

**George H. Colton '35**  
**Vice-President, Alumni Relations  
and Development, Emeritus**

An Interview Conducted by

Jane Carroll

Hanover, New Hampshire

February 21, 1997

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Dartmouth College

Hanover, New Hampshire

INTERVIEW: George Colton '35  
INTERVIEWED BY: Jane Carroll  
PLACE: Baker Library  
Hanover, New Hampshire  
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CARROLL: Today is February 21, 1997, and I am speaking with George Colton from the Class of '35, who served Dartmouth from 1945 to 1976. I was asking you what your first title was. Could you run through that again?

COLTON: I was hired primarily as the Executive Secretary of the Alumni Council's Class Memorial Gifts Committee, which was a new program involving classes raising a Memorial Fund, as it was called, at the time of their 25th reunion. It had started, I think, with the Class of '19 and had gathered a little headway and the College thought this was going to grow into something significant, and somebody had to ride herd on it, and I got hired to do that; but also, I assisted Al [Albert Inskip] Dickerson ['30] in running the Alumni Fund. I don't remember exactly what my title was in that respect, if I had one.

CARROLL: Do you remember about how many years you did that?

COLTON: Yes. I came in mid-September, 1945, and the following spring, [Robert] Bob Strong, who was Dean of Freshmen, the Director of Admissions, died very suddenly of, I believe, a heart attack and Al Dickerson was named as his successor and so the College probably, with a deep breath and hope that they hadn't made a great mistake, named me as Executive Secretary of the Alumni Council's Alumni Fund Committee. So, starting with the spring or summer of '46, I ran the Alumni Fund for... that's what I don't remember now precisely...probably three or four years, during which we started the Development Council, Dartmouth's first move into on-going fund-raising in a serious way, beyond the Alumni Fund. So I hired [Nichol] Nick Sandoe '45, as...let's see. I guess he came first as my assistant. Yes, that's the way it was...on the Alumni Fund and ultimately became the Executive Secretary of the Alumni Fund.

CARROLL: How did you end up coming back to Dartmouth? Had you been in war service?

COLTON: No. I never was in the Armed Services. I flunked the physical so they didn't draft me. I tried to enlist in the Navy's Officer Candidate Program, but my eyes were not good enough. They would have none of me, so anyway. I guess it is fair to say that I pursued the College rather than the College pursuing me. I had thought, ever since I graduated, that working for the College in Hanover would be like moving back to Eden and so I kept in touch for most of the years I was out. They were all very sweet about it and glad that I thought so well of them and the College that I wanted to come back, but there was nothing to talk about.

But, in August of '45, one day my wife and I, with some borrowed gas coupons, drove up and spent a night at the Hanover Inn and had some interviews and, all of a sudden, [Sidney] "Sid" Hayward and Al Dickerson were saying that, when the war was over they thought they were going to fill this position...the Class Memorial Gifts business...and, although they didn't promise it to me, they gave me quite a lot of encouragement to believe that, when that moment arrived, I would have at least a good look at it. Well, my wife and I got up the next morning, went across the street to the Dartmouth Bookstore, bought *The New York Times* and were greeted with the headline that an atomic bomb had been dropped on Hiroshima, and you know and we all know how fast things came to an end after that. So, by mid-September, I was here.

CARROLL: Moving from where:

COLTON: Chatham, New Jersey. I had been commuting into New York. I had a job with Western Electric, helping to make the vacuum tubes that were used in critical things like radar. So I was delighted to get out of Western Electric and even more glad to come here.

CARROLL: You must have had a wonderful experience as an undergraduate.

COLTON: I did.

CARROLL: What was the College like in '31 to '35?

COLTON: Well, how can you answer that question simply?

CARROLL: You don't have to be simple.

COLTON: No. I guess that's right. Well, it was a smaller college, obviously, and it was all male. We thought it was diversified in the undergraduate body because, obviously, there were people from all ends of the economic and social spectrum. There were no Afro-Americans in my class, which shows you that, when we now talk diversity, we are thinking in totally different terms than we did back then. If you asked me in '33 if the College population was diversified, I would have said, 'Certainly, because I know kids that haven't got the proverbial pot and then I know people with scads of money. Millionaires.' So, in that sense, we were very diversified. We even had one Asian in the class, although no one ever knew him and I don't know what ever happened to him. But we did have a little variety, but no Afro-Americans. In fact, I can't think of an Afro-American in the College in those four years. I don't think so. There was one Native American, I think, in the Class of '33, but that was not a big factor, certainly. So, where are we? Oh, how did I get here? Well, I guess I've told you how I got here.

CARROLL: How did you choose Dartmouth?

COLTON: Originally?

CARROLL: Yes.

COLTON: Well, I had a very good friend in high school named Ted Steele [Theodore M. Steele '35], who ultimately became my roommate, freshman year; but we did a lot of things together during the high school years. As I approached graduation from high school, I thought that what I would like to do for a career was to be the Wolf of Wall Street and make millions in the market and so forth. That led me to think that the Wharton School at the University of Pennsylvania would probably be the right place to go and so I applied and I was admitted. But, about that same time, Ted's older brother, Donald T. Steele, Dartmouth '26, whom I had gotten to know, was home from his job in Boston one time and heard that I was going to go to Penn and he said, "That's terrible. You mustn't go to Penn, you have got to go to Dartmouth." He managed to persuade both me and my father that that's what I should do, so somehow I applied to Dartmouth. It must have been kind of late, but I was accepted, but not for what would have been the Class of '34. E. Gordon Bill, who was making those decisions at that time, said, "You are just the sort of fellow we want, but you are too young." I was only sixteen. "You should come next year for the Class of '35." And my father bought that one which, as I think back on it, amazes me only in the sense that that meant it was another year that he had to support me. I lived at home. I went to a secretarial school and learned shorthand and typewriting and stuff like that and

got a job. But, anyway, so thanks to Don Steele, and his persuasiveness, I did not go to Penn, but came to Dartmouth with the Class of '35.

CARROLL: When you got here, it must have been fairly remote back then. There were no interstates. It was not as big a town and surrounding area. What did you do? What did anyone do to amuse themselves?

