but it isn't from any lack of friendship for him. Incidentally, I think he is doing a great job. He supplied just the thing that I was beginning to lack and that was energy and vitality and so forth. It's.... And of course he has a.... He has an inherent respect for scholarship that I wouldn't say I lacked but that I didn't sometimes pay attention to. Along the line we were... If I were to make any criticism at all, which I'm not inclined to do, it would be that on the picking of the faculty I don't think that a PhD is a final criterion in regard to teaching and he and I will never see alike on that and fortunately we don't discuss it so... But I... Well, to make this very personal, and this was before I was president, it was back at the time when I was with Dr. Tucker. He says, I... I would like a man as physical director here who was confident to take his place in the community and yet was enough specialized to be a good physical director. And talking with Ed Hall, he had told me one time, he says, that if you're willing to take a chance at Dartmouth, I've got what I think would be one of the great athletic directors of the contemporary times. But he says, at the present time he's very nearly a drunken bum. And he said, it just depends on whether you're willing to take a chance or not. 'Twas John Bowler, the

senior. And I went down to the Charlesbank and interviewed him and he was very anxious. He was qualified for a better job than he had and very anxious to find one and I asked him. I told him just what I'd heard and what our situation was there and asked him if he thought he could comply by the local restrictions and so forth, and he thought he could. It was that experience that really helped me a good deal in future years because he came there and he entirely became a total abstainer for a period of half a decade or so and then when he felt that he'd got where he could handle it, he came and asked me if it would all right if at cocktail parties he took part and I said it was all right with me if he just kept within the limitations. It was before your time but you know he was a great success and commanded respect all over the country and somewhat based on that I have said to other college presidents sometime that I'd take a drunken bum out of the gutter if he could teach, which not many of the presidents agree with me on. [Laughter] But I still feel that the province of an undergraduate college is the problem of teaching pupils and I'd take them wherever they came from. I don't much care about what the background was.

Latham: In achieving the transition of the presidency, it undoubtedly was necessary for you to have... You had no overlap with John Dickey.

Hopkins: No. None whatsoever.

Latham: And... But you did, I presume, have opportunities to talk with him.

Hopkins: I talked with him. Of course it was necessary to do a good deal of talking with him to persuade him to come up. He had a career in the State Department definitely in mind and it wasn't easy for him to give it up. I had him come down here, as a matter of fact. This was shortly after he was elected. He came down here. We talked in generalities about the college. But I very definitely kept away from specific issues and he didn't ask for any advice in regard to those, so... He tells the story – I think very likely you've heard him tell it – he says that the last moment before he left, I said I had one piece of advice to give him and that was to keep away from murals. [Laughter] This is literally true, but that, it was on that basis that we talked. We talked at length about the general situation in education and he was eager to know what I thought about the issues that were likely to arise and it was all speculative at the time of course, but I outlined what I thought were issues that arise and I made one statement that I don't think impressed him much and perhaps it



ought not to of. I said that I felt in regard to a college like Dartmouth that in its officers and in its faculty, it ought to be predominantly dedicated men who knew the institution because I thought the image of the institution was pretty important and that you could only keep it through some such policy as that. And there is the only – I don't feel criticism – but this is one place that I have questions in regard to the present administration. I would rather see a larger proportion of Dartmouth men here but it may work out better on the basis he... John is inordinately afraid of inbreeding and it affects everything that he does. You take two men like himself and me, we're barometrically the opposite poles of course on that because I wanted to be, but there's never been anything in the slightest degree critical between us. I mean, we've just kept away from that, both of us.

Lathem: I think you said to me the other morning that one of the things you felt confident of was that an institution did derive strength from a difference of approach.

Hopkins: Yeah, that's right.

Lathem: Differences of individuals concerned with it. I suppose you'd put this in that class.

Hopkins: I put it definitely in that class. And I think the history of the administration bears that out because as a matter of fact from my point of view it's been an eminently successful administration and is continuing to be and I find great respect for it in quarters where I don't think I could have established the respect, where he has. I... I'm not at all sure that it wasn't a mistake on my part, but I never had and I haven't now an awful lot of respect for the educational establishment in this country as such. Well, I'll give you an illustration of what I mean. When we set up the Senior Fellowships, we set them up with complete freedom for the men. The theory, perfectly obvious of course, is that the best men in your class had done more in three years than the poorest would do in four. And I, if I had continued, why the basis on which we set up the Senior Fellowships I would have tried to extend far wider but the faculty didn't like it and they kept... they kept wanting to get their hands on the Senior Fellows and....

**(End of Reel #24a)**

**Reel #24b**

Lathem: O.K. You were saying at the time....

Hopkins: The faculty didn't like it and even some of my best friends on the faculty didn't like it. L.B. Richardson, for instance. He came and he says, what right have you got to establish a separate sovereignty? [Laughter] But nonetheless, I felt very desirous of experimenting with the thing over a period of years. But, no sooner was... Yes, come right in.

Voice: Dr. Hopkins, Mr. Hingman is on the telephone.

Hopkins: Will you tell him that I'll call him back a little later? Thank you. We no sooner had undergone the change in administration.... I've always felt that the faculty utilized the inexperience of John on the thing, but they've moved in, you know, and now there are projects, and reports....

Lathem: Yes, as an old senior fellow I'm very much conscious of that. The great change in the concept of it. I think it's watered it down a good deal.

Hopkins: Well, I.... My own feeling in regard to the future of the American college is that it will have to more and more rely on the individual to find his own education among the wealth of sources that there is. I personally think that the course, so called, is one of the fallacies of our educational system at the present day because.... I think that perhaps the quality that we're getting nowadays.... I think that perhaps after an introductory period, it might be as long as two years, but certainly a year, I think if you set your glass down here in this wealth of opportunity around you, we will advise you in regard to use of it, but we will make no requirements. I think you would turn out a much greater number of resourceful markings than you do under the present. But that has to do with theory; I don't know it, I just think it.

Lathem: One of the things we talked about the other morning too is the question of your concept of organization within the college and this grew out of my asking you whether you felt that the presidency was a lonely job and you said that you did feel so in many respects. The opportunity of doing the things that you had a chance to do was a compensation for loneliness. I wonder if you'd speak a little bit about the question of loyalty on the part of your subordinates and the question of team play.

Hopkins: Well, I think if you're going to command the loyalty of your subordinates, they need to be completely in your confidence. And that would be my first specification in regard to that. And then there's the question of selection too. They need to be selected with some care and I don't know that I've got very much to say beyond that, excepting that even so, somebody's got to be head of the organization. And... But I don't think being head of the organization needs to be so secretive that you don't have some group who knows what you're trying to do and why you're trying to do it and so forth. And actually, I always felt of my own administration that I wanted an oligarchy rather than self-centered thing and I tried as well as I could to make it that. Well, I look with great pride at the present day on the work that Sid Hayward has done. I think the alumni organization which I turned over to him and just outlined what I hoped it might become some day... He's gone beyond anything I outlined to him. But I think it's without the slightest question the best alumni organization in the country. And I would say that of other than the.... Of course, the question arises as to.... If you get a man who accepts a position like that as a stepping stone to the presidency, why you get a problem on your hand right off. I found that if you stuck to the definition that you wanted dedication to the college, why you're pretty safe, whether on the faculty or in the administration.

Lathem: Yes.

Hopkins: That's one thing why I am very skeptical in regard to this choice of presidents. I don't think very much attention is paid generally to that. They look at the scholastic background and they look for the personality of the man. They make a careful study of his wife and then they say this is good presidential material. Well, it may be good presidential material for Williams and very poor presidential material for Amherst, due to local situations. Sometimes you get the dedication and more often you get a professional job expertly done.

Lathem: When you decided to leave the presidency, I gather that you thought in terms of continuing an active career... Certainly you've done so.

Hopkins: Yeah.

Lathem: And were there alternatives at that time or was the National Life opening one that...

Hopkins: No, there were alternatives and I've sometimes wondered why I didn't accept them. Specifically, I was on the Continental Can Company, on the directorship and Carl Conway, who was president, who had developed the company, was one of the most intimate friends I ever had. And when it came to the election of a new president, it was an amusing thing. I had told Carl from time to time, I said, I'm going into retirement now and I want the opportune time to resign, and he made a complimentary remark to the effect that as long as he was there, he shouldn't accept my resignation. But he himself was in bad health, or became in bad health pretty soon after, and under their laws, the election has to be gained from the board of trustees. Well, it developed I was the only director that was willing to resign and Lucius Clay always referred to me as the man who elected him as president, but I resigned as a director and he was elected to the directorship and then became eligible for the presidency. But as.... He immediately asked me to stay as an assistant or a consultant, any basis that I wanted, but the thing he had in mind was that I should take over the personnel problems of the company and there were fifty some factories scattered over the country and it meant planes from one place to another and I cut myself off entirely from that. I suppose I probably wouldn't have accepted the presidency of the National Life, excepting I had been elected as a director there in '33. I'd seen this feud developing and I don't know.... Do you know Douglas Meredith?

Lathem: No, I know who he is, but I never met him.

Hopkins: Well, he has the reputation in the company of being an eager beaver and that's a pretty good expression. Meanwhile, he's enormously efficient. I doubt if any company in the country, from the financial angle, is better run than he, but he likewise has the... I don't want to call it ability, but... has the quality that antagonizes men in the local organization, and the directors began to get these protests from the general agents and from people in the local organizations and so forth, for God's sake, whatever you do, don't elect Douglas Meredith. The president was held under very deep obligation to Doug for what he had done during the years, and was very insistent that we should elect him so there was this cross rough on the thing. Well, Mr. Howland.... Douglas Meredith graduated from Syracuse, he'd taken his doctor's degree at Yale, he had become commissioner of banking for the state of Vermont,

then he had become a member of the faculty at the University of Vermont, teaching some phase of economics, and the National Life had taken him on. And Mr. Brigham had been congressman and so forth and had been elected president and he was enormously indebted and rightly too, to Douglas Meredith, so he felt that he had no course open to him except to insist on his election. Well, there was this tremendous opposition to him and we discussed it tremendously, what we were going to do about it, and there were two years during which every few weeks Mr. Brigham would send for Judge McLane, Ned French and myself, we were the original outlanders who didn't think the election was going to be good for the company. And gradually the thing came to a pretty even split on the board of directors. I don't think anybody knew just how it might come out. And during that period, we came to be known as the Dartmouth Alumni Association [inaudible] because Ned French, Judge McLane and myself were the three. But, I think it was Ned French, said one night, he says, why not elect Hop president, and give us time to figure this thing out? And Mr. Howland jumped at the suggestion, and that was satisfactory to the rest of the board of directors. Anything that would take the responsibility of making a decision off their hands was all right, so I was elected.

Lathem: Mr. Howland had stayed on the board after his retirement as president?

Hopkins: He had stayed on the board as a director, yes. But then came one of the very unpleasant duties, or at least I thought it was a duty. I thought to clear the decks for an absolutely impartial consideration of the matter that... Both Mr. Brigham and Mr. Howland, who had been at each other's throats during this period, ought to get off the board, so my first act was to ask for their resignations. Both of whom had been former presidents of the company and so forth. Mr. Howland was very amusing in regard to it. He said I now understand Shakespeare's comment about [inaudible]. Mr. Brigham was less acquiescent but eventually he became very friendly too. I took over with the sole desire.... I knew nothing about insurance and I know very little about it now, although you have to learn certain elementary things in regard to it, but I took over with the definite conviction that my only query was to find a president and get out. And this issue was between Mr. Davis, who was counsel for the company, was a little obscure as compared to some of the other officers, and Douglas Meredith, who had this wonderful record and so forth. And I spent almost a year with weekly consultations with Doug. He'd come to me and, what's the matter

with me? And I simply had to say, men don't work with you willingly and for president, we need a man with whom the organization will work. But that's the story of Deane Davis' election. And I think he was glad to be elected. I don't know, he had committed himself to the company in acceptance of the head of the legal department and of course I think he had the ordinary desire to go farther if possible. Anyway he didn't demur at all in regard to the thing and....

Lathem: Had he been someone you had supported initially when they were talking of Mr. Meredith...

Hopkins: Yeah.

Lathem: You and Mr. French and Mr. McLane put him forth?

Hopkins: Yeah, that's right. Well, I think I'll amend that a little bit. They thought he was preferable to Doug, but they were for some time, and this was something that I had to come back at them on, they thought there was some man outside who was probably better than either. And I was very sure that that wasn't so because we were right in the transition of the National Life from a family company to a really mutual company. And it was pretty essential... We were then and are now the only company of our type in a rural community, which is not unimportant, and I felt it was very much better for the company to pick even... I would have picked Doug Meredith rather than go outside for anybody. But as between Doug Meredith and Deane Davis, there wasn't any question in regard to the personality factor, so we settled on Deane as our candidate and eventually elected him.

Lathem: Did Mr. Howland have a candidate when he was opposing Mr. Brigham or was...

Hopkins: Yes, Deane Davis was his candidate from the beginning.

Lathem: Oh.

Hopkins: And Deane Davis had been his lawyer, as well as a member of the National Life organization, and their relations were quite intimate. And that was what, as a matter of fact [inaudible] the feud between Mr. Howland and Mr. Brigham, because Mr. Brigham felt that Mr. Howland was being influenced purely on the basis of personal friendship and not from the point of view of competence for the organization's affairs. It was a very trying period. I felt very

thankful when the day came when I could lay down the presidency and get out of the thing. But it was a job to be done and done as quickly as possible and at that time I had energy enough so that I tackled it without too much reluctance.

Lathem: I gather the organization was in a state of almost demoralization when you went over....

Hopkins: It was. People going down.... It's hard to appreciate now the situation... People would go up and down in the elevator and not speak to each other. People who lived in the same block in the city, and to have a feud of that sort, and then in a mutual life insurance company the general agent is a very vital factor because he's an entrepreneur who buys his stuff wholesale from you and sells it retails to the policyholder, and if your general agency is strong, why you're strong at [inaudible], and they were split. Fortunately, this was a job for which I was more adequately fitted than almost any other could have been, because my previous.... The telephone company was definitely training me for personnel work and that training came in most advantageously in this situation. But an insurance career was farthest from my consideration when I resigned at Dartmouth. I don't know of anything to which I could have been elected about which I would know so little.

Lathem: Tell me, Mr. Hopkins, a little bit about the building program. When you went over, had they contemplated the new building?

Hopkins: It was being vaguely discussed, but there was no immediate imperative in regard to it. And it was in that stage of discussion where one man would say, well, we should go to Burlington and another man would say, well, if we're going to make any change, perhaps we ought to go to Hartford or some center of that sort. And it was in that stage of discussion and I made up my mind immediately that the building program.... If the increase in business which I thought I foresaw, came, we were going to need a larger building. And to what extent I was a factor in formulating the decision, I'm not entirely sure, but eventually all of us were convinced we needed a new building. And then the question had to be settled where, and whether in Montpelier or some other center, and having settled that, why the question arose where in Montpelier should we place it? And there was one place I think that perhaps my own attitude was determinative. I felt then, as I feel now, that the building should be entirely separate from the business section of Montpelier. I wanted to get it entirely out of that atmosphere, and

we eventually took options on five different sites but everyone of them was away from the center, and I think the site on which we eventually settled was, in the minds of everybody, the least auspicious of the lot because it was a rocky terrain. But I found on consultation with the construction people that they didn't feel that was very important; they could heave rocks around just as well as dirt.

Lathem: You said yesterday that there were many, or some members of the organization who felt very strongly about staying down on State Street? This was something that had to be overcome.

Hopkins: Had to be overcome and that was pretty strong. As a matter of fact, somewhat amusing now with the results that we have, but Doug Meredith, for instance, for whom I have much friendship and great respect, but Doug Meredith headed a faction who said that to take the building away from walking distance of our employees was going to be entirely fatal. And therefore we must stay down on State Street. Then there was the civic pride of Montpelier. They wanted the building built downtown just to enhance the town, and we had all those different factors in the thing, and I'm not entirely sure just how the decision came about but we eventually decided to put it up on the hill and I'm glad we did.

Lathem: I was quite impressed and I gather some others were on the occasion by your being able to give the architects some pretty specific instructions about the grade of the road going up there.

Hopkins: [Laughter] That was one of my proudest moments, as a matter of fact.

Lathem: You might tell that if you're willing to, the question that arose....

Hopkins: Well, the... I had on the basis of previous experience, actually something like twenty years or nearly twenty years, of watching the development of the Cadillac Mountain Road and so forth. I had come to have a great interest in it and Mr. Rockefeller had a great interest in it and we talked a lot about the thing. And in the course of that, early in the development, I had asked Mr. Rockefeller, I says, this is a fairly steep mountain and what are you going to do about access to it? And he says, oh, I've had my engineers survey that and he says it's perfectly possible to build a seven percent grade to the top. And I was immediately interested in the seven percent grade and he said that's universally accepted among road



builders as the best possible grade if you have to have a grade. Well, that just stowed away in my mind without any conscious concentration on it and then this question came in regard to how we were going to place in Montpelier to the top of that thing and the architects raised the question and they had some engineers with them, as to what grade we wanted and nobody had any idea what grade we wanted but I recalled what Mr. Rockefeller had said and simply parroted it and said seven per cent and immediately commanded the attention of the engineers. And that was the way that came about.

Lathem: The decision to build on the new site was reached during your presidency or when you'd become chairman of the board?

Hopkins: No, it was during my presidency.

Lathem: And then did construction get under way after your presidency?

Hopkins: No, the construction didn't.... not even the drawing of the plans was started until after Mr. Davis came in.

Lathem: Then I gather you assumed the chairmanship of the building committee and were the closest to the....

Hopkins: Yeah, yes, I did. That was my principal interest, as a matter of fact. The interest was building, and....

Lathem: Had there been a chairman of the board during the period of your presidency?

Hopkins: No, there had not. And I was very reluctant, as a matter of fact, to take that on but at the time, Mr. Davis was very conscious of his lack of personnel experience and so forth and he asked me to take it and we worked very closely in collaboration for two or three years and then he was in command of the situation and I began to withdraw from committees and one thing and another and leave it. But I raised the question with him every year if he wouldn't like to get along without a chairman of the board and as near as I can make out he's honest in saying he wouldn't so I continued.

Lathem: During the year you were president you must have spent full time....

Hopkins: I lived up there.

Lathem: ... in Montpelier. Did you take a house?

Hopkins: I took a house up there.

Lathem: And then in the first years of your being chairman, you were there more constantly....

Hopkins: Yes, I was there on the average of a couple of times a week for the first year or two and then I got the committee meetings arranged so they could be covered in a day and I went up a day a week and that continued as a matter of fact until this last year and I told Mr. Davis it was more than I wanted to do and I would like to resign and so forth. Well, he said, we'll fix that. He says we can do away with the necessity of your coming up every week, but he says, I still, for my own personal reasons, want you to remain as chairman of the board. And I know what those reasons are. I don't think Mr. Davis... I think Mr. Davis wants to remain in connection with the company, presumably with the part of being chairman of the board, but I don't think he wants to face up to the fact of election of a president immediately. And he again is very appreciative of Doug Meredith and I think he feels enough of an obligation to him so that he feels he would have to support him and he understands perfectly well that there's enough of the... the embers of the old hostility are around so that would.... And I think I'm right in saying this that if only in name I was chairman of the board it would be advantageous for him at the present time to have me maintain the relationship.

Lathem: Yes.

Hopkins: That's about where I think it stands at the present day.

Lathem: I've been interested in your varied and rather extensive directorships over all of the years. You've been able to exist and operate primarily within the academic world professionally and yet you've never given up your associations with the business world.

Hopkins: I think they've been very valuable to me. As a director I could sit and watch other people operate and learn from their mistakes and learn from their successes too. That was, at any rate, the justification I gave myself for taking the directorships. I was quite proud as a matter of fact of the companies I was connected with.

Lathem: I wonder if you might speak of that. Some of the companies in your....

Hopkins: Well, I graduated, fully intending to go back into the construction business and particularly into quarry work which I understood and had had experience in. And I don't think anybody ever was more surprised in his life than I was when Dr. Tucker called me in about six weeks before commencement and said the trustees had authorized adding a clerk to his force and he would like to have me take it. I have an amused comment which I make to myself but don't often express. I have wondered if I'd been a very good boy and never before the administration committee whether Dr. Tucker would have ever known I existed. [Laughter] But I did some things which I.... Well, for instance, my junior year I elected philosophy under Professor Campbell. The thing was just a farce, he was a retired businessman who had been brought in by Professor Bartlett and he gave exactly the same lectures over year after year and the standard practice was for a boy who took the thing to get the notes of his predecessor and use them and so forth and I went into the course and decided right off it wasn't for me and went to the dean in regards to the thing and the dean says, well, he says, the time limit is up and you can't retire from it. But I did retire [Laughter] which caused the committee on administration great distress of mind and I must have been before them three or four times on that. And in later years I came to understand that when Dr. Tucker drew his upper lip in and bit his moustache that he was amused but I didn't know it at the time. And they put me through this cross-examination and I think I knew more about philosophy than Professor Campbell and the answer was no, but did I think I was incapable of gaining anything from the course and I'd say yes and I'd see the change of expression on Dr. Tucker's face which I wasn't sure what it meant at the time. There were two or three incidents of that sort and I actually have seriously wondered if those hadn't arisen whether he would have known that I was in college or not. But anyway that... and I went into his.... I accepted of course gladly but I.... It has given me ever since very sincere doubt about the advisability of a man's trying to determine his freshman year what he was going to do because I hadn't the faintest idea of doing anything like that. But at that time the American Telephone & Telegraph Company was pretty largely dominated by Dartmouth men and two or three of them had assured me that anytime that I wanted a job there was one open there. When Dr. Tucker resigned, why I wanted to resign but he convinced me that I had no right to, that I should stay for a year at

least with Dr. Nichols and bridge the gap as well as I could. But the reason I'm telling all of this is that I went with the telephone company expecting to stay with it the rest of my life and tremendously interested in it and will always remain so and it was the.... Mr. Vail, who I think was one of the greatest men in the industrial field the country ever produced, was at that time president of the company and in the late '80s he had begun.... The longest line at that time was from Boston to Lowell and Mr. Vail had begun to talk about transcontinental intercommunications and the trustees just shook their heads and said the old man is getting dotty and had actually asked for his resignation. He resigned and went down to South America and built trolley lines and became tremendously wealthy. And along somewhere late in the '90s the directors began to see in perspective what he had seen long before and they said we've got to get the old man back. It's an interesting story and has a slightly dramatic tinge to it too. They telephoned to Mr. Vail and said that they were reconsidering and they wanted him very much and he said no. He was up at Lyndonville and well, they said, they were very anxious to talk with him. Well, he says, if you want to talk with me come to Lyndonville. And they did, they took a special car and went to Lyndonville and I always thought the old man had some sense of fun in the thing because when they arrived he was up in the field pitching hay and sent down word that he'd be done as soon as he got the load of hay in. [Laughter] But he accepted it and things began to move. And one story he very greatly loved to tell was.... He said that the Bell Laboratories were, at that time were a refuge for the elderly. The men that they retired from anywhere else they put in the Bell Laboratories and justified the expenditure. Well, one of the specifications he made on coming back to the job was that the directors should support an independent research agency like the Bell Laboratories and he told them it would be costly. And that was understood all around. Well, he went on and I don't know at just what stage but somewhere during his first year in he brought in the budget for the new laboratory and he said he wanted to establish the laboratory and then he wanted to get the foremost men he could graduating from the colleges with the necessary scientific knowledge and that he proposed to put them to work and ask them to do anything they wanted to but if they found anything that had to do with the conversation over the wires why it was theirs. Well, that was a new conception for the directors and it took them a little while to understand that. Then he brought in his budget. His first budget was for three million dollars and George F. Baker leaned over and touched him on the knee

and said Mr. President, Mr. President, you mean three hundred thousand, do you not? I got this.... Mr. Vail told me this, he said, no I mean three million and he says as a matter of fact I expect that in the course of years it will run to very much larger than that. And that was the beginning of the modern Bell Laboratories, which I personally think are the best thing of the kind in the world. I've been very much interested in this Telstar proposition. The telephone company developed that on its own, with its own money and so forth and so on and I can't quite see the administration's contention that they've got to have this a public corporation and so forth because I'm perfectly certain [inaudible]. But however that may be, getting back, I fully intended to spend my life in the telephone field and I was very fortunate in having enough friends around who knew me and knew something about what I had done and so forth so that they were willing to push me and I was going ahead pretty.... Actually, I never asked the trustees what the salary of the president of Dartmouth was, and at the time, I went back and this I think is where Mrs. Hopkins lost her confidence in me as a businessman. [Laughter] I was getting \$18,000 a year with the telephone company and the salary of the president of Dartmouth at the time was \$7,000. [Laughter] And we had to do some drastic economic adjustment on the thing but the trustees were very generous, as a matter of fact, later. I had more work holding them back than I did trying to get anything but that was the way it started. And from my experience with the telephone company, it's true what this Professor Yates says. I was one of the few men in the company that was at the time working on the personnel angle. I remember the Western Electric Company... At that time I was working out at Hawthorne with them and the superintendent asked me and he says, this is what you're going to do. We want you to pick up three or four hundred men a year and we want you to develop a training course for them, but he says, I haven't any idea what you'd call an official in that... Well, I says, I should think it was personnel director. Hell, he says nobody in the world would know what that meant. And he says I'm not sure I do. [Laughter] I'm amused sometimes since when I look over corporation reports and so forth and find the report of the personnel director because there's not much doubt nowadays what it means.

Lathem: None.

Hopkins: But it's a comparatively recent development. Well, there's quite a lot of explanation needs to come in there. I had been with them

about a year and a half and Mr. Filene appeared and it was the first time I had met him and he said they were going to move into a new store in Boston. The building was almost done and they were going to triple their employees and double the number of departments and so forth and he offered me a very considerable increase over what I was getting with the Western Electric. And I had to face the question then of whether I was willing to leave the telephone company because there was a legend in the company which still holds I find, that if you once leave it you never get an opportunity to get back. But Mr. Vail then... I never met Mr. Vail, didn't know anything about him excepting what the ordinary newspaper reader knew. I got a call from him and he was in Chicago and he says I wanted to meet you and I want to talk with you a little bit. He says, I understand you've received an offer from the Filene's, advantageous offer, and I said yes. He says, I assume that you've been told too that if you've left the company you'd never get back and I said yes that's right. Well, he says, I would like to say to you that the more experience you can get in the next half decade, the more valuable you'll be to the company, and he says, if you play fair with your employers and tell them you don't intend to stay permanently with them, he said, I'd like to have you get just as many jobs as you can during that period. So, on the basis of that, I resigned with the Western Electric Company and went with Filene's and then successively through to the Curtis Publishing Company and so forth. And I was sitting in my office one day in the Curtis Publishing Company and Phil Spaulding who was at that time the president of the New England Telephone Company.... Much to my surprise my secretary came in and said Mr. Spaulding wants to see you and he came in and he says the old man says it's time for you to come home. [Laughter] And I says, what's that mean? Well, he says definitely we want you to go into the president's office of the New England Telephone Company and he says that's my office and so I did and what my future would have been in the telephone company I don't know but I think it would have been pretty good.

Lathem: I'm not sure I understand the relationship between Western Electric and American Telephone.

Hopkins: Western Electric is the manufacturing... I'll tell you.... This is some ways off from our main subject here but in the late years of the last century, there were separate telephone companies in each area and I think here is the greatest evidence of Mr. Vail's foresight. Mr. Vail laid down the dictum. He says eventually we're going to absorb those companies and they need standard equipment and he

says that means that we ought to manufacture the best equipment in the world. That was the origin of the Western Electric Company.

Lathem: I see.

Hopkins: The company had been in existence but on no such basis as that, and so they began to manufacture this standard equipment and pretty largely all of the companies used the equipment and I'll never forget... I was on the committee of the Western Electric Company that was supposed to see that cities got Western Electric switchboards because if you didn't have a standard switchboard why you just simply couldn't transfer from one to the other. And Mr. Vail told me one time he says of course we don't want to lose too much money but he says on the other hand we want to sell the switchboards and he says I want you to understand that what we get for them isn't the primary factor in the thing. Well, there were other companies like the Gray Electric Company and they were celebrating in the old times. They'd get whatever was the city organization that was doing the trading and they'd provide them with liquor and girls and one thing and another and we were up against that sort of competition and we were selling switchboards at a loss right along but the result of it was the cities.... Gradually as he picked up the separate companies and they became part of the American Electric Company they were equipped with the apparatus that would do the job. And that's the origin of the Western Electric Company.

Lathem: I see.

Hopkins: And the telephone positions tend, even today, quite likely to be filled from the Western Electric Company ranks because I suppose the feeling is that a man that has seen something of the origin of the apparatus is in a better position to administer it. But that's the relationship anyway.

Lathem: Then when you came back to Dartmouth, how long was it before you went on the board of the telephone company?

Hopkins: Oh, that was quite a while. I... I'm sorry, I'd have to look up on that.

Lathem: It's been a good many years now since you've had your association with the telephone company.

Hopkins: Yes, yes. I... Perhaps I can tell from *Who's Who*. I didn't lose contact with the company during this time at all, but I wasn't on the board for.... Here we are.... A lot of Hopkinses.

Lathem: This one has quite a few degrees.

Hopkins: Well, I'm finding difficulty reading it, but it's somewhere in the heart down there. I think it will tell.... at least, tell when I went with the company, New England Telephone Company.

Lathem: Apparently, 1928.

Hopkins: Yeah, well... Yes, I think that's right.

Lathem: Seems to indicate that you took on your directorship of New England Telephone, Rumford Printing, Brown Company and H.P. Hood all in 1928.

Hopkins: No, I didn't realize that.

Lathem: Don't suppose that precipitated the crash, do you? [Laughter]

Hopkins: I think it may have.

Lathem: Well, I seriously doubt that.

Hopkins: I guess that was about the time... I mean there was a period there after my election as president where I didn't think I had either the time or the energy to do anything else. Perhaps '28 was the time when I decided I had. I don't know.

Lathem: But you had kept contact, you say, with the telephone company?

Hopkins: I had kept contact with individuals in it, yes. As a matter of fact, Phil Spaulding, who was a very ardent Harvard man, and with whom I went almost immediately, resigned thereafter. I don't think there was any connection in it. And Matt Jones, a Dartmouth man, accepted the presidency and he was president when I went to Hanover. He looked with somewhat a jaundiced eye on... I've always wondered about the mental phase of my relation with him. I was honestly admiring of him... he came from Lakeville, Vermont and had been a staff football man at Dartmouth and then he got in Powers and Hall as a lawyer and from that had become president of the New England Company. But he was an antiquarian... a



collector of antiquities, and he was so offended at me primarily and incidentally the college... He sent his second son to Williams, his disaffection being over the murals.

Lathem: Is that right?

Hopkins: Yeah. One of those breaks in friendship that you don't know how could have been avoided and yet your regret because I had enormous respect for him and really great affection for him but he never would speak to me after the murals were put in.

Lathem: I think I'm misreading this. I think they're not giving dates for your directorships. I think they're just saying that you are a director of these companies and then the thing that follows is the Rockefeller Foundation and the beginning of that was '28.

Hopkins: Yeah. I'm sorry but I don't remember.

Lathem: It doesn't matter. I really only wanted to establish that it had been a very long continuing contact between you and the company as director.

Hopkins: Well, I think I could fairly say that I never was out of touch with the telephone company, although during a considerable period there it was in touch with personalities rather than with the company in the corporate sense.

Lathem: As I look at this list of directorships, I'm conscious that out of these have come some of your great friendships. The Brown Company, for example, and that reflects in part your friendship with Lawrence Whittemore.

Hopkins: Yes, it does.

Lathem: You undoubtedly knew him before the Brown Company days.

Hopkins: Yes, I knew him before the Brown Company days, and actually I knew the Brown Company before the collapse. That's the greatest example of nepotism that I've ever seen. The Browns.... The second generation of Browns developed that as a feudal area and they put their sons in. Young executives left because they knew they had no chance as against men of the Brown Company and that led to their downfall, but fortunately they lasted long enough for us sell the timber on the College Grant to them at top price. I had

no official relationship with the company then, I was just working for the college and that was an illustration of how one man watches another frequently. Dr. Gile had... All his life, his investment was in patches of forestland and that was his interest. And he was a member of the board of trustees and so when it was evident that something needed to be done because the spruce bug blight had got in there, I went to Washington and talked to the Washington authorities and they said under any ordinary circumstances they would insist on its being cut in rotation but with the spruce bug blight why the quicker we got the timber off the better because it would be saleable for a few years after the blight came in. So I asked Dr. Gile if he would take charge of those negotiations and we'd negotiated with the Browns for some little time and as it happened, the documents were signed at absolutely top price and we realized a million and a half after that.

Lathem: Good gracious.

Hopkins: And that brings me to another thing that I think we ought... I ought to have spoken of. Judge Chase who had been chief justice on the New Hampshire court was a member of the board of trustees and he was a very loveable old man and he had also been very friendly with me all of the time, but... and I think he was friendly with Dr. Tucker but he, as I think most of the trustees were anxious at the time in regard to several of Dr. Tucker's policies. I remember Judge Chase saying one time in a trustee meeting to Dr. Tucker. He says, Tucker you'll have us all in jail before you get done. [Laughter] Well, he telephoned up soon after I went up there in 1916; he'd been one of the trustees urging me to take the position and he came up and he says, I have just one favor to ask of you. He said the college has no right, no legal right, to be in the lumber business, and he says, I've got a purchaser for the college grant, and he said I just want to ask if you'll give me that. Well, I said I was sorry but I couldn't do it. The offer was \$250,000 and I said, I'm sure, Judge, that it's worth more than that and moreover, I'm sure that the college ought to hold it for other reasons than financial. But he was terribly hurt about the thing and remained hurt through his life. But we sold that timber off for a million and a half, so the offer was not as good as he thought it was at the time. Little things like that cropped up every here and there and I think that's what I probably mean by talking about the loneliness of the presidency. You have a thing like that, where, for every personal reason, you'd like to say yes, and yet you've got to say no and it hurts sometimes. And that's the kind of thing nobody can help you

on. I mean, you just find yourself cornered and you've got to say yes or no.

Lathem: With respect to your corporate directorships, obviously you've been very active with holding the executive capacity and as director with National Life. To what extent have you been particularly active with some of the others? There are undoubtedly degrees of activity within these boards.

Hopkins: Well, with the Filene Company I wasn't a director. Although I sat with them, I wasn't officially a director. And I wasn't with the Curtis Publishing Company, although I [inaudible] myself as personnel director in between Lorimer and Bok which was no place to be if you wanted to be at peace. They hated each other.

Lathem: Really?

Hopkins: Yeah. And they would hardly speak to each other. I know Lorimer who was quick-tempered. He was a good editor but he wasn't anything at all as an executive. He fired one of the best secretaries we had and as personnel director, I just simply transferred her to the *Ladies Home Journal* end of the business and so forth and Lorimer was furious about the thing and Mr. Curtis called me up into a director's meeting and he and Bok had this out between themselves. And Lorimer says to Bok, he says are you going to take my dismissals on as your aide's assistants? Bok at that particular time said he would take the personnel director's advice in regard to it and I was the personnel director. But in other words, it wasn't until I became president of Dartmouth that the directorships became available. But out of them, I mean, some of the finest friendships I have date back to them. As a matter of fact, last Sunday Gene McNealy who's president of the AT&T telephoned over that he wanted to come over. He was on the island and he wanted to come over and visit. He's a delightful man, but it's just an illustration of the continuation of the relationship.

Lathem: I should think, speaking quite frankly, that the directorships and the associations....

**(End of Reel #24b)**

**Reel #25**

Lathem: When we broke off you were just saying that your acceptance of the directorships on a number of corporations was....

Hopkins: I'm very sure, I mean I could if called on to do it, I could reckon the thing up in financial advantage and there were many other ways in which I'm sure they were. And that was the basis on which I took them. That's one thing, as a matter of fact, that I did talk over with John Dickey. John asked me very early in his administration what I thought about these outside contacts and I said I thought the more of them that he had, why the better for the college, and I feel that very strongly. Because the popular image of a college president is of a recluse and the farther he can get away from that I think the better, provided he leaves enough time for local administration.

Lathem: Which of your directorships in late years has been the most demanding other than National Life? Has there been any one that you've been more active in than others?

Hopkins: Yes, the Brown Company was in terms of demanding was the more. But they all of them were very rewarding in one way or another and I wouldn't... I think the one that I valued most and for reasons which you'd readily understand was the Rockefeller board.

Lathem: Oh, yes.

Hopkins: That was delightful in every way because I was intensely interested in all that it did and meanwhile, it gave me the opportunity for contact with a lot of things that I wouldn't have known otherwise. One of the most interesting things and one that I never felt any right to make public was when I... There was a great deal being said about the scale of salaries in the colleges, and it always was contended we were low and at the same... which we were, and at the same time a great deal was said about Harvard and the eminence of her faculty. Well, the first clue that I had in regard to that was, my father who said he went through and graduated in '74 when Harvard had probably the most distinguished faculty it ever had, you know, Emerson, Lowell, and so forth and so forth. He says, we never saw any of them, and never had any chance for contact with them. Well, I said, who taught you? And he said graduate students. Well, when I became president of the General Education Board I had access of course to all of the figures around and I... I immediately took the Harvard figures and analyzed and I discovered that they were paying perhaps half a dozen men high salaries and they had so much cheap labor in there that they didn't

average as high as we did, and I think it had something to do with my attitude in regard to PhDs too [Laughter].

Lathem: You were telling the other evening with reference to your chairmanship of the General Election Board about their early and then later attitude on your investment policy so far as Dartmouth was concerned. I think it might be well to set that down.

Hopkins: Well, Dr. Tucker was a new president in the academic picture. He and... When he came to Dartmouth he had absolutely no margin in which to move financially and in looking around he came to the query and this is the thing on which I've talked with him a great deal, he saw no reason why a college should not invest productive funds in itself, in the dormitories and so forth.

Lathem: Oh, yes.

Hopkins: And I think at the time there was hardly a member of the board but what thought it was a very dangerous policy but he hammered the thing through and got a final approval for it which gave income from the dormitories as a working fund and insofar as I know there was no other college in the country that had done that. The General Education Board came out in a condemnation of it, and whether they spread that over the whole college world I don't know, but they issued a report on it which was very critical of Dartmouth and Dr. Tucker too in regard to it. Dr. Tucker used to tell me in regard to that and also of his own conviction which remained throughout that that was a perfectly legitimate thing to do. Well, when I became president of the General Education Board, literally the first thing that was put on my desk was a brochure being issued by them advising colleges to do just this thing. I became conscious for the first time that I was living through a cycle [Laughter]. And they still hold to it or did the last I knew, but of course now the whole picture has changed because you finance your buildings on the federal government which wasn't available at any previous time.

Lathem: Another thing we spoke of that I'd like to have you comment about, on tape, was General Streeter's action with respect to the college green and the... I'll let you tell that if you will.

Hopkins: Well, very soon after I went into office, General Streeter took me into his office and, in great confidence, asked me if I knew that the college didn't own the campus. And it was all new to me; I didn't have any idea in regard to it. He thereupon said that it was true,

that it was still the village common and that they were entitled, at any time they wanted, to feed their horses or their cattle on it and so forth. But, he says, we're in the way of getting around that. And, he says, if you sometime see the walk across the campus blocked up, he says, don't show any curiosity, and for God's sake don't change anything because, he said, if nobody raises the question within a given number of years, he says, it becomes College property. And nobody did raise a question, fortunately, and it was sometime – I don't remember when; sometime in the first ten years of my administration – that he told me that the title was clear now; no need to block up the ways any longer for twenty-four hours a year.

Lathem: You also spoke about the occasion on which Dartmouth Row was mortgaged. I wonder if you want to....

Hopkins: Well, that was, I think, the first year of my administration. There wasn't any money anywhere to do anything with. Not to be unduly critical because I don't think there was any reason for expectation that he would be, but Dr. Nichols hadn't had any interest at all in the matter of income and I had to have some money or thought I did if I was going to do anything at all and I asked Mr. Kimball, he was president of the Concord and Montreal at the time, and he was a great figure of a man, he was six foot three or four and he always dressed immaculately and so forth. He incidentally [inaudible]. It was he, yes I'm sure it was he, who said, he says, if you need money, I can get some. And well, I says – I've forgotten the amount – but I needed it very badly and he got the Manchester banks to guarantee us a loan of some considerable amount, but they said we've got to have on the books at least some security, and we didn't have very much to offer, as a matter of fact, at the time, but however it came about, it was worked out that we mortgaged Dartmouth Row and of course it was no security for them. I mean, they couldn't have sold it for anything if they'd had to, but...

Lathem: I wonder if you'd talk a little bit about the financial picture of the college as it was when you came on to the presidency and how that developed?

