

Dennis A. Dinan '61
Former Editor
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An Interview Conducted by

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INTERVIEW: Dennis A. Dinan

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PLACE: Falmouth, Massachusetts

DATE: Monday, February 10, 2003

MARY DONIN: Today is Monday, February 10, 2003, and I am Mary Donin. I am here at the home of Dennis Dinan in Falmouth, Massachusetts. Okay, Mr. Dinan. I think we would like to go back in time a little bit and hear you talk about your experiences at Dartmouth as a student, as an undergrad, and tell us why, first of all, you chose Dartmouth as a college. What were your initial connections to it?

DENNIS DINAN: My father told my older brother [John T. Dinan '55] that he could go to two colleges, Dartmouth or the University of Virginia, but he couldn't go to the University of Virginia because it was too much of a party school. So that really only left one college.

My brother and I grew up in a suburb of Detroit, Bloomfield Hills, Michigan and it was and is an interesting community in that it has all sorts of automobile executives and all those power people. Then, during World War II, the migrant workers from the middle south moved up to work in the war plants. So there was quite a mixture in our little high school.

Anyway, my brother came to Dartmouth and one of his high school classmates came to Dartmouth and he would come back and talk all about the skiing and the parties and the road trips and the girls and all of that, so I thought it was the place for me. Little did I know that one really had to study at such a place. So I came, again, with one high school friend and then some other friends whom I knew from the community and I guess I came with the wrong attitude because I didn't study at all my first semester. We were then on semesters and the results were pretty gloomy.

So then I worked hard after that. I took academics a little more seriously than I had when I came to Dartmouth. If I had a regret

over those student days, it is the regret that many alumni have and that is that I didn't take advantage of as many things as the college offered and it certainly offers even more things than it did then now. So that's probably a universal regret -- didn't take advantage of all the stuff. Anyway, my brother was six classes ahead of me and then he graduated and then my next-door neighbor came to Dartmouth, my cousin came to Dartmouth and so forth.

DONIN: What is your cousin's name?

DINAN: George Bodem [George B. Bodem '58] and he was class of '58 and roomed with a very good friend of mine now by the name of Paul Duffy [Paul J. Duffy, Jr. '58]. They hated each other. [Laughter] They both promptly flunked out and Paul came back to Dartmouth and finished. My cousin did not. He was from Minnesota.

DONIN: What dorms did you live in?

DINAN: I lived in Lord Hall, a wonderful corner room. There were three of us there in my freshman year and then two of them went on to other dormitories. One of them actually moved into his fraternity house as a sophomore. So I had this triple to myself. I had two bedrooms, a fireplace, a living room and my own bathroom all to myself. It was fantastic, very much unlike the crowding that I gather is true today. So I stayed in Lord for a couple of years and then went to Wheeler, which was kind of a funny place, with some friends and then my senior year, I moved into the fraternity like so many people do.

DONIN: What was your fraternity?

DINAN: Psi Upsilon.

DONIN: What was Dartmouth like in those days?

DINAN: Not very academic. I think people were smarter than they let on, but it was not part of the culture to be overtly intelligent and so people hid themselves, hid their wisdom in many different ways. You know, either they spent all of the time outdoors skiing and chopping wood or they spent a lot of time on the road or in fraternity basements. I think that has changed a lot since all those years ago; but it was not...I don't think I should have

even gotten into Dartmouth because I never studied in high school. The only thing I ever studied was something that I hated, which was algebra. [Laughter]

DONIN: What did you major in?

DINAN: History with a lot of English and Russian literature thrown in.

DONIN: Any professors who were mentors or that you knew well?

DINAN: I liked Al Foley [Allen R. "Al" Foley '20] a lot. He was one of...I am sure your archives are full of anecdotes about Al. He was a wonderful guy and very undemanding as far as course work was concerned, but just a very friendly person. He taught Cowboys and Indians [History of the American West] and stuff like that. I think Jim Wright [James Wright] eventually taught Cowboys and Indians. I am sure it was a considerably different course under Jim than it was under Al Foley. [Laughter]

Well, there was Foley and there was Stilwell [Lewis Dayton Stilwell] and all these famous history guys...John Adams [John Clinton Adams]. Henry Terrie [Henry L. Terrie, Jr.] I liked a lot in the English department. But I guess it is probably fair to say that I never really grew really close to any particular professor.

DONIN: What are your memories of President Dickey [John Sloan Dickey '29]?

DINAN: Interesting question because, when my brother was a student -- as I say, he was class of '55 -- John Dickey was still a relatively young man. After all, he was virtually a child when he became president and my brother at least and, by his testimony, others as well, really revered John Dickey. Here was this sort of august figure, but yet he had a big Labrador dog and he would stroll around the campus and we would all say, "Hello, Mr. Dickey" and he would say...I forget what his response was, but it was something like, "Hello, sir." You know, he went to football practice many afternoons and I remember, in those days, he went duck hunting with the trustees and he took summers off and went to Maine. . .

When my brother came home, he would tell these wonderful reverent stories about John Dickey and what a great man he

was and I think we held him, in my time -- '57 through '61 -- held him in high esteem, too.

By the time I came back to work in '67, I felt that, although he was very accessible, very friendly, he had stayed on too long. Then the events of '68, '69, '70 I think overwhelmed him and he wasn't prepared to deal with those. But that's getting ahead of the story.

DONIN: When you were a student, he had been there probably -- I guess he started in '45 -- he had been there fifteen years.

DINAN: Yeah.

DONIN: Do you remember doing your Great Issues course?