COLTON: You know, we didn't think it was that remote. It is all relative, if you understand. I mean the nature of your question...you said that there was no interstate. You know...well, there were roads and people had cars and we didn't think it was too much of a problem to drive four hours from Hanover to Springfield, Massachusetts, where we lived. And kids...lots of people did not have cars. They were not nearly as common as they are now, for example. But, the work...a lot of people had cars and lots of people who had a little money and were venturesome were going regularly to Mt. Holyoke, Smith, Skidmore, Vassar...you name it. Where the girls were, that's where they went.

Then, of course, the other side of that was that when we had those few big social occasions, fall house parties, [Winter] Carnival, spring house parties, we had girls on campus. Amazing. So we didn't feel we were terribly remote. A lot of people, of course, joined the [Dartmouth] Outing Club. My freshman year, the fall of my freshman year, I went on a number of overnight hikes to Outing Club cabins and I was very active all through the fall and winter with the Outing Club. Then I decided to try out for the athletic managerial competition and that absorbed all of my extra time from that point on, and ultimately led to a whole lot of things, starting with being football manager. In those simple days, if you got to be football manager, it was like giving you the keys to the city because, automatically, a lot of other things followed. So I saw very little of the Outing Club after that.

CARROLL: What did you major in?

COLTON: Economics. But then I became a Senior Fellow and I am afraid that the truth of the matter is that I then majored in Palaeopitus and the Nugget and extracurricular activities, but no one... I certainly did not make the use I should have made of that opportunity as a Senior Fellow. In those days, you had no faculty advisor. You were not required to do anything in the way of being checked up on. I wasn't mature enough to handle that kind of freedom. But I had a hell of a good time.

CARROLL: Did you have any connections with the Tuck School, taking any courses down there?

COLTON: No.

CARROLL: No?

COLTON: None. No.

CARROLL: So then you came back in 1945 and never left again. Was it hard to persuade your wife and family to come up here?

COLTON: No. You mean in 1945 to move up here?

CARROLL: Yes.

COLTON: No. Let's see. It was Ruth and the two boys. The daughter came later. Obviously the boys had nothing to say about it. They were delighted once they got here, anyway. No. I think Ruth was delighted, too, partly because she knew how pleased I was; but she liked New England and Hanover. I had proposed to her under a full moon one night out on the golf course, so she sort of had sentimental attachments to Hanover. So, no. That was no problem.

CARROLL: In the period after World War II, to move up here to Hanover, I have been told that the College was a very different place with the G.I. Bill and people coming back. Is that true?

COLTON: Well, certainly it is true. The G.I. Bill, of course, for a few years, brought a fascinating collection of people. Most of them had some prior Dartmouth affiliation. They had been admitted, maybe even got here for a term or two and then went off to war. Now they were back and they were far more mature. They knew exactly where they were going and they worked hard. They played hard at times; but they were a very mature group. So the campus was...let's say, it was a different place. It was the same place but the personnel was different than what it had been before or what it is now, obviously. They were mostly veterans. They knew exactly where they were going, pretty much. Many of them with wives, children...so, a very different place in that sense.

CARROLL: Did you come in with [President John Sloan Dickey '29] Mr. Dickey?

COLTON: I came in ahead of him by... He was inaugurated on November 1 and I came aboard about September 15th, so I had a month and a half

ahead of him. So I was a [President Ernest Martin] Hopkins man to start with and then Dickey and then Kemeny.

CARROLL: I read about Dickey's administration and his decisions, and it seems to me that he really moved Dartmouth into the twentieth century with the hires that he made, the decision to commit to sciences, and all of that. Did it seem as exciting as it is in reading it to be here and living through those changes?

COLTON: This may be a personal answer. I guess how exciting it was depended on what your involvement with the College was. All of that had very little impact on a day-by-day basis for those of us in Development. It didn't change our lives perceptibly at the time at all.

On the other hand, if you were on the academic side of the College and were in a position to appreciate the significance of some of those decisions, you probably would have felt that this was a very major and exciting (although I hate to use the word "exciting." There are only a few things in my judgment that are really exciting... But anyway, that's neither here nor there).

Someone, and I am sure it is on tape or in print... I am trying to think whether it was John Kemeny... I think it was...who gave a speech once about the significance of John Dickey's decisions affecting the academic side of the College. It was a marvelous piece of work. I am sure it is both on tape and in print. I am sure it is. And Jere [R.] Daniell [II '55], I think, has something of the same sort that he did. I have heard him do it. But, as I say, unless you were deeply involved in the academic side of things, it didn't make any change in what you did day by day.

CARROLL: Now you became Director of Development in 1955.

COLTON: Yes.

CARROLL: And what were your responsibilities then?

COLTON: Well, in the meantime, I had been...let's see. We started the Development Council, which I mentioned earlier...the idea of development and the use of that word was new in the academic world anyway at that point. I have forgotten where Nick Sandoe [Nichol M. Sandoe, Jr. '45] and I first heard about it, but I am sure that it was in meetings of the American Alumni Council, of which we were both members, a national organization involved in alumni relations and fundraising and so forth. We got a glimmer of this business of development and it seemed to us that the time was right for Dartmouth

to get into it. This is undoubtedly all on that other tape that you mentioned. But, at any rate, with the approval and active support of Sid Hayward, particularly, and obviously with at least the approval of John Dickey, we created the Dartmouth Development Council and I think I became the Secretary...probably the Executive Secretary... We were fond of that term...of the Development Council. So I moved out of the Alumni Fund office and I can't remember now precisely all of the things that we did; but we were trying to build a rudimentary fund-raising organization that went beyond simply the Alumni Fund and the Class Memorial Fund.

Then, at some point, we started the Bequest Program and, for a year or two, I was the Executive Secretary of the Alumni Council's Bequest Committee. We had a period of some internal turmoil during that period. Justin Stanley ['33], who was brought in as Vice President for Development... I guess was his title...and a local, non-Dartmouth man named J. Ross Gamble had somehow been attached to the Development Office and he may even have had the title of Director of Development. I can't remember. But he was pretty much sort of in charge of things briefly and then he had health problems and disappeared. Well, he was still in Hanover just a few years ago.