Hopkins: Well, there was a definite conviction, which I guess there was in all the colleges and traditional from their foundation that there was no safe investment excepting bonds and we were... All the endowment that we had which wasn't much... I think it was four million – was in

bonds. I wanted more income and I had known as a matter of fact a good deal more about common stocks than I had bonds and the minute I suggested common stocks, why the board was gun shy on it, didn't want to even discuss it, and when I crowded on it why they always would bring up the statement, what would Mr. Tuck think? And going back into that story which I've told you, I went abroad finally to find out what Mr. Tuck did think and found that he had no interest in bonds one way or another, that all of his interest was in common stock. I came back, and I don't remember the figures but on the basis of that, the trustees loosened up and we began to invest in common stocks and it's got to the point now where we have something between 60 and 70 percent income in stocks. I don't know, I can't quite make up my mind on this on whether Mr. Tuck was right in that. He was right in almost everything but... He said... He didn't consider a bond any good, any better than a stock. He said if a company is going bankrupt, he says their bonds aren't worth any more than their stocks. And he says the only thing is, the stocks lose their value a little earlier and, but anyway, that's the theory on which I was brought up, which incidentally Mr. Davis takes violent objection to. [Laughter] I think the bane of his existence is the National Life buys any common stocks at all and proportionately we don't. I think we buy \$100,000 a year on a.... Yeah, that's right, we buy 100,000 a month, I've forgotten the term, but theoretically it's that you keep buying whether the stock's up or down and so forth. But Mr. Davis finds himself very violently critical of that policy.

Lathem: Well, you certainly didn't develop the college in terms of enlargement of its plant or its faculty on the basis of simply a reinvestment policy on your portfolio. What was part of the campaign to increase your assets? How did that go forward?

Hopkins: Well, at the time, there was only one way to do it and we finally came to an understanding to do anything in the way of general appeals and we were dependent on specific gifts and it was at that time that I decided our mostly likely prospect for the library was Edwin Webster Sanborn, due to the fact that his father had been librarian and so forth and so on. And that was pretty much the way in general. I knew that Sanford Steele had become greatly interested in the question of chemical agriculture, particularly, and therefore he might be susceptible to approach for a chemistry building and it was wholly on the basis of personal contacts and...

Lathem: You must have had to devote a great deal of your own attention to that campaign.

Hopkins: Yes, practically all of it, as a matter of fact. I felt, and I feel now, that that was the most essential thing at the time and of course I tried to keep the contemporary work of the office up but so far as outside activities went, it was simply a cultivation of a man here and there who might possibly become interested.

Lathem: Did you find this difficult at the outset, of making personal approaches to people for this basis or could you take it in stride pretty much?

Hopkins: No, I think the answer is I took it in stride pretty much. I've always liked people, as far as that goes, and I think that has been a great help on the thing. The Edwin Webster Sanborn thing might be taken as a type case because, oh, there must have been five years of cultivation of friendship really with him before he showed any interest at all. There were three children in the family, that family. There was Mary, who married Babcock who was treasurer of the AT&T at the time and then there was Kate Sanborn who was professor at Wellesley, and there was Edwin Webster Sanborn. Well, they drew joint wills and if anyone died, why her property was to go to the other two. And likewise, of the two, why the one who survived got it all. I don't think there was anybody in the United States whose health I ever watched as carefully as Kate Sanborn's [Laughter]. But he was an enormously interesting man and my pictures of old Hanover come more from talking with him than anybody else because he was... And he gradually got interested and he got very much elated, as a matter of fact, at the idea of having the library a memorial to his father. But even though he was an invalid, it was getting where I wanted very much to get the library before anything else in the world. And at the same time that I was trying tactfully to solicit it from him I'd try anything else that came along, the most auspicious of which was of course George F. Baker. And then came the problem of explaining to Edwin Webster Sanborn the thing and I took the tack which I held to and fortunately he eventually accepted that the library was the books and not the building, but his original attitude was why didn't you say that before? [Laughter] He really was, I think, very greatly disappointed and very greatly irritated because he'd quite set his heart on having a building named the Sanborn Building. Well, when it came to the place where he was willing even to listen, he changed his will a half dozen times on the thing, cut Dartmouth out absolutely on the thing



and I kept visiting him, telling him variations on the same old theme that it was books holding up the Bodleian Library as an example of it. Gradually he began to yield on the thing and I began to feel a little conscience-stricken about the thing, wondering if we couldn't do something. I went to Mr. Thayer who knew him, knew him well, and I said what can we do with some of the Sanborn money to satisfy this yen of his to have his name on something, have the Sanborn name on something. And it was Mr. Thayer's idea, really, the Sanborn House. He had been in college and knew the relationship between the Sanborn family and the college, and the always open door, day and night, and the fact that anybody, any student could go in at any time and utilize the family library and he said, why couldn't we do something like that? So then I got hold of Fred Larsen and I said, we want something more than just the library building and outlined that and finally put the proposition up with the trustees as a whole, and told them this was something we were speculating on and got their ideas. And out of that, evolved the complete idea of the Sanborn House.

Lathem: And this was proposed to Mr. Sanborn during his lifetime?

Hopkins: This was during his lifetime. Yes. And there's a background of that that I don't think out to appear in any history because we paid a lot not to have it. But immediately on his death, a woman appeared and claimed to have been his mistress and wanted a share of the estate. That was the kind of negotiations that I don't want to get involved in very often.

Lathem: No.

Hopkins: But I asked her what she expected and she said she expected half the estate. And I tried to point out to her that her chances of getting it were somewhat slight and that she might satisfy some desire for revenge that she had but she wouldn't get very much in the way of material wealth. And finally we got it down to where she said if we would give her a hundred thousand dollars, she would waive all other rights. Well, I don't really believe that he had a mistress. He was a... He was, for the last half decade of his life.... I don't know what the disease is, but it's one in which you have to decide what position you want to be in the rest of your life, you can't move. And he of course had to have help and she was his nurse during this period, which I feel very certain was all there was to it. On the other hand, there was enough external evidence so she could have made quite a stink in regard to the thing. I told the trustees that I thought

we owed it to Mr. Sanborn to protect his name on the thing and we eventually paid her a hundred thousand dollars, and she waived all other claims on the thing. But he... As you know in his will, he gave everything to Dartmouth, even his household china and so forth. And Silsby was another case, another individual case. I knew that he was interested in that general field of genetics particularly and I would occasionally point out when the effect that I thought existed in a Dartmouth organization because it had no building in which to centralize things like that and by and by, he began to ask what I thought would be adequate and so forth. It's a pretty unorganized effort. I mean, you can't quite classify it.

Lathem: I gather a constant effort.

Hopkins: Constant effort, yes.

Lathem: Completely widespread.

Hopkins: Yeah. And I think on the whole that I can claim justification on it because we increased the endowment of the college from four million to twenty-four million. But John Dickey is going to better that record, I'm happy to say.

Lathem: Dollars were pretty hard in those days.

Hopkins: Yes. They came pretty hard. That's true.

Lathem: They must have come hard and they were worth quite a little bit.

Hopkins: They were worth a lot more when you got them. Yes, I've speculated a good many times what it would cost to build a library today.

Lathem: I think the answer to that is you just couldn't afford to build it today, almost literally so.

Hopkins: I think that's right too.

Lathem: I think if Dartmouth hadn't got, through your efforts, that library in 1927 and 1928, it never would have such a gracious open library.

Hopkins: As a matter of fact, I came pretty near thinking my career as a college president, all that I could be expected to do, had been accomplished when we got the library. I mean, I'd felt so sensitive

about the fact that we didn't have an adequate library that it was the fulfillment of a large proportion of my dreams when we got it.

Lathem: We've spoken of one or two successful attempts at fundraising specifically. You were mentioning as we drove through Bar Harbor the other day an attempt that was both successful but ultimately a failure, the Oakes estate. I think that would be interesting to set down as an example of the kind of problem one runs into.

Hopkins: I'm not quite clear in my mind what the relationship was. I think it was an uncle, Sir Henry Oakes [Oak], was a Dartmouth man. Anyway, some relative which gave, which I felt gave me the right to raise the question, and I came down here to... He was here at Bar Harbor, and I came down and told him that we were, I thought, on our way to making Dartmouth significant in the college world, and that I knew he'd been interested in Bowdoin. I bore down pretty heavily on the fact that I thought Dartmouth in everything except athletics was more the Amherst, Williams, Bowdoin, Wesleyan type of man in the so called big league, but that by the same token I thought a gift would be more conspicuous to Dartmouth perhaps than it would be to some of the others, and he was very, very receptive, as a matter of fact. I don't think he was very much of a man. I... I spent a lot of time in Nassau trying to find out what really happened in that murder. The farther you got into it, why the less you think of him. But as far as the contact with me went he was very agreeable in regard to it and he said he'd just made this gift to Bowdoin and as I told you at the time, he said that he was entirely willing to consider a gift to Dartmouth but that frankly he would be, he would have, would feel freer to do it in the fall than in the spring and that he thought he could do more for us then, which I accepted as a very desirable alternative and dropped it there. Perhaps I was the saddest mourner at his funeral, I don't know. [Laughter]

Lathem: He was murdered that same summer?

Hopkins: He was murdered that same summer, yeah. Oh, there were lots of things that went wrong, but every once in a while something would come along. I think one thing. I think so far as I know everybody that gave anything to Dartmouth was happy afterwards that he had, which I think makes somewhat for future gifts.

Lathem: One thing that impressed me is your ability to get people who were not themselves actually Dartmouth men but some of whom had

Dartmouth connections one way or another, but you got them to make very substantial gifts to the college, which I would think took some doing.

Hopkins: Yeah, it did. And it was a good deal harder work, of course, with them than it was if you could even get a remote relative involved in the thing, why it gave you an entrance. But after all, that was part of the chore of the job. I, as I said to you the other night, I felt freedom that Dr. Tucker didn't feel and actually didn't approve of. I didn't care much where the money came from and I don't now. I mean, if the money's available and isn't illegal, I don't see any reason why the college shouldn't take it and redeem it.

Lathem: And Doctor Tucker had definitely this concept of tainted money.

Hopkins: Yeah. He had the concept of tainted money very strongly. Several times, I'm trying to think of some specific time, but, well, I can think of one specific time. There was quite a well-developed campaign to get Carnegie to do something, probably for the library, but at least to do something on the thing. Dr. Tucker wouldn't have anything to do with it. And it's the only place where I ever felt right to be critical at all. I just felt the situation that Dartmouth was in that if the money wasn't illegal, why you'd better grab it. And... And of course, I never did see any reason why we shouldn't accept Rockefeller money. I think if Dr. Tucker had lived, I really think he would have changed his own attitude.

Lathem: In the different times.

Hopkins: It was a different era, yes. And... But it's not pleasant work. It's not pleasant work even where you think you've got some right to raise the question. I'm not a salesman, haven't the remotest instinct for salesmanship, and there's an assumption on the part of some of my friends that I like salesmanship, which is entirely wrong.

Lathem: Your general approach to a prospective donor then is to... is to interest him in the college.

Hopkins: Interest him in the college.

Lathem: Not try to sell him a bill of goods, so to speak, on a gift.

Hopkins: No. I never did that. Any approach I made, if the man had any relationship to the college, why it was on the basis of a memorial

and if he had no relationship with the college, the argument that here was a college on the move and that there'd be some distinction in being identified with it. Sometimes it worked.

Lathem: One of the things... [Laughter] yes. We have ample evidence of the fact that sometimes it worked. One of the things that has impressed me is the fact that this was a one man job in your administration.

Hopkins: It was. That was literally true. It's something that sometimes in those moments when you get very acquisitive and desirous of recognition and so forth, you think of... I think of the administrative board at the present time and then I think what I started with, and I say to myself, you didn't do so badly after all. [Laughter]

Lathem: One of the great changes, I suppose, in support for colleges has been the coming on of the foundations.

Hopkins: It's made a tremendous change, yes. The... That's something that was comparatively rare and to begin with, it was rare among the foundations and then when you got to the individual foundation, it was almost always tied up with some commensurate effort on your own part and we had this bilateral or whatever you call it. We were trying to get all we could from the alumni on one side and get these outside, and the minute the question came up of the college matching a gift, why I shied off from it, because I said, we're doing all that we have any right to do in urging alumni participation. One thing that may interest you, the question of financing honors work came on and we had to have money for that from somewhere. And I did what I didn't like to do, I decided to go to the Rockefeller Foundation and just present the case and do what I could. Well, they were friendly, as friendly as anybody could ever wish them to be, but they simply said everybody else were making our gifts contingent and we can't make an exception in the Dartmouth case, much as we'd be glad to for you. Well, they discussed it and discussed it all in one morning and Roy Fosdick, who was at the present chairman of the board, he says I don't think we're going to get anywhere on this, Hop, but he said we'll take it up as the first business of the afternoon. And, but he says, I don't see how with any consistency we can do any more than we have done which was to offer.... I had asked for a million and a half, they had said they would give us seven hundred and fifty thousand if I could find seven hundred and fifty thousand somewhere else. And we came in the afternoon, and I've always remembered this with the greatest

appreciation, because I was sitting beside of Mr. Rockefeller and Ray Fosdick opened the meeting with the statement that this was before us and should be formally acted on and that if any member of the board saw any way in which they consistently could give the money without the contingency requirement, why he wished they would tell them how it could be done. And of course there was no response to that at all. And then Ray said somewhat resignedly, because he was a good friend and he was interested in Dartmouth, but he says I guess there it is, Mr. Hopkins. I guess we have to leave it right there unless you can raise seven hundred and fifty thousand dollars as a matching gift, why we can't do anything. And Mr. Rockefeller said accept it, accept it, under his breath, and I says all right, thank you very much. I can understand then that seven hundred and fifty thousand dollars is available for the college if we can match it in a year. When we got all done, Mr. Rockefeller motioned me to one side and he says, I'll give you the other seven hundred and fifty thousand. Sometimes I get almost tearful in remembering that because there was a lot of strain in regard to the thing. I was reluctant to ask it in the beginning and, but it was all cleared up in a moment by Mr. Rockefeller's thoughtfulness. So that was the way it was done. He gave seven hundred and fifty thousand and the General Education Board gave seven hundred and fifty thousand.

Lathem: There would have been relatively few foundations going at that period, wouldn't there?

Hopkins: Very small, as compared with the present time, yes. Practically... Well, I would say that the only three from whom you could expect anything in the scholastic field were the Rockefeller Foundation, the Carnegie Foundation and the Brookings Institute. I wouldn't have known any other to go to. I fell down completely with the Brookings Institute. I went down to the board of directors there simply with the desire of getting some money from them and never could make a dent. They were interested in a very much more specialized effort than anything we were doing.

Lathem: Do you yourself have any feeling about the -- as many people do -- about the foundations, the great, almost superfluity of foundations today being a bad influence in the field of education.

Hopkins: No, I don't. I... I always looked with a liberal reserve at the Ford Foundation's gifts which I've never seen any reason for our not accepting but I'm always afraid of restrictions on them because

of... I'm influenced by the old man's attitude which was one of constant criticism of the college. I got into a hassle with his cohorts, not with him personally, but he issued a criticism, he said college men were no good in the field of industry, said they didn't know anything, that a general education was no advantage to a man, and so forth. And pretty soon after that, I was due to address the Detroit alumni and somebody tipped me off that they'd like to have me say something about Mr. Ford's statement. Well, Ford had... it was an old quiz program, you know. He had issued, I don't remember – two hundred, two hundred-fifty – questions which he thought any college man ought to be able to answer and that he hadn't found very many who could answer and so forth. And so when I went to Detroit, I found that I was not only addressing the Dartmouth alumni but the Chamber of Commerce and God knows what else in the way of civic organizations and said I had foreseen talking conversationally with a small group and here I was injected into a major audience with a subject in which they were all interested and all had very definite opinions one way or another. And I didn't see any reason for pulling any punches at all at that particular period and I just tried to analyze this proposition as Ford had presented it and as it appeared to the college. And I said a man might be highly educated and not be able to answer a single one of those questions. And a man might be able to answer all of the questions and not have the slightest education. Well, Ford himself took great umbrage at that. I mean, somewhere, I don't know whether it's in the file or not, but I... I got a personal letter from Ford saying that I had been oblivious to what he meant and insulting and so forth and so on. And... But the hopes of getting anything from an individual like Ford. Charles, not Charles, Edison took the thing up from Ford and he issued another set of questions that couldn't be answered by anybody and which were entirely inconsequential from my point of view and I took on the job of answering that. Then finally it was taken up by Clarence Barron in Boston [Laughter]. So there I got into a joint debate with Barron on the thing and... But I... I haven't any hesitancy at all answering your question in regard to the foundations. If the gift were given without restrictions, but the minute that anybody begins to specify how the gifts should be used beyond a general specification, why I wouldn't accept it. And two or three times [inaudible], I don't remember just what the occasions were. I know the question arose at one time or another. I had... I don't know just where I got my convictions in regard to this, I'm sure, but when I told my father that I wanted to go to Dartmouth, I presume if I had known as well then as I know now the disappointment that was to him, that I wouldn't have done it.

But whatever he felt about it, he only made one specification. He says I don't want to go through life feeling that you couldn't have qualified for Harvard and he says, if you can pass the Harvard examinations, you can then go to any college you want to. So I entered Dartmouth, as a matter of fact, on a Harvard admission, and the... I'm not sure just what I started on on this. I don't know, I had some idea about it. But anyway, that was the fact.... Oh yes, I know. I entered on a Harvard admission certificate and I felt some indignation when I entered because I... In those days they divided the admission examinations for Harvard between two years. You took half of them at the end of your junior year, and then you went down and took the rest of them the end of your senior year, and I'd spent two summers in Harvard Square when it was very uncomfortable with trolley cars running fast and so forth. And I came up and, with, I suppose, some pride, presented this to Dr. Tucker who was issuing the matriculation papers, and he looked and he said, Why, Hopkins, he says, you were entered six months ago [laughter]. I felt great indignation at having been entered six months before I presented the Harvard paper. But I was assured of a scholarship and my friends, even as good a friend as Charles Proctor thought I was getting very idiotic but I found I was supposed to sign that I would not smoke, would not drink and would use no word of profanity in order to qualify for the scholarship. I took it back to Mr. Emerson, who was dean, and I says, I can't sign this and won't. And he looked at me in some surprise and he says, we haven't had this question raised before. And I says, if there's no scholarship available excepting on those terms, why I'd have to go without a scholarship, that was all. And I think it was about that time that I acquired my conviction that I didn't want any stipulation in regard to college gifts because I had people laugh at me in regard to the strength of my conviction in regard to that and some of them noticed where I refused to accept conditions. But I held it then and I hold it now, very strongly. And I don't know, I don't know what I would do if I were president at the present time in regard to government funds. But I'm very certain I would accept them with a lot of the stipulations with which funds have been granted by the government. And if that seems to violate my earlier statement that I would take money from any source, why you will understand what the distinction is.

Lathem: Oh yes. Entirely. There's one thing that you told the other day that I'd like to have you put on tape if you're willing. Your speaking of Charles Proctor and your undergraduate days makes me think of it.



It was an experiment that you participated in with salt and water.  
[Laughter]

Hopkins: Well, that's one of the few things that I am really ashamed of. I told the story recently to Ed Woodman down at Colby because his father was a member of the circle. But sitting around in what was really a college gathering on the upper floor of the Proctor House, we somehow got on the subject and I have no idea how, excepting that several of the men were medics as to whether salt and water was a medical [inaudible]. And it ended up anyway in John Proctor's going down and heating a washbowl full of water on the kitchen stove and bringing it up and I think there were 14 of us in all. And we were going to resolve then and there as to whether it was medical or not. And Jim Woodman, Ed Woodman's father was at that time a senior in the medical school was one of the men. There was never a man with more instinctive common sense than he, but he got sucked in that time, as did I. And we each of us put a dollar in the [inaudible] pool and the survivor was to have it all. And we began to drink and I don't think I was ever so sick in my life. I gave out somewhere along the tenth or eleventh in the group. Everyone in the group was sick all night as an effect of the experiment and I among them I think among the more sick. [Laughter] I went to chapel in the morning and the dean in those days sat right in the aisle seat of the first row as you went into chapel so he looked over everybody that went in and I no sooner got back to my room than I received a twenty-four hour notice to call at the dean's and I went, whereupon he told me that he'd been observing me recently and he realized that I was drinking too much and that he wanted to give me a warning in regard to the thing. I told him.... I says, Mr. Emerson you won't believe this, but I would very much rather acknowledge that I was drinking liquor than to acknowledge that I was drinking salt and water. Well, he says that was a preposterous statement which I was willing to concede and we left it there.

Lathem: And who won the pool?

Hopkins: I think Jim Woodman won it but I'm not certain. I think if I recall it that he won it. There was John Proctor and there was a medic named Rupert, Charles Proctor, Jim Woodman, Bill Stickney, Joe Wentworth and I can't name them all....

Lathem: You say this room in the Proctor house was a gathering place.

Hopkins: Yes, it was. It was a great big room and it was central, of course. It was right where McNutt now stands and there were four of us rooming there. Charles Proctor and myself and we had our friends in the athletic department and then John Proctor and Rupert had friends all through the medical school and the room was almost always full. As a matter of fact, I did most of my studying when I roomed at the Proctor house with a chair drawn up 'side of the bed with my books on the bed and I never thought of doing any work in that room.

Lathem: Another thing you spoke of yesterday that was quite startling to me and quite interesting to me was the change in character of Hanover, the changed character of Hanover not only between the time you'd expect of your being in college but the time of your being president – the existence of farms all around the perimeter of the college.

Hopkins: Well, you can visualize it yourself. That area I spoke of down at School Street beyond there, that whole area was Deacon Downing's pasture, 'twas known as Downing's pasture. The area to the north of what was then known as the [inaudible] farm and it was the, and the house still stands and your library official who involved in the eye clinic.

Lathem: Oh, Gordon Gliddon.

Hopkins: Gordon Gliddon lived there. And that, all that area which includes the golf links at the present time and includes land clear down to where Arch Gile's house is, that was all farm. And then, as I said, the state farm was, the line was right in front of the present stadium and from there to the, from there to the skyline was farmland. So you see, we were sort of an island in a sea of farms, gradually one and another disappeared and that area, let's see, the three dormitories, Silsby and Butterfield and the Tuck School and the Thayer School, that whole area was the Hitchcock estate and the level part of it was kept as a lawn but the Tuck Drive area, as I said, was a cow path.

Lathem: I was interested in your comments about Mrs. Hitchcock changing her will back and forth. [Laughter]

Hopkins: That came... That was consummated before I came. I think it was 1914 or 1915 that she died and, as it eventually developed, at the right time. [Laughter] But it was a source of great anxiety all the time that I was at the college after 1911 and I don't know how many

times. I asked Halsey Edgerton once, how many times the will was changed in the succeeding three years and Halsey said he didn't know. He said it was a constant.

Lathem: Well, I wonder if we want to break off?

Hopkins: Yeah, I think we do, don't you? We want to eat some lobster.

**(End of Reel #25)**

**Reel #26**

Lathem: Wonder if this is now recording.

Hopkins: I think if I was in John Dickey's place that I would be given to be very irritated at the [inaudible] that's always the guest.

Lathem: This is so, isn't it? They don't consider themselves guests.

Hopkins: No, they do not.

Lathem: Almost proprietors. I thought we might pick up with a session on the scrapbooks and this is roughly where we left off the last time we did this. The sort of thing I'd like to do is simply to scan and here and there and see what might be brought back to your mind by the clippings. Beginning in September 1933, according to the notes.

Hopkins: I just was glancing over that... Some coach... From somebody down in Pittsfield, I guess a radio broadcaster or something, who fears that the college is going to go co-educational and then, with fifty percent women what would become of the football team. [Laughter] Well, that answers something that I've been asked and I haven't been able to answer, as to what year I arbitrated the granite strike at Barre.

Lathem: 1933 evidently.

Hopkins: 1933. That was the most futile thing of my career. We worked all summer – I may have told you this already – and had the chief justice of the Supreme Court and Professor Crawford from Syracuse and the thing had started in violence the night before I went up as a matter of fact. They overturned some motorbuses and broke a lot of windows and one thing and another, but gradually we drew the two sides together during the summer and

finally came to an agreement that both sides hailed with enthusiasm. I got in my car and came down here with a sigh of relief and so forth and four days later the codes, the government codes came in and just wiped out all the work of the summer because... The president of the granite workers union came around to see me. He was a very understanding man. He extended his sympathy in regard to the thing and he says, we don't like it and the quarry owners don't like it and he says as near as I can make out nobody excepting Mr. Johnson and the board in Washington likes it, and he says how long is this sorry thing going on? And I says, I guess it's going on the rest of our natural lives without any question.

Lathem: I see up here some people joining you in saying that beer improves student morale. Dean Hawkes of Columbia and Dean Wirtz of Chicago, Professor Pitkin of Columbia.

Hopkins: I'd forgotten that I had espoused that cause. The one thing I'm awfully sorry we never got anywhere on was the [inaudible] Lewis Perry and I worked up a thesis for universal military training and urged the service departments to espouse it and call for the universal military service between prep school and college, and we were all of us very deeply convinced that that would work better for the college and for the individual men. And it would give the men a chance on their graduation from college to start in on whatever career they wanted rather than having the intermediary of the military service. And, let's face it, you never know what... We all three of us got baskets full of denunciation from the mothers of America that we wanted to take their boys and send them off to be shot before they were old enough to know what they were doing [Laughter]. Actually the military services got so worried about the mail, that they... They refused to have anything to do with the suggestion at all.

Lathem: When did this come, Mr. Hopkins?

Hopkins: That came just after the Second World War.

Lathem: Oh, yes.

Hopkins: And... But it... It came about partly as a result of the experience of all of us that the men coming back from the war had a much more serious attitude toward their work than men did otherwise and it also came from the conclusion of all of us that the men themselves would be bettered by such an arrangement, that they'd be better for

the military service at that age and they would be better for the college when they came back to it. And Carl Compton of Tech was particularly, I mean, he was more strongly convinced of it even than I was. But we got nowhere at all. Popular opinion is a pretty ephemeral thing.

Lathem: These are apparently reporting your remarks at the opening of college in 1933.

Hopkins: Yeah. Peculiar. I might well be reading in regard to somebody of a previous generation. I mean, I don't remember... I don't remember saying a number of these things. I don't particularly regret it but I... *Springfield Union...*

Lathem: *Portland Express, Philadelphia Ledger, Springfield Republican, Manchester Union, Hartford Courant, New York Times.*

Hopkins: Well, I haven't got anything in particular to say in regard to that.

Lathem: Let's see what we come to over here. Garfield quits Williams post. Which apparently left you as senior college president in New England, according to the paragraph here. You, followed by President Sills.

Hopkins: President Sills was an amazingly lovable character. He... That's one thing I don't understand. I don't understand why Bowdoin doesn't blossom more. Bowdoin is one of the places at the present time that hasn't an enrollment as large as it would like to have.

Lathem: Is that right?

Hopkins: And here it's old, has traditions, has a very honorable history, and has a very distinguished alumni body, but... I was trying to think, somebody wrote me last spring and sent the record of their son and said they didn't understand why Dartmouth turned him down, which is not infrequent, but wanted to know if I could suggest any place. This was somebody in the west, wanted to get into a New England college, and I said I didn't know but I suspected that exploration of the possibilities at Bowdoin might be good, and they accepted him immediately without any question at all. And on the basis of that, I sent a personal letter to the president and I asked him whether they would welcome or the reverse if I recommended Bowdoin to men who wrote inquiring this way, and the president wrote back and he said they would welcome it very much indeed.

Lathem: That's interesting. That is strange because they do have a very distinguished history and...

Hopkins: Yes. As compared with many colleges, they of course have considerable endowment, but there it is. I had forgotten entirely that I ever was on that Near East Foundation. I went on at the request of Cleveland Dodge who's a very, very persuasive sort of a man and he was a Princeton man. He was the father of... I think he was the father, Robert College as well as Beirut, and...

Lathem: Was he.

Hopkins: That was the thing in regard to the Princeton riots that outraged me, whatever it did to the Princeton people. Cleveland Dodge had a very greatly beloved son who was killed in the war, and he got a French sculptor to do a life-size image of him and it's somewhat odd; it was dressed half in soldier's dress and half in academic dress. But it's quite an impressive thing. And Dodge himself was a Princeton man. And I've forgotten what year it was, but the Rockefeller board was meeting at Princeton at the Nassau Inn and their spring riot broke loose and they overturned two or three buses and pushed a railroad train off the tracks and all of a sudden this turmoil and Dodge said he thought if we would adjourn a few moments, he'd go out and find what was happening. Well, they had, among other things, they'd put a rope around the neck of this valuable piece of sculpture and hitched the other end and were dragging it around town behind the car which seemed to me a particularly atrocious thing to do. And... But that tradition down there, the spring riot, is pretty bad, I think. On the other hand, I thought it was, personally it seemed to me, very short-sighted for Goheen to refer... he gave the baccalaureate... At the close of the commencement exercises at Princeton, the president delivers his baccalaureate to the class, which is the last event of the college year, and Goheen, in the middle of that, threw in, in spite of the riots of the spring, which seemed to me nothing to be reminding them of at that time.

Lathem: Did you have any particularly close association with Dr. Garfield at Williams?

Hopkins: Nothing excepting in a professional way. I had known him with some intimacy because he was... During the First World War, he was coal administrator.

Lathem: Oh.

Hopkins: I think you'll be interested though. He, in the college meeting, he raised the question... This was at the time that Dartmouth had eliminated the compulsory attendance at chapel. And Garfield was very critical in regard to it, as were several others. And well, I said I saw no advantage at all in having a captive audience and I didn't think either religion or education were particularly benefited by it and so forth. And Garfield says, well, he says, I'm perfectly astonished, he says. He says, the moment that I begin the prayer at the end of the service at Williams, he says, you could hear a pin drop, the attention is so rapt in regard to the thing. And I was sitting beside the dean of Williams and while Garfield was saying this, he was saying out of the corner of his mouth, Oh hell, oh hell, oh hell. And afterwards he told me, he says, you know why that quiet prevails? And I says, no. Well, he says, at Williams there's a pool every morning on the length of the president's prayer. [Laughter] And he says that sometimes it runs into several hundred dollars. He says the net result of it is the minute he comes to the beginning of the prayer, everybody has his watch out looking at it. He says that accounts for the quiet of it. He was a very delightful companion socially and very much a gentleman in every way but I don't think he ever knew what was happening at Princeton, I should say at Williams.

Lathem: This incident you were just speaking of would have happened at a Pentagonal meeting, would it, the comment on....

Hopkins: Yeah. Yeah.

Lathem: U.S. investors move to save foreign bonds.

Hopkins: Yeah. This isn't exactly in line with what you want but I think you'll be very much interested. There was a man named Reuben Clark and he succeeded Dwight Morrow as ambassador to Mexico and Roosevelt set up this council on foreign bonds which was really designed to try to collect something from South America. And Dwight Morrow suggested that Reuben Clark would be a very desirable head of the organization, which he was, exceedingly so. And the rest of us really did nothing except meet occasionally with him and approve what he'd done and so forth and he telephoned up one day and wanted to know if he could come to Hanover to see me. And I couldn't imagine what it was about or why he should

come to see me particularly. But he came to Hanover and I had become by this time very fond of him as well as very admiring of his ability. And he says, I like this work that I am doing and he says, I'm at a stage of it where I would have to leave it. But, he says, I've been summoned home by my church. Well, I began to think over the churches I knew and I missed the one I ought to have known, and I says, what is your church? Oh, he says, I thought you knew, I am a Mormon. And no, I says, I didn't know it. And I says, does the summon of the church, is that of greater significance to you than the welfare of the country? He says, it's greater in significance than anything. He says, there isn't any question about it. He says, I have to go. And he says the only thing I've come up to talk with you about is whether you think it's practical for us all for me to keep the chairmanship and operate from Salt Lake City. And well, we did, as a matter of fact, that was the outcome of the thing. But I was very much impressed with the authority of the church because I don't think even the Catholics could have done that.

Lathem: No, I think not.

Hopkins: I have to say, he really was the counsel. The rest of us were really simply "me too" people. An interesting group. I... As a result of that contact, I became very much interested in and valued the friendship of Phil La Follett and he used to, used to in subsequent years, come to Hanover and spends weekends with me. He came over one... He was due to come on Saturday night. He telephoned over on Friday from somewhere and at the time I didn't get it. It proved to be at the Roosevelts. He said, I would like if it wouldn't inconvenience you to come over a day early. I said no, of course it was all right. And he came over and I said, what was the significance of your pushing this schedule ahead? It's all right from my standpoint but I thought you were moving on a schedule. He said, I just got so goddamned sensitive about the way old lady Roosevelt was treating Mrs. Roosevelt that I couldn't stand it anymore.

Lathem: Is that so?

Hopkins: Yeah. That was the first definite information for me. I'd heard the rumors before, and I said well, what happened? Well, he said, the old dame seats herself at the head of the table, puts her son the president at her right hand, and puts Mrs. Roosevelt way down the other end of the table, pays no attention whatever to her even when she starts to say something, interrupts her, and he said, she might



easily be one of the servants and get more courtesy than she gets as the wife of her son. He says, I just couldn't take it any longer. I said, didn't the president do anything to protect his wife? No, he says, nothing at all. He says, this was simply a mother-son mutual admiration society.

Lathem: I wasn't aware of that activity on the Bema at all. It speaks of blasting.

Hopkins: I had forgotten entirely about it. A lot of these things don't seem very consequential.

Lathem: What have they got you saying up here about football? President Hopkins keen student of football. Says he's satisfied with Dartmouth coaching staff.

Hopkins: 1933. That must have been during Jack Cannell's period.

Lathem: Were you perfectly satisfied or were you putting a brace face to the world?

Hopkins: No, I was putting a brave face to the world. I was very much disturbed as a matter of fact, and actually not so much from the point of view of football as I was Jack Cannell, and he remains one of the mysteries to me, of our graduates. Cotty Larmon is engaged in trying to get him back into a pleasurable association with the college. But he was an Italian boy and he came from Everett, Massachusetts. I think without any question he was the brightest man in his class although he didn't work very hard at it, didn't have to. He was easily the best quarterback in the country at the time and he worked as Jess Hawley's assistant and Jess Hawley recommended him to succeed him and he did. But he didn't... He didn't work at coaching any more than he had at college work. He didn't... I don't think he did a thing before the season and the result was the team wasn't well coached. But the other side of the thing was the psychology department said that they would like very much to keep Jack Cannell in Hanover, on... have him come in as a member of the department, and the upshot of it all was that I sent for Jack and told him that I would very gladly propose to the trustees that he go over to... Go to Oxford and that we would give him the equivalent of a Rhodes Scholarship there. And he says, the same thing that had appeared in football, appeared there, he says no, he says no, I don't think I want to go into teaching. I says, what do you want to do? He says, I don't know. And he never

changed that. He left it right there. He wasn't willing to accept the offer at all, and then he proved a complete failure as a coach which is what this period is covering, and then, with all of the sensitivity of a Latin, was desperately hurt at the time when we said we've got to have a change on the thing and he came down here in Maine and took the job as the football coach of a little high school down here and has been here ever since.

Lathem: Really.

Hopkins: And... Yeah. And apparently, he is perfectly happy in the new position, but he hasn't wanted to have anything to do with his class or the college. But I... They have assurances, the class has assurances from him now that he'll come to the next gathering.

Lathem: That's pleasing.

Hopkins: Yeah. I hope we're going to get him back in the feeling that he's not completely an outlaw.

Lathem: This is more of it. Here's Bill Cunningham saying cyclone headed for Dartmouth. Storm of protests arises over coaching situation. Alumni and friends up in arms.

Hopkins: Well, those two men were at each other's throats, all during their undergraduate course. They were in the same class and when it came back, you see, there were a lot of those men to whom we offered the alternative of going into the class in which they were or going into the class with which they'd be associated on their return.

Lathem: Oh. I hadn't realized that. That's interesting.

Hopkins: Yes. And we offered them that option. And that was part of the development of this because Jack Cannell had no use for Bill Cunningham at all and he... And he asked... He asked Bill Cunningham, he says which class are you going to identify yourself with? And Bill says, '19, and Jack says, I'm going '20. [Laughter] That was the period when, as a matter of fact, we... Subsequent to that period, of course, we brought Earl Blaik in.

Lathem: Here you are, looking very dapper, off to Puerto Rico.

Hopkins: Yeah. That was a strange experience. The... I don't know how much comment you want on these, but that was really quite

interesting. Roosevelt, and I'll say it before I say anything else that out of that experience I came to the conclusion, which as the years passed, I held more strongly, that a man named Howe, who had been Roosevelt's close adviser for years...

Lathem: Oh, Louis McHenry Howe.

Hopkins: Louis McHenry Howe. That if he had lived, I think the whole course of the country would have been different because he was the one man, one person in the world to whom Roosevelt would listen and Howe had started, had started way back. He was originally a newspaperman and he was fascinated by Roosevelt apparently and he started back even before the First World War was over, quietly going about the country and telling what a great president Roosevelt would make. He was easily the power behind the throne. Well, they had a very near tragedy in the University of Puerto Rico. I don't know whether you would have known about it at the time or not. But, the government was treating Puerto Rico like a dependency with... practically turning the governorship of it over to has-beens, paying political debts and so forth. Well, they sent a man named Gore down there as governor and politically, Gore was ambitious and he wanted to make a good record there and made quite the reverse. And the university, for their own reasons... it became a prestige matter to be associated with the university and the university had been doing a pretty good job there and Gore began to appoint regents without any literacy in a number of them and they were so inappropriate and really so ham-stringing to the university that the faculty went on strike, and the student body followed them in regard to the thing. Whereat Gore declared a boycott and surrounded the place with troops and with guns and orders to shoot if any... if anybody of the faculty or the students insisted on going on to the campus. Well, you can imagine what that would have come to. And an unsung hero of the country was Riggs, who was the chief of police in Puerto Rico at the time who had come from Siberia where he had been with the American troops. And in spite of the governor's orders that they should have all cartridges, Riggs issued blanks in regard... And the student body and the faculty formed a procession two or three days later and notified the governor that, in spite of what he said, that they were going on to the campus and they were going to resume sessions and so forth. And they did go on the campus and the troops shot and nothing happened because they only had blanks and... But the thing was bad enough. Anyway, Roosevelt asked me if I'd go down there, unofficially, and just roam around and find

out what was the matter. Well, it was quite an exciting time. As a matter of fact, the Nationalists were quite active at the time and I was shadowed every step I took down there by the Nationalists and then there was the governor who, fortunately, left the day after I arrived, came back to the mainland, so I was undisturbed entirely by him, but I... I got a great deal of information from the university officials, of course. But really, the man who gave me the best outline in regard to the situation was this man Riggs and who was, a month after I left, was assassinated, as a matter of fact, by the Nationalists. And... But I came back. Roosevelt had asked me to cable through army sources so that it wouldn't be censored by the local people, my ideas in regard to the situation and I cabled without any censoring that I thought the governor was a complete flop and that I thought the thing would never be corrected until a change in the governorship and that I would report more fully. And I got an immediate cablegram back to report personally. And I came back and Roosevelt was very irritated about the thing. Our report was for luncheon time and he had luncheon on his desk, of course, in a tray usually, and Louis Howe and I were the only other people there. Roosevelt began right off. He said, what in hell do you suppose I would appoint a man for if he is as bad as you say Gore is? And, well, I says, can you take it straight? And he says, of course I can take it straight but what reason do you suppose exists for his being governor there? Why, I said, everybody says you appointed him because he was the largest contributor to your campaign fund. And Roosevelt went right through the roof on the thing and he began and goddamned everybody else around and so forth and just a moment or two of it and Louis Howe said, pipe down Frank, pipe down. You know goddamned well it's true. [Laughter] And Roosevelt never said another word in regard to the thing. He shut right off there. And... But the University of Puerto Rico has been a very.... as a matter of fact, it's been a showcase to South America in regard to the United States and it was very essential that it be supported in trying to elevate its standards. And that was the upshot of my report but the... But it was an interesting time.

Lathem: I should think so. Did they ultimately remove the governor?

Hopkins: Yes.

Lathem: Did they?

Hopkins: Yeah. That's an interesting illustration though, of how things happen in Washington. The... After this very stormy interview with Roosevelt, those clouds would arise and then the weather cleared immediately and so forth. He says, where are you staying in Washington? And I said that I hadn't any headquarters. Then he called his secretary and made reservations for me at the Carleton and he says, stick around here two or three days, I want to talk with you some more. So the next day he sent for me and now he says, all right, you say the governorship... The governor is a complete flop and so forth. And he says, you have said that people think the reason I placed him there was because of his campaign contributions and he says, I am under some obligation to him but he says, that wasn't the reasons I appointed him. But he says, I'm under sufficient obligation so that I don't feel I can remove him unless I have some just cause in regard to the thing. Well, I says, they told me in Puerto Rico... in San Juan that he had suffered from ulcers and that he was coming back to the United States to have those treated. I says, can't you put him in the Walter Reed Hospital? And that's what they did. The governor went. I don't know what happened between him and Roosevelt – never did know – but I came back to Hanover and the day I got back to Hanover, it was announced that the governor had resigned and had gone to the hospital. And that was the outcome of it. But I've always felt very bad... badly about Riggs because he was as much a sacrifice to the situation as he would have been if he had been leading a division in the army and killed in war. And I suppose his name is scarcely known now. [Pause] That was part of my extracurricular work. It's an interesting thing, though, incidentally, it was Roosevelt's desire that I get back as quickly as possible. They were running a twelve-seated plane from San Juan to Miami.

Lathem: Oh.

Hopkins; And it was a water plane. We took off out of the water and I boarded it at five o'clock in the morning and we arrived in Miami four o'clock that afternoon. Now they take the flight in three hours and a half. Yeah, that's a tremendously interesting period in my life but those are the facts in regard to it. There isn't anything wrong in telling you that Reuben Clark was the operating man. I don't care what his title was. Ray Stevens was a New Hampshire man...