DINAN: Yes, I do. By the time I was a senior in '61, I think the Great Issues course was unraveling a bit. I am not sure who was in charge of it at that time, but the speakers were very uneven. Thurgood Marshall was a fantastic figure, for example, and then there were some others who were real duds. I don't even remember who they were. Again, it was part of the culture -- at least the fraternity culture -- to mock Great Issues a bit by that time.

DONIN: Oh. How did... What was the mockery?

DINAN: I suppose it was partly derived from the fact that some of the speakers were duds and it was the anti-intellectualism that was perhaps rampant in those days and it was just not to take it very seriously. I mean we didn't do rude things in the course of the talk, at least not very rude; but nobody took it too seriously. I remember -- you would think I would know these things -- John Kennedy [President John F. Kennedy] might have been a Great Issues speaker my senior year? George Wallace was there and certainly caused a furor.

DONIN: Right. He was on campus when you came back, as well.

DINAN: That's right. That's right. Well, go ahead.

DONIN: No. You go ahead.

- DINAN: I was going to say that "anti-intellectualism" may be a little strong, but it was not a culture that, as far as our peers were concerned, rewarded a hard-striving academic effort.
- DONIN: And that was pretty much the feeling on campus?
- DINAN: I think so.
- DONIN: Was it spawned by the fraternities?
- DINAN: Was it? Ah, I don't know. I really don't know the answer to that. It might have been spawned partly by expectations when one arrived, from the legends that he had picked up from his brother, his neighbors, his high school predecessors and so forth.
- DONIN: Can you talk a little bit more about your life as a fraternity brother?
- DINAN: That funny house at 7 West Wheelock Street where Psi U was and is had an attic and every once in a while we would go up there and pour over these marvelous heartfelt journals and diaries that guys in the 1840s, '50s and '60s wrote. I think Psi U was the first fraternity at Dartmouth. If it wasn't the first, it was among the very first. They wrote about their poetry and how they would read poetry to each other and recite Greek to each other. This, of course, was a hundred and some years before our time, but it seemed so very different. I mean it obviously was very different. [Laughter] So that was an eye into a different time certainly and I remember almost getting emotional over reading some of this stuff which was so heartfelt. Where it is now is a good question; whether it is up in the attic still or if it has been destroyed or maybe it is in the library.
- DONIN: It would be nice to have it in the archives.
- DINAN: Sure would. In any case, the fraternity culture -- at least in my fraternity -- was...I don't want to over emphasize this. It wasn't outrageous behavior so much as, if one studied, one did it almost in secret.
- DONIN: Wow.
- DINAN: But don't... You know, take it for what it's worth. But people were bright enough to get away with that.

DONIN: How much do you feel that your fraternity life occupied your time there?

DINAN: By the time I was a senior and moved into the fraternity, I suppose a fair amount; but before that, not to any fantastic degree. In those days...and I think it was a John Dickey or perhaps a Hopkins [Ernest Martin Hopkins '01] decree that one couldn't join a fraternity until you were a sophomore and then, because of a lack of space, most fraternities couldn't... You couldn't move in until you were a senior. So certainly freshman, sophomore, junior years were not as focused on a fraternity as they were by the time you were a senior. I remember I and most of my pals had friends -- many friends -- in other fraternities and people who were not in a fraternity. I think only about half of the students were members of a fraternity.

DONIN: We just had winter carnival this last weekend.

DINAN: Totally different of course from what it was then because we were on, for the first year or two of my time there, we were on semesters and so you were done with exams at the end of the first semester -- about now -- and the break in between was four or five, six days. If you planned your exams right, it could have been a week or more break. So you either had the girlfriend up for all that long time or else you went off skiing somewhere or went to Louisiana or some place. So now it is just another frenzied weekend, if even that.

DONIN: What are your recollections of the best times of winter carnival?

DINAN: The best times of winter carnival? I guess the usual stuff -- the ski jump competition and the skiing competition and the jazz concerts and the hockey games. The hockey games then were played Saturday mornings at about 11 o'clock and I think they were always against Harvard, so that was fun.

I had a fantastic raccoon coat that I bought for pennies. It was a glorious coat and we all imagined I think that we were somehow part of the Fitzgerald era still. [Laughter]

So that was, however, as things go, fairly genteel. I mean I don't again remember terribly outrageous behavior on the part of people. You know there was a carnival queen and her court

and, in latter years in the late '60s, that came under fire for being sexist and all of that. But we all thought it was sort of a natural thing and the girls seemed to like it, at least the queen and her court did. Again, it was sort of infra dig. One typically would say to his date, "Well, you don't want to enter that competition. I mean that's just not done." So many girls who were probably qualified to be a queen didn't do it because it was just outré.

DONIN: I see.

DINAN: There was a lot of that, that one didn't want to show striving or effort in one's demeanor.

DONIN: How do you mean?

DINAN: Well, I mean one didn't want to appear to try too hard.

DONIN: Even on the social side?

DINAN: It was uncool.

DONIN: I see.

DINAN: Certainly that doesn't carry over to athletics. The guys who were on the teams worked very hard and certainly the ones who played for Bob Blackman [Robert "Bob" Blackman] worked harder than most. But in one's general attitude, one was cool.

DONIN: "Cool" was the prevailing word.

DINAN: Yes.

DONIN: Where did the women stay when they came up for weekends?

DINAN: Typically they stayed in rooms rented out by young faculty or young administrators I think at the exorbitant cost of three dollars a night. But then I think the Hanover Inn probably cost twenty dollars a night and I remember my wife-to-be somehow getting a corner room in the old inn, which was a wonderful old place -- rickety and probably a fire trap, but it had marvelous rooms and a kind of a turret in the front on the inn corner. She ended up in that room somehow and she has never forgotten that. She had the greatest room of anybody.