Then we settled down into a pattern that pretty much existed up until relatively recent times and I did become Director of Development in '55, which meant that all of the fund-raising activities reported to me. The Alumni Fund, the Bequest Program, the Corporate Program, Foundation...we were still...to add rudiments of the Class Memorial Funds... That did continue for some time and then, when the Alumni Fund began making special efforts in all of the reunion years, which is the present pattern, it kind of simply absorbed this 25th reunion concept and we were raising special money in every reunion year. Not just the 25th.

CARROLL: Was there a special push made to raise funds for the centennial of the College?

COLTON: Yes. We had the Third Century Fund. Let's see. The Centennial was in '69 and my recollection is that the Third Century Fund culminated in '69; but I am going by memory that you can't rely on totally about the precise dates. But I think that is right. What did we raise? Something like \$53 million, which we thought was a real stretch. We arrived panting and out of breath at the end.

Then they went on the next time around and raised four times that much. This time...what? Two and a half times, I guess. So the things



we did early on that seem pretty trivial by today's standards, but then you have to look at what inflation has done. But, even after allowing for that, boy, they have moved miles and miles in every respect so far as fund-raising is concerned.

CARROLL: So when you were doing your fund-raising, were you working at all with [A. Alexander Fanelli '42] Alex Fanelli, who was in charge of the centennial celebrations? Or were they two separate offices?

COLTON: Well, it would have been a sort of coordination. Lots of parts of the College had a function to play in the bicentennial. Those of us in what was then Crosby certainly had lots of parts to play in that and Alex...and I had forgotten that he was nominally in charge of the whole thing, but I am sure that's true. He would have been coordinating all of us.

CARROLL: I am curious what it was like to celebrate the bicentennial of the College in '69, which is in the middle of the Vietnam War and the protests that were erupting on campuses.

COLTON: Your question does not spark any particular response.

CARROLL: Okay.

COLTON: Which is not to say that I do not remember a lot of the problems. I remember when the kids took over Parkhurst Hall. I was in Chicago that night, I remember. I wasn't here, so I didn't see it; but I remember that. It was a constant turmoil of a sort; but, except that one time when they took over Parkhurst, we didn't have the stress and strain that a lot of colleges did and I think it must have been a terrible cross for John Dickey to bear. I think he retired from the Presidency, in some respects, with a great sigh of relief because, you know, when he did retire at the end of twenty-five years, it was still in that period. He must have been delighted to be out from under. But he managed things very well.

As I said, we didn't have the turmoil that many colleges did. John Kemeny, of course, faced some difficult things in the first couple of years after he became President, including shutting the College down after the Kent State business. A lot of people thought that was a terrible mistake. There again, I think he just simply, you know...it took the steam out of things somehow and it let people shake themselves down. When it resumed, things were pretty good.

CARROLL: Well, Mr. Dickey, when he resigned... He announced ahead of time and so the search was on for a year. Were you aware of names that

were being bandied about or people who were being suggested for the job?

COLTON: In the sense of leaks, no. They were very, very good about that. If there were leaks, they never reached me. I think we all felt pretty sure that Leonard Rieser might have been somewhere on the list and, beyond that, you know, as I say, there were no leaks that I was aware of. So, if there were names from off the campus that might well have been considered, you would have been picking things out of the blue and I don't remember any speculation about such people. There must have been some of them on the list. So, when it turned out to be John Kemeny . . .

**[End of Tape 1, Side A -- Beginning of Tape 1, Side B]**

CARROLL: What was it about John Kemeny that made him on everyone's list?

COLTON: Being John Kemeny.

CARROLL: Do you want to explain that?

COLTON: Well, he was a brilliant mathematician and particularly [a] teacher...probably one of the greatest teachers you ever saw. As I said, being John Kemeny, which embraces personality, smarts, energy. I don't think it would have been possible to conduct a search for the next president without looking around the campus and, if you are going to look around the campus, you would have fixed on John Kemeny immediately as someone you certainly ought to think about. It was open and shut in that respect. Leonard Rieser... I am sure he was Provost at that point. There again, I have always...well, I won't say it that way. I think John Dickey favored Leonard Rieser. I can't prove that, but I think so, and was perhaps rather disappointed with the decision. But that's more rumor than fact, that I can prove.

CARROLL: I am curious. Everyone talks about Kemeny and they say what a wonderful teacher he was. Could you relate a story or tell us about how...what his teaching style was like, that captivated everyone so much?

COLTON: There is a story, which I am not sure I can relate quite accurately, but it will serve I guess to make the point. There was, inevitably, a large debate at one point...it goes on all the time...as to the relative effectiveness of teaching in a small seminar-like circumstance or a big lecture hall. John Kemeny, according to the story, said, "If you are a good enough teacher, you can do equally well in either one." So, obviously, he had to be put to the test and they arranged a semester-

long test. A random group of students, same subject in each case, for a semester at a large lecture hall with, again, whatever group of students signed up for the course. The results of this, in the large lecture course particularly... There were two of them. Someone else was teaching the other one, as I recall. His class did so much better than the other one that he claimed... "If you are a good enough teacher, you can do it either way." Now, maybe that is legend and myth, but we have all believed it for years.

John simply had a wonderful capacity to arrange things in an order that your mind accepted and absorbed, and to do it in a way that didn't leave all kinds of fuzzy edges out here. You felt you were really moving right into the subject and you knew where he was going and you were following him every step of the way. Now, he was not the only great teacher on campus, but he certainly was an outstanding one. Obviously, he made his subject interesting to people so that the mind was alert and staying with him and what not.

CARROLL: He seemed to truly love Dartmouth and really commit himself to the institution.

COLTON: No question.

CARROLL: I am curious about...because I never knew him. As I look at his profile, he doesn't seem typically Dartmouth. He is Jewish. He is not athletic. He is foreign born. He is highly intellectual, at a time when Dartmouth was not considered to be that, and I am wondering what is it that he found in the institution that made it feel like home to him. Do you have any idea?

COLTON: Well, in the first place, of course, I would take exception to your concept of what was essentially Dartmouth, which...reversing your own words. Athletic. Non-intellectual and so on and so forth. Non-Jewish. Any way. Well, let's see.