Lathem: Oh, was he?

- Hopkins: Yeah. He was... undoubtedly, John Winant was instrumental in that. He was John Winant's most intimate friend and men like George Rublee and others were friendly to him too, but...
- Lathem: These newspaper accounts of your going to Puerto Rico make it seem as if you were reporting to the Secretary of War.
- Hopkins: Formally, I was.
- Lathem: Yes. Yes.
- Hopkins: Yes. That was... But I didn't remember that there was as much publicity to it as there seems to have been.
- Lathem: Quite a little bit. Quite widespread. South Bend. Washington. New York.
- Hopkins: There was a further difference between Roosevelt and myself on one thing. Roosevelt had ordered that English be, that the schools be conducted in English.
- Lathem: Oh.
- Hopkins: And that didn't seem reasonable at all to me and shortly, I discovered that there'd been two commissions – one from Columbia and one from, let's see, from Columbia and one from the University of Chicago, down there. Both those commissions had reported against the thing. It was just fixed in Roosevelt's mind that that was proper Americanism and I spent... I spent the better part of an hour one morning telling Roosevelt that they, the pupils came to the school with nothing, no knowledge excepting of Spanish. They heard no English anywhere, normally, and that you were using up the period presumably most productive educationally in the child's mind in making him try to understand something he didn't understand at all. And Roosevelt got very angry about that. He thought I was unduly influenced from Moscow. [Laughter] And it wasn't, actually it wasn't until two or three years after his last administration that that thing was revoked. They taught the early, the elementary grades in Spanish, and so forth. That's illustration of the way things were then.
- Lathem: That looks like the same cane you're carrying today.
- Hopkins: It may have been. I wouldn't remember.

Lathem: This is a San Juan report.

Hopkins: Yeah.

Lathem: There was a lot of publicity, wasn't there?

Hopkins: Yes. I didn't remember that there was anything like that. There must have been an evolution here that I've forgotten all about. [Inaudible] to Reuben Clark because I know Reuben Clark was eventually the chairman of the thing.

Lathem: That must be the boat you went off on, New York to Puerto Rico.

Hopkins: Yes. Well, I can remember definitely even today that that is no boat to go on. [Laughter] It was a lousy boat. Yes, here we come...

Lathem: Oh, yes. New football staff makes Hub bow.

Hopkins: I don't know whether it's [inaudible] public information to know Mrs. Hopkins' comment on that. But they... The Council couldn't make an impression on Earl Blaik. I mean, Dartmouth was just a country college that he'd heard remotely about but he wasn't interested and so forth and so on. So they turned it over to me to do what I could on it. And I... A very interesting piece of organization there. Earl listened to me for all of one Sunday afternoon and finally he says, all right, he says, I'll come on one condition. And that is, that you get Andy Gustafson away from Pittsburgh to be my assistant coach. Well, that was a little difficult because as a matter of fact, Andy Gustafson knew that he was one of the three under final consultation. It came down to a question of Blaik or Harlow, who afterwards went to Harvard, or Andy Gustafson.

Lathem: Oh.

Hopkins: And I said to Earl, do you know Andy Gustafson? No. He said I never met him. Well, he says, I'll qualify that. I did meet him in the game we played at Pittsburgh just as the coaches went through the formalities before the game, but he said, I've never seen him otherwise. Well, I says, why do you insist on this? He says, he has a play, a deep reverse, that nobody's ever been able to analyze, and he says, we have got movie film after movie film of the play and we can't reproduce it, and he says, if I'm going to become head coach anywhere in the United States he says, I want Andy

Gustafson with me. Well, I then got hold of Andy and he came to New York and we talked for a long time in regard to the thing and he was delightful to deal with. I mean he was very understanding in regard to the head coaching proposition and was frankly perfectly willing to work as an associate with Blaik. We settled the thing right up there. But I think for three years, most every game we won in that deep reverse. But the first night they were in Hanover, I put bunks up on the third floor, we had twin beds up there in a big bedroom, and put in bunks and so put them up there. But they spent almost all the night hours in talking about plays and periodically, they'd try them out and so forth. Along about two or three o'clock in the morning, Mrs. Hopkins woke up and she says, do you by any chance intend to play the season's games upstairs? [Laughter] Earl Blaik, as a matter of fact, tells that story in his book.

Lathem: What did Harry Ellinger do?

Hopkins: Harry Ellinger was a classmate of Earl Blaik's and on graduation was refused a commission in the Army because of a heart condition. And just incidentally, this is illustrative of him. This examination was down on the banks of the Potomac. Harry Ellinger, in great disgust, went out and swam across the Potomac and back with his clothes on. [Laughter] But anyway, he had been a greater player at West Point and being denied his commission, why he tied up with Earl as a coach and he was intellectually the top man of the group. He could have been a college professor without any question, on almost anything – widely read and he had a lot of contacts among people interested primarily in the arts, and I was tremendously fond of him. Everything.... He was a very valuable man in the situation because here again, nobody could talk to Blaik as he could. He would just... For instance, Blaik played a very mediocre game of golf and Harry Ellinger in my study one night took Earl to task on this. He says, you insist of the squad that they should pay attention to little things and they should exercise some self-discipline and they should work on their weaknesses and so forth and then he says you go out and make a fool of yourself on the golf links. Well, Earl said, what would you have me do? And Harry Ellinger says, I would have you go up and have Tommy teach you how to play the game, which you don't know. You don't do anything right. And Earl took the advice and went up, took a series of lessons, improved his game a great deal and became a good golfer.



Lathem: This apparently is a dinner honoring Dean Laycock on his retirement.

Hopkins: None of these pen drawings that they put in are any good. I wouldn't think any one of those...

Lathem: No, not in the people I know, certainly.

Hopkins: One part of the thing is, if you're going to be in an organization, you have to be very sensitive to the points at which your associates are sensitive. I... I took public speaking under Craven Laycock. I wasn't particularly interested in it and I didn't make any effort to become interested in it. And the last... The last session of the class, he says to me, he says Hopkins, he says, if you're ever asked to speak before an audience anywhere, he says, I want to be invited because I want to see how quickly you can empty the hall. And, well, that was all right, I mean it was deserved, and I had no resentment about the thing at all. But we had ended up on a long trip together and were ending in Pittsburgh. And when it came my time to speak that night, I said this had been a delightful trip to express the proper regrets about Dean Laycock's retiring and so forth.

Lathem: You mean you took a circuit with him that last year?

Hopkins: Yeah, took a circuit with him that last year.

Lathem: I see. I see.

Hopkins: And I was the last speaker on the program and I called attention to the fact that that was quite appropriate in view of the wish he had expressed and of course, it drew a hearty laugh and so forth and so on. And we went back to the hotel together and he was just broken-hearted over the thing. He literally wept. He says, you had no business to bring that in that way, make me appear a fool, and so forth. There wasn't very much I could say excepting I didn't think it made him appear a fool at all and that I thought, as a matter of fact, that it was entirely appropriate.

Lathem: Yes. My goodness.

Hopkins: Well, his feelings were irreparably hurt.

Lathem: Was he generally sensitive in that way?

Hopkins: Yes, very sensitive. Very sensitive indeed. He didn't.... He didn't speak to me for six months after. I went in as president. He had been considered for it and he was awfully sensitive in regard to the outcome of the thing and he dealt wholly through memoranda and I got awfully sick of it. One night, stormy night, I decided I was going to end it there and find out how long he wanted to continue on that basis. So I went up and he told me afterwards one time that he came nearer dying from shock that night than he ever did before when he opened the door and saw me. I... I explained to him why I'd come and I says, I think the time has come for us to have an understanding because when everything is done, and said, I was elected president, whether wisely or not, and I'm not going to try to operate with a dean that won't operate with me. And it was an entirely pleasant parting. We.... I discovered the he had wanted to know some way, find some way that he felt he could with dignity end the feud and everything went on nicely from then.

Lathem: Were your relations with him then over the years by and large quite good or did he tend to be temperamental and...

Hopkins: Yes. Well, yes. I would have to say that. He did tend to become temperamental and I had to overrule him two or three times on where he would dismiss men from the college simply in a burst of anger, and then we'd have a day or two of coolness and then everything would work out all right again. He started out in life as a Methodist minister.

Lathem: Oh.

Hopkins: And that was his approach to public speaking. I think he was a pretty good instructor even though I didn't pay very much attention to it because other men who took the course seem to value it and feel the instruction was good. He was intensely sarcastic though. I never knew of anybody's getting any commendation from him and Ned French has a very interesting story. Ned was sick and missed some mid-term assignment and you were supposed in the course among other things to give one oration which you had written yourself and another one which somebody else of distinction had given. Ned chose Webster's speech at Bunker Hill and I don't know what the subject of his own was, but anyway in the excitement of being on the platform and so forth, in the last exercise making up, he had to do both. Ned said that he gave his own composition first and then he didn't halt at all and say he was shifting into Webster's

and Craven Laycock stopped him and he said, Mr. French, I find myself a little befuddled. He said, I don't know just where French ends and Webster begins. [Laughter] But emotionally, he was an excellent dean. He was a fine speaker and he was a great sob artist. I mean, he could get an alumni group to weeping almost at the drop of a hat.

Lathem: My goodness. Did you use him a great deal on the circuit?

Hopkins: Yes. Used him a lot. That was a very valuable attribute, as a matter of fact. People left the meetings feeling very emotionally upwrought.

Lathem: More alumni honoring Laycock.

Hopkins: Yeah.

**(End of Reel #26)**

**Reel #27**

Lathem: I guess we're all right now.

Hopkins: I'd forgotten I was speaking about the perils of being beneficiary to the government in '34 but I was apparently. That was one of the things I... The last interview I ever had with FDR and the last time, as a matter of fact, that he ever recognized that I was existent, he was itemizing the number of times that I had placed myself in opposition to him. This was one of the things and I told him. I says, this was before you even took office so it can't be considered an attack on you. Well, he says, it's an attack on what you knew was my state of mind. Well, I didn't know it because he had told... He had told all of us who were on terms of intimacy with him that his whole effort was going to be to balance the budget and to economize beyond anything Hoover had done and so forth. The man who took the... who got the worst reaction from that was Lew Douglas, who took the directorship of the budget...

Lathem: Oh, yes.

Hopkins: ... on the understanding and almost immediately found that all these assertions were no good at all, that Roosevelt was embarking on an expenditure never known before. And he lasted about three months, and then Roosevelt asked him for his resignation.

Lathem: What was the occasion of your last talk with Roosevelt? Was it a social occasion or....

Hopkins: Yeah. It was a... It was nothing official as I remember it. I'm not entirely sure, but as near as I can visualize it at the present time, Roosevelt had asked me to call and then had taken me to task for opposing him and the general idea was that, after all, he'd done a good deal for me and why didn't I reciprocate? But... There's the Theta Chi.

Lathem: Oh this is reporting the Theta Chi tragedy?

Hopkins: Yeah.

Lathem: You were saying the other day that one of the very sad and unexpected aspects of that was people coming to chip off pieces of the house.

Hopkins: Yeah. And they even chipped off splinters off the steps, and so on. We... The College had to do quite a lot of repair work, fortunately of a minor nature, but it nevertheless was... I just don't understand that frame of mind.

Lathem: Do you remember how the news of this came to you? Were you in Hanover at the time it happened?

Hopkins: Yes. It was a... It came and as a matter of fact, it was Walter Winchell that... One Sunday night... Well, going back, we were having a president's reception, there was some group of the alumni in Hanover, I don't remember what one, but we were having... We were having a reception, and it wasn't a pleasant day so it had to be indoors. I can remember with great distinctness in regard to that because in the middle of it, John Boardman appeared in the door and motioned like this to me. And they had just discovered in the middle of Sunday afternoon that there had been a tragedy. The janitor had come in the morning and looked into one of the rooms and thought the men were asleep and had gone home to luncheon and come back and nothing had happened and eventually discovered that they were all dead. And he got hold... quite properly got hold of the doctors and John Boardman had been one of the doctors who went over there. And I went over and did what I could and the coroner was very insistent that I should identify each

man which I couldn't do in all cases. But I could in more than half of them.

Lathem: You went directly from your reception?

Hopkins: Yes, I went from the reception over and it... The most tragic thing because there wasn't anything in any case that would indicate that there was any tragedy. The men were perfectly peaceful appearing and one thing that sticks in my memory was the... There was a collie dog and apparently the dog had sensed that something was wrong and he was... He was sitting beside the bed with one paw across his master's chest and had died in that position. And, well, anyway, that... I knew that publicity was coming soon on the thing and we mobilized the whole administration force to be available and then it came with a bang. Walter Winchell, on his broadcast that night, the very last thing in his broadcast, said, Flash, eleven students asphyxiated at Dartmouth in a fraternity house. Well, I knew the minute I heard that, what was going to happen and... And I got hold of the telephone company and I told them I wanted the availability of all lines that they had and the administrative corps just stayed on separate telephones that night answering, and we got I don't know how many hundreds of calls, but they continued all night.

Lathem: I suppose parents concerned about their own sons...

Hopkins: Concerned about their own sons... I mean, the thing couldn't have been... I told Walter Winchell later and he became very irritated, really infuriated, but I told him I thought it was a very heartless thing to do...

Lathem: Just say eleven boys.

Hopkins: Yeah, but the... But that was it.

Lathem: Who had to break the news to the families?

Hopkins: I did.

Lathem: You did. Gee, that must have been a terrible chore.

Hopkins: Well, I was impressed in that whole thing with the fact that fundamentally the human race is pretty kindly. There wasn't a

single... There wasn't a single parent that placed any blame on the college at all...

Lathem: Really?

Hopkins: ... in regard to the thing. I thought it was remarkable that they were as understanding as that. And you know what happened, don't you? The boy who ordinarily tended the furnace went off on a skiing stunt and his roommate says, I'll take care of this for you, you go on. And the boy didn't make any inquiries as to whether his roommate had ever seen a furnace or not, and I guess he hadn't and so when... It was a cold night and the roommate went downstairs and just simply piled the firebox full of coal and closed all the dampers. And I was peculiarly nipped into the thing because one of the boys was a boy whose father had been with Filene's when I was there and he had sent the boy to Dartmouth because I was there. And I had been interested in him. And he had a brother and the brother—a younger brother—and the brother went off on this trip, this ski trip. And one of the very tragic moments for me was after I'd been over and seen what happened and so forth and had come home. They surrounded the house and wouldn't admit anybody there and the boy came back and tried to go in. They told him he couldn't go in. And he came right over. The reception was still in operation and he came up and asked me if his brother was among those that was found dead there. And I had to tell him yes, right there. Everybody's heart was wrung with the thing, and then on top of that, Bob Michelet, who was our best athlete, and one of the most popular men in college and a high ranked man scholastically, got up from what apparently was a bad cold and insisted on being up because... to represent the student body at the memorial service. Went back into the hospital with pneumonia and died. So it was tragedy continued.

Lathem: Did you make any announcement at your reception or did you...

Hopkins: No.

Lathem: You had to put on a brave face to that, going back.

Hopkins: No, our original intention, if it hadn't been for this Winchell thing, was to announce it in the morning, in the morning papers, and we spent quite a long time drawing up that statement and then telegraphed it to the Associated Press and to the various papers and then of course the Winchell broadcast threw that all out. But I

found on several instances during the year that the... The desirable thing was to get any publicity that there was out, officially and fully, and I always wondered a little in the Cirrotta case whether or not the College wouldn't have done better to make a full announcement of what had happened at the beginning. But when Meads murdered Hank Maroney, they called, that was back in 1920 or somewhere along in there, they called me up at two o'clock in the morning and the boys down at the Theta Chi house did, and said this thing had happened and they didn't know what to do and so forth and so on. So I went down and immediately got Cotty Larmon and others in the office force together and told them to mimeograph all data in regard to both boys and then I dictated a statement in regard to it. And the next day, all the papers had it plastered across – Murder at Dartmouth, and so forth and so on. And there wasn't anything more to say because there wasn't any more data and the whole thing died out. And a Harvard friend of mine, Malcolm Donald, reminded me one day that Dartmouth was the only college in the country that could transfuse a murder into desirable publicity. [Laughter] But anyway, I thought and think that that's the best way because the... Well, Smith. There was a girl disappeared at Smith and so far as I know, the disappearance has never been solved. But they tried to soft pedal it and keep it out of the papers with the result that the papers were full of the thing for weeks and she'd been seen here and she'd been seen there and so forth. But in general, as a matter of fact, the editorial attitude was sympathetic to the whole thing. We were very much blessed by that. Well, that was the kind of thing that happened in all of the papers. Fullerton was the boy's name whose brother came to see me.

Lathem: One of them was the boy who stoked the furnace, I suppose.

Hopkins: Yes. Yeah.

Lathem: It must have been a just thoroughly horrifying experience for you having to identify them, having to tell the parents.

Hopkins: Well, it was, and it was a... That was a part of the liability of the situation with the dean, as a matter of fact, because he just simply either couldn't or wouldn't face up to a situation like this and on this, he withdrew wholly from the thing and we had to handle it from the president's office and I was always over-appreciative, I don't mean over-appreciative, but ultra-appreciative of Pudge Neidlinger for that reason. I mean when Pudge came in, he... Being [inaudible] and

so forth he was just naturally a take charge guy. And I never had again to do anything of that sort. I mean, he would do it and take full charge of it.

Lathem: In a way that I'm sure you could be confident of, that he was doing it properly.

Hopkins: Yes. Oh yes, absolutely. And I always felt tremendous gratitude too. Yeah. I don't want to read much about that.

Lathem: No, I don't blame you.

Hopkins: There's Bob Michelet's... Do you know Eleanor Milham at all? She lives down in....

Lathem: Yes. Yes, I do know a little bit. She was a great friend of Betty's mother.

Hopkins: Yeah. That's one of the most embarrassing situations I have in Hanover. The only embarrassing one at the present time. The Milhams were always very hospitable to me at Williamsburg when I was there and they'd go... due to her, I think, but they'd make any effort that would be helpful. And then they moved to Hanover and Charlie Milham became an unmitigated nuisance.

Lathem: He was a difficult person, I understand.

Hopkins: Yeah, very. And finally I sent for him, and I said, Charlie, I don't want to forget all of the courtesies that have been extended to me and so forth, but I just simply will not let you assume the responsibility for college policy that you're doing in public interviews and so forth. Well, he became very angry in regard to the thing and I suppose persuaded her that he'd been insulted. I don't know, but we... I try, whenever there's the opportunity, to extend any courtesy that I can to her, but she... She's quite bitter, and... There's the most embarrassing thing I ever ran into. I was down at Williamsburg for an alumni meeting and Bruton Parish, Bruton is the old Episcopal church there.

Lathem: Yes.

Hopkins: And the pastor, who had been... I think the Dartmouth meeting was Friday night, and I was staying over with the Milhams and Charlie Milham was a very devoted Episcopalian, and he was, with all of



his faults, he was a devoted Dartmouth man, too. And something happened to the pastor, he ate something wrong or something else, anyway, he was knocked out entirely of any possibility of conducting the service. And Charlie Milham assured them that I would be glad to do it. [Laughter]

Lathem: Without consulting you?

Hopkins: Without consulting me at all. And I didn't know until Sunday morning. And have you ever been to Bruton Parish at Williamsburg?

Lathem: Yes.

Hopkins: You know... Well, goodness, I had to go clear up to the roof beams to get into proper position to say anything at all. And I knew nothing whatever about the Episcopalian service. And... But, as in most cases, I lived through it. [Laughter]

Lathem: But you really didn't know a thing about it until Sunday morning?

Hopkins: No, I didn't know anything about it until Sunday morning. Dr. Hopkins then closed his talk with a quotation from Hebrews. Where Abraham, on being called to a new land which would be his as an inheritance, obeyed, not knowing whither he was going but looking ahead. [Laughter] I think I did rather well. [Laughter] Emerson Day is back in good standing. I discovered at this Rockefeller celebration. He was for a time quite the pet of the medical section of that and then he got into all the domestic trouble he had and for a time he was practically outlawed but the last time I was down there they were telling me that he was sitting with the medical men again.

Lathem: Oh.

Hopkins: Did you know him at all?

Lathem: No, I didn't. No.

Hopkins: Well, he married Perry Fairfield's daughter.

Lathem: Oh, yes.

Hopkins: And then he got into a domestic broil and went off somewhere for a night with one of his nurses, and so forth, and she divorced him

and there was quite a lot of publicity in regard to it. I think it quite thoroughly interrupted his professional career, but as I say he's back on the tracks now, and he has remarried her.

Lathem: Oh, his first wife?

Hopkins: Yeah.

Lathem: His former wife.

Hopkins: So... Well, I don't remember espousing eloping as part of the college course. [Laughter]

Lathem: I think probably if you read deeply into the story, you would find that it was rather a loose paraphrase of what you did say.

Hopkins: [Inaudible] policies which would lead students into an intellectual graveyard. That's a rather good phrase. [Laughter]

Lathem: Searchers fail to locate body of college girl.

Hopkins: Oh that... Is that the Gahagen case? I guess it was.

Lathem: No. P-E-F-A-E-L-S-E-R, Pefaelser case. I don't know how that would be pronounced. Car carrying students to Dartmouth party plunges into the Connecticut River.

Hopkins: That was one of the very strange cases. The... They had had this party up at Forty Oaks and the escort of this girl had become disgustingly drunk and she had refused to return to Hanover with him. I guess she was afraid for him to drive. And she had asked a friend of hers if she could go back with her and that car had a jump seat. Anyway, it ended up she could go back and they were glad to take her and so forth, but she sat in this back seat and because it began to sprinkle or something, they put the top of the car up and she protected herself as best she could. I don't mean it as it sounds, as though they were imposing on her...

Lathem: No.

Hopkins: ... but it was simply the luck of the draw on the thing, and they went down and the old road at Ely stood at the river for some considerable ways there. When I say stood, it was right at the edge of the shore, and when they got back to Hanover, there was no girl

in the rear seat. And they did all that they could, whatever the couple was, the names I don't remember. But they reported the thing right off and I couldn't... On the evidence that they were giving, I couldn't see any possible explanation for it excepting that she'd been thrown out, which evidently was the case because we put a patrol on the river immediately and it was some days before the body came up, but that was a very difficult thing to explain to relatives.

Lathem: I should think.

Hopkins: I'm afraid I'm not helping you much with this.

Lathem: Yes, you are.

Hopkins: Did you see much of Dorothy Thompson while she was in Hanover this last...?

Lathem: Yes, she rented an apartment from us, as a matter of fact.

Hopkins: Oh, she did.

Lathem: In the house that... In my mother's house there, on Wheelock Street.

Hopkins: She was to me a very tragic case during that... Originally, back when she was married to Sinclair Lewis, she was actually most attractive physically. I mean she was a handsome girl. And it seemed to me, every time I was invited out to dinner anywhere during the period she lived here I would draw her as a companion and she'd almost always be drunk. And it seemed such a waste of talent.

Lathem: Yes. I think she was a tragic figure in that period. She...

Hopkins: Yeah.

Lathem: She was kind of passé so far as her career was concerned and she wrote that page still for the *Ladies Home Journal* but I think that was in large part loyalty on their part in keeping her on.

Hopkins: Well, I don't know that it's anymore to be regretted when a woman is a drunkard than when a man is, but I think that it certainly looks more disgusting.

Lathem: Yes, I agree. She certainly was attractive in her younger years. I remember that photograph of her the year you gave her an honorary degree. Very pretty.

Hopkins: And during that period, she was really the most perspicacious correspondent in Germany during the pre-war period. I mean, some of her stuff was actually inspired or seemed inspired, but...

Lathem: The son is quite a good actor.

Hopkins: Is he?

Lathem: Yes. Let's see, what is he playing in in New York now? His name is Michael Lewis. Oh, one of the... Oh, "A Man for All Seasons."

Hopkins: Is that so?

Lathem: Yes. And he does very well in that. This is the first thing I've seen him in, to know him as Sinclair Lewis' son.

Hopkins: The year that I was invited to give the Academy Awards in Hollywood, Walter Wanger came along and he says, there's a man I want you to meet. He says, he isn't in very good shape just at the present moment, but he says, he's a man that you're going to hear a lot about, and he says, I have great pride in having been instrumental in bringing him to this country. Well, he took me into an adjoining room and Sinclair Lewis was there, so drunk that he was on the verge of passing out, which he did while I was in the room. And Hitchcock... And Hitchcock was easily a hundred pounds overweight and he was drunk too. And he looked to me like the least likely prospect for anything that I had ever seen. He was sitting there drooling down his front and his vest covered with food and so forth and I said to Walter Wanger, I says, what sort of an instrument do you use to tell that a man like that has promise? And he laughed and he said, well, all I ask is that for the next twenty years, you follow movies and so forth. He says, I think he's the greatest director in the world. And so I have been... I've never seen Hitchcock since, but I've been very much interested in him.

Lathem: I didn't know that you had that assignment – the Academy Awards dinner.

Hopkins: Well, that was one of the occasions when I was a complete failure. The... I was placed... I made the Academy Awards and on the program. I had never been to an Academy Awards dinner and I had no idea on what level it was, as far as the speaking went. I found out at the dinner that you weren't supposed to be serious at all, it was wholly off the top of your mind. And I was very unfortunately placed, from my own point of view, because I was placed between Freeman, who in Hollywood was a noted wit, and followed by Bob Hope, and all that I had, as a matter of fact, was semi-serious. I mean, Walter Wanger had simply said that I was expected to talk about educational development in the United States. Well, there wasn't anything that they were less interested in than that. [Laughter] And there wasn't anything that... I haven't the shift ability to... having started out to do one thing, I just can't shift my train of thought and so I plowed through the thing and they were courteous enough, they didn't throw me out or anything but it was perfectly obvious they weren't interested. But following that, I spent a very... I spent a week out there, and a very interesting week. And they were... They were extremely hospitable and the people like Hedda Hopper and Norma Shearer and so forth had dinners. Mrs. Hopkins was with me fortunately and...

Lathem: It wasn't very thoughtful of Mr. Wanger not to give you some clue about the character...

Hopkins: No, I always felt that he could have helped me a little more than he did.

Lathem: Did you, by chance, know at all, Paul Ford, the Dartmouth man?

Hopkins: I just barely remember him. I knew him enough to remember him, but I know very little about him except I've followed him with tremendous interest of course. I think... I think he's awfully funny on the Bilko show.

Lathem: I think he's someone we can afford to pay some attention to. I don't remember ever seeing anything in a college publication that points out his Dartmouth...

Hopkins: No, I was saying to Bobby Smith. We were watching television one night and he came on and was exceedingly good in the thing and I says, there's one of our Dartmouth men and she says, I followed him ever since he first came on television and I think he's wonderful, but she says, nothing's ever appeared in any Dartmouth

publication about him. I didn't know he was a Dartmouth man. I says, no, I don't think I ever saw his name either.

Lathem: He's done some very good things on the stage, too. We've seen him. I think he had one of the leads in "Teahouse of the August Moon." I remember...

Hopkins: I remember him in that, as a matter of fact. That's the one time I ever have seen him on the stage. Well...

Lathem: This is a photograph of you that I'm particularly fond of. I think it's a very effective one.

Hopkins: I wonder when that was taken. Do you have any idea...?

Lathem: I don't. It has a credit line over here which I can't quite read. It's a *Christian Science Monitor* picture apparently. [Pause]

Hopkins: Yeah. I guess I'd stand by that today.

Lathem: This is during the period of Hitler's rise, isn't it?

Hopkins: Yes.

Lathem: 1934.

Hopkins: That was about the only period during my administration that I became discouraged. I... I really got awfully discouraged about the undergraduates at that period.

Lathem: Oh. Why so, Mr. Hopkins? What was the temper and attitude?

Hopkins: Well, their temper in general as to any involvement in opposition to Hitler, I mean, was what of it? And it was the only time during my administration that I was conscious of mass antagonism. I... I spoke at the commencement, I think it was that year, and I had... I'd grown more and more disturbed about the college attitude all over the country, as a matter of fact, but especially at Dartmouth, as somewhat my own responsibility. And I gave the baccalaureate and I used as a text from Ezekiel, son of man, stand upon thy feet. And took the general tack that the college generation was lying down and that that wasn't good for anybody. But I could actually feel the antagonism in the audience through the whole thing. It

was... And that was the period Chester Fiske was preaching pacifism at the church...

Lathem: Didn't Lew Stillwell get into this too?

Hopkins: Yeah. Yeah. Lew was in it and Lew was deriding the idea that it was any of the business of the United States and we could well keep out of it and even ignore it because it was inconceivable that it would affect us to the slightest degree.

Lathem: [Laughter] Who was Harry [inaudible]?

Hopkins: I'm trying to find out. I don't...

Lathem: Director of the Moore Institute of Philadelphia. Known as a lecturer and author – I've never heard of him.

Hopkins: I haven't either.

Lathem: What are you endorsing there?

Hopkins: I'm trying to find out. *Herald Tribune*. [Laughter]

Lathem: Oh? Pudge certainly looks boy-like, doesn't he?

Hopkins: Yes. Yeah, that's.... Pudge really sacrificed a good deal to come back to Dartmouth. He was on his way to a full professorship at Princeton in architecture. This architect that built the house over here, during the period of construction came up, came up here and Pudge had just sent me a painting he had done of the president's house, and it wasn't very good. On the other hand, I'd seen a lot of Pudge's architectural drawings as an architectural draftsman and they were beautiful. And I said to this man Tyson, he was looking at the picture, and I told him the history of it, and I says, I don't understand that, that was by a very competent architect on his way to – thank you very much, thank you – and he says no architect ever became a good painter. And he had no reservations about it at all. And I says, what do you mean by that? Well, he says, a painter of any degree needs to work with a freer brush than an architect can ever bring himself to.

Lathem: Oh yes.

Hopkins: He says, that's what's the matter with this. He says, I'll wager that if you were to put this on a slide and project it you would find that it was proportionately accurate on every angle. [Laughter] This is... This is along at the period that I'm speaking of. And that was very unpopular that [inaudible].

Lathem: Isn't that funny.

Hopkins: One of the leaders of the undergraduates at that time is on the faculty now – Charlie McLane.

Lathem: Oh.

Hopkins: I can't see any common denominator between Charlie McLane of his undergraduate days and the present time. He was a carefree, lighthearted and very brilliant boy.

Lathem: Is that so? He's anything but that now.

Hopkins: Yeah.

Lathem: But brilliant. He's still as brilliant.

Hopkins: I'm awfully tempted sometimes to ask him to smile, at least. [Pause] [Inaudible] is arguing that there were many who went to Dartmouth because they... 'Twas the thing to do, which I'm in no position to dispute.

Lathem: Mr. Harold Irving Pratt requests the pleasure of Mr. Hopkins' company at dinner to meet Mr. Howard A. Palmer, president of the New York, New Haven and Hartford Railroad Company.

Hopkins: That was one of my more distinguished occasions.

Lathem: Oh. [Laughter]

Hopkins: I'd forgotten it entirely, but Pratt was a director of the New Haven and this dinner as a matter of fact was an attempt to get a few of the directors of the Boston & Maine converted to the idea that a merger between the New Haven and the Boston & Maine would be good. And it was held at his house. And I don't know just why I took the tack I did that night but at any rate I thought that somebody ought to say that we weren't very enthusiastic about it and I did just that. I spoke of the unpopularity of the New Haven in northern New



England and referred to the old days when Diamond Jim Brady used to go up and park his car somewhere up at Pittsburgh or somewhere and put through his deals and so forth. Then I had one very... I had a personal experience which I spoke of that night. There was a fellow, Roscoe Blodgett, who was considered the best guide in the North Country. And Roscoe had been engaged to guide Diamond Jim Brady's party and they had come up there and hadn't left the car at all, it had just been one prolonged drunk which Roscoe assumed was the attitude of the New Haven railroad. The last time I went up, as a matter of fact, and tried to get him as a guide, I had to answer first whether I had any use for the New Haven or not. He wasn't going to guide anybody that did. So I spilled that. And the Boston & Maine people thought it was an excellent speech and the New Haven people thought it was terrible. [Laughter]

Lathem: Where were you off to here? Italy?

Hopkins: Italy, yeah.

Lathem: 1934.

Hopkins: That was one of... I got some of my first convictions regarding Mussolini on that trip. I have never seen a ship that rolled like that. And it was a beautiful ship but the minute the weather became a little unsettled it rolled so that you wondered if it was going to go over and dump everybody into the ocean. And eventually I was invited by the captain up to his room and from then on and I asked him one day about the ship. Well, he says, you know ails it, don't you? And I said no, I don't know. Well, he says – he talked perfectly good English – he says, our goddamned Duce has filled it up with marble statues on the highest deck. And he says, that's why it rolls. He says, there's nothing the trouble with the ship excepting the way it's loaded down. And he said, someday I'm hoping it will roll over far enough so those statues will break loose and fall into the ocean. And then we got to talking about Mussolini and he says, he's a man who's gone way beyond his depth. And I inquired more in regard to that. Well, he says, take this ship. He says, it's the flagship of the Italian fleet and he says, what do we have? He says, he puts all these things on and it becomes evident to everybody that it's a roller and then Il Duce puts in a stabilizing outfit. He says, the captain says it's one of the best stabilizing outfits in the world. He says, there's only one difficulty with it. He says, the minute you turn the stabilizer on, it shuts off all the rest of

the power on the ship. [Laughter] He says, we can maintain great stability in the middle of the ocean if anybody's willing to stay there the rest of their lives. [Laughter] It resulted at least in my conviction that not all the Italian people were strongly pro-Mussolini.

Lathem: The statuary was part of the décor that he'd put on the ship?

Hopkins: Yes. Yeah. But it was... It was a beautiful ship.

Lathem: Lesson for U.S. found abroad by Dr. Hopkins. Lip service to liberty not enough, says educator, back on liner.

Hopkins: Yeah. Those were the days when Mrs. Hopkins inquired if I might not possibly find some week in the month that I wouldn't have a row over my remarks. [Laughter] There were about three years there when I was definitely at odds with almost everybody around me.

Lathem: Here the *Boston Traveler* is reporting from New Hampshire that a group of substantial citizens, including representatives of both parties and men of many callings are behind a reported effort to make Ernest Martin Hopkins, president of Dartmouth, governor of the granite state, and some declare that eventually the national presidency well might be adorned by this remarkable man.

Hopkins: Yeah, the pressure to accept the governorship was up heavy all right but...

Lathem: That came more than once.

Hopkins: Yes, it came....

Lathem: Were you not tempted at all to accept the interim senatorial appointment? This came at a time when you were no longer active with college affairs and perhaps...

Hopkins: No, it was... I mean, I was too... If it's the last time you were speaking of and I assume it is...

Lathem: The Tobey...

Hopkins: Yeah.

Lathem: Tobey's death.

- Hopkins: And I... I was too conscious of the fact that I hadn't either the physical or the mental vitality that I had had in the past and I didn't... I didn't much anticipate the idea of going down to Washington as an old and feeble man. That was the straight...
- Lathem: It might... It must have, as the undergraduates say, it must have "shook you up" some when they appointed Bob Upton.
- Hopkins: Well, it did. [Laughter] Well, strange as it may seem, confidentially, Powell offered me the appointment last year.
- Lathem: Did he?
- Hopkins: Yeah. And I would have saved him a lot of trouble if I'd accepted it, but the... No, he was very gracious about the thing, as a matter of fact, and...
- Lathem: Someone I wish might be in a position like that is Dudley Orr. I think he never would run for public office, but I can't help feeling that he would be good for us in the Senate.
- Hopkins: Well, I think he would, and I... I wonder about Dudley sometimes. Dudley's father was a, well, you could... I guess he would classify himself as a hardware man but he was actually a skilled plumber.
- Lathem: Oh.
- Hopkins: And Dudley grew up under very definite financial limitations. I think it rather burned into him that he wants most of all to become financially independent and I think it has a great deal to do with... I was very sorry – it isn't generally known – but he was offered the headmastership at Exeter before Bill Saltonstall.
- Lathem: Was he?
- Hopkins: Yeah. And I was greatly in hopes he would accept that, but he wouldn't.
- Lathem: It's strange for a man to set such high financial requirements though. My goodness, he would be very comfortable as headmaster of Exeter. They must pay them quite well and certainly he could leave off making money any time now. He's very successful.

Hopkins: Yes, he's very successful and... But I, I... It's wholly hypothesis – I've never talked it of course with him one way or another, but I have gradual... And John Dickey is of the same mind that I am on this, that probably totally unconsciously but that it has become so burned into him that he wants to represent a different era and so forth, but he's an awfully attractive fellow.

Lathem: Yes, he is.

Hopkins: And here we begin on what I was speaking to you about...

Lathem: Oh yeah. I can see it I think. I'm not interested in military training from the point of view of preparedness for war but I am very much interested in it as a training in discipline, the most valuable thing a young man can get.

Hopkins: Well, I don't know whether I said that or not, but that's not a true statement. I was interested in it as preparation for war, but I was primarily interested in it as I say there, but...

Lathem: This apparently was quoted all over the country, from the note here, this is a clipping from the *Youngstown Telegram*, April 4<sup>th</sup>, 1935. This leads into a minor thing but one that I suppose must always have been a necessity of your practice over the years, the necessity of either saying something that you didn't really mean or saying things including partial statements in order to get across at least some part of your...

Hopkins: Well, that's an entirely truthful analysis of the situation, and I don't just know how you escape it because.... I was conscious oftentimes of the fact that either I didn't adequately express my point of view or that in emphasizing some minor factor, it was entirely screwball in proportion, but I don't know that I could do any better if I was to start today because you're approached the moment you step down from a train or a place or anything else and what is your attitude toward this or attitude toward that, and before you get done you have either over-expressed or under-expressed how you feel in regard to it. But I think that is probably a weakness that attaches to public men in general. On the other hand, you can't keep your mouth entirely shut and refuse to say anything because then whatever cause you're representing is hurt.

Lathem: Yes. Exactly.

Hopkins: And...

Lathem: I see you didn't come back on the Italian line.

Hopkins: No.

Lathem: Oh, yes. It is an Italian line ship, I guess.

Hopkins: Yes, it is an Italian line ship. Yup.

Lathem: Different one, though.

Hopkins: I don't know what I did come back on. Let's see, that would be... '34 was that?

Lathem: '34 or '35. '35 I guess. I guess the name of the ship is The Rex.

Hopkins: Yes, she was the ship that Mussolini built to compete with the Leviathan.

Lathem: Oh.

Hopkins: And she was a beautiful ship. And as a matter of fact, Mussolini had become enough absorbed in other things so he didn't do anything about building her. [Pause] Well there's a commendation from the *Herald Tribune*. [inaudible] returned from my [inaudible].

Lathem: These are alumni gatherings.

**(End of Reel #27)**

**Reel #28**

Lathem: I wonder if you'd reminisce a little bit about that particular incident of Dartmouth Hall burning in '35. I don't remember how the fire started or what time of day.

Hopkins: Nobody ever knew, as a matter of fact. The insurance experts were definitely of the opinion that it was set. But there wasn't any evidence as to why it would be set or by whom it would be set, so I never knew in regard to it. And I was always inclined to write off all our fire losses as carelessly handled butts of burning cigarettes. I know in some that was true, but I see here the *Boston Post* says saying it is a loss but nevertheless it was not nearly the loss it was

when it burned in 1904. Dartmouth was a poor college eleven years... thirty-one years ago. Today it is richer with a far greater body of alumni and with a prestige that carries its name all over the world. Its sons are loyal, and so forth. Whether rebuilding the burned hall and so forth... But the clearest remembrance I have in regard to that, I think it was the New York alumni, it may have been the Boston alumni, invited Angell, who was then president of Yale, to be on the program with me. And Angell, Angell was the quickest man on his feet I've ever known in my life.

Lathem: Oh.

Hopkins: And I went at some pains to reassure the alumni in regard to this, and I said, to be sure, it was a, sentimentally, it was a great loss but that (this was for the alumni fund mainly) but that no financial loss was involved because it was adequately insured, and that the alumni could feel content that they weren't going to be called on for a drive to rebuild the hall, and so forth. Angell followed me and he said that he never came into the Dartmouth atmosphere without learning something and he had learned something that night, he'd been given an idea of which he'd never thought before: that you might finance your college by burning your buildings. [Laughter]

Lathem: Were you in town at the time of the burning?

Hopkins: Yes, yes, I was there.

Lathem: That must have been a sad day.

Hopkins: Yes, it was. They come along. In answer to a question I had asked me when Ann graduated from prep school and I had no idea. This was in '35, her commencement.

Lathem: Oh. This ties back to the Puerto Rican business. Apparently the governor had been removed. Puerto Ricans ask Roosevelt for native head.

Hopkins: Yeah. They didn't get it. [Laughter] They had a very remarkable man down there as superintendent of schools. I don't know by what political misadventure so good a man got into so unimportant a position, but a man named Padin.

Lathem: Oh.

Hopkins: And he had worked in the Puerto Rican school system and then he had come to this country and become an educational expert for... Well, I think it's D.C. Heath, but I am not sure, someone of the publishing concerns, and then he had been called back to Puerto Rico and appointed. And he had a wonderful perspective on the whole situation, an understanding of it and so forth. I was very glad to be able to give him a degree because the... He got in... He got in very wrong with the Roosevelt administration because he was militantly opposed to the program of confining all the instruction in school to English and thought it was unrealistic and educationally irresponsible and so forth. And I think he was removed eventually.