DONIN: So you met your wife while you were an undergraduate?

DINAN: Well, I had known her for a long time before that. In Bloomfield Hills, there is Cranbrook School and Kingswood School, which is the girls' part of Cranbrook, and I went to the public high school throughout. My father asked me if I wanted to go to Cranbrook or some other private school and I was horrified at the thought of that...leaving all my chums.

But anyway, a lot of the girls that I grew up with and guys went to Kingswood or Cranbrook by the time they were in the ninth or tenth grade and so that interchange between the two private schools and the public school was significant. I mean we were all part of the same crowd and got into the same mischief together. One of my closest friends in high school married one of Sally Dinan's classmates from Kingswood, so that's how close it was.

DONIN: Now you wrote for the "D" when you were an undergraduate.

DINAN: A little bit. Probably that was part of my first year of not taking the studies very seriously so I wrote for the "D" for a while but then disengaged from that. I forget just when but probably somewhere in the junior year. I don't know why I did. I just sort of lost interest...no particular reason that I can recall anyway.

DONIN: What did you cover?

DINAN: Mostly sports and I imagined that I was going to be a sports writer someday. In fact I just had a high school reunion...a forty-fifth high school reunion and we invited back to that reunion our physics-chemistry teacher, a wonderful old fellow who called me "the dumb Dinan". [Laughter] He said all these years later when we got to talking at this reunion, "Oh, and are you a sports writer?" So I guess that was something I wanted to do in high school, but I never did. I never did.

DONIN: Was this the beginning of your journalism career?

DINAN: Well it was, sort of. I had done the paper in high school. I don't know if they have them anymore, but in our day we had the "Green Book", which was a kind of yearbook of freshmen, only it was published before you even arrived at the college.

Everybody was listed as a football captain, basketball captain, editor and chief of the yearbook, president of the class and so everybody did all of those things and I did too.

At this high school reunion, somebody brought those so-called newspapers and, golly, how horrible they are. [Laughter] I mean it is really embarrassing how bad they were.

But anyway, so...I love to read. That was a great hobby, reading and so they sort of go together. Then after college, I went to work for a magazine, but that's after college. More about college that I can think of...As I say, I don't want to overemphasize this anti-intellectualism, but it was just not done to show too much effort or hard work. One tried to be cool and pretend as though, "Oh, sure. I didn't study for that exam. Of course not. Of course not." A lot of guys could truly do that, not study and still do all right and, in some cases, very well. I don't know how they did it, but they could.

DONIN: Do you think there is any of that still?

DINAN: I don't know. I don't know. I am not close enough to the students nowadays to be able to say. I remember when I was editing the alumni magazine and every year we had a couple student writers and some of them seemed to have a bit of that, although others were quite serious about their studies, too.

DONIN: So in a period of fifteen years or so, you did see it when you returned anyway.

DINAN: Yes. Of course the upheaval of the late '60s...I am not sure whether that changed many attitudes toward formal learning, but it sure got people committed to things in ways that we were not. We were called the "apathetic generation" and I don't know whether that is true or not, but that is what the label was. But that was certainly changed by the late '60s, particularly when Doc Dey [Charles F. "Doc" Dey '52] had all of those kids going down to the south and doing voter registration and whatnot.

DONIN: Is it something that trickled down from the top? I mean is it a change that can be taken from the leadership?

DINAN: Good question. It is hard to answer though because I remember that, in 1960 as the Hopkins Center was just getting

under construction, there was this sign out in front of the thing. You know, "This is the future site of Hopkins Center" and the coming Hopkins Center was treated as a kind of nirvana that was going to change the college and bring art and culture to Dartmouth.

So some of my older fraternity brothers went and burned down the sign as a...I think it would be overstating it to call it "a protest". They were just being rowdy and showing again, I think, that, "Come on. Let's not be so self-righteous to talk about all this art that was suddenly going to civilize the Dartmouth animal."

So, did it filter down from the top? Well, clearly John Dickey felt deeply committed to the Hopkins Center and the kids who were in drama ... my classmate Birney [David E. Birney '61], for example, would have just thrived at the Hopkins Center, but others of us who were sort of, you know, "Well, it's okay, but let's not get too excited about it." Again, imposed morals, imposed attitudes often result in the opposite of what was intended.

DONIN: Right. Did you do any sport while you were there?

DINAN: No. I had bum knees and all that. The extensive array of alternatives was one of Dartmouth's great strengths. I remember saying...I had always as a kid read mountain-climbing books and I thought, that's what I want to do. I want to be a mountain climber. One signed up for various outdoor activities and I said, "Well, I want to sign up for mountain climbing", which I did.

Well, an undergraduate took us all up to the top of Bartlett Tower the very first day and said, "Okay. Off you go over the top. Rappel down." There was no instruction or anything. He just said, "Go." Well, it scared the devil out of me and so I said, "That's enough of that for me" after one or two trips down the tower. [Laughter]

But what I am driving at about the strengths is that a lot of the education that went on at Dartmouth then -- maybe still today, but certainly then -- was handed down from older to younger students. Skiing and mountain climbing and all the outdoor activities and the other extracurricular things...the newspaper.

There were no faculty advisors. It was all student-to-student education and I think about...My wife went to Northwestern. You know it was all very much run by the university. The newspaper was run by the university and had faculty teaching students...

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DONIN: ... Northwestern and Dartmouth.