When John was brought here...everyone knows this...[Donald Morrison] Don Morrison, who was then Provost, gave him as clean a slate as it was possible to give him in the Math Department. There were a few people who had tenure and could not be fired; but Don Morrison got rid of all the rest of them and said "Go ahead. Build the Math Department as the foundation stone of"...what you have already referred to as John Dickey's effort to strengthen us in the sciences. Math has to be the bedrock to do that. So,...John Kemeny came with a great challenge, which he met beautifully, in marvelous ways. So he had created the fundamental building block of that part of Dartmouth's

academic excellence. When you have created something, it becomes part of you in a way that is unique.

I think he and Jean both very much enjoyed northern New England. They chose to live in remote houses in remote areas of the town. So they liked that aspect of things and, as time went on, he had become such a significant figure in the life of the college that I am sure he felt that it was part of him and he was an essential part of it. People used to make references to the fact that he was not an alumnus. He would snort back and say, "You were here for four years. I have been here for however many. What do you mean that I am not a Dartmouth man? I am more so than you are." So he just lived into it and there is a magic in the place.

John Dickey used to talk from time to time about "place loyalty." He had long, very interesting speeches he made from time to time about place loyalty. One must ask, with respect to undergraduates all through the years, why do they leave here so committed to the place. There was a president of Yale way back early in the twentieth century who said to one of his colleagues, "You can't understand Dartmouth unless you realize that it is not a college. It is a religion." Well, you know, it affects faculty as well as undergraduates. I guess the answer to your question, in a way, is it is not very surprising. What would you expect?

CARROLL: When Kemeny was announced as the successor to Dickey, was there pretty much acceptance among the faculty?

COLTON: I think so. In fact, I think probably enthusiasm, even. But not universal. John Kemeny had probably raised the hackles of a few people here and there because, what you can't say about John as they do about baseball...the umpire is often in error, but never in doubt. He wasn't often in doubt; but he wasn't too often in error either. [Laughter] But, you know, you inevitably ruffle feathers if you are as dominant a personality as John was. So I think there were people who grumbled about it. But I think... I wasn't a member of the faculty, so I am not sure that I am right, but I would say that probably the majority thought this was a very good thing. Clearly, it indicated a commitment to an intellectual life and quality academic achievement and so forth. To that extent, everybody on the faculty, I am sure, felt that it was a step in the right direction. Some of them may have preferred Leonard. I don't know if they really looked at it as between the two men. Not everyone, I think, necessarily would have; but, if they did, some people might like Leonard better. I don't know.

CARROLL: And the alumni. How did they react to his nomination?

COLTON: Cautiously, I think. There were all of the negatives that you might well have expected. He is not an alumnus. He is Jewish. But I don't recall any great groundswell of hostility. A lot of alumni remembered Hopkins, who was a very warm figure, particularly by the time he retired; so greatly beloved. Dickey...a lot of people now look back at John Dickey with that...something of the same thing. But, at the point when he retired as President, he was not nearly as beloved as he sort of became as time passed and the view mellowed a little. So I think, particularly the older alumni looked at Hopkins and looked at Kemeny and said, "Hey. This is pretty wild." But John held his own.

Another thing that John Kemeny was, was a salesman. He was a very good salesman. It goes with being a good teacher in a way and the challenge of selling the College under any circumstances always intrigued John. If he saw it as a challenge, he was up to it. He earned his way.

CARROLL: I have heard that the Manchester *Union Leader* did not react kindly to his election.

COLTON: They don't react kindly to anything about Dartmouth.

CARROLL: Do you remember the headlines?

COLTON: I don't remember to quote them. No.

CARROLL: Because I saw them downstairs. "Dartmouth Elects Another Lemon."  
[Laughter]

COLTON: What did they do? Did his staff give him a whole bucket of lemons that day? Yes. Well, what can you expect of the Manchester *Union Leader*. Well, it is a good newspaper in its news columns most of the time. Its editorial approach is to the right of Genghis Khan. John Dickey didn't fare one bit better. Of course, [William] Bill Loeb is gone now. His wife [Nackey Loeb] still controls the paper pretty much and she is just about as bad as he was. Things are somewhat better than they used to be, but the Manchester *Union* will be all over Dartmouth any time it gets a chance. It's not important.

CARROLL: What struck me about that story is what style Kemeny had because I gather, from *The D*, when they gave him the bucket of lemons, he signed them and threw them out to the students waiting below.

COLTON: I can't remember.

CARROLL: I find that to have such style. It is sort of...

COLTON: John had style. He had imagination.

CARROLL: When Kemeny was inaugurated as President, it was called a "Dartmouth family affair." And, for the first time, the President was inaugurated during the year and opened it to everybody on campus. Do you know whose idea that was?

COLTON: Not precisely. It doesn't seem like... It was a change. I remember I was present when John Dickey was inaugurated and that took place in a room that you can no longer find. It was in Parkhurst. There used to be a faculty room in what is now...unless they changed it again. I haven't gone back to look...on the second floor of Parkhurst. You go up those stairs and up and now, where you go in...at least, the last that I knew... I would expect to find Lyn Hutton [Treasurer of the College]. Is she up there?

CARROLL: Yes.

COLTON: Okay. Well, that whole area was a...if I say an auditorium, that makes it sound bigger than it was...but it was called the faculty room, with sloping benches on both sides down to...like the British House of Commons sort of thing. John Dickey was inaugurated there, and only faculty and employees of the College were present. Well, there may be a few other people by invitation, but not a public affair. So, in that sense, twenty-five years later, doing it down in the gym...which is what I recall we did...you know, fixed up one of the large areas and opened it to the whole community. Certainly, it was a change. It seemed a very logical thing to do. I don't know whose idea it was. It could easily have been John Kemeny's. Alex Fanelli, I am sure, would have logically moved in that direction. It would have seemed right to him, I am sure.

CARROLL: Symbolically, it seems to me to be a very big gesture.

COLTON: Excuse me.

CARROLL: Symbolically, it seems a big gesture to open it up to everyone.

COLTON: Yes. I guess so. As I look back on it, it almost seems to me to have reverted to an older way. If not, it would have been pretty hard to justify. Why on earth would you do that? It seemed incomprehensible to consider making it so private.

CARROLL: What was Mrs. Kemeny's role in the administration?

COLTON: John and Jean were a very close-knit pair. They obviously loved each other very much. They were also best friends in the best sense of that term. I am sure they talked over every decision that John was fussing about in his head. Jean was never shy and she had strong...to use an abused term...liberal viewpoints. She did not attend staff meetings in Parkhurst or anything like that; but one had the feeling that she and John saw problems the same way and, therefore, if there was an occasion where she might speak, she would be an effective proponent of whatever John was promoting at the time.