Lathem: Here's Ann on graduation.

Hopkins: She very seldom got me into trouble but she certainly did on college admissions.

Lathem: Oh. [Laughter] I had entered her, soon after she was born, at Vassar on the general principal that that was the farthest removed college of which I could think from Hanover. And she expressed vile disenchantment with the idea as things went on but she was in school in Florence and we went over to visit her senior spring and everything went harmoniously in the family. And finally we took the train from Florence and just as the train started, she ran along the side and we were very much emotionally upset at leaving her anyway and she says, Dad I want you to change my application to Smith. [Laughter] That was the last word I had from her before we left her behind and Mrs. Fields was helpful in regard to that. I came back and they had closed their list at Smith and I... But Neilson says, it's always possible to make an exception and he says, if your daughter really wants to come here for the educational advantages we offer, why I think we can find room for her. Well, I says I hope you can find room for her but I'm not going to pledge myself for what she's after. But they did... They did find room for her. But then there was no... It was again the dormitory question. There was no place at all. And some girl went through very late in the term and she got into Chapin House and had a very happy time there.

Lathem: She'd already been accepted at Vassar?

Hopkins: Yes, she'd been accepted at Vassar [Laughter] and it was kind of a situation that I wasn't very eager to be in. I'd forgotten this one.

Lathem: Oh, what's this? Minister fires one at Hopkins. Assails address of president of Dartmouth College from the *Portsmouth Herald*, September 23, 1935. Reverend Ernest L. Converse, superintendent of New Hampshire Anti-Saloon League, in a letter to the *Concord Evening Monitor* printed Saturday night commenting upon the address made by President Ernest M. Hopkins of Dartmouth at the opening of the college year this week says, "People in glass houses should not throw stones." It ill becomes President Hopkins of Dartmouth to talk about the self-indulgence and retrogression of the two decades since the Great War. Few people have had a greater part in encouraging that self-indulgence and retrogression than he. He lent his active efforts to get the government to encourage the liquor habit and the liquor business. [Laughter]

Hopkins: I got a lot of comment like that in correspondence. I had forgotten I had got it in publicity.

Lathem: Here you are with Dr. Vanderhoof and Charles Rich.

Hopkins: Yes. I was always a great admirer of Douglas Vanderhoof and we had a great deal in common. He was a remarkable fellow really.

Lathem: Those undergraduate letters of his that I got from Mrs. Vanderhoof this year are quite interesting. He did everything imaginable during college to earn money – gave banjo lessons, and worked out; he apparently was quite poor.

Hopkins: Yeah.

Lathem: The letters to his mother reflect great industry on his part and a determination to follow a medical career.

Hopkins: Yeah. I remember the turmoil of mind he was in during that period. He had found it so difficult to finance himself through college. He just had to query whether he had the guts to go on with it through a medical career. But I don't know what... how he would have been classified by the medical professional as a whole, but various doctors in the South told me in later years that he was recognized as a foremost diagnostician.

Lathem: Oh.



Hopkins: That was... Came to be his specialty. And he commanded a tremendous amount of attention as to what he thought and what he said and so forth.

Lathem: Hopkins says U.S. afraid to grow up.

Hopkins: Yeah. That 'twas an unhappy period.

Lathem: Dartmouth head to be candidate. President Hopkins would go to Republican convention unpledged. Did you go as a delegate that year?

Hopkins: No. No. That was at the end of Roosevelt's first term, would have been. Wouldn't it have been '35?

Lathem: That's right. Yes.

Hopkins: No, I never went or had any intention to go either. I was named as elector one year...

Lathem: Oh, yes, a member of the electoral college. You don't want to skip over that front page so quickly. That's a very pleasant one I think. Ann Hopkins named 1936 queen.

Hopkins: Ann was very proud of... and not for that but for two years previous... two years previously they had started out to elect her. She had said that she ought not to be elected as a preparatory school girl and I thought she showed a lot of maturity in that decision. Oh yeah. This is where I got mixed up with the teachers' oath law. I also got mixed up with Ben Ames Williams because he thought the teachers' oath law was [inaudible].

Lathem: Oh.

Hopkins: We've covered several things. Looking at this scrapbook, I shouldn't think I've done much except talk. [Laughter]

Lathem: You're joining the Shuttle Meadow Country Club.

Hopkins: That's the end of a very bad [inaudible].

Lathem: Here we are in the 1936 election.

Hopkins: Yeah.

Lathem: You're giving support to Governor Lyman. Did you know Lyman himself, sir?

Hopkins: I didn't know him then. I came to know him in later years and was very happy to feel reassured that my judgment had been good earlier. But no, I did not know him at the time. But I would have supported anything. [Laughter] Yeah, that was the turning point.

Lathem: Here's something you were thinking about the other day. Dartmouth head confers degree on Glass.

Hopkins: Oh, yes.

Lathem: Chief Justice Rugg was in the same... In conferring the honorary doctorate of laws upon Senator Glass, President Hopkins said, "Son of the Old Dominion where formerly damned Yankee was held to a single word and welcome guests in this college in the north country in which once the only Democrat of repute was a horse-drawn vehicle, this ceremony may be held to be emblematic of the lessened partisanship and the greater appreciations which spell the death of sectionalism, an evidence of progress to which your own material service and well-earned prestige have contributed no small degree."

Hopkins: As I told you the other day that was the only time I talked off the cuff. [Laughter] And I thank God now it was as successful as it was. He had... He took very great delight in it.

Lathem: San Francisco.

Hopkins: Yeah. Three New Englanders. Ed Shattuck was from Boston. I thought he was, but evidently he was living out there then.

Lathem: Boston name, certainly – Shattuck.

Hopkins: Yeah.

Lathem: Very much. We must be pretty near the end of the volume, are we?

Hopkins: Yes. Pretty near it. I won't attempt it now because it's too long a story, but sometime I'd be glad to tell you about the relationship with John Gavit who was at one time I think the head of the Associated Press. This is a story of spiritualism and he had a... He

had a son die during the war. It's an extraordinary story but I won't go into it beyond saying that, through a Ouija board, a woman who knew nothing about Dartmouth – knew nothing about Mr. Gavit – was told in regard to his son's death and data given in regard to phases of the boy's death that the Gavits knew nothing about. And the intermediary, who was represented on the Ouija board as knowing all of this, was the Hall boy who was killed in the First World War. And I got information about it from the pastor of his church who knew nothing about Dick Hall, knew nothing about Dartmouth, knew nothing about me, and who wrote on to know whether there was any possible authentication for this thing. And there wasn't anybody in it that you could by any rationalization, account for the knowing anything about it. And it went on and the Gavits went out there and this woman who had gone to her pastor, she thought she was perhaps violating the will of God in even looking at a Ouija board. And he told her to go ahead with it, that anything that anybody could find out was to the good. And eventually she told the Gavits that their son had been married previous to his death which they didn't know at all and the address of the girl. And they came east and went to Boston and looked the girl up and eventually adopted her as a daughter.

Lathem: My heavens.

Hopkins: It's a perfectly inconceivable story. If anybody told it to me, I wouldn't believe it. [Laughter] Well, I guess we're done with this book. I didn't know that there were thirteen other associates in opposition to the third term.

Lathem: My goodness, yes. Wriston of Brown, Williams of Lehigh, Pugh of Duke, Morehouse of Drake, Kirkland of Vanderbilt, Mr. Day of Cornell – quite a list.

Hopkins: Yeah.

Lathem: Here's the Cornell inauguration of the new president.

Hopkins: Yeah. Rufus Day as we knew him. He did a fine job for them at Cornell.

Lathem: Became a great figure, didn't he, there?

Hopkins: Yes, he did.

Lathem: Part of the Cornell story.

Hopkins: There's a *sub-rosa* story in regard to that that's very interesting. There was a friend of mine – a recent graduate of Cornell – and we sort of tied up together, standing up for eastern colleges against a lot of the western college men in Western Electric.

Lathem: Oh.

Hopkins: And I... I lost track of him. Our contacts gradually ceased and so forth. And he and two of the Cornell trustees came to Hanover and submitted a list to me of the men that they had under consideration for the presidency. And I said, no one of them's any good. [Laughter] And I can remember perfectly well the reaction to that. But it ended up as, so what, have you got somebody? And really right off the top of my mind because I hadn't been giving any consideration to it, I says yes, I've got somebody. They says, who? I says, Edmund Day, who's with the social science division of the Rockefeller board – the head of it at the present time. Well, they said, tell us about him. And I told them the things that I knew and they didn't show any particular interest. They left and I thought that it had been sort of a futile thing from my point of view to do and two weeks from then I got a telegram from this fellow, "Your candidate elected." I was so proud of that.

Lathem: Had they come to consult you with the hope of luring you over there, too, or was this a straight consultation?

Hopkins: Well, I don't know. I mean, you never do know in regard to that. I think there was some of that in it, yes, but on the other hand I think they were pretty well convinced that I wasn't movable. [Pause] Do you know, is that true? I've seen it stated again and again and I wonder if... Was the Dartmouth Glee Club the first musical organization of undergraduates in America?

Lathem: I don't know.

Hopkins: I don't either. I see it stated here.

Lathem: Inauguration of Dr. [inaudible]. College head fights third term for Roosevelt. Yes, there are several clippings speculating on your election or appointment as chairman of the policy committee of the Republican National Committee. What was the background of that, sir?

Hopkins: I'm trying to remember. [Laughter] I honestly don't remember. No. I don't know. That's the article that finally broke the back of any friendship between Roosevelt and myself.

Lathem: *The Atlantic* piece?

Hopkins: Yes. According to Thurman Arnold here, who would be one of the last men whose opinion would influence me particularly. When I went down to take charge of Strategic Metals, the first complication I ran into was that no trade association would give me any information. They... They had been frightened off by the anti-monopoly investigations and so forth, and one of the great deficits that we had in Strategic Metals was in zinc. And there was a zinc institute and I went and I knew nothing about zinc excepting that sometimes you put it under stoves and I went to the head of the trade association and I says, I want all the information you can give me in regard to zinc production and availability and so forth. Well, he says, frankly we can't give you anything. He says, we... We no longer give each other any information because the Attorney General has frightened us out of it and so forth. Well, Thurman Arnold was at that time in the Attorney General's office in charge of the anti-monopoly campaign and I went right to him and I told him word for word in regard to this interview. And I says, if that attitude is going to prevail, I might just as well go home today as any other time because I know nothing about these things excepting as I can learn. Well, he says, everybody get so goddamned serious about this thing. Now, he says, if you'll write me and ask me for authority to get that data, I'll give it to you. But he says, meanwhile, you aren't to say any kind words to them. Well, I says, just what does that mean? Well, he says it means that I am not and you can't get from this department any condoning of the practices of the past, but that I am willing... I am willing in view of the emergency, to give you the information you need. But, he says, I want a copy of the letter you write to them. So I wrote a very brusque letter to them and carried it over and amplified it in conversation which they understood perfectly well, but from then on, Thurman Arnold and I got on perfectly all right. I was just asked for the.... he'd give me the letter and then they'd open their data in regard to it.... But he's a strange character.

Lathem: He must have been.

Hopkins: He... I think one of the most embarrassing moments I ever had was with him.... In fear that our previous conversation had been overheard, because George Rublee, who was living in Washington and living down at Rock Creek Park. They had a beautiful place there and they were giving a cocktail party and Thurman Arnold had become convinced, and I've always thought that that was once when he was right, that the Anti-Monopoly Act applied to trade unions just as well as to employers. And he had brought action, much to the chagrin and surprise of his own liberals, against the carpenters and the decision of the Supreme Court went against him, five to four. And he was always drinking and drinking heavily at any party. And he was standing in the middle of the lawn with his glass dribbling down his shirt front and so forth, and he called to me, and he always called me Hop. And he says, Hop, did you hear the decision of the Supreme Court yesterday? And I says, yes. And well, he says, you know what makes me so sore about the thing? And I said, no. He say, it's Felix Frankfurter. He says, the decision is contrary to everything that he's ever held before and he says, I don't even think it was an honest decision. And I looked up and Felix Frankfurter was almost at his elbow and he came and stepped between us, linked arms with us both, and he says, what are you old codgers talking so confidentially about? And Thurman Arnold had had just enough to drink so that he had no inhibitions at all. He says, I'll tell you, Felix, what we were talking about. He says, I was asking Hop how long in time and how far in distance a man had to be away from the Supreme Court before you could call him a goddamned fool and not be in contempt of court. [Laughter]

Hopkins: And Felix didn't stay with us very much longer.

Lathem: I guess we've finished this scrapbook, have we?

Hopkins: Yes, I think we have.

Lathem: Well, shall we break off?

**(End of Reel #28)**

**Reel #29**

Lathem: Doing a recording now of Mr. Hopkins' reminiscences of his years of coming to Manset, in Southwest Harbor.

- Hopkins: That was the house at mid-channel. I had operated without any architect. I don't think it's so bad myself.
- Lathem: No, I like it. I'm a great pro-veranda man myself. I grew up with a big porch around. I love them.
- Hopkins: That... We had moved the house back and wanted a little more than there was and I put that veranda on.
- Female: I should think that would make you enjoy the view more to sit out there and look over the harbor.
- Hopkins: Well, it did, in a way.
- Lathem: Very nice.
- Hopkins: After that, I had ambitions, I don't know what for. [Laughter]
- Lathem: I thought if you were willing, I'd be very grateful if you would tell about your coming to the island. I think you said you came first, many years ago just as a visitor.
- Hopkins: Yes, I came first to Bar Harbor to see Lord Bryce who was Ambassador to the United States and whom we wished to have as one of our distinguished guests at the Dartmouth Hall dedication.
- Lathem: Oh, when Lord Dartmouth was coming over.
- Hopkins: Yes, Lord Dartmouth was coming over and it was in connection with that that we were particularly anxious for him. And I came down here at Dr. Tucker's solicitation that I find him and extend the invitation to him personally. And he was at the Malvern Hotel at the time and I came in early in the morning and soon after break... I had an appointment with him in the middle of the forenoon. And kept it very promptly and, as a matter of fact, there was no difficulty in this at any stage. He... I told him the situation and what we wanted and there wasn't any hesitancy on his part at all. He said he would be glad to come up. And so, my formal business was done but I had until night, as a matter of fact, to spend somewhere, and he seemed to be perfectly willing to have me spend it in his company and I did spend most of it in his company, and then returned to Hanover, feeling that the message had been delivered. [Laughter] And that was in 1904 and I... And having come back to Hanover, the question arose it was obvious that we were going to

want to get away somewhere in the summer. And my experience with the shore was a sand bar off Newburyport, which is called...

Lathem: Plum Island?

Hopkins: Plum Island, that's right. And I disliked it intensely. We used to go down there summers. And my associations with it were having my shoes full of sand.... [Laughter] And having a lot of unsavory entrepreneurs working selling bananas and pots and one thing and another. And as a result of that I in family discussions had contended that I wanted something on an inland lake. And Mrs. Hopkins informed me as I thought at the time without knowledge and later found out she was entirely correct, that there were places where you didn't get sand in your shoes [Laughter] and where there weren't honky tonks and so forth. And in the course of... In the course of that discussion, Henry Teague came to the house and learned of our discussions and so forth and he says, why don't you do down Mount Desert Island? He said, I've got a house down there. I'd be glad to have you occupy it. And as a result of that, why, I reluctantly said, all right, we'd try it for a season. And we drove down, and I shall never forget. We came down in front of what was the old Ocean House and that pitched down, and I don't know whether you remember the old Reos or not, but they were top heavy and high and there hadn't been more than twenty miles of hardtop between Hanover and here and so we plowed through mud and sand and one thing and another. And I thought we'd never arrive here. And I was thoroughly afraid to just... quite determined never to come again. And we came over the top of the hill there and all my fears and apprehensions and dislikes were confirmed because as near as I could figure out, we would probably run into the ocean before I could brake the car. [Laughter] But we came down and there was no road here at that time. It was just a footpath through here. And we came in and the house hadn't been occupied for years and it was musty and so forth. But nevertheless, within 48 hours, I had reversed all my feelings in regard to the thing because this was entirely different from anything I'd ever known. And we stayed here during the summer as... ostensibly as the guests, as was the fact, of Henry Teague, and during the summer made up our minds that this was it. And that we wanted to come back if we could find some place that we could afford. And got back to Hanover and eventually Henry Teague came around and asked us how we liked it. We said we liked it very much and especially liked its location and Henry says, well, why in hell don't you buy it? [Laughter] And so we did.



Lathem: This had been his family home, I gather?

Hopkins: This was his family home. His father was a sea captain, and he was drowned at sea. Here you get into the indefinite zone because Henry's story and his mother's story was, as you would expect it to be, that he died a heroic death trying to save his ship in a storm. The local story is that they threw his father overboard because he'd been such a taskmaster. And I have no way of knowing which is right. [Laughter] But I would guess, knowing Henry, that if his father was anything like Henry, why he would have been thrown overboard. [Laughter] But that I don't know, and it's probably unfair to say it that way. But the mother, who was a southerner – didn't know anything about the north at all – was brought up here and left here while her husband went to sea and there were, I think, two brothers. I think I'm right that Henry had two brothers. Certainly one. And she brought up her children and to be sure they did most of the bringing up, but nevertheless her part in it was very considerable, and Henry was ambitious to go to college. He came to Dartmouth and Henry had told me himself that he had never seen a railroad until he got on a railroad train to come to Hanover. And he said he counted telephone poles for about half an hour after the train started and he landed in Hanover. I didn't know him until his sophomore year. He was a class ahead of me. But even then he was odd. And the Spanish War came along and Henry promptly volunteered to go into the army, was accepted, did go into the army and got as far as Camp Alger which was apparently a good deal more dangerous spot than it was on the front. The mortality actually was very much greater there.

Lathem: Oh.

Hopkins: And his health was irreparably ruined. I mean, he never was a well man after that. He came back... He came back to Dartmouth, having lost something over fifty pounds, and he never recovered it, as a matter of fact, until late years, when he put on that and much more. But I think the Spanish War figured very largely in his peculiarities, as a matter of fact. And he had peculiarities and along with that a rather extraordinary degree of ability. And, as I've told you, he got control of and opened this hotel in Miami and it was just previous to the financial crackup down there and he held out against all of the expansionist ideas until almost the last moment and finally became convinced that they were going to go on increasing values down there forever. And he got together all the

cash that he could and bought a lot adjacent to the hotel. And meanwhile he'd spent most of the money that he had accumulated. He had been... He had had some big hotel jobs. He was for instance the manager of the Hotel Gotham in New York for some years, and he had acquired quite a competence financially. And he sunk everything there and then along came one of the hurricanes, unroofed his hotel and destroyed all of the furniture. He hadn't any resources partly due to the times, but he hadn't any resources beyond that. So he went into bankruptcy. And then he was employed by the... not employed, he was enabled by the Boston & Maine to buy the Mount Washington Railway and began a very successful career there. And built up quite a personal fortune, most of which he left to Dartmouth. And meanwhile, taking up my side of it, I had bought the house, the house was down almost on the water's edge and I thought 'twould be a good idea to move it back somewhat and we did move it about two-thirds of the way up to where it stands at the present time. And then we wanted... We wanted to have our friends come and see us and we wanted to have some reasonably good quarters for them and decided the house needed to be enlarged. And got an architect to work on that. He designed the house as it is at the present time. And we built this terrace that's out here and put the house up on stilts and moved it up onto it and that's the story up until about twenty years ago.

Lathem: You were telling us very amusingly about one aspect of the purchase of the house that had to do with the linen.

Hopkins: Oh, yes, as a matter of fact, I was so immersed in college work at the time that I literally didn't have time and had less disposition to attend to any details and Mrs. Hopkins says, you're dealing with a hotel man who has access to the wholesale prices in the linen market and she says why don't you include a provision that the house shall be provided with linen and pay him? She said, I think you'll get out of it better that way. So I did. And Henry Teague at that time was running the Graylock Inn at Williamstown. And when we got down here, the house was provided amply with linen and towels and everything of that sort, but they were all marked Graylock. [Laughter] The result of that of course was that every visitor we had for the next decade said, "Oh, I see you've been staying at the Graylock." [Laughter] The assumption was entirely unjustified but quite reasonable.

Lathem: Did you buy the furnishings that were in the house at the time as well?

Hopkins: No.

Lathem: No.

Hopkins: No, this was all stuff that we picked up, as a matter of fact. We'd go to an auction and buy a chair. Go somewhere else and... But we didn't undertake to furnish it in any period or anything else. We just undertook to get furniture that would be comfortable.

Lathem: I wish you'd say something if you would about some of the friendships that you formed early and which you continued over the years.

Hopkins: Well, the first friendship and one which I valued very greatly was with President Eliot who had been sometime retired as president of Harvard and who was spending long summers over at Northeast. Well, the history of that was that President Eliot and a group of his faculty associates had come down here and originally had gone to the Stanley House down on the point here in Manset. And incidentally, I should say it was one of the most desolate hotels I ever saw in my life. But they had been charmed by the surroundings and the scenery and so forth and had eventually emigrated across to Seal Harbor, which they felt was likely to become the more popular settlement and I received almost on the day of arrival here, a letter from President Eliot saying that he had been coming to the island for four decades and he thought he knew as much about it as anybody alive and that he delighted in it and that he was hopeful that I would find as much enjoyment as he had found in it, saying that if there was any way in which he could be helpful in a neighborly way, he wished to be. And that developed into a real friendship which I prized greatly at the time and still do. And then through that I became acquainted with one and another of the Harvard crowd quite casually and then in... Somewhere very early in the course of our – I can't tell you whether it was the second or the third year – but Mr. Rockefeller asked us over to a formal dinner that they had every year at his house. And the next year, why he was... I don't know quite what to say, but the thing was much more casual than it had been before. And he and Mrs. Rockefeller would come over here sometimes when they were out driving and they would ask us over there and gradually that became one of the very valued friendships.

Lathem: Had you known the Rockefellers before coming here?

Hopkins: No.

Lathem: This was the beginning of your friendship?

Hopkins: Yes, this was the beginning of it. And then skipping over the years, President Angell came down here I think the first year after being elected president of Yale, and he bought a place over, well, it was right opposite the entrance to the Eyrie, which was the name of the Rockefeller place, and through him I became acquainted with a group of Yale men that I never would have met otherwise and through President Eliot I met Harvard men and so it builded up.

Lathem: I believe you said you were particularly fond of President Angell as a golfing companion.

Hopkins: Yes, I was. President Angell was in his youth very much of an athlete. He was a crack tennis player and he was interested in athletics and he had taken up golf as I had in middle life and probably never would have become a great golfer as conditions were, although I think he might have under other conditions. But we formed a golfing companionship and I had a boat at the time and it was only a matter of three or four minutes to go across from here to the wharf. And Northeast Harbor was right opposite the golf links. And so it was very simple to keep appointments with him. And we played on an average of something more than once a week. And... And socially also, we were very close. The first Mrs. Angell died and later he married again and I was very fond of his... both of his wives, as a matter of fact. I still am in intermittent correspondence with Mrs. Angell.

Lathem: Are you?

Hopkins: Yeah. And she was a very sweet lady. But it was a... and there is, as you know, a club, the Pot and Kettle Club, which presumably encompasses the distinguished men of the island. And that was a relationship which became tremendously interesting to me. The Pot and Kettle Club had been in existence something like a quarter of a century at that time and socially it was quite up and up. The British fleet came in here every year and was entertained at the Pot and Kettle Club. But it had been pretty closely confined to Bar Harbor and Seal Harbor and through somebody's influence – I

never did know and I don't know now – I was told that if I applied for membership it would be granted. And therefore I did apply and it was granted and I was the first one from this side of the island that had ever been recognized as worthy of membership in the club so I was quite delighted to have the membership because, as of the time, I can't imagine a more interesting group of men than were there. Walter Damrosch...

Lathem: Really.

Hopkins: ... had been a member for some years. And Walter Lippmann was a member and Clarence Little had just come on from... had resigned as president of the University of Michigan and had come on and been promised support for the establishment of the Jackson Laboratories. Arthur Train, who had been district attorney but had acquired, as a matter of fact, more reputation as an author. And that group finally, by some process of boiling down, that group began to have meetings Sunday night. And it was an inner circle of the Pot and Kettle. But they held the group to about a dozen. I don't think there ever were more than a dozen present. And we'd discuss everything. Walter Damrosch would tell about his experiences with famous names in the opera and so forth. One very interesting thing. Every session of that group always began with "God Save the Queen," at the finale of which, Walter would rise and sit down on the keyboard with a bang. [Inaudible] radio broadcast which was tremendously popular at the time and through being a friend of his, I was thrown into another relationship because I had grown up.... The first political campaign that I remembered anything about was the Cleveland-Blaine campaign in which my father, having always been a Republican, felt that he couldn't vote for Blaine and did vote for Cleveland. One day I was sitting on Walter Damrosch's piazza and so forth and I was saved by some divine power I'm sure because Mrs. Damrosch asked me if I had ever know Mr. Blaine and I had no understanding at all of why she asked the question and I said no, I hadn't known him but that I had known of the campaign and been interested in it and fortunately stopped at that point. Whereupon she said well, you know, I'm James Blaine's daughter do you? And I did not. But that had been there in the Blaine home over there and that was one... That was from my point of view the greatest single loss of the fire because that place burned and it was full of papers. I mean, she showed me letters from her father that would have been invaluable and I don't know what, there were great piles of letters of which I know nothing about their contents but they must have been interesting. And the

whole thing was burned in the fire. But I think it's probably true of anybody – you establish a friendship and it blossoms and mushrooms and gradually you acquire more and more.

Lathem: Is the Pot and Kettle Club of quite small membership?

Hopkins: Yeah, I think... I think I'm right in saying this. It's restricted to seventy-five. At any rate, it's never exceeded seventy-five.

Lathem: And they have a clubhouse, do they?

Hopkins: Yes, they have a clubhouse. That by the way, I intended to show you. If you'd stay over, I'll take you over tomorrow morning.

Lathem: Are its facilities for members only on a stag basis or do you have ladies?

Hopkins: No, purely stag. And the club program is definitely a stag program. Thursday noon luncheon and somebody is made caterer for that occasion which simply means that he is responsible for the menu and is responsible for the speaker. And one amusing feature of membership at the club was the connection with FDR because not very long after FDR's administration, the question arose what to do in regard to a club custom from the beginning: every meeting had always been opened with a toast to the president. And one of the funniest series of meetings I ever participated in was the discussion of what we were to do about that because about half the club said they'd be damned if they'd drink a toast to the president [Laughter] and it eventually was settled on the basis we drank a toast to the constitution of the United States and which prevailed throughout the Roosevelt administration. But I don't want to appear to ridicule the club membership in any way because it has been a very interesting membership from the beginning to the present day.

Lathem: Your speaking about playing golf with President Angell, you told us this afternoon as we were driving over to Jordan Pond a story I wish you'd repeat about playing with the brother of the owner of the [inaudible] Inn and another.

Hopkins: Oh. Well, one of my golfing partners was a man named John [inaudible] who was chairman of the board of the Lothrop and Woodward store in Washington.

Lathem: Oh, yes.

Hopkins: And he was a very interesting man. Very blunt spoken and so forth. And we were playing with... I'm not sure whether he was a brother or nephew of the proprietor of the [inaudible] Inn and I casually made the inquiry as to what the business was at the Inn that year – what his prosperity was. And the man said they had had a very bad July. They were in the red to the extent of ten thousand dollars. Whereupon John [inaudible] spoke up and said, what couple didn't come this year. [Laughter] Well, life is full of little things like that and it made a pleasant contrast to come down here after the year in Hanover.

Lathem: What would you do about coming? Would you spend how much time each summer? You couldn't get away until after commencement?

Hopkins: No, I couldn't get away until after we cleaned up after commencement. I generally could get away the week of July fourth and come down. And in the beginning, I commuted back and forth. I'd go back to Hanover once in two weeks for a couple of days and clean up what I could in the office and attend administrative committee meetings and so forth and later, when we got a little more financial leeway, why I used to bring a secretary down here and bring Miss Cleaveland down here.

Lathem: I see.

Hopkins: And we.... I had built that office meanwhile. It made a very nice place to work and so that more than halved the necessity of going back to Hanover and so it got down actually to where I didn't go back to Hanover more than four or five times during the summer. I found that worked out pretty well and always go back just before Labor Day, but that was the yearly program.

Lathem: Were there others in the early years that you were particularly close to on the island?

Hopkins: Well, yes, but their names wouldn't mean anything in particular. Our next door neighbors here, that was an elderly lady named Kirby and she had some considerable family. She would have grandchildren, nephews and so forth come down and visit. And beyond that there was this elderly woman who had been the mistress, if that's the word, of the King of Austria, who had been ostracized and come down here. There was at that time as a

matter of fact quite a lot of that around, around the island. I've told you I think that there was a Russian cruiser interned and a lot of the girls got mixed up with officers of the thing. There were three thousand Russians roaming around here for two years. And it looked for a while as though we were going to have a Russian population on the island but...

Lathem: I remember your also speaking of having an assignment to give a memorial address for President Harding.

Hopkins: Oh, yes.

Lathem: I wish you'd speak of that again.

Hopkins: That was one of the most unpleasant assignments I ever had. But the people of Manset had... I've forgotten, as a matter of fact, who was going to give the address at Bar Harbor, but I was riding my reputation apparently pretty hard at the time because Southwest Harbor apparently decided that they had something to offer, too. And I got this series of telegrams – I was in New York at the time – urging me to get back. I called up Mrs. Hopkins. She says everybody is quite concerned about it and feeling that they can't do justice to the occasion unless you come. So I came back. I wish I could tell you who delivered the address at Bar Harbor, but I've forgotten. I had the most completely captive audience I ever had in my life. Everybody had been drummed into the thing by the Legion and so forth. It was a....

Lathem: Where was the address given, Mr. Hopkins?

Hopkins: Over at the Congregational Church in Southwest.

Lathem: Then there was a sequence to that.

Hopkins: Yes, they eventually prevailed on me to take the Sunday service and usually on Sunday, why I played in a double foursome, eight people, all of them very much better healed financially than I was. And the Sunday that I took the service, they call came to church and Mrs. Thornton afterwards tried for the next several years to get me to take another service and eventually when I inquired why she was so insistent about it, she said that that Sunday they had the largest collection they'd ever had in the history of the church. [Laughter] She said nothing whatever about the spiritual uplift that



the audience got though. But they're very pleasant days to remember.

Lathem: What would be the nature of your social activity on the island today? Are there special people that you still see?

Hopkins: No, very few. I... I think the most intimate relationship I have is with Thurlow Gordon, a Dartmouth man, and whom I do not see as much as I would like to because he's got an invalid wife who requires very close attention, but he's a very remarkable fellow. Do you know him at all?

Lathem: No, just by name.

Hopkins: Well, I've been told and I'm quite willing to believe that he's the best anti-trust lawyer in the United States. If he isn't, why Robert Proctor of the class of '19 is, so Dartmouth gets it either way. But Bob Proctor of course has defended the United Shoe Machinery Company and several of the big concerns of that sort, but Thurlow is really in the big league on the thing because he has been counsel for the Radio Corporation of America and he was counsel for the A&P in the government anti-monopoly suit, and so forth. A tremendously interesting man and a very modest man. He's class of 1906 and as of today I would say definitely that he was the most intimate friend that I have here. Most of the people that were my intimate friends are dead, as a matter of fact.

Lathem: I suppose there are many people on the island that have homes whom you saw grow up as children on the island.

Hopkins: That's absolutely so.

Lathem: Among those probably Governor Rockefeller himself.

Hopkins: Yeah, that's right. Yes, I was very fond of the Rockefellers. All of the Rockefellers, as a matter of fact. On no basis at all of self-interest, but they were particularly nice people to know. And I think perhaps I should tell you this connection. Mr. Rockefeller asked Mrs. Hopkins one year, he said, I would like to ask you a question. He says, I probably know your husband better than any other college president. And he says, he has never asked me for anything. And he says, he's probably the only New England college president that hasn't. And why is that? And I suspect, as a matter of fact, though I don't know, that it may have gone back into

knowledge on his part that Dr. Tucker hadn't wanted to receive money from his father. But that's wholly speculation. I have no basis for that. And he asked Mrs. Hopkins, just why is that, do you think? And she says, well, Mr. Rockefeller, my husband thinks that it's an honor to be a beneficiary of Dartmouth and he doesn't ask people for money. And Mrs. Rockefeller told me that afterward.

Lathem: Really.

Hopkins: And she said it made a great impression on him. But I never did ask him for anything. He volunteered everything.

Lathem: This is off the point quite a good deal, but is there truth to a story that is sometimes told in Hanover that you one time in dining with Mr. Rockefeller in a restaurant picked up a check and he said, this is the first time anybody has ever offered to pick up a restaurant check?

Hopkins: Yeah, that's true. That had to do, as a matter of fact, with... Mr. Rockefeller was very much interested originally in having his boys go to college... go to Dartmouth.

Lathem: Oh.

Hopkins: And he told me with some surprise that John's senior year at Loomis, he said, I thought that John knew that I wanted him to go to Dartmouth but he says he wants to go to Princeton. And I thought... I knew John well enough... young John well enough to ask him about the thing. I told him I said, we don't want you, John, unless you want to come to Dartmouth. And if this is an issue between you and your father in any way, why I'm willing to be on your side of it. And he said, well, this isn't anything, any antagonism toward Dartmouth or any suspicion that it isn't just as good as Princeton, but, he said, I've been at Loomis and he says Loomis sends most of their men to Princeton and he says, everybody that's come back has talked Princeton to me for three years and he says, now all my friends are going there. Well, I said, if you want to go there I think I can fix it all right. And I just told his father, I said, I talked with John and we just don't want him. And, well, his father said... He thought on it quite a little while, and he said, the trouble with that is that this is a pretty close-knit family and all the boys will be going to Princeton if he goes. And well, I said, maybe so, but we don't want anybody in Dartmouth that wants to be in Princeton, and John obviously wants to be at Princeton. So

the subject was dropped. And he thought the thing had been finally concluded that all of his sons would be Princeton men. And I got a telegram from him – I was at Mr. Tuck's and I got the telegram from Mr. Rockefeller – saying that there had been a very interesting development and on my return, he would like to see me. And of course it was. I mean I hadn't any idea what this was about, but the minute I got back to New York I told Mr. Rockefeller, I think I was at the Roosevelt Hotel, if I remember rightly. I said I was down there, and Mr. Rockefeller says, well, I'll come down to luncheon. I said I'd be very glad to have him. And he came down and we had a sumptuous luncheon and so forth and in our rooms, in the suite, and when it was done, I reached for the check and Mr. Rockefeller reached for it too, and I said, no, that was mine. And he looked sort of baffled in regard to the thing and that was when the remark was made that's quoted. He said he had been the guest of various groups and individuals and so forth, but he said I can't remember when I wasn't allowed to pick up the check. [Laughter] But what he wanted to see me about was to tell me that Nelson, on his own initiative, without any suggestion from home had decided he wanted to come to Dartmouth and had written to Princeton cancelling his application there and had filed an application to come to Dartmouth. An interesting side of that thing was Caldwell, I think was the name of the principal of the Lincoln School, and I had a letter one day from Caldwell, and he had written across the top of it, this is the way it's done in the bush league. It was a letter from the director of admissions at Princeton saying that they'd noted that Nelson had shifted his application and so forth and would he, Caldwell, please inform them what it was that Dartmouth offered that Princeton hadn't offered, that had induced him to make the change and so forth. Well, Caldwell made a very caustic reply to the thing and I've always wished I'd kept a copy of that correspondence, but of course, the whole thing dropped then. Nelson had made up his mind and when he makes up his mind, it isn't easily changed, and so he appeared at Dartmouth. But one story connected with that that I have always liked because I've always felt that there was less attention to a man's family on the prestige and so forth at Dartmouth than anywhere I knew. And Nelson's junior year, the soccer team was going somewhere, probably Princeton, I don't know, to play, and they were in the same parlor car that I was, on the trip to New York. And one of the Dartmouth boys on the soccer team came back to me and asked if I was willing to settle a bet. And I said if I could. And he said, you know, some of the fellows say that Nelson Rockefeller is John D's son. Is there any truth to that? And that was his junior year in Dartmouth. I have always

thought that was a pretty eloquent evidence of the fact that people weren't looking up your ancestors.

Lathem: Also demonstrates that Governor Rockefeller didn't have a lot of money that he threw around at college.

Hopkins: Yes, that was true. He didn't. What he did have he didn't spend on clothes. I had... There was an airplane pilot named Yancy and Ford had just developed their plane, I've forgotten what the name of it was, but it became... it became the standard plane for the next few years and they sent Yancy up with their pilot plane to try it out up there on the basis of some information which they had received that flying conditions around White River Junction were about the most difficult there were in the country, which I guess at the levels they flew then was true. And Yancy invited me to take the first trip with him around and I very gladly did take it and enjoyed it. And they had an airfield at that time at White River Junction. And I went down almost every afternoon just as a matter of interest to see how they were coming on and how he was coming on, and I got out there one afternoon and I never saw a man madder anywhere in the world than he was. And he said, why the hell don't you people give me some information in regard to these trips? Well, he was... He was so angry that I couldn't get any clue to what was the basis of it for a little while. He sputtered away, swore on the thing, and finally I got the story. Nelson had gone down with some friend and Yancy was meanwhile piloting the plane, having all he could do to keep it upright and so forth and he looked around and Nelson was leaning out of the door taking pictures. And Yancy said, you can imagine where I would be if John D. Rockefeller's son had fallen out of that plane. But it was quite typical of Nelson. I mean, he was... He wasn't backing out of anything.

Lathem: He certainly did some excellent photography as an undergraduate.

Hopkins: He did. Excellent photography. Well, he's a very interesting fellow. I... I don't know – I think the cards are pretty badly stacked against him at the present time. I'm not even sure that he... I am quite sure of one thing. I'm quite sure that Nelson is much more interested in the platform than he is in being the candidate. And I think his interest in being the candidate is that he honestly believes that he's the only one the Republicans have got who would live up to the platform. And... I wish it were some other time that the campaign was going to shape up.

Lathem: Yes. I feel that strongly. I hope there'll be a chance for you to see him during his visit this summer.

Hopkins: Well, I don't... I don't really expect it.

Lathem: Has Mr. Borella been with him for quite a long time?

Hopkins: Always.

Lathem: Really.

Hopkins: Yes.

Lathem: They knew one another in college?

Hopkins: Yeah. And I think Vic Borella knows Nelson probably more intimately than anybody in the world and I'm perfectly certain that Nelson relies more on him than anybody in the world.

Lathem: Mr. Borella is, I guess, a classmate of Mr. Rockefeller, isn't he?

Hopkins: Yes, yes he is.

Lathem: And manages Radio Center. I think that's his title. President of Radio Center.

Hopkins: Yeah, that's it. But the minute that Nelson finds himself in any position where he wants to consult or wants advice, he sends for Vic Borella. An interesting thing, Vic Borella comes from Newport, Vermont.

Lathem: Does he?

Hopkins: Yeah. And he... He worked in Montpelier for a year or two before he went to college earning the money and I forgot what his job was. I guess he was on a newspaper there. I see Vic periodically, sometimes in Hanover, sometimes in Montpelier. Vic is a very wise guy.

Lathem: One of the most interesting aspects of your career as a college president must have been for you and still be for you to recognize the progress and achievements of men you've seen come up through college and go into careers of one sort or another. There

must be something very self-satisfying about that kind of contemplation.

Hopkins: Well, it's awfully... It's awfully interesting when you run into a contact like the intimacy between Nelson and Vic Borella because Vic, I don't know of any man that superficially you would think less likely to become the confidant of a man like Nelson. Yet he is. He married Lane Dwinell's sister, you know.

Lathem: No, I didn't know.

