Please Note

This oral history transcript has been divided into two parts. The first part documents the presidencies of John G. Kemeny and David T. McLaughlin. The second part documents the presidency of James O. Freedman and will be open to the public in June 2023, which marks twenty-five years following the end of his administration.

This is part one.

Cary P. Clark ‘62
College Counsel, Emeritus

An interview conducted by
Mary S. Donin

December 3, 2008
Hanover, NH

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Dartmouth College

Hanover, NH

INTERVIEWEE: Cary Clark

INTERVIEWER: Mary Donin

PLACE: Hanover, NH

DATE: December 3, 2008

DONIN: Today is Wednesday, December 3, 2008. My name is Mary Donin, and I'm here at last, after six years, [Laughter] with Cary Clark, Dartmouth class of 1962, and former college counsel—first and former— college counsel starting in 19-- Well, you came in '74, but you were made college counsel in '77, right?

CLARK: Yes.

DONIN: Retiring in 2000.

CLARK: Nineteen ninety-nine.

DONIN: You retired in '99?

CLARK: I retired September 30, 1999. I started October 1, 1974, and ended September 30, 1999, 25 years to the day.

DONIN: I don't know why I had you down for 2000. I guess because we came in 2000, I thought there was…. But there was no overlap. Okay. So I think the first thing we'd like to start talking about is your…. How is it you came to Dartmouth? I know you were a legacy. Your dad went here, right?

CLARK: Yes.

DONIN: Was he the first member of your family to come to Dartmouth?

CLARK: As far as I know, yes.

DONIN: And was there ever any question in your childhood that you would go anywhere else?

CLARK: That's interesting. I've thought about that. I grew up in Lisbon, New Hampshire, which is a small mill town about 50 miles north of Hanover. My father was a member of the Dartmouth class of 1917. And his father before him grew up in that area, and I've traced that sort of line of the family back, and it goes back into the Massachusetts Colony in the early 1600s.

So I've started genealogy. At least a good part of me on my father's side is Yankee stock. And my mother was from a very southern part of the West Virginia panhandle. They were introduced by a Dartmouth classmate of my father's in Boston, and married in the '30s. My father was a member of the class of 1917, George E. Clark. There are a lot of George Clarks. He grew up in Lisbon as well and had a good time at Dartmouth. And then in '17 signed up to save the world and went to Europe with General Pershing. Then did save the world and then returned and finished up at Tuck School. So he was a member of the Tuck class of 1920.

I was born April 27, 1940, making my father, who was born in 1897…. He was 43. So there's a long expanse of time. When I grew up, we came down to a lot of Dartmouth events: football games, basketball games, hockey games. So Dartmouth was sort of a part of my life. But I don't recall my father ever pushing it that I go to Dartmouth. But whether through his machinations or just through my simple view of the world, I only applied to Dartmouth.

Then waiting for the results of my application in the winter of 1958, I finally asked my father a question that I should've asked a long time ago, which was, what if I don't get into Dartmouth? And he said without hesitation, "Well, then you'll probably go to Phillips Exeter for a year and then apply again." Fortunately that didn't happen; I did get in and came to Dartmouth in the fall of 1958.

I was a real country boy. Going to Dartmouth for me was a big step. It was a worldly place. Fortunately, I didn't have a New England farmer's accent, largely because, I think, my father had lived away from the North Country for quite a while. And my mother was from the South. So at home I think we spoke non-Yankee English. But I

was arriving here, living with people from big cities and prep schools, and felt very much out of water.

I was very fortunate. I had a roommate; I was assigned a roommate in Room 209, South Massachusetts Hall, named Ted Mascott [‘62], George T. Mascott. And while his family was not financially well heeled because his father had sort of a lobbying job in Washington, he grew up in the highest of Washington Embassy Row society. I believe he went to Sidwell Friends, which is the school where the Obama children are going to go. He had all the social graces that I lacked and taught me everything from how to properly open an English muffin—not with a knife but pulling it apart—to how to dress properly.

When I went to visit him once he took me to sort of a warehouse in Baltimore on the top floor, and there, there was a company that sold fine tweedy clothes, but with no labels. But he knew what to buy, and we got good stuff, very nice. And when we came back to our room, I noticed him sitting in a corner, and he had a little Sucrets metal box in front of him. And in it were Brooks Brothers labels that he had removed from clothes in the trash or from rummage sales, and he was carefully sewing the Brooks Brothers labels into his clothes. But it was wonderful. And we were different but we got along fine. So that helped me a lot.

Later, I sort of understood having good people to live with and friends was important. We had…. Back then they did sort of have a preference for northern New England boys. Fortunately in admissions we weren’t competing with most of the human race, no women. And we had, not my freshman year, I think my second year, a young man that moved into a room across the hall, with roommates that were not probably as charitable and accepting as mine was, and he was having trouble with the academics. We didn’t follow very closely how other people were doing.

And one day we went in there, and he was…. His roommate had come out and asked us to come in. We went in, and he said, “Look.” And we looked in, and he was sitting on the edge of his desk chair. And he was putting on his shoes. I looked at the other fellow, and I said, “So?” He said, “Keep watching.” And he began to take off his shoes. Then he put on his shoes, and then he took off his shoes. And what had clearly happened, he had psychologically hit a wall

where he could not emotionally, mentally, physically move forward or go backwards.

And then we realized he needed help. He got help, and left, and I don't think he ever came back to Dartmouth. And I always thought about that, because he was from the same sort of social background that I was. I was more fortunate in adapting a little bit.

DONIN: Did you feel well prepared academically?

CLARK: Better than I thought I was going to be. I was very fortunate. I had two or three really good teachers in my high school. My high school class had 23 in it, and very few ever went to college. I had some classmates who were achievers, and so we competed with each other. But I had good teachers. I was taking things like trigonometry in a little mill town high school so that I was prepared enough. My grades the first year and a half were just so-so; okay, but didn't knock anybody's socks off. And as I went forward, I finally understood how it was done. And my average jumped from sort of B and B+ in my sophomore spring to almost straight As for the rest of the time.

One of my great disappointments was that, because of the grades in my first and second year, I never made Phi Beta Kappa. But I did graduate *cum laude*. But it took a while to really sort of understand how the game was played. And interestingly, the high school kids that I knew got better and better and better and the private school kids went down. They really knew how to deal with the academics when they arrived, but they tended to get more drawn into the fraternity social life, to the exclusion of academics. So that you had this interesting crossing of lines, and I think it was typical that the high school kids [with] lesser means and maybe a little more drive, got better and better; and the preppies sort of went in the other direction.

DONIN: Did you have any sort of mentor that… Obviously, your roommate helped you a lot with the social stuff. But someone who was an academic mentor here, a teacher or a dean?

CLARK: Not really. I had a few teachers that I sort of liked. But there was nobody in particular. And my principal extracurricular activity was that, while I was not an athlete at all, I'd played a little basketball in

high school, I liked athletics, and my father was a big fan of athletics. So I signed on at what was then the Dartmouth College Athletic Council, the athletic department, to work in the managing trade.

Back then, it was sufficiently competitive that as a freshman, there was a whole bunch of students that just did whatever had to be done in all the sports. Then they became candidates to be the manager, the sophomore manager, of a sport in the sophomore year. So there was competition. Everybody wanted football, and I didn't get football, but I got basketball. So I became manager of, in my sophomore year, the freshman basketball team, which they had. Then the junior year, the assistant manager and then the senior year, the manager.

DONIN: Oh, wow!

CLARK: And that was a good experience because the managers took care of all the planning of the travel and the hotel accommodations and basically saw that everything that needed to be done for the team was taken care of.

DONIN: You'd have to be very organized.

CLARK: Yes. And you ended up getting pretty good at it. And the way the system worked is, you learned a little bit about it in the first year; then as you worked your way up, sort of had mentors among other students as well as the administrators in the athletic department.

DONIN: That's a big time commitment, isn't it?

CLARK: Yes, it was, particularly…and basketball plays most of the year. So it was…and it involved travel and a lot of things. And I enjoyed it very much. It happened that it was a little bit challenging because just as I got into the managing of basketball, the quality of the basketball players fell off a cliff.

When I was a freshman, they were very good and had as their star Rudy [A.] LaRusso ['59 TU '60], who went with the Los Angeles pros. And there were good players in the class of 1960. But then after that, it was just a bad scene.

DONIN: Who was the coach?

CLARK: The coach was [Alvin Fred] "Doggie" Julian.

DONIN: Oh, yes.

CLARK: He had, I think at one time, actually may have coached the Boston Celtics and Holy Cross, and was used to winning. Then all of a sudden, he had a bunch of really not very talented basketball players. That may be where I developed, what few talents in diplomacy and humor evolved. Because he was a very lively person, and it was quite a problem for him to suddenly have a losing team. And to sort of manage all that and to keep everybody in good spirits was part of my job. The freshman basketball coach was [Ulysses J.] "Tony" Lupien, who was the baseball coach, and he taught freshman basketball so that he could, in effect, be employed by the college year round. His life was baseball, and he hated basketball.

DONIN: Oh, dear.

CLARK: I remember coming into his office, and he's built like an athlete, which I wasn't. Once walking in, and he's sitting there. He'd like nothing better than to get back to his office, and he said, "Have a seat!" He pulled out the drawer—I remember this—pulled out the drawer on his desk and stopped it quick, an old Steelcase desk. And slowly rolling out the drawer was a bottle of very warm, very cheap bourbon. And he put a glass down, and he said…. And he'd filled one nearly to the top. And he said, "Want to join me?" And even though I'd joined a fraternity and was familiar with alcohol and all, I said, "No, I think I'll pass." But he was good company. But it was clear he didn't have much use for basketball and was just doing it 'til he could get to baseball season.

DONIN: Right.

CLARK: And so…. So I joined the Sigma Nu fraternity. I never got fully into what the fraternity life was like then. I stayed in the same dorm in South Mass for three years and finally lived in the fraternity in my senior year. But I was never a real frat rat.

DONIN: Uh huh. So the social life there was not…I mean, that didn't really attract you.

CLARK: Well, the social life was fine, and the fraternity had parties. But actually most of my social life took place with friends in my dorm. I, for most of my college time, I was dating a very nice young woman at what was then Colby Junior College. And had friends that were dating there. So I spent a good part of my time in New London, enjoying their bowling alley and all that sort of thing.

DONIN: How'd you get back and forth?

CLARK: Well, I'm glad you asked. They had a benefit that was very, very nice. Back then the Dartmouth classes went until noon on Saturday except for big weekends. But there was a bus that ran from New London, from Colby-Sawyer—Colby Junior College—to Hanover, and arrived about noon at the Hanover Inn. And all the young women would pour out. Then I think it was at one a.m. on Saturday night or early Sunday morning, the bus was sitting there, and we'd take our date over to the Inn corner, and put her on the bus, and she'd take the bus back to Colby Junior College.

DONIN: That's a great service.

CLARK: Yes. And so with their Winter Carnival and our Winter Carnival, I spent as much time, I think, in New London.

It was clearly a work hard, play hard environment. The amount of alcohol consumed was modest compared to what happens now. We would have house meetings on Wednesday night, and there would be a quarter keg, which was considered a lot of beer. Now that's sort of, you know, an appetizer.

And then occasionally, they would have a movie on Thursday night. But basically, people from Sunday afternoon most weeks until Saturday noon, it was work and extracurricular activities. And by and large, almost no women on the scene at all. The exception being the nurses' residence on Rope Ferry Road.

DONIN: Oh, yes. That's right.

CLARK: There was a nursing school connected with Mary Hitchcock Hospital. But I had no contact with them, but occasionally one of them would pop up. I remember one occasion at the house when—one weekday evening—when people were having a lot to drink, and

I went over to the house. And sitting on the counter behind the bar, just barely able to sit at all, was a young woman from the nurses' home—nurses' residence. But that was the exception.

DONIN: Did you ever mix with townie kids or faculty kids?

CLARK: No. It was pretty much a very sort of closed loop. And obviously as they have over the years, the college very much discouraged the high school kids—as did parents—getting involved with those awful guys at the college. [Laughter] There were road trips. And again, because my social life was primarily at Colby Junior College, I wasn't one that piled into cars to go to these places. And some of them were extraordinary. I think there was one time when a few guys in my fraternity were sort of standing around on a Thursday, I believe it was, and said, "Let's go to the Kentucky Derby." And they went out and got in their cars and drove—

DONIN: All the way?

CLARK: —all the way. It may have been a Wednesday. But they basically just sort of on the moment took off. So the general concept of the *Animal House* movie was a fair reflection of what life was like.

DONIN: What was the percentage of kids that had cars in those days?

CLARK: I don't know what the percentage was. My recollection is that you may not have been able to have one as a freshman. But then after that, you could have them, and you had to park them off campus. And people rarely, except if they were taking a weekday evening in New London or someplace, they usually didn't touch the cars. But you weren't allowed to have the car on the campus. So they were mainly for weekend use. And there weren't that many because, again, the *Animal House* story about the very popular young man who had the car is a fair reflection.

I was fortunate in that I had a car. As a matter of fact, I was fortunate that my father was fully supportive of me. It took me later to understand. I had summer jobs that were fine. I worked at the Cannon Mountain Aerial Tramway in Franconia. Then when I was 21, I took on the wonderful job of being a tour escort for American Express Bus Tour of all of New England, weeklong tour, out of New York City. And I did that for two summers.

So my Dartmouth experience was great. I thought about the subjects that I enjoyed. And the ones I enjoyed most were survey courses in subjects that I knew nothing about. I majored in economics. I knew I wanted to be a lawyer even though I had very little concept of what a lawyer was. So I took economics because the beginner courses interested me, and it was the major that had the fewest major requirements. What I wanted to do was take a lot of electives in different fields, and it enabled me to do that. Other kind of favorite courses I had were history of architecture, which was taught in this building, Webster Hall. Also sort of an overview history of music, which was wonderfully taught by a young professor in the music department, [Louis] Milton Gill [Jr.]. And that being one of the tragedies of Dartmouth, being that Mr. Gill in a few short years after that was killed in the crash of the Northeast Airlines flight in Etna.

DONIN: Yes. Right.

CLARK: But it was those kinds of survey courses that I enjoyed most, and just sort of broadened me because my view of the world was pretty limited at that time.

DONIN: Did you…? Were they still doing the Great Issues course at that point?

CLARK: They were.

DONIN: Uh huh.

CLARK: And it was wonderful. I must confess that I couldn't recite for you the speakers that I saw. I think I've since been told that during my senior year, Martin Luther King actually came. He was still quite early….

DONIN: I think he was here, yes.

CLARK: But it was a wonderful experience. When I came back as an administrator, the thing that I really was disappointed in was that it had been discontinued. And my impression was that it had been discontinued just because the faculty didn't want to bother doing it. For me, and I think a lot of people in college, certainly back then, it really was a window open to a much broader world and much more significant issues than existed in our lives. I guess you're familiar….

They basically had a lecture every Monday evening in 105 Dartmouth Hall; then had a discussion group led by a faculty member or someone—I think it was the next morning. You may have heard this before. But one of the crowning features of Great Issues was that it was the only college event at which you were required to wear a necktie. And so every Dartmouth senior's closet had a collection of what were know as GI ties, Great Issues ties. Dartmouth seniors would go to local rummage sales to find the worst, the most god awful ties. [Laughter] And the biggest favorites were ties that if you held up sideways, there was writing that could be read, and usually it said something disgusting or obscene. And we were in 105 Dartmouth which had a balcony then.

So you had this sort of 700 men jammed into this space, all wearing outrageous neckties. It was a scene to behold. But when the speaker got up and talked, it all settled down. It was an important part of my life.

I think, if I could get the ear of the next Dartmouth president, I would say, First thing you do is learn about Great Issues and bring it back. It was extraordinary. And, of course, the answer always is that, well, we have these interesting people come to campus and speak. But almost always the people who go to hear them are people who are already on top of those kinds of issues and are believers. And it's the other ones that ought to be hearing those people. And so it was an important part of my senior year.

DONIN: So what were your memories of President [John Sloan] Dickey ['29]?

CLARK: I had essentially minimal contact with him. I think the students liked him. The one impression I had, and it got reinforced actually when I came back to be an administrator, is that he liked his image as a sort of outdoor kind of guy. I wouldn't say necessarily macho. But he liked to be known as somebody who connected with the out-of-doors.

I remember back when I was working at the college, that we had some event at the College Grant, the Second College Grant, at which there was an area of the Grant that I think was being named or dedicated, and I think put under some sort of—a ridge that was put under some sort of a conservation easement. I believe it may

have been named for him. But I'm not sure exactly what the event was.

But what I do recall is that most of us that had been up there, gone up there, were dressed in sort of casual clothes but more often more office-like than outdoors-like. And I remember him arriving, and the door opens, and he was in full sort of heavy-duty fishing-trip gear. I mean, he was in costume. Because I don't think there was any intention he was going to do anything up there except participate in some sort of a speaking event. And he got out of that car, and I said, Boy, there's a man who wants to be seen as someone of the great outdoors.

DONIN: The iconic picture that just always comes to mind when his name comes up, for me anyway, and of course I never knew him, is the sort of lumberjack shirt striding across the Green, which wasn't green at that moment, it was covered in two feet of snow, with his dog by his side, going to help shovel snow, you know, down on Main Street in front of the Inn. And, you know, definitely a sort of rugged outdoorsy kind of look about him.

CLARK: Yes. Now he may very well have done a lot of fishing and done a lot of outdoor things. But it was just clear from that one event that it confirmed to me that this was an image that he liked and was going to do everything he can to foster it. And on that day he was playing the part. But as a student, other than matriculation, where I must have exchanged five words with him, I didn't see him. Back then, you were considered very fortunate if you made it through your four years with little if any contact with administrators. Because more often than not, it usually meant that you'd got in trouble with the dean and had been called in.

When I came back as an administrator, there was much more of this sort of students interacting with deans and administrators and going to lunch with them. But our attitude was that, you know, if you had to go before an administrator, it's probably because you're in some sort of deep trouble.

DONIN: Yes.

CLARK: My father told me this story when he was a student, that he…. It was the same thing, that one of his relatives had gotten very sick,

and they were worried. I think it was an aunt of his. And so he got a call from his parents or a telegram—however they communicated then—and told him he needed to come home.

So he went up to the dean's house, which I think was out roughly on Rope Ferry Road somewhere, a dean's residence. And he said he went up and knocked on the dean's door. He couldn't leave town without dean's permission. And this was in the evening, and the dean opened the door and looked at him sternly and said, "Yes?" He introduced himself and explained that he had to go. His family wanted him to come home because a relative was very sick. And he remembered the dean looked at him and said, "Mr. Clark, your aunt has picked a very inconvenient time to get ill."

DONIN: Unbelievable!

CLARK: My father said he was shaking in his boots. And then he said, "Go ahead." [Laughter]

DONIN: I don't know when that change happened, where the deans and the staff of the college were not seen as these sort of stern disciplinarians, and suddenly one became your friend and supporter and sort of substitute parent and anything else you want to call them. It must have happened with the arrival of lots of new federal regulations and all sorts of other needs for so many more administrators.

CLARK: And I think it may have had to do with the significant change in the makeup of the student body. That with women being admitted and a lot of minorities around, I think there may have been more deans that were encouraged to….

DONIN: Oops, I'll flip this over. Yes, more deans?

CLARK: There may have been more deans that were sort of encouraged to interact with students and get feedback and help them and so forth and so on. I can't recall much in the way of assistance that was available to students. There may have been some courses or training you could go to, to help you with studying or writing or something like that. But it was very little.

DONIN: Did Dick's House exist when you were here?

CLARK: Yes, it did.

DONIN: Uh huh.

CLARK: And it was a busy place then because when someone came down with an illness, particularly a contagious illness, they went in. This was not a time when there were a lot of medications. So if you were sick, you got put in a bed at Dick's House. And it wasn't until later where you went over there, and they checked you out, and gave you a pill, and sent you back to your dorm.

DONIN: Right.

CLARK: But at that time, it was not unusual, if there was a bad flu or something, to have just Dick's House a mini-hospital, just bulging with students.

DONIN: Did you…. Did a lot of students have part-time jobs here in the '60s when you were here?

CLARK: I didn't. I think students that were on financial aid did have some jobs. I don't know whether the federal program, that work-study program, was in place at that time. But they either worked on campus or in many cases worked off campus.

DONIN: Right.

CLARK: In local restaurants.

DONIN: Main Street, yes.

CLARK: My roommate, Ted Mascott, worked in Hal's, which was off Main Street, a student restaurant. He worked as a waiter. And the main job of the waiters was to encourage students to eat quickly and then get out so they can turn the tables over. But because I was fortunate enough not to have to work, I didn't know that. But it was clear there were students working on campus and off campus.

DONIN: Yes. So graduation was held…. Was it still being held up on the Bema in those days? Or was it on the lawn? Do you remember?

CLARK: I think our graduation was on the lawn. But I don't remember much about it. I think my recollection was that it was not a very exciting speaker. But, yes, I'm pretty sure it was on the lawn. In my senior year, as I said, I was interested in becoming a lawyer. And so one of the complications was that the law exam….

DONIN: The bar exam?

CLARK: No, the….

DONIN: Oh, the thing before, the LSATs?

CLARK: LSAT exam was being given the Saturday morning of house parties weekend in the fall of 1961. I was living in the fraternity at the time. Realizing that I'd probably, if I was in the house, would not get much sleep and maybe be distracted, I got a room in the Rogers Hotel, which was on the Green in Lebanon. It is now a senior… I think it's still called the Rogers; I think it's R-O-G-E-R-S House. Got a good night's sleep, and fortunately for me, did well in the law school aptitude test. I again saved my money and not wasting it on a lot of application fees, I applied to Harvard Law School and Yale Law School and got accepted to both. Again, not competing with 99 percent of the human race which were not allowed or encouraged to go to those places.

So then I had a dilemma. Because Yale was smaller, I was less intimidated by it and thought that might be a more comfortable environment for me. But then I compared the opportunity to live in Boston for three years versus live in New Haven, and I said, I think I want to live in Boston. So I took Harvard up on their offer, and went down there for three years.

DONIN: So that was your first real sort of urban experience?

CLARK: Yes. Other than the occasional trip with my dad and mother for shopping at Filene's Basement and going to Red Sox games and occasional Celtics' games, this was another step up for me, to move into an urban environment. And also to move into a school with the students again a considerable level above the caliber of students I was dealing with at Dartmouth. So there was another adjustment there. But again, I had good friends and made it through okay.

DONIN: Did you have…. Were there any other Laconia kids—did you say Laconia?

CLARK: Lisbon.

DONIN: No, Lisbon, sorry. Any other Lisbon kids here at Dartmouth? Had there been when you were here?

CLARK: There were none here while I was here. But two years later, two or three of them came. And I always like to kid myself into believing that the reason they were admitted [was] that the college had had such a wonderful success with me. I'm sure it had to do with their own performance and had nothing to do with me.

The college then had quite an active preference for northern New England boys. And I had the added advantage that I was a legacy, my father being an alumnus. So I don't know how much of that is done today, but they made a point to admit northern New England kids when they could.

DONIN: Well, that was…. John Kemeny is often credited for sort of renewing that commitment. I mean, I don't know when it died out, whether it was at the end of the '60s. But you were here through '62. So, you know, in addition to his renewed commitment to Native Americans and women, obviously, he also is often credited—I don't know if it's valid or not—with renewing the commitment to the northern New England kids.

CLARK: Yes. Well, I had the impression it existed. But whether it had gone up and down over the years or not, I don't know.

DONIN: So when you left here in '62, the unrest of the '60s hadn't really hit yet, had it?

CLARK: No.

DONIN: It was still sort of the end of the….

CLARK: The old Dartmouth.

DONIN: The idyllic '50s. Postwar….

CLARK: Other than possible improvements in the faculty that President Dickey may have done, Dartmouth had not changed I think much at all, since World War II.

DONIN: But he certainly is…. Dickey is certainly credited with making the upgrading of the faculty.

CLARK: That's right, yes.

DONIN: One of his main goals, certainly in the '50s after the war was over.

CLARK: It was interesting that the faculty tended to be of sort of two groups: some professors who'd been around since, at Dartmouth prior to World War II. And then younger ones. And they were sort of a different stripe. I think that that probably had to do with John Dickey. And there was sort of an age break there, I think, because of the war.

DONIN: Yes.

CLARK: So there were good members of the faculty. And back then there was a very strong emphasis on teaching ability. So you were quite spoiled, that everything was being taught by…

DONIN: Full professors.

CLARK: Full professors who had been, I think, hired for, among other things, teaching ability.

DONIN: Yes. So how were you as…. Did you remain an involved alum once you left here? I mean, even in law school, you know, when you were a young alum, five, ten years out, did you stay pretty up to date with what was going on here at the college?

CLARK: Yes, but probably no more than other alums. I would have contact with Dartmouth friends in Boston where I went to law school and then stayed and worked for another nine years. So I was down there a dozen years. There were Dartmouth friends. We would usually go to the Dartmouth-Harvard football game, which almost always was played in Cambridge because the athletic department made more money that way.

DONIN: Oh, is that how they plan that? I didn't realize that.

CLARK: Dartmouth only played two or three home games because they could fill Harvard stadium and Yale Bowl and the stadium at Princeton. And so it was in the athletic department's and the college's financial interest to go there and share the take from 35,000 people than to come up here for maybe five or ten thousand. Furthermore, that's where the alums were.

DONIN: Sure. That's right.

CLARK: And they were the principal audience for the athletic teams. So football particularly was on the road most of the time.

DONIN: Makes sense. So what drew you back here?

CLARK: I was working in a law firm in Boston which later became known as Herrick & Smith. And worked there for nine years. That firm did some legal work for Dartmouth, mainly in labor relations. The partner there was a man named Warren Oliver who dealt with Dartmouth matters. I had just become a partner in this firm of 60 lawyers, but had not reaped any of the benefits, financial benefits that partners in law firms then received. When I started with that law firm in 1965, I was hired at a salary of $7200 a year. But when I arrived, they generously increased it to $7500. This was….

DONIN: What'd you say, '65?

CLARK: Nineteen sixty-five. Being a young associate in a big law firm was considered sort of an apprenticing experience. So after four years of college and three years of graduate school, I was being paid $7500 a year. After nine years, it had gotten up to about $28,000, which still wasn't a huge amount of money, even then.

John [F.] Meck [Jr. '33], who was then the vice president of the college with responsibility for all things non-academic, let it be known to Mr. Oliver, and more indirectly to me, that he was looking to hire Dartmouth's first attorney. He had gotten in touch with us because for some reason he knew of one of our new young associates there, who was a Dartmouth grad. And for whatever reason, thought there might be interest there, and it might be somebody he was interested in.

I heard about this and talked with my wife, and we had two young children. And talked about whether this was something I might be interested in. I had never really fully become a city boy down there. I lived in Hanover, Massachusetts, and had to commute up the Southeast Expressway by car or bus. And really always thought that it would be nice to somehow get back to New Hampshire. In fact I had had limited conversation with [Stuart John] Jack Stebbins's firm here in Hanover about the possibility of coming back. I had heard, I think, through Meck or through Oliver that they were planning to pay $18,000 a year for this attorney. Whereas I think if I'd stayed at the firm, the first year I would've made 40 or maybe $50,000. But my wife and I, since we'd never really experienced a lot of money, weren't gong to miss it. And so I let Mr. Meck know that I might be interested and asked him to tell me more about the job. He sort of tried to…he tried to discourage me by saying that he didn't think I'd be interested because they weren't going to pay much money. I asked him to keep talking, and we did.

So I ended up having an interview with him and then an interview with Berl Bernhard ['51], who was a prominent Washington attorney who was on the board of trustees. And they hired me. I went through this…. The job was attractive because I had done corporate type of practice and investment type of practice in Boston and realized that I couldn't get very far north in New Hampshire to find the same kind of work. So this was an opportunity to work in an organization that would have some of the same kind of things that I'd worked on. As a matter of fact, when I was with the law firm in Boston, I handled numerous matters for MIT. So I was familiar with the day-to-day kind of headaches and problems and issues that come up on an academic campus. But frankly, what was more appealing was the ability to get back into the country and live in Hanover. So we packed up and came back. And, as I said, I started work October 1, 1974.

DONIN: Wasn't John Meck also a lawyer?

CLARK: He was.

DONIN: Or trained as a lawyer.

CLARK: During the Dickey administration, Meck basically was responsible for all things non-academic. However, when John Kemeny came in, he took away from Meck most of the direct-line responsibility for most of those things. When we get into the sort of, what kind of a place the Kemeny administration was, I can talk about it. But the two things he was left with was investments and legal.

DONIN: Uh huh.

CLARK: He was an attorney and I think had in fact taught at Yale Law School. And considered himself, among a lot of things, Dartmouth's legal officer. On his staff was a young man named [W. Leslie] Les Peat—I think it's P-E-A-T—who did have a legal degree but had not really done legal type of work. And for one reason or another, Peat was leaving. Furthermore, Meck knew that he himself was retiring within the next two or three years.

DONIN: So this was when you got here in the early '70s, he was going to retire?

CLARK: I got here in '74, and he retired two or three years later. So I think this was part of his plan, to have someone be able to pick up the kind of responsibilities for the legal matters for the college that he personally had really taken care of up until that point. It happened to be a time where, in the early '70s, most universities of significant size began to hire their own attorneys. That was probably a product of the fact that these schools, which in earlier times had been basically left alone by government, were now beginning to see rules, laws, and regulations applying to them for the first time.

I know when these places all started hiring lawyers, because one of the things that happened while I was at Dartmouth is that we formed an informal group of the Ivy Lawyers, and we would get together a couple of times a year. And most of them had not been on board that long, and were in many cases the first person to hold that kind of a position at their schools. So this was a sort of new occupation that sprung up, I think in most places, in the early '70s. And what was interesting is that the job didn't have much definition when I arrived.

DONIN: Right.

CLARK: Furthermore, Meck had very limited responsibility because most of the things that he had overseen had been taken away from him by John Kemeny.

DONIN: Wasn't that all… Wasn't Kemeny reorganizing, and he brought in those management consultants called Cresap, McCormick [and Paget]…?

CLARK: I have no idea what happened. I wasn't there when the Kemeny administration was formed. But clearly, when I arrived, I was aware, and having gone back, even more sensitive to the fact that he had a couple of people in senior positions that clearly were problems for him. One was Meck, who probably should have left with John Dickey. He was Dickey's right hand. And any new administration wants to come in and put their team in place. But Meck stayed on.

And so, with the benefit of consultants or anything, what Kemeny basically did was create more senior positions and assign duties, reporting responsibilities that went to Meck, to these new positions. And left Meck with investment and law, which was a very small part of what was his overall responsibility. They created an independent position of treasurer, taking Meck's treasurer title away. And the president created a position of vice president for administration and had almost all the sort of everyday management—grounds, maintenance, all those things—report to the vice president for administration, who was a gentleman named Rodney [A.] Morgan ['44 TH '45 TU '45]. The treasurer was a former professor named William [P.] Davis [Jr.].

DONIN: Right.

CLARK:` So I came on board Meck's little ship, which had shrunk considerably. And that had a great deal to define my role for most of the Kemeny administration.

DONIN: So did Meck assign you the legal piece of what was remaining of his portfolio?

CLARK: Yes. I don't have a recollection of how I started picking up things. But even back then, it was sort of a little bit of a troubleshooting position. And my title was assistant legal affairs officer which sounds as lowly as it was. Having been a partner in a 60-lawyer law firm,

now I was assistant legal affairs officer in the backroom of Parkhurst Hall.

One thing that was an ongoing responsibility was managing what was referred to as the expectancies.

DONIN: Oh, these are the people that are going to die?

CLARK: These are gifts in the wills and other kinds of instruments that had been more or less committed to Dartmouth, but we had not yet received. So we had this file cabinet called “expectancies.” And we also had gifts of real estate which sort of had to be managed and sold and different kinds of gift situations. Other than just handing over a stock or money, usually the development staff didn’t deal with wrapping up complex gifts. Meck and his people took care of that. They wouldn’t entrust the development people with something that had business overtones.

So one of the first things I stepped into was something that this fellow Peat had done, which is to manage these kinds of gifts. And I can’t resist giving one anecdote because it shows you the kind of things you get involved in and begin to develop a sense of very early, trying to decide what should be done that is in the best interests of the college. And what was wonderful about being part of the central administration is that you quickly judged what was in the best interests of the college, not in the best interests of a particular department, but in a universal sense, for the college.

We had a man who was a prominent citizen in Manchester, New Hampshire. I think he was the head of the local waterworks. But a very prominent person, of some means; not a lot, but some. And he passed away and left all that he had to Dartmouth College.

DONIN: Was he an alum?

CLARK: I believe he was. And so, of course, getting word of this was a joy to us. So I got in touch with the lawyer to find out what’s in the estate. So the lawyer proceeds to tell me that he’s got stock and so forth. And it was maybe a few hundred thousand dollars. It was a comfortable gift, and we were glad to receive it. Then the lawyer says to me, “Well, there is one thing you should know.” And I said, “What is that?” And he said, “There is a housekeeper.” And having

come from northern New Hampshire, I knew what that was all about. Because it was not unusual for prominent gentlemen, widowers or maybe always single, to have a woman residing in the house, who was called the housekeeper. But people didn't talk about it much or think about it much, but she was probably more than just a housekeeper. In this case, the woman was…. This man was old, and she was, I think, in her '60s or '70s and in not great health. And of course, my first question to the lawyer is, "Well, what did he leave her?" And the lawyer said, "He left her nothing, and she has nothing herself. The house is in his name, and the thought is that the house would be sold."

So I absorbed this, and I think came back and probably talked to John Meck or whoever was…maybe Mr. [Paul D.] Paganucci ['53 TU "54] later. And sort of looked at this and said, you know, we had no legal obligation to do anything for this woman. But it somehow would be wrong if she was put out in the street, particularly since she had serious health issues. Then, when you think about what's in the best interests of the college, not just the general thing to do the right thing, but you can draw a hypothetical that, you know, somehow that might end up in the newspapers, that we were party to throwing this woman in the street.

So I went back and talked to the attorney, and had him develop a plan where she could be comfortably put in a senior place or nursing home and be taken care of. And then we would sign whatever was necessary to have that funded from the estate or directly by Dartmouth. So we took care of her. And I had to keep checking myself because I had to realize I'm not dealing with my money; I'm dealing with the college's money. But I satisfied myself that from what's in Dartmouth's best interest, it was the right thing to do.

So we dealt with some of these different gift situations. Someone left the college a piece of land in California. And I had to look into what it was and how we could sell it or do something with it. I learned enough to know that it was really right on the shore of the Salton Sea. So I said, Well, that sounds quite encouraging. So I got a map out and looked and there, near Palm Springs in Southern California, is an area marked as Salton Sea, which I'd never heard of. Then I inquired and then realized and found out from people that it was what's left of a saltwater deposit, and it's undrinkable, and it's in the

middle of the desert. And, you know, this is not a resort area or something. So I said, Well, maybe there's still value in our land.

I called up the attorney out there, and I said, "We're really interested in trying to realize something on this land." I forget how many acres it was. Probably a few thousand acres. I said, "Do you think there's a market for this and maybe people want it for second homes or something? We really would like to realize a lot on this." And to this day, I remember what the lawyer said: He said, "Well, Mr. Clark, let me tell you this." He said, "If a jackrabbit wanted to cross your land, he'd better pack a lunch."

DONIN: [Laughter] Oh my gosh!

CLARK: I said, "It's that bad?" He said, "Yes, it's that bad."

DONIN: Oh, dear.

CLARK: To this day, I don't know whether we ever sold it or whether it's still in the real estate department. So this was sort of a fun part of the business, getting these extraordinary gifts and taking care of them.