She did this sometimes in ways that annoyed alumni. I can remember I was on a fund-raising trip with John particularly, but Jean was with us. We were meeting at lunch at some posh place in Los Angeles with a selected group of alumni, all of whom were rather well-to-do. Somebody asked John a question and Jean answered it. Did that ever make them mad. She gave a very good answer. It wasn't that she said anything stupid, but it was just that she had the temerity to speak before allowing her husband to answer the question that had been addressed to him. Oh...things like that. I think that kind of defines where she was. She was an unofficial, but articulate member of John's administration.

CARROLL: As soon as John Kemeny gets in office, he is faced with the oil crisis where the price of oil goes through the roof and, financially, they are stretched to the limit and pulling from the endowment, etc. Were you, as part of the budgetary...the Development Office, called upon to do some extra fund-raising for this or did some way meet the challenge of the oil crisis?

COLTON: I know this is true and I don't remember a damn thing about it. I can't help you on that one. It seems to me that it was temporary. You know, it didn't go on too long. You know, I sort of remember that it was a problem and a serious one. If you hadn't referred to dipping into the endowment, I wouldn't have been able to say what action John took to deal with it. So...it didn't have much bite on me.

CARROLL: When you were in the Development Office, did you have to go out and deal with the alumni and hear their complaints and worries?

COLTON: Constantly.

CARROLL: I wondered. Were they worried during the things like Cambodia, the teach-in where he closed down the College and things like coeducation? What kind of feedback did you get from the alumni?

COLTON: Well, when he closed down the College, a lot of people thought that was a mistake. You know, obviously nobody has ever done that before, at least in modern memory. The more conservative alumni, like people all over the United States, sort of had the feeling that you just shouldn't give in to these bastards that were fighting policies for the country. So it seemed to them like we were caving in to the protesters and what not. From John Kemeny's view, I am sure, he thought the primary problem was to keep the peace and not have the campus go up in flames somehow. That's what he succeeded in doing. But that's the Cambodian thing and the teach-in and all of that.

Coeducation...it had been anticipated, I think, long enough and clearly enough so that it was never something that was going to cause a mutiny. Who was it? The Yale football coach said his object was to keep the alumni sullen but not mutinous. So that's sort of where we were, I think, for a time. There are still alumni, I am sure, who are unhappy that it went coed. But it certainly is no longer an issue that anyone that I know about wants to talk about one way or another. It was always amazing that some of the people who were most upset by it suddenly discovered that their granddaughter got admitted and it was great, you know. So people are slow to accept change. We all know that.

CARROLL: When you are out there in the hustings talking to these people, is your job as a Development Officer to listen or do you actually try to reason?

COLTON: Both. Well, you have to listen. It is important to know what they are trying to say and how they feel because they are a very important factor in the life of the College. Certainly in financial ways, but in other ways, too. You had better listen and be sure you understand as much as you can where they are coming from and why they feel the way that they do. Some of them, it is just plain ugly old prejudice. Sometimes it is honest misunderstanding. If you listen, then maybe you can do something about helping them to see. Maybe you can't make them agree, but you can get them to at least understand that it was not a stupid decision, but one that was carefully thought out and probably it is going to be best for the College down the road. You know, you can at least keep them sullen, not mutinous.

CARROLL: During your time in the Development Office, what issue caused the most consternation among the alumni?

COLTON: I don't know. Certainly the issues that arose out of the Vietnam War protests. That would be one. Coeducation would be one. Back in the early years of the Dickey Administration, which are also referred to as



the [U. S. Senator Joseph McCarthy] Joseph McCarthy Era, there were a lot of people who took a real dim view of John Dickey because he came out of the State Department. The State Department, by their lights...[was] rife with Communists...

CARROLL: Alger Hiss. That was it.

COLTON: McCarthy had a long list of people who he said were "Reds" and all of this. John Dickey had to live with that.

I remember...one of the things that I did for a while after Al Dickerson became Dean of Freshmen and Director of Admissions, he used to write something called *The Bulletin*, which went out at no stated intervals to alumni volunteer workers and he was an excellent writer. His *Bulletins* were always received eagerly and he was reporting on the College. In the fall, he tended to do it quite frequently and he would report on the football games because everybody always wanted to know how did we do. If you live west of the Hudson, it might be difficult to find out...to find the game in your Sunday paper. So I started writing *The Bulletin* and I did it every week during the fall. I reported faithfully on the Great Issues course. You know, I went to those Monday night lectures. I tried to get a sense of what was going on and the *Chicago Tribune* was at least as far right as the *Manchester Union Leader* and...now I can't remember how this got started...

**[End of Tape 1, Side B -- Beginning of Tape 2, Side A]**

COLTON: ...something that somebody had said, I think, in the Great Issues course...one of the outside speakers, a prominent person...aroused the ire of the *Chicago Tribune* and they had this vitriolic thing in the paper about it; I reported this in *The Bulletin* and sort of attacked, I supposed in a way, what the *Tribune* was doing about Dartmouth. I was defending Dartmouth. John Dickey knew that I had done this and he approved of it. He and I were both wrong. I should not have done it because, as Mark Twain once said, "Never fight with the man who buys ink by the barrel." Well, the *Chicago Tribune* got a hold of *The Bulletin*, promptly, and the result was a front page cartoon. They used to have colored cartoons on the front page of the *Chicago Tribune* and, if the original piece was vitriolic, this was worse. So we should have ignored them.

That led... John Dickey, I remember, to telling the story about his early days in the State Department. He was working for Cordell Hull and his particular mission was to work with the Senate on a particular bill which had to do with tariffs and whatnot. On a particular afternoon, Senator

Robinson of Arkansas had done something on the floor of the Senate that was absolutely...it was 180 degrees wrong in terms of what Cordell Hull and John Dickey were trying to promote. So John Dickey, all upset, comes running back to the State Department. Cordell Hull is just leaving, going out the door to get into his limousine to be driven home or somewhere, and John gets to pour all of his troubles in the Secretary's ear. Hull simply... John was proposing to fight back. Hull said, "Young man, you have to learn that you can't out-piss a skunk." John, with respect to the *Chicago Tribune*, said, "Learn the lesson."  
[Laughter]

CARROLL: That's a good one to learn, I suppose.