Hopkins: Yeah. So he's tied in to the political situation. And he's tied in very closely. As a matter of fact, we gave... The National Life Insurance Company had a luncheon, no a breakfast, had a banquet breakfast for the Mortgage Bankers Association of America and they were meeting in New York. And Governor Stafford was going down and Deane wrote to me. He said 'twould be a wonderful thing if we could get the governor of New York in on that. And I wrote... I wrote to Nelson and told him exactly the situation, what we were doing, and so forth. And I says, I don't know whether you want to waste your time or not coming to that breakfast but there might be entirely aside from the interest that you have in the occasion, might be political connotations. I just don't know. And Nelson wrote back and said he'd be delighted to come down. And we had somewhere between four and five hundred mortgage bankers at the breakfast and they were... They were tremendously impressed with the fact that National Life could get two governors and Nelson made one of the cleverest speeches I ever heard him make. Deane Davis made the presentation to him of a gallon of Vermont maple syrup and a maple tree in a pot, saying facetiously that he had understood that trees were planted on the governor's grounds in Albany and if so, that he would be glad to give him the source of the best syrup in the world, and here was the tree, and so forth. Nelson came right back and he said, I'm delighted to have the tree and I'll see that it is planted. He said, I don't have to think a second time where to place it because he says, two years ago there was a tree presented by Harry Truman. [Laughter] And of course that brought a great laugh from the crowd and so then Nelson went on and he said, as a matter of fact he was very happy to be present at this occasion when the principal subject seemed to be maple syrup because he said, he had always wondered how so much maple syrup appeared on the market above the capacity of Vermont to produce it. [Laughter] And that he had come to understand since becoming governor that on the other hand, there was no small proportion of

the New York syrup that ever appeared under a New York label. Well, that brought a roar of laughter from the group and so forth. And Nelson just made a ten strike. They thought he was wonderful on the thing. Well, the next week the Republican convention came at Montpelier and Deane and his cohorts from their own... on the basis of their own best judgment declared for Nixon. And the next day, why, Vic Borella was up in my office. He said what the hell... wasn't there any *quid pro quo* for Nelson's appearance in New York, and I said I didn't have anything to do with this, Vic, I'm not mixing in Vermont politics. Well, he said, didn't you use any influence in regard to it? I said no, I didn't try to. But I thought it was evidence of the closeness with which they followed the thing because there actually wasn't twenty-four hours. But Vic's a very resourceful boy. If I was doing anything political, I'd love to have him on my team. And I think Nelson relies on him very greatly. Gene McNealy, the president of the AT&T, was here last Sunday and he was on the island and telephoned and said he'd like to come over. And he says that Nelson's standing in New York has been tremendously impaired by what all the New Yorkers understood to be a promise that there would be no increase in taxes if he became governor and there has been no increase technically in the taxes but that the automobile licenses have been raised and half a dozen different things and Gene McNealy says the ordinary man in which I would count myself on this particular issue says, what difference does it make whether you call it taxes or not if it costs you a lot more to live? And so he said, there was a very prevalent attitude on the island which he says I know in New York which is contrary to the fact that Nelson has deliberately tricked them. And he says, it is hurting him very badly politically. He was inclined to quite underestimate the domestic situation as bearing on it one way or another, but he said that was going to make it very difficult for Nelson to get the backing in New York that he would have got otherwise. But I don't think you can tell very much what is going to happen in a campaign until it begins to shape up.

Lathem: No. No.

Hopkins: But if Loeb is right, of course, I don't know on what polls he bases his estimates. Well, I don't know where it is, but the *Manchester Union* that came in today states categorically that if the primary was to prevail today that Goldwater would win over Nelson by four to one.

Lathem: That's hard to take.

Hopkins: Well, I don't believe anything Loeb says. On the other hand, in this particular case, I'm afraid he may have some information that I don't.

Lathem: We're getting some rain coming down.

Hopkins: Well, it's been promised all day.

Lathem: Has it?

Hopkins: Yeah. I was afraid we wouldn't get back from Jordan Pond before it rained but we did. This is quite typical of our weather down here. We get lots of rain at night.

Lathem: Oh. Uh huh.

**(End of Reel #29)**

**Reel #30a**

Lathem: He was looking very chipper and he said he was going to too many funerals, but beyond that he was...

Hopkins: Well that's pretty lugubrious business.

Lathem: Mr. ... I'd rather lost track. I thought Mr. French still lived in Boston but he said no it had been a long time since he'd been there on Beacon Street.

Hopkins: No... He gave up the apartment quite a while ago. He maintains an office though but I don't think he uses it. He certainly doesn't use it more than a day a week and I guess it's mostly on his journeys to and from Portland....

Lathem: Ah.

Hopkins: ... where he goes. I did a peculiar performance last week. I... guess it was the week before. But I went to see the Vienna horses after I...

Lathem: Betty went down to see them, yes.



Hopkins: And we had... Well, it was the eve of the meeting of the directors of the National Life and a few of us were at dinner up at the Hodgkinsons and afterwards we went to the show and so far as I know there wasn't any ache or any pain or anything else. I was looking at the show and the next thing I heard was Deane Davis saying to Mrs. Hodgkins, we must get him out of here. Well, it proved that I had blacked out for about 5 minutes, but I had no consciousness of having done so, I mean, as I say, no pain, no ache, no anything. And... and meanwhile I had befouled myself very completely with vomit and... the ushers did a wonderfully good job... they picked the chair I was sitting in right up, four of them, carried it out, and put me in a police ambulance and I went to the Massachusetts General Hospital. I acquired a conviction out of it – that if one were near death's door the ambulance would finish them off, because I never saw... between the roughness of the Boston streets and the speed and the siren, it was a very disconcerting experience. But, I haven't any idea now the whys or wherefores. I stayed in the Massachusetts General Hospital for four days and they took all sorts of examinations and didn't find anything very significant, I mean, nothing that they didn't know beforehand. But I think I'll be a little chary in going out nights hereafter.

Lathem: Have you seen John Milne since you've been back?

Hopkins: Yes, I saw John Milne. John's a comforting sort of man. He says you're old enough to have it happen to you anytime, you're lucky it hasn't before. [Laughter] But... I'm quite interested... Did you ever run across Dave Camerer?

Lathem: No.

Hopkins: Dave Camerer was tackle on one of Earl Blaik's big teams and then he went into sports writing.

Lathem: He's done, I know, a book or two of his, recently.

Hopkins: Yeah. I was down at Ann's last week and Dave Camerer called up and he said he wanted very much to see me and I always liked to see him. And he came over and he's got a novel in his mind and... all blocked out in his mind but he wanted to talk with me about it. He's in the process of getting out of sports writing. He says he's become so cast on it that if he doesn't break out now why that he'll never get out. I don't know of course how this novel will come out but in abstract as he told it to me it's very interesting, and he's

going to use his class as a laboratory on the thing. [Laughter] The novel he's got in mind, I think it's quite an interesting one, is of two fellows, one very popular and one not particularly popular, as undergraduates, and then gradually through the years their roles reverse and the introspections of each of them as they run against each other and so forth.

Lathem: That does sound interesting.

Hopkins: I think it could be a very interesting thing.

Lathem: I think one of the, to me, very interesting aspects of college is to see the men as they are as undergraduates and how they change over the years, coming back.

Hopkins: Well, if you... if you'd had the duration of experience with them that I have had, you'd be very interested in... more interested in that thing. I mean, I see it in the Alumni Council. The men who are coming through and are beginning to do the heavy work on the Alumni fund and so forth, in general, aren't the men that you would have picked in college to be doing it, and on the other hand, a lot of the men you would have picked, aren't doing much of anything. I really wish sometimes that we could give up the achievement prize that we give each year because the number of those men who have worked out is pitifully small.

Lathem: Yes. I hadn't thought of this, but I suppose it might be an embarrassment to realize what had happened with them.

Hopkins: Yeah. Well, I think it is. If anybody gave any study to it... the thing that interests me more and more is really, when a man approaches maturity, because some men seem to do it in college, some men seem to do it soon after, and then you see the man who doesn't begin to blossom until he's 40 or 45 years old. And there are some of those. Then there are the men who, for one reason or another, take the... what seems to be the wrong road. I think Channing Cox is an example of that. I think that Chan's forte was politics and that he would have had a happier life and I'm not sure but what [inaudible] if he'd stayed in it. There was a time when Chan could have been elected senator with just turning his hand over and I don't know what determined his decision then, never talked to him about it, but... And then there are the men that you're perfectly certain have got all sorts of potential, but somehow the door never

opens for them. And you run up against a good many of those during a lifetime.

Lathem: This was one of the things I was telling you earlier about. My own problems of the day, and this was one of the things, with the young staff member that I had with me this afternoon. She seemed to want someone else to make the opportunities for her and it was impossible, not hard, but impossible, to get across to this sort of individual that nobody makes the opportunities for you, you seize them or make them for yourself. It's rare that someone says well, now here's your chance, you go ahead and do this.

Hopkins: Well, that quality of self-reliance is awfully important. Barby Smith who really has been a nice friend to me, she's available any time I want to do anything. She's librarian over at Green Mountain College, and she was talking with me on Sunday. We went down to see Ann and she drove, but she was speaking and she said she wondered how much the problems that she had with an organization of just four were multiplied when you multiplied them by 10 or 100 or something. And she was speaking about a new girl that she had there. She says she does everything beautifully but, she says, she has no self-reliance. She says, I have to be on the job every minute to tell her what to do or else she stops and waits until I come. And I told her that she'd find that same percentage, probably, if she had a hundred or a thousand.

Lathem: Oh, I'm sure of it.

Hopkins: Well, you see it everywhere. You see it in business and you see it in academic environment. Of course, in spite of everything the academic environment becomes more and more like business every year. It can't help it as things are going at the present time.

Lathem: I should think one of the very most uncomfortable aspects of being a college president would be just this one – of being the Court of Last Resort for people who are all mixed up, that nobody could straighten out: the dean couldn't straighten out or the department head couldn't straighten out.

Hopkins: Then when you add to that, as you have to add, the wives, why... [Laughter] you've got something else again. Gracious, I...

Lathem: It's always amazing to me how much some wives participate in the... really participate in the careers of their husbands. Of course,

Betty and I lead quite separate professional lives, and there's very little that I either know or care about what goes on at Mary Hitchcock Clinic, and there's very little she knows or cares about what goes on in the Library, and then we go home to get away from it all. But gee, I'm amazed at faculty friends of mine whose wives will say something that makes me realize at once that this is all a matter of as much her concern as it is his, on a day-to-day basis.

Hopkins: Well, I saw that at closer range in Washington than I ever saw it even here – and I saw it pretty closely here. But, goodness, there were.... Some of the men in regard to whose discretion you wouldn't have the slightest question in the world, but their wives would gabble about their jobs and gossip about their contacts and so forth. And I'm perfectly sure that if I were a superior to those men that I just couldn't feel like advancing them.

Lathem: No. Exactly!

Hopkins: There's a security risk there that you can't disregard, whatever you want otherwise. Well, Mrs. Hopkins and I always went on the general principle that we'd each go our own way professionally. Her profession was a college president's wife, but it had nothing to do with the running of the institution. And I, on the other hand, never knew any of the social problems that were troubling her; she never told me. And because I had a happy experience that way, it seems to me the better way, but....

Lathem: It seems to me the only way, really.

Hopkins: Yeah. But I think that the.... I think the thing is becoming pretty acute now, if you're going to maintain the liberal arts college, because for the moment, the pressure is all the other way. I can't believe that it's a permanent situation but I think oftentimes of John Dickey's job... you've just got to ride out this period, I think, 'til things get into balance again. Quite a problem.

Lathem: It's nothing that you would have had before... nothing in recent... in modern times we've experienced in terms of a parallel.

Hopkins: No. No. I haven't... And... I suspect when the balance gets reestablished, if it ever does, you'll wonder why you ever did get into it. I just finished reading the... I think... I'm very bad on names of books, I think the name of the book is "Profiles of the Future." Is that right, do you know?

Lathem: Yes, I think that's right.

Hopkins: Well, I just finished reading it and it's hard reading it in places but it interested me very much indeed. I see it's on our reading list for the summer crowd and I think there's a reading list from Columbia. I saw it was on their list. And the first time I read it I thought it was preposterous and then the second time I read it I began to take it seriously. But he argues in there that we're on the verge of eliminating time and space and so forth.

Lathem: Pretty startling.

Hopkins: Yeah. I guess perhaps I agree with my... I have a granddaughter, 10 years old. She's in some ways, quite a precocious child. And she put me through a cross-examination last Sunday on the... wouldn't I rather have lived 100 years ago than 100 years hence? And she's perfectly clear in her own mind that she would. She says she would like the country roads and she would like the horses and she would like this, that and the other thing that goes with that and then I say, but you've got this nice car and you can go.... nothing to it in her mind. Well, I think it's a good attitude. I'm kind of glad to see her take it. I have in here, and I think it's about the only thing in here, it's one of the most interesting episodes of my life. It happens, totally accidentally, to be tied up with a fraternity, but Peary had just come back from discovering the Pole and Tracy Drake who had opened the... what hotel was it... you know and I know, but I never can think... the Blackstone.

Lathem: The Blackstone?

Hopkins: Yeah. Tracy Drake had just opened the Blackstone Hotel and he was one of the lunatic members of DKE, I mean, if a man was a DKE, why, it was Drake. Something. And he immediately fastened onto the idea of getting Peary out there to speak and then getting all the DKE delegations of the Northwest in to a party, and making his opening of the Blackstone and that dinner coincident. And because I was a DKE and out there, I was picked as one of the speakers. Well, the... I think it was the first speech that Peary made after he came back and you doubtless wouldn't remember, but Peary had spent his life trying to get to the Pole and then he was outwitted or whatever it was by... what was the other man's name?

Lathem: Uh.

Hopkins: Well, you know anyway.

Lathem: Scott, wasn't it?

Hopkins: Huh?

Lathem: Scott? No.

Hopkins: No. I know it just as well as I know...

Lathem: I think it will come to both of us.

Hopkins: Yeah. Well, this man had put across a big hoax and then claimed to have discovered the Pole and lots of people believed it, with the result that Peary's appearance was an anti-climax after a lifelong effort. And that night at the dinner he asked me if I was at all interested in the thing and I said very much and well, he says, come up with me to my room afterwards, I'd like to talk with you about it and what I should do. And I went up with him and we talked until 4 o'clock in the morning. First, the perfectly logical presence bile in his system, and then a discussion of how to offset the thing. Goodness, I wish I could think of that fellow's name. Well, whatever it is... that is in that book, and that's about the only thing in it because...

Lathem: What year was that... the dinner? Cook was the man's name.

Hopkins: Oh, yeah.

Lathem: Just needed to get the right association. 1911. My goodness.

Hopkins: 1911. Yeah. That was my first... I had the most amazing experience in connection with that. I... I spent that night, as I told you, and the next day, the Western Electric Company was sending me on to New York on one of their errands, and I don't know how I happened to be up at the Century Club, but anyway... I wasn't a member then. I was up at the Century Club. I must have been on a guest card and went into the living room in the evening and there was one man sitting there and I thought he looked familiar and I suddenly realized it was Cook. And here, of course, within 24 hours after I'd seen Peary.

Lathem: Good heavens...

Hopkins: And I introduced myself and asked him if he was not Dr. Cook and he said yes, and he started in then. It was very difficult for me not to give full credence to everything he said. He was very convincing and his whole attitude was, he understood Peary's ire, it must have been terribly disappointing to him, and so forth. It was an astonishing performance, and I found myself almost drifting into accepting it, and so forth. [Laughter] But the most convincing thing in the thing... Peary told me he says, I've been on all these expeditions. I've forgotten how many, I think it was five... and he says, each time I have perfected the dogsled slightly to get greater strength and added lightness, if possible. And he said, even so, for the last dash to the Pole, when we arrived at the Pole, there was only one sled that would carry anything – the others had been all smashed to pieces in getting there. And he said, you know what Cook had? And I said no. And he said Cook had a sled that he bought up at Saranac. Well, the follow-up on the thing was very interesting because Dick Byrd told me five years later that his guide in the Arctic was a man who had been with Cook and that he sat down with the Eskimo guide and had him plot just where they went. He said they never were within 250 miles of the Pole.

Lathem: Really. Was that business straightened out during Peary's lifetime?

Hopkins: Never completely straightened. No.

Lathem: It just remained a controversy through his life.

Hopkins: It remained controversial. I think the weight of conviction was all on Peary's side but there was this minority that was always raising the question. Peary actually was... I think he would have been a very lovable man if he hadn't had to cultivate characteristics for the accomplishment he had. I mean... I was very much impressed that night with him. When he'd forget Dr. Cook for a little while he'd be as convincing and be... then all of a sudden the ire would rise and... it was a pretty tough proposition for him. I saw Ed Strafford had an article in *Reader's Digest* within two or three months – "The Most Unforgettable Character I've Ever Known" – it was in regard to Peary.

Lathem: Ah ha. Well, let's see. He's the...

Hopkins: Grandson.

Lathem: Grandson.

Hopkins: Yeah. He's the son of the snow-baby.

Lathem: Ah yes.

Hopkins: He's a fine specimen too. He's an officer in the Navy. He's one of the men who came through the quiz program unscathed. I was very much interested that night he was on in the quiz program. I think that was his last night on and he'd got something like \$100,000 stashed away and he was asked in regard to how he'd encompassed all the knowledge that he had and he paid a very glowing tribute to Sidney Cox.

Lathem: How nice. Very nice.

Hopkins: And he said the he was largely responsible for it – that he himself had found inspiration under him that he never found under anybody else. Very graciously done.

Lathem: That should have pleased you, who were responsible for all that.

Hopkins: Yeah, I was very much pleased. Did Robert Frost ever... I never quite understood Mr. Frost in regard to that. Mr. Frost was the man who told me about Sidney Cox in the beginning. Spoke very highly of him, told me the difficulties he was in at the University of Montana and so forth. And for a year or two after he came up here, every time I'd see Mr. Frost, he'd ask about him. Then apparently, he just dropped out of his association.

Lathem: Well, I think that... never out of his affection, I think, as I understand the relationship... I think Mr. Frost always wanted Sidney to stand more in his own, and to seem to rely less on him, not in any way except emotionally, really. And I think this was part of the separation of the two. He just... Frost felt that he... I think Mrs. Cox to this day feels that Frost was bad for Sidney, that he... She, as a matter of fact, said this to me, not quite so baldly, but she has said that Sidney would have been a stronger person in his own right if he hadn't been so devoted to Mr. Frost. Of course, this had no affect in his teaching. As a teacher, he was first-rate, stimulating and grand, but I think as an individual, he set Mr. Frost up rather higher and rather more separately than Frost was disposed to have himself set, either for his own good or Sidney's good. That



continues, however, to be something of a puzzle to me. I think I told you that when Betty and I saw Mr. Frost in the hospital right at the end, he called us back and said, as we were going, that this had been a great year for him at Dartmouth, and he was referring to the room that we dedicated for him at the library and several other things and then he said in that party, we got that all straightened out, didn't we, about Sidney. And that was you and him talking, you see, but something you said to him made him, I suppose, realize... I'm guessing now... I think made him realize how highly you did value Sidney as yourself.

Hopkins: Well, it was certainly a great good fortune for Dartmouth to get the lead that led to him. I mean led to Sidney Cox.

Lathem: Yes.

Hopkins: Do you... do you think that Mr. Frost expected Dr. [inaudible] to print all those letters?

Lathem: [Laughter] I can tell you something about that.... Fiddle with this a minute. [Recorder turned off.]

I wonder if we might look through that scrapbook together and see what there is?

Hopkins: Well, this is... this is hit or miss during the interval from my leaving Dartmouth to coming back. I went with the Western Electric and lived out at LaGrange.

Lathem: Oh. What would this program of a dinner in May, 1911 be, I wonder?

Hopkins: Just something illustrative I guess of what I was involved in. I don't think I had any part in it. I think it was just my first... no, I don't...

Lathem: Here you are among the guests.

Hopkins: Oh, yeah.

Lathem: Manager, education department.

Hopkins: Yeah, that was the... We lived out at LaGrange. Hasn't anything to do with what you're after, but an amusing thing. The... Mrs. Hopkins started in immediately to get a garden when we moved to

LaGrange. And being a farmer's daughter and acquainted with how gardens are grown and so forth, she went down to the hardware store to get some fertilizer. And the man looked at her and he says, lady, we export ground like what's in your back yard for fertilizer [Laughter] ...which was literally true.

Lathem: My goodness. How early did you play golf? I notice this is a golf club.

Hopkins: Well, I played golf before I left here. Along in... early in the 1900s. The golf links in those days started down somewhere around Patty Ames' house and came up....

Lathem: Is this something you continued right up into retirement?

Hopkins: Yeah. Yeah. And in those days, as a matter of fact, the Kibby House where Mrs. [inaudible] lives was the northernmost house in Hanover. And sitting pretty far out in the country. And, I've told you about that. That's the Peary...

Lathem: Oh, yes.

Hopkins: ...the Peary dinner.

Lathem: There's Peary's autograph in back.

Hopkins: Autograph, yeah. And George E. Vincent was president of the University of Minnesota.

Lathem: Oh.

Hopkins: Tracy Drake was owner of the hotel. I've forgotten who he was. These are...

Lathem: George Liscomb. He's still going strong, isn't he?

Hopkins: Yeah, he...

Lathem: Oh, he was out in Chicago, then, himself.

Hopkins: Yeah, he was out in Chicago, and very active then and apparently was on his way to being something [inaudible].

Lathem: No... afraid that's true.

Hopkins: I don't know... someday I think I will write off what I... what John [inaudible] has borrowed from me from time to time is uncollectible.

Lathem: Oh dear. Now does this give the beginning of your association with Filenes?

Hopkins: Yeah. This is the beginning....

Lathem: August 1912.

Hopkins: Yeah. The circumstances of that were quite unusual. I don't know whether I ever told you or not but the... I went with the Western Electric Company, wanting to be in the telephone company and assuming I would be there the rest of my life. Mr. Filene came out to LaGrange, said they were moving into a new store, and that there was going to be quite a job of organization there. They were going to triple the number of employees and double the number of departments and so forth. And would I be interested? Well, it was a very interesting prospect, and it offered about twice what I was getting financially, which was interesting too. But there was the common belief in the telephone company at the time that if you ever left the telephone company, you never got back. I really didn't know what to do. And one night they called up from the Blackstone Hotel, said this is Mr. Vail. Well, Mr. Vail was a mythical figure to all of us and never more so than to me at the moment, and I said, yeah, and, obviously unbelieving, and by and by he says, young man, this is Mr. Vail and I want to see you. Well, I went in and it was the beginning of a very beautiful friendship from my point of view. He says you've been offered this position at Filene's and I said yes and he says, considerable more money and I said yes. And he said you've been told if you ever left the company why you'd never get back, and I said yes. Well, he says, let me tell you something. He says, we're training you for something of new work and he says the more experience you can get as long as you play fair with the other people in the next half decade, why the better for us. And he says, what I'm really calling you up for is to advise you to take the Filene position. Well, I told Mr. Filene about the talk and he says well, we'll take our chance on that. So I went there but that's the basis on which I shifted around as much as I did...

Lathem: I see, yes.

- Hopkins: ...in the next few years. And there's quite a lot of history here, because the Filene's had a local union...
- Lathem: Oh.
- Hopkins: ... and never anything has been as good since the government came in and made them go national on it...
- Lathem: Oh, and these things relate to that?
- Hopkins: Yeah.
- Lathem: But what would FCA be?
- Hopkins: Filene Cooperative Association.
- Lathem: I see, I see.
- Hopkins: And, the... we campaigned just as you would for... we campaigned for the first floor tonight and the eighth floor tomorrow night and so forth with announcements and we didn't have any question in those days about joint debates.
- Lathem: And these relate to that.
- Hopkins: These relate to that, yeah. And I won the election, and....
- Lathem: And you'd just come to the company.
- Hopkins: Yeah. Yeah.
- Lathem: Here's the election [inaudible].
- Hopkins: Yeah.
- Lathem: Did you follow later E. A. Robinson? Do you know what happened to him?
- Hopkins: No, I don't know what happened to him and I ought to because he was a Dartmouth man.
- Lathem: Oh, was he?
- Hopkins: Yeah.

- Lathem: Oh, this is fascinating: Hopkins Wins by Large Majority. Defeats Robinson by Over 2,000 Votes. Here's someone you know what happened to. H. R. Lane.
- Hopkins: Yeah. Yeah, I brought him on... he was with Butler Brothers in Chicago. Butler Brothers, I don't know whether you know or not...
- Lathem: No, I don't.
- Hopkins: They're a big mail order house and he had a very important job there but he just fitted in to what we wanted in the Filene organization at the time and so I brought him to Boston and you know the rest of the story.
- Lathem: Where did you turn up this scrapbook? Is it something that was on a shelf, out of sight or ...
- Hopkins: I didn't know I had it. I found it one night down there and this is...
- Lathem: The Echo, published by the Filene Cooperative Association. Here you are in the Hall of Fame, my goodness.
- Hopkins: Yeah.
- Lathem: What's this?
- Hopkins: That's the farewell dinner.
- Lathem: Oh yeah. In memoriam, Ernest M. Hopkins.
- Hopkins: And there's a lot of stuff that's of no...
- Lathem: Does this relate to the farewell?
- Hopkins: Yeah. All relates to the farewell.
- Lathem: Got a rum song.
- Hopkins: Then this is a part of my life that I never refer to because it was only by the grace of God that I didn't go to jail.

Lathem: Oh? Mr. Ernest M. Hopkins announces that after January 13, 1913 he will be associated with Willett, Sears and Company, as supervisor of personnel.

Hopkins: He started as a wool merchant and he was an English immigrant and he became a millionaire selling wool and then much as I disliked him and so forth, I think... I had never heard of a vertical trust at the time but he had a vertical trust. He eventually owned sheep in Australia, he cut wool.... He bought a leather works and used the leather for shoes and so forth. Then he bought the Daniel Green Felt Shoe Company...

Lathem: Oh, yes. I know that company.

Hopkins: It was... piled up just like that... And it was a very interesting job as a matter of fact. But I had had no experience with that kind of thing and I'd go into the office in the morning and I'd find a twenty dollar gold piece which was the universal... I don't think there was a board of directors in the world that didn't get twenty dollars a meeting and I don't think there's ever been anything that was equivalent to it, either. I'd find a twenty dollar gold piece and I'd inquire what that was for and that was for having attended a meeting in Providence the day before and voting to sell off the unprofitable part of the business or the profitable part, as it might be. And I just knew it wasn't straight, but I didn't know what to do about it and finally, I had been in intimate contact with Mr. Brandeis when I was in Filene's, this was before he went on the Supreme Court, so I went down to Mr. Brandeis, told him what was happening and I said, I don't know what to do. And, well, he says, I'll tell you, every time that sort of thing happens, you go before a notary, make a statement in regard to it, and hire a safe deposit vault somewhere and put it in it. Which I was pretty busy doing the rest of the year. But I went from them and very happy to go from them to the Curtis Publishing Company.

Lathem: How did you come to go with them in the first place? How did you make contact with them?

Hopkins: Well, he made contact with me. He... he had got to the point where he was just branching out from being a wool merchant into these other things and he wasn't finding it easy to find men to... and that was my job to find the men and to build the organization and if I do say it, I did quite a job at it. Because we built an organization and eventually the banks in Boston put him out of business; they just

considered him too dangerous to have around, and I've always wondered... he engaged Hughes as his lawyer, and Hughes said that he'd got perfectly good grounds for action against the Boston banks on conspiracy.

Lathem: Oh.

Hopkins: And... Hughes had one interview with me about the thing and then he went on to the Supreme Court, and Whipple, who was at that time a great trial lawyer, took it up and he got a verdict of 18 million dollars for Willett on the thing, and then afterwards, the Supreme Court overthrew it. But it was quite a time.

Lathem: Who was Sears of the firm?

Hopkins: Yeah. Sears was a Harvard man with quite a lot of money which he was throwing in with Willett to develop this new corporation. It was a strange experience and I've always felt that the less said about it the better, from my standpoint.

Lathem: Here you are at the first spring gambol of the Boston Chamber of Commerce... the head table.

Hopkins: Yeah.

Lathem: What would the New Hampshire Board of Trade annual outing have been, I wonder?

Hopkins: I haven't any idea. Apparently at the time I thought it was....

Lathem: Here you are elected... was this the first time that you went on the Alumni Council?

Hopkins: Yeah.

Lathem: March 1913.

Hopkins: Well, the Alumni Council was just in the process of being formed.

Lathem: Ah yes, oh yes. Of course. Well, that's quite interesting to find, isn't it?

**(End of Reel #30a)**

**Reel #30b**

Hopkins: ... He's a... has an offer for a job at the University of Iowa.

Lathem: As secretary of the university. Gee, this is the very beginning that we've just been celebrating, isn't it, of the Alumni Council?

Hopkins: Yeah, that's it.

Lathem: Casque and Gauntlet.

Hopkins: I don't know who sent me that but somebody thought it was...

Lathem: Coldwater High School. Explanatory booklet.

Hopkins: I don't know.

Lathem: Dartmouth Alumni Association of New York.

Hopkins: Yeah. Then began a very embarrassing and uncomfortable relationship as far as I was concerned. Dr. Nichols was not a good speaker and he would... and as president of the newly-organized council I was being asked around to talk about the council in which the men were very much interested and Dr. Nichols wasn't talking much about the college. He... his great achievement in life was weighing the weight of light and the Dartmouth alumni weren't awfully interested in that. [Laughter] And so we went on for a year with that sort of thing and I don't know whether you ever knew... I know you didn't know... Melvin O. Adams, but he was at the time a trustee of the college and...

Lathem: This is a note after a Boston dinner.

Hopkins: Yeah. A Boston dinner. I was the last speaker at the Boston dinner and I think I went on at half-past twelve, something like that, and I felt very glum about it and evidently he knew I did and so he wrote me.

Lathem: Dear Ernest Hopkins: You were good to the eyes and the ears last night and you were almost boxed by the lateness and the slow rising attitude of restlessness, but I'm very happy and proud of your unquestioned success. I am content. Faithfully, ...



Hopkins: Well, I don't remember anything about the speech, but I remember the kindness. The surprising thing of that night to me was Ellen Adams' father was a speaker and he spoke for nearly an hour at the end of a long program. And that wasn't like him at all. I don't know what got into him.

Lathem: My heavens.

Hopkins: Those things happen. But those... these are just...

Lathem: Dartmouth Club entertains students of junior and senior classes. Ladies' Night. One conception which the meeting of the secretaries brought out very clearly in an address by Mr. E.M. Hopkins taught one was the correct notion of what is the real college?

Hopkins: Well, I was speaking to somebody, I don't know just who.

Lathem: Quite effectively, obviously. Alumni day at Worcester Academy. You were president of their association, as well.

Hopkins: Well, I remember very little about it and this is a local club out at Newton which isn't important at all. And...

Lathem: Hundred members of the Pilgrim Publicity Association.

Hopkins: All Greek to me. But that... that...

Lathem: You won a prize for filling the milk bottles... second prize, E.M. Hopkins. Whatever that outing was.

Hopkins: I don't think that had anything to do with my subsequent career.  
[Laughter]

Lathem: Employment Managers Association.

Hopkins: That's... that's where that comes in. I don't know whether you ever saw the book or not... I'll get it because I think you might like to... I don't know whether you would want the book or not but that is rather interesting. It's a Yale professor talking about the pioneers of... the new pioneers of industry.

Lathem: Oh, yes. Thomas G. Spates, Human Values Where People Work. Well, we'd better get a copy for the archives. I'm sure we probably have it in the library as a whole, but...

- Hopkins: Well, you can have that copy. I haven't any...
- Lathem: Are you sure?
- Hopkins: Yeah. I'd just as soon you have it as not. I didn't know whether you'd be interested in it or not.
- Lathem: Very much, very much. There's quite a long section about you.
- Hopkins: But I.... I organized the Employment Managers Association in Philadelphia and I didn't organize, but I was the first president of the Boston Employment Managers Association.
- Lathem: Oh.
- Hopkins: And that was... that was the field in which I was working when I was called back to Hanover.
- Lathem: Oh, well. It's wonderful to have found that... the early book.
- Hopkins: And I don't think... This is wholly athletic.
- Lathem: Oh.
- Hopkins: And I don't know that... Well, I say it's wholly athletic, it isn't.... Cover of the Dartmouth....
- Lathem: Dartmouth Hall lies in ruins. Hanover Gazette, February 26, 1904.
- Hopkins: And you probably have that but... This seems to be a pot pourri of various things that I assume I was going to read sometime.
- Lathem: Probably did.
- Hopkins: I may have, but I don't think so. Well, anyway... I don't think I was doing anything with the theological institution. Well, I don't believe there's anything in here that's of any...
- Lathem: Charles Frances Richardson, is that?
- Hopkins: Yeah.

- Lathem: The more I look at this list, the more tentative and defective it seems. We can greatly improve on it. Standard library...
- Hopkins: I don't know what...
- Lathem: I think he was an editor, a general editor for a series of books, this may be it. No, this isn't it. Must have been drawing up this list for some special purpose. Or checking this list.
- Hopkins: Well, I haven't.... I haven't had time or haven't taken time or something to sort this out. I don't know whether it's of any interest to anybody or not.
- Lathem: I should think it would be. This sort of thing makes me wonder... Where would you derive ideas for your talks, for your chapel talks and for your alumni talks? Would it be by seeing something in the newspaper?
- Hopkins: It might be any one of those things, reading... Sometimes I'd get an idea from an editorial, sometimes from a news item, sometimes from reading something in the way of a novel or a discussion worthwhile. I don't know, I hadn't... there was no rule about it, it was just...
- Lathem: Would you be apt to have an idea when you had to have it, or did you have to scramble for them?
- Hopkins: Well, there again, it was a variation. I... That's probably a notary public, is that it?
- Lathem: Yes.
- Hopkins: Yeah, I thought so.
- Lathem: 1909.
- Hopkins: Yeah, I had an awfully funny time in regard to that. Dr. Tucker thought it would be helpful to him if I got that notary public and somehow in the governor's office they got it mixed up and they sent me a justice of the peace with permission to marry anybody and so I had a great time declining to send the thing back which the government demanded. I doubt if it's worth your time or anybody else's to wade through that stuff, but...

Lathem: This is a clipping from the Brown Daily Herald, 1902 about football. That was when Mr. Rockefeller was managing, was it, or was that later?

Hopkins: No, he was late in the '90s.

Lathem: Ah.

Hopkins: As a matter of fact, he was manager while I was still in college and I never had any direct contact with him during that time.

Lathem: Dartmouth's sports under a graduate manager. E.M. Hopkins, the Dartmouth graduate manager of athletics, is the second to occupy that position. The office was established in 1901 in order to obtain more working harmony between the various departments of athletics and also for the purpose of securing a more permanent policy from year to year in the relations of Dartmouth to other institutions. Irving French, the captain of the baseball team of 1901 was the first graduate manager, occupying the position two years, 1901-1903.

Hopkins: You see what happened, athletics, not only at Dartmouth, but everywhere else, were in chaos at the time, they were just beginning to straighten them out, and we had a good deal of straightening to do because we'd been playing medical school, and our teams were largely made up of medical school men. So Irving French took hold and he did a swell job on systematizing the schedules and so forth. But, he didn't get around to doing much about the financial situation. Dr. Tucker told me in 1903, he says, I don't know what to do about this unless you're willing to lay off from being secretary for a couple of years and take the graduate managership and try to straighten out the finances, which I did. That's how I happened to be a graduate manager.

Lathem: I see.

Hopkins: I had a thoroughly good time at it, as a matter of fact.

Lathem: What would the nature of their financial difficulties have been?

Hopkins: Well, they were... Well, we were, for instance, receiving something like \$500 from Harvard for a game and I argued with Harvard that we were attracting crowds large enough so that they should give us a proportion. And they said that they had never given a percentage

to anybody excepting Yale and Princeton. And they didn't want to break it down, and we were becoming prominent enough so that I was enabled to put a little pressure on and suggest with proper reservations that we might do without the Harvard game, which they didn't want at all.

Lathem: Bet they didn't.

Hopkins: And eventually, they sent for me and they said all right, what do you want as a percentage? And I told them I didn't care, I just wanted to establish the principle. And I don't remember the figures, but it was something like between three and four thousand dollars that we got, whereas we'd only got 500 before. And we went on from that until at the present time we get forty per cent from them and Princeton and everybody else. But it was primarily a financial job although, I don't know that's a fair statement... because we had to get coaches and all sorts of things, but... it was primarily a financial job.

Lathem: Do you remember the time of the Dartmouth Hall fire, were you in town?

Hopkins: I not only was in town, I was right on the edge of the fire.

Lathem: Oh, really?

Hopkins: Yeah. I... I don't know anything about cigarettes and lung cancer but I do know that cigarettes have burned up most all the buildings that we've ever had burned. That was unquestionably a cigarette fire. Somebody... Well, I don't know what to do about that, Ed, I haven't any use for it. On the other hand, I don't think that it ought to take any of your time.

Lathem: I'd like very much to look it over.

Hopkins: Well, you're entirely welcome to it.

Lathem: All right, I will. Shut this thing....

[Reel is turned off and then resumed again]

Hopkins: ... satisfaction from that than anything I ever knew...

Lathem: Really? Well, that's pleasing to hear.

Hopkins: He came in... He's always been a subject of mild humor... the... anything that came up... I recommended a man and he'd say Dartmouth, I presume, and I'd say, yes. And... But he came in quite seriously after the Horizon program and he says, I just want to make you a promise. He says, Dartmouth is great and he says I never realized how great until today. This was a very happy result I thought at the...

Lathem: Yes, I think so too. They really put them through quite a pace... No doubt he spoke of that. I'm not sure that it's wise to work those people quite so hard as they do, but...

Hopkins: Well, I'm not either. But he kind of shook me on it because he said he wished they had more of it.

Lathem: Oh really.

Hopkins: And usually he's very impatient at that sort of thing, and... I told him the only reservation I had in regard to his expression of joy was that he wasn't a millionaire. [Laughter] He said he appreciated it but that he'd probably been invited under a misapprehension. But it doesn't do any harm to have a few friends like that lying around.

Lathem: Oh, no. Actually that program serves many purposes. One very important one is giving someone like Mr. Davis a chance to think even better of us than we hope he thinks already.

Hopkins: Yeah, that's right. I was delighted at the... And his sister-in-law, Barby Smith, of whom I've spoken frequently, was here at the time. She was perfectly astonished. She said I don't think that he ever really half believed you before. [Laughter] Well, I don't want to overburden you with that. I feel very guilty...

Lathem: No, you mustn't. There's no burden at all. I'm delighted. What's the third scrapbook?

Hopkins: Well, I'm not even going to talk about that. That's wholly Worcester Academy stuff.

Lathem: Oh.

Hopkins: It looks very unimportant to me at the present moment.

Lathem: Don't let it look so unimportant that you dispose of it. You better keep it as part of the record.

Hopkins: Well, I....

Lathem: How was it that you happened to go to Worcester Academy particularly?

Hopkins: Well, this, properly used, might make a plot for a novel. My father and mother had always thought that they would like to have me go to Andover, and I can remember just as plainly as can be the shape of the tin box in which every... periodically, money would be dropped which was to go toward my education at Andover. Then along comes the financial crisis of '93 and I guess all over the world the first economies were on paying ministers and certainly they were in Uxbridge. Father received no payment at all for over a year.

Lathem: Gracious.

Hopkins: And the money that was to put me through Andover disappeared during the time. Well, somewhere I had heard... The Worcester Academy was my own idea. I had heard that the Worcester Academy was a pretty good place to be and I went up to see it and I went in to see the principal and he was interested in the fact that an unwashed [inaudible] could come in on him like that, and before he got done he had promised all my expenses if I would come up and carry the mail. The post office was two miles from the Academy then, and I'd pick up the mail at half past five in the morning and walk down two miles with it and pick up the mail there and bring it back and distribute it to the boys' rooms. And it wasn't always an enjoyable job but it was always a profitable one. And I think I owe a good deal to it because I think unquestionably from the point of view of exercise, I had to take it, you see. But that was the basis on which I went to Worcester and I had a thoroughly good time there as a matter of fact. They gave me a good education. Then my father was very indulgent toward me. When I told him I wanted to come to Dartmouth, he said it was up to me to decide where I should go obviously in view of the fact that I would have to largely support myself. But he said he would like to feel always that I could have gone to Harvard, so he wanted me to take the Harvard examinations and so as a matter of fact, I entered Dartmouth on my Harvard admission. In those days, you took your examination in two parts – you'd passed off half of them the end of your junior year

in prep school and then the finals the next year. And if I had wanted originally to go to Harvard I think that would have killed it because we took the examinations in a big hall, I've never been able to locate it on Harvard Square, and trolleys clanging past and both years it was hotter than hell. Anyway, I didn't go to Harvard. But that was the story of my going to Worcester and I've always been very appreciative of the opportunity they gave me because I think there would have been a little more status in going to Andover, but I think as far as education went, they gave me as good as I could have absorbed. Funny, I always... I admired Charlie D. Adams very greatly as a teacher, he was one of the greatest teachers I ever had, but I took exception to... When we entered Dartmouth in those days and all the classes graded them in 1, 2 and 3 divisions, and those were divided according to ability... presumable ability. And in Greek, in which I was pretty good as a matter of fact, the examination was a sight reading from the Odyssey. Well, I'd read the Odyssey at sight at Worcester and so it was just like picking up anything with which you are wholly familiar. Charlie D. Adams sent for me and he says, you came from Worcester Academy, didn't you? I said, yes, sir. And he said, then you'd read the Odyssey before and I said, yes, sir. And he said why didn't you state that on your paper and I said there was no inquiry in regard to it. Well, he says, you should have stated it, which I still take exception to, and he put me in the third division, and... We afterwards became very great friends, but... and were before as far as that goes, but I always thought that his logic was wrong in regard to that thing.

Lathem: Yes, I should hope so. I don't understand that system. As freshmen entered or at the beginning of a year, they would divide the class on the basis...

Hopkins: Yeah. They'd examine you in Greek, which we're talking about. They'd give us this examination and if you passed it rather well, you got in the first division. That covered considerably more ground during the.... Oh, it was more interesting in every way to be in, and the second and third analogously, were on the basis of your proved ability.

Lathem: I see. This would have been just in areas where you could be presumed to have had some background, not in new areas.

Hopkins: Yeah, that's it exactly.



Lathem: I see.

Hopkins: In my day, it prevailed in Latin Greek and mathematics.

Lathem: I see.

Hopkins: I never thought the system was very good, though, because some of the men that got into the first division really weren't competent to be there and some of the men who got into the third were inherently far brighter than the men in the first, but it was a rough rule proposition. Somehow, one way or another, we got an exceedingly good education out of it.

