

William P. Davis, Jr.
Professor of Physics

Associate Provost

Acting Dean of Thayer School

Treasurer of Dartmouth College

An Interview Conducted by
Jane Carroll

Exeter, New Hampshire
February 19, 1997

DOH-24

Special Collections
Dartmouth College
Hanover, New Hampshire

INTERVIEW: William Davis
INTERVIEWED BY: Jane Carroll
PLACE: Exeter, New Hampshire
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CARROLL: I am speaking today with William Davis, Jr., who was a Professor of Physics at Dartmouth College from 1955 to 1987. He was Associate Provost from 1967, Acting Dean of the Thayer School from 1969 to 1970, Vice President for Budgetary Affairs from 1970 to 1973.

DAVIS: That title was not used.

CARROLL: It wasn't?

DAVIS: No.

CARROLL: Oh, it appears in the record. That's interesting.

DAVIS: It does?

CARROLL: And the Treasurer of the College

DAVIS: Right.

CARROLL: Is that the title they used?

DAVIS: The Treasurer of the College is correct.

CARROLL: That was 1974 to '85.

DAVIS: That would be right, I think.

CARROLL: And what I was wondering is, you arrived at Dartmouth in 1955.

DAVIS: Right.

CARROLL: What was it like during those years?

DAVIS: That is a long way to look back. It is, of course, a much different institution today than it was then. The place is much more, in the case

of the Physics Department for example, research oriented today than it was in the earlier times. The Physics Department was undergoing a very significant change at that particular point. Four new faculty persons came aboard in that one year which more than, I guess, doubled the FTE [Full Time Equivalent] count in the department. The other people who came in at the same time I did were Bill [William] Doyle, who is still on the teaching faculty; John Dewdney, who is long dead; and Francis Sears, who is also gone. The place was more like it appears in some of the more interesting fiction of the time. I am not sure that *Animal Farm* would be...not *Animal Farm*. What was the name of that?

CARROLL: *Animal Farm*?

DAVIS: No. The one with John Belushi.

CARROLL: Oh, "Animal House."

DAVIS: "Animal House" is probably not too far from the truth. Of course, it was an all-male institution at that point. That already makes it quite different.

CARROLL: How did you happen to come to Dartmouth?

DAVIS: I was looking for a job and there was an opening. A friend of mine who...I went to the University of Michigan for graduate work. A friend of mine from the University of Michigan went to the meeting of the American Physical Society. That is traditionally the one where jobs are exchanged and there was an opening at Dartmouth and he brought me back to Ann Arbor the materials for applying. I came here and gave the usual symposium that accompanies...the arrangements that are made for seeking a job. You probably know about that. I was offered a position and I accepted it.

As I mentioned, there were a number of new faces on the faculty so that it wasn't as difficult...the competition for the position was not as vigorous as it might have been if there was only one opening. Barbara and I had one child at the time and we rented a house out in the country sight unseen. It was owned by a Dartmouth alumnus, Class of 1938, and it turned out to be very large. It had a number of facilities that weren't described in the material that we received to describe the place. It turned out to be a fantastic party place and was kind of the focal point socially for the Physics Department for the first two years of our stay.

CARROLL: How wonderful.

DAVIS: It was marvelous. I think it kind of got us off...got the Department put together pretty nicely early on for this large number of new faces. The place is out in Hanover Center and was painted red and was affectionately known as "The Red House." It was also used as a place for fraternity hazing arrangements. People would be out there in various states of undress, and our phone rang a good deal that time of the year.

CARROLL: I'll bet. Was it hard to make a transition to Hanover in 1955 when there was no interstate and it was much more remote than it is now?

DAVIS: Well the train, of course, was a bigger deal and, on the time that I came here before I was hired to give that colloquium that I mentioned before, I came on the train to White River and it was a really going concern. Of course, the trips to Boston were really trips. It is very easy now to do a round-trip in a day and get some business done during that time. In those days, the road conditions were poor and traffic was heavy through the smaller towns, so it was difficult to do that. The airport though, with the DC-3s, was in some ways a bigger deal than it is today, I think. I remember a number of trips in one of those things in an airport that was not as large or as attractive as the present one.

CARROLL: Had you been recruited by Don Morrison?

DAVIS: Don Morrison? I was certainly acquainted with Don. We talked after I came. I think he had some hopes that I would initiate a connection of the College's scientific efforts with Mount Washington [Observatory]. My thesis work in Michigan entailed and experimented [in] high altitudes. The laboratory was in the Colorado Rockies. So, I had had some experience with doing physics experiments in that [environment], but my interests changed after I got here. I went off into another subfield. So I think, in some ways, if my memory is correct, he was the one who talked with me a bit about the possibilities of going the Mount Washington route. That was disappointing to him. But I knew him right away for some reason ... I am trying to remember standing out in front of the Wilder Lab very soon after we arrived and talking with Don, of course he died soon after that point. Somehow, I knew him before, maybe through Leonard [Rieser '44].

CARROLL: Was Leonard Rieser already there when you got here?

DAVIS: Leonard--he had been here two or three years. I think three. Bob [Robert] Christy was the other one who was here. He had been here two years, I guess. So they were the initiators of the new Physics

Department at Dartmouth. Will [Willis MacNair] Rayton who had been Chairman died very soon afterwards. He was on leave in Alaska at the University of Alaska and diagnosed with cancer, but too late. And Allen King, who is still around, just got the [Hanover] Citizen of the Year Award I noted, was active then and continued to be so.

CARROLL: Was this a problem that most physics departments had after World War II, that they needed to change direction and move into different areas?

DAVIS: Well, things were in quite a state of flux because of the reorientation of people's research efforts, pulling out of things like the atomic bomb research and so on in large numbers anyway. It would be interesting to look at the period in totality from the end of World War II to the present in terms of the demand for physics Ph.D.s. I am sure that is available, but I don't know it. You would see an up and down sort of thing. The industry is very slow to react. Of course, it takes five to seven years to get your Ph.D. When you are in the beginning of graduate school, it may look very good out there in terms of research and teaching opportunities. By the time you have gotten those seven years, the market is saturated. You get this peculiar effect: you think you are doing something very smart and actually you are falling into the sand pit because there are no jobs. I think right at that point there was a pretty good market. I'm not sure everybody was as desperate for new faculty as Dartmouth was in physics.

CARROLL: Why was Dartmouth specifically needy in the Physics Department at that time?

DAVIS: Well, it was a combination of things, I guess. The Hulls, Gordon Ferrie Hull and his son [Gordon Ferrie Hull, Jr.] I guess . . . I'm getting in trouble here...were involved--Ferrie Hull, Sr., he was a difficult person to work with. I think it was probably not looked upon as a really happy place to come. They [Don Morrison and Arthur Jensen] solved that problem to some extent, I guess, by Don Morrison's interest in getting the department to be competitive nationally, at least in the ball game that it was able to play in. So he somehow solved the problem by bringing in a large number of people as opposed to one or two. It sort of worked.

CARROLL: How soon after you got here did you meet President [John Sloan] Dickey ['29] and how well did you know him?