COLTON: It is important to know.

CARROLL: You probably are in the unique position of being to able answer a question. With the advent of coeducation, there are a number of letters in the Dartmouth Alumni Magazine, from alumni who swear never again to give a dime to Dartmouth. I am wondering, from the viewpoint of the Development Office, did the advent of coeducation mean a dip in fund-raising?

COLTON: Well, I don't remember the figures. My impression is not seriously, if at all. Well, individuals? Yes. I mean, some people said that and they meant it and they didn't give. Some of them probably still aren't giving. But, you know, down the road a little bit, for everyone who was that obstinate, there were others who decided, "Hey. This is a good thing. The College is moving on. It is moving with the times. They took my granddaughter." You know, it did not result in any serious loss permanently. Look at the outcome of the last two capital campaigns. That answers the question really.

CARROLL: How did women on campus change Dartmouth in a day-to-day way?

COLTON: They introduced a salad bar in Thayer. I can't really answer that. You would have to, I suppose, try to analyze many different aspects of the College. I gave you a cheapie. That's quite true. There had never been salad bars in Thayer and women wanted salad bars and they got them, of course. A certain amount of time, effort and money was spent on creating some more toilets around the College and changing signs on some of the ones that were there.

From the point of view of the faculty, my impression is that they accepted coeducation mostly pretty well. I don't remember hearing much, if anything, about kind of horror stories. John Kemeny's daughter went to Yale. She took a chemistry course and the professor

handed out the syllabus to everyone in the class except her. She was the only woman in the class. He ignored her. He didn't even hand her... Well, she transferred back to Dartmouth because Yale had that kind of trouble with coeducation. So did other places. I don't ever remember hearing that kind of a horror story here. We all know... I don't know how long you have been around here. You are technically a visiting scholar or something?

CARROLL: My husband teaches in the History Department. We have been here nine years.

COLTON: Oh, I see. Well, you have been here long enough to know that we still haven't solved all of the questions that arise between male and female, and [with] some of them, I think, "Vive la difference." They are never going to go away because males and females react in certain ways wherever...in the Army, in the Navy, Dartmouth. It is never going to go away totally. I lived in Crosby Hall. I didn't live in Thayer. Fayerweather. Wheeler and whatnot or in foreign classrooms, so I can't give you an authoritative answer about that [the effect of coeducation in the Dartmouth classroom].

CARROLL: Your daughter didn't go to Dartmouth?

COLTON: No.

CARROLL: So you didn't have a first-hand account, either?

COLTON: No. I knew undergraduates. Females as well as males. I knew, obviously, a lot more male undergraduates, but I did get to know some of the women. I'm still friendly with some of them. I correspond with them, do things, celebrate their birthdays and what not.

CARROLL: When Kemeny stepped into the role of President, one of the first things he does, as well, is to open up the College or recommit the College to Native American education. Had that been in the wind for a while or did that come from John Kemeny?

COLTON: I think it was pretty much John. To suggest that John Dickey was totally oblivious to it, I think would probably be unfair; but I don't remember it being a subject that got debated in the weekly staff meetings or anything like that. So if my memory were better... I think there was some reason why John Kemeny picked this up and decided to run with it. That's what I don't particularly remember. Whether it was simply something that he had thought about and decided that the time had come that we ought to do something about it, or whether there was an event of some sort that triggered his concern about it.

That, I don't remember. But, clearly, he decided to go with it, and there is another thing that turned a certain number of alumni off that never came back and that is the Indian Symbol thing.

CARROLL: I was leading up to that. Do you see the two as related? Did the Native Americans on campus...

COLTON: Absolutely.

CARROLL: ...engender the debate?

COLTON: Absolutely. No question. It just became absolutely clear that, if we were going to be serious about attracting Native Americans as undergraduates and doing a good job of educating them, you couldn't go on using the Indian as a mascot and athletic symbol. The two things were like oil and water. They would not mix. That really turned off some people. I can think of one guy who had been... I had worked with him on all kinds of alumni stuff for years. He had a son who had been a star football player here. He was "Old Mr. Dartmouth" in Syracuse, New York. When we did that, he left. You know, I am still in touch with his widow. He is gone. Both she and his son did everything they could, as did others of us, to try to help him to see why it was a sound decision. We couldn't budge him. And there are others who absolutely never forgave us for doing that.

CARROLL: How long had the Indian been the symbol of Dartmouth?

COLTON: Since... I have read articles about people who have tried to identify that...back, I think, immediate post-World War I. Somewhere in the early '20s. It all started with sports writers in Boston, as much as anything, including [William] Bill Cunningham '19, who was sports editor for, I think it was the *Herald*. It started and, all of a sudden, it just became the mascot. But you wouldn't find it in the same way back at the turn of the century. It started well after that, although there were... Obviously the Indian Symbol...what I have just said was true as the Indian as an athletic symbol and mascot. The Indians were, or the Native Americans as we now refer to them, were important in the life of the College symbolically long before that. Think of the song, "Eleazar Wheelock," which the Glee Club will no longer sing. That's too bad. The Hovey murals? Have you seen the Hovey murals?

CARROLL: Yes. I have.

COLTON: I still like them. I'm sorry.

CARROLL: The weather vane always strikes me.

COLTON: The weather vane. The Old Pine up on the hill where, on Class Day, everybody went with their peace pipes and smoked them and broke them on the stump. So, you know. It had been part of Dartmouth traditions for a long time.

CARROLL: Then, of course, right about the same time that they are debating the Indian Symbol, they are also questioning the words "Men of Dartmouth" and that must have been a kind of double blow to a lot of alums.

COLTON: That one never became such a big deal.

CARROLL: Really?

COLTON: I was on the Alumni Council and served on an ad hoc committee to deal with the problem of the alma mater, "Men of Dartmouth." You know, we came up with the present words which...it wasn't such a terrible thing. Most older alumni will never learn the new words and they won't worry much about it. But it is not out of a sense of rebellion, but it is "I just can't remember the new words." No problem. The undergraduates, I guess, they start learning them that way and so it is no problem. I don't ever remember...of course, I was retired by that time...but I don't recall that that was ever a big hassle like the Indian Symbol was.