Lathem: Was your secondary school education pretty much broken up by your father's having different pastorates, or...

Hopkins: No, no, it wasn't broken up at all. Because home conditions didn't affect me much at all. I was just a Worcester Academy student and that was all.

Lathem: Yes.

Hopkins: Well, Mr. Hughes, Chief Justice Hughes one time said to me at a dinner, he says your father was a Baptist minister, wasn't he? And I said yes, sir. And well, he says, a Baptist parsonage is the best place in the world of being brought up. Well, I sourly remarked it was a fine place to be brought up if the church ever paid the salary of the minister [laughter]. And he immediately got sober and he said I had that experience too. My father had that experience. So it wasn't exclusively mine. I rather think it's true at the present day. I think if you were in financial distress you'd probably begin economizing it there. I don't know... I'm very curious about this war on poverty... somehow when I read that everybody getting less than \$3,600 a year is in the poverty zone, I... I didn't get nearly \$3,600 a year for 15 years after I graduated, so... Even allowing for inflation and all the things that have happened, I still don't think that's in the poverty zone. Did you read that [inaudible] memo that came out over the... between 20 and 30 signatures of people who've said that automation was going to solve everything so that nobody would have to work, and that there was only one way out of it, to begin right off and plan that eventually the government would issue stamps because there wouldn't be anybody having anything to do?

Lathem: No.

- Hopkins: Well, it's a horrid prospect and I don't think it will come true, but I'm amazed at the number of people who signed the thing. The page ad in the...
- Lathem: ...*The Times*?
- Hopkins: *The Times*, yeah.
- Lathem: Just recently?
- Hopkins: Yeah, sometime within the last few months. I couldn't tell you just when.
- Lathem: Tell me about your trip south. How was that?
- Hopkins: To Puerto Rico?
- Lathem: Yes.
- Hopkins: Delightful.
- Lathem: Good.
- Hopkins: There's a new hotel been built. It's in private ownership, but a Dartmouth boy in the class of '44 who's manager... boy named Cummings and he's had an interesting career, too. He was demobilized abroad after the War and he'd always been interested in hotel work and he decided he was over there and he would stay there and get his education... professional education, in Switzerland.
- Lathem: That's a great hotel country, isn't it?
- Hopkins: Yeah.
- Lathem: Yeah, I've heard that.
- Hopkins: And he did and as a result of it he's an exceedingly good hotel man, anyway. Very attractive fellow, but the hotel is a beautiful proposition. It's about an hour and a half automobile ride from San Juan up on a high cliff, looks out over the Caribbean and looks right towards St. Thomas as a matter of fact. And everything was carefully... if anybody wants to do anything, why it isn't a good

place to go because you're entirely marooned there, but it's a nice place to sit in the sun on the edge of the ocean. Had a very good time there.

Lathem: Good.

Hopkins: Ann was down there with me and it was nice to have her and so I'm quite convinced that... Personally, I like everything about it. The climate... the climate was exceedingly comfortable and, high temperatures but always enough of a trade wind to take the curse off the heat and quite beautiful. I hadn't been in Puerto Rico since '33, '34, I guess, when I went down there trouble-shooting for FDR. They've wrought great changes there. The place is a beehive of activity. They're giving American firms ten years' immunity from taxes if they'll come in...

Lathem: Oh, are they?

Hopkins: ...down there. And the result is that just simply, around the San Juan district anyway, everywhere there are new structures going up, Ford, and all sorts of things. And people seem happy. In the old days, San Juan was practically intolerable from my point of view, because of the smell from the slums. Well, they've cleaned the...the slums still exist, but they've cleaned them up, and all these thousands of squatters' houses out on piles in the bay have been eliminated, and you get the impression of a thriving, prosperous area which it was not originally.

Lathem: Did you get down twice this year?

Hopkins: Yeah, I did.

Lathem: I thought you did.

Hopkins: Yeah, I was down at Christmastime for two weeks and then I was down at Eastertime for two weeks.

Lathem: Staying at the same place both times?

Hopkins: Yeah, both times. And I shall hope if I go back to stay at the same place. I loved it. They've got a...One of the owners...The owner who is most in evidence around there is Mr. Evans, who is the third or fourth largest stockholder of General Motors stock, and so I assume he can afford to play with hotels. But he's very, very

pleasant, very agreeable in every way. And the architecture is, I think it's beautiful and certainly the decorations are beautiful, and it's exceedingly comfortable. I'm quite enthusiastic in short.

Lathem: Good.

Hopkins: I liked it.

Lathem: Well, I would like to go on with you with the unfinished business we had on one of the big office scrapbooks, Miss Cleaveland's scrapbooks. What would be your pleasure and convenience on that?

Hopkins: Well, I'm comparatively free for the rest of the month and any time at your convenience.

Lathem: Well, would you like to have an hour or an hour and a half session tomorrow? Is that too soon or would you rather...?

Hopkins: That's just a little soon, because I've got a pile of correspondence to get through.

Lathem: Okay, okay. Well, this is exactly what I want you to tell me frankly.

Hopkins: And let's see. This is Wednesday?

Lathem: This is Thursday, yes, Wednesday, that's right.

Hopkins: Well, I think sometime, according to your convenience, next week, if that's all right with you.

Lathem: Okay, why don't I give you a ring the first of the week...

Hopkins: That would be good.

Lathem: And you'll know what your schedule looks like.

Hopkins: That would be very good, yeah.

Lathem: And we'll pick up on it then. We have relatively little to do to get through those endless scrapbooks of achievement and that would be nice. I'm awfully grateful to you for being willing to go on.

- Hopkins: I'm not only willing, I'm happy to. As a matter of fact, I've got quite a lot of pleasant reminiscence in reading through some of these things.
- Lathem: Good, that pleases me. We'll have to, speaking of Mr. Davis being over, we'll have to connect with him sometime and get the two of you to talk about the National Life era.
- Hopkins: I'd be glad to get in on a thing of that sort. Rather have him talk on it. I think he's a good deal befuddled. I don't think there's the slightest question, he could be governor of Vermont if he turned his hand over, and they're trying to get him to head up the delegation to San Francisco, which he wisely, I think, has refused to do, but he is going to preside over the convention.
- Lathem: Oh.
- Hopkins: Which picks the delegation.
- Lathem: Has he been this deeply into state politics before?
- Hopkins: He's been pretty...
- Lathem: He's been behind the scenes.
- Hopkins: Behind the scenes, yes.
- Lathem: Not overtly, so much.
- Hopkins: Not overtly. But everybody knows he's there, and he's good at it too.
- Lathem: I'll bet he is. He's good at anything he'd want to do, I'm sure.
- Hopkins: He's very good at it. I think he gets a great deal of enjoyment out of playing with the idea that he might do these things then he decides that he doesn't want to, but he's naturally thought about it.
- Lathem: Does, he, as president of National Life, have pretty good backing up in the way of people that clean up after him?
- Hopkins: Yeah.
- Lathem: He does?

Hopkins: Yeah. He's got a very good organization there and it's a very harmonious one, and more and more he's letting them clean up which I'm exceedingly glad of. I mean for a long time he felt that he had to have his finger on everything, but he's getting his confidence, or has been for some time, getting his confidence in men, but, as you know, there's always a trouble spot somewhere, and... We've had a good time working together. At least I've had a good time and I think... He says he has, and I think he has. It's been a very enjoyable period.

Lathem: I hear what he says about you behind your back and I can assure you it's been...

Hopkins: Well, thank you very much. Well, he's quite an extraordinary man. His father was a little town lawyer there...

**(End of Reel #30b)**

**Reel# 31a**

Lathem: Well, let's see. I guess that puts us into this. I'm not sure. I'm never sure about this sort of thing. [Laughter] I didn't want you to fail to get on tape what you had begun to say about Dr. Tucker, particularly interested in your...

Hopkins: Well, I'll go back. I simply said that I thought it was very remarkable, and it seems even more remarkable to me now than it did even at the time, that in all the time that I knew him, and I knew the undergraduate body pretty well too during that period, from 1893 to 1910 when he resigned, I never heard a single undergraduate criticism or even reservation expressed in regard to any policy that he did. And the thing that I think is even more surprising... There were numberless students that returned early from weekends simply to go to the vesper service that he was to conduct. And I don't think that I was less impressionable than the average undergraduate, but there were lots of those talks that I didn't understand, and that I don't think many of the undergraduates did. But there was a sort of an aura that is inexplicable to me in regard to the whole thing. In trying to analyze it I've sometimes thought that part of it was the fact that there was the intimacy of the small student body in the small audience. I mean, we felt very close to the speaker, but that doesn't account for it all, by any means. And I don't think it probably is

susceptible to any explanation, it was one of those attributes of personality that you very seldom find.

Lathem: I was interested in your saying that although you knew Dr. Tucker probably as intimately as anyone outside of his family that you never failed to be awed by him in a real sense.

Hopkins: Well, it's a very remarkable... It still remains to me, a very remarkable thing that Dartmouth was able to command his loyalty at the time he did. He... At the time he came here in '93, of course he had persistently declined, year after year to come back, he was doing the thing that he liked best in the world to do, and that was teach. Andover had provided him with an attractive and convenient house and he had reputation. There was nothing so far as I can see, excepting a consecration to the cause of the college, that would bring him back. He came back at a considerable less salary than he was getting at Andover.

Lathem: I know another president who did that. [Laughter]

Hopkins: Well, I think it ought to be a habit of presidents. And he... Well, he literally worked day and night in regard to the college. There was one small detail that it's almost ungracious to tell and yet it's illustrative of... I think that Dr. Tucker would have had a much happier ending to his life today than he had at that day, because I don't think the doctors today would have put him to bed and kept him there for ten years. And it was too bad because he was so interested in things and outside and hungry for information. But Mrs. Tucker, who was the soul of devotion, took very literally the injunction of Dr. Shattuck, that no one should see him more than twenty minutes, and Dr. Tucker would telephone for me to come over and Mrs. Tucker would meet me at the door and warn me that it must be confined to twenty minutes. Well, to me a very interesting aside from that, Mrs. Tucker, who was a good deal of a musician, played on Thursday afternoons in a four-handed group that got together for that purpose and almost invariable on Thursday, Dr. Tucker would telephone for me and say that Mrs. Tucker was going to be out and that he had told the maid that he wouldn't have anything for her to do, and wouldn't I come up and we could have a good gossip? [Laughter] And that went on week after week, and I always felt half guilty in it, because I knew how much Mrs. Tucker would feel she was being double-crossed if she knew about it. But by the same token, some of those afternoons are very happy remembrances as far as I'm concerned. And as I said to you the

other day, I think, in general, he was very well satisfied with the way the college was going and insofar as I knew, he never was deeply dissatisfied with anything excepting my decision to quit compulsory chapel, and he felt that was a great mistake, and on the basis we'd always been, he didn't hesitate to tell me so, although he didn't try in any way to alter my decision on it, but he thought that I would live to recognize that I had been an error on it, which will have to be pretty soon if it proves true.

Lathem: How would the other colleges of our group have been then, in terms of compulsory chapel? Had they... some of them done away with it... some of them not?

Hopkins: Some of them had and some of them not. I can't at the present time say which was which group. Mr. Lowell told me a very interesting thing in regard to Harvard. He said that when the question was under... Harvard had preceded us by a number of years in doing it... and Mr. Lowell said that the last man on the board of overseers to give in on the thing, and that he never really did give in, was Ralph Waldo Emerson.

Lathem: Really.

Hopkins: And Dr. Tucker said it had always interested him tremendously... I should say, Dr. Lowell said it had always interested him tremendously to read Emerson and then think of that. One amusing thing that I guess probably we never can use publicly, but there never was a more gracious or courteous man in the college presidents' group that I ever knew than Dr. Garfield at Williams. But I never thought, and I don't think now, that he knew very much about what was going on in the college and in this discussion, he raised questions in regard to it. He says the attention that we get at Williams is tremendously impressive. He says literally during the long prayer you could hear a leaf drop in the chapel, and afterwards going out, one of the assistant deans said to me, he says that remark of President Garfield's requires a little elaboration. He says as a matter of fact the students had a pool on the length of that prayer and he says it ran sometimes to several hundred dollars. [Laughter] And he says the minute that the prayer began, everybody pulled out his stopwatch and started [inaudible]. He says that's the secret of the quiet that prevails in the Williams chapel. But it was just at the period that some were doing it, some weren't doing it, wholly, but only partially. Amherst I think substituted some sort of an open forum at that period, and I think the majority, as I recall it, the



majority eased into it somewhat instead of making it a flat cutout and it would perhaps have been wiser to do that way here. I don't know. But I was tremendously fortunate there as I was so often in the willingness of the trustees to go along because they left it wholly up to me to decide on things of that sort what should be done. And they'd simply vote yes; a very comfortable feeling.

Lathem: I should think so. But you then saw a great deal of Dr. Tucker in the last years?

Hopkins: I saw a great deal of him. I made it a practice, as a matter of fact, to go in once or twice a week, whether or not I received any invitation, and just volunteer information. He seemed to be very grateful for that and I was very happy to do it and of course we were fortunate in the juxtaposition when the new president's house was built because it was right around the corner from him.

Lathem: That's right, yes.

Hopkins: Go over very easily. But he... The thing that has animated me from the beginning is wanting this book published is I want to get it on the record so that there never can be any question in anybody's mind. The modern Dartmouth would have been absolutely impossible excepting for the foundations that he laid, and some of them required a good deal of optimism and courage to lay. He... I've forgotten but the college had almost no endowment, it was microscopic, I've forgotten what the figures were. As a matter of fact, the college was very late in beginning to get money of any size. The trustees and the alumni had been so busy fighting each other for half a century while Harvard, Yale and Princeton were, in the lush years, were gathering in the money. It was pretty hard... it was hard to find the finances for anything. I think oftentimes of the hesitancy with which he would undertake some things that we wouldn't even think of telling the janitor about nowadays. And it was very much a job of building from the bottom up and while I don't expect that this book will have a wide circulation, there'll be enough copies in existence anyway, so that one who's really interested in the history of the college can...

Lathem: John Dickey had a... We had a little ceremony yesterday afternoon in turning over to Arthur Lord the honorarium for doing this, and Mr. Dickey was very gracious. Following through on it had just the three of us that Arthur Lord has worked with at the college, Ray Nash now who'll be going on with the making of the book and

myself as constituting a link between him and Bob Leavens and Dick Morin, who kind of oversees publications generally. And there is, as you know, the Ralph Hill book, coming along, and John Dickey said that he was particularly anxious for us, independently of the special merit and character of these books, to tie them together in some way, and not only them, but some other things that would be coming, and he wants to achieve some sort of symbol or device that can be used on the cover of all of them to point out that this is a book in part of a program of the college for leading to its bicentennial. And I think this is an awfully good idea.

Hopkins: Yeah, I do too.

Lathem: The thing in itself, just this added aspect of it, will interest many people who would say, independently of it, well, I really don't have much interest in this period, I don't know about it, and I think there will be a little cumulative interest involved in that. The other thing that he... I thought he had a very good idea too on the title of the book which is by no means settled, but he said to Arthur Lord, what are you going to call the book? And Mr. Lord said well, this is puzzling me a little bit, and he probably has spoken with you about it, he said that the working title that had been used all along was "The New Dartmouth" and that he had a little bit of a feeling that although this meant quite a good deal to people of his generation that it wouldn't mean so much to the younger alumni contingent and that he wondered if they ought to call it just that, but he hadn't been able to come up with anything that was just right. And John Dickey said in a flash, why don't you call it "Dr. Tucker's Dartmouth?" And he said that Dr. Tucker is part of it, and Dartmouth is part of it, and this is the way we always think of him now, not as President Tucker, or not as William Jewett Tucker so much, but just as Dr. Tucker and that struck a good note with me.

Hopkins: I think that's good. I think that would be excellent.

Lathem: And then there would be some sort of subtitle that would help with an interpretation of the content of the book, with what it was all doing, that's short and concise and says it. It must be a great satisfaction to you to see this finally coming to the point where they are going to be printing the book this summer.

Hopkins: It is, if I can find some way of doing my part on it.

- Lathem: How does that catch you, the introduction, or preface? Is it something that you're having a hard job of getting into, I gather.
- Hopkins: Well, I know perfectly well how, and I've talked with John Dickey about this, and he agrees with me, that so far as the appraisal of Dr. Tucker goes, I can't do any better than I did at the memorial service.
- Lathem: On no, that's first rate.
- Hopkins: And paraphrasing myself, I think I shall use that as the conclusion of anything that I write. What I don't know how to do, is what John Dickey wants done, and that is to explain how the, why the book is published.
- Lathem: Oh, is that anything I can help you with in terms of suggestions?
- Hopkins: Any suggestion that you might make would be very helpful.
- Lathem: I don't think I'd undertake to draft anything because that would spoil your own language and expression but I'd be very glad to put on paper some ideas of the progression.
- Hopkins: Well, I'd be ever so much obliged to you, because I find my mind in a very narrow groove on that and I'm certain that it isn't right.
- Lathem: Well, this has been off stage for so long that I think I can understand how it's difficult for you when it's finally... the curtain's gone up.
- Hopkins: And you would know better than I could guess at the present time what would appeal to the presumed readers of the book. I was looking at the catalog, I guess the day before yesterday, and the number of people still alive who were under Dr. Tucker, it's a very small group. And...
- Lathem: Have you... Do you have some thinking yourself about the way to get into it in a general sense? That I might sharpen up...
- Hopkins: Yeah.
- Lathem: ...in terms of a reaction?

Hopkins: Well, I have wondered whether or not it would be appropriate to say that a lot of material had been lost and this book was an attempt to recover what was in that material, but I want to do that in a way that doesn't seem to reflect on the carelessness of Dr. Nichols' administration.

Lathem: [Laughter] I think that... Why don't we try that? Why don't I sit down and write out something very informally, saying that this seems to me is a possibility for getting into it.

Hopkins: Well, I'd be ever so much obliged if you would, because my mind is so completely a blank on it that it would be tremendously helpful.

Lathem: I think it would be nice if you began by telling how the book comes about, your own desire to see it done, and to whom you turned, it would be nice to pay a little tribute to Bob and his...

Hopkins: I would want to do that.

Lathem: ... and his work on it, that Arthur Lord had continued it. And you could say something nice about the Lord family which you'd like to do too, I'm sure.

Hopkins: Yeah, I certainly would.

Lathem: ... and then lead into that tribute which is pure velvet, I mean, you couldn't better that. No reason to strain in the trying to.

Hopkins: Well, I don't think I could better it, because the emotion of the time and everything, I couldn't duplicate, that's all.

Lathem: No, you couldn't. It's the sort of thing that one can do once, I think and then that takes it all out of you in terms of expression. But I'll do that right away, and you can have something...

Hopkins: Well, I'll be ever so much obliged, Ed. It will be no end of... Well, it will help me over a hurdle that I can't get over alone.

Lathem: Well, I will have something typed up and if you want me to have your draft typed for your revision, if that's any help, I'd be very glad to, because we have all the facilities for doing it. And we understand, I'll be specific in terms of coverage, but not of language.

Hopkins: Well, I feel a relief immediately. [Laughter]

Lathem: Maybe you won't when you see what I suggest.

Hopkins: I have no question about that. Those were... Looking at those days in perspective, I can imagine how anxiously Dr. Tucker must have viewed certain things which seemed very incidental to us at the time. I never... That makes me think of his conception almost from the beginning that business was becoming a profession, and that Dartmouth should do something about it, and there was a very peculiar aftermath of that which... I think it's one of the very few times when I have ever seen him angry. But at the dedication of the Harvard Business School, President Eliot made an address in which he made the point that business was becoming a profession and should have some post graduate attention and then claimed for Harvard that she was the first one to do anything of this sort. And old President Angell who was a very sweet, gentle character, and was at that time president of Michigan was staying at Dr. Tucker's and Dr. Tucker came in, and with a very untypical gesture, threw the Boston paper down on the table and explained to Angell what it said. Well, Angell laughed and he said, Tucker, he says, you've lived long enough to be adjusted to that. Everything of that sort that is done, Harvard tries, if she hasn't done it, to kill it, and if she doesn't succeed, then she proceeds to do it and claim to have originated it. [Laughter] And he says, I long ago ceased to be irritated by the thing. Well, I couldn't forego telling President Angell one time in regard to that... I had a picture of his father which I was turning over to him, and Angell laughed and he says, well, I grew up under that. He says I can hear my father now saying that, he says, he did it again and again. He says he generally combined that with a statement that President Angell probably didn't know that there were any institutions west of New England. Well, I suppose it was due somewhat to the times, but the... There was an individuality about the presidents of those days that I don't know that could be at the present time. You had men like Angell, you had Hadley who was the antithesis in almost every way....

Lathem: Oh.

Hopkins: Hadley used to go around... I happen to know in regard to his fraternity relations because I went to a fraternity meeting down there in New Haven one time and Hadley came in and the boys said he frequently did that and he would associate with the undergraduates quite freely. He was a Latin scholar of marked... or

classical scholar of marked ability. You couldn't imagine Angell... Eliot doing anything of that sort.

Lathem: What kind of a man was Nicholas Murray Butler? Did you have much association with him?

Hopkins: I had considerable and any comment I made in regard to him would be very prejudiced because I seldom have disliked anybody as much as I disliked him.

Lathem: Well, it really doesn't surprise me to hear you say so.

Hopkins: He... Well, I can give you an example. I could give a number, but the thing which was typical of him. I received what seemed to be a personal letter saying that he was very much disturbed on studying the statistics of the law school to find that the Dartmouth quota was a constantly diminishing quota there and would I be willing to talk it over sometime with him? Well, it was a perfectly gracious request and I said that I would the next time I came to New York and named the time when I would be in New York. Well, I went up to his office and his secretary professed to know nothing about this thing and I cooled my heels in the outer office for a considerable time and finally was ushered in and President Butler says well, young man, what can I do for you? And I made a very unprofessional rejoinder that he couldn't do a goddamned thing for me and walked out. Somewhere in the files there's a letter from him expressing some regret that he had missed his cue, but it was quite typical in regard... And he was very pontifical and though it doesn't have very much to do with his college presidency, all of his procedures in running for the presidency against Leonard Wood were... The taste of the thing was terrible; nothing particularly sinful about it, but you just didn't expect a college president to operate that way. But with all, I think Butler did a great deal for Columbia.

Lathem: He must have had a terribly long presidency, didn't he?

Hopkins: He did. I wouldn't know... Seemed to me that he was president there all of my life until he died, but that couldn't have been.

Lathem: He certainly was president, I think, at the inauguration of Mr. Nichols.

Hopkins: I can remember him in the photographs, I'm quite sure.

Hopkins: Well, he... And he had his devoted admirers. I think that they were very considerable but I'm quite sure they were outnumbered by those who didn't feel that way. I know that among the college presidents the feeling so far as I knew anything about it was unanimous that his ego was very, very great. I never knew anybody that wanted to be like him, anyway. But that wasn't true of the college presidents in general. I think the college presidents of that time, in general, were quite definitely respected and in some cases, revered. I know my own... My father graduated Harvard in '74 and Harvard men were always around the house.

[Reel cuts off and resumes]

Hopkins: ... and I would have no right to say I felt close to anybody during the period that I was a clerk in Dr. Tucker's office. And I don't know that I could answer you. I had very great regard in later years for President Conant and purely on the personal basis, my greatest intimacy was with President Dodds.

Lathem: Oh, was it?

Hopkins: Yeah, I was very, very fond of him. Am still, as far as that goes. He was absolutely without pretense, or assumption of importance whatsoever, very workmanlike in going about his job. But when it came to intimacies, due partly to the fact of our working together during the war, Stanley King, I think was... And then of course over as long a time as I was in the presidency it became a greater or less degree almost everybody and I wouldn't know just how to grade the friendships.

Lathem: I wonder if you want to spend a little time, at least, in looking in another volume of the office scrapbook?

Hopkins: Yeah, I'd be very glad to.

Lathem: I might perhaps put this table around front of you and... Won't go at it too long. Here are some college presidents. Dr. Angell tells Dartmouth alumni President Hopkins avoids clap-trap. [Laughter] February 10, 1938.

Hopkins: There's a... The mastiff... Nelson Rockefeller imported that from England. It was a trained mastiff and he bought it to guard his children against kidnapping.

Lathem: Oh really?

Hopkins: And then when they moved into the city, New York, the children having become somewhat grown then, he was very anxious that it be taken care of somewhere in the country and he came up here. I didn't know that picture was in existence.

Lathem: The dog's name was Roger?

Hopkins: Roger, yeah. That dog... He weighed nearly 150.

Lathem: Did you have him for a number of years?

Hopkins: I... Very peculiar thing... He was imported from England and certificates of all the antitoxins that seemed desirable and it seems that we have some dog diseases over here that they don't have in England.

Lathem: Oh, really?

Hopkins: And he died the second winter. Yeah.

Lathem: Hopkins pays tribute to public school. The public school whose dinner in the Dartmouth Alumni Association of Boston last night. Harvey Hood with you, newly elected president of the organization.

Hopkins: Well, that... that matter of the public school... Nobody thinks of it now as an issue but there were a number of people... I felt absolutely certain that the future, not only of Dartmouth, but of the other New England colleges, was eventually going to be dependent on a much larger quota from the public schools. But there were among our own alumni and definitely outside, the feeling that we were belittling ourselves in going after public school men. At least in lessening the proportion of private school men. All the colleges now have a preponderance of public school men.

Lathem: Yes, of course. That's interesting.

Hopkins: Well, I don't....

Lathem: Here's something nice. President Hopkins of Dartmouth does not speak thoughtlessly and what he says is always worth hearing.

Hopkins: Where?



Lathem: *Boston Transcript*.

Hopkins: Well, I'm very much surprised. *The Transcript* was always very friendly to Dartmouth.

Lathem: They particularly would like this, I think. They quote you as saying, I believe the personnel of the Democratic administration at present is third or fourth-rate. [Laughter]

Hopkins: I guess I can date that. Gracious, I'd forgotten all the....

Lathem: Openness of mind for future is urged by Dartmouth president. Asserts curricula of colleges should be reshaped around social sciences for benefit of students. March 1938.

Hopkins: Well, I don't know any reason to back up on that.

Lathem: President Hopkins praises Jefferson, Founder's Day speech. This is at Charlottesville.

Hopkins: That was one time when I got caught off base very badly. I was invited down to the University of Virginia to give the convocation and I don't know whether this was usual or not, but they told me nothing at all of the fact that I was expected to speak at Jefferson's grave in the afternoon.

Lathem: Oh, really?

Hopkins: And... which was really a bigger occasion than the convocation. But I was very fortunate in it in that to prepare for the convocation I had gone pretty carefully through Jefferson's journals. It's an interesting thing... Jefferson was very much puzzled for a long while in regard to Legend. Legend kept getting broke and showing up in Paris and wanting some money. And Jefferson believed in him or wanted to believe in him and yet he didn't understand why he didn't get self-supporting to a greater degree than he did. And I've often speculated on that, as a matter of fact I think I made that the number of the speech at the grace. The... Well, Legend's agitation, if that's what you call it, was for us to pay more attention to the Pacific coast and I've oftentimes wondered if perhaps those meetings with Jefferson in Paris weren't actually the prelude to the Lewis and Clark expedition. The... because the appropriation for

that at the time was criticized and so forth, but Jefferson was very definitely for it, and it easily could have been.

Lathem: Yes. Well, that's very interesting. Intellectual honesty keynote of Jefferson ceremony address. Here you're being invited by the Superintendent of the United States Naval Academy to lunch, Monday, the 25<sup>th</sup> of April, 1938. Here you are at the grave...

Hopkins: Yeah.

Lathem: ... the soldiers firing a volley.

Hopkins: Yeah. Well, I felt very much relieved when we got by that hurdle. I've had a humorous thing happen recently. It's of no consequence but I got... I don't remember what it was. I guess it was an invitation last year for the Sylvanus Thayer day celebration. And in a semi-pique I sent out a note back that I didn't think that I would come but it would be easier for me to decide if ever at any time I had discovered any recognition on the part of West Point that Sylvanus Thayer was a graduate of Dartmouth. Well, things began to happen with grave rapidity then. General Groves, the man who built the atomic bomb, had become the secretary of the alumni association down there and he lived in the area...

Lathem: Oh, so.

Hopkins: And I got a letter from him saying that he had... I had said in my letter that neither on the portrait, on the statue, or in the hotel bearing Sylvanus Thayer's name was there any record at all of the fact that he was from Dartmouth. Well, I got a very nice letter from General Groves suggesting that I come down and visit Ann and that he'd pick me up there the morning of the celebration and take me over. I went over and Jack McCoy was the speaker of record that day and he... Jack McCoy and I were the only two people aside from the superintendent who sat on the platform. Then they asked me to speak at the dinner, I didn't accept that invitation. But from that day to this I don't think they've mentioned Thayer without mentioning the fact that he was a Dartmouth graduate. [Laughter] I felt that I'd done something for the old college.

Lathem: I should think. I hadn't realized that you were a member of the board of visitors of the Naval Academy.

Hopkins: Yeah, I am, both of the Naval Academy and the military academy.

Lathem: Oh really? Did you enjoy those?

Hopkins: I enjoyed them very much indeed. I came to the conclusion, however, that they were, as operated, entirely futile. Carl Compton and I went into a huddle the last time at the... I was twice at the military academy, I think, and we both of us were very critical of the... bringing in a military officer about to be retired and asking him to keep a page ahead of the class. And we found a very enthusiastic support of our ideas in the Colonel... Well, I can't tell you his name but he was on the faculty there. And Carl Compton and I wrote up what I think was one of our greatest state papers on this thing and I'm absolutely certain it never went beyond the superintendent's office. I don't... And I felt the same way at Annapolis. I don't think anybody ever looked at the thing. It was a formality they went through, and...

Lathem: Oh, kind of discouraging.

Hopkins: Well, I had a pleasant time at both places.

Lathem: Here in the *Manchester Union* in May 1938. Alumni publication control to be fought at Dartmouth. Committee formed to submit counter-report to trustees. Reveal *Jack-O-Lantern* and *Pictorial* included in the proposal.

Hopkins: I don't remember anything about that.

Lathem: I wonder what that's about. Further details of the report of the committee on student publications at Dartmouth College were announced today, and included recommendation that an alumni trustee be put in control of the *Jack-O-Lantern*, Dartmouth humor magazine, and *The Pictorial*, Dartmouth picture magazine. It also recommended that control of the....

**(End of Reel #31a)**

**Reel #31b**

Lathem: ...the senior yearbook be placed in charge of the senior class and that an editor be elected by the student body for the publication. Previously it had asserted that an alumni trustee be placed in charge—not a very literate route, or statement—be placed in charge of *The Dartmouth* student newspaper, the oldest college newspaper

in America. The report of the committee has excited considerable comment among the student body. *The Dartmouth* has led an editorial attack against the report and its stipulation for alumni control and ownership of the publications. Today another committee was organized to tender a formal protest. Evidently an attempt to get alumni in association with the publications.

Hopkins: I wonder where that effort originated.

Lathem: I don't know. This from the *Manchester Union*. A report submitted to President Ernest M. Hopkins of Dartmouth College by the special investigating committee on student publications today recommended that an alumni trustee be appointed to act as "counselor, guide and friend of the business and editorial board of *The Dartmouth*." The committee investigated many complaints that have been registered against the paper and although finding that the present organization is commendable, suggested that a more mature person and a person whose views were more nearly in accord with those of the college be placed in supervision.

Hopkins: Well, that's way back of my memory. I don't remember anything about it.

Lthem: Probably a recurring theme.

Hopkins: Yeah, I guess so.

Lathem: Dykstra is latest proposed paid head of the exchange... stock exchange ... New York Stock Exchange has added Clarence A. Dykstra, president of the University of Wisconsin to the list of those under consideration for the post of paid president. Persons who have received mention for the post include Robert M. Hutchins, president of the University of Chicago, Leo T. Crowley, chairman of the Federal Deposit Insurance Corporation, Ernest M. Hopkins, president of Dartmouth....

Hopkins: That's why it's in there probably. I think probably Phil La Follette, if he was... I don't know whether he's alive or not, but I think he would agree that the old parties were breaking up in Wisconsin.

Lathem: Yes, I'm sure of it.

Hopkins: He came here from... I had known him before, but he telephoned up and said he was coming up to stay over the weekend with us

and he came directly from the Roosevelt's place up on the Hudson. And he was so filled with his sense of outrage at the way the old lady took over there that he couldn't talk about much of anything else. He said that she sat at the head of the table, that Franklin sat on her right and Eleanor sat about halfway down the table and that the old lady paid no attention whatsoever to her. And so forth and so on. He didn't think it was the way that a family should be run.

Lathem: \$10,000 is left to Dr. Hopkins. Ex-Senator Moses gets similar bequest under will of Edward Tuck.

Hopkins: We neither of us got \$10,000 after the French and the Americans had taken their bite out of the thing. I've forgotten, it was quite ridiculous, but anyway... Very thoughtful.

Lathem: Dartmouth wins labor's pleasure by giving leader honorary title. Don Lupe Barry, given an honorary master's degree at commencement in '38. The same year, Cordell Hull, Learned Hand, my Lord what a galaxy, Cordell Hull, Learned Hand, President Conant, Sir Edward Beatty, Henry Holt Hamilton, Dorothy Thompson, Thomas Augustus Jaeger, Robert Grendel Armstrong. Quite a list.

Hopkins: Yeah. Is that... That's in regard to the park commission, I assume.

Lathem: Most urgent need of the naval academy is the extension of its library facilities according to an annual report revealed today to hundreds of San Diego station graduates of Annapolis. The report issued by the board of visitors. Yes.

Hopkins: Yeah. Well, I don't...

Lathem: Here you are endorsing James Parmelee Richardson. James P. Richardson has received the endorsement of Ernest Martin Hopkins, president of Dartmouth College, who, in a written statement, expressed his enthusiasm for the candidacy of his college associate and life-long friend. Professor Richardson's candidacy is being received with much favor by many of the leading Republicans throughout the second district. He's running for Congress.

Hopkins: I'd forgotten that too.

Lathem: I didn't realize that he had run for the House.

Hopkins: I didn't either.

Lathem: What's this clipping here? President Hopkins says it would be a great satisfaction to me to have you sit in.... He's apparently publishing a letter of yours to him. Here you are at Palm Beach in December 1938.

Hopkins: Yeah, I had pneumonia then.

Lathem: Oh.

Hopkins: The trustees sent me south and told me to stay there.

Lathem: Oh, really?

Hopkins: And... Actually, I was there. I don't know how long, but I was there for, I think, a couple of months, and interesting illustration... We were very fortunate in finding a house within a block of the beach. We could put on our beach clothes and walk right up and then come back to the house. And it was a [inaudible] house, an extraordinarily attractive house in every way, and the woman who owned it was very anxious to get of it and she pled with me to buy it as a permanent winter home for \$15,000. Well, \$15,000 was as far out of my reach then as anything could be, but that was the offer, anyway, and the last time I was in Palm Beach the house had just been sold for \$65,000.

Lathem: Goodness. Good heavens... What's this group, I wonder? Meeting of council... Chesapeake & Ohio Council, White Sulphur Springs. Guest speaker at the banquet on Friday evening. Dr. Ernest M. Hopkins spoke of the necessity of education in grasping the blessings of democracy.

Hopkins: I have no recollection whatever.

Lathem: What's this? Telephone note... Hotel Biltmore... Miss Norma...

Hopkins: Shearer.

Lathem: ...chauffeur will call for you at 7:15 tomorrow night.

Hopkins: Norma Shearer was at that time down at her beach residence which was a beautiful place right on the edge of the ocean and we went down there and stayed... Does that say what year that...?

Lathem: No. It must have been 1939, I guess...

Hopkins: Yeah, I guess it was.

Lathem: '38 or '9.

Hopkins: Yeah. Anyway, we went down there and spent two nights. It was beautiful. That was the year that I made the Academy Award...

Lathem: Oh.

Hopkins: The year of "Gone with the Wind."

Lathem: Here's an interesting one. Urges people to vote for Hopkins instead of Tobey. Concord newspaper asks that Dartmouth president's name be written in.

Hopkins: Well, I didn't compete with Cabot Lodge anyway. [Laughter] I don't remember that either.

Lathem: Here's something you'll remember. April 1939. General Education Board names Hopkins chairman. Head of Dartmouth succeeds John D. Rockefeller, Jr.

Hopkins: Yeah, I remember that very well.

Lathem: That was a long association for you, wasn't it?

Hopkins: Yes, it was.

Lathem: Here is a lovely picture of you and Mrs. Hopkins.

Hopkins: That's the best picture we ever had taken together.

Lathem: Is it?

Hopkins: Yeah.

Lathem: Taken at Richmond, Virginia.

Hopkins: It's at Douglas VanderHoof's...

Lathem: Oh, is it? Yes. Yes.

Hopkins: Yeah, on his terrace.

Lathem: I've come to know a little bit about him just lately. He was a classmate wasn't he?

Hopkins: Yes, he was and he was a very remarkable fellow.

Lathem: Apparently you got an honorary degree from William and Mary that year.

Hopkins: Yeah. John Stewart Bryan was... Talking about Virginians, which we haven't been, but John Stewart Bryan was an exceedingly interesting man. He edited the *News Leader* I think was the name of the paper, then he went to William and Mary as president, and I couldn't make out at dinner...Some discussion arose about Mr. Rockefeller and it was quite obvious that President Bryan had reservations about him and I couldn't make out just what they were. Finally after the dinner party had broken up, I was staying there that night, I asked him and he says, well, as a matter of fact, every contact I've had with Mr. Rockefeller has been pleasant and I admire him in many ways very greatly, but he says his seat on a horse is [inaudible]. [Laughter]

Lathem: Good gracious.

Hopkins: Well, I don't think he understood at all why I broke down, because at that point... laugh.

Lathem: This apparently relates to the degree ceremony at William and Mary. This is the era of scotch tape which doesn't... I mean rubber cement...which doesn't hold anything. Dr. Alexander Meiklejohn uses Socratic method at Dartmouth. Former Amherst head leaves retirement to be visiting professor of philosophy. I hadn't known that, that he was here. Here you are, giving an honorary degree to William C. Bullitt.

Hopkins: I wonder what has become of him anyway. Have you any...?

Lathem: No, no, I don't have any idea.



- Hopkins: He was one of the intimates of a period. I don't know... The way people pass in and out of your life I find this very extraordinary.
- Lathem: Here in 1939, commencement, Thomas E. Dewey getting an honorary degree. That was the year that Mrs. Scales got hers.
- Hopkins: Yes, it was.
- Lathem: I guess I may have told you, Betty and I visited her in Northampton last summer, I guess, on some business, and she took us to lunch at the faculty club. Very pleasant of course and as we went in she introduced us to the lady who was in charge of the dining facility and she, the woman, to make polite conversation, said well, Mrs. Scales is one of our favorite people and we have a house named for her here, a dormitory, and I said, well, she's one of our favorite people at Dartmouth too. We gave her an honorary degree, and Mrs. Scales turned to her and said, pay no attention to him, the president was a friend of mine.
- Hopkins: Well, Ann and I had a wonderful afternoon and evening with her. We were down at St. Petersburg beach, the Tides, I think they call it, and discovered that she was up at an inn, and we telephoned up and asked her to go out to dinner with us, and went up and got her and we had her up for most of the afternoon and all the evening.
- Lathem: Oh. She is a delightful person, I think. And a very able one.
- Hopkins: She's very able, yeah. I was quite shocked, as a matter of fact. I met a Smith girl down at Darien, she is now a junior at Smith, and I asked her, I says, do you ever see anything of Mrs. Scales? And she says, is she alive now? I said yes, she's very much alive, and well. She says, I knew the building was named for her but she says, I thought she was probably one of the founders or something.  
[Laughter]
- Lathem: My gracious. That was a nice thing that he did, wasn't it, naming buildings for some of them who'd been so important.
- Hopkins: Yeah, I think it was a very nice thing.
- Lathem: The superintendent of buildings and grounds, I think, has a building named for him there. Quite nice. Here you're reported as having recovered from an operation for sinus trouble.

Hopkins: Yeah, that...

Lathem: Says it was a successful nasal operation by Dr. Murtaugh.

Hopkins: That's an operation that I don't commend to anybody if they can avoid it.

Lathem: Here's Red Blaik.

Hopkins: Yeah.

Lathem: Coming on of the war here. The temper of that time must have been a very strange one and a very trying one, the period as we approached the war.

Hopkins: Well, it was a very difficult one, due to the fact that your undergraduate body, I think, had less understanding of their time at that period than I've ever known them at any other time. I mean, to them, this was an entirely unnecessary war we were heading into, and why worry ourselves about Europe, anyway? That was the general attitude. That's the only occasion I ever was up against and I wouldn't have wanted to meet often with a massed opposition. I... That particular class... Well, a lot of them had taken the Oxford oath, under no circumstances would they do anything for the government, and this, that and the other thing. Of course they didn't live up to it but they took the oath. I didn't want them to go out from the college feeling that there was any sympathy with them at all here and I took as a text for the baccalaureate sermon "son of man, stand up on thy feet" and played the changes on that. But the antagonism was so great in the audience, I could feel the thing. It was... I mean, they just didn't like it and I was very glad when that period got by.