DONIN: So who reaches…. So if you do want to get rid of this stuff, is it up to the investment office? Or did you have to go to the trustees if you want to sell property?

CLARK: I think that there were standing votes, that if something wasn't above a certain value, that the administrators could sell them. But if it was something very valuable, then you had to go, at least go to the investment committee or the executive committee and get some sort of trustee approval.

DONIN: Uh huh.

CLARK: So it depended on the facts of the particular case.

DONIN: Fascinating. All sorts of family stories.

CLARK: Oh, yes, you get into a lot of these interesting situations. But that was the kind of stuff I started out doing. Because Mr. Meck's sails had been trimmed back to just investments and legal, my agenda there, my responsibilities there, were quite limited. I mean, word was

out that there was a lawyer on staff. And so, when problems cropped up at the college, my phone would ring.

DONIN: Who was doing it before you, though?

CLARK: Well, I think Meck was doing it. Or he may have been assigning it to a local firm.

DONIN: Outside law firm?

CLARK: Outside lawyers. And I think maybe he saw this was a way to save legal fees, by doing a little bit more in-house.

When I came up to Dartmouth, the one thing I was really quite intimidated by was the fact that I knew this was a community of very bright, talented, well-educated people. And I never considered myself in that class. I mean, these are people with Ph.D.s and so forth and so on. I came up with some trepidation that I'd sort of be overwhelmed with people that were a lot smarter than I was.

What I found out was a couple of things: First of all, most of the people, particularly on the academic side, they were bright and talented, but their skills and knowledge were in a very narrow area. And while they could tell you everything you ever wanted to know about economics, they didn't know the first thing about how to manage their money or how to buy a house. The other thing I learned that among administrators and others in a big organization like Dartmouth, there were very few that liked to make decisions. Maybe that's why there are so many committees.

But what I found as I got more confidence in what I was doing, and the fact that I'd been a practicing attorney, was, once I assessed a situation and touched base with the proper…I was prepared to say, I think we should do this. And what I found is that there was…. There weren't many people that would do that.

DONIN: Well, academic life is all about consensus-building.

CLARK: It is. But also what I found, and I think this is true in life generally, that there are people that…. Most people in organizations, in bureaucracies, get very intimidated sometimes about having to make decisions, particularly regarding something that isn't part of

their regular decision-making life. I mean, somebody in financial aid will know whether to give somebody an award or not an award. But if they're in a lawsuit dealing with financial aid, that's not so easy.

When Mr. Meck retired, they hired Paul Paganucci to come in and take over his job. Paul Paganucci was an extraordinary person and was my mentor and had an enormous impact on my life. I won't get into the details of his life. But he had come back to…. He'd been quite successful in New York, but had come back to Hanover, I think primarily to raise his children—their children—in a rural, more welcoming environment. And took the job as associate dean at Tuck School.

I had no role in his being hired to succeed Meck on the investment side, but he came over about two or three years after I came up and Meck retired. And he, in effect, I think there may have been some overlap. So he picked up some of the investment stuff while Meck was still there. Then he took over responsibility for the Meck job, including responsibility for only the investment side. And there was a Bruce [M.] Dresner [TU '71]—

DONIN: Oh, yes.

CLARK: --was the investment officer. But Paganucci also had responsibility for my work as legal officer. So now there were three of us. At that point—I believe it's at about that point—with his encouragement, my title got changed. I sort of had to choose. And I think he more or less told me I could pick whatever title I wanted. And I could have said, you know, legal officer or general counsel. But I'd already found that I was becoming a source of advice in situations that might not even have risen to the level of a lawsuit or something. And I really wanted us to be seen as agents that would be helpful solving problems that departments are not used to solving. And so I picked the title "college counsel" because I didn't want it to sound overly legal, and I wanted it to have a little bit of a sense that if there was a problem, you could go and talk to the college counsel about it. And sometimes that was very helpful because the earlier you get called on a problem, the less likely it is to blossom into something legal.

So that's when my title changed. Then from that time on, during probably the balance of the Kemeny administration, the thing that I began to do a little bit more of is working on the investment side

because Paganucci took an aggressive effort to sort of revamp the whole investment side.

DONIN: Right.

CLARK: I think before that time there may have been just one investment manager, and he brought in two or three of them and diversified the investments and the sources of advice. I mean, he really knew what he was doing because he'd run his own investment firm in New York. And had a lot of friends, including probably, some current members of the board.

DONIN: Right.

CLARK: So I think the whole investment side had not changed much, from who knows when.

DONIN: From the many years that John Meck was handling it.

CLARK: Yes. So this was really modernizing the whole investment side. And I think that's where Paganucci, during the balance of the Kemeny administration, spent his time. So I worked on that. I had the gift situations. Basically we tooled along, dealing with all of that until the Kemeny retirement.

DONIN: When you got here, when you were considering this job in '74, '73-'74, there must have been all sorts of unknowns for you. First of all, you didn't know John Kemeny, the president. I mean, you hadn't worked with him before in any way. More importantly, the college had started admitting women. So you must have come back here and found a very different place than when you left.

CLARK: Yes, it was a different place. Although I, at that time—and maybe for the full term I was at Dartmouth—didn't have heavy involvement on the student side of things.

DONIN: Right.

CLARK: I was more on the business side. And so, the makeup of the student body, including by gender, race, and faculty and personnel as well, didn't have a big impact on me. There were personnel issues that came up. And this is because the college did a lot of rush hiring of

faculty and some staff in the early ‘70s. They basically made a decision to increase the student body by a third from 750 to 1,000 per class. So all of a sudden, they’re bringing in 1,000 more students. So they had to quickly increase the size of the faculty to accommodate the increase in the size of the student body. Furthermore, they were creating diversity in the faculty.

One of the issues that got raised is, in retrospect, that in the urgency to get more faculty, get a lot more women faculty, and get minority faculty, they may not have hired the best people that they should have had for those positions. As a result, we got a few personnel issues because with the women and with the minorities, particularly as they came up on promotion, rolling over for a second three-year assistant professor term or tenure, this got to be a little bit sticky.

And the other impact of that, and this didn’t get felt until the ‘80s, was that Dartmouth had probably more than any other school, greater than any other school, a proportion of its faculty that came out of this, from university study in the ‘60s or early ‘70s. Because they had been hired in the ‘70s in large numbers, this to me had a major impact in the ‘80s because when you had protests over ROTC and South African investment, the feeling in the Dartmouth faculty on these issues, and the activity on the part of the Dartmouth faculty, was greater than at a lot of places. And I think it’s because, among other things, the proportion of the faculty that came out of the Vietnam—came out of universities during the Vietnam period—was greater at Dartmouth because of this large hiring that had been done in the ‘70s.

DONIN: So it was their age and their sort of orientation?

CLARK: Yes. As students, as undergraduates and as graduate students, they were in the middle of the Vietnam protests and race-related protests of the ‘60s and early ‘70s. And then Dartmouth went out and hired these by the dozens to expand their faculty to accommodate the considerable increase in the size of the student body.

DONIN: You had a large contingent of activists on campus.

CLARK: Well, I mean, I don’t know whether they were all activists. But certainly, they came with a strong political persuasion. And

certainly—probably—did come out of circumstances where people on campuses where they were studying were very active and had strong feelings on these issues. So now, they were junior faculty and recently-tenured faculty in the ‘80s. And I think that may have even aggravated more of the kinds of problems that came up in the ‘80s. I’ve never run the numbers, but I just have a feeling that’s so. This may not have happened at other schools.

One of the reasons that Dartmouth was forced to increase its student body, I think—this was sort of assumed to be the case—is that it had one of the smallest undergraduate, male undergraduate student bodies in the Ivy League, 750 per class. I think one of the things that may have caused the decision to increase the size of the classes was the fear that if they reduced the number of men in each class, Dartmouth would have a hard time remaining competitive in Ivy League athletics. The classes at their competing schools, Harvard and Yale and all the others, had 1400, 1500 students. So Dartmouth had less men from whom to draw lots of teams. So they needed every one of the 3,000 men that they had, particularly since there were freshmen teams. So the ones available to play varsity athletics were even less. So if the class size got cut from 750 to 500 and made, you know, the men got reduced from 750 down to 500 or 450 or something, then I think it would have been a hard time for Dartmouth to stay in the Ivy League.

So the only way they could admit women was to add them. And the only way they could fit them all on a campus that was built for 3,000 students is to add a fourth term and give a lot of off-campus programs with the prayer that…. Hope they don’t all show up at the same time because we don’t have any place to put them.

DONIN: Right. Nor did they have the money to build more buildings to accommodate them.

CLARK: No. What has happened is that Dartmouth made major and really proper changes, fundamental changes, in a couple of things in the early ‘70s. Well, one was adding women and minorities to the student body, which greatly increased the number of students. And the second decision was to create a four-year MD program in the medical school. It is only now that, and that’s 35, almost 40 years ago, and it is really only now that they’re finally making the necessary on-campus changes to accommodate those decisions.

DONIN: The physical requirements.

CLARK: And the moving of the medical school. Now they're building a decent science building at the medical school. And they're building more dorms and needed dining halls. And these have been deficits that existed from the day they started admitting women. And from the days that they made a decision to have a four-year…have an MD program. And it's extraordinary it's taken that long. But it's a matter of resources and priorities. But the changes they made in the '70s were sudden and sort of radical. But other things changing at a college or university take time, and it's taken a long time to settle a lot of these things.

DONIN: But wasn't it Kemeny's idea that if you take a quarter of them off campus every term, you can fit them all into the buildings, because they're not all going to be here at the same time. I mean, that was the whole idea of the Dartmouth Plan, right?

CLARK: Right. But what I think…. It was like Grand Central Station, students coming and going, not knowing when they're going to see their friends. Students sort of liked it because…. Individual students seemed to like it because it gave them a lot of flexibility. If they didn't like the snow, they'd, you know, be off campus during winter and that sort of thing.

But I think it created challenges both academically for the institution and certainly socially for the students. I mean, there was always a sense that when I went through college, you know, you had circles of friends. But you had a fair number in close that you were good friends with. And after the Dartmouth Plan went, that circle got very small because you were arriving, and your last term roommate, you know, you're leaving and coming back and forth. So it really broke that up. And I think the faculty had some concern about it. But there weren't the resources. And of course, it was complicated.

This gets back to the linkage between those problems with the undergraduate college's growth and the medical center because, among other things, with the hospital and the clinic and everything in the north end of town, there was no room for the college to physically grow. The architectural plan for Dartmouth from its founding were free-standing buildings with lawns and greens around

them. Then all of a sudden it found, when it needed to grow, that it didn't have any place to grow. So what does it do? It puts dorms down behind the Thayer School, by the river. And then what you see is, they start jamming buildings in. And the Hood Museum is the case of that. It gets slammed in between the Hopkins Center and the steam plant. College Hall, when they wanted to have a sort of student center, they sort of expanded College Hall and it almost connected with Thayer, the next building.

So Dartmouth, unless it got space, was going to have to forego adding the physical facilities that it needed. Or they were going to end up having to be jammed. Or one or more of the professional schools or something was going to have to be taken off the campus. And none of these were things that people wanted to think about.

All of this comes back to what happened in '85, which was the agreement to move the medical center. And while ostensibly the reason publicly given by the college was to help the medical center be able to have what it wanted, which was a single, unified place with the clinic as part of it and so forth and so on; that what Brothers [David] McLaughlin and Paganucci really knew: moving the medical center liberated and opened up space for contiguous, logical, walking-distance growth for the college. And it's affected everything that's happened since, both at the medical center and at the college.

DONIN: Right. The expansion that's taking place at the medical center now just confirms the fact that it was the right thing to do. There's no way they could have stayed in town.

CLARK: Yes. We were talking a little bit about the Kemeny administration. Even though I was part of it, as I said, I was really off with a relatively narrow agenda working with this…. But really, in looking back, it was quite extraordinary what was done to…. The board of trustees, most of them came out of the Dickey era and had very close ties to that administration. The business of building the business side of the administration around John Meck…. If they couldn't get rid of him, basically they took away almost everything, everything on campus that he'd dealt with, except investments, which was basically an off-campus type of activity, and legal, which nobody cared about. And then it was even more striking on the student affairs side. It is my understanding…. The dean at that time, in the early '70s, was a man named Carroll [W.] Brewster. He, in his

mixing with students, seemed to be a fan of the whole fraternity scene. One of the great low moments in terms of when women were admitted is when, at the annual sing or annual I don't know what they call it….

DONIN: The HUMS?

CLARK: The HUMS. At least one of the houses, and it may have been Theta Delta, sang the song, "Our Cohogs."

DONIN: Right.

CLARK: And I've forgotten what the story was. I think Brewster was there hosting it or something. Whether he sang along, I don't know. But it was clear that he was very comfortable sort of socializing and spending time with what a lot of people would've thought was sort of the old Dartmouth. And to the point of offending women.

But what Kemeny had done is basically—and I don't know how he accomplished this because it happened before I came—but he created a vice presidency for student affairs. And I was looking at the books in the library just this morning, describing the officers' lists that they publish annually, and it describes the administration. And what happened is that he built this structure basically all around Brewster so that Brewster ran the dean of the college's office. But I think Brewster, and certainly all the other student activity departments, reported to the vice president for student affairs, not to the dean of the college. He basically got sort of walled off and was able to do his thing.

I was told that the reason that he had to keep Brewster was that Brewster's biggest fan was the chairman of the board of trustees, William [F.] Andres ['29]. I got this a little bit secondhand. But it really was a problem. And with a lot of groups, to Kemeny, Brewster was a little bit of a problem and an embarrassment. But what's fascinating is that Kemeny and those working with him sort of just built a structure around him. He and Meck basically were in these little pockets. Then they were able to fashion together an administration so that Kemeny was running it, and he could put up with them because their role had been so limited.

DONIN: It makes him appear, though, that he's sort of weak and not able to let people go who aren't fitting in with his style of governing.

CLARK: Well, yes. And as I said, I wasn't there when he came in to the presidency in the early '70s. But keep in mind, he came out of the faculty. And the board and all this, these were all long-time associates of Dickey, these are all men. They were all in fraternities, they all were from the old Dartmouth. What's extraordinary is that they went along with admitting women and all.

So I mean, these people really didn't understand what had to be done. But nonetheless, I think that these were people that…. Dartmouth had been John Meck's life. He was a workaholic. I remember he got some sort of illness or injury or something, and he was taken up to Dick's House, and it was not a minor matter. I remember the next morning, his secretary being called up to come to his bedside to take dictation. He was a workaholic. Sad to say, within a year or so after he retired, he dropped dead skiing in Aspen, Colorado, which was a shame.

I should say, John Meck was great for me. He was a wonderful man. When he came, not only did he hire me and help me get settled, but then he knew I was renting a college house over by the Ray School. He came in to see me, and he said, "You looking for a house?" And I said, "Well, yes, we'd like to if we found the right thing." He said, "I may have something for you." He lived at 10 Parkway down at the elbow in Parkway.

DONIN: Oh, the brown house, it used to be brown, right?

CLARK: I guess so, the big one in the corner.

DONIN: Yes.

CLARK: And right next to it was a much smaller house that was owned by Professor and Mrs. DeNoeu, French professor, quite elderly. They both had, I think within a year or two, died. He knew the daughter and her husband who lived in the area. And he just came to me and said, "I think they're looking to sell the house and they would just as soon not pay a broker. And this might be a house you'd like to look at. And you'd be right next door to me," he said. So I went over. I

don't know if he said that, but it was next door to him, and his lovely wife, Mrs. Jean Meck, who I think is still around.

DONIN: Uh huh.

CLARK: They became our neighbors because I went over, and Professor DeNoeu's son-in-law was there at the house. I walked in, and he showed me around. I had looked at real estate, so I sort of knew Hanover real estate. This was 1975. And he said, "You know, we think it's worth, and we'd sort of like to get, $70,000." So I said, "Well, that sounds reasonable." Let me think about it and get back to you. So I think I had somebody come and look at it. The only thing it needed was a new roof. And somebody looked at it and said, "Yeah, a new roof would be 2,000." I called him back, and I said, "They said it needs a $2,000 roof. What if we split the difference?" He said, "Fine. It'll be yours for…" I guess it was $80,000; so it was $79,000. But it was just a handshake. And I moved in to 8 Parkway. And except for a brief interruption, I lived there until two years ago and raised my kids there. It was wonderful. And I owed it all to John Meck because he knew how to make deals. He was a very intelligent, very sharp guy. And a pleasure to work for. The only thing I was sorry about is, he wasn't able to enjoy his retirement, that he died so quickly.

DONIN: Good for him that he was skiing at least—

CLARK: Yes.

DONIN: —when it happened.

CLARK: I had some interaction with John Kemeny personally. Not much because…. I've always felt my job at Dartmouth over the years was…. I've always called myself the "Bad News Bear." I spent most of my time trying to keep the wolves away from the door so that the leadership were free to keep their minds on what was really important—in terms of the institution and advancing that; and to deal with the politics, and keep little problems from becoming big problems.

Sometimes, I told people that for most of my time at Dartmouth, I always considered myself the guy with the bucket and the shovel walking behind the Big Green elephant in the circus parade. And I

said I had two jobs: One was to pick up whatever the elephant did. And the second job, which I was certainly not always successful at, was to pick up the stuff in a way that nobody noticed that the elephant did anything. [Laughter] And that was a lot of what we did.

DONIN: Good way to describe it.

CLARK: I was even doing that during the end of the Kemeny administration, just trying to keep things at bay. And what we did, and I know what's continued to be done, is, if the administrators are hesitant to call up and say I've got a problem over here because they're afraid they'll get blamed and all that, what we try to do in that office, and I know it still does, is you want people to call if some wheel has fallen off. And what we all developed a reputation for is that, when we come over to help, we will help. And we're not there to sort of get you in trouble, but to help you get through something that's not been part of what you've usually had to deal with.

Then the other thing is that you carried the authority of Parkhurst. So you checked when you needed to check. But by and large, you knew what was safe to say what ought to be done. And that's what they needed to have. They needed the cover of…. If they're going to follow a certain course of action to solve a problem, that Parkhurst has said that's okay. So it was the sort of firefighting stuff that I did.

DONIN: Did you report directly to the president?

CLARK: Not until the late '80s. I reported to Paganucci until he left. Then for a while, I reported to his successor, [Robert E.] Bob Field '43 TU '47, who was the trustee who took over Paganucci's job.

DONIN: Uh huh.

CLARK: So it was not until the late '80s that I began reporting to the president. At that point, I moved into the corner office in Parkhurst and then became part of the president's staff. As I said, I didn't have much interaction with John Kemeny. And this has happened to me with very few people in my life: where you go in, and you want to talk about something that's a little bit complicated. You start to talk about it, and you're not doing a great job. You're describing it, but it's getting very complex. And John Kemeny, when I would start to do this and get into something, and then he would say, "Then what you

mean is….” And in about a dozen well-chosen words, he would have, from what I would have considered a totally unintelligible, inadequate statement about something, he would cut right through it and understand it and be able to say it back to me in clearer terms than I could ever possibly have said it. It was the kind of mental qualities that I only have found in maybe two or three people in my life. I mean, he was so bright that he could just digest and process and all. So I knew right away that I was in the presence of someone with an enormous amount of brainpower.

DONIN: The example people often give—multiple people have used the same example—was when he returned to Hanover from his chairmanship of the Three-Mile Island Commission.

CLARK: Uh huh.

DONIN: And I guess he walked right into Spaulding or 105 Dartmouth—I don’t know which room—but there was a welcome event where he was going to speak to the college community about the findings of the committee. And you know, with no notes or anything, explained a very complex scientific disaster that had taken place in layman’s language that the whole community was able to understand. Without any…. As you say, just cutting right through and using perfect language in a very succinct way. His intellect, I guess, was just staggering.

CLARK: He’d probably spent most of his life explaining complicated things that he understood to people with a lot less, limited brainpower.

DONIN: Yes.

CLARK: And having been a teacher and all, he just knew how to present it. But it takes a fair amount of genius to be able to do that consistently.

DONIN: I think we should stop.

CLARK: Alright.

DONIN: It’s what, about ten after?

CLARK: Yes.

DONIN: Yes. I don't want to get started on the….

CLARK: Did I get off the track too much?

DONIN: No, you were perfect. Let me just turn this one off.

[End of Session 1]

DONIN: Okay. So today is Wednesday, February 25, 2009. My name's Mary Donin. We're back in Rauner Library with Cary Clark for session two. Cary Clark, former college counsel of Dartmouth. And we're starting session two. And as we agreed, Cary, maybe you want to finish up with your profile of John Kemeny, the man. Then we'll go into sort of topics. That works, right?

CLARK: That's fine.

DONIN: Great.

CLARK: Yes. I greatly admired John. And of course, I think that the overwhelming contribution of his administration was bringing women and minorities into the student body. I think there also had to do with the faculty, and I know a lot less about that.

But I think one thing that was unfortunate is how hindered he was, practically for his whole presidency, in being able to do new initiatives by the fact that the financial situation was not good. The stock markets took a dip in the early '70s; and, in fact, in the mid-'70s, they were cutting budgets and cutting people. They do this about every 15 years. And so I'm sure he had some things, others, that he would've liked to accomplish. But the fact is that he just didn't have the resources.

He was a very…. He was very different from the typical Dartmouth student or alumnus. He was not an outdoors person. He slept late. I noted in looking at my calendars that the PAC, which I think was the President's Advisory Committee, met Monday mornings at eleven. That was comfortable for him because my impression is that he sort of wandered in around ten or so. But we also knew that he was a

night person and probably did a great deal of his scholarly and other work late at night.

He obviously, to everybody that was around, benefited in the Dartmouth world, where he did not fit so well, by having Jean [Alexander] Kemeny as his wife. From the day I first really got connected with him…. I think others thought this was a truly odd couple: he was relatively quiet, scholarly, introverted, ethnically, with an accent and very different background. She was absolutely charming, outgoing, could immediately engage with people and become almost their best friend within five minutes. This, I think, was to the enormous benefit of him in the obligatory meetings with alumni and others, that she really did make it easy for him to sort of participate in those things socially and otherwise and not feel pressured so much that he had to really backslap at all. Because as a couple they did just fine. Not that he wasn't an engaging conversationalist and all. But she just was an enormous asset, particularly in the Dartmouth world. And the impression most of us had is that they were a very tight and loving couple.

DONIN: And wasn't she the first faculty—sorry, presidential —wife who asked to attend faculty meetings?

CLARK: I'm not familiar with that. But clearly she was around and about and very visible. The… What was I going to say about him? Oh, the thing I was going to mention is he, in terms of sort of pursuing things actively at the institution, he more or less checked out in '79 when he took the job chairing the Three-Mile Island Commission. That took a lot of time. He was away. And I think he probably accomplished most of what he wanted to accomplish at Dartmouth and felt he had the resources to take care of.

And it was not very long after the Three-Mile Island work that he did that he announced that he was going to be stepping down in a year. So then he went right into lame-duck status. I think his timing turned out good because it was about that time that things really began to heat up on campus, politically and otherwise. But my sense was that towards the end, because of his outside job and because then he resigned about a year or so before…. He announced it before he stepped down, that there weren't a lot of new initiatives during that time.

DONIN: You alluded to, when we were doing the first interview, to the problem that you had—not you, but the college—with very activist faculty at the beginning of the ‘80s and into the ‘80s really, that originated because these were faculty who had been students themselves back in the ‘60s. Can you talk a little bit about that?

CLARK: Well, I mean, I don’t have names and numbers and all.

DONIN: No.

CLARK: There were faculty, older faculty, who created difficulties for President McLaughlin that didn’t have much to do with political issues. They had to do with him and his presidency. But there were also a lot of student issues regarding South Africa and the *Dartmouth Review* and things of that sort. And I think the younger faculty were there, some of them were there with the students, sort of behind the barricades. Now, having younger politically active faculty, I guess, existed throughout. But Dartmouth may have had a little larger proportion of people in that age group because it did a lot of faculty hiring in the ‘70s because they were increasing the size of the student body by a third and adding a fourth term. So they needed more faculty, in a hurry. And of course the people they were hiring in the early and mid-‘70s were people that were on university campuses in the late ‘60s and early ‘70s.

DONIN: Uh huh.

CLARK: And as I think I mentioned before, Dartmouth sort of had two faculties. It had some that dated back even, in my early time there, dated back before World War II. And even those that came after World War II were not very political. But the younger ones, I think, were more political and also connected with students and aligned themselves with students when it came to taking up political issues.

DONIN: Mmmm hmmm. So do you want to move now into some of the issues that started percolating at the end of the ‘70s and early ‘80s?

CLARK: Yes. I just want to go through the different things I was getting involved in, and then most of them did heat up. I should mention that I looked a little bit more at things that I was doing during the ‘70s, the latter part of the ‘70s. And my role broadened in part because John Meck was doing so many things for Dartmouth on several fronts. He

worked very hard and long hours. Some of the things that he was involved in were not of particular interest to Mr. Paganucci. And I think Paganucci had his hands full with respect to investments and all. So other parts of it, other things that I began to pick up in the '70s really were things that Meck himself would have been doing before then; the pure legal stuff, regulatory things, real estate matters….

I should mention one real estate issue because it sticks in my mind. I think it was in the late '70s that the federal government had decided to create the permanent Appalachian Trail. I'm not sure of the date. But they basically funded and staffed an effort to, within three or four years, acquire land or rights for a permanent trail all the way from Georgia to Maine. Prior to that time, the trail was somewhat informal with landowner consent. And the problem is that as parts of the country between Georgia and Maine got more populated, property owners were developing or, for other reasons, throwing the trail off their lands. So the decision was made to make it permanent by buying it up.

Dartmouth was very much in favor of this because Dartmouth was responsible for maintaining and keeping the portion of the Appalachian Trail that ran through this area and then up through Mount Moosilauke and all. I had this impression that government administrators were pretty easy to deal with and had a lot of money to spend. But we had to deal with the fact that the trail came right through the center of Hanover. There wasn't an issue regarding going on public streets from, say, the Hanover Inn out to the Hanover Coop. And they were in the process of acquiring, from Dartmouth and others, some land that went up over the hill behind the athletic fields.

DONIN: Is that Velvet Rocks?

CLARK: Velvet Rocks. But then the people making the trail said that as a matter of policy, they needed permanent rights anytime there was private land; if the trail was on a public way, it was all right.

So they came to us and said, "We need to acquire the right to have the trail cross from the Coop out to the fields behind where they had already had rights so there wasn't any disagreement. And they would like Dartmouth to sign those over. Well, I said [to myself], this

may be a real opportunity for Dartmouth to cash in because here's a link in this trail from Georgia to Maine, and they need it, and we've got it. So I sort of stepped up and said, "Well, you know, that's very valuable land for us." And all they wanted was the right to cross. So I said, "I hope you are prepared to pay a fair amount of money for this." And without hesitation, this fellow, a very serious chap, I think he was based in Harper's Ferry, West Virginia, which was about halfway up the trail, said, "Look, Mr. Clark, I really don't have a lot of time to fool around with this." He said, "If you're not willing to sign over crossing rights between the Coop and the hill, then we'll just take by eminent domain that soccer field behind the Coop." And I said, "Oh, let me get back to you." [Laughter] And within a day or so, I called back and said, "You can have your easement across the field."

I came away very impressed with the federal government. I realized that they're better run and tougher than I thought they were. But, boy, I folded like a blanket. [Laughter] And we gave them rights so that they had legal rights to go from the Coop up into the hills. I'm not very proud of my negotiating skills on that one. But I am impressed with the federal government.

I had a little bit of work involved with the radio station—stations. In the early '70s it was just the AM, WDCR.

DONIN: You were an overseer, weren't you?

CLARK: I think I was. And I was involved because the station had certain responsibilities to the Federal Communications Commission, including proper behavior on the air. And here were these radio stations run by kids, guys, from 18—now boys and girls, young men and women—from ages 18 to 22. And so we had to keep a little bit of an eye on them because the licenses did have value.

In the middle of the '70s, the college applied for and got the FM license. So then we had a couple of stations. So I was the one involved with the stations just because they needed somebody close at hand to deal with it in its regulatory environment and to make clear to them, as often as possible, that they were not free to do whatever they wanted with the stations, and that they had to behave themselves; and that they would be subject to losing licenses or the students being disciplined if they misbehaved.

DONIN: And did they?

CLARK: They did. By and large they did. It got a little bit more difficult because when there was only one station, there were a lot more students that wanted to be on the air than there was airtime. In fact when I was a student back in the late ‘50s and early ‘60s, my senior year, my roommate was the general manager of the station. However, when the FM station came, that opened up a lot more airtime. And so the students weren’t as fussy about who they put on the air. And sometimes we had some rocky moments with that. But that was sort of a fun job and one of the very few things that I was involved in where I had any contact with students.

One of the students that I dealt with who was the manager of the station was [Jeffrey D.] Jeff Shapiro [‘83], who lives here in Hanover with his wife. And he has run stations throughout this region. So I tell him every time I have a chance, when I’m in company with other people, that I taught him everything he knew about running radio stations.

DONIN: So that was his first exposure to radio stations then?

CLARK: That’s right. I mean, I don’t know whether he had anything before that. But he ran the station here. And then with family support, I think was allowed to buy a station in Claremont [NH]. Then he bought many stations and then, in recent years, sold most of them at a fancy profit. He’s still in the business, though, and loves the business. But having contact with students in really a business context…. Back then, the students had to do all of the selling of the ads. Since then, I think they’ve more or less farmed that out. But they really did run it from top to bottom, including having to deal with the realities of the finances and selling advertising. So that was part of what I did.

Computing was an area that I got a little bit involved in. As the world I guess knows, in the early ‘60s and the late ‘60s into the ‘70s, John Kemeny and others were actively involved at the cutting edge here at Dartmouth with computing matters. One of the things that they really were on the cutting edge of was developing software so that people—many users—could essentially use mainframe computers

at the same time. And they developed what was the Dartmouth Timesharing System [DTSS]; that was the good news.

It was a wonderful development because everything moved so fast, and each user, as they'd send something into the computer and then get something back, to them everything moved so fast that they all felt that they had dedicated use of the equipment. But in fact, many people could be on the computer at the same time, and the software basically, as someone would sign on and want to go on the computer, would put them on hold and put them in line. And then, as soon as the work of the person in front of them in this electronic line had been taken care of, they'd be put on the computer.

It was a great advance in computing because there was no sense…. Back in the very earliest days, where only one user could use this room full of computing equipment at a time, now lots of people could. That's the good news. The bad news is that they started out, I believe, with equipment that may have been developed by Honeywell. And then when they needed to really replace it with bigger and better and stronger equipment—I think in the mid-, sometime in the '70s, and I was sort of involved in the paperwork side of it—they acquired new equipment from Honeywell. And in fact, from that, Dartmouth felt that this was such a valuable asset that they worked with them and started a company called DTSS, Inc., to sell this software.

The problem was that they tied them up to the wrong—their little carriage to the wrong—horse because the Honeywell mainframe computers never really went very far. I'm sure back there in the mid- to late '70s, they probably could have instead cut a deal with IBM. Had Dartmouth developed superior timesharing software for IBM mainframes, then the college could have reaped an enormous financial reward, just as Microsoft did when it went out and bought software in the early '80s from somebody out in Seattle. So we had DTSS, Inc. And always when you have a business, for-profit business….

[Phone ringing. Break]

DONIN: That's for somebody else, so I'm just going to ignore it. Okay Sorry.

CLARK: So they established this firm, DTSS, Inc., with the hope that they would be able to reap substantial financial benefit for the faculty members involved and for the college from this software that was developed. But I think it became clear toward the latter part of the '70s, to Paganucci and myself and others that it wasn't going to go very far. Or had limited potential because the sense was that the Honeywell mainframe computer system just was not going to be a major force in the computing field.

DONIN: So a big opportunity was missed there.

CLARK: Well, it was. I mean, had they happened to get an IBM machine and developed cutting-edge software for multiple users on IBM machines, if it had been an IBM time-sharing system, then they might have been in real business. And finally, just to get it out of the way, my recollection is that I was involved with Paganucci and others in the process of selling the company to someone who thought they could continue to sell it to at least a limited market of Honeywell machines. So the college got rid of it. But the sad thing was that if they hadn't been on a Honeywell machine and had been developing this software for an IBM machine, they would've been…. There could've been a substantial financial reward for the college.

DONIN: So John Kemeny developed the software. But what was the connection between his developing the software and Dartmouth Timesharing System?

CLARK: That was what was developed. That is, it was initially developed by John Kemeny, [Thomas E.] Tom Kurtz and others.

DONIN: I see.

CLARK: And the initial group of people that used the mainframe computer at the college were members of the Dartmouth community. That is, it was purely a local thing to start. But I mean, it was very creative. They were able to develop this system where users would line up and jump on the machine and jump off the machine electronically, so that many people could use the mainframe at the same time. This was a new concept in computing. It probably was being developed elsewhere as well. But the idea was that this was a valuable piece of software, but it would've been a lot more valuable if it had been usable on computers that a lot of people were buying. And

unfortunately, not a lot of people were buying the Honeywell mainframe computers. And the software was unique to Honeywell because it worked with the hardware.

On the legal side, I benefited—and I think the college benefited—from the fact that in the latter part of the '70s, the decision was made to start a capital campaign. And so this could create more work, in terms of receiving gifts and so forth. Also, though, I was getting spread a little thinner and I'll get into some of those things I was working on. So the decision was made, I guess by Mr. Paganucci, with my urging, that we hire another attorney.

DONIN: This was '79, [Thomas C.] Tom Csatari ['74]?

CLARK: Tom Csatari.

DONIN: Uh huh.

CLARK: So we ran a search. Tom was an applicant, and we were delighted to have him, and he was at the college for a few years and was a great asset to Dartmouth. Of course now, he's back practicing in the region as part of a local law firm.

DONIN: But you guys were still really working at…. I mean, even though all your work was on the legal side, you were still in the investment office, so to speak.

CLARK: That's right. Paganucci. I reported to Paganucci and that was a real pleasure. He had been in the business world and really understood how to make things happen. There was a lot of joking about the fact that—I don't think he…. He was only maybe, one-quarter Italian—he had some of the finer qualities of certain Italian business establishments. In fact, there was occasional reference to my role as being that of *consigliere*, [Laughter] as advisor and implementer with respect to matters that had our office's attention. And I think even though his official responsibilities didn't broaden until McLaughlin became president, I think more people were touching base with him, both because he had good judgment and he had good connections.

And it's hard to believe, but that back part of the second floor of Parkhurst Hall contained all the people involved with investments, with other financial matters including the budget officer, the legal

counsel, those dealing with governmental relations, all dealing with legal matters, and all the miscellaneous things that sort of didn't fit anywhere else. All those operations were contained in that back half of the second floor of Parkhurst Hall.

Now they occupy many floors in many buildings. At least before these budget cuts. Maybe there'll be some shrinkage. But we were…. Life was much simpler then for Dartmouth. But we were handling a lot of things at the same time.

DONIN: So you were right on the same floor where President Kemeny was sitting?

CLARK: Oh, yes. Yes, that was the other benefit, that everybody was across the hall from everyone else. And so it made for…. It was very convenient because you could easily touch base. And being physically close was always a great advantage.

One of the jobs for the legal counsel was to hire outside counsel. We had an episode, and I think this happened just before Tom Csatari arrived. The legal counsel… The law firm that had been local legal counsel for the college for a very long time was the firm that was headed by John Stebbins, Sr., Jack Stebbins. And as a matter of fact, another attorney in the office was a law school classmate of mine, David [H.] Bradley ['58 TU '59], who was Dartmouth Class of '58. And so, if we had any legal matters locally that needed to be dealt with up until about early '79, I guess it was, Jack Stebbins and his firm handled it.