DAVIS: I didn't meet him in any extraordinary way right off, I wouldn't say. They had a program for new faculty that consisted of weekly or every

other week meetings. We would meet for dinner in the room at the Inn in the basement. [Narrator's correction: The house behind the Hanover Inn.] I can't remember the name of it. Stearns Morse was the dean of the freshmen at the time. He was the person who managed this program and there would always be an invited big wig and I am sure that John Dickey was one of those. There must have been around twenty of us in the group. People like Norm [Norman] Doenges. Do you know that name?

CARROLL: No.

DAVIS: "Mug" [Meredith] Clement, I guess. So the guests would include people like Eddie [Edward] Chamberlain [Jr. '36] who, at the time, was director of admissions and so on. I am sure John Dickey was involved.

CARROLL: I was listening to Mr. Dickey's tapes. He did forty-eight hours of tapes, interviews, at the end of his time and I am just curious. What were your impressions? What was he like as a human being?

DAVIS: Oh, he was impressive to the point of being a little bit difficult to talk to; but, he was very friendly. I got, later on, to be pretty good friends with him. I turned out to become active on the faculty front and was on a number of committees. Some of these [committees] had interaction with a lot of the upper levels of the College that you wouldn't ordinarily expect, I guess, an instructor or an assistant professor to have. So we got acquainted quite well. I am noticing a book there that has a little inscription from John to me in it. It was a gift. I forget how it came about. *The College on the Hill*. On the left.

There was a minor, very minor in retrospect, flare up about financial aid and scholarships and so on and John stepped into that business and appointed two groups and I can't remember what this individual (with this Parkinson's which I have now, I have difficulty articulating as I used to be able to do)--the outline of what the committees were supposed to do. I can't remember what the individual assignments were, but I was assigned to one of these as a very junior person and he was quite heavily involved in that because it was something that the faculty was very up tight about, temporarily. It turned out that that assignment lasted for about ten years, I think. [Laughter] It involved a huge amount of work because I was supposed to read folders as were the individual people in the Admissions Office. So, every spring, it was one hundred hours of reading and so forth.

CARROLL: That is a lot of work.

DAVIS: It was.

CARROLL: Who were the personalities who shaped his administration as you look back on that period?

DAVIS: I guess there would be one group that I think was pretty important and that would be the student affairs group; people like, as I mentioned, Stearns Morse, Al [Albert Inskip] Dickerson [Jr. '56] who was a very strong person in the Dickey camp, Eddie Chamberlain, and Bob Hage ['35] who just died. He was in financial aid. Thad [Thaddeus] Seymour ['49] who was Dean of the College and his predecessor. These are the people that were there when I arrived. Just prior to that, there was another group of people whose names I know but never met and I couldn't, right at this point, be able to tie their names with their positions, but Dean [Gordon] Bill and so on and so on. So there was that group. The faculty component of the administration was virtually zero compared with the way it developed in the future with Associate Deans within the divisions and on and on with very many people. Then it was just Arthur Jensen ['46] who was the Dean of Faculty and Don Morrison was brought in as an over the top to improve the faculty; but the Dean, until Don came, was doing it pretty much on his own. I can't remember. Was there....Do I know a dean before Jensen? I must.

CARROLL: Nobody comes to mind?

DAVIS: I guess not.

CARROLL: How did you come to be named Associate Provost in 1967?

DAVIS: I know and I want to be careful. As I remember, Dickey gave Leonard [Rieser '44] his choice of becoming Provost or Dean of the Faculty and essentially allowed him to have an additional FTE in the administration and Leonard's choice...and I can't remember exactly what the alternative was...but Leonard's choice was to become Provost and Dean of the Faculty. [Laughter] The extra FTE was the Associate Provost and that was me. I was selected as that.

CARROLL: What were your duties as the Associate Provost?

DAVIS: My duties were to essentially oversee everything except the Medical School and the Faculty of Arts and Sciences and essentially financial and business administration. So this incorporated things like the Hopkins Center, what computing there was, Thayer and Tuck Schools, and the Library. All of the student affairs. In other words, the Dean of the College reported to me. That was about it.

CARROLL: Now you became Acting Dean of the Thayer School [of Engineering] for a year.

DAVIS: Right.

CARROLL: Had you had previous connections with the Thayer School?

DAVIS: Well, they reported to me as Associate Provost.

CARROLL: And what happened at the Thayer School that they required an Acting Dean?

DAVIS: I guess the Thayer School--was Myron Tribus ['42] was the one who was Dean and he left and we had a search that I guess one of the troubles was that we were aiming very high in terms of the persons and the position was just impossible to fill on that kind of a schedule. I had been...I can't remember. I may have been Chairman of the Search Committee. So it was easy to make this shift and the replacement was Dave Ragone who had been Dean of the Engineering School at Michigan and subsequently became President of Carnegie Mellon. We were in a big league.

CARROLL: When Dickey made it clear that he was going to step down after twenty-five years, was there any awareness on the campus of who might fill his shoes?

DAVIS: I don't think there was awareness. There certainly was a lot of talk about it. A lot of guessing.

CARROLL: What was the guessing?

DAVIS: Well, as I remember, Leonard [Rieser] and John [Kemeny] were the most often mentioned. I sort of draw a blank there. I don't know.

CARROLL: Why was John Kemeny's name cited so often?

DAVIS: I guess because he had made such a success of the Math Department and he had been brought into the administration a couple of years before in connection, I guess, with the capital fund drive. His job had to do with the raising of monies from the foundations and he worked for Leonard in that position as he was working for Leonard, of course, as chairman of the department as well. In that administrative connection, he worked for Leonard. So there was some joshing at the appointment of John as President.

CARROLL: What were the qualities that people wanted to see in the next President of Dartmouth in '70-'71?

DAVIS: I think there may have been a feeling on the part of the faculty that it might be important to have somebody who was a little less “old Dartmouth” oriented. The faculty and the institution as a whole had been, up until around that point, pretty confined to Dartmouth persons. (I am not making myself very clear.) And, in the beginning, as was the case in the Physics Department where none of the four that came in had prior Dartmouth connections.¹ That would have been unheard of ten years before that or earlier. So the faculty was beginning to be more nationally oriented, so I think there was some hope that the appointment of the President would foster the continuation of the move in that direction.

CARROLL: This was just after the time, too, of all the Vietnam War protests and all the turbulence on campus. Did that play a part at all on the kind of qualities they were looking for?

DAVIS: I think it certainly did. Yes. As a side line, I know that there were a lot of people who were very upset and saddened about the fact that John Dickey was going out on the shirt tails of this terrible period. It didn't seem fair when a person had put in that kind of effort and time to have his swan song be essentially ruined by the affairs of the country. Of course, there were violences at the end in terms of the Parkhurst Takeover, although we got out of it a lot better than many.

CARROLL: Did the Parkhurst Takeover take people by surprise or was it festering for a long time?

DAVIS: Do you mean the actual incident?

CARROLL: Yes.

DAVIS: It wasn't terribly surprising. There had been plenty of evidence that something like that was probable and I think we were very lucky that the Governor was who he was and he was very helpful. It was good to have the Governor being a Dartmouth graduate [Walter Peterson, Jr. '47]. [Laughter]

CARROLL: So then Kemeny is chosen to succeed Dickey. What were the expectations...

[End Tape 1, Side A — Beginning Tape 1, Side B]

¹ Professor Davis is referring to the hiring of himself, as well as Robert Christy, Willis MacNair Rayton, and Allen King.

CARROLL: I was asking you what expectations came with Kemeny to his new office as President?