Lathem: It's a strange thing, isn't it, the way the whole temper of a community can take on a character like that, and how uncomfortable it must be to feel that there's not really an awful lot that can be done about it and how wrong it is.

Hopkins: Well, *The Dartmouth* was solidly arrayed against my attitude and I guess the student body was easily 90% antagonistic to it and...

Lathem: Harvard Alumni Association.

Hopkins: That's probably the year I got my honorary degree down there.

Lathem: 1928, that would be it.

Hopkins: Yeah. That would be it. That would be Mrs. Hopkins and family.

Lathem: You on the circuit.

Hopkins: It took some doing too, in those days. You took a train along two or three o'clock in the morning and then had to address the State Education Association at eight in the morning. I never will forget the worst day I ever had. I arrived in Omaha somewhere about seven o'clock and they hurried me to breakfast because they had scheduled me to speak to the State Educational Association at nine o'clock at its opening service. And they had all together for that day eight appointments...

Lathem: Very generous with your time.

Hopkins: ...and there was a little old man sitting in the front row and he proceeded everywhere I was to be, and when, finally, I got around to the last engagement in the afternoon, that was the University Women of Omaha, there he was again, the only man present. I went down and told him my curiosity got the better of me, that I noticed him. He says, I am Cotty Larmon's father.

Lathem: Oh really.

Hopkins: Yeah. He spoke with a very broken accent to me.

Lathem: How nice.

Hopkins: And Cotty hadn't been in the office very long then and he evidently wanted to find out what kind of a...

Lathem: That's a very nice story. That's a great picture, isn't it? Dandy. Here you are with the Planned Parenthood League, vice-chairman.

Hopkins: Margaret Sanger roped me into that one night down at Judge Hand's.

Lathem: Oh. Oh, here you are presenting the Academy Awards. You've got that on your knee, have you? Must be heavy.

Hopkins: Yeah.

- Lathem: President Hopkins presents Academy Award on tour, March 7, 1940.
- Hopkins: That was one appearance in which I didn't do myself or Dartmouth any good. I had entirely misconceived the whole attitude of the thing which was not to be serious about anything, and I was sandwiched between the two greatest humorists of that time. One was Bob Hope and the other was a man named Freeman.
- Lathem: Phoenix socialites and some distinguished winter visitors at elaborate party at the Westward Ho Hotel, Wayward Ho. Simpsons.
- Hopkins: That was the most amazing... There was a fellow, Gene Buck, who was the head of ASCAP, and he had been... Well, he'd been assistant to practically everybody I had ever heard of from David Belasco down, and he had absolutely no inhibitions at all and Mrs. Simpson, the wife of the merchandise manager of Marshall Fields was giving this dinner which Westward Ho was talking about for two weeks beforehand. And that night, Bud Kelland said to me, he says, we've got to watch our step tonight, he says, Gene Buck's got some idea, and I don't know what it is and I'm always distrustful of his ideas. And Gene wasn't above taking advantage of either one of us because when Bud Kelland and I arrived back from Hollywood on the train we found a message... It wasn't for me, it was for Kelland that Gene Buck was in jail and what could he do. Well, it was a preposterous thing. The state of Montana had brought suit against him as the president of ASCAP for infringing on some law that they had there. Well, [inaudible]. And they'd asked for his extradition and the police chief in Phoenix, not knowing what to do, had thrown him into jail until he could back out.
- Lathem: Oh my heavens.
- Hopkins: Well, Bud Kelland motioned me to come outside and he says, personally, let's leave Gene there to cool his heels for two or three hours. He says, do him good then we'll bail him out. [Laughter] Well, on this dinner, Mrs. Simpson's dinner, it was entirely a stand-up proposition, I mean, a big dance and one thing and another, and Gene Buck herded us in there something after midnight at night, walked up and told Mrs. Simpson that he knew that she would want distinguished people like ourselves present and that he'd taken the liberty of bringing them. He hadn't been invited himself.

Lathem: My heavens.

Hopkins: And after we had been sufficiently introduced around, Mrs. Simpson had expressed pleasure in our being there, Gene Buck says... Who is a blind musician?

Lathem: Alec Templeton?

Hopkins: We had gone to a concert of Alec Templeton and during the intermission we went backstage and he hailed Gene Buck, one of the most intimate friends that a man could have, he just threw himself literally into his arms. And he was the star par excellence of the group and we were all introduced to Mrs. Simpson and then Gene Buck says, I know this is an imposition, but he says, we've been at Alec Templeton's concert, and he says, he never eats before a concert; he says we haven't had anything to eat, would it be possible for us to have something? So they set this table up in the corridor of this big dining room, and all the people and the press included distinguished we were the most distinguished of the guests.

Lathem: Oh dear.

Hopkins: Well, we had a lot of embarrassment about it but we also were much amused.

Lathem: Mr. and Mrs. Christopher George Simpson, Phoenix.

Hopkins: Yeah.

Lathem: Program of Chesapeake & Ohio Railway Company, annual meeting.

Hopkins: I haven't the slightest recollection in regard to that.

Lathem: April 1940, President Hopkins returns from alumni tour, 10<sup>th</sup> anniversary of the Dartmouth Women's Club, Boston was observed, luncheon with Mrs. Rufus K. Noyes and Mrs. Parker F. Soule. You're heading the committee for Governor Blood's campaign, May 1940.

Hopkins: That certainly was a mistake. [Laughter]

Lathem: This must be... Yes, it is. Here's history repeating itself. Questions answered at General Motors dinner at the Fair... This is the World's Fair in 1940. Answering questions on the problems of youth, General Motors dinner. Left to right, Dr. Ernest M. Hopkins, Brigadier General Hugh S. Johnson, Dr. Carl Compton, Charles F. Kettering and Clifton Fadiman. In the back are William S. Knudson and Alfred P. Sloan, Jr.

Hopkins: I was trying to think the other day, recall some memory about that, and I couldn't do it. I just knew I was there, but...

Lathem: Dartmouth group admires airplane motor at banquet. Men from Dartmouth who attended General Motors banquet a week ago at the Highways and Horizons building, New York World's Fair. Mr. Bradley...

Hopkins: That's probably why we were there.

Lathem: Hopkins sees Allies defending liberalism. Dartmouth president attacks superficial thinking in America.

Hopkins: That's about equivalent to attacking sin. [Laughter]

Lathem: Town fathers petition for better road. Residents of 13 Dartmouth College Highway communities at Newport House meeting. Letter from President Hopkins read.

Hopkins: Echo that now... I don't know what most of these things are about.

Lathem: Here you are with Rudy Vallee. Prominent vacationers. Our cameraman catches two prominent personalities as they accidentally meeting boarding a train in Boston, Ernest Hopkins, left, president of Dartmouth talks with radio crooner, Rudy Vallee. Both are beginning vacations in Maine.

Hopkins: I don't think I've seen him since.

Lathem: White organizes aid to the allies. Committee to defend U.S. by helping civilized way of life is formed. 53 leaders join new American defense front.

Hopkins: I was pretty intimate with William Allen White for a time there. We sat side by side on the Rockefeller board. He was extraordinarily interesting.

- Lathem: Was he? How the college student feels about American war. Symposium of views of well-known educators on present-day student attitude, reprinted from *Boston Sunday Herald*. Youth is what, we, the elders, have made them, says Dartmouth president.
- Hopkins: I didn't realize there was any such election as this. There's Vallee again.
- Lathem: Yes. U.S. immunity is temporary, Hopkins says, June 1940.
- Hopkins: There's a Dallas paper editorializing on that speech of which I was speaking to you.
- Lathem: Oh, yes.
- Hopkins: The address proposes a theme that a man should stand upright on his own two feet.
- Lathem: That was in 1940.
- Hopkins: I guess these all come to about the same thing. During that period, there was cynicism about everything.
- Lathem: Hum, yes.
- Hopkins: I never see Wilkie's name without regretting that he couldn't have lived to make his contribution, which I think would have been very great to the thinking of his time.
- Lathem: Yes, he must have been quite a person.
- Hopkins: Sinclair Weeks was going to have a party up at his house. He had one or two a year up there and brought in men of prominence of one sort and other and he was always very gracious to me and I was always invited. Was at breakfast one morning and about to drive up to Lancaster and the door to the butler's pantry opened and Wilkie stuck his head through and said, could I come in and have some breakfast if I don't contribute to the alumni fund? [Laughter] And we went out... That was a very pleasant day. Weeks was very busy receiving his guests and Wilkie and I walked up to the top of a hill. I don't know whether you've ever been up to [inaudible] Farm...

Lathem: Yes, I have.

Hopkins: ... and we were up on the hill looking over it and up comes Sinclair and he turned to Wilkie and he says, well, Wendell, what do you think of my farm? Wilkie says, where is it? Sinclair Weeks motioned and Wendell says, well, I thought that was a truck garden. [Laughter] I think Sinclair Weeks was momentarily irritated.

Lathem: I'll bet he was. New Deal renounced by liberal. Wendell Wilkie gets their vote.

Hopkins: Irving Fisher was a striking example of theory versus practice and so forth. He'd get these ideas... He came down and volunteered his services to the War Department and they accepted them and the first thing he brought in... He was an unmitigated crank in regard to smoking and drinking and he brought in this recommendation for the forbidding of smoking for the duration of the War and figured out how much saving in lumber there would be if they weren't making the matches that people used.

Lathem: Good Lord... Entertain Duke Otto of Austria.

Hopkins: That was quite a time. I quite enjoyed it. We went into the eye clinic which at that time was running at full blast and they had all these Austrian scientists in there working and the minute we stepped through the door, everybody fell to their knees. And Otto didn't turn a hair on it. Apparently it was done frequently to him. Incidentally, he was a very entertaining guest.

Lathem: Was he?

Hopkins: Yeah, very. Widely read and...

Lathem: December 1940.

Hopkins: I had a small illustration during those days of how quickly deductions are made in Washington on various efficient causes. I was very fond of Stettinius.

Lathem: Oh, yes.

Hopkins: I'd known his father and I was fond of him and I think he was fond of me. He was appointed secretary of state and the president gave a dinner for him and I sat at Stettinius' right for dinner and



somewhere during the course of the dinner, I put a cigarette in my mouth and began to feel for matches, and he leaned over and lit my cigarette from his lighter. And the next day the Washington papers, at least two of them, had long arguments to the effect that I was to have some important part in the government as evidenced by that fact.

Lathem: My gracious.

Hopkins: It's inconceivable that it had any significance and yet apparently it seemed so to the people writing.

Lathem: That's very interesting....

[Reel stops and resumes]

Shall I turn this off?

Hopkins: No. No, I think we better finish it up. Not very much to say about these days though, excepting what I have said.

Lathem: No, I'm sure not.

Hopkins: They were the hardest days of my administration as far as...

**[End of Reel #31b)**

**Reel #32a**

Lathem: Steel activity rises 99.1%. Record high on tonnage basis slated for week. Outcome of this rapidly developing situation is still hazy. The newly appointed steel priorities committee, of which Dr. Ernest Hopkins of Dartmouth is chairman, has not yet shown its hand. There is a conviction in the trade however, that this committee shortly will clamp on stringent rules for control of production unless the mills prove that speculative domestic orders are taking bottom rating on the production books.

Hopkins: Yeah. That was a truthful forecast. We did. Had to.

Lathem: ... pay a little attention to the tape...

[Reel stops and resumes]

McLaughry given big ovation, Dartmouth honors its new coach at dinner. February 1941. Picture of you and Tuss. Not such good company here.

Hopkins: He made a great reputation for himself.

Lathem: Yes he did. What's Drew Pearson saying about you? Non-commercial experts brought in to the OPM are Dr. Ernest M. Hopkins, president of Dartmouth.

Hopkins: Really, I don't know why that's appeared in here. He made a violent attack on me. I guess probably this is the way he works, I don't know. I went to a small dinner, Mrs. Rublee, who was always very gracious to me, and she says, you can come without any apprehensions because there will be only eight people there and they'll all be friends. Things were getting pretty hot in Washington at the time. I came in and here was a woman, Mrs. Norman Latelle, very attractive New Orleans girl, who'd been educated at Oxford and married her husband over there. And her first words to me, says, are you on the steel trust payroll along with Ed Stettinius? Well, I says, I want to be a gracious guest but I'm not going to take that lying down. We didn't get on very well during the rest of the dinner. And two days later Drew Pearson comes out with a full account of the conversation and pretty accurate too. I couldn't take much exception to the thing except that it appeared at all. But I'd known him from his senior year at Swarthmore and I wrote him the circumstances under which those statements were made that he quoted. I mean they were entirely out of context and so forth. And he came over to see me and apologized very humbly and said he had secured it on what he thought was good authority and I said I know your authority and she's very attractive. [Laughter] And he got very red and didn't make any reply to that and shortly thereafter, I had a feeling that I'd done all I could do there, I resigned and came home and Drew Pearson shows up with about half a column admiring the work I'd done and so forth. The other had been showing how even people originally pretty good in their thinking were corrupted in the Washington atmosphere.

Lathem: Good heavens. Did you ever hear again, I gather, their talking about you as head of the Stock Exchange? Did you give any consideration to this, or... was it outside talk?

Hopkins: It was purely talk. They went so far as to talk with me about it, but nothing in the way of an offer. Just would I be interested in having my name considered and so forth, which I would not.

Lathem: Isn't any doubt of that. Well, this looks like more fun. Here's a dinner card of the Gridiron Club.

Hopkins: Well, I was very fortunate. Robert Lincoln O'Brien was president of the Gridiron Club and he was also from long days before, a friend of mine, so he always sent me an invitation. It was great fun going. They really put on a show that's quite worthwhile.

Lathem: Must have been. Look at it.

Hopkins: Most of those men have passed out of the picture.

Lathem: Have they?

Hopkins: Well, that was quite a show.

Lathem: Like a road map...folds the right way back.

Hopkins: Yeah.

Lathem: This apparently relates to the Gridiron. Mr. and Mrs. Edward R. Stettinius, Jr. request the pleasure of the company of Dr. and Mrs. Hopkins at a buffet luncheon on Sunday, May 11, 1941.

Hopkins: That was a very pleasant occasion. The guests that day were the members of the Cabinet and the members of the Supreme Court.

Lathem: Oh.

Hopkins: It was very good fun.

Lathem: April 8, 1941. Work of the Division of Priorities of the Office of Production Management, National Defense Program, has increased importance with the result that Dr. Ernest M. Hopkins, president of Dartmouth, has been given additional duties in the effort to conserve minerals vital to defense. Dr. Hopkins, now head of a minerals and metals group, will also serve as chairman of the non-ferrous priority committee of the aluminum and magnesium priority committee.

Hopkins: Yeah, pretty active days.

Lathem: They were.

Hopkins: Interesting thing is the casualness with which things happened in Washington. Almost the first thing, I was appointed chairman of this committee and we were desperately short on aluminum. The airplane people were hollering for it and needing it very badly. And not only that, but all of our Allies needed aluminum. Well, there was a request there from the Soviet... Yeah, from the Soviet consul, for 25% of our supply and it didn't seem to me to [inaudible] so I marked it right off and General Knudsen sent for me the next day. He says well, he says, you've started out well. He says you've stirred up one of the biggest rows we've had around here. And I says, in what way? Well, he says, the president had okayed that 25% and so, he says I guess there's nothing for you to do except back up on it. Well, I says, I'm not going to back up. I can go back to Hanover any time. [Laughter] And he says, in surprise, you mean that? And I said, yeah, I mean that. And he said, can I say that to the president? I said I don't see what else you can say, because I'm not going to do anything any different. And well, it went on for about a week, and finally I did accept 10%. But it was fundamentally rather ridiculous for me to be saying who should have what, but that was the way the office was set up, and so... That was an interesting time. I appeared... I don't know how many times I appeared before the Truman Committee and I apparently was very much mistaken because I thought he was the least distinguished man I... Here was the question that the committee had raised as to who was the authority in the thing.

Lathem: May 1941.

Hopkins: Yeah.

Lathem: I think this is the Drew Pearson thing you were speaking about... Ernest M. Hopkins, president of Dartmouth College, Republican advisor to Wendell Wilkie is a dollar a year man on the key OPM priorities board. He agrees with the idea that the country faces a deficiency of aluminum and other war materials. To old dealers at a dinner, Hopkins said Stettinius was right about aluminum. We have plenty of it despite the cry of scarcity.

Hopkins: Yeah, that's the time.

- Lathem: She had just picked this up in another context, that...
- Hopkins: Yeah, it seems very strange, doesn't it?
- Lathem: Here you're celebrating your 25<sup>th</sup> anniversary as president of the college in 1941. Governor Bass took over from you when you left, did he?
- Hopkins: Yeah.
- Lathem: In Washington. This is something else. What would that be? A fair exchange is no robbery and we understand that if President Hopkins of Dartmouth finishes his tough tour of duty at Washington, former Governor Robert P. Bass takes over his dollar a year [inaudible] Mayor LaGuardia in his crusade against propaganda.
- Hopkins: I don't know. I haven't any idea. Well, here's the beginning of the change.
- Lathem: This is in June of '41.
- Hopkins: Yeah.
- Lathem: Dartmouth grads vote for war if necessary.
- Hopkins: And a lot of them were among the boys who had just graduated.
- Lathem: Uh huh. Yes.
- Hopkins: Well, that was a good thing to wonder about. [Laughter]
- Lathem: That's quite a cake.
- Hopkins: Did you know Phil [inaudible]? Phil was... he was a very amusing person. He wrote me a letter which I have somewhere urging great care in the preservation of my health because he said he didn't know what Dartmouth would do when she didn't have my birthdays to celebrate. [Laughter] Some of these pictures I've never seen the originals of, and I... Somebody responsible for my election. Neither one of them had any...
- Lathem: Anything at all to do with it, huh?

Hopkins: No. That's an odd thing, the thing that people got excited about. I got some number of letters protesting against that statement in regard to urban colleges and didn't I understand that the rise of the urban college would be the death of the liberal college and so forth and so on. Some of these pictures I never saw the original of. I suppose they're press photographs.

Lathem: This one I think is a drawing. Quite good.

Hopkins: He's pretty good. Yeah.

Lathem: Your fame wasn't neglected in White River Junction, either, was it?

Hopkins: That's more consequence in some ways.

Lathem: That's quite a card. EMH, 25<sup>th</sup> anniversary dinner, Kenneth Robinson, Don Bartlett, Stearns Morse, Dick [inaudible], George Wood. Quite a spread in the *Times* magazine too.

Hopkins: Yes, they did a very good job on that too because it was on the basis of a very hurried interview, and pretty largely on the train coming up.

Lathem: Forty-nine cents. A treasury check, and a note here from Mr. Stettinius saying, Dear Hoppy: Here is what six months in the priorities division netted you, for the scrapbook or for framing purposes. With kindest regards, Ed.

Hopkins: I had forgotten that entirely. The... I never took any pay from the government in either war. I had, as a matter of fact, a check somewhere and I presume I've lost it, for a dollar when I left the First World War.

Lathem: Really.

Hopkins: Yeah. Well, that's nice. Here's a wonderful change. Roosevelt's statement is typical: If I were a young man trying to decide what college to go to I should go out to what college Mr. Hopkins was president of. Got to the point where that would be the last college he would... [Laughter] Yeah, there's the [inaudible].

Lathem: The makeup for [inaudible].

Hopkins: Yeah. Very much interested in this. Miss Cleaveland was evidently working at her maximum efficiency.

Lathem: Certainly documented things well, didn't she?

Hopkins: Yeah, she certainly did. She was a wonderful girl.

Lathem: Bill Cunningham quoting you.

Hopkins: Well, my relations with Bill would make an interesting novel.

Lathem: Oh.

Hopkins: There was never anything neutral between us. We were either at sword points or... That was...

Lathem: Arm and arm.

Hopkins: Yeah.

Lathem: Harvard varsity club dinner in '41.

Hopkins: Endicott Peabody.

Lathem: Oh yes. Next to you there. Here you are with Queen Wilhelmina. Rutgers apparently, speaking.

Hopkins: Yeah. There's a very interesting thing in regard to Rutgers. We had a boy here. There was something about him that was interesting, but he got into an awful mess. He'd drink and one thing and another. And we fired him but with the... I guess rather separated him, because he had the privilege of coming back after a year.

Lathem: Oh.

Hopkins: And he did come back and he made a very good record then. And I just got a letter from him the other day, and he's one of the high officials at Rutgers, and is vice-chairman of the committee that is arranging for their bicentennial celebration and so forth and he said he had been quite bitter for years in regard to that thing and that he had come to understand in more recent years that everything that he'd been able to accomplish since, dated from then and he was so appreciative of it.

Lathem: How nice.

Hopkins: Which I thought was very nice.

Lathem: Very nice indeed.

Hopkins: Well, I can't complain that they didn't give me publicity, can I?

Lathem: Certainly can't.

Hopkins: I don't know where I ever got the material to talk as much as I did, but...

Lathem: Here's Claude Fuess, Jack Fuess hailing you and Secretary Stimson and Bishop Hobson on Andover Academy's alumni day, 1941. Quite a trio you make.

Hopkins: I was the only non-Dartmouth man that had been on the Andover board for years. I argued, not self-centeredly at all, but I argued that here was Andover, qualified in every way to be the Eton of America, and she apparently was satisfied with being just the Yale preparatory school. And it got to the point where Harry Stimson used to say we will take the first five minutes for Mr. Hopkins to make his attack on Yale. [Laughter] But I still stand by that. I think that it's too bad for them because Yale just picks off the cream of the class, year after year.

Lathem: Really? I hadn't realized that.

Hopkins: I think Bob Strong gave them the biggest jolt of that particular period. Bob turned down the application of something over 30 Andover men for here and of course they raised a question in regard to it. Bob said he did it without any particular regard to the qualifications of individual men but so long as Andover followed a policy of sending the cream of her class to Yale, why he wasn't interested in taking the second dish.

Lathem: Bet that did jolt them.

Hopkins: Yeah.

Lathem: Here's an amusing one... The Amesbury, Massachusetts newspaper is picking up the fact that with deductions you received



a 49¢ check for your six-month federal employment. Rather late after the fact.

Hopkins: Yeah, I would think so. Wonder how they got it?

Lathem: I do too. Now this makes me think of something. I had a late-Dartmouth and two-way radio broadcast Thursday. Had a boy in the office yesterday who was interested in the history of the student radio station here and he was greatly puzzled because apparently in 1924, if I remember the years correctly, the student radio club, the ham club had applied for a special license and been granted it, and broadcast all over New England, evidently, pretty much, and then in 1925 they applied to the FCC for a regular license which evidently was granted, and then nothing happened. Do you have any recollection of that at all? He can't determine whether any broadcasting was done for a while after the...

Hopkins: Well, I don't know whether it's in connection with that or something else, but we gave up one chance that we had to get a license because of the provision that any station which we had, shouldn't carry more than 300 feet beyond our remotest dormitory.

Lathem: Oh.

Hopkins: And whether that was the one or not, I don't know, but it sounds as though it might have been.

Lathem: Yes. He also had found an account by some alumnus that he had sent into the alumni magazine or someplace, to *The Dartmouth* maybe, of the opening of the student radio station at which you were to speak. And someone threw the wrong switch and they didn't get you they got some rather unsavory remarks from the control room. And I said that sounds rather like an apocryphal story.

Hopkins: I don't know.

Lathem: I told him he might check with Cotty Larmon, that he'd be apt to remember things that had happened in the office in '24 or '25.

Hopkins: That's right. Cotty would be much more apt to than anybody else, myself or anybody. I don't know. In one of the sorties by the undergraduates to get a license, they were given a week's... a license for a week, I think it was, to see how it came out. The first

thing that came out was a burst of profanity from one boy to another saying... asking to be given some space on the piano stool. [Laughter] And this came from North Carolina. We didn't get the permission. Well, I don't....

Lathem: Here it comes. War declared. December 8, '41. Do you remember that day particularly? Were you here in town?

Hopkins: Yes, I was here in town. I arrived in town just as the Japs began to bomb Pearl Harbor and came into the house and Mrs. Hopkins called me and says don't wait to take your things off... It was just coming in over the radio. It was a Sunday, I think.

Lathem: Yes. It was a Sunday.

Hopkins: Yeah.

Lathem: I wonder if we don't want to break off here, beginning of '42, and pick up...?

Hopkins: Yeah, I think I'd like to and if you don't mind, I'd like to keep this, I think, over the weekend. I'd kind of like to riffle through this.

Lathem: Yes, I'd love to have you. Where shall I put it so it will be out of the way?

Hopkins: Leave it right there.

Lathem: Put that in as our marker and we'll remember.

Hopkins: I'm going to Montpelier tomorrow.

Lathem: Oh.

Hopkins: I'll give your regards to Mr. Davis.

Lathem: Will you? That would be very nice of you. Why don't I set this somewhere where it won't be right in your way? On the couch, or... Where would you like it?

Hopkins: I think... Leave it right there because I'd like to look at it some more.

Lathem: O.K. Fine.

[Reel stops and resumes]

Lathem: Well, he's quite an attractive fellow, I think.

Hopkins: ... He's got a very interesting mind and it happens that within the family confines, as long as he can remember, there have been reservations expressed in regard to Herbert West. And he came in the final term last year and sat down with a half-grin on his face and he says, you want to look over my electives and I said yes. Well the first on it was Herb West. I says, I'm very much interested in that. I says, how'd you happen to elect that? Well he says I thought I'd like to check up on you and [inaudible]. [Laughter] And I was very much interested in his conclusions. When he got done, I asked him, I says, how about it? Well, he says, a good deal of a show-off, he says lots of things done obviously for effect rather than for any benefit for the students; nevertheless, enough in the outer bounds so that he stimulates your thinking. He says, I think it's a profitable course.

Lathem: That interests me. Surprises me, as a matter of fact.

Hopkins: Yeah, did me too. But he says I found myself quite interested in his lectures and he says I would say to a son of mine if he were coming along that he better take the course. He says I shouldn't want him to spend many years on it, but that he'd better taste it.

Lathem: That's very interesting. Well, shall I put this around, the scrapbook?

Hopkins: Yes, that would be good.

Lathem: That's the better way, isn't it?

Hopkins: Yeah, that's better.

Lathem: Did you find some time to look in here on your own?

Hopkins: No, I didn't. I was going to, but I just closed it up and put it over there.

Lathem: How did you find Mr. Davis? You were going over to Montpelier the last time I saw you.

Hopkins: Oh, he was exceedingly well.

Lathem: Good.

Hopkins: Very good spirits and so forth. He was quite full of politics and we didn't get onto much else. They had wanted him very much to head the Vermont delegation to the electoral college, or at least the Vermont delegates, and he wasn't going to do that but he had settled for taking charge of the convention on Saturday.

Lathem: I see.

Hopkins: Which apparently didn't do much of anything. I think according to the *Valley News*, five of them declared for Rockefeller, three for Goldwater, two for Lodge, and then perhaps a half dozen scattered.

Lathem: Yeah.

Hopkins: It's very interesting to me to see Nelson coming along. Last week's TIME I was reading last night, practically concedes California to him, which is a great surprise to me.

Lathem: My goodness, yes.

Hopkins: And they said that the tide is flowing very strongly, which on the basis of what he said to me in New York, was that he was a realist and didn't expect any miracles, but that he nevertheless, was going to keep at this thing sufficiently to have his say-so count at the convention, and I should think he was getting there.

Lathem: Yes.

Hopkins: Very definitely.

Lathem: I think so too. I was reading yesterday or the day before Reston in the *Times* saying that he thought that Rockefeller couldn't have the nomination but that he was going to achieve just what you're saying, that he was going to achieve a very strong voice in what happened at the convention.

Hopkins: Well, within my own mind, I haven't... or I have thought that perhaps he didn't want any more than that. I think that if I were in politics, I wouldn't particularly want the nomination on the Republican ticket this year. [Laughter]

Lathem: It's hard to imagine anybody coveting that too much.

Hopkins: That's the only question I have about Goldwater's being licked. I mean I think this is a good time to lick him at the polls and get it over with.

Lathem: I was interested in a friend of mine saying recently that he'd been out in company with a number of people around Boston including Judge Wyzanski, and that they were all saying who do you want to win the nomination? And of course he wouldn't care so much, you wouldn't think, about the Republican side anyway, but he said with great conviction that if he were a Republican, if he were interested in the partisan side of it, that he would be for Nelson Rockefeller right down the line and all the way, and someone asked him why, and he said for one basic reason, that not because I'm convinced of his ability as an administrator, but I am convinced that he'd make the best appointments of anybody that's around, and the people at the Cabinet level and below that he would be in a position to appoint are the most important people there are and on that basis I'd support him. I suppose that's true.

Hopkins: I think that's a very fair judgment. He has an enormously wide acquaintanceship and I think an exceedingly good judgment. Well, I think that it was a great mistake when Hoover was appointed as assistant secretary of state over him and that was the time when he decided that he was never going to get anywhere on appointed positions. And for his own reasons, and I haven't any idea what they were, Eisenhower never liked him and I think it may have been due to the fact that Nelson never took Eisenhower or anybody else on faith. And I think that was a cardinal sin and...

Lathem: Yeah, you can see how that might be, couldn't you....

Hopkins: Yeah.

Lathem: ...even I, so far away from it, could see that that might be a great thing to Eisenhower.

Hopkins: Well, one of the second echelon in the Cabinet circle down there told me that you could fairly see Ike bristle one day when Nelson came in....

**[End of Reel #32a)**

**Reel#32b**

Hopkins: ... and Ike made some generalization about South America and Nelson says right off, he says, I don't agree with you in regard to the thing. And Ike said why don't you agree with me? Well, Nelson says, one reason, I think I know a good deal more about it than you do. [Laughter] Well, I don't think Ike... A general in the Army doesn't fall much for that kind of a reply. But during the Second World War when I was in Washington, so far as the envoys and ambassadors and so forth from South America, they just turned to Nelson on everything, and apparently that didn't hurt Roosevelt's feelings at all so it just became routine, and Nelson spent a great deal of time down there and I think probably what he said to Ike was true, that he did know a lot more about it. But... Well, let's see what we've got...

Lathem: Get the scrapbook. Daniel Webster honored at service in Franklin. President Hopkins of Dartmouth gives address at anniversary program attended by many alumni. 1942.

Hopkins: Well, I went down at Judge Parsons' request to that. I remember that.

Lathem: Drew Pearson. What's he saying about you, January '42?

Hopkins: He's speaking [inaudible].

Lathem: Oh yes.

Hopkins: Miss Perkins was married to a Dartmouth man.

Lathem: Oh, was she?

Hopkins: Yeah.

Lathem: Didn't realize that.

Hopkins: And not a very representative one, he was a drunkard, but they, if not lived together, lived in amicability as long as he was alive. They had one daughter, I think.

Lathem: What was her married name? Do you remember, sir, what his name was?

Hopkins: Yeah, I was trying to think... No, I don't remember. I didn't remember her husband as a matter of fact. But a funny thing happened in regard to that. Ed Stettinius had a very attractive place down in Virginia, called Ox Wall Farm. And he had a weekend party down there and when I got down there... I was pretty intimate with him as a matter of fact. When I got down there I found that the other guests were members of the Supreme Court and members of the Cabinet.

Lathem: My gracious.

Hopkins: And I said to Ed, I said I'm curious why I'm included in this crowd, and he laughed and he says, I wasn't going to tell you until afterwards, but I'll tell you now. He says, you're to sit with Miss Perkins. [Laughter] Well, I owed her that much anyway.

Lathem: What is it she was trying to get you into there? I don't figure that out.

Hopkins: Arbitration in the... I know, I don't find it here, but it was in regard to the Eastside Garment Makers workers and they were... She wanted the... As she should have had under the charter of the department, she wanted the negotiating for the arbitrators in her hands and somebody blocked that, I don't know who.

Lathem: Oh.

Hopkins: And he just stayed there.

Voice: Excuse me Mr. Hopkins. Is it all right? That oil burner man's here and he wanted to know, sir, if he started putting them faucets on.

Hopkins: Yeah, yeah, thank you. Yeah, that was...

Lathem: Mission to Moscow [inaudible]. Here you are approving of it. Did you know Davies, sir?

Hopkins: No, no I did not. I knew his wife, which is really the more important. I just got a letter this morning that troubles me. There's a Columbia professor, writing on the interventionists, at least he says that's to be the general subject of it, operating previous to the world war and he's just run onto the track of the so-called Century group at that time and he wants to talk over the details with me and the

membership of it, their attitudes and so forth, and I frankly don't remember. I remember going down there. I went all summer long, flew to New York on Saturday, and went to the Saturday night meetings, but I can't remember anything in particular that we did.

Lathem: Who would have been in that group?

Hopkins: Well, the people that I think of right off and I can't think... the group was organized by Henry Van Deusen of Princeton and Henry Luce, Walter Lippmann, Bob Allen, who was Dean Pearson's alter ego at the time, Admiral Stanley, a former ambassador to Russia, Lewis Douglas, well, that was the general type and there was 15 or 18 of us. And we did put across one thing, of which I'm not particularly proud. I don't think it had any particular effect on the thing but we did persuade Roosevelt to give those worn-out submarines to England which as a gesture seemed to me mistaken at the time. And... but that was the kind of thing we were working on, anything that would prod Roosevelt a little nearer doing anything. But what importance we were specifically, I can't remember. I suppose to this fellow who's apparently been working on the thing for months, he apparently felt he had a hot lead when he got onto this thing.

Lathem: Here you are announcing the summer session, 1942.

Hopkins: I didn't know I did that. Oh, yeah, this was simply for the supplementing of undergraduate work for the degrees.

Lathem: Oh, yes.

Hopkins: We did everything we could to accommodate ourselves to the undergraduates' bewilderment then and it was very great, but for men in their senior year who went into the service, why we voted the diplomas to them outright. And we made the make-up work just as simple as we could for them and I think very wisely. And this was a... Yeah, we had accelerated the college year so that commencement came in May.

Lathem: Oh, yes.

Hopkins: And that gave time...

Voice: ... go upstairs, Mr. Hopkins, put your handles on?



- Hopkins: Yes, if you will please. Yeah. Go right ahead. That has to do with young Hoppy as a matter of fact. He rushed in after a squash match one night and asked if he could take a shower-bath and in a few moments he came down and he looked pretty white and he was really quite groggy, and blood was just spurting from a separate... He'd cut an artery in his hand, turning the... The shower-bath had on it porcelain handles. And Jack Bowler was up that night, and Jack told me that he had had all of them changed in the hospital.
- Lathem: Oh.
- Hopkins: Just because of the hazard of that thing. And I never realized that it was a hazard before so that's what this man is doing. He's replacing them with metal.
- Lathem: What's this? January 16, 1942. President Hopkins reports that Dartmouth students have veered away from the isolationist position. It's the old story: youth will be swerved. This is titled, "The worst pun since 1918." [Laughter]
- Hopkins: Yeah. Well, that was exactly what happened. I mean, the commencement, as I said to you the other day, just a mass protest against the thing, and yet, within six months, everybody was for it.
- Lathem: Gov. Blood has evening engagements scheduled for five evenings this week. Tonight Mr. and Mrs. Blood will attend a dinner for President Ernest M. Hopkins of Dartmouth College at the Eagle Hotel, before the educator addresses a New Hampshire civic forum session at the State House.
- Hopkins: Yeah. I don't know why I should have included that. My opinions in regard to Gov. Blood were never....
- Lathem: Second annual dinner of Dartmouth lawyers, New York, January '42.
- Hopkins: That was quite a party.
- Lathem: Was it?
- Hopkins: Yeah.
- Lathem: Roswell Magill was toastmaster.

Hopkins: He was quite a fellow. An interesting thing in regard to him that I always thought was illustrative of a good deal that happens at Dartmouth. Mr. Hilton, the first year that I was in Chicago, Mr. Hilton, the member of Ginn and Company, and with his offices in Chicago, was, I think, the most assiduous recruiter that Dartmouth ever had. And when I first stated my desire to get a greater national distribution, he was so enthusiastic about it, he came on from Chicago to say that he traveled around a good deal and would be glad to be helpful in any way that he could. Well, I resigned here and went to Chicago and one day I was going past Ginn and Company and I thought I ought to go in and speak to him. And I went in and he had on his hat and his coat, and he said he was terribly sorry not to be able to talk with me but that he was going down to Princeton, Illinois on an errand in which I would be interested. And I asked what it was and he says, well, the superintendent of schools down there is a man named Magill and he says the brightest boy in the school is his son. And he says he wants to send him east to college and is fairly convinced that he would like to send him to Dartmouth. But his mother doesn't want him so far away, so she's arguing for the University of Illinois. And he says I'm going down there and try to convert his mother. Well, it was a long trip, it was 350 miles from Chicago.

Lathem: My goodness.

Hopkins: And that was the only reason apparently he was going down. Well, that was that and like so many other things, it just passed in the limbo of forgotten things, and the year that I came up here for the commencement season, before I took office, Ross Magill was the valedictorian of his class. Kind of a nice story and is representative of a good deal, of a lot of things that have happened. I mean, men going out of their way to sign up somebody that they thought was worthwhile.

Lathem: That's a very interesting story. Dartmouth president voices grim warning. February '62. Warning that too many people have not yet come to realize the full import of the critical days now confronting the democracies of the world and the absolute necessity for everyone to do and give all... give his utmost toward a relentless and successful prosecution of present war was sounded last night by Dr. Hopkins.

Hopkins: Well, I felt very strongly at the time that every day that we stayed out of the war was going to make it worse for us eventually. And that wasn't a popular point of view at the time. There's a thing that interests me very much indeed in the way of gossip and it doesn't have so much to do with anything else. But I came to the very definite conviction in the latter days of prohibition that the espousal of repeal of the amendment ought not to be left wholly to the saloon-keepers and the hotel managers and so forth, and after a good deal of mental perturbation in my own mind, I made a statement that I thought the thing was a failure and I thought it was doing harm to the younger generation and so forth and so on. Well, it was immediately picked up by the radio and by editorials and so forth, and the criticism of it didn't disturb me at all until it got around to Horace Taft, of whom I was very fond, and with whom I'd spent a good deal of time. And he came out with a blistering statement that he thought that was the kind of a statement that no college president had a right to make, that he thought it was just deleterious to the nation and so forth and so on. Well, I had the natural feeling in regard to it that I was just sorry, that was all, but I didn't know anything to do about it. Well, Taft meanwhile, retired and the Taft alumni built, as I recall it, a cottage on the edge of the campus for him to retire into. And I went down there and whatever the name of the principal was, he says, there's something I don't quite understand about this, but he says, Mr. Taft has been very eager that you should take what he calls, tea with him after the speech tonight. And he shook his head and he said I can't imagine Mr. Taft drinking tea at that time of night, but anyway that's what he asked me to say to you. And he says we have therefore put you up at Mr. Taft's as his guest and you... And he isn't able to come to the meeting but you will be expected over there immediately afterwards. Well, I went into a very pleasant living room and I was happy to be on good terms with Mr. Taft again as I admired him very much aside from liking him very much. And he says... I think it was McCracken, I think that was the name of the principal. He says, he told you that we were to have tea? And I says yes. Well, he says, we will, and he rang a bell and the butler came in and he says if you'll bring Mr. Hopkins and me our tea, please, and went on talking. Well, when they came in, the tray had on it three bottles, one of Scotch, one of bourbon, and one of gin, and glasses and so forth, and nothing more was said. They asked me what I would have, and I said I'd have bourbon and water, and he said good, he says that's what I'm going to have and he poured them and he handed me my glass and then he put out his glass to drink a toast. He says a toast, and he says, a toast and my apologies.

Lathem: My goodness. How nice.

Hopkins: Well, it was very, very nice, yeah. I felt awfully good about it as a matter of fact.

Lathem: Here in March of '42 they're reporting you as resting well after surgery. President Hopkins was reported to be resting in completely satisfactory condition in Dick's House last night following an operation performed yesterday to relieve his persistent back pains.

Hopkins: That was the disc operation. It did its job too. I've never had a... I couldn't straighten up lots of days. I'd go pretty nearly all day without being able to straighten up and they operated and I've had complete comfort as far as my back is concerned ever since then.

Lathem: Who did the operation?

Hopkins: Henry Heyl.

Lathem: Did he?

Hopkins: Yeah. There's a very interesting... Did you ever know Fred Harris down at Brattleboro?

Lathem: No.

Hopkins: He founded the Outing Club and known as the inventor of snow. [Laughter] Well, Fred was a peculiar genius but we were quite friendly and he was having back trouble during this same time and when he found out that I was going to be operated on by Henry Heyl, he was quite horrified. Henry was a young man and he didn't think he'd had enough experience and so forth and he was going up to the neurological institute in Montreal to have his. Well, jumping ahead somewhat, he had his operation there, and his back was never right. It was just about as bad afterwards as it was before. But however that may be, after my operation I got this note from him. He'd had his operation up there meanwhile and he says, may I ask what it cost you? [Laughter] And having foreseen all these difficulties from having the young surgeon operate and so forth, I wrote back that it cost me \$750. And Fred Harris wrote back and he says, I see a great deal of merit in your decision in regard to this. He says, mine cost me \$3000. [Laughter] Fred has never

gotten over that. He always... He seemed to think I owed him some money for some reason.

Lathem: The liberal college today and in the post-war world. Interview. *The Dartmouth*.

Hopkins: Reprinted from *The Dartmouth* but it doesn't say what it was printed in.