DINAN: At Northwestern, it was imposed and all very much systematized and the faculty and the administration governed the education of the students and I think that was true of most large universities; but, at Dartmouth, one got so much of his education from the doing of those extra-curricular activities without any of that external "the way it should be. Do it our way or go away." It was, you joined *The Dartmouth*; you worked for *The Dartmouth* and whatever you learned, you learned from the guys who were two or three years older. That was pretty amazing stuff I think.

DONIN: Who did you see as leaders when you were a student? Who did you consider the leaders of this college that you were at?

DINAN: Well, there was student government that I suppose the people who were involved in took seriously, but none of the rest of us did. There was Palaeopitus, which was the elite of the elite of politicians and they did their thing, I suppose, and that was nice, but I don't remember being horribly impressed or taken with the idea.

DONIN: What was your perception of President Dickey as a leader when you were a student?

DINAN: I think positive in the sense that at least I understood and I think most of us did that it was President Dickey whose leadership eliminated the exclusionary codes in the fraternities. I am assuming that was President Dickey's leadership. I don't know otherwise and I think that was a wonderful thing.

I think most of us recognized that, when Thurgood Marshall came to represent a wholly -- to most of us -- a wholly foreign point of view, that it was President Dickey's leadership that had

that happen. There was one Black student in my class, just to give you an idea of what it was like.

Jim Epperson [James "Jim" Epperson], a great friend in the English department, used to talk about how one of his colleagues was the first Catholic ever hired in the English department. That was Harry Schultz [Harry T. Schultz '37] and he was teaching after I went back to work there. That's what Jim told me, Jim Epperson. So getting rid of all those hoary prejudices was I think largely a John Dickey effort and much to be applauded.

DONIN: And did he play a role in... If we are talking about prejudices now, I mean his successor was Jewish.

DINAN: That's right and I don't know. I don't know anything about how John Kemeny was selected and if John Dickey had any influence on that. Certainly John Dickey must have had influence on the hiring of John Kemeny because, from all accounts anyway, they stole him away from Princeton with some princely salary of four thousand dollars a year or something like that. I know that there was quite an effort to recruit John Kemeny. Now whether John Dickey had a role in that or not, I don't know, but it was certainly a big thing. It was as much as recruiting Bob Blackman. I mean the two were the "big catches".

Again, I was thinking about that the other day, not in connection with this, but I remember Dartmouth had, in the very late '50s -- 59, '60 -- they were, I think, Ivy League basketball champions, Ivy League football champions, and did very well in hockey and in lots of sports. I assume that an accommodation was reached. I don't think that happens at an Ivy League school without active endorsement from the top and I assume that John Dickey made his leadership felt in that way, that we will have excellent sports teams.

DONIN: When you say, "an accommodation was made", what do you mean?

DINAN: Well, I think an accommodation was made between the admissions office and the president's office and the coaches.

DONIN: That was one of ... You felt that was one of Dickey's agenda items?

DINAN: Yes. I assume it was. I don't know. I can only assume it was.

DONIN: What are your memories of Bob Blackman?

DINAN: I know he was a very tough coach, but the guys revered him as players because they won and because he was so innovative and apparently a lot of the other Ivy schools thought that recruiting was somehow a little bit sinful and he just recruited like crazy. In time, including a lot of Black football players, which hadn't been the case before. Of course, quite a different circumstance and, again, I can only assume that it didn't happen without John Dickey's enthusiasm.

The college gave Bob Blackman his own house up on the golf course and he was quite a figure. I didn't know him personally until after I went back to work there. Again, it was along about '68 or '69 when all of those athletics and whatnot became somewhat suspect by the socially-conscious students.

Bob Blackman invited a colleague and me to lunch at the Inn. He asked us if we wouldn't form a spirit committee. [Laughter] Well, of course, that was one of those times when one nodded sagely and said, "Why, of course, coach. We will get right on that." [Laughter] Then, as soon as you left the Inn, you put that idea aside. Can you imagine a couple of young twerps in the administration trying to organize a spirit committee among the students? It would have been the height of ridiculous. So that was one memorable encounter with Bob Blackman. I don't even know how serious he was, but he probably thought, "Well, let's give it a try and see if these guys fall for it." We didn't fall for it.

DONIN: I can't see it flying at the end of the '60s. Given the mood on campus.

DINAN: I can't either. [Laughter] Not at all. Not at all.

DONIN: What did this reverence for Bob Blackman send as a message on campus?

DINAN: "Reverence" might be a bit strong. I think it was admiration for success is what it was. I think "reverence" would be too strong.

Too strong. Again, here we were two young guys in the administration. We weren't so reverent as to not realize that forming a spirit committee would be the end of us. [Laughter] But again, the students and the alumni, they filled that football stadium every Saturday to watch those teams and they were wonderfully coached, wonderfully coached.

DONIN: The enthusiasm about sports, and football especially then, what was that about?

DINAN: Well again, remember it was an all-male school and this is part of the "green blood syndrome." Stuck way up in the wilderness, hours from any civilization, and so success on the athletic field meant a lot. It meant a lot. I think there was -- certainly academically -- a kind of inferiority complex compared to the big three and so, when you could have success on the athletic field, that was big stuff.

DONIN: At that point, there wasn't even a highway, was there? When you were an undergrad?

DINAN: No. There was a stretch around Brattleboro, Vermont, about five miles long where you could get the car up to sixty-five or something like that. After that, it was an eight-hour trip to New York by car and four to five to Boston.

DONIN: And what sort of public transportation was there?

DINAN: I have no idea. There was a train.

DONIN: There was a train.

DINAN: The train went to New York. One of the guys that I grew up with and I came back from Christmas vacation in Michigan and got on the train in Grand Central. There wasn't a seat on the train all the way from New York to White River Junction, so we ended up in the baggage car. In those days, all the old people went to Florida and died in Florida. So we found a seat on a couple of coffins that were making their way back up north [Laughter]. That's how we traveled from New York to White River Junction that time.