DAVIS: Well, I think, as I said there was the expectation that he would provide the leadership that would get Dartmouth more in tune with the national picture and carry it into the next period with that strongly in mind.

CARROLL: Were there any dissenting voices heard when his election was made known?

DAVIS: I am sure there were, but I really can't remember anything specific. Of course, people at that point, I guess, weren't...I am having difficulty remembering when the coed thing really started.

CARROLL: It is the second year. The first year, the end of his first year is when they voted and the second year he is in power, they are putting it in place. It happens very quickly.

DAVIS: But there was a lot of preparation.

CARROLL: Yes. In fact, John Kemeny had been in charge or the head of a committee to look into coeducation before he became President.

DAVIS: Yes. That does ring a bell. Now, is that the committee that Leonard and Dudley Orr ['29] were on?

CARROLL: Yes.

DAVIS: Dudley Orr is incredible. He must be a hundred years old.

CARROLL: And on tape, thank goodness.

DAVIS: Super.

CARROLL: Was there any anti-Semitism that accompanied the announcement of Kemeny as President?

DAVIS: I think very little. I don't even recall anything of any substance and I think I would have if I had seen it. I would be pretty ticked at that.

CARROLL: Here he was. He was the first Jewish President of an Ivy League institution.

DAVIS: I guess that is probably right.

CARROLL: A pretty big barrier to break. How would you characterize him as a leader?

DAVIS: Well, over-poweringly smart. I think he was also very kind. You often think of leaders as being military and he certainly wasn't that. But he was, I thought, very strong. A very strong person.

CARROLL: How did he work within his administration? How did he work with Leonard and the people he gathered around him to get things done?

DAVIS: Well, there was a fair amount of...I would say more than a fair amount...a lot of committee work and it was run on a pretty "fair and square" basis. At least, I thought so. Much more so than in the Dickey camp where it was run closer to the vest, I think. I got along very well with John, so maybe I am biased in terms of how things went. I didn't get very far in learning really how to run the computer and he said, "That's okay. You've got the best programmer in town." He would always program my stuff.

CARROLL: Did you ever pick up the computer then?

DAVIS: Not really. He would be upset with me if he were alive today. I certainly used the computer tremendously, but I would always tell people what I wanted and it was usually when we were riding back from Boston on the bus at night [with Kemeny] when we were developing stuff. He would stay up all night and then bring in the completed thing in the morning. Really neat.

CARROLL: I have heard that he was a night person.

DAVIS: You bet your life!

CARROLL: How did the College function when they had a President who really wasn't in the office, I gather, until 10:00? Who took over when he wasn't there?

DAVIS: Well, he had strong help in the way of kind of the chief of staff in the presidential, national presidential thing. [Gilbert] Gil Tanis ['39] was doing that when John first came in and then [A. Alexander] Alex Fanelli ['42] was doing that for most of the time. He also had stronger support people below that. Ruth LaBombard was a very important person and, an aside, we used to start the academic year with a weekend at the Minary Center. The top officers would get together and we would stay out really late; but then John slept in, so he was kind of working his regular routine. But the rest of us would get up at our regular time which is like six-thirty and John would drag in around, as you said,

10:00 or 10:30. But it did allow us to get our athletics and so on out of the way.

CARROLL: He wasn't an athlete, I take it.

DAVIS: No, but he was certainly a knowledgeable athletic person. We had a series of annual baseball games with the Physics Department against the Math Department and John would always play, except for the year I guess he and Jean were returning from an around-the-world tour.

CARROLL: I understand they were in India.

DAVIS: Yes. He drove up in the afternoon of this game in, I guess it was his Thunderbird. He had just landed in Boston or whatever and he drove up to the game, which was on the Green just to learn that the Math Department had once again defeated the Physics Department.

CARROLL: Was this an annual event that the Math Department defeated the Physics Department?

DAVIS: Yes. It seemed to be. We had even a semi-pro guy we brought in one year. [Laughter]

CARROLL: A ringer.

DAVIS: Well, sort of. He was the husband of one of our secretaries. I don't think we were supposed to use people that far removed from the real members of the department.

CARROLL: Then you became Vice President for Budgetary Affairs under John.

DAVIS: The title, as I remember it, was just Budget Officer.

CARROLL: Budget Officer. Okay. That's what you called it.

DAVIS: Yes. I can look it up on the appointment letter.

CARROLL: It is now officially in the history of Dartmouth [ORC—Officers, Regulations and Courses] publication. It is now called Vice President, but we can call it "Budget Officer."

DAVIS: Well, it was vice presidential rank. That was clear.

CARROLL: What were your responsibilities in that role?

DAVIS: Well, it was to develop a budget scheme that was to be organized according to the responsibility makeup of the administration and the

budget was to include income as well as expense and it was to assign to various cost centers their funds. So, it was the development of this chart of accounts, if you will. But then, along with that, reporting...I guess I shouldn't say that. That was the initial budgeting. Then the way it turned out was that, when I became Treasurer, they added a bunch of other administrative functions to the position like the Comptroller reported to me. The Student Loan Office reported [to me]...the internal audit...a number of administrative functions like that.

CARROLL: Now did the Budget Officer become the Treasurer of the College or are they two separate offices?

DAVIS: They are two separate offices. The Budget Office reports to the Treasurer.

CARROLL: Okay. So you were there in the Budget Office when the oil crisis hit in '71, I guess, '72 when it first happened.

DAVIS: Yes.

CARROLL: How did the office deal with what must have been unexpected charges beyond anything they could have imagined?

DAVIS: Well, there are always those things. That's an easy one to identify. It was on the public's mind; but there are always these unexpected problems that [which] come out, almost always federally involved. [For example] over the last twenty-five years, there have been just enormous problems with the financial aid where the change in federal funding really wreaks havoc with the planning that has been done. We were involved, of course, with the efforts made to reduce the use of oil and develop programs where internally we would reward areas that were coming in and using less oil than what was budgeted and allowing them to keep, for example, part of the amount that was available because of their utilization. Of course, that went on for a number of years.

CARROLL: Did that oil crisis hamper Kemeny in any way because of the financial constraints that had been put on him?

DAVIS: I don't think that it was an enormous constraint. It certainly was a bad thing. I have in the back of my mind something I wanted to say before.

CARROLL: It may come back. Was the Hanover Inn under your office?

DAVIS: No.

CARROLL: Okay. I was wondering because I had come across an item that said that until '72-'73, the Hanover Inn had been running in the red and that it had been turned around. I think it was quite triumphant. I wondered if that was part of the financial concerns.

DAVIS: As Budget Officer, we were involved in everything; but the responsibility was more divided. Now, in the case of the Inn, they reported to the Vice President for Administration, which was [Rodney] Rod Morgan ['44]. So he was...I guess it was [Robert] Bob Merrow at that point who was the actual Manager of the Inn. They would be the people who were responsible for the improvement of the bottom line, but we would be, in the Budget Office, we would be saying "Can't you get that bottom line even better?"

CARROLL: How did they turn the Inn around? Do you know?

DAVIS: I don't know specifically. I know that it was a combination of just selling it, on one hand, better. Making it more attractive in terms of getting better utilization out of it. I don't think it was any single thing, although they did add a function room on the second floor that was very income oriented and, for a spell, they made pretty good money out of it. What was the one in the basement? I can't think of it.