CARROLL: When Kemeny rededicated the College and gave a commitment to Native Americans, he had to go out and recruit them or somebody had to. I am wondering how they went about doing that and what was the drawing card they could give to these students?

COLTON: Well, I think the Admissions Office did the recruiting, largely, ably assisted by people like Michael Dorris. The details of how they did that, I do not know. It was never anything that I was intimately involved in. People like [Alfred] Al Quirk, [Edward] Eddie Chamberlain [Jr. '36] and others could certainly give you volumes about that, I guess.

CARROLL: Pretty soon after that, they established a Native American Studies Program, too, which seems to have...with Michael Dorris in charge, seems to have been a big drawing point.

COLTON: Yes. I would assume that they then have something concrete to offer besides just that you get a nice liberal arts education. It was something that gave it focus and to help, I assume.

CARROLL: Now the commitment to Black or African Americans was longer standing. Did you have any connection with the ABC Program or...

COLTON: Not much.

CARROLL: Not much?

COLTON: I was certainly well aware of it. I knew some of the people who were...like [Thomas] Tom Mikula who ran the ABC House. That was...Hanover was really, I think, the central point in the administration of the ABC Program nationwide. As I say, I was certainly aware of what was going on, more or less; but I never had any operational part in it.

CARROLL: When they began to graduate a mass of African-American alumni, was there any targeting of them for any special funds to support programs?

COLTON: I think the right answer to that is "no." I do remember that some black alumni began agitating for a Black Alumni Association...that is probably not the name that they wanted to give it. I don't remember what it was. The effort was sort of led by...I'm going to start fishing for names...a couple of blacks who had very distinguished careers. One of them is now the Treasurer of the State of New York [Carl McCall '58], something like that. A top financial position in the State of New York. Another one was a Family Court Judge in New York City. A very highly respected guy [Fritz Alexander '47].

I remember feeling myself, and I think the feeling was shared by my colleagues in Crosby, that we were worried about such a thing. Our feeling tended to be that our hope was that...we didn't want separate segments of the alumni body...blacks, rich, poor. We had always argued that the alumni body was a very democratic thing. The Alumni Fund, if you could only give a dollar, we wanted your dollar and your participation. If you could give \$1,000, so much the better. We loved you, too. So things that seemed to cut across that state of mind we thought were probably bad.

Well, they did form such a thing. I guess it is still in existence; but we never used it, at least while I was in office, as a special fund-raising target. I think...you know, you couldn't stop them from doing it and so I think, in the long run, we tried to work with them as best we could, while still trying to keep them part of the whole. I guess that's the way it worked out, pretty much.

CARROLL: Well, you oversaw the Development Office at a time, which I think it still is today, when it was noted for having the largest percentage of alumni who donated something to their institution. How did that come about?

COLTON: As the man said, you have to understand that it is not an academic institution. It is a religion. You know, John Dickey's "place loyalty." All of those things. People cared greatly; that caring had been carefully nurtured, God knows, through the years, by the Alumni Office and all the programs, clubs and vigorous class organizations and activities. We were not alone in this, either. I am sure your record is correct. We vied with Princeton, I think at least through the '50s, '60s, '70s and '80s. Probably no one other than Princeton ever came close and sometimes they were ahead. Sometimes we were ahead on Alumni Fund participation. This was the measure, you see. What percentage. We checked carefully about how they counted, who they dropped off the list, the base. You know, these things. Keep each other honest. Anyway...

CARROLL: I interviewed Walter Burke, who I had not realized until I interviewed him, had never really completed his degree here. He went off to war and came back and went right to law school. He never really got a B.A. degree and he said to me, "Once Dartmouth has you, they don't let you go." Is that part of it?

COLTON: Sure. We have always insisted, "If you matriculated, you are an alumnus or an alumna." To what extent you participate, of course, is your own choice. We can't govern that; but, as far as we are concerned, you are part of us. Lots of non-graduates are among the most loyal, dedicated participants in class affairs, for example. Obviously. Look at Walter.

CARROLL: When did they decide, in the Development Office, to split off major gifts from general alumni giving? Was that during your tenure there?

COLTON: I am not sure I understand the question.

CARROLL: Well, there is right now, as I understand it, in the Development Office, there is a special unit that deals... Lu [Lucretia Sterling] Martin had this...to deal only with major gifts.

COLTON: Well, that is the wrong title.

CARROLL: Okay.

COLTON: Okay. So now I know where you are coming from.

CARROLL: What is the right title?

COLTON: Well, there were three. Lu was in charge of...what did they call it? Whatever she had...it wasn't Special Gifts, but it was something like

that. Then there was...there was Major Gifts, but there were three categories other than the rank and file and the organization of the Development Office on that basis, I think, is pretty much related to this Will to Excel Campaign that they just finished.

Now, having said that, you can't run a capital campaign without doing certain things to focus certain efforts on your best prospects, and certain things that, you know, go to the rank and file. I think in the campaigns I ran, we hadn't gotten that sophisticated. We basically had three categories at the most. The rank and file...something about that and a group of people that you hope maybe you can get a million or more from them; but that has been sharpened and honed and whetted as time went on. That is the way that they are organized now. You are quite right. But I think it relates primarily to the Will to Excel Campaign. It probably will continue that way forever now; but I think that is pretty much where it started in its present form.

CARROLL: Were you part, at all, of the fund-raising surrounding the Rockefeller Center?

COLTON: That was after my time.

CARROLL: Okay. It was towards the end of John Kemeny's administration. He gets the money and it was built under David McLaughlin.

COLTON: Yes. I didn't have much to do with that, if anything.

CARROLL: Fine. Thought I'd ask. Did you work a lot with trustees, at all, in trying to target?

COLTON: Oh, yes. Sure.

CARROLL: What is the relationship between the Development Office and the Trustees?

COLTON: The Trustees have a committee on Alumni Relations and Development and, so every Trustee Meeting, there would be special meetings with trustees on that committee and the Development Office and we worked...In any year, there are certain Trustees who are able and willing to be effective in fund-raising and so you work with them day in and day out. Travel with them. Go see people. Solicit. A close relationship with that element of the Board, at least.

CARROLL: In your job, how often were you on the road?