DONIN: No heat?

DINAN: No heat. Oh, it was cold, horrible. [Laughter] But then you must remember... You must have seen pictures of the arrival of the young ladies at that little station in Norwich and all the girls getting off were coming to winter carnival. It was wonderful. I mean here's a whole train full of young women and all the guys were standing around. Some of the women you had known for years. Others, they had never laid eyes on each other before. It was probably not unlike sending the Japanese war brides to California. [Laughter] So that was a different time.

DONIN: Totally.

DINAN: I think somewhere in my college years, they expanded the student body from twenty-eight hundred to thirty-two hundred, so it was not only isolated and far away from everything and such a tight little community, but it was also so small. Hanover was nothing like it is today. Nothing.

DONIN: You probably didn't leave campus very much once you got there.

DINAN: Some did. Some didn't. I mean some guys were on the road every weekend.

DONIN: They had cars?

DINAN: They had cars going to Smith and Holyoke and Skidmore and all of that. Every year in those years, two or three boys were killed driving back at night too late, too tired, maybe too much to drink. I don't know. But anyway, I don't think a year would go by when a couple of them weren't killed coming back Saturday night, Sunday night.

DONIN: Coming back from trips. Did you do a lot of winter sports?

DINAN: Some. Some. Again, my knees were funny, but I liked to ski a little bit although not nearly as much as my brother. My brother was accepted to medical school and said, "Well, now that I am accepted to medical school, that's the end of studies for me." So he skied his whole senior year and, lo and behold, he was disaccepted from medical school. So not as much as that. [Laughter]

DONIN: And the skiway was nowhere near as...

- DINAN: Elaborate as it is now.
- DONIN: ...elaborate as it is now.
- DINAN: No. The ski team, however, was full of marvelous skiers and was always in contention for the national championship, unlike today where the western schools pretty much have it dominated. Again, in my brother's time, Chick Igaya [Chiharu "Chick" Igaya '57] came to Dartmouth from Japan. I don't know why he did, but he was certainly a good skier at Dartmouth and was a silver medalist in the Olympics and all of that.
- DONIN: Were there a lot of international students?
- DINAN: Not very many. He may have come to Dartmouth to perfect his skiing. I am not sure.
- DONIN: So what have I forgotten to ask you about your undergraduate days?
- DINAN: Undergraduate days...Again, as I say, I think the behavioral norm was not terribly outrageous in the fraternities. I can remember parents of students being chaperones. Can you imagine a worse job? They, too, slept in the fraternity all weekend and...
- DONIN: They must have had parietal hours and all that.
- DINAN: We did. They began to erode somewhat as time went on as I was a student and then, by the time I came back to work there, they were gone completely. Who ever heard of such a thing? [Laughter] Somebody used to say that there was a boy and a girl living over in Fayerweather or someplace. This was before coeducation and she had set up camp in the room and they also kept a goat in the room. [Laughter] I don't know if that is apocryphal or not, but that's a good story. [Laughter]
- DONIN: A goat! Okay. So you graduated in '61.
- DINAN: Yes.
- DONIN: How did you come to *American Heritage Magazine*.

DINAN: One of those silly stories. I had interviewed at *The Wall Street Journal*. I didn't really want to work for *The Wall Street Journal*, but it seemed like a good interview to have and I went down to New York and went through all the motions and eventually got a letter saying "Thanks very much, but no thanks" from *The Journal*.

So then as time was going on and I was wondering what I was going to do with myself. I had worked for a newspaper summers for three years during college; a good newspaper, big circulation and all of that. I learned a lot then and that was... To digress a minute, it was sort of the old kind of newspaper in which the reporters were all hard-bitten guys and they wouldn't put out their cigarettes in an ashtray. They would just throw them on the floor and let them just smolder away and they would spit into the wastebasket. [Laughter] So I thought that was pretty neat on the one hand, and they expected me to come to work there.

This is what is now called *The Oakland Press*, then *The Pontiac Daily Press* in Pontiac, Michigan. But I thought that was a little uncouth, all that sort of stuff. You know here I wore my suit to work and the rest of them looked like -- and I am sure they had -- they'd slept in their clothes for months. So I didn't want to go work with these fascinating, but uncouth, guys at the *Pontiac Press*. Meanwhile, *The Wall Street Journal* -- much more civilized -- said it wasn't interested in me.

So then all of a sudden I got a call from *American Heritage* saying -- this was the personnel person -- "Well, my late husband went to Dartmouth." I think she said, "and this place is too full of Harvard and Yale people. So how would you like to come down for an interview?" So I did and got the job.

It was the best job I ever had, except for the fact that it was in New York City. That was the only bad part about it. Brilliant, brilliant people that I had the pleasure to work with and all sorts of National Book Awards and Pulitzers and whatnot won by those people. I really enjoyed them and enjoyed the job mostly, but I just couldn't stand New York.

By that time, we lived outside the city and I said one time, "Why don't we move up to Hanover?" Sally said, "Oh, my god." Well eventually I guess I persuaded her because Michael McGean [J.

Michael "Mike" McGean '49] came down and interviewed me for this assistant secretary of the college. Some of the stuff I had done for *American Heritage* was in what we called the education department. We published textbooks and stuff like that. So it seemed like there was some sort of connection between what I had done there and running Alumni College, which is what I was supposed to do. So we moved first to Vermont and then... But anyway, I went back to work for Dartmouth.