CARROLL: I have only been there once or twice. There is sort of a pub-like room down there. If that's the one. "Old Pine." Is that it?

DAVIS: That's very close. They ran that as a night club for a while. Just things like that. So they were not afraid to spend money to make money and I think there had been a certain amount of reluctance to do it, particularly in the last years of [James] Jim McBates.

CARROLL: Was the idea or the question of coeducation discussed with you in the Budget Office before they presented it to the trustees and the alums?

DAVIS: Well, there was a--highly involved in that discussion was a consulting firm.

CARROLL: Was that Cresap?

DAVIS: Cresap, McCormick and Paget.

CARROLL: That's right.

DAVIS: I was very much involved in developing the cost and enrollment material for those committees and the board. The way it worked, as I remember it, is that I did the development of the proposal, with the

Cresap people essentially doing an audit of that. Now, it was never defined that way, I don't think. I remember that was the way it developed. That was quite a big effort. The enrollment estimates were more involved in some ways than the dollars and we were moving then to the business of the year-round operation, which was a new kind of thing not only for Dartmouth, but there was no place to go where you could get much help.

CARROLL: Did you have to factor in, when you were doing these cost analyses, what it was going to cost to convert the campus to a coeducational...

DAVIS: Yes.

CARROLL: What kinds of concerns were involved in that?

DAVIS: Well, there were quite a few as I recall. In an area by area build-up of the costs that we thought were necessary, athletics, for example, you would have to come up with a physical plant alteration that would provide locker/shower facilities for the women. Fortunately, I guess, at the time, the federal people were not saying that they had to be exactly equivalent: that the men's and women's had to be exactly equivalent because there certainly was no way that we could do that. They are now, I guess, pretty close. The design of the budget system included in each of these cost centers, of which there were some twenty, an administrative office, but also a budget person in that area. For example, in the case of the Library, there would be a principal person who was responsible for the operation of that cost center, which would be Margaret Otto. Then there would be a budget person under that responsible person that would do the day-to-day monitoring of the expense and revenue, provide our office, the Budget Office, with materials that we were requesting for the budget for the following year and so on.

Each of these twenty-odd centers then were contacted and estimates were made and what they would require to deal with the coeducational program over a realistic time base. So then these were aggregated and put together, depending on the rate of how fast you could do it and how much it would cost. It was a pretty involved kind of a calculation, actually.

CARROLL: Was it a hard sell to present the year-round plan to both the students and the alumni?

DAVIS: Yes. I think it was much harder to present it to the alumni than it was to the students.

CARROLL: Why was that, I wonder?

DAVIS: They didn't want to see it change.

CARROLL: The same problem with everything.

DAVIS: Yes. Then, of course, it was a delicate situation because you were counting on those people for your existence over the long term. It got people aroused to the extent that it did make some of them so angry that they stopped their giving.

CARROLL: Do you have any idea? Was this a large number of people who did not give or was it a small number? [INTERRUPTION] We were talking about alumni who had pulled back some of their giving and I was asking you if you had a feeling of how many that might have been or what kind of numbers.

DAVIS: It was significant. Yes. I don't really know. Ten or twenty percent, I would say.

CARROLL: When coeducation was presented and voted on by the Board of Trustees, there was a hue and cry, from kind of a minority of the alumni, but they wrote quite a bit, what was the debate like on campus?

DAVIS: I think the faculty were primarily positively inclined, so there wasn't that business there. Then the administration was . . . I don't say it was in total, but it certainly became clear that that was the way that we were going and they didn't want to get too involved in opposing. The students, of course, particularly the fraternity wing was pretty vocal and there were incidents, of course. There were practice visits, an exchange program with sister institutions [Twelve-College Exchange], in which women would come to Dartmouth and we would send men to women's colleges. That was always...Dartmouth was a very sought-after place to come. Meryl Streep came.

I think those poor women didn't have a very good time. They were put upon in a nasty kind of way. I am not sure they were to the extent of The Citadel's situation, but I expect that it got close. My wife would know more about that than I do. But I was not too close to that sort of thing.

CARROLL: When you were running the numbers for coeducation and what that would mean, did you also run the numbers for what an affiliated school would cost? I know that there was some talk about establishing a women's institution.

DAVIS: Across the river. Yes. I don't think we ever did very much with it. I think maybe roughly, but maybe kind of on the back of an envelope thing as opposed to a full scale, full blown thing because it took quite a while and we were, I think ...we felt it was...I guess I felt that it was, anyway, important that these cost centers be really an important part and parcel of the calculations. So they would really be on our side when we came out with the final product, that it was something that they could agree with or, if they didn't agree, we would know why. So to do something like the one across the river would have been really time-consuming. So, as I remember, we didn't do anything fundamental about that, although it certainly was mentioned.

CARROLL: What arguments do you think persuaded people that coeducation was the right move at this time for Dartmouth?

DAVIS: I think the need to feel competitive and, when most of the closely competitive members of our friends were going that way. So, realistically, there wasn't anything else to do.

CARROLL: Was there a fear that you would lose an applicant pool if you didn't go coed?

DAVIS: Yes. I think so.

CARROLL: At this point, too, Kemeny comes in and he really introduces coeducation or the idea of coeducation, and the other thing he does is that he broadens up the kind of people who are made trustees of the institution. He asks for younger trustees. The first woman trustee is put on. How did he change something as set in stone as the Board of Trustees?

DAVIS: Well, it wasn't easy. He had...fortunately, there were a goodly number of them that were really solid folks on these issues. There were a number of them that were as wildly anti as you could imagine. It never was unanimous. The votes may have been, but it never was in reality, I don't believe.

CARROLL: Did having a different makeup on the Board of Trustees make decisions easier in some ways or were different kinds of decisions coming out of that Board of Trustees?

DAVIS: I don't follow you.

CARROLL: I guess what I am wondering, after they begin to change who is on the Board of Trustees, do different kinds of decisions get made? Is it easier to pass a more forward-looking agenda?

DAVIS: Yes. I guess so.

CARROLL: I am going to change a little bit of the focus because you have seen really big changes in the sciences during your lifetime, and I was wondering how has teaching in the sciences changed at Dartmouth during those years that you were associated with them?

DAVIS: By teaching, do you mean the individual?

CARROLL: Or the kind of shapes of the department's decisions, courses offered, that kind of information.

DAVIS: I'm not sure I know exactly how to say...

[End Tape 1, Side B — Beginning Tape 2, Side A]

CARROLL: The Sciences...as you say, you haven't taught for a while in the Sciences, but the Science programs under Kemeny began to really grow. They had graduate students, for example.

DAVIS: Oh, that's very true. Good point.

CARROLL: How did that come about, the graduate programs in the sciences? Do you know?

DAVIS: Yes. I can speak a little bit about that. When I arrived there, there were masters programs in several of the science departments. In Physics, there was a tiny masters program, for example. Along the way, then, the Math Department proposed giving a Ph.D. program in mathematics. This was, I would guess, in the early '60s. That was debated over some years, the argument having to do with the fact that, in order to attract the proper sort of faculty, there had to be graduate students in order to keep the mathematics research, etc. in proper scale. That was argued at some length, I'd say, for several years. Once the Mathematics Department had won that battle, then other departments in the sciences came forward with programs of their own. And over the next decade I guess or maybe fifteen years, the doctoral programs were opened up in a number of the departments and rules were established which said things like "The number of graduate students in totality shall not exceed 300." Is that a number you have seen?