COLTON: If you asked my wife, she would say, "Too much." [Laughter] A lot. Yes. You know, there is a limit to the amount of money you can raise in Hanover.

CARROLL: And then, during Alumni Weekend, I would imagine you would be busy.

COLTON: Out straight. Yes. And reunions. Sure.

CARROLL: How did you approach people to convince them to give money?

COLTON: A very wise man once said, "You can't make a pickle by dipping the cucumber in vinegar. You have got to let it soak." That translates into "cultivation and stewardship," which means it takes you back to research. You have got to do enough research about your audience to have some pretty clear idea of who has got the money and what their interests are, what their affiliations are. A whole lot of things like that and try to cultivate their interests in the relationship to the College. Then another whole development adage is "Ultimately, somebody has to ask somebody for money," which means you have got to go and ask for the order. It is as difficult and as simple as that.

CARROLL: Did you ever have a problem where somebody you had been cultivating was tapped before you could get to them by someone else on campus or by another office?

COLTON: Oh, I am sure it happened. I can't think of some horrendous example of it; but...and it is also true that, since I retired, I think fund-raising has proliferated around the campus in a sense that there are more offices doing it relatively independently. One of the problems that any central development office has is to try to keep some sort of control of this, particularly with your absolutely top prospects. If you have got...

**[End of Tape 2, Side A -- Beginning of Tape 2, Side B]**

CARROLL: Did you also fund-raise for Thayer, Tuck and the Hospital, or were they separate?

COLTON: Not the Hospital. Well, no. We did for the Medical School, but not the Hospital. For the Medical School, yes. I participated in raising the money for Gilman Life Sciences Building, for Kellogg and the other two big buildings there. Remsen and the other one [Vail]. I can't think now. Since I retired, Thayer and Tuck and the Medical School have gone much more off independently on their own programs. Far more than was true then.

CARROLL: When you would raise funds for them, were these funds targeted for these institutions or did they go to the general pot?

COLTON: Well, it depended upon the solicitation and the donor's response. If we were...the Kellogg Building, the Medical School, from day one, the solicitations, the cultivations and everything were all aimed at that building. So, when we got the grant, there was no question but that was what it was going to be used for.

CARROLL: Now Kemeny had begun a program for raising money called COFHE...the Committee on Financing Higher Education, I believe it was. Did you participate in that at all?

COLTON: It doesn't ring any bell.

CARROLL: It doesn't ring any bell? Okay. The Council on Financing Higher Education. That was it. Then I was curious...so often times throughout the history of Dartmouth, there have been various studies on the fraternities and what is perceived by some to be a problem in the fraternities. Have you had anything to do with those kinds of studies and dealt within the fraternities' fund-raising for their individual institutions?

COLTON: No. Not really.

CARROLL: Okay.

COLTON: No. The individual houses did their own fund-raising. We didn't pay much attention to them because their objectives were usually small. I suppose, from time to time, we may have tried to influence them not to do it in the spring during the peak of the Alumni Fund-raising season so that we weren't all jumping on people at the same time.

CARROLL: So the spring is when you made your biggest push?

COLTON: It used to be that the Alumni Fund ran from April 1 to June 30. Now it is all year long.

CARROLL: Why was the thought that said spring was a good time?

COLTON: Well, you can't compete with Santa Claus, you know. If you want to do it in the fall, you are running up to Christmas. The period from a little before Thanksgiving through New Year's, you get a lot of money in because people are looking at...

CARROLL: Income tax.

COLTON: Yeah. Well, you know, they get to sort of the end of the year and they begin to know whether they can do this, that or the other thing, depending on how the year has gone for them. But it is not a good time to try to organize people to do efforts together. There are too many other things going on. In the case of the Alumni Fund, that's the way it was started way back, so it had a tradition of being organized that way. It was easier. There was no good reason to move it and, as far as the College was concerned, other things kind of gave way to the Alumni Fund during that period. Now, as I say, they go all year long.

CARROLL: Now they also have phone banks where they...

COLTON: Oh, yes.

CARROLL: Did you do that, as well?

COLTON: We did a little of it. Not the way they are doing it now. We tried more to have assistant agents in every class where they were supposed to be doing the same thing with the alumni assigned to them. We never used students to do that. That is a later development.

CARROLL: Have you heard any feedback from people? Is that effective to use the students?

COLTON: They keep on doing it, so I guess they must think it is.

CARROLL: It must be. You were on campus when *The Dartmouth Review* was founded. Did that cause any problems?

COLTON: I was out of office by that time, I am sure. Well, I think so. I retired in '76.

CARROLL: That's right. You probably were because they are right after that.

COLTON: I think *The Review* almost more than the Indian symbol or anything else really cut into fund-raising for a time for some people. No question. No more. They have lost their clout somehow. They were bad. Bad news. No question about it.

CARROLL: What prompted you to retire? It seems to me that you are still so vigorous...

COLTON: Well, I was sixty-two. The College had a better early retirement option then than they offer now. I could see, with that option, that we could get along nicely and we were just beginning to wind up for the Will to Excel Campaign...the very early stages of that, and I thought that it

does not make sense for me to start doing that and then leave in the midst of it. The thing to do is to go now and let my successor run that one from day one. That is what happened. I think it was good for everybody.

CARROLL: Have you remained tied to Dartmouth in any way?

COLTON: Well, I hold several class offices. I am active in class affairs. You know, I come up for things like [Mikhail] Baryshnikov. Did you go to that by any chance?

CARROLL: We decided \$50.00 a ticket was a bit much.

COLTON: You were wise.

CARROLL: Oh, really?

COLTON: It was a mess. In my opinion. A great disappointment. Well, you will hear other versions, I am sure; but it reminds me of the Emperor's New Clothes, you know.

CARROLL: Oh, yes.

COLTON: Baryshnikov. It must be fantastic. The last number on the program, nine people on the stage and, for twenty minutes, none of them ever left the spot on the stage where they were standing when the curtain went up. And what they did...very slowly, they would go around and then they would go like this. I am not exaggerating. This is exactly what went on for twenty-five or thirty minutes, I think.

CARROLL: I am sorry that you had to sit through it. I am glad I didn't pay for it. Well, thank you for your time.

COLTON: You are welcome.

**End of Interview**