And to give you an idea of how much simpler life was in the legal world, particularly in a company town like Hanover, when I arrived there were some issues being sorted out about the parking lot which is in behind Lou's Restaurant. And it turns out that lot has intersections of all sorts of property lines from all the different owners of the buildings, including the college which had the Hopkins Center property. So I was trying to familiarize myself with the situation, get up to speed. And I don't know who I was talking with, I may have been talking to John Meck; I'm not sure who it was.

So I looked at this, and I saw…. They had come up with an agreement about how the lot could be used, and I think it's the one that prevails today because the town was also involved, where they

all agreed that it would be a metered public lot with some exceptions for loading docks and all. This had all been worked out, and everybody was very happy with it. But I realized that there were complicated legal situations here. So I said to, I believe it was John Meck, "Who represented the college in working this out?" And he said, "Jack Stebbins." So I said, "Well, who represented Lou Bressett at Lou's Restaurant?" And he said, "Jack Stebbins." And I think I inquired about the hardware store, which was the building where Ledyard National Bank is, and he said, "Jack Stebbins." And then, he said a line that really woke me up to the fact that legal practice was different up here than it was in Boston. He said, "Jack Stebbins represented the situation."

DONIN: Aaaah….

CLARK: I said, "Oh…."

DONIN: [Laughter] Simpler times for sure.

CLARK: Yes. Meck… This was and still is a company town. And Meck was very involved in all the local relations, to make sure that everything went the way Dartmouth would like it to be.

One of the vehicles through which Dartmouth operated in Hanover was the Dartmouth National Bank, which actually originally had its offices on North Main Street, right, I think, where Robinson Hall is now. When I arrived, the college owned about, I think around, 28 percent of the stock of Dartmouth National Bank. And not surprisingly, John Meck was chairman of the board.

I think it was when Meck died, then the Dartmouth National board had to make a decision as to who was going to be the new chairman of the board. On that board, at that time, were Paul Paganucci and Jack Stebbins. It was very clear that while Mr. Paganucci was not generally involved in local town-gown relations, which took some of my time, it was very clear that he wanted to succeed John Meck as chairman of the board of Dartmouth National Bank. And I think he felt Dartmouth was entitled to pick that person because Dartmouth owned over a quarter of the bank.

Well, the board had an election, and it elected Jack Stebbins as chairman of the board of the Dartmouth National Bank. And I think

it's pretty clear Stebbins, who was a pillar of the community, very much wanted that. That was a very high-status position in the town. It was not very long after that that I was instructed that Dartmouth should change its local law firm.

DONIN: You were instructed by whom?

CLARK: Mr. Paganucci.

DONIN: Uh huh.

CLARK: Now, I think there was some situation where there was a potential conflict of interest, so that there was something, I think, that we hung our hat on. But I knew, and just about everybody knew, that this is the price that Jack Stebbins was going to pay for successfully challenging Paganucci's wish to be the chair of the board of the Dartmouth National Bank. We went with a local attorney named Joseph Daschbach, who had an office—and still has an office—in Lebanon. And so, since the late '90s—I'm sorry, correct that. Since the late '70s, the Daschbach law firm has essentially handled all local legal matters for Dartmouth College, which I assume, in total, involved a fair amount of fees.

DONIN: Did you use other firms, you know, in the big cities like Concord and Manchester?

CLARK: Yes. Over the years there was sort of a concentric circle, and I have a feeling it probably is still followed. It turns out that as a matter either gets more important or more complicated, needs more specialization, or involves matters elsewhere in the country, then you would hire lawyers sort of farther and farther away from Hanover. My approach was essentially, only go as far as you needed to go, because the hourly rates for the lawyers in that circle always went up the farther you went out: Concord, New Hampshire, lawyers were more expensive than Hanover lawyers. Boston lawyers were more expensive than Concord lawyers. And New York lawyers were more expensive than Boston lawyers. And maybe the Washington, DC, lawyers were the most expensive of all. So it would depend on what the matter was. And clearly, we couldn't tap into a lot of specialization locally.

So, in a matter, we sort of, in addition to looking at what the geography of the dispute was, we would try to calculate what level of talent and specialization we were going to need and how far we'd have to go away to get it. So we would engage the lawyers depending on that. But we would usually not go any farther and pay any more than we thought we had to to get the job done. So we had lawyers in different places, depending. And some of them specialized in different matters.

As I mentioned before, I ended up working at Dartmouth because the law firm that I was involved with in Boston was handling what little labor relations issues that Dartmouth had. There was, I think, from the time I got here, there was a union in the sort of buildings and grounds trade. And I think it still exists today. But it was not heavy-handed. And so, there were very few real disputes on that front. But when there were, through something that preceded me, we were drawing on the advice of a Boston law firm with respect to the occasional labor relations issues that we had. So they were all over. But where possible, we kept it as close to home as possible in order to keep the cost down.

DONIN: So that was the end of the college's relationship then with the Stebbins firm?

CLARK: Yes. I could not help but…. The other day I was watching on television, *The Godfather* and thought about that because, you know, the philosophy that, you don't get mad, you get even and all the strategic and other ways. And I don't want to make this a malevolent situation. But Paganucci was very talented in scoping out how to deal with a situation. And one thing that was very clear with him: He didn't step into many fights. But, boy, when he decided the college was going to take issue with something, he said we're only going to do it if we're assured of winning.

I remember where there was some decision that we were going to take, something before the town board of selectmen. It was a relatively minor matter, but one that we really wanted to prevail on. And he, through me and through others, just decided that we were going to have a lot of friends of Dartmouth at that selectmen meeting. And that meeting room on the second floor of the town hall was filled when this issue came up, with people standing up. It was in some sense overkill. But it was consistent with his attitude that if

you really want something and want it bad enough, then go for it. But if you're going to go for it, you use all your resources to make sure you get it. Failure was not an option.

So it also meant that we didn't pick many fights because it wasn't in our interest to have contests. But when we decided there was something that Dartmouth wanted and needed, then considerable effort was made to make sure that it happened.

DONIN: Doesn't the college have to be mindful, though, of sort of strong-arming its way through these town decisions?

CLARK: Oh, yes. And I can tell you that we didn't always win. An example was—and I think it was in the late '70s—the town had worked out with the State of New Hampshire that there would be a reconstruction of Park Street. And that most of the cost of it was going to be paid for by the State. At that time, Park Street…. It may have had traffic lights, but it was rather simple, no turning lanes, nothing like that. And the project involved taking all the utilities and putting them underground and rebuilding the street, which was sort of falling apart in a lot of places, and putting in a little bit of a shoulder, a bike path type of shoulder, on each side. And reconstructing the intersections with lights and turning lanes and all of that.

There was agreement between the town and the college that this was a good idea. However, a group headed by Robert Keene, who was a dentist who lived down near the Coop and his office was down there, and others, they resisted it. Their view was that this would look too urban, even though it was a state highway; that they thought it ought to be retained as a little street without shoulders and look like, as much as possible, like any other residential street in the community.

I can't recall whether it went to a town meeting or what it was. But it was defeated. I think it went to town meeting, and the town had to pay for a share of it, a relatively small share. But that was defeated. And the state, as it usually does, if a town doesn't want something, it just walked away.

The sad thing is that an awful lot of what that project would have done has since been done, including reconstructing, I think, all three

intersections, and more recently, I think, putting in, widening it; I don't know if there are bike paths and all that sort of thing. The utilities, I don't think, ever went underground, and they're everywhere. And almost all those improvements, I think, have been paid for—all or nearly entirely—by the Hanover taxpayers. And it probably adds up into the seven figures. And it all could've been done at once.

The irony of this is that, in my last days, one of the last years I was at Dartmouth, we were approached, the college was approached by a group that had a strong interest in developing bike paths. And the person I think who was taking the leadership in communicating with the college had previously been part of the group that opposed fixing up Park Street. And she came to the college facilities office with a request that would the college please, at its expense, build bike paths on each side or at least one side of Park Street. And our response was, "You must be kidding. Those could have been built 20 years ago, and you actively and vigorously opposed it. And we think if you want bike paths built on Park Street, that you should go somewhere else to find your resources."

But we didn't lose many. One of the great advantages in the town-gown relationship was that, generally speaking, the elected officials and town managers and other administrators really did accept that what's in the best interests of Dartmouth is, generally speaking, in the best interests of the town of Hanover. I mean, this is the advantage of a company town, where your interests are so intertwined that most things that need to be done or should be done are a positive thing for both sides. Now that's not always true, and Hanover…it's become less true as the character of Hanover and its population has changed. But for most of the time, there's been a wonderful working relationship between the college and the town. It's just project after project where one or the other side thought something ought to be done, and the two would work together and share costs: lighting the streets around the Green and so forth. One side paid for the fixtures, and the other side paid for the electricity. And you had that all over the place. I think Dartmouth realized that the quality of the community and the appearance of the community and the services in the community were extremely important to Dartmouth in its hiring, in its operations. And the town understood that the health and vitality of Dartmouth and the appearance of Dartmouth was very important to the town.

You compare that with some communities during the same period, when it was almost a constant battle, I think, in New Haven. Yale now…. I'm not sure whether some of that had to be that it was not handled as well on both sides. But there are enough other interests in a place like New Haven—or Providence and Brown—that it's sometimes to politicians' advantage to take an adversarial position with one of their institutions. But generally speaking, the relationship between Dartmouth and the town of Hanover has been very amicable. One of the reasons why it has worked so well is because those of us at the college have worked so hard to build a strong, trusting relationship with the town officials.

DONIN: I assume many college employees, especially back in those days when real estate was more affordable and more people could live right here in town, I assume they spent time serving on school committees and other town committees.

CLARK: Yes. Sometimes the issue of conflict of interest was raised; that's more recently. But that's true. When I was working at the college, my assistant—first Paganucci's assistant and then mine—was a woman named Tina Overman, who is still in the president's office. She grew up in Hanover. Her father, I think, was the assistant head of Buildings and Grounds. She grew up over on Parkway on the other side and about two houses down from where I was. And I don't know if I've mentioned this before, but I…. So that would have been in the '40s or '50s, I guess. Probably in the '50s. I gave her a plan of that block of Parkway and East Wheelock and Balch and Park Street that showed all the lots. And I said, "Look at this. Could you tell me, when you were growing up, how many of these properties were occupied by people that worked at Dartmouth or possibly at the Mary Hitchcock Hospital?" She looked at it and went all over it. She came back and she said, "All of them."

DONIN: Amazing.

CLARK: So it was a true company town in that a significant percentage of the people who lived in the town worked for the company or for the Mary Hitchcock Hospital. So we had it a lot easier than a lot of other places.

DONIN: Did John Kemeny ever get involved himself in town-gown relations?

CLARK: No.

DONIN: I know he sat on the school board at some point.

CLARK: Yes, he was. I think he was one the school board before he became Dartmouth's president. But I think during his presidency, I don't think he had much involvement. I don't have any recollection of any. And I think when he was involved before that, it was mainly on the school side. But I don't think he ever had any significant involvement on the town side.

I should say that I had great mentors in doing this. When I came, an awful lot of the town-gown relationship work was handled by what was the assistant business manager then and then became business officer, John [G.] Skewes ['51 TU '56]—Jack Skewes. And Gordon [V.] DeWitt ['60], who was in charge of facilities. And they were really in charge of this relationship and really knew how to handle it.

An experience I had with Gordon DeWitt highlighted how they were able to develop and maintain the trust with the town of Hanover. One day Gordie called me up to bring me up to speed on something. He said, "I've got to tell you something's happened." And I said, "What?" He said, "Well, over at the medical school, right next to the main buildings, is a building that was a smallish dormitory." I can't think of the name. [Strasenburgh] But unbeknownst to him—or anybody else—the medical school people simply took one end of that building and converted it from apartments to office space. And the fact is, because of the town site plan and other rules, that's not permitted without getting prior approval from probably the planning board or the zoning board. But they just went ahead and did it and didn't tell anybody. Then he said he finally got a call from somebody or found out about it, and he told me, just as an aside, told me that before he called me, as soon as he found out about it, he picked up the phone and called the town manager and said, "There's a problem."

We always thought that our job was to see that the town officials, the town manager and the selectmen, or at least their chair, if there was a problem on the Dartmouth front, that they would find out about it from us before they found out about it from anyone else. It's always difficult to hear, for public officials, for someone to want to come up

and say, “Do you know that….?” And we had almost a perfect record, that they knew, whether it was Willy Black or the town managers, Sharon Nordgren, all those. They continued in reasonably good confidence that if there was an issue at Dartmouth, they would be told and find out about it from us before they would get sort of blindsided by somebody else. And we would err on telling them things about, we’re not sure that this matters to you, but just wanted you to know that. We also had regular monthly meetings with town officials, and everybody brought their own agenda. So it was a great early warning system: find out if there was an issue with something, what’s coming down the pike, what problems exist, how should we deal with it? And it was very open and very effective. And so, I think we were very blessed for a lot of reasons on the town-gown front. Although, as time went on, that got more complicated.

DONIN: Well, when new buildings started going up, there must have been…. I mean, what comes to mind, of course, is the whole issue of moving the hospital.

CLARK: Yes.

DONIN: You must have run into some things.

CLARK: Oh, yes, I did. And I don’t know if you want to get to that now or wait ‘till we get well into the McLaughlin years. But, yes. And changes in the athletic fields and a lot of other things that happened later, where we really had a lot more difficulty in dealing with it. And primarily, it was because there were people living in the town who were very selective about what they wanted from Hanover. Sometimes they were retired, and they wanted to live in Hanover so that they could go to the ILEAD courses and be in close proximity to an academic medical center, which there were very few that existed in a rural environment. And maybe they wanted to swim. They had their list. And each person had their own list. Anything that wasn’t on their list, like students jogging by their house all the time, they would complain about. And we would go to them and say, “Wait a minute. You just bought an expensive house in the middle or right on the edge of a campus that has 4,000 undergraduates. And now you don’t want students going by your house all the time?” We said, “You know, if you want a house and live in a rural setting, we can tell you about a lot of places. But living on Valley Road is not a rural setting. You have to understand, you bought the whole package.”

But some of them didn't buy that. So it has gotten more difficult as time's gone on.

DONIN: That hasn't changed. [Laughter]

CLARK: No. I'm sure it's gotten worse. And particularly because there are fewer and fewer Dartmouth employees, including faculty, who can afford to live in Hanover.

DONIN: Right.

CLARK: I should mention on the governmental relations side that there was a little bit of federal issues, and I think Meck sort of oversaw this. What came out of that was that there were some organizations that I think he tended to because he loved to get trips out of town, and I got, succeeding him and participating in some of these. There was an outfit called the Listening Post which I think oversaw political issues that might arise. There was an *ad hoc* group, and I don't even remember what that was all about. And then we…. I think I mentioned at the last session that we formed the Ivy Lawyers group.

The biggest value of these kinds of groups is that when you're up here in the hills and something comes up, and you have trouble solving it, and you say to yourself, Boy, are we incompetent, because we're sure everyone else has solved the problem; so the main value of going to these sessions is that you ask, "Hey, we're having trouble dealing with this. How did you deal with it?" And they'd say, "Well, that stumped us, too." So the main value of these things is finding out that nobody's any more successful than you are at solving the problem. Often you would get solutions and suggestions as to how to deal with them. But at least it assured you that you weren't the only one that was bumbling around with a certain issue. And so I went to these things probably not more than once or twice a year.

But there were still very few federal issues. We had something called the Buckley Amendment in the late '70s, which had to do with student access to their files, which got ironed out after a while. But it created some problems because students might have access to their admissions files, which means they might see letters of recommendation that the admissions officers got. And we knew that if people who wrote those letters about students knew that the

students would see them, that you might not get as frank and open discussion. So that was the kind of blip that we had in terms of federal regulation. But by and large federal relations weren't much of a problem. And neither were state relations. Almost nothing came up, at least during this earlier time, at the State of New Hampshire that affected the college.

DONIN: You didn't need to have a presence then down in Concord during…?

CLARK: No. And we engaged the law firm of Orr & Reno and kept the attorney Thomas Rath ['67] over the years who, in addition to being a first-rate attorney, has always been well-connected, at least when there are Republicans in the state house.

DONIN: And an alumnus as well, isn't he?

CLARK: He is an alumnus and a talented lawyer and a great political figure. So we would…. When things would come up, we would take them up in Concord. One of the issues that we went to bat on—and I think this probably was in the late '70s or '80s—was to try to improve the exemption, real estate tax exemption, for Dartmouth and other private colleges in the state.

In practically, I guess, every state, all the educational plant facilities of private colleges and universities are exempt from real estate tax. In New Hampshire, the dormitories are taxable. And going back to the end of the 19th century, there was an exemption, which meant something then; I think it was $150,000 of property value. However, with Dartmouth having dormitories reasonably valued in the millions, that exemption didn't serve us at all. So Dartmouth was paying full property taxes on all its dormitories. And of course, this was a significant expense and put us a little bit at a financial disadvantage with other schools that didn't have to pay those bills.

It was obviously a delicate subject because different people can have a different view as to how much of Hanover's town expenses and school expenses should be paid by the college. That is, under all the circumstances, what is Dartmouth's fair share? And of course, all the other taxpayers were delighted that Dartmouth was paying a big tax bill. We went down and took one run at trying to get that $150,000 adjusted for the cost of living, which would have

moved up into several millions. But we were unsuccessful as far as I can recall.

To this day, I think all or most of the value of the dormitories continues to be taxable. The town was always very reasonable with respect to the assessments. I mean, it's tough to determine what the real fair-market value of New Hampshire Hall is because the only people that would use it would be Dartmouth. I mean, if Dartmouth went out of business, who's going to pay what for New Hampshire Hall? So, I mean, the valuation was worked out.

But that's where we took a run at it with some of the other schools, but…. Of course, the state university didn't care because all their properties were exempt. But generally speaking, there was very little activity on the state front as well.

So in terms of governmental relations, it was the local, the town-gown relationship where we spent most of our time. We had almost no involvement with Norwich because Dartmouth had little if any real estate in Norwich. And during that early time, very little involvement, if any, with the city of Lebanon.

In, I think it was the early '80s, that changed. Dartmouth was approached by a local businessman named Jack Nelson, whose father, I believe, ran and maybe started the construction firm Trumbull Nelson. Jack, I don't think, was ever very involved with Trumbull Nelson and had his own business interests. He, I think, decided that he was going to buy up and try to develop the 2,000 acres that filled most of the space in the triangle between Lebanon and Hanover and West Lebanon. But at some point I think, both because he would've had to get major zoning changes and would have had to have a lot more money, he decided he wasn't going to pursue it.

So he knocked on the college's door and said, "How would you like to buy this tract?" which he had called Landmark. And we looked at it—Paganucci and the rest of us—and we all said, "Well, we don't know what we'd do with it." But the price was very reasonable. And the sense was that the one thing that was in Dartmouth's interest was probably not leaving that property free to be developed by someone else. So Dartmouth bought the property.

Well, Dartmouth had almost no involvement with the city of Lebanon. But then, almost immediately, in the newspapers, the city council members in Lebanon said: What's Dartmouth planning to do with all that land? And we said: We don't have any plans for that land. It was just a buying opportunity. And we thought it was a good way to protect it, and it might serve a college purpose in the future.

They did not believe us. The trouble with being a big organization is that they can't believe that you're not scheming and trying to get ahead of them. So it required us to make a presentation to the city council. And I think that Dave McLaughlin had just become president, and I think he actually went and made a talk to the city council to assure them, from the very top, that Dartmouth really didn't have any plans for this land. They'd just bought it because it was a good investment. And certainly we would come back to the city of Lebanon if we decided what we wanted to do. But we had no plans for it, other than to maybe cut some trees.

DONIN: So this is the strip that lies on both sides of 120 where the hospital ended up on one side and Centerra on the other?

CLARK: Not where the hospital is, but everything else. All the other open land next to where the hospital is, all the way down to the populated part of Lebanon. Pine… I forget the name of the street. But it's almost all the unoccupied land, those woods up there, except for a piece in the middle which is an old Lebanon city reservoir. But it was 2,000 acres.

DONIN: Wow.

CLARK: A significant piece of land. But that was our first real foray into dealing with Lebanon politics. And of course, as time went on, when we get to the medical center, we'll cover a lot more.

But the thing I was going to mention really was, it was sort of a town-gown issue, and it's a story that I've repeated before. But it was an incident that shows…. I think it also showed how I'd been influenced by Mr. Paganucci.

It was late August or early September of 1976, and it was like Friday or a weekend or something. I believe the trustees were having their retreat over at Minary. So that practically everybody who had any

clout was gone. There were no students around. And I think the campus was really closed. So very quiet. And for some reason, I was in the president's office or somebody had called me in, and we were looking out the window, and on the lawn in front of Sanborn House, right on that corner there, opposite Parkhurst, there was a work crew putting up a sculpture that consisted of sort of balanced large rusty steel beams. And I was there, and the other person there was Lucretia [L.] Martin—Lu Martin—who was then principal assistant.

DONIN: Special assistant.

CLARK: Special assistant to John Kemeny. [Laughter] And we were aghast at what we were seeing. I mean, this was the Green area, which was sacred. And plunked right on that corner in front of Sanborn, not far from Baker, and across the street from Parkhurst, not only was it a sculpture, but an extraordinary sculpture that…. We commented later that, when it was up, when people would ask what that is, the joke was: Well, a truck with steel beams tried to turn that corner but tipped over, and these beams got stuck in the ground. And that's what's there.

So I talked to Lu, and we looked out, and I think Jan van der Maarck, who was the head of the art museum at that point, was standing there, an independent sort, very into modern art, was overseeing a sculpture called X Delta done by [Mark] di Suvero or something like that. So I proposed to Lu, and I don't know how serious I was, but I said, "You know, that's going to be a big problem. We're witnessing something that's going to take months, maybe years to have to deal with." And I said, "I just know that there are going to be a lot of people, including the trustees and everybody else, who think plunking that right there is a bad idea." And we didn't have any sense as to whether van der Maarck had gotten anybody's permission. It would have been surprising. I think we would have known about it in Parkhurst Hall if somebody was going to do something like that. But I may have been wrong.

So I said to Lu, I said, "Look, we're here, and we're in the president's office." I didn't work for the president. I said, "What if we contacted Buildings and Grounds and told them to get a crew over here with a crane and pull it up, put it on a truck, and haul it off into storage?" And then immediately say to Mr. van der Maarck, "Mr. van der

Maarck, you've got to go through channels with this. And I don't know where that sculpture should be, but let's start over." And then, if somebody, of the few people that were in town, come by and say, in a week or two, "Wasn't there a sculpture on that corner?" And the answer would've been, no.

I think it was in Little Orphan Annie there was a character, Sinbad or something, who was sort of a Far Eastern with a turban and all. And they used to get rid of problems because he had a blanket, and he'd throw it over people, and he'd take it away, and they disappeared. So we said, "Why don't we just do what Sinbad, or whatever it is, what he did and get that away?" "Because," I said, "once people come back to town…." And of course, it didn't move, and it took months to get it even addressed. And when it was moved, when they put it on the truck, the wife of a faculty member lay down in front of the truck over on East Wheelock to protest the move. But they took it over and put it on the lawn next to the Sphinx Tomb. Then after that, they moved it and sort of hid it back over here. And of course, now when they build the new art building, they're going to have to move it again, probably.

DONIN: How could something like that happen?

CLARK: I never knew how it happened. There may have been somebody who talked to someone. But I never met anybody in the administration who would admit to having approved doing that. It's one thing to put up a statue over there of Daniel Webster.

DONIN: Right. [Laughter]

CLARK: But old rusting beams was something else.

DONIN: Did President Kemeny ever lay eyes on it? Or was this during McLaughlin's…?

CLARK: Well, no, it was in '76.

DONIN: Oh, you said '76, that's right.

CLARK: So it was during Kemeny's administration. I don't think he got in the middle of the fight. But they finally agreed to get rid of it.

The other area where I started to do a little bit of work was in student affairs; this was in the ‘70s. Ralph [N.] Manuel [’58 TU ‘59] arrived as the new dean of the college in 1975. He and I got working together on issues.

An area where there were increasing problems was with respect to fraternities. The conditions in the fraternities were getting worse and worse. Social issues were getting more difficult because there were women living on campus. These were different places when this was just a bunch of men. But there were a lot of issues in the fraternity system. He and others tried to work with the students to improve the situation and get the issue of conduct, the issue of alcohol consumption, and all of these things dealt with. And as much as anything else, to get the buildings fixed up. I mean, these people were literally wearing out these buildings and not investing anything in them. I think all the buildings, all the fraternities were owned by what were called house corporations. And the officers of those corporations were alumni who had been members of the house. And of course, just by their taking these jobs, you knew they were 100 percent supportive of the students, but they all lived in New York and Boston and far away.

DONIN: They didn’t have to look at the houses.

CLARK: So they were absentee landlords. And they just loved to come back and come in the house and close their eyes and slap the backs of the students and have a drink and then disappear. So we didn’t have much control over them. We, I think, tried to get the health officer’s attention to look at these, but without much success. The town was hesitant to get too involved. But then we…. I’m not sure…. We studied how other campuses had…. But the fact that Dartmouth didn’t own the land left it at a disadvantage.

Every time an issue came up with a house, the answer wasn’t, well, let’s talk about this. The first answer was: You don’t have any authority or control over us. We’re an independent organization. So, Dean Manuel, thank you very much and goodbye.

So we sat down and tried to figure out how we’re going to deal with this because it was not a good situation, and very frustrating because you couldn’t even get to the point of trying to solve a

problem because the students and even some of the house corporation people were challenging the college's authority.

DONIN: To even come on the property?

CLARK: Come on the property and deal with anything. These were independent organizations. So….

DONIN: So they couldn't control, the dean of the college then had no….

CLARK: No direct control—

DONIN: Over the behavior of what was going on in the houses.

CLARK: —over what happened. Well, if there was serious individual behavior, the individual students involved could be dealt with through the disciplinary system. But that took a fairly extreme kind of conduct, and it didn't solve the problems that existed with the buildings.

So we came up with a plan, and I'm not sure whether this was something that other schools had done or not. But the plan was that the students were going to have to acknowledge their affiliation with Dartmouth. And the plan we put together was that we would basically create a fraternity system, and there would be a board of overseers to oversee the fraternities. And there would be a fraternity constitution. And each fraternity had to sign on to the constitution. And by doing so, it acknowledged the college's authority to deal with matters in the fraternities. If they didn't do it, then they would be basically treated as outcasts. And there would be a financial disadvantage because even back then, the college was doing things for the fraternities. I think there may have been joint insurance policies and other things. So the dean's office was supportive in financial and other ways of the fraternities.

When we raised this, several of the fraternities said, "We're not going to sign that document. We're doing just fine." And some of the healthier fraternities said that. So we had to go at it and gave them a deadline and sort of put it on the table in the dean's office and said, "Either you come in by noon Wednesday"—or whatever it was—"and sign this, or the college is going to tell the world, including the town of Hanover, that you are no longer affiliated in any way with

Dartmouth College. And that would be communicated to your national chapters, national organization."

Well, right down to the last day there were two or three houses that said, "We're not going to sign." One of the points of leverage that we had, which was a form of a threat, was zoning. I think the Hanover zoning law permitted, in what was called the Institutional Zone, fraternities and sororities. I'm not sure how it described student social organizations. And I believe it said, "affiliated with or associated with a college or university." Or it may have even mentioned Dartmouth specifically.

So the town officials were helpful in sort of saying, "Well, we don't know here. It looks like, if these houses do not sign and formalize their affiliation with Dartmouth and Dartmouth has nothing more to do with these organizations, that maybe then the houses would be not in compliance with the zoning laws and would have to be shut down. That use would have to be discontinued." Now, whether they would have followed through with it…. But it was a piece of leverage because the town was as worried as we were about the health and fire and safety issues that were presented in these buildings. And they were getting more and more use because coeducation meant that there wasn't just one Saturday night party, the partying was going on all the time. And who knows what else?
Well, the deadline came, and they all came in and signed. And it was a real breakthrough, because then the dean, working with the overseers — all of this was approved by the trustees, I believe—was able to start writing out guidelines for building maintenance and building inspection. And that was the sort of stick. And then, I think the college provided funds, low-interest loans and things like that, to allow the houses to clean up their act and get their physical plant in order and make it safer and all that.

DONIN: Is this when you developed a list of minimum standards?

CLARK: I think that's right. The minimum standards followed soon after that. And I think they've been modified ever since. But it's hard to think that there was a time when this happened. And these independent student social organizations still exist at other schools, including places like Harvard, and they create enormous problems for the school. Because the fact is, that if a violent event or something awful happens in one of these buildings, the headlines in the *Boston*

Globe and the *New York Times* are going to be “Something Awful Happened at a Dartmouth Fraternity House.”

So there was a reputational issue here, knowing that no matter whether we controlled it or not, whatever happened in those houses was going to be hung on us. And so we were very pleased because that put us on the way to getting the system under some control and doing away with the worst of the things that were going on there.

DONIN: What was the time of that in relation to the--? I think it was the report by Professor Jim Epperson who called for, I think, the dissolving of fraternities, which caused an outcry from various groups.

CLARK: Yes, the….

DONIN: I mean, I think the faculty backed it. But the alums and….

CLARK: That’s right. The faculty voted to abolish fraternities in November of 1978. The board of trustees immediately followed, saying they disagreed with that, but felt that improvements needed to be made. And this, of course, gave Dean Manuel even more clout. The college even…the drinking age back then was 18. But I think in the late ‘70s it went up to 19.

DONIN: Well, ’79…. I have a note that in 1979 the drinking age was raised to 21.

CLARK: Well, by ’79 it may have. It was going up all the time. Particularly…. Even in the time when the drinking age was lower, the college, particularly because of its rural setting, has always had a serious problem. The starting point is that these students are going to drink. And they’re not going to just sit in their dorm room alone and have a beer. They’re going to drink in a party setting. But as the drinking….

And in fact, in the ‘70s, the college was actually serving students. There was a pub in the basement of the Hanover Inn. And we organized to build a pub on the top floor of Thayer Hall, the dining hall. And the sense then was that we were in some position to create a context for students to engage in responsible drinking and recognizing that we had an educational role.

But the minute the drinking age got raised to 21, Dartmouth couldn't be directly involved in serving alcohol to minors, and most of the undergraduates were minors. On the other hand, the college knew that the drinking was going to happen. And they and the local officials very much wanted it to happen on campus because we'd had more than one instance where, when students decided to go party off campus, in a DOC hut or something, terrible things happened.

In later years, a group decided to have a party in the DOC hut up on Moose Mountain. And they had it all planned, and they all agreed that they'd all spend the night. But one student decided he was going to drive back to campus, and he drove off the road and was killed. So there was a conspiracy of sort involving the town and the state liquor inspectors and the college where they knew the drinking was going to occur, and the best thing to do was to allow it to occur on campus where the students just walked and didn't get in a car.

And that basic understanding exists to this day. It's very interesting that the only time someone's going to step in and discipline somebody if they're out, visibly out on the street with a drink in their hand. And, of course, that doesn't look good to the public. But everyone…. This is sort of an unwritten understanding of how to deal with a situation. And of course it's more acute at Dartmouth than probably anywhere else because of the rural setting. If someone in Boston or New York City wants to go drink with their friends in an apartment or in a club that would serve them, they can do that, and there's all sorts of opportunities to party and socialize off the campus. Furthermore, they're usually in situations where they don't have to get into a car.

DONIN: Right.

CLARK: We didn't have the luxury of that. There was no urban setting in which the underage drinking could occur. So the fraternity system essentially was the vehicle to deal with it. And the best the college could do is allow it and try through minimum standards and all sorts of things to try to keep the conduct and all reasonable. And put in place rules to hope that they will result in people having a good time and not getting killed or seriously injured in the process. That's been the deal, certainly since the drinking age went up from 18 to 21.

DONIN: And did you ever have reason to talk to John Kemeny about this, about the challenges of this whole fraternity social life thing?

CLARK: No. I didn't. Now, Ralph Manuel may have. Certainly in the President's Advisory Committee, as these things were being developed, it was discussed. And the president would have been part of those discussions. And I believe the fraternity constitution issue went to the board. So he certainly was in the loop and I'm sure very supportive.

I should say that he had intimate familiarity and knowledge of the fraternities because his college residence was on Fraternity Row. And there would be anecdotal stories about students knocking on the door at two o'clock wanting to get a cup of sugar or something like that, you know. So he lived on Fraternity Row.

John Kemeny's response to that…. I think when he first became president, they basically spent all their time in the President's House. But very soon after that, he and his wife built a house up on a hillside up in Etna. And I don't think I was ever in the house. But I was told—I mean I could see it from the road, and it was quite small—and I was told that it had essentially no guest quarters. So that even his own kids would have a hard time coming and staying with them. That was for him and Jean.

DONIN: Their escape.

CLARK: Yes. And as his presidency continued, he spent less and less time at the Webster Avenue property and more and more time at his home in Etna. And I think towards the end of his presidency, the only time he really spent of any consequence at the President's House was when the Alumni Council was in town and they were entertaining people. And if there was an important guest to the campus who was a speaker or something, that they would host them there. But they only stayed there long enough for official functions. And by the end of his presidency, they were in Etna. So his solution to being bugged by the fraternity problems was to get out of town.

DONIN: Can't blame him.

CLARK: No. The other area that I had little involvement but I was sort of on the fringe of it, had to do with alumni relations. The '70s were very

quiet on the alumni front. The alumni at that time were, except for a few of the very youngest, all men, almost all white, most WASPs, a few Catholics, and a small number of Jews. And it was a group that with nurturing from the college almost saw itself as a club. They'd all had identical experiences on a campus where for most of the time it was just men bonding, having a few beers, playing athletics, with no distractions because of the rural setting. And with the regular calendar, nine-month calendar, they were all there all the time. So they couldn't help but have a strong attachment to the college and the experience. So the alumni body was very homogeneous and very supportive of the institution.

In the '70s, of course, some different things happened. I should say that the three-quarter, three-term system had been in place since the fall of '58. My class was the first one to have four years under the three-quarter system. I think June '58 was the end of the last time they had semester calendars and they went to the quarter calendar, and I wasn't part of that. I don't know why they did it.

But what happened, of course, in the '70s is women were admitted, minorities were admitted; minorities were brought on the faculty, women were brought on the faculty. They went to year-round operation. And you had the post-Vietnam politics that sort of were among students and all.

But the alumni body was just a different group. They obviously found out—learned—that the college had gone coed. But it didn't really affect them a great deal and didn't really relate to their experience. And the college, in its communications with alumni didn't do anything to dissuade alumni of the thought that the college really had not changed.

The alumni magazine…. Alumni relations at Dartmouth, I think, as it existed up through the '70s, was probably…. The model was created by President Hopkins. He created the Alumni Council, I think maybe back…. I don't know if he was president then. It was in the teens. I think when he was president, the alumni magazine editor was in his office. So he understood the role of alumni, and the principal role of the alumni was to provide financial support. So a lot was done to encourage and develop and enhance this alumni culture, this sort of club, loyal club of people who'd had a very special experience. And that is sort of how alumni relations were

handled right in and through the ‘70s. The alumni magazine didn’t do much, in my recollection, did very little to dwell on how the campus had changed.

DONIN: They just wanted good news to go out.

CLARK: The photos and all the stuff and the stories. From that, you would have concluded that nothing had changed. The Dartmouth that they were holding up to alumni looked almost exactly like the Dartmouth that they had attended. And the alumni….

DONIN: This was under the editorship of, I think, Charles [E.] Widmayer [‘30]?

CLARK: That’s right. Now, how conscious this was, to sort of keep the New Dartmouth under wraps, I don’t know. But it clearly was effective. Now, they knew it was coeducational. And of course those people who had daughters and grandchildren, they would say, Well, maybe my daughter or grandchild could get into Dartmouth.