You are going to ask, "What was that like to work there?" It was pretty interesting because there were no artificial barriers between any of the faculty or administrative offices. For example, John Meck [John F. Meck, Jr. '33] this sort of "old man of the mountains" and I started out on a first-name basis. I mean John Meck and I were "John" and "Dennis" immediately. I think I still called Mr. Dickey "Mr. Dickey", but he called me "Dennis". Everybody knew each other almost overnight. It was still a very small, tight-knit place.

DONIN: You were all in Parkhurst, probably.

DINAN: Well, I was in Crosby, next door to Parkhurst; but it was all very much this little family. The people in Crosby, both the fundraisers and the non-fundraisers, often partied together and the families all knew each other closely. The same was true of the faculty. I remember when we were living in this wonderful old farm house in Vermont the first year we were up there, who suddenly came to the house but Al Foley, just to pay a visit. He brought his calling card. It was a wonderful little thing.

So there was a lot of -- probably a kind of sappy term -- but there was a lot of family feeling then, which I think is probably not true today because people are so widely dispersed -- the faculty and the administrators -- and there are so many of them, so many more faculty, so many more administrators. In that time, an awful lot of them had Dartmouth backgrounds -- the faculty and administration -- and obviously that is not true anymore. It is a different place.

DONIN: Did that family feeling trickle down from President Dickey?

DINAN: I honestly don't know; but again I can only imagine that it wouldn't have been without some encouragement from him.

DONIN: So what was the job you were hired to do and who was your boss?

DINAN: Michael McGean was my boss, a wonderful man. He led by example and worked very hard; but did it again as sort of in the Dartmouth way. He worked hard without it seeming that he worked hard and was wonderfully friendly to alumni as the secretary of the college. For him, the customer was almost always right and he couldn't do enough for alumni. If someone needed something done -- no matter what it was -- Michael would find a way to do it. So he was a great guy to work for -- very friendly, very talented, very understated.

So I did the Alumni College thing which he, Michael, had founded. That was fun mostly because of what it afforded in the way of interaction with the faculty and most of the alumni who came to Alumni College were nice people -- not all of them -- but most of them were. So I met a lot of alumni that way and liked a lot of them. It was good. We put alumni seminars on the road and the faculty would go out and spend a weekend at some exotic resort in the state of Washington or Colorado or places like that. It seemed to be very well received among a fairly wide segment of alumni.

People who came to Alumni College, which was then two weeks long, were quite an interesting cross-section of people. Some were quite serious, intellectually-minded and others who were just curious...had a good, strong curious bent in them and wanted to see what was going on at Dartmouth and that was one way to find out. Also, they thoroughly enjoyed the stimulation of the courses and so that was good.

I know it has changed a lot now. I guess it was deemed ultimately too long and maybe too expensive; but, for a while, it went very well. I remember one year, when Alan Gaylord [Alan T. Gaylord] was the academic director of Alumni College, we had 340 adults and 150 kids or something like that. It was a big thing. It was very well received I think. Harry Bond [Harold L. "Harry" Bond '42] was the academic director when I started and then he was succeeded by Alan Gaylord.

[Tape is stopped and then turned back on]

DONIN: Did you have to travel a lot?

DINAN: Not a great deal. Occasionally, but not very often. Usually when we did those so-called "alumni seminars", the two faculty would go off by themselves. I wouldn't go along. So my trips were typically to New York or Boston or something like that, but nothing very far.

Something we said upstairs -- we were talking about Bedford and how it has changed -- made me think of what I think is a fascinating, but untold story, of Dartmouth and that is the role of....

DONIN: Let's just stop here and turn over the tape.

DINAN: Okay.

**End Tape 1, Side B
Begin Tape 2, Side A**

DINAN: The fascinating, but so far as I know, untold story of those years at Dartmouth and that's the role of Nelson Rockefeller [Nelson A. Rockefeller '30]. I surmise that Nelson handpicked John Dickey for the job as president. I surmise that, when Nelson barked, John Dickey jumped. I wonder how many policies of Dartmouth were dictated by Nelson and I wonder if that was all to the good. I know there are pictures of the two of them sitting together at football games and all of that, looking very chummy; but I really question whether Nelson's influence was entirely positive and I am not sure I can give you reasons why I wonder that. But, when it gets down to dictating who shall be the architect of Hopkins Center, that is getting a little close to the bone. I think, in fact, the architect of Hopkins Center was a very poor architect. So I imagine that all this while Dartmouth was supposing that a great flood of gifts would come from the Rockefeller family. Well, then when they had the, I think it was called the "Third Century Fund", and Nelson fobbed off a third-rate Picasso on the college as his gift, I think there was great disappointment and justified disappointment.

This, of course, is all hearsay on my part, but I remember people saying, "That's really not even a very good Picasso." He just got rid of it out of his collection and that was his gift. Well, all of this time -- through years and years and years -- there had been this cultivation and Nelson, in effect, had been the power

behind the throne. I wonder if that was all salutary for Dartmouth. As I say, I think that is a story that needs to be told by people who were much closer to the scene than I was.

DONIN: Where did the trustees fit into this relationship, do you suppose?

DINAN: Good question. There again...I am leaving Nelson for a moment. The familial environment that was Dartmouth in the early '60s that extended to the trustees... I don't think I had been there a week when Bill Andres [F. William "Bill" Andres '29] was "Bill" and "Dennis, how are you?" He would pat me on the shoulder and say, "Good job" and that sort of thing. So there was a contact that I don't think is probably true today between trustees and senior administrators and the lower echelon, which I occupied.