And I think in some ways, some of the programs have suffered a bit in terms of their continuing to break new ground as they go forward. I am not saying that very well, but I have the feeling that there isn't as much inclination, interest in those programs now as there were in the days of their initiation. It has been, I think, a disappointment to some that those programs have not been extended to the Humanities or the Social Sciences; but, as I understand it, those divisions or departments are really not totally interested in going that route. It makes for an unbalanced institution in a way. I don't think it is terribly healthy.

CARROLL: How was the funding organized for graduate students? Where did the money come from?

DAVIS: The money comes largely from federal sources. Then, in some ways, it was supposed to and I am sure that it didn't work out in some cases, the number of faculty FTE was reduced because the graduate students were going to accept some of the load, particularly in the . . . and it does make sense . . . particularly in the undergraduate laboratories, for example, where the graduate students are probably better than faculty members at teaching the lab side of things. They are going to be there. The faculty tend to drift away for coffee time or whatever.

CARROLL: Was it difficult to attract graduate students to Dartmouth?

DAVIS: Yes, it was. At least in Physics, it was. We always got some good ones, but we, I don't think, ever were at least in the days when I knew something about it, we never were able to get the kind of selection that was possible at the undergraduate level. You know, where you are really throwing away a lot of good people. In the graduate case...It may be better now. I hope so...you were scratching to fill the class.

CARROLL: How do you persuade someone to do their graduate work in physics at Dartmouth?

DAVIS: Pay them. [Laughter]

CARROLL: That would do it.

DAVIS: Yes.

CARROLL: Do you remember ...I am sorry. Were you going to say something?

DAVIS: Yes. It was a combination of things like geography. A lot of . . . particularly physics people like the outdoors and it is going to be better. They are going to find it better to do their degree work at Dartmouth than Columbia, so you make a package that includes making sure that

they know about that aspect of Dartmouth. But you have to be competitive on the financial side. It's not exactly buying, but it sort of is.

CARROLL: Do you remember when computers were introduced onto the campus?

DAVIS: I don't remember when. Not really the great influence of the Macintosh or anything. I remember the party that Tom Kurtz and John gave in the basement of College Hall, I guess it was then, when the first time-share computer was opened or turned on. It was a pretty neat party. I think it was about the size of that. [Laughter] It was equally slow.

CARROLL: But revolutionary.

DAVIS: But revolutionary. Oh, Yes.

CARROLL: And how quickly was the idea of using computers in course work assimilated into the courses?

DAVIS: It would depend. In some cases, it was almost instantaneous; but in other cases, it is not there today. John, of course, kept the pressure on that thing because it was important to him to be able to say to such and such.

CARROLL: When you were in the Budget Office when they had to wire the campus for computers, and I am wondering where the money came from to do a really large project like that?

DAVIS: That was after me.

CARROLL: Really?

DAVIS: Yes. I know about it and I think that the money came from grants. If that wasn't enough, they used unrestricted endowment money. But that was an enormous project. They are just doing it again, I see.

CARROLL: Yes, they are.

DAVIS: Updating the...the optical...

CARROLL: That's right. Faster lines.

DAVIS: The optic lines. Yes.

CARROLL: Do you know why the decision was made to choose the Apple computers as opposed to IBM-like computers?

DAVIS: I really don't. I may have at the time, but I think it was...certainly it was at the end of my activity. Even today, they say that the Macintosh is at least as good, if not better, in the educational end of things, as the IBM or the PC.

CARROLL: And you were also there when the Affirmative Action plan was written and the first one was implemented.

DAVIS: Yes.

CARROLL: How did it come about that they decided to write an Affirmative Action Plan? Do you know?

DAVIS: The federal government said so.

CARROLL: But Dartmouth does it before. They are the first Ivy League to do it and they do it before there is the demand by the federal government that there be one.

DAVIS: That is probably true. What was the date on that? Do you remember?

CARROLL: I knew that you were going to ask me. I want to say '74, but I don't know that for a fact. I don't have it written down.

DAVIS: Yes. It probably was because certainly there were plenty of Affirmative Action officers on duty before I left, long before I left. Who was the first one? Margaret Bonz.

CARROLL: Margaret Bonz and the first permanent one was Errol Hill.

DAVIS: Oh, yes, right. Errol Hill. And [Allen] Al Richard, I guess. I suspect that it was just John's way of doing things. That certainly would be, looking back at it, consistent with my memory of his approach to things. I don't remember who wrote the thing.

CARROLL: It was a committee.

DAVIS: It's always a committee. It is safe to say that. [Laughter] Who wrote the thing?

CARROLL: I don't know for sure, but Errol Hill, I know, was on the committee and played a large part in it. And Margaret Bonz, as well. As always, with every committee, there is a kind of changing group as people cycle through, so it is hard to know. Those are the two who stayed throughout the process. I just wonder what you thought that plan meant to the community, if it was discussed, because it was not mandated. It was voluntary and how seriously people took it.

- DAVIS: Well, as time went on, they took it terribly seriously and it was very expensive. The length you had to go to satisfy the requirements of the program where you had this pool and certain percentages of this and that. It was very difficult. And, of course, it extended throughout the institution in a sense in that both faculty and administrative officers had to advertise. That was...and I guess still is...very expensive.
- CARROLL: Do you think the decision to write the Affirmative Action plan was at all linked to the increasing diversity of the student body? Or are they separate . . . Are the faculty and the student body so separate that they are not linked?
- DAVIS: On that issue, I don't see that they...I am getting confused now. Did the Affirmative Action program extend to students?
- CARROLL: No, it didn't. It was mostly for hires among faculty and administration.
- DAVIS: Yes. Yes. Okay. But then, on the national scene, you get this business of...didn't that come up in a case in California in regard to the graduate students?
- CARROLL: That's right. That there should be a number of places that are relegated or allowed for minority groups. That's right. I'm not sure it was ever mandated among the student body, but certainly Dartmouth was well underway toward diversity by this time.
- DAVIS: Oh, Yes. We did very well on that, as you said. I remember that. Where the argument came up was where you had these goals and then the Dean's office would say to the Chairman of so and so, "You haven't met your goal." So we had real arguments and real problems. That was not easy.
- CARROLL: Well, immediately . . . when I read about all the things Kemeny did the first two years he was in power, I am just awestruck because he begins coeducation; he also makes his commitment to educate Native Americans. What prompted that on his part?
- DAVIS: I think just the fact that historically Dartmouth had been connected with the education of Native Americans, but really hadn't done anything. We did get in those days a few Indians and I think, in particular, some...I wouldn't say noisy ones . . .
- CARROLL: Vocal.
- DAVIS: Vocal. Right. [William] Billy Yellowtail [Jr. '69] and some of those guys. That again, is the sort of thing that fits John's personality. He

was not afraid of biting off another program or suggesting another program.

CARROLL: When he is suggesting all these programs and there begins to be the Native American Studies, what was then called Black Studies and then became African-American Studies and Women's Studies, where was the money coming from to fund all these programs?

DAVIS: Well, that would be the unrestricted, probably, unrestricted endowment monies. There is certainly no specific program, I don't believe, for the education of Native Americans nationwide; but, of course, the numbers are small enough that you could sort of fit them in. Oh, one thing that you haven't mentioned is the ABC Program.