But my impression was that things were very quiet on the alumni front. I went to Alumni Council meetings sometimes. They liked to have a few administrators there sometimes in case some questions came up. But it was…. There were no real issues that I can recall with the alumni.

One thing that happened that obviously foretold what was going to happen later, was that a group of liberals—I think a lot of students were involved—in 1977, got petitions around to alumni, I guess particularly younger alumni, a sufficient number of signatures to put up a candidate, a petition candidate for an alumni trustee position. A woman named [Anna Pauline] Pauli Murray. I suspect that a lot of people, including possibly myself, didn’t even know that the process for nominating alumni, with the sort of prime candidate being nominated by the Alumni Council, included the ability of alumni to put up petition candidates, which would force an alumni-wide election.

This I think had been in the Alumni Association constitution from almost forever. The Alumni Association went back into the 1860s. But it had been there at least I think since the Alumni Council was formed. The association used to, from 1891 or so, when this

agreement was reached, the association picked the nominee. But when Hopkins got the council picked, the council picked the presumptive nominee for the seats. But it said that alumni could petition, but I don't think there was ever a time between the teens, 1915 or so, up to 1977, no one had ever put up a petition candidate.

And the irony of it is it was a petition candidate from the Left. And everybody is looking around and saying, "What is this?" It was sort of a symbolic effort. I don't think anybody thought it would be seriously successful. I don't even think too much campaigning went on. The person who was being put up I believe to oppose George [B.] Munroe ['43], corporate executive. And Munroe won easily.

But then, when we all opened the constitution and looked at it, we said…. No one had ever looked at this mechanism. And I think we dusted it off and looked at it…. I think the number of signatures was like 50 or 100; it wasn't many. So the first thing we did was, I think, increase the number of signatures. But looked at it and said, Well, you know, we ought to pay attention to this. But we didn't consider it much more than an annoyance.

But up to that time, even though the Alumni Council picked the nominees for those, back then, seven seats out of 16, I had a strong sense that the members of the board let the Alumni Council know who they wanted. So this was a pretty closed loop here.

DONIN: Was there already a woman on the board at that point? Didn't they have a woman?

CLARK: There was a woman that was put on; I'm not sure when she joined the board. She may have joined it in the '70s. She was….

DONIN: Was this [Priscilla] Frechette [Maynard]?

CLARK: Yes, Priscilla Frechette, I believe. And I think she may have been a widow—

DONIN: Yes, she was.

CLARK: —of a Dartmouth alum.

DONIN: With two or three sons here, I think, as well.

CLARK: Yes.

DONIN: Right.

CLARK: So she was put on for a certain degree of symbolism, if nothing else. She was not of the heavy-hitter caliber that some of the other board members were. But she was on the board and was very pleasant. And that was just, I think, the way they wanted it. But this Pauli Murray nomination obviously caught some people's attention. And I'll get to that in a minute.

The final area where I was spending some time was on the medical center. I wasn't around when the decision was made to have the medical school go from a two-year med school to a full MD program, which initially was a three-year program, year around. And I'm not sure what the issues were there. I have a feeling, looking back at all that flowed from that, I'm not sure the board, if they had to do it again, would have made that decision. I'm not sure they understood exactly what a major decision that was. But that was made, developed, I think, in the late '60s, and the decision was made, I think, in the early '70s. I'm assuming it was made during President Kemeny's term, but I have no idea whether this just came out of the medical center.

My understanding was one of the reasons that they were forced to make the decision was that it was hard to see the two-year medical school as continuing to be viable. It used to be that med schools at other universities like Harvard and all, they had some attrition. And the Dartmouth students were very well trained in the basic sciences, so transfers from Dartmouth after two years, into these quality med schools were available. So that Dartmouth had a place for their two-year basic science-trained MD candidates to go.

DONIN: Right.

CLARK: This was drying up, and they were seeing it, and it was getting much harder to place the students in the medical school who'd gone for two years into other med schools. The med school goes back to, I don't know, forever. I forget when it was founded. But there was a….

DONIN: A long time ago. It's one of the oldest med schools….

CLARK: Yes, very early in the college's history it was formed, and it's taken many forms. It was a full MD program. Then in the early part of the 19th century, the medical profession developed guidelines as to what a medical school had to do. And it was very clear that Dartmouth, because of its small-size, rural setting, wasn't able to do that. So it cut back to two years. So they went back to four years. But it had enormous ramifications that are still playing out.

About the time that I arrived, two other people arrived at the medical center: my Dartmouth classmate [James W.] Jim Varnum ['62], who was hired to be the CEO of the Mary Hitchcock Hospital; and John [C.] Collins, who was engaged to be senior operational manager of the clinic. I forget the title that John took, but the president of the clinic was always a physician. But in terms of who was spending all their time sort of running the clinic, from that time on, it was John Collins. This was at a time when Dartmouth understood that to fully develop a full-fledged medical school, it was going to need a qualified teaching faculty and also have a research mission evolve which it had almost none of.

The practice group that was part of the decision was the Hitchcock Clinic, and Hitchcock Clinic, maybe a small handful of the members of the clinic, also did some instruction in the two-year medical school. But they were practicing physicians. They were not academics.

And all of a sudden it was agreed that the Hitchcock Clinic doctors would be the clinical faculty for most of the medical school. Psychiatry always stayed part of the medical school, and therefore, it was a college-run department. But all the other clinical departments were the clinic. The clinic was a for-profit corporation. However, it really operated as an arm of the Mary Hitchcock Hospital. And all of its profits at the end of the year were turned over to the hospital. So the dominant medical organization here was the Mary Hitchcock Memorial Hospital. And the clinic was a closely tied, practice group, with really no business mission or independent status of its own. And I believe when Collins arrived, all the doctors were paid the same salary. The neurosurgeon got the same salary as the new pediatrician. Or, at least…. I think they had a sort of process where you had to be there three years to be made a full-

fledged doctor. But it was this ultra-democratic practice group that was there to staff, be the staff for the hospital.

Most of the hospital served inpatients. The clinical practice didn't take up a huge amount of…. The outpatient space wasn't huge because at that time, Mary Hitchcock was mostly an inpatient facility. Although, I mean, I grew up around here, and if somebody had needed a specialist or something, they'd be referred to the Hitchcock. So this was the only sort of practice group of specialists in the region. But they in turn were really part and parcel of the hospital organization.

When Collins arrived and we started discussing how to develop the center and all that, I remember conversations with John in which he lamented the fact that the clinic had almost no bargaining power in these discussions with the college and the hospital. And one of the reasons it had no bargaining power was it had no assets. It had simply been an arm of the hospital operation, and they didn't have a dime of their own in the bank. And I remember him telling me that was going to change, that the clinic needed to be an equal partner in this process. And the only way it was going to get to be an equal partner is to establish its independence. And I think from that time on it began to accumulate its own money and not turn its money over to the hospital.

The issues that proceeded were all part of this beginning evolution of a true academic medical center, and they were difficult. I should say, the board of trustees of the college—and I sat in on most of the board meetings—their focus and interest was almost totally the undergraduate college.

The so-called associated schools and then professional schools were not on their radar. I can't…. I think until John [F.] Steel [Jr.'54] became a trustee, there were no doctors on the board. And my experience is the only time that the board really took an interest in any of the professional schools was when it looked like they might be losing money. And that certainly was true of the medical school in the '70s because it hadn't built up a research base. The doctors…. There were only, I don't know, a very small number of medical school students, maybe 80 or so in a class. So the tuition revenues weren't significant. It was asking the clinic doctors and all not to work full time taking care of patients where there was revenue, but

come over and start teaching the third and fourth year. So there were all sorts of financial pressures, mainly on the clinic, to hire doctors who were interested in teaching.

And here's John Collins trying to balance the books. And having people say, "We want you to get a doctor. There'll be 50 percent teaching and research—and only 50 percent taking care of patients. But get a good one. So be sure you offer him a salary of $150,000." So there's John having to struggle with this evolving practice group. And I mean he was very good at what he did, and Jim Varnum was very good at what he did. They were very lucky to have good, talented people.

But this was a time when the clinic began to develop its independence and begin to flex its muscles a little bit. And it was also at a time, which I think has proceeded to the present, where the balance, the ratio of medical services being given to outpatient versus inpatient was beginning to shift. Because as more medications were developed and more treatments were developed, people would come in, not to be checked into the hospital to have a baby and stay there ten days or to be looked at for five days while they were in a hospital bed. They'd come in, the doctor would check them over, give them a prescription, send them home, and say come back in a week.

So there was more business going to the clinic, and the business of the hospital, other than laboratories and testing and all that, was not growing. The number of beds was sort of, I think, holding in the 350 to 400 number. But the medical center was growing, and the medical school was staggering to develop this program. They tried to do the program in three years, thinking that would be attractive to people. But that just put too much strain, and they finally shifted back to four years.

But this whole situation became more strained. There was real pressure within, particularly between the hospital and the college, to try to create an integrated medical center. And to that point, in the mid-'70s, they actually sort of created a board and put some flesh on this thing to call it a center organization. And they hired a president for the center. The funny thing is that the president of the center really had no direct authority over anything.

But it was an attempt to coordinate and begin to build what would be a unified organization. The advantage they had, that a lot of medical centers in the city didn't have, is that all its physicians were in a single practice group whereas in other cities, they deal with separate practice groups all over the city. So there was the real advantage that they were dealing with one set of doctors.

I should say that over the years we had privilege problems because doctors who were on the outside wanted to come in, and there were stresses there. But at least you had a unified group of doctors who at least on the surface were buying into having a medical school. But there were a lot of the doctors who, all they wanted to do was treat patients, and so developing a clinical faculty was a slow, difficult process because teaching and research was not part of the tradition of the proud clinic.

DONIN: Right.

CLARK: I mean, this was a very tough thing to navigate. And I think it's wonderful that it went as successful as it was. But it wasn't without its problems.

DONIN: So tell me, where did the…? I mean, did the trustees play a role in approving this agreement that these people were all going to work together to make this center?

CLARK: Oh, I'm sure they did. I'm sure they blessed these arrangements —

DONIN: And Kemeny's role?

CLARK: —and were supportive. I think this medical center sort of board included senior officers from the college. And I'm sure Kemeny was supportive of developing a medical school, developing what we would call an academic medical center.

But I think that again, his focus was more with the undergraduate college and with the mathematics department. And I don't think he got overly involved with what was going on at the medical center. It was being handled by the deans.

And what happened for me—and this happened just about all the time I was at the college—I was often the Parkhurst emissary when

organizationally, things would come up. And I would go over and try to work out some solution. So I had a sort of working relationship with the medical school deans, who were, was it [James C.] Jim Strickler ['50 DMS '51] then? I'm trying to remember. And John Collins and Jim Varnum.

DONIN: Yes, it was Jim Strickler from '73 to '81.

CLARK: And then [Robert W.] Bob McCollum from then on?

DONIN: Then McCollum, yes.

CLARK: Yes. So, I mean, we would…. So I would go over when some sort of fire broke out that had to do with organizational issues or real estate issues or something like that.

DONIN: And of course, at this point, there was no provost at Dartmouth who you would think would be overseeing this.

CLARK: Yes, I don't…..

DONIN: Leonard [M.] Rieser ['44], I guess, was made provost.

CLARK: Yes. And I can't tell you how much Leonard was involved in this. But….

DONIN: So you were it.

CLARK: But again, what's curious is Parkhurst would get involved when the money was short or when some problems broke out. I mean, there was a basic plan moving forward, and the deans and all these people were working on it. The clinic and the hospital and the medical school spent an enormous amount of time working on developing the budgets. There was a president of the center that was trying to make all these things happen. They built a cancer center in the mid-'70s, which was the first new facility. All of these things were developing.

But interestingly, towards the end of the '70s, in the early '80s, what began to get serious attention from the Dartmouth administration and the board was the impact of the growth of the medical center in the Maynard Street area on the future of the undergraduate college.

DONIN: Right. And you addressed that last time, about the need for the north campus.

CLARK: And it got worse and worse. And for the whole early part of the ‘80s, all this was being thrashed out. So interestingly, the biggest concern of the administration was…. It seemed less focused on the quality of the academic medical center than it was the problem that the burgeoning, growing medical center would have on the future of the undergraduate college which was consistently their primary focus.

DONIN: Mmmm hmmm.

CLARK: They never meddled in Tuck School because I don’t think it ever lost money. Thayer School was a little bit different because part of Thayer School was part of the undergraduate program; it was sort of a mongrel, part graduate, part undergraduate. So it was so tied with Arts and Sciences that it really didn’t have independent standing. But I had no strong sense that the board gave priority to the medical school. I mean it was glad to have it and understood the presence of Mary Hitchcock and all was valuable in terms of quality of life in the community and all that sort of thing. But I didn’t have a sense that there were members of the board—or the board itself—spending a lot of time and attention on the issues involving this evolving medical center.

DONIN: Well, who was the sort of governing body of this medical center?

CLARK: Well, there was this medical center board, I believe, where the common issues were dealt with. But this was really a confederation of the medical school and the hospital and the clinic. These were all free-standing, independent organizations with no real interest in surrendering their power.

There were forces going right into the ‘80s dealing with the medical center organization. There were people, particularly in the hospital, who wanted an integrated medical center organization. What they really wanted to do is to bring the clinic and the hospital together in a single entity, and have the medical school very much a part of that. I don’t know that they ever proposed removing the medical school from the college. But they really wanted a single sort of corporate-governed entity.

The most important thing was that they really wanted to merge the clinic with the hospital. And during most of those discussions, it was the hospital that wanted it and had the most political clout; and I am sure that John Collins and others would say that this was really, in the final analysis, a desire on the part of the hospital and its board to take over the clinic. The clinic resisted and held out for its own separate identity. And as I said, it was growing because of the expansion of outpatient services and getting more money and more clout and increasingly having to be reckoned with. And this was all slowly brewing in the '70s. Ultimately, it got solved as much as anything else when—and we'll probably get to that when we get to the McLaughlin era—with the creation of the facility, which really pushed the organizations together in ways that they hadn't been before.

DONIN: You know, it's about six minutes to twelve, so I think we should maybe halt.

CLARK: Okay.

DONIN: You have to be across the way at what time?

CLARK: Well, I was probably going to go to Rotary, but it's not a high priority.

DONIN: Well, I think we should stop. Two hours is plenty.

CLARK: Fine.

DONIN: Do you feel like you've finished Kemeny?

CLARK: Yes. I have. Are we on the air?

DONIN: No. I'll turn it off.

[End of Session 2]

DONIN: All right. So let's see, today is Monday March 2, 2009. We're here for Session 3 with Cary Clark, former college counsel of Dartmouth. What else have I left out? That's it. I said the date? Right. Okay.

Okay, Cary, so when we finished last time, I think you had sort of wrapped up your description of the beginning of the whole DHMC [Dartmouth Hitchcock Medical Center] creation. I guess we're going to move on to that whole moving business later on in the McLaughlin time, right?

CLARK: It kept getting more difficult in the early McLaughlin period. And actually he was much more involved than Kemeny. There wasn't much in the Kemeny period actually.

DONIN: So today we're going to wrap up Kemeny, right? The stuff that's heating up towards the end of his administration that sets up some of the stuff that happened in the McLaughlin administration.

CLARK: Yes.

DONIN: Is that right? Okay.

CLARK: That's fine.

DONIN: Good. All right. So you're on.

CLARK: One matter, really sort of a real estate matter was that, prior to my arrival at Dartmouth in 1974, Dartmouth was persuaded by one of its trustees, Dudley [W.] Orr ['29], a Concord, New Hampshire, attorney, to be one of a few investors in a project that became the Eastman development in Grantham, New Hampshire.

Back at that time, in the late '60s and early '70s, these kinds of developments at or near a lake or on a mountain or something—lots would be sold—were popping up all over the place. But they were not particularly environmentally popular—I mean environmentally sound—projects. These were usually real estate hustlers where there was enough prosperity that people thought that someday they'd want a second home. And sometimes they were just selling lots, and often that was the case. And Dudley [W.] Orr ['29] felt that it was possible to do this in an environmentally sound and otherwise quality way.

So he pursued this idea with an insurance company in Manchester, and I think the Society for the Protection of New Hampshire Forests, and Dartmouth College. I think these are all organizations on whose

boards he had served. And so he called in all his chits, and Dartmouth was one of the investors in the Eastman development.

By the time I arrived in ’74, the development was sort of up and running, and they were starting to aggressively sell the lots. I’m not sure. They also had condos, and they had some common facilities. There was a plan for a golf course. So it was really quite a comprehensive development. And the people starting it, including Dudley Orr, had gone and found a developer to actually do the project and sell the lots—and someone that had apparently a good reputation. So that the organizations involved were—the other organizations really had a passive role. They would have a representative on the board but beyond that, didn’t have very much active involvement.

DONIN: So were you the representative from Dartmouth?

CLARK: No, I was not the representative. I believe it may have been Dean Carl Long of the Thayer School, but I can’t recall for sure. When I arrived and then Mr. Paganucci succeeded Mr. Meck as vice president, we began to realize that there were some problems with Dartmouth continuing to own an interest in Eastman. First of all, the developer was aggressively selling the project to Dartmouth alumni. And in so doing, making a big point of the fact that Dartmouth was a co-owner. That obviously made sense that they would be a good audience for that person to be selling to. However, if things didn’t go well at the time of the sale or in the future, then, not surprisingly, some of the purchasers rang the phones in our office saying that the road they’d promised to surface wasn’t surfaced. And the lot didn’t have features that it was purported to have and all sorts of complaints about the transaction. And we tried as respectfully as possible to point out that we were not actively involved in it. But it was clear that any problems that arose in the fairly aggressive selling of this development, particularly to Dartmouth alumni, were going to end up back on our doorstep.

The solution for the college was to decide to get rid of its interest in Eastman. There was a little bit of resistance from a lot people because the developer wanted to keep us in. But the College ended up selling its interest I believe to the other owners, one or more of the other owners. I’ve forgotten whom we sold to. But it was as much an alumni relations thing as anything else.

DONIN: Is this the first time the college had invested in real estate that was outside of Hanover? Or had they—

CLARK: Well, at that time, yes. That is, I think the college may have gotten into some real estate funds into the ‘80s. But most of the real estate that the college owned outside of Hanover, most of it had been given to it. The only other real estate that it really had was the Second College Grant and other Outing Club facilities up in the White Mountains.

The other reason we got out of it—out of the Eastman development—was that the contract with the developer was very favorable to the developer so that practically all the money made on the sale of the lots never went to the owners; that was kept by the developer. He had a very good deal. I think Eastman has worked out consistent with the original plan; it was a sound development. But it never really sold out; there are still an awful lot of empty lots at Eastman.

DONIN: Even now?

CLARK: I think even now.

DONIN: Oh, wow.

CLARK: I talked to somebody who has a place there. I think if you’d like to buy a lot, I’m sure that you could find it.

Mentioning Dartmouth’s other properties, the Second College Grant had been something that had continued—when I arrived or when Mr. Paganucci arrived—had been the responsibility of the investment office and Mr. Meck. It was somewhat surprising because I think it was seen primarily as a recreational facility. However, it also was a source of income because of timber sales. And Mr. Paganucci hung onto the Grant even though some of the direct involvement of the Grant was carried out by the Outdoor Affairs people.

I think the principal reason he hung onto it and that we continue to have it was that it allowed us once or twice a year to put on our outdoor togs and go to the Grant for usually an all-day meeting with the foresters that worked for the college at that time. (The college

didn't employ its own foresters; it was foresters by contract. And there was a company in Maine that we were dealing with.) And to talk about the timber cutting and would it happen again in the next year and all sorts of important development issues for the Grant.

But it was a fun trip. And usually the Dean of the College would be along; I have a photo in my home of Ralph Manuel and myself and one other person having fun looking very outdoorsy. So the College Grant was sort of a nice break. And even though it was a long drive, it was worth it, and we had a great time.

DONIN: Speaking of the timber, though, at some point didn't the college start building its own furniture using the timber from the grant? Or was that later?

CLARK: I think that was later.

DONIN: Uh-huh.

CLARK: That's my understanding. I don't have—I didn't have any involvement with that. But I think that for certain furniture for dorms and all, they actually used timber from college properties.

DONIN: Wonderful.

CLARK: The college had other properties, including at Moosilauke. But I don't think many of them had… There was little if any cutting. But at times there'd be pressure to stop the cutting in the Grant. But that was resisted. And again, the college took the other approach, which is like the Eastman approach, which is that Dartmouth can manage a woodlot property in an environmentally and socially responsible way.

When we started, we were very naïve about that because the clear instructions for the foresters was to do selective cutting and take out the older, not-so-good wood and leave the good wood so that it would reproduce; but of course after a while we learned that didn't work well because if you just set the logger loose, the logger is going to always take the choice tree and leave the junk. So that I think we finally graduated to understanding that the only way you can successfully do selective cutting is to have each tree marked. So we were all in this process, in the '70s, we were all new at this. And there was a learning curve involved.

In 1979, the spring of ’79, is when John Kemeny took the position as chair of the Three Mile Island Commission—or Committee; I’m not sure what it was called. And my sense is that from that point until he stepped down as president, roughly two years later, there were not any significant activities or initiatives on his part at the college.

And in fact, it was in the spring of ’80, a year after he went on the Three Mile Island Commission, that he announced his retirement. I don’t have any source as to what…for knowing what his reasons for stepping down. But I can understand why he did it. He’d been president for ten years.

In the past, when being a college president was much easier to do…. For example, there was a time I think when Hopkins spent a good part of the winter in Florida. Being a college president now was a much busier and more demanding job, and the college was in the middle of a campaign.

I think also Kemeny may have seen some things which would indicate that the job would not get easier and that there were difficulties on the horizon. John Kemeny, a very smart person. And so I think…. And also, he still was someone of varied interests. He was still involved in all the computing efforts, if not hands-on so much, certainly strategically. And I’m sure in the evenings he was working on problems. And at that time the—I think that’s when the thinking went forward to try to commercially benefit from the development of the BASIC computer language. And in fact somewhere along this period a company called True Basic [Inc.] was formed with the cooperation and involvement of the college. And I think continuing to pursue that sort of thing was something that he looked forward to…as well as getting back and doing teaching, which I think he continued all the time he was president, liked to do. And I don’t think being on the road a third of the time for the campaign and asking people for money and speaking at alumni clubs was at the top of his list of things he enjoyed doing. But he might have also—he’d been seeing a few dark clouds on the alumni relations horizon.

But for whatever reason—and I attribute this to his intelligence, he made the decision to step down. And during the remainder of his term, a lot of things were happening which would indicate not only

maybe what he was seeing coming up; but also the kind of things that were going on that the trustees knew would be facing the next president. So that these are all things—some of these—were ones that probably were taken into consideration in connection with the search.

DONIN: Can you tell us what some of those black clouds were?

CLARK: Yes. One of the things that was continuing to go on in this period, and actually I think continuing to heat up, were matters relating to race and particularly the black population on campus, the growing black population of students. And even at this early stage, the issue of investments in South Africa was beginning to heat up. There was also the Indian symbol that was still cooking along, and it was an issue with alumni and became increasingly an issue involved with the conservative students and the athletes.

We had the issue of the Hovey Murals, which was an interesting thing. I think that President Hopkins' principal point of advice to John Dickey when he became president was: Don't get involved with murals. But this was a leftover. It had been, as I understood, put in as intended to be an offset for the Orozco murals, which had upset a lot of alumni and all in the '30s. So they went ahead and did the Hovey Murals which…

And the problem, particularly from a racial point of view, is that while it was intended to depict Native Americans, it's hard to avoid seeing what I think was the case: which is that the principal female model for the Native American women in the Hovey Murals was a very attractive white woman who I think was a Smith student, or a Smith graduate. But it was offensive. And eventually the decision was made to cover it up with panels. I think they're still dealing with that subject, which wasn't the first—this happened later—but the first idea was to take them down by chunks and take them over to the Hood. But the problem with murals, the conclusion was, you couldn't take them down without destroying them. So they were works of art of sorts. And they covered them up. But at some point, and it may have been in future years, they actually, during reunions, took the panels off. So it was—it kept rearing its ugly head.

But generally, issues of diversity were beginning to build up as you had a more diverse student body and a more diverse faculty. And I

don't think this is an issue that Kemeny was out of tune with as far as the students and the faculty. But I think he might see that there were going to be tensions involving alumni and others.

The thing that he couldn't miss, because it was sort of happening just before he resigned, was the nomination by petition of John [F.] Steel [Jr. '54], a San Diego doctor, for a seat on the board. Actually this whole process of Steel's nomination and his election in the alumni election was something I was not involved in other than as an alumnus. This was handled by the alumni relations office. And I think there was not a real concern about it when it surfaced. It was sort of a stealth issue. The sense was that the Alumni Council's nominee would most certainly be honored by the alumni. And, in fact, I don't think there was much information and knowledge even among the board and others about this happening. Of course it happened fairly fast. The petition came in, probably came in in January. And then the ballots went out by probably March. And the nomination—this was the second time that this process had been followed, where a candidate had been put up by petition.

The driving force in that process was an alumnus, member of the class of 1930 named [S.] Avery Raube ['30], a very bright, talented man. I don't know what his background was, but I wouldn't be surprised if it was in advertising. And my first sense that something unfortunate had happened is that as an alumnus, I received the alumni trustee balloting material. And it was extraordinary.

The council's candidate was a fellow named [Raymond J.] Ray Rasenberger ['49]. And his description was typical of that sort of thing both at Dartmouth and elsewhere, which is the picture and maybe a little bio information and then a very square statement of his views on things. Very dull and sort of like a bad resume or essay. And then the Steel part was totally different. It had a different layout with paragraphs with headings on them. I mean it looked like a very polished political pamphlet. And this was put out by the alumni relations office, which was then headed by [J.] Michael McGean ['49].

So the rest of us were sort of shocked that Raube had succeeded in getting what was the alumni association, sort of the college's mailing about this contest, to design his part of the materials his way. And you look at it, and for a relatively uninformed alumnus, it was quite

striking. And the Steel information was quite convincing. So the fact that Steel won—and I'm not sure how much campaigning was going on behind the scenes—but you looked at these two things, including the handsome photo of John Steel and all, and the result was actually, from a political point of view, not surprising. And Steel, I think, in a mild way, started to hit the hot buttons about the changing of our college. And keep in mind that the voting group here, most of them, was still pre-coeducation.

DONIN: Right.

CLARK: So this was talking to alumni from primarily the Dickey—mostly men, almost all men—from the Dickey and Hopkins eras. Steel's win, however, was a shocker. And at the board level almost immediately the sense was, can we block this in some way? And the board obviously took a great interest in this. And almost from the minute Steel won, I got brought in. And from that point on, for just about as long as I served at Dartmouth—which would have been almost 20 years—until I left, I became sort of the board's point person with respect to these alumni trustee balloting contests.

DONIN: So what was John Steel's platform that caused him to win?

CLARK: Well, I must say it's been a long time since I've looked at those materials, and without having it in front of me I couldn't say what points he was pushing.

DONIN: But it was clearly a conservative message.

CLARK: Yes. I think he was in a nice…I'm sure the materials were not John Steel's. I'm sure they were written by Avery Raube—or I'd be surprised if they weren't. But it was a real appeal to the old Dartmouth and probably raising questions about…. I don't know whether he mentioned the Indian symbol. And interestingly, this is really probably the first time for an awful lot of alumni that they were even aware these issues existed because there had been no other communications to them from any source about the kind of issues that some conservative alumni were upset about.

DONIN: This was really the awakening of the—

CLARK: Oh, this changed everything. And I think had an impact probably on the choice of president. There in fact was a process, I believe that spring, where the alumni association actually looked at whether there was any improper conduct in the Steel effort, including campaigning and the like, that might have raised issues about his choice. And clearly the signals were coming already from the board that this is a development that really concerns them. But he ultimately was seated. But…

Dartmouth's board at that time was 16 members, and it had the highest percentage of—of all the schools that have alumni picking, the picking of trustees—it had probably the highest percentage of the board that was chosen by alumni; it was seven out of 16; and two of the 16 were the president and the governor. So really, half of the other trustees were picked by the alumni. And so having…. And the trustee process prior to that time had been a pretty closed process. I don't have anything to point to specifically. But I don't think the alumni council nominated somebody that hadn't been pretty well blessed by the existing board.

So that this really did open things up. Steel was pretty much an unknown to the board and to us. But it was clear that this was a signal of the beginning of a conservative alumni movement. And was the signal of more things to come because they could see, with seven trustees being picked for five-year terms— And even if they were on the board, they had to come up for reelection. So we had 14 of these ballotings every decade. So immediately, the sense was something was about to happen.

One of the things that I certainly had no way of knowing but think about is, in all of this business about the alumni reaction to the college and to the Kemeny administration—and maybe even to Rasenberger—is the extent to which there may have been some anti-Semitism. John Kemeny couldn't be more different—unless he'd been a woman, he couldn't have been more different than somebody could be from Hopkins and Dickey. And we talked about Dickey's image. Kemeny dutifully went to the middle of the green and shoveled snow for the sculpture; and I think there's a photo of that. But that wasn't John Kemeny. And alumni sort of knew it. But the other thing is—the reality was—that he was clearly Jewish. And then he had an accent on top of that. And this was something that didn't line up with most alumni. There was a little bit of a different

time then because up until the late ‘50s, there were many fraternities on campus that had national charters that barred membership not only by blacks and maybe for Asians, but also by Jews. And that… In fact, when I came to Dartmouth—at least my fraternity had Jewish members—there were two Jewish houses on Fraternity Row. Part of that, of course, was people with like backgrounds and all wanted to associate with each other. But I think it was also a product of the fact that Jewish students were not allowed to join fraternities. And the numbers of Jewish students were relatively small. At least back in the ‘30s and maybe in the ‘40s it was the product of a quota. So to most of the alumni, Jewish people were different. And probably when they left Dartmouth, they had very little association with Jewish people. So here’s John Steel who looks like a million dollars. And so I’m not sure that John Kemeny—and I assume Ray Rasenberger was Jewish or at least the name might have suggested that—but that may have been a little bit of what was going on then. I don’t know that for a fact. But I think that one to not factor in people’s attitudes towards Kemeny and possibly to Rasenberger and not at least take into consideration whether the fact that one was Jewish and one may have been Jewish, may have been a factor.

DONIN: As well as other—as you mentioned—other things were making them unhappy as well. The Indian symbol issue. Coeducation in general. I mean the whole….

CLARK: During the 1970s the alumni were—and going into the ‘80s—the alumni were… There was no attempt to really fully educate the alumni about the fact that the college had changed. That minorities were on campus and women were on campus, not only students, but faculty. My impression just from going back through it and all is that the alumni magazine was—the tone of it was strongly that of reflecting a Dartmouth that had not changed. I have a vague recollection of a situation in—it may have been in the early ‘80s—where the word had come over from Blunt that the alumni magazine was considering putting a picture of a black faculty member in the magazine, possibly on the cover. And I think it was an English professor who I think is still here.

DONIN: The guy in the English department. Not *The Review* Cole, but the other C...[1]

[1] William W. Cook

CLARK: Yes. I can't think of his name. I'll have to edit this.

DONIN: It's terrible. Okay. Yes, so they were going to put his picture on the front of that—

CLARK: Yes. A picture of a black on the cover of the magazine—or conspicuously featured in the magazine. And people in Parkhurst were upset and made their being upset known. And I think this may have been early in the McLaughlin presidency. But it was reflective of the fact that things were quite quiet on the alumni front in part because there was not an active movement among conservative alumni to raise issues. But also by the fact that the college in its communications was not making any attempt to give visibility to what was really a new Dartmouth.

DONIN: And that's how Dennis Dinan ['61] lost his job.

CLARK: Yes, Dinan—

DONIN: Was the editor.

CLARK: He felt his job was…that he had some independence and that he really worked for the alumni. Whereas going into the '80s, there continued to be a view in Parkhurst that the alumni magazine was supposed to reflect well on the administration of the college. I may have meant to talk about this before. The history, of course, of the alumni magazine, if you go back into President Hopkins, is that like a lot of things alumni, including the alumni council, he very much created and nurtured these activities to make sure that the alumni were fully supportive of the college, financially and otherwise. And my understanding is that the editor of the alumni magazine up until maybe sometime in the Dickey administration, that person's office was in the president's office. So this business of the alumni magazine becoming a more independent vehicle was evolving here thanks to Dennis Dinan and maybe other things going on. But in some ways it's unfortunate—maybe it should have been more independent because I think had the alumni been presented the changes at the college in ways that people could understand and appreciate then what happened later might not have been so traumatic for the institution.

But the ‘70s were quiet. Kemeny—I’m sure he ran into questions while on the road at alumni meetings. But the admitting of women wasn’t an enormous issue because the fraternities continued, and the number of men at the school continued, and therefore the number of men for the athletic teams remained constant. So that…. And for some who had granddaughters and daughters, it was even a positive thing that maybe their daughter or granddaughter could go to Dartmouth, whether she wanted to or not. So this Steel thing came in, and immediately the alumni council took a hard look and then the alumni association—but the action was in the alumni council—took a look at the guidelines for the elections and materials and the nomination process and politicking. And I was deeply involved in that process with the alumni council and then I think ultimately with a law firm that was engaged to represent the association, to make sure that there was at least an even playing field here and hopefully that the electioneering would be minimized. Clearly the college did not need annually a political campaign for trustee seats for a whole combination of reasons.

DONIN: Mm-hmm.

CLARK: In that for the petition candidates, they would be repeatedly talking about things that those people felt were being mishandled at the college.

DONIN: Didn’t you— Weren’t you— Didn’t they want you to switch the procedure for the elections? Didn’t you have to change the rules of the—

CLARK: Well, they were changing the rules: The actual—the rules for how they were run were really the responsibility of the alumni association, an organization that used to have annual meetings, little ceremonial meetings. The alumni governing body, back in the mid to late 1800s, was the association. And all alumni were members of it. What Hopkins did—I think even before he became president—was recognize that it wasn’t an effective forum because it was everybody. And they would have an annual meeting in Hanover. But he wanted the alumni to have an organization to make the alumni more effective supporters of the institution. And that’s why he formed the alumni council. He really was the driving force for that in about 1915 or so.

DONIN: Mm-hmm.

CLARK: And in fact, so the association had essentially no role until all of a sudden Pauli Murray was nominated and the association had to run the balloting because one of the candidates was the alumni council's candidate against the petition candidate. So the association was to be the neutral party. In fact, the issue of cleaning up the guidelines and all the discussion and action was taking place at the alumni council level, and the alumni council was overwhelmingly supportive of the institution and the administration and responsive to some of our concerns.

And I in turn was liaison with the alumni council and the association in trying to get the policies updated so that at the very least from the college's point of view it would be a little more balanced process. And I think the thinking behind that, that if it really was balanced and the campaigning was limited, and the right candidates were picked by the alumni council, most alumni would give deference to the council so that we wouldn't have this unfortunate John Steel thing happening again. And I say unfortunate from the point of view of some people who thought it was not a positive development.

But the principal administrative change was that the control over the process, and seeing that it worked properly, and who was going to be running the balloting and all that sort of thing was…. The minute Steel was elected, it was taken out of the hands of the alumni relations office. This was serious business. The problem with the alumni relations office, which I think was reflected in the general approach of Michael McGean and others who work in alumni relations and development, is to keep the alumni happy. So if Steel's group wanted something, their first reaction is, well, cooperate with them and give them what they want. The interest of the trustees and Parkhurst was a little bit different.

DONIN: Mm-hmm.