But anyway, what did the trustees make of Nelson? Well, of course, he was a trustee himself for a while. I don't know. I just don't know. I know that Bill Andres and John Dickey were very close and that may have been a more genuine relationship than the Nelson-John Dickey relationship. What they made of Nelson, I don't know. Maybe I am making more of it than is to be true, but I just think that he had too much influence on the course of events at Dartmouth than was healthy for Dartmouth...one man like that.

DONIN: It would be interesting to study that because...

DINAN: Well, has anyone else mentioned this in your...

DONIN: Well I have not listened...You know, we have loads of interviews. I don't know for a fact that that has ever been raised. It would be very interesting to follow up. So you don't have any...This is just an instinct that you've got?

DINAN: This is just an instinct. But I know that Nelson -- I think I know -- that he dictated that Wally Harrison [Wallace Harrison] would design the Hopkins Center and I think both the Harrison efforts in New York and the Harrison effort in Hanover were disasters. Horrible pieces of architecture. I think John Dickey's...Whose ever scheme it was to put all of those things in one building, drama, art, galleries, woodworking, dance and all of that and the post office and the snack bar, that was truly inspired; but I don't think Wally Harrison dreamt that up. I think that was John

Dickey and his close associates. I don't think that building works very well.

DONIN: Well, I am interviewing Peter Smith in a couple of weeks.

DINAN: Well, give my regards to Peter and it will be interesting to hear what he has to say about it because he obviously knows much more about the history of Hopkins Center and the workings of Hopkins Center than I could ever imagine.

DONIN: And it has basically stayed the same. They have not done much to it since it was built.

DINAN: That upstairs area, I forget what it was called. Is there still a fireplace up there? There is a big round thing, which they never used. By the time I came back there to work, the only people that ever occupied that space were the indigent hippies who had rolled in from some far-off place and needed a place to sleep. [Laughter] Alumni Hall is a horrible room. The building is not a good one. It performs a noble function, but it is not a great building.

DONIN: Well, we will have to follow up on the Nelson Rockefeller connection and see.

DINAN: I would love to read that story someday. If I were editing the alumni magazine now, I would run a series on the Rockefeller influence.

DONAN: Have you been up to see the Rockefeller Center?

DINAN: I have seen the outside of it, not the inside.

DONIN: I am not up on the story and history of that being built either.

DINAN: I am not either. Rodman [Rodman C. Rockefeller '54] the son, I think was generous in the construction of that building; but, to what extent, I don't know. And I wonder, too, again...You know, Rockefeller was...Nelson was painted as being the great statesman and so how much of that is in recognition of his statesmanlike qualities, I don't know either.

DONIN: The Rockefeller Center?

DINAN: Yeah. He...It sounds like I have some sort of vendetta against Nelson. I don't.

DONIN: It's a great story to be written though.

DINAN: It is a great story to be written. In 1968, '69, '70, somewhere in there, he gave the commencement address and it was the first time in maybe generations when the commencement had started on Baker lawn and then the deluge came. They had to move the whole thing down to Leverone Field House.

DONIN: In the midst of it?

DINAN: In the midst of the ceremony and, in those days, Leverone had an oiled dirt floor which gave off -- no matter how oiled it was -- a stench first of all, but dust second of all.

You could hardly see through the dust storm to Nelson up on the podium. He gave what might have been the worst commencement address of all time. First of all, the radical students in the graduating class stood on their chairs and turned their backs to him. I would guess maybe fifty or seventy-five students did that.

Well that obviously annoyed him and then he gave a speech, not the typical commencement speech about one's responsibilities in life and so forth. But he gave a speech about New York state taxation. Somebody had given him "speech twenty-three" out of the file and it was just so, so inappropriate. Well, then there began to be hisses and boos and it was embarrassing. Finally it mercifully ended. I mean that's another Nelson story that I remember.

John Dickey, for all of his great qualities, did not have an unerring instinct for picking commencement speakers. [Laughter] My year, it was Jean Monnet, the architect of the Common Market, and he gave a forty-five minute speech in some sort of combination French/English on the coming of the new Europe. Well, that was kind of interesting, but it was too long and unintelligible to a great degree. But that was sort of John Dickey's forte...the new Europe and, you know, his Canadian interests and all that. I mean to this day, I think he probably was more interested in Canada than anybody else ever has been.

DONIN: That certainly is one of the things that he is remembered for, his fascination with Canada.

DINAN: Yes.

DONIN: And his whole sort of international focus.

DINAN: And I assume that that's why that the two sort of reinforced each other...Nelson and John Dickey...because John Dickey was a protégé of Nelson's during the war and I think he just said, "This will be the next president of Dartmouth." I think that's how it happened. They both were so young.

DONIN: Yes. Very young. So you came back to Dartmouth, working at Alumni College. How much interaction did you have with the trustees and the president at that point? That was still John Dickey.

DINAN: That was still John Dickey. A fair amount and I can't remember why. As I say, I remember Bill Andres patting me on the shoulder and saying, "Good boy" about something. It was, on the one hand, so patronizing; but, on the other hand, so sweet that it didn't bother me at all.

DONIN: But wasn't your title at that point...weren't you assistant secretary of the college?

DINAN: Yes.

DONIN: So it would make sense that he would interact with you.

DINAN: Yes, but as I say, I can't remember in what capacity, what I did to interact with him. But it was all very easy and relaxed and, you know, no anxiety about saying things to the trustees or behaving correctly or anything like that. Here I was still a fairly young pup, but I never felt as though they were anyone but nice people.

DONIN: But the campus at this point was in turmoil.

DINAN: The campus was getting to be in turmoil. A big change between the time I arrived and soon thereafter. Then the pickets against ROTC and the Shockley incident and the whole thing about

Vietnam and all of that seemed to just sort of cascade down at once. I am sure there were discrete periods of time between each of them, but they seemed all to happen almost simultaneously. I mean as I think back on it.