CARROLL: Oh, that's right. Do you want to talk about that a bit and what it was?

DAVIS: Well, that was back in the Dickey time and the idea was that you would admit high school, secondary school students to good secondary schools and you would get them out of the ghetto or whatever kind of experience was underway. And most of these, at least in the initial stage, were private schools that were involved. Dartmouth took...I remember the first meeting of that. We sat around the table in the President's office and we were just trying to decide about whether to go forward with that idea and I think at that meeting or the next one the ABC initials came up. A Better Chance was decided would be the way to describe it. And Doc [Dean Charles] Dey ['56] was named director. That extended rather soon to high level...secondary schools of a public nature so there were a fair number of programs in the Upper Valley, in Hanover and Woodstock schools and...

CARROLL: Interestingly enough, I read there was a program specifically for Native Americans in Hartford, [VT].

DAVIS: Yes.

CARROLL: Which I thought was interesting.

DAVIS: That's true and there the money came from mostly foundations, private foundations, and I guess, as far as I know, the program is completely gone.

CARROLL: Yes.

DAVIS: There may be residual tablets or something on the wall in certain institutions but, other than that, I guess it is all gone. But I think it did

fulfill a real need at the time and it made some good sounds for the College.

CARROLL: I have always wondered, and maybe you know the answer to this, how they persuaded mothers to let their sons...as I understand it, it was all boys...to let their sons go into this foreign environment away from home at a very young age?

DAVIS: I don't know. I guess it was just...was it all boys?

CARROLL: As far as I can tell, it was all boys.

DAVIS: Certainly, all the ones I was involved with were boys. I mean, we would be the foster parents or whatever. I don't know how that was actually handled in terms of persuading the mothers to let their precious ones leave. I suppose, in a good many cases, they were glad to see them out of their...

CARROLL: Out of dangerous situations, perhaps, too.

DAVIS: Yes. They certainly were.

CARROLL: How easy was it to integrate those students into an area like the Upper Valley?

DAVIS: I don't know. As I remember it, it was reasonably smooth. Part of it was due to the fact that a certain fraction of these people were good athletes, so if you've got a 6'4" chap from Philadelphia, it all worked out.

CARROLL: After the ABC Program, there was also a program known as the Bridge Program. Do you remember that?

DAVIS: Yes. They would bring in students the summer before the beginning of freshman year to upgrade their...particularly math and English backgrounds, I guess. Yes. That was sort of, as I remember, sort of "iffy" in terms of what we actually were going to do with them and the uncertainties that were raised about their coming. But it did go on for a number of years, I guess. Maybe half a dozen years. It was an important component of an extended freshman week, freshman trip.

CARROLL: About the same time as there was increasing diversity in the student body, there starts to be a debate about the Indian symbol and I wondered...what is the history about the Indian symbol? Do you know?

DAVIS: Well, it was never an official College symbol. It had to do, I think about the 1920's where a Boston sports writer said that that would be a good logo or a good mascot. So I think that developed simply from that and it really did get wild in the sense of semi-naked guys with paint on running around at the football games. It was sort of like they were the cheerleaders. Of course, that was a very good symbol around which to organize anti coed. All of that is related.

CARROLL: And those who argued to keep that Indian symbol, what was their position?

DAVIS: Do you mean the faculty?

CARROLL: The faculty, the alumni, students. Why was the Indian symbol so dear to them when it really was a fairly new thing?

DAVIS: Well, a lot of them forgot that it was a new thing. It was just...here you are bringing in women and now you are going to take away the Indian symbol. To some, it was evidence of the College's total interest in change. It was just that they are going to ruin us one way or another, and here is another way.

CARROLL: When did the idea of "the Green" come in?

DAVIS: Well, they had these contests, you know, about what to use instead of the Indian symbol and I guess all of them had failed except "the Green," which is totally innocuous. And the only other one, I guess, that does it is Stanford which has crimson. No.

CARROLL: Harvard has the Crimson.

DAVIS: No. Stanford is...it is another red color. Well, it doesn't make any difference.

CARROLL: There is a big move afoot now for the moose.

DAVIS: Oh, on campus? For the moose?

CARROLL: The moose.

DAVIS: What does that mean? I mean, is it somehow . . . is it a big . . . a lot of talk about [President Theodore] Teddy Roosevelt and the Bull Moose party. Is there a relation there?

CARROLL: I don't think so. I think they are trying to find something that they can identify as Northern New England...large and powerful.

DAVIS: Dumb.

CARROLL: And dumb. That too. I don't think they thought of that. Apparently the bears are taken over by, I guess, [the University of] Maine.

DAVIS: Yes. That's right.

CARROLL: So there is a limited number of wildlife left. [Laughter] What I am wondering, too, is were you involved with the Thayer School when they were trying to raise money in building the Murdough Center and that connecting bridge? What prompted the building of that connector between Thayer and the Tuck School?

DAVIS: Well, there was a committee that was chaired by [John] Jack Dodd ['22], who was a Trustee. I was on that committee as secretary, I guess. The idea was that this committee was supposed to explore programs that would combine the expertise of the Thayer and the Tuck Schools and it was [hoped] to be the programmatic equivalent of the Murdough Center. I guess I would have to say that the outcome of that, the committee's deliberations, was not very significant in terms of finding any or finding very little in the way of actual programmatic combinations of Tuck and Thayer. So the building went on anyway and became primarily a Tuck facility in terms of its utilization, although I guess the library has been a dual purpose thing in a significant way. The facilities were mostly tailored to the Tuck instructional program, as you have probably seen in those [classrooms]. As I remember it, the building was built so that additional floors could be added.

CARROLL: Oh, I didn't know that.

DAVIS: I'm not sure that it actually happened, but it was supposed to be the...John Dickey had the...I guess it was towards the end of his time...he was arguing that the College should be thinking in terms of expanding upwards as opposed to outwards. So he was particularly enamored with the idea of putting on top of the Murdough Center or an equivalent building...I don't think, at the point I am talking was built yet...a fancy dining room on the top floor, which would look over Vermont. It would be a beautiful view.

CARROLL: A beautiful view. Yes.

DAVIS: You could see the Norwich church. So that was sort of in the mill. But they have added now to the back of Tuck School where Stell Hall was. I don't think I have ever actually been in it. The building that I think is now designed to be what those additional stories on Murdough was, so

it is another program that never flew...much as the increased science space...

[End Tape 2, Side A — Beginning Tape 2, Side B]

[Part of narrative not recorded. The following dialogue refers to the planning for a science facility in the 1970s.]

DAVIS: ...architecture that would go down the street that the Fairchild Center is on towards what was the Medical School.

CARROLL: Oh, I see. Where the Burke Lab, Laboratory, is now.

DAVIS: The model of that was really a beauty. Then they were simply trying to provide an estimate of how much space the College could usefully get out of that area and the building that they had was six times the size of Hopkins Center.

CARROLL: Really?

DAVIS: Beautiful building. It was never going to fly.

CARROLL: Never was realized.

DAVIS: No.

CARROLL: Can you think of any other major events in John Kemeny's election or John Kemeny's presidency that we should talk about?