CLARK: And so from there on, Parkhurst was the point that really kept in touch. I think one of the first things they did was increase the number of petition signatures required. And there was a cost here as well. These balloting contests were financed by the college, and they were sending out ballots to 40,000 people. And so there was an interest in not doing it unless there was serious support for a petition

candidate. And that happened—really surfaced—just before John Kemeny announced that he was going to step down. So he may have been seeing which way the wind was blowing and that some issues were going to get more serious attention among the alumni than had in the past. There were also, I think, at the alumni council level, there were some conservative alumni who were raising some of the same issues at alumni council sessions.

The other thing that happened in the spring of 1980 was that Gregory [A.] Fossedal ['81], member of, I think, the class of '81, was the editor of *The Daily Dartmouth* and ran into difficulty at *The Dartmouth* because of his conservative, politically conservative, points of view.

DONIN: I think he supported— He came out— Didn't he do an editorial in support of John Steel?

CLARK: He may have.

DONIN: Yes.

CLARK: And he may have been plugged in with these people fairly early. Greg was very bright, very talented. But I think at *The D*, for policy reasons and because his elbows may have been a little sharp, *The D* organization sort of rebelled against him, and he left. But because probably during the Steel thing he already had contacts with Avery Raube and some of the activists there, by the fall he and some of his fellow conservatives and friends on campus started *The Dartmouth Review*.

DONIN: And how did they ever get allowed to use the name Dartmouth?

CLARK: Well, they just went ahead and used it and for actually years, the college vigorously protested their use of the Dartmouth name, to the point of threatening lawsuits, demand letters and all this sort of thing. And this happened, oh, off and on for like five years. One concession they made is that they…I think the name of their corporation was the Hanover Review. But they indicated that they had a right to use the name. They were Dartmouth students. They were writing about Dartmouth and we had no right to stop them.

The lawyers, including myself, advised—and outside counsel—advised the trustees and the administration throughout all this that Dartmouth had a long history of having its name on publications. And furthermore we went back and took a long hard look at the history of *The Daily Dartmouth* and were able to find that back in the '30s they actually granted to *The Daily Dartmouth* organization the right to use the name Dartmouth. So Dartmouth had had a pretty good history of protecting its name in the publications field. So the legal advice was that if you legally challenge *The Review* on its use of the Dartmouth name, you in all probability would prevail. And this included, I believe, discussions at the trustee level. But the powers that be always concluded that it was not in Dartmouth's interest to sue *The Review* on the name. Because as much as the lawyers and others would talk about having to protect its proprietary interest in its valuable name, or risk losing it, the other perspective is that, no matter what you said you were doing, this would be seen by people in the conservative media and among conservative alumni as a First Amendment issue and simply the college's attempt to stifle a conservative voice in the Dartmouth family.

So I can't even tell you for sure whether, as a matter of policy, I had a position. I certainly had a position that if we didn't do it and let them use the name, then that would weaken our position in the future to protect the Dartmouth name in the publications field. But the sense was there was never a good time. It came up and again and again. They would threaten constantly with lawsuits. Letters were written. And the administration was under considerable pressure from members of the faculty to do that; that they didn't want what these people were saying to be seen as something coming from Dartmouth. Of course it was coming from Dartmouth. And so, we never pulled the trigger as much as we threatened over and over. But these were hollow threats.

I don't know at what point what I would call the perfect storm on *The Dartmouth Review* front evolved. But I always likened it to Dartmouth walking down a street and just walking into a fight that it really wasn't even a part of, involving a lot tougher people than it was. The connections were that one of the students who were part of the first *Review* group was Benjamin [J.] Hart ['81]. Benjamin Hart was the son of Professor Jeffrey Hart ['51] of the English department. And quite early in this process with *The Review*, Jeffrey Hart was close to them ideologically and politically and I think a

mentor and an advisor to the students. Jeffrey Hart was an associate editor of *The National Review*, and therefore very close to William Buckley, William F. Buckley. All of these—William Buckley and all—were in close communication with Bob Bartley, who was the editorial voice of *The Wall Street Journal*. And it was, among newspapers, the national platform for a conservative point of view. And keep in mind the time point here: This was in—

DONIN: About ’81?

CLARK: —the year that Ronald Reagan was elected. So conservatives were just coming up. Then that group was in turn closely tied with a whole network of columnists who appeared to be independent, but we found from experience that if something happened at Dartmouth, it would show up in three, four, five, six columns nationally. So that—and for most of them they could care less about Dartmouth. But what they had was an Ivy League school, part of the liberal establishment. They were fortunate enough to have a group of bright young students with a newspaper. And so it was a wonderful combination for people who didn’t wish Dartmouth any harm, as such, but who found what was going on at Dartmouth—whether it involved gays or whether it involved Professor [William S.] Bill Cole, black member of the music department or whatever—that all of this, going all the way up to the shanties, which we’ll get to, all through this period Dartmouth and *The Review’s* role and the Dartmouth faculty, all of them provided just enormous fodder for this whole movement and particularly for the journalistic end of it.

And Dartmouth was so ill-equipped throughout this period to fend for itself in this arena. I never had, at that point, any significant role in the communications side. There really was no communications side. The alumni relations office and the fundraisers had their usual fundraising communications. But they didn’t deal with these kinds of issues. And the college had no system for communications. They had a news service, which was purely a press release cranking operation run by a man who’d been in charge of it for many years: Robert [B.] Graham [Jr. ‘40].

DONIN: Oh, yes.

CLARK: And that was it. And this I think was typical of universities, at least private universities, which, other than fundraising, felt that what they

were doing, they were so highly, well regarded, that they didn't need a shop to deal with communications. But Dartmouth had gotten into this serious scrap and was being regularly beaten up in nationwide media and was not equipped to deal with it. In fact, it took almost a decade before Dartmouth seriously took on tackling its communications issues seriously. And that only happened because— At this time they were in the middle of a campaign. The next campaign started at the very end of the '80s. And the people, trustees, involved with trying to raise the money then understood that they were severely hampered by a lack of institutional communications.

DONIN: Didn't David McLaughlin hire someone to be—

CLARK: He did.

DONIN: —sort of his PR person?

CLARK: It didn't work out. And when we get into the McLaughlin administration, I'll get into that.

DONIN: Mm-hmm.

CLARK: But it never got traction. And that person was never effective in the communications side.

DONIN: Mm-hmm.

CLARK: In '81, a year later, this was still before McLaughlin would become president. This was about the time he was being appointed. The same group put up two more candidates.

DONIN: That was [Robert E.] Bob Field ['43 TU '47]?

CLARK: Bob Field and [Ronald B.] Ron Schram ['64] were opposed by a football player—I think a quarterback, [Malcolm V.] Mickey Beard [Jr. '67 TU '68], former quarterback—and T. Coleman Andrews [III '76]. And by a group that called itself the Committee of Concerned Dartmouth Alumni, which I think a driving force in that was [S.] Avery Raube ['30]. Field and Schram won the balloting contest with the new guidelines and rules in place. But even that spring the alumni council got together, and we did guidelines some more. So this was

a—I was spending a lot of time on this front because it clearly was viewed as a serious matter.

DONIN: So who was minding the legal store in terms of the sort of day-to-day?

CLARK: Well, I was. I mean this wasn't taking all my time. But also, as a result of the campaign starting, we were—we ended up being able to hire another lawyer. And Thomas [C.] Csatari ['74] was hired. We increased our legal staff twice: once at this point, and then again we added another attorney in the early '90s. And both times it was because a campaign was starting. The argument was that we'd be getting a lot of extraordinary gifts, and we needed someone to work with outside counsel and all. But by this time I had Tom Csatari on board, and he was picking up more of the day-to-day issues arising in human resources and alumni relations. So I was—and I was beginning to have a broader role. So now there were two of us. And Tom was very good.

DONIN: Also an alumnus.

CLARK: Also an alumnus. Also a football star. I was not a football star, but it didn't hurt. But a first-rate lawyer and really was an enormous help. And that freed me up a little more to do more non-legal matters of political and strategic types of things. And working on board issues and the like. So all this time, I think—I can't track it—but I was having a broader and broader role as this went forward.

One thing I had no role in was the search for the new president. I stayed away from the searches…as well as a few other things like fundraising; I never raised a dime for Dartmouth. And I'm proud of it.

DONIN: But did you— As you said, fundraising, though, created work for your office, these campaign gifts.

CLARK: Well, they did in the sense that sometimes the gift situations involved real estate or something else extraordinary. So sometimes it was necessary to have… And the donors were working out their gifts through their law firms. So the appropriate thing is to have their lawyer talk to our lawyer.

DONIN: I see.

CLARK: And then there was the whole business of expectancies and selling real estate and that sort of thing.

DONIN: Mm-hmm.

CLARK: So there were plenty of things to do. And also, we were continuing to advise departments. I think our reputation was—I think I talked about this before—as a place in Parkhurst where a department could get advice and counsel and at least hand-holding in problems of the type that they weren't used to encountering. We were seen as a helpful force. The amount of work that our department had had increased. I was also probably getting more and more involved now at this point—and certainly later in the McLaughlin Administration—in matters relating to the medical center.

DONIN: Hmmm.

CLARK: So we were assuming a broader role. And that was to broaden further because the McLaughlin—we'll get to it—President McLaughlin expanded greatly the role of Mr. Paganucci. And so with his wider role, we began to work with a lot more people.

DONIN: Mm-hmm.

CLARK: The other thing that happened as part of this period—and just started up at the end of the Kemeny presidency—was the group that probably was the most shocked by the John Steel selection was the alumni council. And so it started a process soon after Steel's nomination of examining its role. Because among other things, a lot of conservative alumni were accusing the alumni council of simply being a rubberstamp for the college administration, and not truly representing the views, the varied views, of the alumni, particularly conservative alumni. And so…. And I think the council felt that it had a role here to be the proper forum for alumni discussion of these kinds of issues. So it was at this point that the council began to reexamine its role. And this was to have a significant effect going forward.

And then also what was happening is that the situation at the medical center was continuing to raise issues: its need for new facilities was part of that. There were ongoing governance issues

that I was heavily involved in. And these were to blossom in the McLaughlin administration and require a lot of attention.

Another thing I thought about which was happening through all this period was that the nature of the faculty was changing: not just age differences, but I think that the—even with John Dickey's efforts searching for faculty—I think that up until the Kemeny administration, the most valued quality in a faculty member that was hired was teaching ability. And what happened, I think, and continued to happen in the Kemeny period, is that, while teaching ability was still considered important, that scholarship was also considered important. So that someone who was an excellent teacher at another school, say Williams or Bowdoin, but had not done significant scholarly work, would have a hard time getting a job at Dartmouth. They wanted teachers and scholars, people doing research in their field. That meant that the faculty saw itself not so much as a college faculty but as a university faculty. And I can recall through this period and later, that when the issue came up of whether Dartmouth faculty were paid enough, the faculty insisted in its studies that the comparisons not be Williams and Amherst and Colby and Bowdoin. That the comparisons would be Harvard and Yale and Princeton and Cornell. And, of course, it was in their interest to do that because the salary levels at the universities were higher than they were at the colleges.

But this shift in how the faculty saw itself had all sorts of implications for the college. For example, back when I was a student and for a time afterwards, the faculty all had the role of advising students. And that each student had a dedicated time of faculty members in helping to advise regarding choice of courses and all. But as time went on, the faculty said, university faculty don't advise students. You have an administrative department that counsels students. We're not student counselors; we're teachers and scholars. And so that whole change in the nature of the place was ongoing. And it had a lot of ramifications that…because the place was clearly in transition in terms of what was making up the faculty and how the faculty perceived itself.

DONIN: Now was this coming from John Kemeny?

CLARK: I can't tell you where it came from because I really…. Somebody else would have to look and sort of understand the hiring. And I'm

sure it started with John Dickey. I'm sure Dickey made it clear that in hiring quality faculty, he wanted to find people who probably did research. I think it probably was evolving.

DONIN: Hmmm.

CLARK: But by this time, the sort of people that were essentially teachers that had been hired in the '30s were disappearing. And so it was…and so this raised the issue that went along, and I think still continues, that Dartmouth is not a college, and Dartmouth is not a full-fledged university. It's sort of in between. It's unique and arguably, for the most part, gets the best of both. And that was a story we tried to tell later. But the fact that the faculty was changing…. And I think from this also came a sense of having a stronger role and some degree of independence. So that….

DONIN: But that was another item on the conservative folks' side.

CLARK: Well, throughout this period, the strategy of *The Review* and the conservative, organized conservative alumni was to draw the battle lines of the alumni and the students versus the faculty and the administration. That is, the alumni held themselves out as friends of the students.

DONIN: Mm-hmm.

CLARK: And made the enemies the faculty, the liberal faculty, and the administration. So this is where the lines were being drawn. And their biggest job was to convince the students that they were their real friends, and to convince the alumni that the students were on *The Review's* side, and that it was the faculty and the administration that was trying to change the place more than it should be changed. Now it varied…. This was a message that for football players and all, might have been something that was—

DONIN: Right. So this message….

CLARK: Yes, this message might be attractive and received fairly well by a chunk of the alumni—of the student body. White males, athletes; less so by minorities who were…some of the implications were they wouldn't be at Dartmouth; they were there because they were subject to special admissions. And also denigrating the role of

women. So that there were some students that didn't buy into this at all. But the main issue here was to convince the alumni that the point of view the conservative alumni leaders were talking about was in line with the interests of the students. So the lines were getting drawn here.

And finally the thing that back then was more important than even we can conceive of being important now: a football team that had had winning seasons started to have losing seasons. Now, for the last decade or more, it's tough to get students to even go to a football game. But all the students went to football games back before then. The alumni, particularly the older alumni, they had a very high interest in the football team and its performance and filled stadia in Cambridge and Yale to cheer them on. And the team that had been winning for a couple of decades now started to lose. [Joseph M.] Joe Yukica had become the coach a year or two before this, succeeding [John] Jake Crouthamel [Jr. '60]. And I think Yukica's team started to decline as he ran out of the good players that Crouthamel had recruited. So among everything else, a new president was going to have to deal with the fact that one thing that a lot of the alumni—mostly male—cared about, winning football teams, was going.

I always had the view about alumni relations that the key situation for an alumnus—and maybe I mentioned this before—is at the country club, where someone's been playing golf or meets somebody and having lunch on the patio. And someone says, "Hey, I hear you went to Dartmouth." And then what comes next is, whatever they say, which is, I hear it's a great place, or, can't you guys win football games? Or, I hear there's some trouble going on there. Or, you've got this leftist faculty. Something. It's like parents and families. Once you're an alum, you can't get rid of it. It's a credential. And people want to feel good about that credential. And when these things started to pop up and began to get in the national press, then alumni were running into: I read in *The Wall Street Journal* some faculty members did something stupid. Can't they get things straight up there?

So I've always viewed alumni relations as wanting to create a circumstance in which the alumnus—or alumna—feels good and is proud of their credential. Because the people around them who matter, and whose points of view you want to be favorable to you,

think that it's a very positive thing that you went to Dartmouth. And this stuff was starting to interfere with that. And so it was serious business, particularly on the alumni relations side, particularly because they were right in the middle of a capital campaign.

DONIN: Mm-hmm.

CLARK: So this was a good time for John Kemeny to move on to more relaxing things. I can't resist saying one thing before we get off John Kemeny, and because of this, I sort of went back and did a little reading. And I went back and looked at John Kemeny's book, *Man and the Computer*, which I think he wrote in 1972. One of the reasons I read it, in addition to knowing that we'd be having these conversations, is that I remember hearing someone say that in predicting what would happen in computing, John Kemeny missed something. And so he really wasn't fully—didn't really have an accurate vision of what was going to happen. And what he was accused of not anticipating was the evolution of the personal computer.

DONIN: Mmm.

CLARK: But what's really interesting is that if you see what's happening in computing today, you find that John Kemeny, who wrote this book nearly four decades ago, was right after all. Because Kemeny's focus was that there would be a terminal, and we'd all have access to terminals, in the home, in the office. And we would be getting information and doing calculations on what was then mainframes—

DONIN: Mainframes.

CLARK: —in computing centers.

DONIN: Right.

CLARK: So people said Kemeny got it wrong because of the fact that most of the computing in the country wasn't taking place on mainframes, but it was taking place on personal computers. But what in fact is now happening is that increasingly, people's access to computing, in all types, is now shifting back to what is the modern equivalent of terminals—what is now going to be the fastest and biggest selling piece of computer equipment—are these new small computers that

don't have a lot of processing power, but they connect you to the Internet.

The reason Google is so extraordinary is that it not only offers searching, but it offers maps that you can manipulate, it offers word processing, it offers everything. So that everybody going out and spending eight hundred or a thousand dollars for having all this computing power on a desk at home is going to be increasingly unnecessary. And that Kemeny's vision of everybody having what then was called a terminal—and now they have a cute name for these little computers that you can lug around—is in fact coming into being.

I was looking his book over last night, and he talked about how people would increasingly do their newspaper reading on their computers, and he even talks about—but how will they make any money? And he said, "I think there'll be a way to sell advertising in connection with people reading their newspapers…. And I'm saying to myself, I get up in the morning, and I get two or three newspapers up on my Mac, and they have ads on the side, and it's exactly what John Kemeny wrote in 1972. And particularly the critics who said he missed the personal computer, it turns out that for most people involved in computing that was simply a temporary step. And that with the evolution of the Internet, in fact, it really has evolved almost exactly as he wrote. And I think if one wants to think about how extraordinary the man was, his intelligence and vision, he was writing this when you had primitive mainframe computers with very limited people with access to them.

And the one thing he didn't get too much—didn't evolve quite as he thought, is he thought people would do a lot of their own programming. And that's why he went off to start True Basic. Two problems: Number one, they'd already put BASIC into the public domain, and nobody really needed a fancier BASIC. But secondly, it wasn't very long before people didn't need to do their own programming because Microsoft and Apple and others developed the programs for them to use. So you and I don't have to write a program for word processing.

DONIN: It's a good thing. [Laughs]

CLARK: But generally speaking, it not only is an extraordinary, accurate vision of a field in its infancy, but it's a reflection of the man. When you look at that, and you say, how could he have seen that far ahead and seen it so well? And to me it just indicates what an extraordinary man he was.

DONIN: Great. Okay? You want to take a breather for a minute?

CLARK: No, you want to move on to—

DONIN: Yes. Let's move on to McLaughlin.

CLARK: McLaughlin.

DONIN: Definitely. So you did say that you were not part of the search committee or the search team that found McLaughlin.

CLARK: No. I was familiar with McLaughlin.

DONIN: Right.

CLARK: With David McLaughlin because he'd been on the board for a decade and was chairman of the board for this whole time that I was sort of getting involved at the college. And I was increasingly attending board meetings and trustee retreats and that sort of thing.

DONIN: Mm-hmm.

CLARK: Depending on what matters were before the board. So I sort of knew him and knew his style and everything else. And I can't recall whether I had heard or had seen any rumors or stories that he might be a candidate. But I had no role in the search and didn't want any role in the search because, while I wouldn't have reported to the president at that time, the one thing you don't want to do is get involved in is picking whom you're going to work for. Particularly if you pick the wrong horse. And so—and I can't even recall what my reaction to his being chosen was. Certainly his being chosen was influenced in part to this burgeoning alumni conservative movement. And I have to think that the board was very conscious of wanting to pick someone who'd be viewed very positively by a great number of alumni.

DONIN: Mm-hmm.

CLARK: And it didn't hurt that he was a football star.

DONIN: Right.

CLARK: But he also understood the place, knew the place very well. I can't, not having been involved in the process—I mean, he was a businessman, so he understood the business side of it; and there may have been a view that, maybe with some justification, that the actual business management of the college may not have been as effective during Kemeny's administration as it should have been.

DONIN: Right. And there's also been this sort of— A comment that's been made by more than one narrator that it's almost like the pendulum keeps swinging one way or the other. You had a very traditional Dartmouth person in John Kemeny—sorry, with John Dickey—then the pendulum swung in the other direction with this so-called outsider John Kemeny. Swung back again to David McLaughlin.

CLARK: Right. And I think in retrospect if you go back, usually there was good reason for that.

DONIN: Mm-hmm.

CLARK: And in many respects, in most situations, they had, at least in some respects, the right person at the right time.

DONIN: Mm-hmm.

CLARK: These searches weren't without a sensitivity to what the particular needs of the institution were at some point in time. And we get into the McLaughlin administration and there obviously were problems. But in fact, he did do a lot of things that justified putting somebody with his skills and talents and background in place at that time. And I think that was true with John Kemeny. As I said, the issue of making the decision to admit women and minorities was absolutely essential for Dartmouth continuing to move forward and be seen as a quality institution. And yet I have to believe that John Kemeny played a major role in that decision-making process. I think it also showed that it was quite an enlightened board, which included David McLaughlin. But that was a point in time where it easily could have

gone the other way. Or at least deferred until it became more of a crisis. So I think that more often than not they do get the right person or the right qualities for the particular needs of the institution at a particular time.

DONIN: Mm-hmm.

CLARK: And I think here, alumni relations, business acumen, a knowledge of the institution, intimate knowledge of the institution, were the kind of things that probably were strong factors in Dave McLaughlin's favor. And on top of all that, the board that was picking the president knew him.

DONIN: Mm-hmm.

CLARK: They knew him well. He was not an unknown quantity.

DONIN: Right.

CLARK: So they knew exactly what they were getting and felt he was the right person for the time.

Speaking of his business talents, the first thing he did over the first year or so was to make major changes in the structure of the administration. As I think we previously discussed, the shape of the administration was sort of dictated in part because of John Kemeny building some of the administration around people that he had left to him by John Dickey: Carroll [W.] Brewster and John [F.] Meck [Jr. '33].

So the other thing is that McLaughlin I think was very close to Paganucci. A lot of the people who came into a position of power during this period were contemporaries as Dartmouth students. They may or may not have known each other, but this—we were now going into the period where the alumni from the '50s were taking charge. And McLaughlin and Paganucci were on campus at the same time; I think they may have both been in the Casque and Gauntlet. So they knew each other, I think had regard for each other and had worked together with McLaughlin being chairman of the board and Paganucci being the chief investment officer coming into….

DONIN: And they'd both been at Tuck together.

CLARK: I guess that's right. So there was a close tie there. And McLaughlin had high regard for Paganucci's business skills and all.

One of the first things he did was take all the sort of non-student administrative departments and have them all one way or another report to Paganucci. Previously there had been a vice president for administration whose position was essentially eliminated—Rodney [A.] Morgan ['44 TH '45 TU '45]. The treasurer, William [P.] Davis [Jr.], was from here on asked to report to Paganucci. So that all the direct reports to Morgan were now direct reports to Paganucci. And so he assumed a role now, a much broader role, which was again really putting him in the position that Meck had been in in the Dickey administration. He really was, on the non-academic side, he had responsibility for just about everything. Even though the head of development reported to the president, I think Paganucci even had considerable influence there because he had connections to major donors. And they wanted him to be involved because a lot of business people knew of him. And so he even had influence on the development side, fundraising side.

DONIN: And you were still reporting to him?

CLARK: I was still reporting to Paganucci. And I was—his secretary was between us. He was in the left rear corner of Parkhurst, and I was in the right rear corner. And I was right there. He semi-jokingly referred to me as consigliere; we'd really do analogies to *The Godfather*. And I was there to work out matters with him, run with positions that we had developed, and frankly, learn from him. He was a—he worked hard and was an inspiration to me in all respects. And a fun guy. If there's anybody in my life I would call a mentor, it was him. And it was fun.

The other person that was a direct report going back all the way back into the '70s was Bruce M. Dresner [TU '71], who was the head on the investment side. So we were still chugging along but in addition, now Paganucci had other reports. But we were, Bruce and I were, sort of his immediate staff. And then Bill Davis was in the same suite. And then also was the budget officer. So that it was clear now that Paganucci…. And then in addition he had control over facilities, buildings and grounds, and all of those things. So our office

had more to do. And I was sort of the person who'd go out and make things happen…whether it's writing a memo for the board or going out and working with somebody else, whatever.

And of course, with Paganucci's role elevated, I was able to be seen as someone who carried with me the authority of Parkhurst Hall. And this helped in sort of the problem-solving. And continued to enhance my view as feeling better and better all the time of what I thought was in the best interests of the institution. But more than anything else, it was a fun time. And probably one of two times at the college where I really felt good about my work and enjoyed it as much as I did.

McLaughlin also named Agnar Pytte to be the provost. And I think he moved Pytte from the academic side of campus into Parkhurst Hall. Sometime after that, Dean Shanahan—[Edward J.] Ed Shanahan—became dean of the college. And I think the vice president for student affairs position, which was part of the construct around Carroll Brewster, was finally eliminated. So that Shanahan was clearly in charge of all aspects of undergraduate student life.

And he brought in a director of communications, a New York advertising executive named John [C.] Heston [Jr. '54] who was again, a contemporary of McLaughlin. He was a member of I guess the class of '54—I'm not sure. But I was not part of the process for creating this position.

But someone, Dave McLaughlin or people on the board, were sensitive to the fact that we were getting—on the communication front, we were more than ill-equipped; we were non-equipped. And the sense was that, particularly on the alumni relations side, we needed some professional assistance. There may even have been hiring a consultant before that. But Heston was brought in with the idea that he would get us working on our communications issues. And I think they even shifted the reporting relationship of the alumni magazine to him. And he reported to the president. So there was a real attempt to really take charge of communications, particularly as it relates to alumni. In turn, Dennis [A.] Dinan ['61] stepped down as alumni magazine editor, and brought in somebody I think a little more—a guy named [Douglas M.] Doug Greenwood ['66], whom I didn't know very much, who maybe was a little more onboard.

My role, I guess, continued to broaden. I was attending, I think, just about all investment committee meetings, and that became important. One of the reasons it became important was that it was not too long after John Steel came on the board that something surfaced out in the conservative chat, that we concluded could only have been known by someone who was at a trustee meeting. So we concluded that Steel was not respecting the confidences of the board. Now, that may not have been true. But it immediately changed a lot of what happened at the board level. That is, issues regarding strategy with respect to alumni relations and all—and anything else that might be a sensitive issue with alumni—no longer got discussed in full board meetings.

DONIN: Aaah….

CLARK: That it got to be a much more—

DONIN: Was it in smaller committees?

CLARK: Yes. And much more of a routine process. And interestingly enough, the one place where a lot of these issues got discussed, either as part of the formal proceeding but maybe informally, was at the investment committee meeting in New York. And sometimes Dave McLaughlin would go to that. But Paganucci would always be there. I would be there. And sometimes other senior officers were there. And so that was where a lot of the action was taking place—there and in informal discussions among some, but not all the trustees.

The whole concern about leaks on the board I know has arisen again in the last few years as you've had conservative members of the board. And I'm sure at the board level, board members taking public positions. And there were some issues I know that, just from what I've seen, there've been issues about confidentiality of the board. Who speaks for the board? What trustees speaking publicly and all that sort of thing.

Well, we were in that process then. But the one thing that it did limit is the discussion about strategies at the full board level with respect to issues relating to the alumni trustee process. I should mention that the alumni trustee voting was always a nomination process. The board elects all trustees.

DONIN: Right.

CLARK: The conservative side always has wanted to refer to it as an election. Of course, the board would be hard pressed ever not to seat someone that was nominated by the alumni. But I spent most of my time at Dartmouth correcting documents that said that the alumni were electing a trustee. And I would make the point that they weren't; they were nominating trustees. And so, you had a decade when there was ongoing concern about the issue of confidentiality at the board level. Now it may have been without foundation. But I can just say that from our point of view, we exercised—the administration exercised caution with matters that we would not want to leave the board because we weren't sure that they would remain within the board.

DONIN: What does that do to the board's productivity?

CLARK: Well, certainly the board votes on projects and buildings and a lot of things that really were…most of what goes before the board really would not have any implications as far as alumni politics or public communications. The board dealt with just about everything it had to deal with. Certainly voted on everything that had to go to the board. What was more subdued would be the sort of broader sessions where they were discussing sensitive matters, including at the retreat in Minary Center. So it was a little bit of a problem. But it got taken care of because some of the trustees were able to communicate with each other. The president communicated with alumni in other ways.

DONIN: Mm-hmm.

CLARK: And usually this wasn't anything that required board action. These were usually strategic matters.

DONIN: Yes.

CLARK: But it would be helpful to bring the board up to date and get their blessing for what's happening. But as I said, the investment committee was a small group of mostly business people, corporate types. And so they were all on the same wavelength as McLaughlin and Paganucci and all of them. So that was a place where there was some opportunity to communicate and touch bases. And also the

investment committee had some of the more influential trustees. Some trustees clearly had more clout than others.

DONIN: Well, I was going to say, it's almost like you've created two tiers of trustees by having this smaller group.

CLARK: Well, as I said, I think there was a little more restraint on what matters were taken to the full board for concern that… And as I say, those concerns may have been unfounded. But I'm just talking about what members of the administration were worried about. But it also meant the committees, particularly the investment committee, which met often and involved some of the powerful, influential trustees, was a place where some of these matters would be discussed with confidence that they would remain confidential.

My role—and I'll get to some of the specific fronts, but there were all sorts of different things that went on. One of the things on the finance side was that, as I think I mentioned, from the time Paganucci came on, he sort of modernized the whole investment side by having more than one manager and started to look into something…investments other than just straight bonds and stocks. And he really straightened that out. As we got into the early '80s, early in the McLaughlin administration, the college looked into tax-exempt financing, selling bonds, tax-exempt bonds. And that wasn't unusual at colleges and universities when it came to building facilities. But what was new was that Dartmouth, I think, was the first school to also issue bonds to provide funding for its own educational loan corporation, Dartmouth Educational Loan Corporation.

DONIN: DELCO, right?

CLARK: DELCO. And that was really a creation of Paul Paganucci and people from whom he got advice. And it got a little bit of visibility for Dartmouth because clearly schools had some financial aid needs, that for one reason or another weren't satisfied by existing programs.

DONIN: Right.

CLARK: And of course tax-exempt financing was the easiest way to get some inexpensive funds. So we set up the corporation, and I think I was on its board for a while. I think it only had to meet once a year

because there wasn't a lot to decide. And I have no idea the extent to which it was valuable. I think it made things easier in Dartmouth's ability to provide financial aid in situations that didn't quite fit whatever existing government programs. It was an extra fund for the financial aid people, and I think that was considered valuable.

DONIN: There was one for Tuck and one for the undergrads, is that right?

CLARK: Yes, there was DELCO and TELCO.

DONIN: TELCO, right.

CLARK: That's right. They modeled the Tuck one on the same pattern. I'd forgotten about that. But that, you know, there were various issues on the financial side. And as I said, I went to the investment committee meetings. And so it was interesting because—I used to think I knew how to balance a budget and things like that—and learned a lot about investments.

The medical center was continuing to have issues; it took a fair amount of my time. And about the time….

DONIN: Okay, the medical center.

CLARK: And actually, this first thing I'm going to talk about didn't start out as a medical center issue, but it did in consequence. About the time Dave McLaughlin became president in the summer of 1981, the college administration was approached by a local businessman named Jack Nelson, to see if the college was interested in buying 2,000 acres of real estate that Nelson had assembled basically in the middle of the triangle between Lebanon and West Lebanon and Hanover.

The sense is that Nelson had a plan to develop like a village or housing, but that for one reason or another he decided he'd just as soon get rid of the real estate. That his grand design for what he called Landmark wasn't going to be realized by him. And so he came to see if the college wanted to buy it. And we all got together and sort of talked about it. And decided that it would be a good thing for Dartmouth to purchase. We had no idea what the college would do with it. But one of the concerns was that by buying it, we'd get it out of the hands of people who might develop it in a way that was

not in Dartmouth's interest. So to get it off the market and leave that land undeveloped at least, alone might be enough reason. That is, if it was never developed that it might be better because there's no sense adding to the urbanization of the Upper Valley, and that certainly would have done it. So the college bought it.

The college had almost no relationship at that point in time with the city of Lebanon. And the city of Lebanon and members of the city council, the leadership, immediately made known that they wanted to know what Dartmouth was going to do with the property. We said, "We have no plans for the property." And they expressed considerable skepticism. [Laughter] As usual, they were giving Dartmouth too much credit. But they viewed Dartmouth as a big powerful organization that had a good reason for doing everything it did. And I think what happened—my vague recollection is—that we in fact had Dave McLaughlin go to a meeting of the Lebanon City Council, and personally tell them that Dartmouth had no plans for that land. Now, whether they all were convinced, I don't know. But they thought something big was cooking. Something was up Dartmouth's sleeve and they were entitled to know. The zoning wouldn't have permitted much of anything anyway. But it was sort of part of the Dartmouth-Lebanon relationship where Dartmouth had no relationship with them, and they had great suspicions anytime Dartmouth did something. And this was really Dartmouth's first venture into Lebanon, as passive as it was.

It evolved that as the issue of the possibility of relocating the medical center became more prominent in everybody's thinking, then all of a sudden the Landmark tract—all the lights went on. And everybody said, Well, if we have to relocate the medical center, there's certainly one place that it could be put. But that was a little time after that.

But in any event, I should mention that 600 of the 2,000 acres, Dartmouth, if it had waited a while, would have gotten those anyway. It would have had to wait I think about 900 years because there was land in the area in Lebanon that Dartmouth had leased out for I think 999 years. And about 100 years or 200 years of that had passed. Dartmouth leased the town of Wheelock, Vermont. And one of the things that we had to do over the years was manage that problem because, back when Dartmouth was granted a lot of these places, it had no need for them. Vermont, to help the college, gave it a township. New Hampshire gave Dartmouth—tried to give it land and

couldn't do it. And finally gave it the Second College Grant. And in the case of Wheelock and some of the property in the Hanover area, what Dartmouth needed was cash. So it decided that it would lease the land forever, practically. And one of those pieces of leased land was, what did I say? 600 of these 2,000 acres in Lebanon.

DONIN: Really!

CLARK: So as a result, the college, buying it back—

DONIN: Right.

CLARK: —basically the lease disappeared because the lessor and the lessee became the same party.

One summer, we… Every once in a while, we would get something from the town of Wheelock, Vermont; a great chunk of it had been leased out—given to Dartmouth, and then it turned around and leased the land to different settlors for, I think, 999 years. And in turn, each year the settlor was to pay rent to Dartmouth. And of course it was five dollars or ten dollars; or I think even in some cases, it was actually food, a basket of corn or something like that. So you talk about annoying phone calls from the Eastman Development.

We started getting calls from people in Wheelock and their lawyers because everybody usually forgot about these. But then when someone did the title search they would see that this property is subject, is really leased property subject to the underlying interests of Trustees of Dartmouth College. So first lawyers would call up and say, "Is this true?" And we'd say…. We'd lost track of everything. So our answer would be, "Well, if the deed says it's true, it's probably true." And then, once in a while a check would arrive for five dollars from somebody. And it just got to be a great annoyance. So we hired—I think he was a graduate—for a year, we hired a student whose name escapes me, but I'll come up with it. Who I think had just graduated. And he was going to work with us as sort of an intern.

DONIN: Mm-hmm.

CLARK: And one of his jobs for that year was to clean up the Wheelock mess. And we put the word out to the whole town—

DONIN: Where is Wheelock?

CLARK: Wheelock is…I think it's in what they call the Northeast Kingdom.

DONIN: Oh, yes.

CLARK: North of St. Johnsbury. Probably just off—I think just off the western edge of Interstate 91. So we let it be known in Wheelock that we would be willing to deed to the current leaseholder, full title, underlying lease interest, if they would pay us the legal costs. And it wouldn't be much. It would be fifty bucks or something because it was the same documentation they would….

So we, one by one, cleaned these up. And this intern that we had was responsible for cleaning up the Wheelock mess. And so, I suspect that there's still some scattered remains up there. And the phone in the real estate office may ring once in a while and say: Do you really own the underlying interest in this parcel of so-and-so's? And of course, the answer is usually: I don't have any idea.