Lathem: Wonder if it wasn't done separately, perhaps.

Hopkins: Yeah, it may have been.

Lathem: Hopkins denies college crisis. Thinks Dartmouth will emerge from war years stronger.

Hopkins: Yeah. It's a strange thing how conventional that attitude is after any sort of a crisis that you'll never recover from it. I mean, I've lived long enough to see a number of them and you've had that type of thought prevalent in certain circles after the First World War, after the Second World War, and even after the Korean War. And I'll admit without any reservations that life is different but I don't think that pessimism is the word for it.

Lathem: Dartmouth host for conference. Making democracy work to be discussed, April 17<sup>th</sup> and 18<sup>th</sup>. Fifth annual conference on making democracy work with 75 students from Cornell, Pennsylvania and Dartmouth discussing four set topics, with prominent guest contestants, consultants, rather, will be held here April 17<sup>th</sup> and 18<sup>th</sup>.

Hopkins: I have no recollection of that at all.

Lathem: December 16, 1941.

Hopkins: Where was this?

Lathem: In *The Dartmouth*.

Hopkins: Oh.

Lathem: Address to the college. It seemed to be desirable at this time to make announcement formally, at least, in regard to the action of the faculty on Saturday evening and to discuss some other matters

having to do with the preparedness of the college. Even though data concerning this may be somewhat widespread despite the fact that all the details were announced on the morning radio broadcast. On Saturday evening, the faculty on recommendation from the committee on educational policy voted that the final examinations of the first semester for the present academic year be held in January. That was a speeding up of the program, I gather.

Hopkins: Yeah, that's what it was.

Lathem: Oh, yes. Accelerated program for the war period. February, 1942. And here you're having commencement in May. 444 graduated at Dartmouth. Over 50 seniors absent in service. Third time in history college holds exercises early. Here you're resigning from the board of Phillips Andover.

Hopkins: That allowed them to revert to simply Andover men, which I think is probably right.

Lathem: You were the only non-Andover man on the board?

Hopkins: Yeah. And was the only... I think the only one within 25 years that had been.

Lathem: Had you gone on during Dr. Fuess's time or before?

Hopkins: Before. Al Stearns.

Lathem: Oh, yes. He must have been quite a person.

Hopkins: Well, he was a wonderful person. I think he was the greatest schoolmaster of his time. Very wonderful.

Lathem: *Herald Tribune* forum views post-war freedom.

Hopkins: Yeah.

Lathem: Wilkie defends citizens' right to criticize conduct of the war.

Hopkins: [Inaudible] I remember.

Lathem: Yeah. You were setting the theme for the whole business... principal speaker.

Hopkins: Yeah. Well, that was quite a... I remember Mrs. Reid always gave a dinner...

Lathem: Oh.

Hopkins: ... the first night of the thing to all the participants and a few outsiders and it was really quite a swell occasion. And Dorothy Thompson had that day declared for Roosevelt in the *Herald Tribune* and Wilkie was due at the dinner but he didn't get there. His train didn't get in so he couldn't get there until the dinner was half over, and Dorothy Thompson was on pins and needles. It was perfectly apparent that she had got to say something and meanwhile Wilkie had – he didn't often do this – but he was terribly tired. He had come from Wisconsin, and things weren't going very well for him out there and he had drunk a little more than I think probably he had intended to or perhaps he had intended to, I don't know. [Laughter] And he came in and sat down and everybody was conscious of the fact that Dorothy Thompson must have something to say and quickly there was quiet in the thing. She says, Wendell, I've got a confession to make to you. She says, I've declared today for FDR and she says I felt that all and all taking the attitude of the two parties, that was the only thing I could do. But she says, I wanted to be assured and I'm asking it now, that our friendly relations aren't changed and so forth. And much to my surprise certainly, and I guess to everybody else's, Wilkie leaned out on the table and he says, Dotty, he says, so far as I am concerned, you can sit on your fat ass and write anything that you want to. [Laughter] It seemed to settle that question and we went on to other matters.

Lathem: That's funny. That really was quite a session though. My gracious, look at the talent here. Leverett Saltonstall, Mrs. Dwight Morrow, [inaudible] Davis, John L. Sullivan.

Hopkins: I was under the impression that the audience was more largely female than it looks there.

Lathem: Well, it looks pretty preponderantly....

Hopkins: Yeah, well it certainly was preponderantly that. I know Mrs. Luce leaned over when I sat down in one of the applauses. She patted my hand and she said definitely you get by with women all right. [Laughter] I guess it was there that I formed my opinion that the women were so predominant in the group. Mrs. Luce was, and I

suppose still is, a very remarkable person. Her own speech that day was, it was good. I never understood how she and her husband happened to get together but that I guess doesn't need to be explained. Did you ever hear of her crack? This is an authentic story told to me by one who overheard it. But he was to speak at some gathering of magazine editors and publicity men in Washington and they were at the new Willard Hotel which has a peacock alley which is pretty prominent and they formed a line to go in and the interest obviously centered on them. And he said something to her about it, with the query that it would be interesting to know what they were saying. And she says, oh, I know what they're saying. Well, there was a show running at the time, something and old lace...

Lathem: "Arsenic and Old Lace"?

Hopkins: Yeah. "Arsenic and Old Lace" and she says, they're saying Arsenic and Old Luce [laughter] which was a pretty good description. Guess the doctor's right. I need some new glasses. I can't see anything.

Lathem: That's not a very good angle, distance to have to read it. Alumni Council convenes. Attending the fall reunion of Dartmouth Alumni Council at the University Club were Bill Cunningham, Dr. Donald Cunningham. Were they related, the two Cunninghams?

Hopkins: No, I don't think so.

Lathem: I have never heard of Dr. Donald Cunningham.

Hopkins: Donald Cunningham was a doctor in Denver.

Lathem: Oh, I do know. He has a son who is a resident here, now practicing down in Springfield, Vermont.

Hopkins: Yeah.

Lathem: I hadn't realized this was the same one. Divorced from his wife, the father. Dr. Hopkins asks [inaudible] on world search for reality. Dartmouth president opening....

Hopkins: Well, so far as the headlines go, they were perfectly honorable positions. Interesting, that that person was up then.



Lathem: Liberal arts will remain uppermost at Dartmouth. Yeah. College heads defend study of liberal arts. Some adopt double programs to meet needs of war and peace.

Hopkins: Well, I guess those were pretty...

Lathem: Captain Briggs, was he commanding officer?

Hopkins: He was commanding officer. He wasn't throughout the war. We went through quite a sifting for... We had two or three and Bullis was one of them and I made complaint to him that... They were treating... By this time the Navy unit had pretty largely taken over and he was establishing all sorts of rules for everybody and I said to him that he was acting as though he was dealing with conquered territory and he said he hadn't any reason to dispute that and he thought technically that was so. Well, I immediately went down to Washington, saw Jim Forrestal. Jim Forrestal says all you've got to do is call me up on the telephone and say you don't like any man we send up there and we'll change him. Well, I said I didn't like this one. And I got back and... Strange evidence, the workings of the military mind, I thought then and still think. I got in late in the evening, and Mrs. Hopkins says Captain Bullis is very anxious to see you and wants to see you the minute you get in and I said all right. And he came in with a long face and he says, I'm in a tough spot and he says you're the only man who can save me. And I says, what's your tough spot? And he says, I was removed this afternoon from the command and told to report to Washington. Well, I says, why should you be surprised at that? I says, I took exception to your statement that this was conquered territory and you stuck by it and I says, that's the way it stands. We're going to get somebody that understands the true relationship. But the thought on his part that I would save him I thought was a very extraordinary thing.

Lathem: I should think so too. Did you by and large have good relationships with the military?

Hopkins: Yeah, I did after they started. As I say, the first two or three, they were in a tough spot too. They didn't understand quite what was happening, and they tried to take over on a purely military basis and we were... As I recall it, we gave the Navy two-thirds of the curriculum but we insisted on keeping a third of it.

Lathem: I see.

Hopkins: And they were constantly trying to invade that third. They wanted it all.

Lathem: Here you are with John Pelenyi, looking young and handsome.

Hopkins: Yeah, he was young and handsome too.

Lathem: I was amused yesterday... We went... They had a review of the ROTC troops on the green and they had an admiral up as they usually do I gather, and I've seen photographs of you reviewing the troops, in fact, one very nice one with Mr. Forrestal. He was here... The president was away... In fact they'd been joking with him at the staff conference on Monday morning, saying that he'd succeeded in being away just about every year since he'd been on the job. And that John Meck or someone would have to fill in for him. So John Meck was filling in as the principal college officer and the reviewing officer for the college, and as we watched, I said to Dick Morin, well, he doesn't, John doesn't have a hat, and I said I remember in the photographs, Mr. Hopkins always had a hat so he could take it off and put it over his heart, and do what was needful with a hat. And Dick Morin said, and I think probably with some justice, that John probably purposely didn't have one so he wouldn't be wrong in what he was doing with it. Either off or on at the wrong time.

Hopkins: That was a pretty important symbol at that time. I was at a meeting down at Hartford about something, I don't know what, and the president of the Danbury Hat Association was there, a labor man and so forth and I expected he was an ardent Democrat. This was after Kennedy came in and he spoke with the utmost bitterness in regard to Kennedy because he didn't wear a hat. [Laughter] He said it really made hundreds of thousands of dollars difference to every hat concern in the country.

Lathem: That's astounding, isn't it?

Hopkins: Yeah. Well, some of these pictures interest me. John Pelenyi had recently come. I sometimes wonder what passes through his mind. He had... When I first knew him, the Hungarian legation in Washington was the center of social life down there and apparently had any amount of money, the delegation had, and then of course the turn of events came about, but he's been through practically every phase of fortune that a man could be. And he was one of the most popular of the ambassadors too. I've always thought he was

very modest about it; never been any attempt to put on dog up here.

Lathem: No, that's so.

Hopkins: Hmm, they were talking about a United Nations even then.

Lathem: Here you are being enrolled in the Victory Service League. What would that have been?

Hopkins: ... it is.

Lathem: Dr. Ernest Martin Hopkins, president of Dartmouth College, has been elected director of the Continental Can Company. He succeeds the late J.F. Hartley, it was announced yesterday. March '63. ...'43.

Hopkins: I'm afraid I appreciated the status of that appointment as much as anything. They sent a place with two pilots and a stewardess up for me for every meeting.

Lathem: Really?

Hopkins: Yeah. I always felt very important. [Laughter]

Lathem: I should think.

**(End of Reel #32b)**

**Reel #33a**

Hopkins: ... Don't remember the Democratic leadership excepting [inaudible]. I never had the slightest idea of running against Tobey or anybody else.

Lathem: That's strange. Plan new Navy college training program. Educators attending yesterday's meeting at Columbia University where they talked with Navy heads regarding the V-12 course for officer candidates. Left to right, Franklin D. Snyder, president of Northwestern University, Ernest M. Hopkins, president of Dartmouth College, Rear Admiral Randall Jacobs, Chief Naval Bureau of Personnel, R.B. Von Kleinschmidt, president of University of Southern California.

- Hopkins: By the way, did you get that anti-Catholic thing from George Elderkin?
- Lathem: Yes, I'm afraid he's given that pretty wide distribution around.
- Hopkins: I wonder what under the sun has happened to him? He was in college with me.
- Lathem: Was he?
- Hopkins: Yeah.
- Lathem: I didn't....
- Hopkins: Fraternity brother of mine. [Laughter] And I think he began to get a screw loose some time ago. Some of my friends down at Princeton gave a luncheon for me and asked him to it, and he refused to come because some one or more of the group were anti-Wilson in the Wilson-West row down there.
- Lathem: Oh.
- Hopkins: And everybody asked me what was happening to him and I said I didn't know, I hadn't seen him for a long time. But he was perfectly normal when he was here in college and for a long time. But that is the most... That statement... I read it through pretty carefully because I couldn't conceive of his writing it to begin with. Goes back to the most violent anti-Catholic documents of my childhood which...
- Lathem: Here you are speaking at St. Johnsbury Academy in June 1943. Commencement speaker.
- Hopkins: Their trustees had a wrangle up there. You know this came in a request from this lawyer, Watson. It's a very major bequest. I think our share of it will run between one and two million dollars and that was only... Well, I don't know what the fractions were. But anyway, he left slightly more to St. Johnsbury Academy and their trustees have got about as many different ideas about how to use it as there are trustees. [Laughter] They, for some reason, think that I would know what they should do with it, which I don't.
- Lathem: No. Commencement 1943. President Hopkins makes stirring appeal for liberal education at commencement. Rumor Stearns not

to seek Senate seat this time. Prefers security of House post. Dr. Hopkins may oppose Tobey. Here you are with a hat on, with Frank Knox.

Hopkins: Yeah. [Laughter]

Lathem: Just what we were speaking about.

Hopkins: I don't know why all that anti-Tobey sentiment came in. I didn't think much of Tobey, that was perfectly true, but...

Lathem: I suppose Governor Bass would have been active behind the scenes in this period still, wouldn't he?

Hopkins: Yeah, he would have been. And it was a great loss as a matter of fact to New Hampshire when he had to pull out. One thing, if he had remained, I think Bridges would have been quite a different type than he developed into because//.

Lathem: He came out of that camp, didn't he, really?

Hopkins: Yeah.

Lathem: Being secretary.

Hopkins: Bass brought him over here, you know, as his manager of his... When Bass's wife had to go to Arizona and it was apparent that she had to stay there the rest of her life, Bass pulled out of all of his political affiliations. And Styles Bridges at that time was a university extension teacher in Hancock County, Maine for the University of Maine. But Bass had been in contact with him in regard to some of his own properties and he liked Bridges' ideas in regard to things and he brought Bridges over to manage his estate. And that's where Bridges came into New Hampshire.

Lathem: My goodness. I hadn't realized that at all. Very interesting.

Hopkins: And... But in politics, they quite grew apart as time went on. But it has been a great loss to the state, I think, that Bass hasn't been able to be here. We needed him, very much.

Lathem: What sort of a person was Colonel Knox?

Hopkins: Well, I was very fond of him. He was mixed up in that thing too. When the Bull Moose campaign showed signs of developing into something serious, Bass and the Spauldings and quite a group of the more liberal Republicans in the state looked it over and found that there wasn't anything excepting an occasional weekly that could be counted on for support of Teddy Roosevelt and a lot of us were hot for him at the time. And I've forgotten through whom it was but they began to look for a paper and an editor. Well, the *Manchester Leader* had run down to barely...

[Reel ends and new reel begins]

Lathem: OK.

Hopkins: The *Manchester Leader* had sunken from its former prestige until it amounted to very little but it was still existent. And there were enough men of wealth in this thing including Bass and the Spauldings and so forth, so they bought it and I've forgotten what the connection with Albion was but somebody in the group heard from Albion that there was an obscure editor in Michigan who undoubtedly would make good on this thing and it was Frank Knox.

Lathem: Oh, my heavens.

Hopkins: And I had very little to do with it excepting listening in on the thing but I remember the night that Bob Bass called all the group together and said he thought he'd got track of the man and brought Frank Knox in and introduced him to the group and so forth. And they had offered Frank considerably more than a man would be expected to get out of a paper with a circulation that the *Leader* had then. But Frank Knox, upon his stipulation, as I remember it was, that he should be given an option on the stock these men held when the campaign was over.

Lathem: Oh.

Hopkins: And I know nothing more about it than that, but I assume it was given to him. And within half a decade, he had built the *Leader* up to where he was running the *Union* out of business. And he took up his option then on the *Leader* stock and then bought the *Union* and hence the *Manchester Union Leader*.

Lathem: I see.

Hopkins: And he was a very attractive fellow. A very able one, but he went right on up the ladder and eventually became proprietor and editor of the *Chicago News*, and then he and Harry Stimson after a good deal of deliberation and a good deal of doubt with each of them went into the Cabinet. But so far as I know Frank Knox made a good secretary of the Navy. Although I don't think he was as good as Jim Forrestal. He... But at any rate the *Union Leader* had a very different attitude toward Dartmouth in those days than it has now. [Laughter]

Lathem: Here's an article by you in the *New York Times Magazine*. Shall It Be the Old College Again?

Hopkins: Yeah. Everybody was running in a different direction in those days.

Lathem: Dartmouth head justifies Sunday tilt with Crusaders in answer to Lord's Day League criticism. Dr. Hopkins declares circumstances made it practicable. That's about...

Hopkins: Evidently played somebody, probably Holy Cross, on Sunday. Football. Oh, yes, the one Sunday tilt in which Dartmouth participated was the Holy Cross College... When I came up here the Sunday cult was pretty prevalent. They had been suspending men, putting men on probation for passing a baseball back of Dartmouth at that time. The golf links were closed, the athletic fields were all closed. Rather than submit the matter to any discussion, I just brought it up to the trustees one time that I thought all those things were wrong and that we ought to open up everything, make access to the library more convenient than it was and open the golf links and even play Sunday games if we wanted to. And they were willing to go along on it, so we announced it as a package, and there was lots of... I'm amazed that we haven't found in here some, a lot more of this, because there was a lot of criticism of that at the time. Dartmouth becoming anti-atheistic.

Lathem: Thayer memorial at Dublin dedicated. What Thayer would that have been?

Hopkins: Well, that must have been....

Lathem: Abbott Handerson Thayer, noted artist and nature lover. Apparently you sent a tribute.

Hopkins: Did I tell you my experience suggesting that West Point mention the fact that Thayer was a graduate of Dartmouth more frequently?

Lathem: Yes, as a matter of fact I passed that on to John Masland just the day before yesterday on the steps of the Ad building. He came out and somehow or other something came up about Thayer and I mentioned this to him and he got a great kick out of it.

Hopkins: Well, the amusing thing is I've just got another invitation from them.

Lathem: Oh, have you?

Hopkins: Yeah. I'm not going down but they apparently got the idea which is all I wanted.

Lathem: My goodness. How the GOP defeated Cox, FDR and the League of Nations in 1920. Department of deadly parallel.

Hopkins: I don't remember anything about that. That's the only thing on which the trustees ever did me dirt.

Lathem: Oh, what was that?

Hopkins: They voted an honorary degree for Henry Cabot Lodge, which I argued against.

Lathem: Oh, really. Why were they so keen to give him a degree?

Hopkins: Well, about the same reason that people are enthusiastic for Goldwater now. He was keeping cool with Coolidge and so forth.

Lathem: Wondering where you came into this, I don't quite see, do you?

Hopkins: No, I don't. Probably in the award of the degrees. I don't know. I never was sure of my stand in anything and in that though, Lodge stayed with us and he spent practically every moment there berating President Eliot and Harvard and the fellows at Harvard for not giving him an honorary degree there.

Lathem: My goodness.

Hopkins: They never did do it.

Lathem: Did you ever have any contact with Harding?



Hopkins: No, I never even saw him. I ran across his trail again and again. He... Well, Ned McLean had a multi-hundred dollar place at Bar Harbor and he invited Harding down there for a week and he came down and the whole island was buzzing with the fact that there were two carloads of liquor came down for Harding's entertainment. Ran into that thing again and again. The most ungracious thing I ever participated in was the memorial tribute to him afterwards. I was down at Southwest Harbor and I'd gone to New York or come back here, I don't remember which, and Mrs. Hopkins telephoned that there was a committee at the house that wanted me to get back there and deliver the memorial address and it developed in such a way that I couldn't very well avoid it but it was a very colorless address, I'll tell you.

Lathem: ...Very nice assignment. One of the things they're forever plaguing Coolidge's memory about was how he avoided all through his administration dedicating the monument to Harding out at Marion, and finally when Hoover came in, Hoover did it. But Coolidge wasn't touching that with a ten-foot pole. Incidentally, I haven't said to you, I carried your greetings to Channing Cox with whom I had lunch in Boston on Friday at the Union Club, and he was very pleased and touched by it and wanted me to be sure to say greetings back to you and we had a drink downstairs in the lounge and then went up to the dining room there on the top floor for lunch and we went in and sat down at a table. And I looked over, the Governor sat with his back to the Common and I looked over at the table next to the window and here was someone I recognized. And I said, hello Senator and he said, hello to me. And Governor Cox said, you see somebody you know? And I said, Senator Flanders, and he apparently had never met Senator Flanders. I was astounded because we of course see a lot of him. He comes and uses the library. So when Senator Flanders got up which was within a few minutes, we had just barely ordered and hadn't had our first course served and he got up to go out and he came by the table to say hello and I didn't introduce them because I didn't think it was necessary but it proved to be and we stood chatting for a few minutes and then it was quite evident that they'd enjoy one another a lot so I suggested, although it wasn't my luncheon party, that he draw up a chair and sit down which he did and sat there with us all through our meal and they had a great time. They had everyone in common of course. They knew everybody in common. The Senator was going off to Maine on a fishing trip, some fishing club that he belongs to was having a session and he was very

enthusiastic about that and they spoke a lot of you and Governor Cox had known Governor Hartness well, apparently, I guess they may have been governors at the same time.

Hopkins: Yeah, they were I think.

Lathem: And they talked about that, and all sorts of people they knew, Mr. French of course they knew in common.

Hopkins: Did you ever know Hartness?

Lathem: No.

Hopkins: Talk about bigots. He was one. [Laughter] All the world was divided into two groups – those he liked and those he didn't. But he was...

Lathem: Was he a machine tool man?

Hopkins: Yeah, he was president of the machine tool company and had... That group of men was quite remarkable that came up through and won their positions on the basis of what they'd done in inventing. He was one and Senator Flanders was one, and there were others. Hartness was nobody's damn fool. He was bright enough but he... He didn't recognize any merit in a man he didn't agree with. But he laid out an airfield in Springfield there when airplanes were very, very young. And argued with the town of Springfield at the time that if they wanted to really be in this game they better develop it on a big scale, for it was coming. And he was wholly right about that of course. But his great obsession, if it was an obsession, was against alcoholic liquors and he had very little use for anybody that he knew who used them in any degree and it always seemed to me the irony of fate that the cocktail room in the Hartness House is what was his astronomical laboratory. [Laughter]

Lathem: Funny. Wilkie visiting Dartmouth.

Hopkins: Yeah. He was a very good friend of Dartmouth and a very good friend of mine. His death was one of those unforeseeable things. He went into the hospital for a checkup and he was just as well as I was. We had dinner together the night he went in and I don't know... Somebody among the visitors had a sore throat, but he died of it. He died in five days. I always thought it was a great loss to the country, but...

Lathem: Here he's speaking in Lancaster. That must be the time you were speaking at the Weeks' estate, perhaps.

Hopkins: Yeah, he was visiting... Unquestionably visiting Weeks. I don't know whether you know the ERPI Films right now called something else. Encyclopedia Britannica films, I think that's it. But the ERPI Company had been founded and developed by the Western Electric Company and they carried the development pretty far. And the government stepped in and said it was an illegitimate thing. I mean the government's thesis was that the AT&T was developing the educational films to advance the interest of the telephone interests, which they were not at all. Never heard that even suggested but that was the idea. And they were bringing so much pressure to bear that the AT&T decided that the thing to do was to get rid of the ERPI on any basis that it could. And I was talking with Bill Benton one day and he was talking about his desire to expand his interest and I says, why don't you buy ERPI Films? And he says, what about them? Well, I told him the story and the next I knew he had done it. He always gave me credit for the idea. I see he does here. But it's an interesting thing. He bought... He was vice president of the University of Chicago and he worked for two years to persuade Wood, the president of Sears Roebuck that the Encyclopedia Britannica was no sort of an article for Sears Roebuck. And eventually he persuaded Wood to... I think he persuaded Wood to give it... At any rate, it was on very favorable terms... to give it to the University of Chicago, and he was very proud of that and he talked with me a good deal about it and I thought it was quite an accomplishment too. And the trustees at the University of Chicago thought that there was something about this that they didn't want to be mixed up in and they refused to take the stock. And Bill Benton ever since then until now has been making from  $\frac{3}{4}$  of a million to a million dollars a year on the Encyclopedia Britannica. [Laughter] He talked with me one night about the peculiarities of administrative work in a college. I see in here... He tried... I'd forgotten this... It says here that he purchased ERPI for the University of Chicago too. But they didn't take that.

Lathem: My Lord. Here's a report of an alumni meeting in Boston in 1944 with a drawing of Mr. Parkhurst. I didn't realize that he lived to be so old.

Hopkins: Yeah. He did. That's not a very good drawing of him, but I don't know that it is of anybody else either.

- Lathem: Not very recognizable. Apparently Leverett Saltonstall was then governor and attending the meeting.
- Hopkins: Yeah. Practically all alumni work.
- Lathem: The Continental Can Company president's dinner, January 1944.
- Hopkins: I'm impressed always with these pictures with the fact that my loss of hair was a lot earlier than I had assumed. [Laughter]
- Lathem: Hopkins elected New England T&T director. January '44.
- Hopkins: Well, I always thought there was a certain gain for the college in the contacts that I got on those elections. I didn't take many of them, but... Things like Continental Can and New England Telephone Company I was very glad to.
- Lathem: Funeral rights for University of New Hampshire head. Englehart.
- Hopkins: Oh yeah, he was....
- Lathem: They'd not long before that, lost Mr. Lewis, didn't they? Two in a row.
- Hopkins: Yeah. Did you ever know that Ted Lewis was pitcher on the Boston Braves?
- Lathem: No.
- Hopkins: Yeah. He had a wonderful record at Williams and he was offered what was then a big salary to go with the Braves and he pitched for the Braves for three years. And earned the money thereby for his graduate work. I was very happy when he was made president of the University of New Hampshire. I'd known him for a long time. Here I am again, trying to displace Tobey. I don't know...
- Lathem: ...Pentagonal Group. Dr. Dodd asserts Army failed to fit ASTP into war pattern.
- Hopkins: Well, I think the trustees had with reason more doubt about my attitude in the Second World War. I had come to the conclusion in the First World War that whatever I did, I didn't want to do for the Army. And we turned down three different propositions the Army

made for us to take Army schools, which would have been considerable help, but I thought perhaps we could do something better, which eventually proved to be true. I mean we got this V-12 unit which was the biggest one in the country, and as a matter of fact that carried us through the war without deficit. But I don't remember anything about that, but the point is perfectly true that the Army failed entirely in my estimation fitting its units into the colleges at the time of the First World War.

Lathem: This picture of the Pentagonal Group with Dr. Butterfield, Dr. King and yourself, Sills, Baxter. How far back does that go? Does that go back before your coming into the presidency, or was it something that you...?

Hopkins: No, I got fed up with going to college presidents' meetings where all the discussion was in regard to graduate schools and so forth and I got to thinking about it and I made up my mind that we had more in common academically with Amherst and Williams and Bowdoin and Wesleyan, than we had with the people we were associated with. So we formed... I think it was this year that they were celebrating their 25<sup>th</sup> anniversary.

Lathem: Oh, really?

Hopkins: They just met up here about six weeks ago and Butterfield is the only one of them that's left in office.

Lathem: That's right, isn't it?

Hopkins: You know him?

Lathem: No, I don't.

Hopkins: He's very attractive I think. His greeting to me over at the Outing Club House where I went to lunch with him. He says, you're very welcome. He says, you're the only man in the United States that remembers that I played quarterback at Cornell. [Laughter] And he was a star quarterback at Cornell.

Lathem: This seems to be largely political in support of Wilkie in '44.

Hopkins: Yeah, we were both working for Wilkie at that time. I was never entirely sure of the basis for our pride in Wilkie's nomination but at least it can be said that it worked. The old guard so-called, had so

much more practical experience, that we felt comparatively helpless against them on it, and they were all against Wilkie. But we did what I think the old guard considered at the time an entirely futile thing. We got possession of all the tickets for admission and anybody that went into that Philadelphia convention went in under obligations to yell his head off for Wilkie every time his name was mentioned. And I think it was that that put him across as a matter of fact. [Laughter] The delegates were much impressed, and I've always been very proud of the result whether the means were justified or not. Well, here I am... Yeah, I'd forgotten I was on that directorate for a while. That's the...

Lathem: Encyclopedia Britannica films?

Hopkins: Yeah. Bill Benton up there.

Lathem: I see.

Hopkins: Mr. Hicks is on it now.

Lathem: I thought I'd heard him say something about a connection with that.

Hopkins: He roomed with Bill Benton at the Shattuck School.

Lathem: Oh, did he?

Hopkins: Yeah, as a matter of fact, it's quite interesting. A very interesting story. They roomed together at the Shattuck School and they were going to Yale together and then Yale turned down Bill Benton's application, and Ort who'd had leadings this way all the time felt with that release that he would come up here and he came up here. Bill Benton went to Carlton for a year and then transferred to Yale, but that's the relationship between those.

Lathem: Honorary degree citation. You were their principal sesquicentennial speaker.

Hopkins: Yeah. Quite a party as a matter of fact. Lord Halifax received a degree at that time.

Lathem: American Red Cross citation.

Hopkins: I haven't any idea what that was for.

Lathem: Here's a picture of Lord Halifax.

Hopkins: Oh yeah. I've got a picture of that president's reception, which amuses me very much indeed because I wasn't a great admirer of Senator Brewster. And Brewster and Burton were roommates at Bowdoin and at that particular time Brewster was Senator and Burton was on the Supreme Court. And they both received honorary degrees. And in the lineup as they stood, I was at Dr. Sills' right and right beyond me was as I had always known him, Owen Brewster. It seems he was known by his first name when he was in college, Ralph Brewster.

Lathem: Oh.

Hopkins: And this old man that they told me afterwards had been one of the judges of the Supreme Court stumped along, meeting us and he obviously was pretty old and he obviously was also a little hard of hearing. He got down the line as far as Owen Brewster and he says, well Ralph, I'll be God-damned. He says, I'm glad to see you here, because I've been wanting to ask you one thing. Ain't you got somewhere near now where you can begin to be honest?  
[Laughter] That was a real fraternal greeting.

Hopkins: Yeah, that was about the...

Lathem: Good Lord, they got a lot of publicity, didn't they?

Hopkins: Yes, they really did. They really had quite a party. An old-time friend of mine that I never see nowadays is Grenville Clark. He... I think he goes duck shooting with John Dickey each year but he sticks pretty closely to Dublin.

Lathem: Does he?

Hopkins: Yeah.

Lathem: Here you've got Stearns Morse in your scrapbook. Little squib here about Stearns Morse getting a...

Hopkins: Oh, yeah.

Lathem: ...fellowship. It always amuses me to think of Stearns at one time as the leading Socialist because this socialistic movement was

within the standard party... They're now so far ahead of him that he's as conservative as can be, I think.

Hopkins: Yeah, he went through a lot of mental agony on that. At one time he was seriously wondering whether he oughtn't to be a Communist or not. I told him as a Communist he ought to be stuffed and put on exhibition. [Laughter] He felt at the time that I didn't appreciate the seriousness of his cogitations but later he... This was purely and simply a lobbying effort in behalf of the United Nations.

Lathem: Americans United for World Organization?

Hopkins: Yeah.

Lathem: How did you get into that?

Hopkins: I got into that through Mr. Wilkie. He was very much interested in this organization and he stayed with it clear up until the final organization and he became convinced that he couldn't do what ought to be done because of his activities in the political field. And he asked me to take it and proffered and lived up to the offer too that he would of any helpfulness that he could at any time through it. And I did take it and I never worked harder in my life. We worked awfully hard on it. In retrospect, it's an interesting experience because the man who was most helpful of anybody outside of Mr. Wilkie in the whole thing was Alger Hiss. And most gracious about it, he said that I would find as I was bound to find that in the mass meetings in various places that occasionally the whole program would fall out from underneath and that he wanted me to just know that he was willing to take over in any of these. And he did as a matter of fact, we had....

**(End of Reel #33a)**

**Reel #33b**

Hopkins: ... we had a mass meeting in St. Louis at which there was reported to be 5,000 people. And shortly, two or three days beforehand, the man who was to be the principal speaker, the principal attraction, fell sick, and I called Hiss up at the State Department and he said yes, he'd very gladly take it on and he went out...

Lathem: My goodness.



Hopkins: It has made it always very hard for me to look at that thing with a dispassionate eye because I suppose that the verdict is right, but as I remember him, it is very difficult to think of him in that. Yeah, those were very active days. Well, we worked with the colleges and we worked with the civic organizations and the trade unions. Resources from which we got our help were... They were a peculiar combination. I... in industry the man most helpful to us was Henry Kaiser.

Lathem: Oh.

Hopkins: And so it went... Did you ever happen to meet Larry Gould? I see his name here, president of Carleton College.

Lathem: Yes, I think so.

Hopkins: He's a very rare... He was on the first expedition with Dick Byrd.

Lathem: Oh?

Hopkins: And he stayed down there two years and when they came back the reporters all flocked around him as he came ashore and says, you've been isolated from civilization for two years and down there all this time, says, what did you miss most? Larry Gould says, temptation. Which is quite typical of him. He's a very attractive fellow.

Lathem: Navy industrial association dinner. ... James Forrestal.

Hopkins: Yeah, this was in honor of him, apparently.

Lathem: September 1944... Is this story over here that Leonard Lyons is telling true? Dr. Ernest... Can you see it or shall I read it? I can read it to you. I think it's easier. Dr. Ernest Hopkins, president of Dartmouth took a vacation in the Canadian woods. He and his guide took their packs and made trail away from telephones or postal delivery. At camp one afternoon another guide arrived with a message for Dr. Hopkins. From Roosevelt he explained. Message came for you at town, something about your appointment o.k. Dr. Hopkins immediately packed his things and prepared to go to Washington as quickly as possible in response to the White House summons. Halfway back from camp he asked the guide to show him the message. It was an approval of reservations made at the Hotel Roosevelt. [Laughter] Is that true or apocryphal?

Hopkins: Well, it's true, but not of me. It's true of Ned French. As a matter of fact, we were up at St. Bernard and we were 40-50 miles in from the base camp and the French-Canadians were very unskilled in taking messages and this guide appeared with a statement that the president of the United States wanted an appointment with Ned French. And he didn't have any idea what it was all about one way or another and meanwhile there had been a meeting arranged in New York of railroad officials and Ned had written a routine letter asking for reservations at the Roosevelt Hotel and we trekked back to the base camp, all one day and most of one night, and found out that it was just a confirming of the reservation. But the guides had assumed from the fact that Roosevelt was signed to it that it was from the president and so forth. But I don't know where he picked that up, but that's the truth of the story.

Lathem: Dartmouth president on Arctic study board. October 1944. Named director of the recently formed Arctic Institute of North America.

Hopkins: Yeah, that's quite an active concern now. The principal thing I remember in regard to it... Had a good deal of a sting in it as bearing upon the president. The dean of McGill University was a member of the Institute and I was really trying to pick the men who would make a go of it and had any interest in it and the comment from all around was that the dean of the University of Montreal, which is a French-Canadian institution, would be very desirable on it, a thorough-going scholar and so forth, and I presented this to the board, and O'Neill, the dean at McGill, very quietly said that if we felt that we wanted this man of course it was up to us to go and get him but that he hoped that under the circumstances that they'd accept his resignation.

Lathem: Really?

Hopkins: Umm.

Lathem: That's strange.

Hopkins: That split between the English and the French up there is very real.

Lathem: How did you become interested in the Arctic Institute? How did you lead into that organization?

- Hopkins: Well, I'm guessing, and it is a guess, that it was through Lincoln Washburn.
- Lathem: Oh.
- Hopkins: Yeah. I think it was his idea, but he felt that he wanted somebody with a little more position than he had to undertake the organization. I think that's the way it came about.
- Lathem: Here you are supporting Dewey. November '44.
- Hopkins: That was an interesting thing. This was only ten days before the election. Dewey was speaking in Boston and I hadn't made any declaration at all up to that time and I didn't know as a matter of fact what I was going to do. And Dewey asked Sinclair Weeks if he would arrange for us to have dinner together after the speech. He had his private car attached to the train and I went down there. I didn't go to the speech; I listened to it on radio. When it was obviously coming to a close, I went down and into the car, and Dewey came in and in his usual brusque manner, he started right off. And he says, I've been wondering why I didn't have your support and I still wonder, and that's the reason I've asked you down here tonight. I says, well the truth of the matter is that I've read everything that you've been saying, and that I don't know yet where you stand on foreign affairs. And Dewey says, well I can tell you. It will be clear to you because he's a friend of yours. He says John Foster Dulles is my foreign affairs and he says, I am in complete agreement with him on everything about it and anything that I don't know about I shall be in agreement with him because I think he's the best-qualified man in the country. Well, I knew Dulles at the time because I'd sat beside him in the Rockefeller board.
- Lathem: Oh.
- Hopkins: And had for several years and was very confident. Well, I says, I just as soon give an endorsement anywhere and in any way that you want. But I says, there was nothing that indicated that to me in anything that you stated before. Dewey went to the door and asked the press in, they were right outside. That was the basis of that.
- Lathem: This was a railway car in South Station?
- Hopkins: Yeah. In South Station. That's right. Here's October 28.

Lathem: No pledge by Hopkins.

Hopkins: Yeah.

Lathem: October 26. Hopkins may back Roosevelt.

Hopkins: Yeah. They had to print something. [Laughter]

Lathem: This seems to be largely about the inauguration of the president of the University of New Hampshire.

Hopkins: Yeah. I think it must be very discouraging for the people in the state universities. The University of Vermont... Have you met John Frye?

Lathem: No, but I know about him.

Hopkins: Very, very attractive. And the trustees thought when they got him that they'd got somebody who would stay and I think he intended to stay at the time, but he's just resigned.

Lathem: I see that he has, yes.

Hopkins: Leaving.

Lathem: That was kind of a strange place to find a president, not really strange, but it was an odd job in the first place, being clerk of the Supreme Court.

Hopkins: Yeah, certainly was.

Lathem: I wonder how they discovered him there.

Hopkins: I have never heard. I know several of the trustees very well, but I never heard that explanation given, but I spent one night with Deane Davis and Jack Frye was his guest for overnight that night. And he spent most of the evening as a matter of fact telling us about the job and what it involved and his personal reminiscences and views in regard to the justices were very interesting.

Lathem: I'll bet they would be.

Hopkins: Very interesting.

Lathem: Yeah.

Hopkins: And he obviously knew them intimately.

Lathem: Here you are with a lot of other famous Hopkins. Mark Hopkins, Harry Hopkins, Johns Hopkins...

Hopkins: Well, I never saw any of them, but... There's a man who thinks my advice is good. The stoke... What on the face of it was a very flattering offer to go to the University of Louisiana.

Lathem: Oh.

Hopkins: And he talked with me about it and I advised him very strongly against it, but I guess the attractions were too great. Anyway, he accepted and within six months he was sorry he had. And he left at the first opportunity.

Lathem: Basil O'Connor being honored in January 1945.

Hopkins: Yes. Pretty much of a sameness here.

Lathem: Here, on the advocacy on universal military training.

Hopkins: Yeah. Carl Compton, the president of Tech, and Lewis Perry and I issued a brochure on that. We were interested in getting across the theory in which each of us three agreed very definitely. To put that in between the prep school and the college would be a benefit to the armed services, and certainly be a benefit to the colleges, and it would give men a definite knowledge of when and how and so forth. But it was not a popular thing. The protests that came in from the thing were... Do you look at TV at all?

Lathem: Occasionally. We don't have a TV but we see it when we travel.

Hopkins: I was amused last night. Gary Moore.... One of the BC broadcasters, I can't think of his name. Harry Reasoner, were on together, and they were dealing with the complaints against CBS for this that and the other thing. They had a bunch of correspondence there and they'd read one pro and one con, and Gary Moore says, here's one I can agree with wholeheartedly, and it was from a woman congratulating CBS on throwing the Gary Moore show off. [Laughter] She said she never understood the stupidity of people that would keep it on so long and Harry

Reasoner says, well, all right, now he says, here's one that I wasn't going to read but I will read too, and this was from somebody raising questions why CBS let Reasoner ever broadcast anything. The woman says he doesn't open his lips and nobody can understand what he says. [Laughter] It was quite an amusing program. There was great opposition among the mothers, at least, the idea that their sons should have to go to training camp before they went to college.

Lathem: Should the United States wait until peace for universal training?

Hopkins: If you read all of those, which I never have, you'd probably find that there wasn't any common denominator among any of them.

Lathem: What came of that, Mr. Hopkins? This Collier committee to select a member of the House and a member of the Senate who in their judgment have best served...

Hopkins: Well, so far as I can remember, it just died. I think that's it.

Lathem: Oh.

Hopkins: We made one award and that was to the boy from Oklahoma whose son was here in college. Senator... All I can think of is Monadnock, the...

Lathem: Oh, it's not Monroney?

Hopkins: Yeah.

Lathem: Monroney. His son was in college when I was here.

Hopkins: Yeah. Well, that so far as I know was the only award that we made. I think we were able to agree on that most largely because none of us knew him well. [Laughter]

Lathem: Here you are with Channing Cox and Dr. Day.

Hopkins: Yeah.

Lathem: Reunion. Here's a clipping in May 1945. Creation of a new Dartmouth degree. Bachelor of Naval Science. A modification of the college's degree requirements for the benefit of the present Navy V-12 trainees were announced today by Dr. Ernest M.

Hopkins, president of the college, in connection with the establishment of the Navy Reserve Officers Training Corps here. Did that come about? I don't remember.

Hopkins: I have no memory in regard to it. I just don't know. I think it probably came about from our desire and the desire of a lot of the trainees to have some sort of a permanent attachment to Dartmouth.

**(End of Interview)**