DAVIS: Along the financial aid lines, John came in with the idea that an expanded loan program [DELC, Dartmouth Educational Loan Corporation] would be a useful thing to have available for funding students and one of the very first things that he did when he came into office was to make an application to the Sloan Foundation for funding to support this idea, to develop this program. So there was a group of...I think the initial group was...he went to the other colleges in our area and a lot of this came, I think, a group of eight which included Princeton, Wesleyan and a number of others. Obviously, there are lists in the records of who they were. Out of this came a report called the Sloan Committee Report and it included the recommendation for establishing such programs and one of the other recommendations was that the group should continue to exist and be available for studies or whatever on not necessarily financial aid, but costs, etc. across the

board in our institutions and so we put this together and I think it was called COFHE [Consortium on Financing Higher Education]. The initial group was expanded from eight to thirty. It included all the Ivy Leagues, Wesleyan and Amherst and so on. It was then nationwide because it did go to Pomona, Stanford and whatever. That is still going on.

CARROLL: What did they do with the COFHE group?

DAVIS: Its basic focus continued to be to financial aid to students, undergraduate financial aid. But it was then available for any kind of idea. You would make your presentation to the COFHE group which met every quarter and it was pretty elaborate. I was Dartmouth's representative for many years on COFHE. Along the way, I guess [Alfred] Al Quirk ['49] replaced me somewhere in the McLaughlin years. But that has got to be a big thing. It has kept these groups talking on the side [inaudible]. It did then provide the federal government with an easy way of claiming that there was collusion in terms of the setting of tuition, room and board, and rates.

CARROLL: Was it discussed how much financial aid each institution had?

DAVIS: Yes.

CARROLL: Oh, I see. And it continues to operate today?

DAVIS: Yes. I saw a reference just a couple months ago. They say the executive director of it...it has an office and so on, and the employees, like six or so. As far as I know, when I ended my tenure there, the office was at M.I.T. It was here for a while at Dartmouth...over in Norwich in a rented space. The executive officer is a woman who was...she must have been director now for fifteen years.

CARROLL: Who is that?

DAVIS: I'm trying to think.

CARROLL: Did any of your children go to Dartmouth?

DAVIS: No.

CARROLL: I always wondered if you grew up around an institution, if you have any desire to see more of it.

DAVIS: Yes. I had only one who was interested. We have five kids, only one of whom was interested.

CARROLL: I think it would be hard. I grew up around Ohio State and I never wanted to go there.

Were you surprised when John Kemeny made his decision to step down as President?

DAVIS: I guess not. I think he had gone in with the understanding, I guess, that it would be no more than or some time...that number was not inconsistent with...ten or eleven.

One of the things that might be mentioned that he did that I always found fascinating was the Three Mile Island period. It is one I was interested in because it meant that a lot of us took more responsibility for that period. But I thought he did a magnificent, magnificent job but it took its toll. He came back more tired, I think, than . . .

CARROLL: How did the College operate when he was no longer there on a day-to-day basis? Did everyone just do twice as much or take on extra tasks?

DAVIS: Yes, that's about the size of it. Some things didn't get done or didn't get done as rapidly. I remember I was on the phone with other Ivy League presidents because he wasn't there to talk about some kind of athletic problem. There are always athletic problems. [Laughter]

CARROLL: Why is that?

DAVIS: Because the Ivy League is really an athletic league. The rest of it...I mean, that's what it is and, although it is more...there is a council of the Ivy League presidents and there is a guy who used to sit at Princeton...I don't know where he sits now...that is the Ivy League office, but it is mostly things like now we have freshmen on football teams.

CARROLL: For years they didn't, didn't they?

DAVIS: No. They didn't. That's right.

CARROLL: Why did they change?

DAVIS: Oh, everybody else did it that way.

CARROLL: Did anyone try to persuade John Kemeny to stay in office longer or was this pretty much his own decision as to what he was going to do?

DAVIS: I suspect that that was not a useful thing to do that. He made it clear that it was not a useful thing to discuss. I don't know. I am sure that he had conversations with individual trustees on the matter, as well as

the board, as a whole. I suspect he did. The other thing is that the timing . . . historically they thought, I guess, that it is useful for the president in office [to] leave slightly prior to the end of the latest major fundraising effort.

CARROLL: Oh, yes.

DAVIS: So you distribute the...“You may not like Dickey, but you like Kemeny, so send your donation.” So that’s happened each time. McLaughlin left a year or so before the end of this one . . . not the latest one, but the prior. Because we just finished one, right?

CARROLL: We just finished one. That’s right.

DAVIS: So that’s broken the chain because [President James O.] Freedman should have resigned...

CARROLL: Right now.

DAVIS: Right now or six months ago so that the final total would include the ones that don’t like Freedman.

CARROLL: I have never heard that before. That is a clever thing to do.

DAVIS: Dickey did that and so did John.

CARROLL: Now the Dickey campaign was the Third Century Campaign. Right?

DAVIS: Third Century Fund.

CARROLL: Third Century Fund. Then Kemeny’s was Campaign for Dartmouth.

DAVIS: Campaign for Dartmouth.

CARROLL: Okay.

DAVIS: You identify them by men, too. [George] Colton [’35] or [Addison L. “Ad”] Winship [’42].

CARROLL: Of course. That’s right. George Colton. I will be talking to him tomorrow, actually.

DAVIS: Oh, you are going to Peterborough?

CARROLL: He is actually up in Hanover, so I will speak with him there.

DAVIS: Say “Hi.”

CARROLL: I will. When Kemeny announced that he was going to step down, what were the qualities--what was the scuttlebutt as to who should succeed him and what kind of a person should succeed him?

DAVIS: I think the hope was that it would be a person strongly academic, but...I guess I wasn't so much interested. I was beginning to get sick and from then on, I was not really as much involved.

CARROLL: Were you surprised when David McLaughlin ['54] was named as a successor?

DAVIS: Yes.

CARROLL: Why?

DAVIS: It just didn't seem sensible in view of the...I think I was disappointed in the sense that I felt we had reached a pretty significant level in terms of things that John had been able to do and to increase the level of intellectual growth or the intellectual level of the place, which had far exceeded that of the Dickey Administration. And I felt that that was in danger...that forward speed...forward progress...would be endangered by the leadership that was not so strongly focused or not likely to be as strongly focused on the intellectual background...the intellectual level of the place.

CARROLL: Had you known David McLaughlin before he was elected President?

DAVIS: Oh, yes. As a trustee. Yes. Chairman of the Trustees. Yes. I had known him quite well, I thought.

CARROLL: Many people have said to me that they thought he was a wonderful trustee, that he had the ability to control the Board and support Kemeny. Is this the impression that you had, too?

DAVIS: Yes. I would give him pretty high marks on that score.

CARROLL: He had such a positive term as Chairman of the Board of Trustees. Why do you think it was that the faculty was so universally . . . the large percentage of the faculty seemed to be vocally dubious as he comes in as President?

[INTERRUPTION] I was asking you what you think was the reason for faculty animosity against David McLaughlin as he entered.

DAVIS: I suspect that it was more against the--I suspect that it was not personal. I suspect that it was the figure, the C.E.O. I don't think they were much impressed with his spoken word. It is one thing to be able

to run the meetings and make decisions and all that; but, it is another thing to articulate the directions in which you are going to head. He was not impressive as a speaker in terms of, I didn't think, in terms of the message that he was trying to deliver.

CARROLL: McLaughlin, himself, has said that the switch from a corporate to an academic setting was difficult at times and I was wondering what do you think he meant by that.