But it was a remnant of—a 200-year remnant—that Paganucci said, "Let's get rid of this." And I agreed because it was just going to keep popping up. I'm trying to remember whether anyone actually delivered to us some sort of basket of food or something. But it clearly was a cleanup job. And finally brought an end to what had been Vermont's grant to Dartmouth.

And of course the Second College Grant was intended to do the same thing; that is, Dartmouth didn't want the land. The people who were granted rights to a township had done it on the understanding—and sometimes the requirement—that they would develop the towns, including Hanover. And in some cases, if it didn't get developed, it actually reverted back to the state—or the colony.

So Dartmouth got the Second College Grant, and I think everybody anticipated it would turn around and sell lots to people, the settlors. The problem was that New Hampshire was being sort of settled from the south to the north. And at some point in time, early to mid-1800s, the west opened up. And the soil, the thin soil, was disappearing

from northern New Hampshire. And so this movement of settlement stopped, dead in its tracks, about where I live, up in Littleton and so forth. And while the northern part of the state continued to be a timber resource, nobody settled it.

So the reason Dartmouth has the Second College Grant is it couldn't sell it. It never got to the point of developing it and selling the lots. Wheelock was, I guess, a little closer to existing settlements maybe on a…I don't know. Easier to access? So people did settle Wheelock. And so we got out of the—I think we're more or less, Dartmouth is, more or less out of the lease land business in Vermont.

And the medical center, the pressure in the medical center from a facilities point of view was primarily to deal with outpatients. There was a considerable growth in the need for outpatient facilities. I'm not sure same-day surgery had really advanced that far. But because of medications and other things, things that people used to get checked into the hospital for were taken care of on an outpatient basis. So the hospital, I think the number of inpatient beds sort of stayed stable throughout this period, three or four hundred. I'm not sure what it was. But there was a desperate need for more doctors' offices for the clinic. And of course the clinic probably grew in part because Dartmouth had gone to a four-year medical school.

DONIN: Right.

CLARK: So whereas before the medical school added the last two years, the doctors in the Hitchcock Clinic were working 100 percent taking care of patients. Now the medical center was hiring doctors who would work 40, 50, 60, 70 percent with patients and the rest of the time they were teaching and doing research. So you needed more doctors. So the whole clinical enterprise, which was also the clinical faculty, was growing. And more than anything else, the number of patients was just huge. And they needed more space.

DONIN: I can't imagine what that was doing to that end of Hanover.

CLARK: Well, it was putting pressure on that end of Hanover. And the decision…. Some of the timing on this I'm not sure I can fully appreciate. But one of the things early in the McLaughlin administration was surfacing a proposal to build a new ambulatory-

care facility, which would be the outpatient activity. And after a lot of discussion, the location that was identified was Dewey Field, which happened to be right behind where I lived, my house. So this was a mixed blessing as far as I was concerned, having a quarter million cars going in and out of my backyard.

But the college obviously had some concerns about the growth of the medical center. But at that time it was sort of accepted that that's where the medical center was and probably always would be. I was reading Dave McLaughlin's book, *Choices Made*, in which he indicates that he and Paganucci early in the administration were beginning to discuss moving the whole medical center. But at that time it was probably close to being a pipe dream.

DONIN: Right.

CLARK: Although interestingly, Dewey Field was also in Mr. Paganucci's backyard. So the fact that it would have been exactly between his house and mine gave Mr. Paganucci and me both maybe an elevated interest in this. But at this point the idea of an outpatient facility, everybody recognized the need for it. And so the Dewey Field location was the one that was identified as the logical place to have it. All the parking could be down there.

So the college went along with it. I've forgotten exactly what the exact arrangement would be: whether the college would build it or exactly who would own it and so forth. I don't know the specifics. But the plan was taken to the town of Hanover to build this. And the college was supportive. But inside the administration, there were sort of reservations and regrets. The whole business—and some of it may have tied in to discussions I'd not been part of, which is concerning the alternative of moving the whole medical center.

In the fall of '81, right after McLaughlin became president, Dartmouth approved actually building it, building it for the clinic. At the time, that increased some pressure to make organizational changes in the medical center. The Hitchcock Clinic was a for-profit corporation owned by the doctors. Now you're talking about taking a valuable piece of college real estate and making it available to this operation which was essentially a for-profit corporation.

So the college had created the concept, and with the hospital, the concept of the Dartmouth-Hitchcock Medical Center, and it had a governing board. I don't think any corporation existed but this concept of an umbrella organization. And it was promoting—continuing to put these pieces closer together.

But the one that had a hard time fitting was a private clinic. So the college and, I think, the hospital were putting on increasing pressures for the clinic to convert to nonprofit status, which would mean it would have its own board of trustees. And I think at this point in time, it may have been almost a condition to any actual construction of an ambulatory-care facility. And the college was not only interested in sort of getting the more unified organization, the center; but there were legitimate legal concerns: that it didn't want to get its position of using its exempt status to directly benefit a for-profit, shareholder-owned company.

So this tugging and hauling was going on as far as the organization, the center. There were people in the leadership…of course the center had its own president which sort of administered all these cooperative efforts. And there were leaders in the medical center organization that wanted to move forward to the point of putting the clinic and the hospital together, understanding that the medical school would be very closely tied.

The town of Hanover reacted negatively to the building of the ambulatory-care facility. The medical center—the existing medical center; people usually referred to it as the hospital because it was all within the hospital property—was already attracting an enormous number of cars and people. The volume of patients and visitors and services and everything else was considerable. So there was concern about traffic and concentration of people and facilities. So the town's planning board—I'm not sure if the planning board and zoning board both got into it—but they ultimately said no. As I said, the college publicly supported it. But there were reservations, and there were concerns because…. The last thing that had been built there, of consequence, was the cancer center in the mid-'70s. So though there was talk of new facilities, nothing of consequence had been built. But if this big multi-million-dollar ambulatory-care center was built there, then that probably meant the medical center was going to be there. So to the extent that Paganucci and McLaughlin were talking about moving the center, this would have made it much

more difficult. Now this might have been a building that the college could have used for its own purposes. But it still was an issue. And it had the specter of — in some discussion even, in the planning boards and all — of this maybe meaning the medical center growing to the north.

DONIN: Right.

CLARK: And all of a sudden…. Well, the idea that the golf course might be threatened! The college always thought of the golf course as being the possible future site of college facilities. And in fact, John Meck had indicated to me that they bought—the college acquired a significant farm out in Etna. And Meck's reason for doing so was that, if they ever needed the golf course to build college facilities, then they'd move the golf course to Etna. So you think about looking far ahead? Meck was thinking all the time.

But now, the idea of the medical center growing…. And so the clinic was turned down to go in Dewey Field. And then there were other proposals coming out of the medical center during this period. And this was '81, '82, '83; there was always going along.

But the clinic, John [C.] Collins [Jr.'68]…. At some point, the clinic bought a big piece of land out along Route 120. It was the land in behind Trumbull-Nelson and Jesse's. And currently, there's a medical center parking lot there. But the clinic bought all that property. I don't even remember that the college ever knew it was happening. But—and I don't know what the timing of all these things were—but the clinic, when it couldn't go on Dewey Field, then announced that it had to have a new facility; and if necessary, it would build it out on its land on Route 120.

Well, the rest of the medical center was really upset, the college and the hospital, because their feeling was that the center, everything ought to be contiguous. And so my recollection is—and I didn't hear this firsthand—but that Dave McLaughlin basically communicated to the clinic that if the clinic left the campus, then the college would start a clinic; that it would replace at the campus… He would replace the departed Hitchcock Clinic with a Dartmouth owned and run clinic. So this was heavy-duty things going on here.

And meanwhile, soon after this—I don't know how soon after it was—but it was a year or so later that the hospital announced plans for making a big expansion and replacement of its facilities on Maynard Street. And one of the things that surfaced in those discussions, which really touched off some things at the college, the hospital owned land not only on the north side of Maynard Street, but they also owned property on the south side of Maynard Street. In fact, there were some older buildings there. At the corner is a building that's still there, and I think maybe the math department is there. That was a mental health center, which was owned and run by the college because the psychiatry department was the one clinical department that the college ran. But the hospital was saying that it might build its new facilities across the street from its existing facilities on the south side of Maynard Street. And the message from the college was: No, you won't; there'll be no expansion of that medical center south of Maynard Street. And the hospital's answer was: We own the land. And the college's answer is: We don't care; you're not expanding towards us. And so that, I think, sort of settled it. But it showed the kind of stresses and pressures that everybody was under during this period.

Actually, the Dewey Field thing really came to a head, I guess, in '83—'84. And that's when the town denied it. But this was all cooking along and not getting anywhere. I was not party to the discussions about moving the center. But it got to be discussed at the medical center board, I understand it, and all the time the parties that were pushing for that possibility were McLaughlin and Paganucci. And I read and have no reason to doubt that they actually had a study of what it would cost to build a new medical center and move everything. And I think it was like 200 million, and the hospital threw its arms up in the air and said, that's crazy. We can't afford that. But the discussions proceeded. And I think probably Dave McLaughlin and Paganucci were persistent. And particularly Paganucci was very creative from a financing point of view. And so 1985 was sort of… These discussions went on and then they started to get more serious. And I think that more people looked at it and thought about it…. It wasn't a question of whether it was a good thing to do. The question was, could they afford it?

DONIN: Where were they going to get the money?

CLARK: Well, that was the problem: How do you pay for it? Because you needed to have a financing plan the states would approve because you need to have certificates of need. So the states wouldn't let you overly burden the organizations or create too big a cost for medical reimbursement and that sort of thing. So cost was a real issue here. That was the issue because, I think, getting into '85, I think there probably was a consensus that if we could afford it, moving the medical center would be a good thing. And probably, although I wasn't a part of those discussions, the Landmark land was viewed as probably a very logical place to put it. Both because it was available and vehicular access, close to campus, all the good reasons to put it there. And so through '84-'85… It was in the summer and fall of '85, I guess, my understanding is, that the discussions really got serious about maybe, maybe there's a way to do this. And so that… What I'd like to do is to sort of tee up all the different subjects that sort of surfaced at the end of '85.

DONIN: Okay.

CLARK: And this was one of them. And, as I said, I wasn't part of those discussions. The ostensible position of the college was that we're very concerned about the medical school and the medical center.

DONIN: The relationship between the two.

CLARK: The relationship and the quality of the medical center, the quality of care, and it really needed something if we were going to have a first-rate academic medical center. But I think everybody knew—and certainly the college trustees and the college administration knew—that probably from the college's point, equally important was stopping the growth of that institution on the north end of town, and ideally being able to open that part of town for future expansion of the college.

I mean, I think that what had grown was a sense—and of course this was reflected in the town's decision—that this place isn't big enough for both of us. The logical party to leave, because it had antiquated facilities and everything else, would be the medical center. No way you could move the college.

During McLaughlin's…. Let's see. On the alumni affairs side, initially, after McLaughlin was made president, it quieted down. I think that

his appointment was seen as a positive development by the conservative alumni. And one of the indications that they were sort of at least in a wait-and-see mode is that two alumni trustee seats came up in ’82, and they didn’t contest them. George [B.] Munroe [‘43] and Ira Michael Heyman [‘51] I guess is his full name, who was the—

DONIN: Chancellor.

CLARK: —chancellor at Berkeley. Is that right?

DONIN: Mm-hmm.

CLARK: And so I think—*The Review* was chugging along doing its thing. But I don’t think that the conservative alumni were causing much trouble at this time. I mean, I think they thought that McLaughlin may be our man. They had sort of conveniently forgotten that he was part of the coeducation decision. But they thought he would put the faculty in its place and straighten the place out and bring back the Dartmouth that he played football at. And so it was…. Kemeny was gone. And so I think, while there were issues, and *The Dartmouth Review* was chugging along with very talented young leadership even after Fossedal had left. Others came in: Dinesh D’Souza [‘83] and then after that Laura Ingraham ‘85. I mean, this was Dartmouth’s problem of admitting bright and talented kids. [Laughs] This was a case where a bunch of them got together and drove the college nuts.

The part of the alumni relations that was changing was the alumni council feeling it had to take a hard look at its own role. Up until this point, following the Hopkins model, I think the alumni council saw its job to bring the alumni to be supportive of the institution. I wouldn’t say blindingly, but certainly not to interfere with the institution. Once the conservative movement began to pick up, and particularly with the Steel nomination and choice, then within the alumni council, some of the conservative voices began to surface. And I think they accused the council of just being a slave to the administration. And argued that the council’s job is to represent the interests of the alumni at the college. So the alumni council began to examine its role. Out of that was a proposal that the alumni would actively support the views and concerns—

DONIN: We’re heading into hour three here, so just….

CLARK: I mean, do you want to go a little longer?

DONIN: Well, let's finish up this piece.

CLARK: Okay.

DONIN: I don't want to lose this thread. Okay.

CLARK: There was a sense that the alumni council should actively try to understand the views of the alumni and represent the views of the alumni to the institution to the people governing the institution. And the proposal, at least a core proposal, was to create a new council committee called the college relations group. And its job was to try to collect, through the council and maybe by other means, the perspectives of the Dartmouth alumni and then to communicate those to the trustees and the administration.

I remember a meeting in the—during this period—in 105 Dartmouth; I think it was a council business meeting. And it must have been after—it may have been later after [Addison L. III] Ad Winship ['42] stepped down in '84 as Vice President for Alumni Relations and Fundraising. But I'm not sure. But I do remember where they really were pursuing this subject in the college relations group. But they were debating about what was wrong, issues, and what the council could do to influence, communicate—not only communicate their views to the college, but implicit in that was to be involved in the decision-making. And play a role through this college relations group.

And Ad Winship got up and spoke adamantly against it. And said something like, "This is so contrary to what the role of the alumni council is. We're here to make sure that the resources and support of the alumni through clubs and classes and everything else, fundraising, support the college… It is not our job to tell the trustees or anybody else how to run the college." But he was in the minority. So they created this college relations group.

And I had the opportunity on one occasion, and maybe more, but at least one I can recall, where I sat in on the meeting of the college relations group with the trustees and probably the president. And it was very awkward because they came in with issues about

things…about how the college was being run and their concerns about that.

And the trustees were very uncomfortable about this idea that somehow the alumni were going to participate in governance. So the trustees would sort of quietly listen, and the alumni council people were sort of a little, you know, felt self-conscious about trying to suggest how the Trustees ought to run the college. So they would deal with it as sort of telling you how some alumni feel. And of course it wasn't very well founded because they didn't do polls or anything. But it was very awkward. And the board was uncomfortable with it and I think some of the alumni were uncomfortable with it.

At some forum in New York, and I don't know when this was, and this may have been later, but I remember we went down—this may have been after the shanty event—but they had a forum with New York area alumni. Trustees were there and I think maybe Dave McLaughlin was there. And they were talking about just this subject. And a fellow I subsequently got to be a good friend of, Leo [C.] McKenna ['56 TU '57], who was the class of…maybe the class of '54, stood up, and they were talking about—somebody had raised the issue about: Well, who owns Dartmouth College? Who does Dartmouth belong to? And McKenna got up and said, "Is there any doubt?" He said, "Dartmouth College is owned by the Dartmouth alumni." And people are looking around. And there were some people in the room that may have agreed with that.

So this was really a sea change in the role of the alumni with the college. And the implications of it are still going on. I think—I noticed the new alumni council constitution has, I think, changed the name of the college relations group to the liaison committee and talks a lot more about communicating. And I think they're trying to back off this sort of governance thing. But this had implications for the college because it made—it opened a new front in terms of having to deal with issues and probably undercut the energy and attention the alumni council was giving to fundraising.

In other words, it used to be that a big part of the alumni council meeting was how to organize the alumni fund and get the money and all. And then after that, you'd go to alumni council meetings, and there was the usual show and tell. But they were having floor

debates about everything…affirmative action and, you know, *The Dartmouth Review*, and all that sort of thing. They were wading into governance issues. And of course under the college's charter, they have no role at all. But they were going to step into it anyway. And this was a sea change, and it complicated the role of the administration and certainly complicated the alumni situation.

You had the whole issue of the alumni magazine. And they did set up a board of overseers for it and all that sort of thing. But to bring Heston in and have the magazine report to him, was clearly an effort to do what Hopkins always thought it should be doing, as being something in the nature of a house organ for the institution.

DONIN: Mm-hmm.

CLARK: This was the institution's regular channel of communication, not only among the alumni, but from the institution to the alumni. And all of a sudden, as part of this effort, the alumni pushed back and said, Wait a minute, that's our magazine. And the result of that was that I think the concept of Heston developing a broad communication strategy for the institution never got any traction. And I don't know how much of it was his ability or whether he hadn't been given a clear charge. But I was doing as much effective communicating about the college as I think he was. And I'm not sure why it didn't work. I don't even know what charge he was given. I think the focus of his charge was alumni. And I think he ultimately got moved over to Blunt and made part of alumni relations. And then I think he just sort of disappeared.

But it was a… If this was a desire on the part of the board to give the college the capacity to have an effective communications strategy and process, it never got traction. And simply caused a pushback from the alumni leadership about the magazine. So that they made it clear it was their magazine. And so any hope that the administration had that the magazine would be a vehicle for telling alumni all sorts of good things more or less evaporated.

DONIN: But it sounds like the alumni used the magazine really as the tool for a much larger issue of governance.

CLARK: Oh, yes. And there were, for example, there was the pressure that they give much more coverage to the alumni council meetings. So

that the alumni council wanted the alumni to know that they're out there working on their behalf.

DONIN: Right.

CLARK: And thinking long and hard about everything from the Indian symbol to the football team and everything else. So it's a normal reaction, because the alumni council, you know, with the John Steel and Avery Raube sort of dropping in, and then there being other very articulate, effective members of that group on the council, they felt they had to respond or be viewed as patsies of the administration.

And as part of that process, towards the end of the McLaughlin administration, there were more changes. Mike Choukas, Michael Choukas ['51], who had been hired in the late '70s to be on the staff of the campaign…. Now the campaign was over, and he was picked to succeed [J. Michael] Mike McGean ['49] as head of alumni relations. And in addition, they briefly hired a new head of alumni relations to succeed Winship, Jack Harned ['50]. And as Mr. McLaughlin rather directly points out in his book, Mr. Harned didn't work out.

Fortunately, they brought in Warren "Skip" Hance ['55], unfortunate enough to be hired a month before the shanties went up—or the same month the shanties went up. And he was very good at what he did, in addition to being a wonderful person. And I was very saddened to pick up the paper over the weekend and see that he had passed away. He and Lou Hance were two of my really favorite people. And not only when he left, they sort of moved out of town, and so I lost contact with them. But that was a good addition.

So I think we've gotten through some of the personnel things. I think there's no question that the quality of the administration by the end of the McLaughlin era was superior to what it was before. That is, I think there was a successful effort to put good, talented people in a lot of positions. And the place was, from an administrative point of view, I think running very well.

DONIN: Mm-hmm.

CLARK: On the political side, not so good. Can I hit two more subjects briefly?

DONIN: Mm-hmm.

CLARK: On the student affairs side, it was generally quiet. One exception was ongoing protests regarding investments in South Africa. This was, I think, a helpful vehicle.

Black students had, I think, a tough time at Dartmouth. I mean, if they're at Columbia or someplace, they just step off campus and they're in a diversified world, Harlem and everywhere else. And here, the only black community for many miles around was at Dartmouth. And because of the affirmative action, some of them had to work harder, and I think the preparation may not have been as good. But in addition to that, they just were very isolated. They weren't into the fraternities and sororities for the most part.

So this was a community that… The Tucker Foundation, particularly when James Breeden arrived, but all along I think, had been an organization that saw one of its major roles to be supportive of the minorities on campus. Native Americans were here, too, but they were in very small numbers. But South Africa gave them a respectable issue. It gave them something where they could move to the forefront. And they had strong support from the faculty on that. So that…. And a lot of Caucasian, other students, joined them.

But this was an issue where the diversity at Dartmouth, although evident to people walking around campus, began to bubble up. And the South Africa divestment issue was one that gave them the ability to step into the limelight and take a position. And, you know, here we are, and we're upset about something. And so the diversity that John Kemeny and all created now became an on-campus issue. And at some point I'll get to when we talk about South Africa, how that all resolved, became an increasingly ticklish issue for the board of trustees, particularly since its chairman of the board was—

DONIN: George Munroe.

CLARK: —chief executive officer of a company that did business in South Africa.

DONIN: Right.

CLARK: The other is, *The Dartmouth Review* was chugging along with, at least initially, some real talent. There was one *Dartmouth Review* incident in which I was intimately involved, and that is—not intimately, but I was involved—I'm in my office and I look up, and standing in the door of my office is the head of the alumni fund, Hank Eberhardt, Henry [E.] Eberhardt [III '61]. This was, I think, in the spring of '82. And he looked at me, and I said, "Yes?" And as I said—I was the bad news bear—chances are he wasn't there to tell me I'd won the lottery. And he said, "[Samuel W.] Sam Smith ['49] just bit Ben Hart."

And of course, those are the kind of moments when you say: I think something has just happened that it's going to take up a chunk of my time for the next six months. And I remember…. I said, "Why?" They got into, you know, a little bit of a scuffle, when he explained, this scuffle was in the hallway of Blunt where Hart was distributing the paper. And it was allowed to leave it around for free. And in fact, we had a lot of issues about whether we should protect it. And we said we weren't going to protect it. People could pick it up and throw it away because we didn't put it there. And that was a whole round with—I guess maybe that was later, with Dean Shanahan.

But in any event, I sort of heard the story about this scrap. And so I said, "Well, what happened? So what's happened?" And he said, "Well, Ben Hart has gone to Dick's House to get a tetanus shot." And I think all I could say was, "Well, that's probably a good start." [Laughter] And of course this got a great deal of visibility and created enormous stress because Sam Smith was one of the very few black administrators that we had. And his wife, I think, worked for the college and was well liked by everybody. But it involved *The Dartmouth Review*, and Ben Hart, Jeff Hart's son.

And the biggest issue that we had to deal with right away was what, if anything, does the administration do? And it concluded that it had to deal with Sam Smith. He initiated the fight. And then, when Hart put a headlock on him, he bit Hart's arm. And so they went through whatever process there is—existed at that time—and Sam Smith was disciplined. Maybe he lost two weeks' pay or something. It wasn't a serious penalty. But as you can imagine, from the faculty side and all, there were people coming to Sam Smith's defense.

So we had to work through it. And of course it showed up in *The National Review*. I mean, it was just one of those things that go off, and something we just had to manage. But you talk about us being in the perfect storm: here you are, the son of Jeffrey Hart, being bitten by a black administrator over Hart's attempt to distribute a free newspaper. And the blacks wanting to throw the newspapers out. It just was… Well, it's a moment I'll always remember.

And then in '83, the next year, Laura Ingraham had an issue involving [William S.] Bill Cole in his class. I think Laura Ingraham also did some story on a gay student meeting which may even have dragged somebody out of the closet. And it was not pleasant. And the justice on that is, I think as Laura got older, one of her siblings or relatives came out of the closet. So Laura at least now has a little more tolerance with respect to gays.

We had fights over *The Dartmouth Review's* use of the alumni directory. They were doing mailings, fundraising, and other mailings to alumni, and they clearly had grabbed the addresses out of the alumni directory. We said, you can't do that. And they said…. And we kept having fights over the name. We kept threatening…. And, as I said, we were never willing to pull the trigger on that. But threats all the time to at least convince the faculty that we were trying. And what else happened?

Oh, two other things in this period—very brief. One is in '85, the summer of '85, the drinking age went to 21.

DONIN: Oh!

CLARK: Which really secured the role of the fraternities. Because now there were hardly any students on campus that the college could get involved in serving alcohol. So the idea of college-run pubs and all just disappeared. And this is where it really got entrenched, where the fraternities…. The only thing worse on campus for fraternities would have been no fraternities, because of alcohol and cars. And so we lived with it. It's interesting that there's now a little bit of discussion led by the former president of Middlebury about lowering the drinking age.

But there was a great frustration because the college felt it could have had a role in educating students about and making them

responsible drinkers. I even—I was later a representative of the college on the Post-Secondary Education Commission. And I even went and tried to make a pitch among college presidents who were members—I was a lowly lawyer—from maybe getting the schools to try to do that back in the late '80s, early '90s. And they just had no stomach for it. Even though they were dealing with more serious riots than Dartmouth was. But they didn't have the stomach for it.

My theory was that you create an alliance of colleges and veterans groups and lodges who find it tougher and tougher to get members because when kids leave high school and go to work, they don't want to come by the VFW lodge because they can't drink. And have some sort of controlled process and have this alliance of other organizations that also could benefit from a lower drinking age. I couldn't get—no one would touch it. No one would touch it.

So the final thing I wanted to mention was…and this was a little bit of a reflection of how the businesslike administration of a McLaughlin operated. I guess I knew that there had been discussion at the board level or something, the possibility of getting computers and some sort of computing things for the students. This was sort of staying on the cutting edge of what Kemeny had started.

Dartmouth had gotten a reputation for timesharing and all and it wanted to keep that edge and reputation. And so…. And small computers were beginning to surface. And so, I remember it was around Christmas of I guess '83, and I had other dealings with [William Y.] Bill Arms who was the head of the computing center—wonderful guy. I think he went on to the University of Pittsburgh to run their computing. But he was a great asset. And he said, "I just came back from California, and I've been show a demonstration of a thing called the Macintosh."

DONIN: Oh.

CLARK: And he said, "I'm absolutely convinced that's what we should have for our students." And I think this was in the winter of '83. And when the freshmen arrived in September '84, every one of them had a Macintosh. And it was because…. In most places, to get something done at a university, things move glacially. But Arms and Pytte and McLaughlin said, "Let's do it!" The Mac hadn't even hit the street then, it was still in the pre-manufacturing stage. And Dartmouth went

back and I think got a good deal from Apple probably because they wanted the publicity, and put in an order for a thousand or so—what was it?—it was 120 byte.

DONIN: Small.

CLARK: Very small. The first Macintoshes. And got them delivered within six months. Every student had them, and I think they were already talking about putting in the networks to connect them. And so forth and so on.

But it was remarkable that they went from getting a look at a Macintosh in a little over six months to putting it on the desk of every Dartmouth freshman. And then soon after that the administrators and I got one. Sat at home and thought the thing just moved with the speed of light. [Laughter]. It was so slow.

But that was a fun development, and I think it reflected the administration. McLaughlin, he was tireless. He had a heart attack in the middle of this, and then was one of the first people ever to have the—

DONIN: The balloon… Angioplasty.

CLARK: Angioplasty. And jumped right back and did fine.

But when he came… When I worked with Paganucci, he worked long hours. He'd hang around after five o'clock and six, six-thirty. I'd stay there with him because it was a great time to get something done and have some conversations.

When McLaughlin came, the first reaction is: This guy works from dawn to midnight, and we've all got to keep up with him. He's setting the example. And after a while everybody said, "No. No, that's crazy. That's a pace, and we all work hard, but we're not going to do that." And I remember that—I don't' remember if it was a conversation with him—but there was a sense of whether he was upset that we weren't working as hard as he was. But he wasn't. I think he just… He understood we were doing our fair share and putting in plenty of hours. So he didn't, at least didn't ask of us what he asked of himself. But he just kept going full bore. And when we continue our

discussion, I think that his problem was to want to do everything right away.

DONIN: Right.

CLARK: And without prioritizing things in terms of their importance, and also without understanding the politics of getting things done. I don't think he was very politic. As when we talk about pressing the ROTC issue at a time when it was really compromising a lot of what other he was doing. And all of this builds up to what maybe we'll talk about next time, which were the events of November, December….

DONIN: 'Eighty-five.

CLARK: January and maybe February of '85-'86.

DONIN: Yes.

CLARK: Which was quite a time. To the extent that I have almost no hair, probably lost most of it—

DONIN: Most of it then.

CLARK: During those four months, yes.

DONIN: Okay. Now I'm going to turn this off.

[End of Session 3]

DONIN: Today is Wednesday, March 11, 2009. We are here with Cary Clark, former college counsel and public affairs guru, we're going to talk about that today, for session—I think it's session 4—of his oral history. Okay, so we're picking up—we're still in the middle of the storm, right?

CLARK: Yes, we certainly are, in the mid '80s.

DONIN: Right.

CLARK: And a couple of things that I wanted to touch on—they're sort of in the period prior to that—that haven't been touched on. We did talk about the medical center and one of the things I forgot to mention in the midst of all that is that the hospital—there is a hospital in

Lebanon called Alice Peck Day Hospital. And it is a community hospital with a great deal of pride in it by the city of Lebanon. But it was, I think in the early '80s—I'm not sure of the timing on this—but I think it had at some point, I think in the '80s, had sort of fallen on hard times. So there were some discussions with Mary Hitchcock about Mary Hitchcock taking it over. What I'm having trouble recalling is whether this was after the medical center had moved to Lebanon. But clearly Mary Hitchcock had the resources. I know I went down to a meeting or two just to try to soften—work on the relations with the hospital because we obviously weren't trying to create trouble in the city of Lebanon. But at some point, the hospital—Mary Hitchcock Hospital—made a deal with Alice Peck Day in which Mary Hitchcock would in effect take over Alice Peck Day Hospital.

I had some misgivings about this. One of the problems with Mary Hitchcock was that it had essentially a closed medical staff. That is, the only doctors who could practice medicine inside the hospital were the doctors of the Hitchcock Clinic. So that if you were a surgeon or a specialist living in the area and not part of Hitchcock Clinic, you could send your patients into Mary Hitchcock, and you might be able to visit them and talk with them, but you couldn't use the Mary Hitchcock operating room. So this was a closed shop in the hospital.

DONIN: Oh!

CLARK: And off and on over the years, other doctors would apply to Mary Hitchcock for privileges. And there were some arrangements that were made, not full privileges, but they tried to work things out. But it was a problem because they had a hard time arguing that some doctor wasn't qualified to go in and treat their patients or operate on their patients.

The reason I was happy that Alice Peck Day was there was that it was a place—another place—where a local doctor could get privileges. So it provided an out. And the answer to the complaining physician was: You can take your patient somewhere else and get privileges there. So you're not adversely affected in your practice by the arrangement with the Hitchcock Clinic.

When the hospital reached a tentative deal with Alice Peck Day, which one of my notes says was in the fall of 1982, but I'm not confident of that, and it became public, it was pretty clear from the agreement and the announcement that Alice Peck Day's surgery and other specialty type of practices were going to cease. All the high-tech and specialty things like surgery were going to take place at Mary Hitchcock so it sort of left Alice Peck Day looking a little bit like an upscale nursing home. But it's the price that had to be paid to make this combination. But the people of Lebanon sort of rebelled and said, We think this is a bad idea. We want to keep our Alice Peck Day. I mean, their view is Alice Peck Day Hospital, as they knew it, was going to cease to exist—

DONIN: Yes.

CLARK: —as a community resource, as a place where there could be surgery and all. And so—

DONIN: What form did their rebellion take?

CLARK: Oh, I'm not sure whether it was letters to the paper or whether the city council was involved. I'm not sure what. But it was fairly strong and so, the result of that is that they undid the deal. It may have been that—what came with it was a little bit of assurance from the Lebanon community that they would do what they can to help Alice Peck Day with its financial and other troubles. But the Mary Hitchcock backed off. And it didn't help Mary Hitchcock's relationships in Lebanon because it was seen as a takeover, and one which Lebanon would not benefit from. So that fell out. And then Alice Peck Day, I think, hired a very talented chief executive officer, and it has chugged along every since.

It still, I think, has to deal with the fact that, particularly with the medical center in Lebanon, it is in the shadow of DHMC. But it has, I think, been very wisely managed. And they have expanded their operations to build senior housing, which I think gives them a steady source of revenue. They have sort of a nursing home wing. But they also have physicians, and I think they have surgery, at least same-day surgery.

But there was a point where Alice Peck Day Hospital, as we know it, was about to disappear. And I was not unhappy because I thought

that Mary Hitchcock absorbing Alice Peck Day would complicate things with Lebanon and certainly would aggravate the legal situation when it came to people looking for privileges. Because a doctor who was trying to set up shop in Lebanon would say, You've denied me the ability to practice my medicine, and I'm as good as your doctors. So the only way ultimately that Mary Hitchcock could push somebody away was maybe to contend the doctor wasn't good enough for them, which gets into all sorts of serious problems.

So Alice Peck Day survived, but it was a close call. And I think following that we continued to be in touch to try to… including the college, because I know I attended a few meetings where we were trying to make sure that relationships remained good, and that Alice Peck Day was doing fine. And this became a particularly sensitive issue with the move of the medical center into Lebanon because that was another wave of concern that having this big medical center now in Lebanon again represented an increased threat to Alice Peck Day.

So in connection with the medical center move, I think we had further discussions to assure APD that the hospital would be careful not to aggressively compete for the business, and that there was room in Lebanon for both of them. And DHMC was benefiting a little bit by the fact that it was moving towards more specialized care. High-tech surgery. And was really less interested in the more routine kinds of surgeries and things that Alice Peck Day was doing. And so I think it softened up a little bit because they weren't really competing as much as they had been at one time.

DONIN: And I think it's— I think today people, many people, would argue that APD is sort of a kinder, gentler kind of place. And their family practice especially is better than anything you can get at DHMC. So there is room for two hospitals around here.

CLARK: Right. DHMC was always sort of a specialty hospital, from the time when I was a kid in the '40s. When someone would go to the hospital near where I lived, where I was born, Littleton Hospital, or went to see a local physician. And if they had some sort of thing that needed the attention of a specialist, then the word is—or needed some sort of significant surgery—the word was, oh, he's going down to the Hitchcock.

DONIN: Mmmm.

CLARK: So it always had that role of the place where there was a clinical group with some depth and so— But also, Mary Hitchcock was very much the Hanover area community hospital. But as it has evolved, it has moved somewhat away from that. And consistent with that, it's established clinics, for example, in Lyme so that the— In fact, right out on 120 there's one. So that it hasn't used up its valuable space with people dealing with giving physicals and pediatrics and all sorts of things that the more normal ambulatory care arrangements do. So in a sense, the relationship has gotten better with ADP because DHMC has become more and more specialized and high tech.

DONIN: Mm-hmm.

CLARK: And not particularly anxious to pursue the primary care business. It does it sort of because it feels like, at least in the Hanover/Norwich community, it's expected to have it. But that's not what they're really in the business of now. And frankly from their point of view, that's not where the money is. So I think that the problem that APD and Mary Hitchcock had of competing is less of a problem now than it was then because they've sort of gone their separate ways.

The other thing—I was looking in my notes, and something we haven't talked about because I wasn't very much involved, was the sort of issues that revolved around students and how that relates to the relationship with the town of Hanover. I don't know whether we talked before about the situation of alcohol.

DONIN: I don't think we have.

CLARK: The drinking age kept being moved up. And in fact, in—when was it?—I think in '84, '85, it became 21.

DONIN: Mm-hmm.

CLARK: And there has existed over the years a sort of general understanding among the players—the college and the town and all—that these kids are going to drink. And the best we can do is through policies and practices, try to keep the excesses down. And more than anything else, try to keep the kids from getting killed.

DONIN: Actually, we have talked about this.

CLARK: Yes.

DONIN: You touched on it, yes.

CLARK: But that required, if not an express understanding, sort of an implicit understanding between the college and the town. And the fact that this has never, ever fully worked out is the fact that I just saw recently in the local newspaper, that the town and the college are still talking about how to deal with Dartmouth students who appear in public or have an excessive consumption of alcohol that might affect their health. And it was always there.