DAVIS: I think he meant that decisions are very difficult to finalize, that there is always going to be...In a corporate setup, the C.E.O. can more or less run the show. There may be griping, but if the griping is too loud, then you "can" them. You can't do that. And I think he found it difficult to work with faculty that had a different kind of a corporate relationship.

CARROLL: Every president, when he comes in, wants his own administration. McLaughlin came in and really changed some of the basic makeup of the President's office and I was wondering...a lot of controversial things happened rather quickly. Rod Morgan leaves and Dennis Dinan, who is head of the *Dartmouth Alumni Magazine*, is asked to leave. Do you know what the circumstances were surrounding that kind of a shakeup?

DAVIS: I don't.

CARROLL: So did a lot of people I have interviewed. There seems to be a lot of mystery around those events.

DAVIS: Yes. Unfortunate mystery.

CARROLL: Yes. I was wondering . . . how would you characterize David McLaughlin's administrative style as opposed to John Kemeny's when you contrast the two men?

DAVIS: I don't think Dave McLaughlin got deeply into a lot of things, but Kemeny was a very fast study and he also made sure that, if he didn't understand it, that he kept talking until he did. I am just not sure that David was that thorough.

CARROLL: Did he delegate more than David McLaughlin?

DAVIS: I think he delegated less.

CARROLL: Oh, okay. In 1984, David McLaughlin really pushed through the return of ROTC [Reserve Officer Training Corps] to campus against the

wishes...the very definite wishes...of the faculty not to. Do you remember that occasion?

DAVIS: I remember it. Yes.

CARROLL: Why do you think he was so adamant about the return of ROTC?

DAVIS: I think that he probably, at that point, found that that was the wish of the Board.

CARROLL: I see.

DAVIS: I don't know, but...I think there may have been, when it left, kind of under-the-table agreements that it would be returned at a proper time or whatever and the proper time came. I don't know, but it is conceivable.

CARROLL: One thing that McLaughlin did quite a bit of is building. He built quite a few key structures on campus and refurbished a lot of the old dorms and dorms space.

DAVIS: Yes.

CARROLL: Was this a high priority for him? Do you know? This building campaign.

DAVIS: Yes. I think so. Some of it, there is no question. It was badly needed, I think.

CARROLL: Like what?

DAVIS: Well, I think the dorm situation was getting pretty iffy in terms of the over-crowding like at Smith. The story used to be at Smith College that they would [over enroll the freshman class. They would then use their health service as dorm space. By the middle of the year, students dropped out, thus freeing up space in the dorms.]² It was getting preciously close to that at Dartmouth. I am not sure that some of the details on that were not overplayed or overdone, but I think some of the real reasons were quite proper.

CARROLL: There were so many buildings. There was the Berry Gym [Sports Center]. There was the Hood Museum. There was the Rockefeller Center. I think the money was raised under Kemeny, but the building was built under McLaughlin. When you look at those, what do you

² For clarification, editor and narrator changed the wording.

think was the most significant contribution that he did, in terms of the structures on the campus?

DAVIS: Do you mean artistically?

CARROLL: Or functionally, too, I suppose.

DAVIS: Let's see. You said dorms, the Rockefeller building. What was the other one?

CARROLL: The Hood Museum and the Berry Gym.

DAVIS: Well, I like the Hood Museum. My wife worked there. [Laughter]

CARROLL: It is a beautiful . . .

DAVIS: Yes. It is. I guess probably Rockefeller has made its way, made some real difference. Berry Gym...I think...I personally have the feeling that it was sort of underdesigned. Immediately, then, we...when you build a thing and we get a successful basketball team for once, and now you can't get a seat. [Laughter]

CARROLL: That's right. The most controversial part of McLaughlin's presidency may well be the issues surrounding divestiture of those companies in South Africa.

DAVIS: Yes.

CARROLL: Were you still around and involved when that whole controversy took place?

DAVIS: Yes, but I wasn't doing very much. I got sick at the beginning of the decade and it was down hill from there.

CARROLL: So, on the whole question of divestiture, you didn't follow that closely.

DAVIS: I followed it, but I didn't have much to say on the matter. It was an investment discussion by and large and I was not responsibly involved in investments anywhere along the way in any real sense. That was under the Kemeny administration, too. There was another office. We did the accounting for the investments, but that was it. That was a big deal [divestment] though. There is no question. You are right.

CARROLL: Do you remember the shanties being built in the center of the Green?

DAVIS: I remember them. Yes.

CARROLL: I was just wondering. They became such a locus for unease and unrest.

DAVIS: They certainly did. Yes.

CARROLL: Do you remember...were you surprised by how long David McLaughlin left those shanties stand in the center?

DAVIS: I don't remember.

CARROLL: I was just curious. The last thing I really want to talk with you about is fraternities and the question of fraternities, because it has been a periodic question at Dartmouth since World War II basically. I am wondering why do you think that the fraternities are such a problem or are perceived as such a problem at Dartmouth?

DAVIS: Well, they have been there for a long time and they incorporate a large number of students. A problem for whom?

CARROLL: Well, periodically, there is always a committee, of course, set up to study the fraternities and they want to control drinking. They want to control the sound, the rowdiness. They want to control the debris around the buildings. These are the three issues that always come up. So I was curious as to...with all this committee study over the years, what should happen?

DAVIS: I don't know. I am not a fraternity person. I was never in one. My two sons were. I guess it is complicated by the fact that most of them involve an external group or whatever. Certainly many of our sister institutions have banished them, if they ever had them. So a college could do pretty much anything it wants and find another institution that had done that. So you are not limited by the worldview of it.

CARROLL: Do you think coeducation changed the fraternity system?

DAVIS: I think they felt they were being undermined and they were fighting strongly to preserve what they felt was their fair space. So that was responsible for a large amount of the hassling and stuff that went on after the women arrived...or even before.

CARROLL: Do you remember the founding of *The Dartmouth Review*?

DAVIS: Yes.

CARROLL: I would just like to know your opinion...your understanding of *The Review*. I have asked everybody about this.

DAVIS: Well, I guess I feel that it is impossible to responsibly shut it down, but I really think they went far too far in terms of their...particularly some of the things that they said about Freedman. I just can't understand that, but I am a gentle soul.

CARROLL: The last two questions are really sort of more stepping back and looking at a broader picture and I wondered, since both Kemeny and McLaughlin seemed to have taken a keen interest in budgets, I wondered how their styles differed and how hands-on they were dealing with budgets.

DAVIS: Well, John had a very much hands-on [approach] as I have said throughout here and he really understood it. He enjoyed it, I think, and he loved to get his hands in there and write me programs. McLaughlin was much less interested in the details and would try to find a quick way of dealing with this or that. Often, that was not possible.

CARROLL: And the last thing...what do you think when you look back on your association...your long association...with Dartmouth, what do you think is the most profound change that you have seen there?

DAVIS: I guess it wouldn't be fair...I think it is becoming an institution that has achieved maturity.

CARROLL: In what way?

DAVIS: I think its faculty is truly good now and it has been able to really be competitive in its students and its name in the sky.

CARROLL: I thank you for your time.

DAVIS: You are welcome. I am sorry that I couldn't be more articulate. I really used to be able to say words pretty well.

CARROLL: I think you did very well.

DAVIS: Thank you.

End of Interview