The tugging and hauling about how best to deal with all this has never gone away. What I think everybody understood, particularly because of Dartmouth's rural setting, they just had to get by the best they could. Particularly since the college itself could not be directly involved in serving alcohol because of the age 21. It's never been a satisfactory situation. It always got compounded because the relationship between the college, which they called the "campus 'po,"—I don't now what they call it now—the college security people and the town and sometimes even the state police had always been—at least at times—had become difficult.

On many campuses, particularly big universities, the on-campus security force does in fact have police powers. It is through legislation or arrangements with the local police department such that the people on the security force on campus are police, officials of the local government, and therefore have the power to arrest and carry firearms and all those sorts of things. Every once in a while, this was brought up with those of us in Parkhurst because people would go to other campuses and say, You know, they've got a much tighter ship there because their guys can arrest students right on the spot and not have to bring in outside police.

But we consistently said that Dartmouth should have no part of that arrangement. There were several reasons for it. One is that first of all, we didn't want our on-campus security people to be even thinking about carrying firearms. I mean we did not, and never have had, a serious crime problem on campus. And the other problem is that had they been public officials with police powers, then they

would have been much less trusted by the students and would not have had the flexibility that they have as security people when they come upon a problem—such as a very drunk student. But the campus police would have loved to have it. We've consistently resisted it. And it's my understanding that still it does not exist.

Nonetheless, the campus security people, at least when I was there, very much favored attire that made them look like police. And I think they even had some sort of a college badge. They wanted to look like police of sorts. But we tried to temper that down, but it was— There were some advantages because if they were at football games and all, people who saw them sort of behaved themselves because they thought they were, you know, they'd be dealing with serious security people. But it raised some issues.

Off and on there would be friction between the campus security people and the Hanover police. And some of it related to the campus police giving the impression to people in the community, including visitors to the campus, that they are police. And this got the local police very upset.

The other area where there was a great deal of friction is when the campus police would come upon a problem situation, and they may not have reported it at all or not reported it as soon as the local police felt they should. So the college was being accused of covering up situations that should have been referred to the police. I can remember once there was just a big blowup between the campus police and— So I convened a luncheon meeting at the Hanover Inn between the town manager and the dean of the college. What's going on? Let's talk about it and work back through it. And made sure everybody had their instructions right. I mean, I have no question that everybody has dealt with this as best they can. But it has never been a satisfactory situation.

DONIN: But they finally changed the name so they're not calling themselves police anymore.

CLARK: Well, I don't know that they ever formally called themselves campus police. They may have. And all the students knew them as "campus po." And they didn't—The people involved didn't try to dissuade people that they were sort of like police.

But that whole area is one in which I think the college and everybody else has done the best they can. There have been mistakes, and some people were arrested that shouldn't. You've got this whole issue that they're still talking about is, what to do when someone is seriously inebriated and really needs medical care. And if the students turn them in or call the police, will someone get arrested? But this is an old, old story. And from the town and the police side, they always felt somewhat limited by the fact that were they to take a blind eye to drinking and partying and everything on campus, and then turn around and bust high school students at a party out in Etna, then the charge would be that there was favoritism towards Dartmouth. And why don't they treat the Dartmouth students like they treat everybody else?

So I think that a drinking age of 18 would have made life much simpler both in terms of the behavior and also in terms of law enforcement and health issues and all. But that just hasn't been. I at times would ask people whether they were interested in trying to change that. But no one wanted to tackle it.

DONIN: But this jurisdiction battle, you know, between the town and the college, it's sort of built in to the setup the way it is here. Are the Hanover police allowed to come on campus and have a presence? I assume the answer is no, right?

CLARK: Well, I think the Hanover police can go anywhere. But the sort of system that has evolved is that the Hanover police and even the campus police will generally not go inside the fraternities.

DONIN: Right.

CLARK: But if anything spills out of the building and on the street, then that's fair game. There's a practical reason for that. But also there's the fact that Dartmouth doesn't want—and Hanover doesn't want—a campus where people are staggering all over the place and being visible. So this is all kept out of sight. And then the college has worked over the years to try to have rules that inject some restraint into what happens within mostly the fraternities. I think there's very little of that kind of partying happening in sororities. Somewhat in dorms, but not a great deal. But it never has been a very good situation and probably never will be because you get students doing illegal things.

I don't know if I mentioned, but one time when they tightened up on the rules—and I think this was maybe in the late '80s when they really tightened up on the rules—and all of a sudden students were holding parties off campus. I remember once—and I don't know if I mentioned this before—that there was a student party convened up in the DOC cabin up on Moose Mountain.

DONIN: Mm-hmm.

CLARK: And all the students involved sort of reached an agreement that they'd all spend the night there. No one would head back to town. One student got in his car and crashed and was killed on the way back. So it immediately raised this issue about if they're going to party, and if you do anything that essentially forces them into cars, then you have a much bigger problem.

DONIN: Mmmm.

CLARK: So that has always been a limitation because nobody wants these kids getting into cars and then partying and then back on the road again.

DONIN: Uh huh.

CLARK: And by and large the college has been very lucky. There have been just a handful, I think, of students over the years who've been involved in some sort of a fatality involving alcohol. But that doesn't mean there hasn't been a lot of drinking going on.

DONIN: Mmmm.

CLARK: The town-gown situation is one that I got increasingly involved in. And again, I may have mentioned this before, but at some point we began to have monthly town-gown meetings. And I remember [a member of the] board of selectmen or two and the town manager and usually town officials, maybe chief police, fire chief, whoever, would meet with a bunch of us from the campus. And the way the meetings went they were monthly, and each side would bring their own agenda. And they were marvelous sessions because anything that was bugging anybody came right out on the table and got it worked out, and discussed how they were going to solve the

problem. Also it gave people a heads-up as to something that may be coming down the road, and how do we want to deal with this? And it contributed to what was, I think, the best thing about the college's relationship with the town, which was one of trust.

DONIN: Mmmm.

CLARK: The town always knew from us what was happening. And these continued right along and, I think, contributed greatly to the relationship. Because in many ways— First of all, if you had the police chief there and the head of security there and the town manager and one of the senior officials at the college said at that meeting, "This is the way it's going to be," then everybody that was going to be involved understood what the rules— They may not like it. But at least they understood what the rules were. The whole thing was always benefited by the fact that I think the town accepted that what was good for Dartmouth was generally good for the town of Hanover. Unlike in a lot of cities like New Haven and all where that was a much more difficult and complex situation. Now this didn't mean that there weren't differences about how things should be handled.

DONIN: Was the most common source of difficulty real estate or building?

CLARK: I don't think real estate was an issue. It came up in connection with the medical center. But there again, we would always work out situations where we could help the town and we did. For example—and this worked its way through in the medical center situation—the one thing the town was very short of was playing fields. And the college in turn had a lot of playing fields and a lot of open spaces that could be playing fields. And so the college would make available space for the town—including the school teams—to play on. And not only did town people know that what was good for Dartmouth was generally good for the town, but the other way around. That Dartmouth had a strong interest in the living circumstances in Hanover being first rate: good schools, good housing, good—all those things. So the college was generally supportive of the town in trying to make sure that everything from Main Street to neighborhoods was going smoothly.

But I remember going to some meetings with representatives of other colleges/universities. And they were very envious of what we

had. But we were very lucky because even with the medical center there, it was a company town.

The medical center's relationship with the town was very different. They never told the town anything they were doing. So it was— But I think the town would agree that we really— And we worked very hard at that relationship through the years. And I think it shows. I think that while we may have had differences, it's all worked out. I mean, we made all sorts of deals. I think this deal with the—we wanted new lighting around the Green, and I guess it was a long—in the beginning in East Wheelock. And then the question is, how is it going to get paid for and all that sort of thing. And I think ultimately—I don't know whether the college paid for it or how it was actually paid for. But I think my recollection was that the deal was, the town would take care of the lights, and Dartmouth would provide the power. These are streetlights on a public way. But there was a sense that this was good for both sides. And so that was typical of the kind of sitting down and working out some reasonable way to make things happen.

DONIN: Who "owns" the Green? Is that Dartmouth, or is that the town?

CLARK: Well, I think Dartmouth owns the Green. We never wanted to look very hard at that. The only possible cloud on that is that I think when Hanover was first settled, the first road from the Lyme area to the center of town may have gone diagonally across the Green.

DONIN: Oooh.

CLARK: And then when the Green was finally firmed up, that road was done away with. So there was always this argument of, is there a strip of land across the Green that really is still a public way? Nobody ever pressed it. But—I mean, we've had a lot of discussions as to what was going to happen on the Green because there were security issues, bonfires and all that sort of thing. Closing off streets for events. And so there was a constant back and forth. And there would be some friction. But generally it worked out pretty well.

The college had an advantage over other private college/universities in that it paid a significant amount of real estate taxes. Dorms were taxable—still are. And so, the college each year would write a sizeable check to the town. I don't know how much it was, whether it

was a million dollars or something. And it really helped the relationship because just talking with people at other private schools, which were basically putting little if anything into the town coffers, every time they called to have some sort of service, they would get the grumble that, so you want all the taxpayers to do this for you.

But Dartmouth had, as I say, an advantage, it was an expensive advantage, but it had the advantage of having put substantial funds into the town coffers. And that sort of gave us a better seat at the table. So we were also benefited by having first-rate people working for the town. The town managers during all this period and in more recent years are— Now I'm forgetting.

DONIN: Julia Griffin.

CLARK: Julia Griffin. I was trying to think of the fellow before her.·

DONIN: Oh, before her.

CLARK: Yes. But it was just—that helped a great deal.

DONIN: Did the presidents get sort of paraded out to make nice with town officials ever?

CLARK: Rarely. I mean if there was—I'm trying to think of any time when that occurred. There may have been a meeting of selectmen when there was an issue. But—

DONIN: Now I know John Kemeny actually served on the school board, I think, for one term?

CLARK: But that probably was before he was president. I'm not sure he was on the school board while he was president. You know, part of my job was to sort of—and the job of other people—is not to have these kinds of things consuming a significant amount of the time and attention of the senior people.

DONIN: Right.

· Clifford Vermilya

CLARK: This is… I think anybody would consider having to deal with town-gown relations as an unfortunate diversion of the attention and energy of a college president.

DONIN: Mm-hmm.

CLARK: That didn't mean that in our internal sessions we wouldn't report and get feedback on something the president may be concerned about. But it really wasn't necessary because I think—I mean, if the selectmen wanted to meet with the president, we certainly would have done it. But it never came to that because I think the working relationship at a lower level was—it was fine.

DONIN: Mm-hmm.

CLARK: My role at the college was relatively invisible. There were only two or three times, in all the time I was there, when I had a very visible role. But one of the things that gave me considerable pleasure was that when I retired in 1999, the local Chamber of Commerce awarded me being Citizen of the Year in the town.

DONIN: Oh!

CLARK: And the reason it pleased me, because we always took the attitude that in a company town, the company is never going to be loved. If you can simply get respect, that's really the best you can do. And don't try to get loved. But the principal reason for doing that is they were so glad to get rid of me. [Laughter] But what was said at the time, by the town officials, was that you never lost track of why he was there. His job was to do what was best for Dartmouth. But that he had a fairly broad view of what that was and was willing to listen to people and work with people to make things happen. And that was—

But I wasn't alone. Gordon [V.] DeWitt ['60] was just wonderful and taught me most of what I knew about good town-gown relations. John [G.] Skewes ['51 TU '56] was also involved. We had a whole group of us that connected with the town at different levels. But that was one of the nice things about the job because it really was harmonious. The town has changed considerably and it has made the situation more difficult because when I came, it was a true

company town with most of the people in the town working for the college and medical center. And now that's not the case.

DONIN: That's because so many Dartmouth employees can't afford to live here anymore.

CLARK: Exactly. And so—and the people who come, move to town, they just want certain things. They have their little list of things they want. But they don't want the other things that come with being in a university town. So that over my later years at the college, it got more difficult when we were trying to put lighted playing fields down on the other side of town. But I think still the relationship is good.

DONIN: Well, they now have a full-time town-gown person.

CLARK: I guess. Well, that's—

DONIN: I think that's been the case probably since you retired.

CLARK: Well, there's somebody in charge of community relations. I've never done a chart to figure out what the size of the bureaucracy is that's dealing with what a few of us were dealing with at the time. But I mean, I really was the sort of utility infielder in Parkhurst. And I was dealing with town-gown relations, oversaw state relations, was the person for federal relations. I oversaw the legal part. I was sort of the principal organizational contact when issues came up in the medical center. And I was on all sorts of boards in the town and the New Hampshire College and University Council. I was thinking about that, that whenever there's an issue before the legislature, we had to decide whether we wanted to support it. So it was an odd lot of stuff and it changed over the years. But always, during most of the time, town-gown was a big part of it.

DONIN: You were wearing many hats in those days.

CLARK: I was, yes. But that's what made the job fun. There was never—there was always something new.

DONIN: Right.

CLARK: And like I said, one of the nice things about it was working with a lot of good people, both inside the college and outside. So I felt very lucky.

DONIN: Now at this point you were still reporting to Mr. Paganucci.

CLARK: That's right.

DONIN: Mm-hmm.

CLARK: And so I guess we're now talking—we're in '85. And the—We had no idea what was about to happen. But what happened was in the course of just a few weeks, all sorts of things that had been brewing, some of them for 15 years, came home all at once. And then it took at least two or three years to deal with all the consequences of what happened in this short period of time.

DONIN: Uh huh.

CLARK: And it was a period that I—I can't say I vividly remember, but it's one of those things that left a mark on us. And let me just get into what was transpiring.

First of all, the relations between David McLaughlin and the faculty were not good. I never fully understood exactly why. In fact I've even gone back and read newspapers and still have never fully understood it. The fact is that I think he, during his tenure as president, in the early '80s, the faculty was being treated very well. I think their compensation levels were increased.

There's a situation that I still don't fully understand and have asked people. But somewhere in this process—and I don't know whether it was early in the '80s but more likely I think when he was sort of at a disadvantage in his relations. But what happened was that the teaching load of the faculty of arts and sciences was reduced from five courses a year to four courses a year. And that's a 20 percent reduction in the workload. Now I understand how they justified that. Probably at other universities like Harvard and Brown and Yale and all, the teaching load probably was no more than four courses in an academic year. And this sort of happened. I have no recollection that it ever came to the board level. It may have. But the fact is that here

the teaching load for all the faculty, the permanent faculty, the regular faculty in the arts and sciences, was reduced by 20 percent.

I think the rationale from the faculty's point of view is, you're now hiring and expecting us to not only teach but continue to be scholars and be on the cutting edge of our field and to produce scholarship. Which is what's expected of university professors. And therefore, we need the time to do that during the nine months that the school is in session. Essentially, the rules got changed sort of department by department. But when the smoke cleared, most of the departments had a four-course teaching load.

Furthermore, if a member of the faculty had some sort of special responsibility in the department, they'd get credit for a course. Then you got over into the lab courses, then sometimes it went down to two because they had to spend times in labs. But the teaching load was cut back, the compensation was raised. I don't think anybody did anything to restrict freedom of expression, and I think they—

So I'm not sure what made the faculty unhappy. There were some policy issues, probably the most prominent being ROTC, which cooked along. But it was clear, just my going over—And I was not involved in that relationship between the president and the faculty. But I could read the newspapers and sort of feel what was going on. And it was clear that the faculty was increasingly vocal about not being happy about the relationship with the president and what they saw him doing.

When we were coming up against this period in the winter of '85-86, they started to have faculty meetings where they were talking about the possibility of a no-confidence vote. And my sense from observing a lot of other schools is that a no-confidence vote is usually fatal to a college presidency. If the principal faculty says they have no confidence in the president, usually presidents leave soon thereafter.

So this was getting serious. The trustees and the president continued through all this period to pursue the possibility—hoped for possibility—of reinstating some ROTC program at the college. And the faculty kept making it pretty clear they thought that was a bad idea. Again, Dartmouth had a growing number of faculty that had come out of university life in the Vietnam period. And so the idea of

Dartmouth having—there being a military presence on campus was not popular. Furthermore, they felt that having students being taught ROTC courses by a special ROTC instructorwas an intrusion on the academic role and was teaching students ideas and principles which they felt were contrary to what an Ivy League liberal education ought to be about. I never was part of that dialog, so I'm not sure what it was. But it was very clear that the ROTC issue was one source of the difficulty between Dave McLaughlin and the faculty.

DONIN: Uh huh.

CLARK: They raised broad issues of governance, and my impression is that there was a hard core in the faculty, I think led by Professor Thomas [B.] Roos, who really would like, clearly would have liked to see McLaughlin go, and they were pushing for the no-confidence vote. More moderates were trying to hold them off by saying, Let's ask for a working relationship with the trustees on the issue of governance to try to make it more formal and not so personal. But this was cooking along, and I wasn't close to it. I never, you know, fully analyzed exactly why there was such a big problem. And I think Dave McLaughlin had at least one strike or maybe two against in him when he became president because he followed an academic. He was a business executive, and I think he was not the kind of president that the faculty would have liked.

DONIN: And they also called into question the process of selecting the chairman of the board of trustees to then become president, whether that was all above board or not.

CLARK: Yes. Clearly what was happening was very corporate. And the faculty no longer had one of theirs. They not only didn't have a member of their faculty, which John Kemeny was, but he wasn't an academic at all. Not only wasn't he an academic, he had no experience running an academic institution.

So I think right from the beginning he had problems. And I think he probably didn't help himself as much as he should. The ROTC thing was an issue that, even though there was a segment of the board that wanted it to happen, these were board members out of the '50s and '60s where ROTC was an important part of Dartmouth life. If he had said to the board, we're not going to do that now because it's not worth the price we're paying with the faculty, I think they would

have accepted that. But my recollection is that he pressed on, in fact, and got a ROTC program I think with the Army. And it was because it was something he personally strongly believed in.

DONIN: Did he have a sort of inner circle of advisors whom he looked to for advice on such things?

CLARK: I don't know. I mean he obviously had contact with Paul Paganucci. The dean of the faculty at some point along here became Dwight Lahr.

DONIN: Mm-hmm.

CLARK: I never sensed that they had a very warm, cozy relationship.

DONIN: Mm-hmm.

CLARK: The provost was Agnar [Ag] Pytte.

DONIN: Right.

CLARK: And Ag was out of the sciences. And they're always more straightforward and less emotional and less liberal as a group than out of the humanities and social sciences. And I don't know who he had for friends and colleagues in the faculty. Clearly there were people in the faculty that, I think, were trying to help him. But I also think what bothered them was that maybe he didn't give them enough to work with.

DONIN: It's been said by more than one person that, as you said, his style was too sort of corporate, and it wasn't collaborative enough, seeking, you know, seeking people's opinions before reaching decisions, which is not the corporate way.

CLARK: Yes. Some people, if they came in without any faculty history and all, I think would have from the beginning spent a huge chunk of their time with the faculty, including taking a lot of people to lunch and remembering the names of their grandchildren and all those things. Because I mean that was an area where he had some catching up to do. But I don't think maybe he did as much as he should have.

DONIN: Uh huh.

CLARK: One of the things that—I've looked back and thought about it—and what I'm not sure is whether he did as much prioritizing of his agenda as he should have. He was an exhaustive worker and really wanted to do everything. And I think at some point, had he said, I'll do this later, I'm not going to do this, and I'm going to spend more of my time on this because this is where I need to score some points. But I think he had spread himself quite thin. And I'm not sure, even though there was an academic or two on the board, I'm not sure there was somebody saying, you know, put down everything and spend the next six months with the faculty and find out what's on their mind and make some friends. And I don't think that every happened.

DONIN: Mm-hmm.

CLARK: And I think he was a little too proud to do that. I think that that was not something he would cozy up to. My own sense in dealing with him is that he wasn't, in his interpersonal relations, not overly warm and fuzzy. He was all business because he was always moving fast and on to the next thing, that I don't think he put a priority on developing the interpersonal relations and getting closer to people in a way that might have helped him with the faculty.

DONIN: Mm-hmm.

CLARK: But coming up towards the end of '85, there was talk of a no-confidence vote. And all of us were really worried that if that happened, then his presidency would be in jeopardy. And there were faculty meetings during this whole period where that happened.

So that was one thing that was cooking along. And I think, I don't know if we would've put the word crisis on it, but clearly we knew that Dave McLaughlin had a big problem with the faculty, and it wasn't getting better. And might get so bad that it might result in the end of his presidency.

DONIN: And I assume the trustees were aware of this.

CLARK: I don't know how much they were aware. I'm sure this was all reported to them. And I think there were faculty votes of wanting to

get together with the trustees. And I think maybe even members of the trustees met with the faculty. But I wasn't part of that process.

DONIN: Mm-hmm.

CLARK: So I don't know. But clearly that's one thing that was cooking along at this time. The other thing which we've talked about before was what surfaced in November of '85, out of these ongoing meetings at the medical center, is that they sort of came up with a handshake deal for moving the medical center, with the exception of the medical school.

DONIN: Right.

CLARK: I think they had sort of, at least on the back of an envelope, worked out the figures. And they hadn't figured out where it was going to go. But they were moving out of town. And I think right from the beginning the eyes were out along Route 120 somewhere. There was even talk of maybe farther away. But I think the hope was to keep it near town, particularly because the med school was going to stay, at least for the time being, in town. And they didn't want what I would call the clinical part of the business to be any farther away from the medical school than necessary.

So this deal surfaced in the middle of November. And what gave it a high level of urgency is that we learned fairly quickly that the only way it was going to work is if it was financed with tax-exempt bonds. And legal counsel or the underwriters or whoever was involved, informed us that the kind of financing that we wanted to do to pay for the move of this medical center could not be done after December 31, 1985. So we had in our hands a sort of basic plan of moving this entire clinical enterprise, and we had no approvals or blessings from anybody. And it had to be all approved and signed off on and financed in less than six weeks. And this was going to take a lot of my time. We had our outside counsel and all. But it was clear that we had to work out the details.

The general concept was, I think they thought the new medical center could be built for 170, 180 million, maybe. And the college had, as part of the deal, agreed to pay $25 million for the existing medical center campus more or less as is. And so— But beyond that, there weren't a lot of details, including where it was going to go

or anything else. And all of this had to be wrapped up by the end of December.

Then on top of that, somewhere in this period—it probably was in November—Paul Paganucci announced that he was resigning as vice president and leaving the college as of December 31st. And I think he was going to immediately start January 1 as the senior, I think, vice chairman of W.R. Grace & Company, an organization where he'd previously worked.

So I had a significant role in having to get the legal job done working with outside counsel, including the financing. And not very long to do it. And even before that we had to actually put together and sign an agreement with the hospital. And I think the clinic. And they weren't even near that. So I had a full plate coming up. And I made it clear to my family that I probably wouldn't be around much over Christmas. The college wasn't closed over Christmas then. But it might as well have been. Most people took the break off.

The process here is pretty much a matter of record, that it had to go to get faculty approval. And I think one of the issues that came up then was the moving of the medical school. There were two reasons not to include the moving of the medical school. One that it would be terribly expensive. In fact they'd fairly recently built Vail, I guess. And so there were significant facilities. I think there was also a recognition that what they were calling the medical school, very little of it had to do with the clinical mission of the medical center. It was faculty offices and laboratories. And so there was a recognition that when the med students needed to get involved with the more clinical part, observing patients and all that sort of thing, that would happen at the new medical center, new hospital. But in any event…

So the plan had to be taken to faculties: I think the med school faculty and the arts and sciences faculty and maybe the general faculty. I forget. But the meetings were just executive committee and then the full faculty and all. And the other reason why I think some of the faculty were hesitant to want to see the medical school go is that there were some working relationships in the biological sciences between the undergraduate faculty and the medical school faculty.

DONIN: Uh huh.

CLARK: And they liked being close together. That's even become stronger since this moment. But I think there was some vague idea that the medical school would eventually move, but that it wouldn't be part of this move because we couldn't afford it.

DONIN: Mm-hmm.

CLARK: Well, all the approvals came through. Then we worked on the agreement with the hospital about the move. And I think one of the commitments of the college was to provide the land in addition to the 25 million. And we hammered out, in a very short period of time, an agreement. I think it was December 19, 1985. And I remember it being just about an all-nighter putting the finishing touches over at the medical center. We had to have the agreement before we could sell the bonds. And that was a fun exercise. And it turned out, even though we put that together in a hurry, it turned out to be a pretty good document, that it really worked well.

The only thing I have regrets about is that we didn't obligate the hospital to help pick up the costs of asbestos removal from the building which cost Dartmouth a million dollars or so because the old hospital was just full of asbestos. I mean, I didn't know much about asbestos, and we didn't have anybody in the room that sort of raised it. But that ended up being sort of an unanticipated additional cost to the college. But the college wanted that land and that property and was willing to pay 25 million and probably would have paid more if it had to to get it. And then we went to New York and working with a bond counsel and underwriters and all put the bond issue—or bond issues I guess they were—together to finance this.

DONIN: All by New Year's Eve.

CLARK: Between Christmas and New Year's. And by New Year's Eve we had it all signed up. And in between I think we had to have a board meeting to vote it. And the hospital and the clinic all had to do this. And we threw it all together, and by January 1 we had a deal. I mean it was really extraordinary. Truly extraordinary. I had even more burden on me because Paganucci really was leaving the scene. He was packing up and getting ready for his new job and spending Christmas with his family. So in addition to my just generally all of a sudden realizing I didn't have Pag to lean on and hold my hand on

everything, on this deal we had to pick up the pieces and deal with it and get it all done by January 1.

DONIN: In an extraordinarily short time for an institution this size.

CLARK: Absolutely. I mean these kinds of figures, the magnitude of this, particularly from the hospital's point of view. [James W.] Jim Varnum ['62] is a Dartmouth classmate of mine. And I had great admiration for him. The organization that was by far at the greatest risk in this situation was the hospital. They were taking on enormous debt. And undertaking something that I don't think maybe any academic medical center or major hospital had ever done, which was to pick up and move and build a whole new complex. And he—it took a while in this whole process for him to accept that it could be done. But the fact that the hospital stepped up and said, you know, We'll move and we'll do it. They were the major player here. And I had an opportunity a few years later to be able to speak in public and say how I felt about what Jim Varnum did here. Dave McLaughlin and Paul Paganucci get enormous credit. But the hospital, Jim Varnum, and his board really made it happen. And I think it was a courageous step on their part because they were just stepping out on a cliff. And there were lots of ways in which this could have fallen apart.

DONIN: Uh huh.

CLARK: And they could not have realized the revenues sufficient to actually pay for this move. But they knew the college was there to hold their hand, and I think that was helpful. But—

DONIN: And the college board, the trustees, were behind this?

CLARK: Yes. Absolutely. I mean I'm sure—I wasn't necessarily privy—but I'm sure they were kept informed all along the way. Again, the college, it was the case where the—in the ambulatory care building, the college, I think, publicly was talking about the importance if we were going to be part of a quality academic medical center, that this had to be done.

But behind closed doors, what was as important to the college and maybe more so, was getting that land freed up to the north of the campus. That's what the $25 million was all about. To get that

medical center out of town so that the college would in some reasonable way be able to expand its physical plant which was still undersized for the size of the student body it had.

I was reminded of that last weekend when I went to a Metropolitan Opera telecast over in the Hood Museum, and it was in the auditorium in the basement—that auditorium being jammed into the Hood Museum basement, which was jammed in between the power plant and the Hopkins Center. And I went into the men's room, and the shape of the men's room was like the letter Z, which had been jammed into the basement of the thing. That was what the future of Dartmouth was going to look like unless this deal had been cut. And it's just—I mean, it's been immeasurable benefit to the college. And I've always felt about— I remember when Dave McLaughlin stepped down and there was grumbling about his legacy and all. But it doesn't matter what else happened. This deal, in terms of the long-term interests of Dartmouth College, cutting this deal was an extraordinarily important step.

DONIN: Mm-hmm.

CLARK: And if you go back to John Kemeny's administration, having the institution go coed and start admitting minorities and putting women and minorities in the faculty—if Kemeny did nothing else, that was the kind of legacy that was important. And this deal was important.

CLARK: How much— How important Paganucci was to the process, I don't know. He could push numbers better than anyone else. So I have a feeling that in the nitty gritty of putting the figures together and being convincing about the financial deal, I'm sure Pag was a key player. But I think Dave was there all the way, pushing to make this happen. And it was his administration, under his leadership, and his involvement and he should be getting the credit.

DONIN: Two questions: What was the town's understanding about what was going to happen to that parcel of land?

CLARK: There was nothing said at the time. Dartmouth had no plans. It was clear they were going to go into a planning process. And I think everybody understood that Dartmouth needed more facilities. But no one had even begun to sketch out what was going to happen there.

There was plenty of time to do that because it would be five or six years before the medical center actually moved.

DONIN: Right.

CLARK: So there was time to start thinking about it. And in fact that's the process that soon got underway.

DONIN: And what was— Once Mr. Paganucci was gone, who was going to take over all the investment stuff?

CLARK: They turned the position over to a trustee, Robert [E. "Bob"] Field ['43 TU '47] to serve in an acting capacity as vice president with responsibility for investments and everything else.

DONIN: So he stepped down as a trustee?

CLARK: No, no, not at this point. He was just acting, and he continued to be a trustee for some time. But Bob Field took this over, and I only knew him from— He lived locally, and I knew him because he was on the board, and may have been on the investment committee. But all of a sudden he was coming in. But this is not a role that he—I've forgotten what his occupation had been.

DONIN: An accountant.

CLARK: Yes. But this was clearly—having Pag disappear was a bit of a shock to everybody. And for those of us in that team, the idea that all of a sudden he's not going to be there—I mean we all had sort of been trained in how Pag would do things. So that I think my strategic skills had been honed considerably. But in the kinds of things that I was doing, Field had almost no experience. So all of a sudden, for me personally, I'd sort of been, you know, all of a sudden, I was on my own. And it was—in addition to losing the company of a good friend and a mentor, all of a sudden we were going to have to make decisions and take actions, and he wasn't going to be there to apply his wisdom. And so that was a shocker.

I should tell you that when Pag left—and Dave McLaughlin mentions this in his book—shortly thereafter, the board of trustees, as they did for just about anybody who left, passed a resolution, and I drafted it. Dave McLaughlin says it was his resolution, but I was the author.

And I think Dave included the quote in his book. Which is one of the best things that I think I ever wrote at Dartmouth. What it said was: "In the Dartmouth family, there are hundreds of daughters, thousands of sons, and legions of parents. But there is only one godfather, Paul D. Paganucci."

DONIN: [Laughs]

CLARK: And Dave McLaughlin repeats that quote. All of it was in the finest sense. I mean it was— But it did accurately characterize sort of his impact on the institution—for good things, not malevolent things but benevolent things. But the ability to think strategically and do things right and, if necessary, play hardball if it was necessary to do that. And Dartmouth was wonderfully served by him. But I was pleased that I was able to write—it filled a whole page, but this was the sentence I remember most.

So anyway, there we were. It may be best for me to finish up the immediate things that happened on the medical center. We immediately got into the discussion of where were we going to put it? And I'm not sure how we got talking about it so quickly. But in January we were talking with the town about maybe putting the medical center on the Gile tract, which was owned by the town, G-I-L-E. I believe under a bequest many years before, this parcel of, I don't know how many acres—200 maybe.

DONIN: Uh huh.

CLARK: Was given to the town of Hanover. The thing that made it a little bit touchy was that it was in the city of Lebanon, right on the town line. And Hanover had been kicking around what to do with it. And it was all a little bit awkward because to have its conservation area, have any playing fields or anything like that in Lebanon, was something that it wasn't particularly interested in doing. Furthermore, it wasn't very suited for playing fields because it was a sloping piece of land. What was nice about it was that it was very close to Route 120.

The college immediately thought this would be a great place for the medical center. And it came out of a little bit of selfishness because our initial thinking was that we were going to have to use up a major part of the Landmark tract for the medical center. But then we zeroed in on this Gile tract that the town owned, and said maybe that

would be a good place for the medical center. And if we can put it there, then we've still got all the Landmark land for other future needs that might be medical-center related but could be housing. And we wouldn't use up our Landmark land.

So we got into discussions with the town, and they were very open to this. The town was, first of all, very helpful in all respects in the whole process of moving the medical center; perhaps because they felt a little bit guilty because they had shot down the ambulatory-care center. But the college weren't the only people in Hanover that wanted to see the medical center go because it created a lot of traffic problems and other issues.

So the town of Hanover wanted to do everything it could to be helpful in this move of the medical center. So they indicated right up front a willingness to give the college—not give—but to be able to sell or transfer the Gile tract to the college under its agreement with the hospital and the clinic. The college in turn had agreed to make the land available for the center.

So in January, I believe it was, of '86, all these discussions were going on. And we, in the history of our land dealings with the town, we always preferred to make swaps. I can't remember if we ever did a deal where we actually paid cash to the town or the town paid cash to us. First of all, if you had to use cash, then you had to get the cash. But you knew that if you entered into a cash deal, somebody would always, in the town, stand up and say to the town: You're not getting enough money for this. And challenge whether somebody was getting the sweet deal. Whereas, if you're swapping land, it's much more difficult. The college did swaps when they closed this street that was behind Baker Library. We did a swap when the Dragon Senior Society was on the road behind the Baker Library. This was afterwards when we were working out all the expansion. But in each case we would make swaps. And it usually was a case where we had land that we didn't have to hang onto and that the town needed. So I'm trying to remember. The biggest thing that the town got was playing field space up on Sachem Village.

DONIN: Oh. Uh huh.

CLARK: In addition, the part of the Landmark tract, and maybe the Gile tract, behind the Sachem Village was sort of conservation area, and the

town got rights to the trails and all through that. I must say I can't recall whether other playing fields and all were in the medical center deal. But it was a swap deal. I don't think there was any cash involved. And the town was pleased to make the deal. And according to some notes and some things I checked into, we basically had the town votes and had that deal cut by mid to late February.

DONIN: Wow!

CLARK: And because of the Landmark tract, we were able to have highway access from the top of the hill. And because of the town properties and all, we had highway access at the bottom of the hill. So it was going to be accessible from Route 120, and 120 was very attractive because it was a good-sized highway and with easy access to the interstate. So the Gile tract deal got made within two months. I mean, you think about the consequence of all this and how fast this stuff was being put together. And there was a lot more in the next few months to work out some of the details of this. But essentially we nailed down very early where the medical center was going to go. And I think the only thing that was going to stay on campus was the cancer center. The thought would be that it had been built not recently, but it was a relatively new facility. And the hospital didn't want to go through the problem and cost in allocating space for the cancer center. So the decision was they would continue to operate that on Maynard Street.

DONIN: Which building was the cancer center?

CLARK: The cancer center—well, it's gone now.

DONIN: Uh-huh.

CLARK: But I think there's some underground space.

DONIN: I see.

CLARK: Where the tunnels are and all. But it's roughly across—somewhere in the middle of the block. But it was right on Maynard Street.

DONIN: Mm-hmm.

CLARK: And that was fine with the college. They could work around that. And most of it was underground because of the high radiation issues and all. So it could even be built over.

DONIN: Mm-hmm.

CLARK: And the sense was that most of the people who were coming to the cancer center for treatment, that's all they were coming for. So they didn't need to go to the rest of the medical center. So the decision was, at least for the time being, to leave the cancer center in place. But everything else was going to go. So this was in addition to Dave McLaughlin's issues. This was a second subject that was cooking along here during November, December, January and February. And that's—it was a subject that I was spending an enormous amount of time on.

DONIN: So this was '85 into '86.

CLARK: Yes. It was November '85—at least, well, it kept going. But this intense business of closing the deal and getting the land all happened November, December '85 and January and into February of '86.

DONIN: Mm-hmm.

CLARK: And that's what I was spending a fair amount of time on.

DONIN: There was another big issue brewing on campus at that time.

CLARK: Oh, there were all sorts of things going on. This was why this period was truly extraordinary.

In November— Over the years there had continued to be protests about divestment of investments in South Africa. And it was an interesting subject because the minority—particularly the black minority—on campus, students and some faculty, were relatively invisible.

This was not the place where I think black students would most want to go to school. In most universities that are in the middle of an urban setting, in which there are all sorts of opportunities to participate and interact with and get in touch with activities and all

that is close to your culture and people like you and all that sort of thing. But here were the Dartmouth black students, and I don't know how many there were, maybe a hundred, it's hard to tell, but here they are in the middle of lily white New Hampshire, in a community where you couldn't get a haircut for the type of haircuts these people need. And there were support mechanisms in place. Increasingly the Tucker Foundation very much took on that role. And at some point there was a dormitory and there was— But there were attempts to make life good for them.

But it must not have been a wonderful existence. But they did their studying and did their work, and were practically invisible. That is, there was no—they weren't part of any protests at all. But the South African divestment issue was one in which they increasingly became engaged—as did faculty. Not only minority faculty but other faculty. And what was wonderful about their position was that Dartmouth should not invest in businesses that did business in apartheid South Africa. It was nice and clean. Get out. Dartmouth should not be investing in a country where the commercial activities largely support and prop up a racism regime. It's a nice argument to make. And increasingly the divestment movement was flowing on campus. And the students were becoming a part of it. And I think that it is something that they probably took great pleasure from because they really did come out of the closet. This is for the first time minority students were really visible on the Dartmouth scene in numbers and protesting and taking a position that people generally accepted.

The college administration and the trustees in particular were resistant to all of this for a whole number of reasons. One is that—and I think Jim Freedman may have wrote a paper on this subject. It is a very slippery slope to be making investment decisions based on political and moral grounds. And the sense was that maybe its not investing in companies that are doing business in South Africa is something that the college could live with. But they were absolutely convinced—I think Paganucci believed this—that the minute you stopped investing in South Africa, the next protest would be to get out of Haiti or get out of this or get out of an organization that has a foundation that supports something.

So the trustees were taking the point of view generally that, no, we can't— We have to invest in the best long-term interests of the college, and we can't have that investment compromised by having

all the investment decisions made on political and moral grounds. Very sophisticated, rational position. But it didn't carry much weight when you're dealing with people protesting something which certainly, on the surface, seemed to make sense. At the board level, it was a very tough subject. And one of the reasons was that at least one of the trustees was closely involved with a company that did business in South Africa.

DONIN: That's George [B.] Munroe ['43].

CLARK: George Munroe, who I think at some point in this process became chair of the board. And George genuinely—I sat in on some of these discussions—and George genuinely felt that his company and others like his company were really doing things in South Africa that benefited the black population and would eventually lead to apartheid going away. They had fair employment practices. They were employing in good positions a lot of the blacks of South Africa. They were not doing anything to be supportive of apartheid and all that sort of thing. And of course the critics said, anybody doing business there provides financial support. And the only way apartheid is going to be brought to its knees is if the rest of the world turns its back on South Africa.

So the lines were pretty clearly drawn here. And there was an individual named Sullivan who created something called the Sullivan Principles which basically said that you could only—you should only invest in companies that adhered to the principles. And they had all sorts… fair employment and all this sort of thing. And so this was sort of a backup for academic institutions. And eventually in this timeframe and maybe a little bit afterwards, Dartmouth began to get rid of companies that did not comply with the Sullivan Principles. And then at some point, at this point or soon thereafter, made their investments.

So Dartmouth was beginning to have its investment policy affected by moral and political issues. But Mr. Munroe's company, the Phelps Dodge Company, was in compliance with the Sullivan Principles. And the board held fast and said we're going to be— And there were all sorts of—universities had committees to send people down to look and see what was being down so that the Sullivan Principles process became fairly elaborate with people checking on the companies to certify whether they were compliant.

And other universities' endowments were in the same boat. They were dealing with this whole divestment issue but it wasn't going away. And on one or more campuses, in protest, some students had put up shanties, shacks, to symbolize the poor living conditions of the people of South Africa. And in the process, to have these little villages or groups of shacks to be a focus in the center of a sit-in type protest. And I looked it up. And on November 14, 1985, the shanties went up on the Green. The administration was—you know we were spending hours and hours: what do we do about this? And the faculty of course, largely, was very vocally supportive of the students. And keep in mind it wasn't just black students, but there were black students involved. And there they were out in the open.

There was discussion, and I remember Mr. Paganucci, I believe, saying, You've got to take them right down. You leave those up, and then things will get more complicated. But the president and particularly Dean Shanahan were hesitant. So I think the first step was to tell them they could leave them up for like three days or something. Then when the time came, it went on and on. And they built, I think, a fourth shack. And it was getting some national publicity. We were at a loss as to how to handle this.

And of course it had repercussions, including with respect to President McLaughlin's relationship with the faculty. Because, all of a sudden, here is this situation where the faculty was very sympathetic. And of course he'd said this is Dean Shanahan's issue. And I don't think he'd been there that long. Incidentally, my new colleague attorney, Sean [M.] Gorman ['76] had just been there a few months. And so we're involved in this. And because I was also involved with the medical center thing, we were spread very thin. It kept getting kicked around, and then finally the administration folded and said they could leave them up. It was kicked around. Yes, the faculty, I think, took a vote to support the students.

So there we were with the shanties sitting on the Green. And this was late November, early December, winter is coming. We've got this protest and no clear strategy of what to do about it. So at least through December, we let them be there. Then we had to provide security to keep the students from being— And then finally reached a deal because the students over Christmas were in these shanties. They finally allowed the students to go home with the promise that

they could come back and we wouldn't' touch the shanties. So even over the holidays they got mothballed, and we left them there because we just needed to get through this. So we had— But knew when January came, this was going to come back, and we were going to have to deal with it.

Meanwhile, as if all of this wasn't enough to keep us busy, the word comes from the athletic department in late November that the athletic director had fired the football coach, Joseph [M. "Joe"] Yukica ['51].

DONIN: This was Ted Leland, was the AD?

CLARK: Yes, I believe Ted Leland. And this was in late November of—

DONIN: 'Eighty-five.

CLARK: 'Eighty-five. And of course this got enormous publicity and was a subject of interest to alumni and all. So we— All of a sudden the legal team got called in because it was clear he wasn't going to go—wasn't going to make a graceful exit, but was going to hang in there and fight.

DONIN: He still had a year left on his contract, didn't he?

CLARK: Well, the contract thing was very complicated. The athletic department had a fairly complicated process for hiring and firing coaches. It had to be under the policies that they had. I think the firing had to be approved by the Athletic Council, which was a group of faculty and administrators and so on. And apparently Leland had not taken that step. I think furthermore it said they had to have like a year's notice or something. Or at least—I've forgotten the exact language. But the lawyers—and we hired outside counsel—we were absolutely confident that the law was absolutely clear: that if you had an obligation to employ somebody and you wanted to dismiss them, you can take them off the job anytime. You may have to pay them. And you may have to pay them damages for what happened. But someone can't go to court and force you, even if they have an employment contract, can't force you to keep employing them. If you don't want somebody on the job, you can take them off the job. So we were telling everybody, you know, this may get messy. You may have to pay him a year's salary and all this sort of thing. But no

employer is required to keep somebody in a seat. So, you know, you can get yourself another coach. That's what all the lawyers were saying.

Well, what we didn't count on is that in mid December— Joe Yukica had an attorney named Michael [L.] Slive ['62], another member of the class of '62, who was working, I think, in the Stebbins firm across town. A very talented lawyer. He's now the head of the Southeast Conference and one of the absolute top leaders of intercollegiate athletics and a very nice guy. And he decided they were really going to run with this. They take it to a New Hampshire court, and it goes before a Judge Murphy. And I think he was sitting in Plymouth. Judge Murphy, prior to being a judge, was a football coach. [Laughter] And we knew right away that we had a problem. So Judge Murphy ruled that before he could—I don't think it had been taken to the Athletic Council—so he ruled that before we could even fire him, we had to go get some votes and all that sort of thing.

DONIN: Votes from this council.

CLARK: Votes from the Athletic Council. And this is in all the papers. And at some point in this process, I think there was a full page or two story in *People* magazine about the poor coach that all he wants to do is coach, and this Ivy League school wants to throw him into the street. I mean it was— So we had—Now this was in the middle of shanties and the president's issues and the medical center move. So things were cooking. And, you know, the team on the second floor of Parkhurst and even the first floor, things were just—we were busy.

DONIN: Now let me just ask: How was the football team doing at this point?

CLARK: Not so good. Not so good.

DONIN: And were they blaming it on Yukica?

CLARK: Well, that's right. I mean a coach's job, particularly in a high visibility sport, and college is like everybody else, you're basically hired to be fired. That is, it goes with the turf. And the coaches are responsible for recruiting, and the football team wasn't doing well. The president of the college— It wasn't doing as well as it was in the Kemeny administration. And the president of the college was a former football player. And the performance of the football team had a real impact

on alumni relations. So the college wanted to try to get back a winning football team. And the place to start would be to change the coaches.

DONIN: Was the president behind this?

CLARK: I have no idea about the decision-making process, and I don't want to know. And Leland may have just done it on his own. He could well have. But in any event, the thing was cooking. And Judge Murphy said, "No, you can't fire him without doing things." So we said all right. We'll get the Athletic Council meeting and give him the proper notice and get it and get the vote. And I think during sometime in December, with everything else going on, we went ahead and did that.

DONIN: So he was ultimately then taken away from—he wasn't allowed to coach anymore.

CLARK: Well, that was at issue.

DONIN: Oh.

CLARK: I mean the season was over.

DONIN: Yes.

CLARK: But of course they were deep in the recruiting season. And of course, all of this meant that the college couldn't go out and hire a new coach. So on that front—and I can finish this subject—we went back to Judge Murphy in the first week of January and put on his desk all the votes he said we needed to get. And we said, Now we're free to fire—take him off the job. Get a new coach. And he said, No, I think—I want to know a little more about what happened in this Athletic Council meeting. I think we need to take depositions of the members of the Athletic Council to make sure.

At this point we could see the writing on the wall and the writing was that we're not going to get rid of this coach in a hurry. And we knew that the shanty thing was cooking along and all this other stuff was happening. And the publicity was getting just awful. In one of the hearings—I think the first hearing—up at the Plymouth court, Joe Paterno—is that the coach at Penn State?—came and testified. Bob

Blackman, who had been the Dartmouth coach, came and testified on behalf of Joe Yukica. The coaching fraternity was up in arms. It was a real show.

But in early January, after January 5th, Judge Murphy said, "I need more information." We all went back and said, well, this firing is not going to happen soon. And so I got back in a room with Michael Slive and we had a negotiation. They publicly took the position that all they wanted to do was coach. Joe just wanted to be back on the field, at least for one more year. But the wording of the contract was tough, that we weren't even confident that if we waited it out, we would at least be able to change after the one year.

So we needed some real finality on this. In talks with—in the discussion with Michael Slive, it surfaced that they did have a price. That there was a dollar figure, and we could have bought ourselves out of this at this point. But the decision was made not to do that. Besides, it had dragged on enough so we'd gotten into the recruiting season and it was too late probably to get a good coach for the next year anyway. And we had too much else on our plate. The Yukica thing— I mean the shanty thing was still brewing and we had to put this one to bed. And Leland understood that that meant he'd have to have Yukica for a coach for another year. And the answer to him was, Well, that's the way it's going to be. In the meantime, you look for a new coach. So we had a clear agreement that he would work just one more year and signed the agreement and publicly we said, Okay, if you want it bad enough, okay, you can coach one more year. And we put that to bed about middle of January.

DONIN: Uh huh.

CLARK: So that one was gone.

DONIN: But the damage from that must have been ongoing.

CLARK: Oh, I mean, heartless college, this is an Ivy League school. What are they worrying about quality of football coaching?

So meanwhile, the shanties are still out there, and we're still getting publicity about that. So in addition to everything else, we had communications issues here that we were not prepared to deal with. The record being we still hadn't gotten our communications act

together. So we're into January now and I'm working on the medical center thing. And we finally put the Yukica thing to bed. And the shanties are there. Then—

DONIN: Along comes the Committee to Beautify the…

CLARK: Yes, it was on Tuesday, January 21st that in the early morning, the shanties were attacked by a group called the Committee to Beautify the Green. And this was—all or most of the members were associated with the *Dartmouth Review*. And they attacked the shanties, drove the other students out of them, and I think seriously damaged the shanties. That was on a Tuesday, the day after Martin Luther King Day and Dave McLaughlin was in Florida speaking to alumni clubs. So he wasn't on campus for Martin Luther King Day.

So at I think eight a.m. the next morning, Wednesday morning, protesters occupied Parkhurst Hall, 200 or more. And we were all there trying to deal with it. They were angry and they wanted action against the people who had destroyed the shanties. So people that were there were Sean and myself mainly involved in this. Dean Shanahan. I think Provost Pytte was there. So we had to deal with this occupation of Parkhurst Hall. And so we talked to the students and tried to find whether there was a basis under which we could do something that could satisfy their concerns.

DONIN: What were they asking for specifically?

CLARK: Well, I think they were asking us to throw the *Dartmouth Review* students out. But I think they also still had the divestment thing. So I can't even recall exactly what they were asking for. But it was divestment and the shanty bashing. The shanty bashing just pulled the pin on everybody. Faculty and all, they were just outraged that that would happen as was everybody else.

So there we are in this building full of protesters and trying to lower the temperature. I think we got the building secured. We had the campus police and all close the doors so nobody else could get in. And we were at least stuck with, I don't know, 200 or how many we had. And they were everywhere. I think they were in the president's office. So we were trying to figure how to defuse this. While I wasn't at the campus when the takeover of Parkhurst occurred in the late '70s—

DONIN: "Sixty-nine.

CLARK: 'Sixty-nine, 1969, a lot of people still remembered it, and they remembered how traumatic it was to have the state police come in the early morning or something and empty the building. And so our goal was not to have that happen. That it created all sorts of criminal records for people, and it was— But we really had a tiger by the tail. And I don't recall the details of all the things that happened that day. But we would meet with leaders and talk about what we might do to work through this. And they said, Well, you can divest, and you can hammer the *Dartmouth Review* students. And we said, Well, we can't do that today. But let's talk about a process. It was a difficult time.

One thing I recall is that there were a few faculty among the students. And I think it was in the afternoon, the latter part of the afternoon, where we felt that having the dean come over might help us in our discussions with the faculty members. And this is my recollection, I believe this occurred: Is that one of us, and it probably was Dean Shanahan, but it might have been the provost, called the dean, [C.] Dwight Lahr, and asked him to come over and help us. And my best recollection is, he did not show up.

DONIN: Mmmm!

CLARK: And basically saying, it's not my problem. It's your problem. Now that's just my recollection, whether that's accurate or not. But the little team we had there, we were feeling lonely.

DONIN: Was the message, you think, that he was supporting the protesters, that the faculty—

CLARK: Well, it wasn't— All it was was… It was communicated to him we'd like him to come over and help us, and he never showed up. To my recollection, he never showed up. We went through the night. Shanahan I think gave the students assurances that we were not going to—they were sort of bracing for police rushing in and arresting them, or prepared to be arrested, and Dean Shanahan told them at least through the night that there would be no having the police come in. But it was a very stressful time.

Then finally the next day we sort of worked out an arrangement where in the next day or two all classes would be cancelled, and there would be a community forum to deal with the issues and so on and so forth. And I think President McLaughlin came in that day. And we were able to resolve it without anything more serious happening. But it was a tough time for those of us involved. We never feared for our lives or anything. Although I remember that I think back in ’89 that protesters physically threw out of the building, some employees.

DONIN: Oh, in ’69.

CLARK: ‘Sixty-nine, that’s right.

DONIN: Right.

CLARK: I know employees I met when I came back, they were still traumatized by that. And that’s the other thing we had to do, is we had to get the employees that were in there out and get things settled down. We were concerned about confidentiality of records. So we had to sort of work these things through with the protesters. I mean they were civil, and we didn’t have any terrible things happen. But there was a real risk of a lot of things going wrong.

DONIN: But there was going to be disciplinary action against both groups before the COS?

CLARK: Yes, yes. As a matter of fact actually, earlier in the month, some students did a brief protest in Parkhurst; about 30 did a sit-in in the president’s office or someplace, and then left. It was a much more modest event. Did not have anything to do with the shanties being knocked down. But it was still having to do with divestment.

So then we did have—this was in January—we did suspend classes. The president met with the protesters. We had the community forum and sort of did everything we could to defuse the situation.

Meanwhile the shanties, now smashed, are still sitting there, and the paper—pictures of this were all over the country. The thing that was striking about it was—and I don’t know whether it was the occupation or whether it was just when most of the pictures

appeared in the paper—but this related to things like alumni relations. A lot of alumni saw these pictures, and they said, Where did these people come from? I mean, the idea that there are black students and protesters and hippies with long hair and people in scraggly clothes and all of this, and this was, for some alumni, who had been kept in the dark about the changes at Dartmouth, it was their first revelation that things had changed at Dartmouth. And of course they saw it in the worst possible circumstances. Because at the country club someone was saying, What the hell's going on at your school?

So we were just taking hits all over the place. We had publicity, communications issues. But of course the immediate thing was just to try to unwind the problems on the ground. And the—I mean, it was some months. CBS was starting to do a *60 Minutes* story, I think. So January, through the end of January, the shanties were still up. And we were just worried about what would happen next. And then at the end of January, on January 28th, I noticed in the paper that the shuttle, the Challenger, blew up.

DONIN: Oh!

CLARK: And we said, well, that's the kind of month it's been. I mean, it was just—We were just fastening our seatbelts and trying to make it through it.

A very significant event happened, I think it was in the first week of February. I think the COS, the disciplinary committee, was hearing the case, I believe it was, on the 30 students or so who occupied Parkhurst for a short while in early January. They found them guilty of breaking college policy, but they decided not to punish them because the students had "strongly-held convictions." And then we knew we were in very serious trouble. Because we were dealing with having a student disciplinary committee that will mete out punishments based on what the students' perspectives and views were. And here is the first group to roll in, and they were strongly for divestment. And the committee said, Well, you have strongly-held views, and so we're going to let you off with no penalty. And we just were beside ourselves because we knew we were going to have all sorts of disciplinary proceedings flow from this.

DONIN: Mm-hmm.

CLARK: And we've got a disciplinary committee declaring that if you basically feel strongly enough and have a right cause, then we're not going to punish you. And we knew what was at stake for the *Dartmouth Review* people. So all of a sudden, the idea that we might have some sort of reasonable justice process here went out the window.

DONIN: Mm-hmm.

CLARK: And we knew that we had more serious problems coming down the road.

DONIN: Now the COS is made up only of students? Or are there faculty advisers?

CLARK: I think there are faculty and maybe administrators, too; it's a mixed group. But faculty are on it, students are on it, and I think the faculty members have a strong influence on it. So we're into February, and I'm losing hair by the day. On February 3rd the faculty voted its complaints to the trustees about governance. This was short of a no-confidence vote. But it was basically telling the board they have a serious problem with how the president is dealing with them.

So our next focus was to try to get rid of the shanties. Because we just knew their being there would serve no useful purpose. And there we found some useful allies in the form of the town.

DONIN: Oh.

CLARK: Because if it was just the college, then we were up against the same politics and issues. But then the town began—and we obviously encouraged them to do this—but the town entered the scene and said that we have rules, and you can't have a permanent structure on the Green. And these shanties had been there for going on three months.

DONIN: Mm-hmm.

CLARK: So they're in violation of the zoning rules and the town rules, and therefore they have to be removed. So we said, Well, they have it, you know. The town says we've got to take them off. So the college has got to comply with the town. So we got a three-cornered thing

going, and I think that sort of confused the protesters. But we were trying to move—And then—You talk about how this thing dragged out. Four days later we moved three shanties to over in front of Parkhurst, and two were dismantled. And we were sort of trying to defuse this step by step.

DONIN: But they were all smashed in by now anyway, weren't they?

CLARK: Yes, they were a mess. But they were still structurally in some sort. Then the town came back and said, You've to get rid of those shanties. Not only are they temporary structures, but we have setback rules, and the shanties are too close to the street. [Laughs] I mean, they went through all their rules and came out. And so we finally, step by step— They were talking about taking one to College Hall and putting it on the porch. But finally we got rid of them. But it was a slow, painful process. And I think it would have been even much more difficult if the town had not been helpful and said, Dartmouth College, you must remove those shanties. So we finally got rid of the shanties. Soon thereafter— Oh, there were some arrests of students because when we tried to take away the shanties, they tried to stop us. So we had another scene.

Then just what we thought would happen, in the middle of February, the COS suspended the shanty bashers. Threw them out. And of course that got the right wing—the conservative media picked that up and pointed out that the differential in treatment, contrasted the treatment between them and the protesters and the occupiers. So we were moving deep into this issue of what to do. An apparent disparity in treatment of punishing students based on what their beliefs were. And the faculty was still pushing this time to try to get a no-confidence vote, a lot of members of the faculty. Trustees met with the protesters. So we're trying to unwind a little bit all of this and reduce the temperature.

But it was an extremely stressful time for everybody. And the college was really in a state of crisis. And then the pressure on the college was to make *The Review* take the word Dartmouth off its name. So we made a demand to do that again. And then of course, by then, our record was clear: We were never going to sue *The Review*. But we thought we might this time because they had so overreached and engaged in destructive behaviors. So we thought, well, maybe this time around they've given us an excuse. But we made a

demand if nothing else to show the faculty that we were trying to get the Dartmouth name off *The Review*. Thank God Sean Gorman was there because with the medical center and some of the other stuff, I was being kept busy.

Then in the middle of it all, the conservative alumni announced that they were putting up candidates to oppose Bob Field and [Ronald B.] Schram [‘64] for trustees. And of course, by that time, I was the Parkhurst administrator closest to the whole process of the alumni trustee nomination process. And we were finding out in the midst of all of this, there was going to be another ballot contest among all alumni. So that we just knew this was going to continue to be a busy year.

DONIN: Oh, this was when Steve Kelley [‘81] ran against him.

CLARK: Steve Kelley and a guy named [Daniel E.J.] Dan Provost [’41 TU ‘42] were the two candidates. And there was an Alumni Committee for a Strong Dartmouth and I think [S.] Avery Raube [‘30] behind it. But they were going into full tilt now. And so we knew we had another front opened up on the alumni side. And the trustees were involved. They met with the protesters. They issued a statement affirming their support for David McLaughlin. But the College dropped the charges against the shanty protesters. And we were trying to unwind this as best we can. And without getting into detail, all of this just continued to play out. And when the suspension, the appeal process for the protesters—I mean for the shanty bashers—was supposed to go to the president for review. But we knew that that put him in an impossible situation. Because he’d made it clear publicly how he felt about the shanty bashing. So we went out and got former governor, Walter [R.] Peterson [‘47] to come in, a prominent citizen, and the president would delegate to him the job of handling the appeal.

DONIN: An alumnus as well.

CLARK: He’s an alumnus, yes. And so the sense was that we had to get Dave McLaughlin out of this. So all of this played out. And in terms of the discipline and all, it played out for literally years because it was two or three years, and was still in the courts, fighting the suspensions. And other roles in protest and everything else.

DONIN: So both sets of protesters, *The Review* people as well as the protesters, were working through the courts?

CLARK: Well, the protesters didn't because they didn't get any serious punishment.

DONIN: Mm-hmm.

CLARK: But *The Review* people got suspended. Then later, there was an incident with [William S.] Bill Cole and more lawsuits and more punishments. But this just went on and on. And it got a lot of publicity. And this is where the *Wall Street Journal* and the *National Review* and all the columnists just got cooking, but it just continued. It was— We had another protest. This was the problem of the COS not punishing people. In April, a bunch of students, pro-divestment students, occupied Baker Tower.

DONIN: Oh, yes.

CLARK: And we looked up there, and they're up there at the railing, and there was one or more of them that was on the roof of Baker Library. We were terrified that one of them was going to fall off. And we realized, though, that, you know, these protesters wanted to be punished. They wanted to be sort of small-time martyrs. And if we weren't going to punish them for occupying Parkhurst, then they damned well were going to occupy Baker Tower. And sooner or later they would be held accountable. Or they'd keep getting led away. I mean, we thought there we were going to have a tragedy. We thought one or more of those students would come falling off Baker and land in front of us. Then we'd have a fatality. But we got talking with them and talked them down and out of Baker. But it was a—I can't tell you how difficult a time it was. And Dean Shanahan, I mean, internally we occasionally used the name Dean "Shantyhan," which wasn't overly appreciated. The only good thing about it was we had a wonderful group of people carrying this fight. The dean, Sean Gorman, Alex Huppé, who had only recently joined the administration, we all were at the barricades and working together and desperately trying to unwind this thing.

DONIN: I seem to remember this April protest when they were up in Baker Tower was when the trustees were here.

CLARK: That may have been. That's usually when they tried to time these things. And that's right. I guess it was, because the board usually met, back then, in early April.

DONIN: Right. And they were called out of the president's house I think; they were having a dinner.

CLARK: But we really thought—Well, what we were worried about there was somebody getting hurt. We looked up and saw, I think, somebody sitting on the roof, that sloped roof of Baker. And we said, Oh, my God! You know. And we attributed it directly to the fact that the COS never punished the kids for occupying Parkhurst.

DONIN: Mmmm.

CLARK: And that they were just going to keep pushing the envelope.

DONIN: Mm-hmm.

CLARK: And then who knows what would happen next? But thank God nobody fell. But my heart was in my stomach or someplace. Meanwhile— So all that spring we were dealing with—just praying for summer to come. And it did sort of quiet down. I mean, I think everybody—everybody involved—understood that they had gone too far. That is, *The Review* people were losing support. The faculty realized that the protests had gone too far. The black students realized they'd probably overdone it. And people slowly sort of retreated. And we never had another incident like that. I think everybody understood that they hurt themselves and they hurt the college.

DONIN: And by now hadn't President McLaughlin announced his resignation? I mean, the spring of '87…

CLARK: No, he didn't— Well, he announced it in I think September of '86.

DONIN: Yes.

CLARK: So I don't know that I was overly surprised because it was clear that, you know—I didn't know the circumstances. He has it in his book when they came and sort of suggested that he might consider a resignation. But it was—we realized that we really needed to start

over and probably, that had to be a part of it. That was in October, October 5th, that he made his announcement.

If you have time, there are a few more things in his administration.

DONIN: Mm-hmm.

CLARK: I realize we have to move on. But an event that Dave McLaughlin has in his book that I also remember was that in November of 1986, they were dedicating the opening of a new boathouse for the crew down the river. The crew boathouse was one of these interesting fundraising things because, with the involvement of former Dean [Thaddeus] Seymour, who was not an alum, and alumni who'd been involved with the crew, they decided that Dartmouth needed a new boathouse. And almost overnight went out and raised all the money.

DONIN: Wow.

CLARK: The college had no plans and no interest in building a boathouse. But by the time we really realized what was going on, the crew alumni walked in the door with the design and the money. And so the administration says, well, I guess we're going to build a boathouse. But it was a clear situation where the administration and the trustees lost full control of something. That somebody raised the money and walked in with a check and said, Here's the design, here's the money. Let's build a boathouse. And the college finally said, Okay. And they built it in '86. And then in November of '86, there was to be a dedication, a big dinner and everything else. And a week before was the trustee meeting.

DONIN: Mm-hmm.

CLARK: So the trustees decided to have a big dinner at the boathouse to show them the boathouse and all. So I get up after dinner, I think it was, and I walk down the hall away from the water towards the men's room and go to the men's room. So I'm coming out and coming down this hallway, and straight ahead is sort of a structure. And I think the other side of it was a fireplace. And I'm looking up, and there's a big piece of granite mounted up there with the name of the college there. So I'm walking along, and I look again, and it was as big as—it was probably eight, ten feet wide. And I look up again, and it said, "Dartmouth," except the word Dartmouth was misspelled.

DONIN: [Laughs]

CLARK: And I did a double take. My recollection had been that the T was missing, but later, according to David McLaughlin's book, I think the U was missing. But in any event. So I went in, and I don't whom I first talked with. I may have talked with Cheryl Reynolds. But I'm not sure whom I first talked with. And I said, "Would you come here a moment?" [Laughs] And I took her back out into the hallway, and I said— And you know it's the kind of thing, when you look at a word that you see so often, you don't look at individual letters. But then she looked, and she said, "Oh, my God!"

DONIN: [Laughs]

CLARK: I think it was the U that was missing, but one letter was missing. And then McLaughlin said somebody came over to him and whispered to him, and it was probably Cheryl. So what to do? And by gosh, by the next Saturday night, the huge piece of granite had been fixed.

DONIN: Good grief! So a week later…

CLARK: A week later, when they had the event, the granite apparently was there—I didn't go down and see it—and the name Dartmouth is spelled correctly. And Dave McLaughlin indicates that the stonecutters—I didn't know how they did it; I thought they hauled it off—but he said I think the stonecutters came in right on the scene and turned the stone around and re-cut the word Dartmouth on the backside. So McLaughlin says, "If you pull the stone down, and you look at the back of it, you'll see Dartmouth misspelled." And I assume that's true. But I was impressed that someone got the stone taken out and re-cut it. But I think it was probably the biggest double take I'd ever done in my life. And all I could do was take credit for having seen it.

DONIN: Right.

CLARK: Because dozens of people had walked down that hallway in that building and seen it. And for some reason I looked at it and then did one of these "wait a minute," that's not how you spell Dartmouth. And I almost went to get somebody else because I couldn't believe that that could be true. And I wanted to have another set of eyes to

look at it. And I think Cheryl came probably and said, “Oh, my gosh!” But they fixed it.

During the rest of the McLaughlin administration, as often happens, not a great deal happens. But the conservative alumni took a different approach. I think first of all they sort of wanted to separate themselves from the *Dartmouth Review*. But I think they saw the model of the Hoover Institution at Stanford. So the Hopkins Institute, which was the new conservative alumni group came and talked about wanting to affiliate with Dartmouth and sort of become part of the college. Being an affiliated organization.

And we pushed back. While some people said it’s better to have them in the tent than outside the tent, we knew that the Hoover Institution had been a problem at Stanford; they took very conservative positions and it rubbed off on Stanford. And their alumni said, Why is this place here? Furthermore, the Hopkins Institute and *The Review* had been using the college’s mailing lists, and we demanded they stop it. And then I think we went further. And Sean and I put out some guidelines about joint sponsoring of events. So that made it clear that they had to follow a very strict procedure before academic departments or any college department could put on something from the outside. What we didn’t want is Jeffrey Hart [‘51] in the English department and the Hopkins Institute co-sponsoring speeches at Dartmouth, being presented by Dartmouth. So there was an attempt to sort of get into the tent with us and do their work as sort of part of the college. And we pushed back and said, No. You’re outside and stay outside. And I think we talked with people at Stanford and said, you know, you start getting them inside and then it greatly complicates matters. So we resisted that.

And then as the year played out, we got a new football coach. And Jim Freedman in April of 1987 was announced to be president. Then in his first public statement he used what in Parkhurst we always referred to as the “U” word. He used the word “university.” And I was very careful to listen to the new president who had just made his appearance on campus a short while ago. And he never used the word university in his 15 minutes of comment. And I said, “Somebody told him about the fact that the U word was one that was not embraced by a lot of alumni.” But Jim Freedman used it more than once. He said to heck with them. And then administrative changes: Pytte left to be president of Case Western Reserve. Bob

Field was made the permanent VP in May of ’87. He was still my boss. And so he did resign from the board at that point and Munroe’s term was almost up, and the Alumni Council gave Field’s un-expired term to Munroe. So Munroe was kept on the board for a while longer.

And then in the communications area, the sense on the part of McLaughlin and I think the trustees was that we had to do more in the communications area. It was still perking along. The experiment with John [C.] Heston [Jr. ‘54] didn’t work out. Clearly the focus there was alumni communications and the idea of sort of putting him reporting to the president and putting the alumni magazine in under him collapsed.

But there was still a strong sense that there was a need to do something about communications at Dartmouth. So Dave McLaughlin hired a fellow named Jerry Horton in ’86 to do a study of Dartmouth’s communications and make recommendations as to what to do. So that this was the first meaningful sort of consultant study of what we should do about communications. And then in ’87 Dave McLaughlin, before he left, commissioned Tuck School professor Paul [A.] Argenti to do another study. And to basically look at all the studies that had gone before and try to bring them all together. And try to come up with some recommendations about how Dartmouth could improve its communications. So this was cooking along. Argenti’s study didn’t surface until after Jim Freedman became president.

DONIN: Mm-hmm.

CLARK: But there was clear concern on people’s part that we were still losing the communications battle—not only with alumni but with the general public. And that was evidenced by the fact that already they were seeing an impact of all this awful publicity on admissions and fundraising. And so at last somebody was at least getting the message, someone had to do something with the college’s communications because we were continuing to get beat up by this very active group of columnists and the *National Review* and the *Wall Street Journal*.

DONIN: Mm-hmm. And this person was going to be above Alex Huppé then?

CLARK: Well, almost every one of these studies said you ought to have a senior person in charge of all communications. And it was a model that existed at a lot of schools. And so after Jim Freedman got here, we pursued more, and I don't know if you want to start on that today. But—

DONIN: I think we should wrap this up today.

CLARK: The one thing I'd say is, I saw a paper—there was a Professor [Arthur] Hertzberg at the college who was quite a learned scholar. And I saw a statement that he made that he was in effect saying, after all this had happened, that he saw these events, the protests and all this sort of thing, minority students being in the public eye, as being part of an ongoing battle for pluralism at Dartmouth, and having Dartmouth move into the mainstream of academic life. And I really think that's true.

I think this whole, all of these things that were happening around David McLaughlin's presidency and the divestment and the minorities taking a public stand on something on campus was finally the—I wouldn't say maturing; that's probably too fine a word—but certainly the final surfacing and working out of the things that really started 15 years before in the early Kemeny presidency when Dartmouth was moved to become a more pluralistic, more diverse community. And it sort of reflects again how long it takes for changes like this to begin to happen. The college took some terrible bruises in this period. This was a very difficult time. And poor Jim Freedman had to arrive when we hadn't picked up all the pieces. He had to deal with a lot of the ongoing matters that—litigation and everything else—that had not yet been resolved. But I feel like those three or four months in the winter of '85-'86 was—I don't know whether it was the catharsis. But it certainly—Dartmouth was not the same after that.

DONIN: Uh huh.

CLARK: The place… There had been something pretty traumatic that had happened. And I think that I wouldn't say that the modern Dartmouth was really born then. But it certainly was, I think, an important point in time in the history of the college.

DONIN: And we're still—I mean, a lot of the benefits that came out of that period we're still enjoying today.

CLARK: Yes. I think that the whole issue of Dartmouth being a pluralistic community really today has its roots in all these events and the protests and the dialogs and people getting up in public and talking about what was bothering them. And you ended up having in public forums, you know, fraternity presidents listening to and talking and debating with Afro-Am officers, what's wrong with Dartmouth and what needs to be done. And I think the faculty realized that they had a role, but it had to be a responsible one. They didn't want to be associated either with a place that seemed out of control and full of protest. So I think it— In some ways, it was a good table setting for Jim Freedman because I think it was a more modern, pluralistic institution. The trouble is that for the first two or three years of his administration, it took a while to put all this behind them and put in place the policies and mechanisms and leadership that was needed to get Dartmouth really going again.

DONIN: Mm-hmm.

CLARK: Which it did I think when it—In the early '90s, it really did pick up a head of steam.

DONIN: Mm-hmm.

CLARK: And these things became more or less distant memories.

DONIN: Good. That's a perfect stopping place 'til our next chapter.

CLARK: Okay.

DONIN: Okay. Thank you.

[End of Session 4]