Then the Parkhurst takeover. The kids took it over late in the afternoon as I recall. I remember watching it from next door at Crosby Hall and thinking, "Well, there is no purpose for me to hang around here. All I'd do is get in the way of whatever happens next." So then I went home and then, to my astonishment, came to work the next day and heard that, you know, the state cops had come in and arrested all those kids, which didn't seem to me to be the John Dickey way. When I say "Maybe he stayed on too long," I think he would have handled it...I don't know how he would have but I think it would have been a more peaceable outcome ten years earlier when he was a younger man. Who is to say whether that is true or not, but it just seemed uncharacteristic of President Dickey as I remembered him.

In the alumni magazine, we did a retrospective piece on those occupiers -- whatever they were called -- and, when they wrote about it afterward -- whatever it was -- ten or fifteen years later, maybe twenty years later -- they all seemed so reasoned about it. Here they were the devils when they did it, but they seemed to be so...operating on noble instincts... instincts which Dartmouth I think normally would have espoused, except I guess they broke the law. But people have been breaking the law at Dartmouth since the beginning. So I am rambling a little bit here but the reaction was a little different than what I would have expected.

DONIN: Why do you think he or the trustees reacted in such a strong way?

DINAN: I think he was somewhat out of touch with the issue. I think that all of the TV and the headlines were full of this civil disobedience, which wasn't so civil, and they didn't want Dartmouth to go down in flames, I guess is what they were thinking. So they were going to arrest the little bastards and show them. You know they spent two or three weeks in jail. God, that is awful, I think.

DONIN: This wasn't happening in a vacuum. I mean it was happening all over the country.

DINAN: I know it. I know it. I think in a lot of places the state cops weren't called in. Then there was the famous Cornell alumni magazine cover of when the Black students took over the administration building at Cornell and they had rifles in their hands and all of that. That was a little more serious and, of course, the Cornell alumni just went crazy when they saw that on the cover of the alumni magazine. Well, anyway, that's getting ahead of the story. So you are right.

So that signaled a big change at Dartmouth: all the upheaval and then John Dickey retired and suddenly comes in a totally different person, John Kemeny. John Dickey, for all of his great qualities, spoke in these orotund phrases that had no beginning and no end. They just sort of went on and on and on and he had that stentorian voice. It sounded wonderful but then when you read it, you didn't know what it was all about. [Laughter]

Well, John Kemeny... Here he was an immigrant whose English only became perfected fairly late as things go, spoke in perfect sentences and paragraphs. He seemed to have a wise answer to everything, brilliant deductive reasoning and who else would have figured out a way to have the cake and eat it too as far as coeducation. I was thinking of that as I was anticipating your arrival. There again, I think that was not without inherent problems. I don't mean the addition of women, but I mean the Kemeny schedule plan. You know, whether that was good in the long run for Dartmouth, I don't know. I gather that's changed a lot.

DONIN: Well, I think it is still an issue though. The fragmentation of life is the main issue and they have done a lot to try to cure it...the clustering of the dorms and the mentors and that sort of thing. I think it is still an issue, not just for students, but for faculty.

DINAN: Oh, I am sure. I am sure. But anyway, Kemeny seemed so smart and, again, accessible, personable and had this plan to get women onto the campus. Some alumni were just adamant about opposing the idea of coeducation. "Can't Dartmouth be the only male college left? Why does Dartmouth have to be like all the others? Why can't Dartmouth be true to itself?"

I think their viewpoint emerged from this idea of what they remembered about Dartmouth as isolated and it was like being in the Marines. This camaraderie and all of that and that was going to be somehow diluted and undermined by women. Well, as far as I could tell, the first women who came to Dartmouth were just like the men who were there.

But anyway, suddenly there were women and that was good. Maybe what wasn't so good was that the trustees and John Kemeny decided that there had to be a larger administrative cadre to take care of all these women and associated issues, housing and all that. So, bang, the administration went from this tight little group to enormous. There was this whole level of senior vice presidents and all they did was go to meetings. They never did anything else as far as I could tell except go to meetings and then report to their underlings what they decided at some meeting. A very different culture than what had been.

DONIN: Where did that idea come from? I mean he did away with deans and had each one be a vice president?

DINAN: I don't know where that idea came from, but it came with John Kemeny. Suddenly, overnight, it was, you know, John Meck running everything on that side of the college and the dean of the college, Thaddeus Seymour [Thaddeus "Thad" Seymour '49A], running everything to do with students and the dean of the faculty whose name I can't even remember running faculty affairs and that's the way it was. They weren't Olympians in the sense that they stood up on some thing and met only with each other. They got down and worked with the common people like me.

DONIN: Was it Leonard Rieser [Leonard M. Rieser '44], the dean of the faculty?

DINAN: That's right. It was Leonard. Certainly part of the time. Louie Morton [Louis "Lou" Morton] was there. I forget whether he was there during John Dickey or only John Kemeny.

DONIN: Lou Morton was provost in '71.

DINAN: And then they never could decide whether they wanted a provost or a dean of the faculty. I suppose that issue still goes on, too. Nobody ever knew... I'm sure the faculty did, but the

rest of us never understood the difference between one and the other.

DONIN: You were still fairly close to all of that. You were still acting as assistant secretary of the college. You didn't feel connected to any of the decision-making? In terms of access to Kemeny's office and the decisions...

DINAN: No. You are right. I didn't. Didn't. It just happened and my friends and I would sort of blink and say, "Well, here comes another one. What is he or she... What's their role?" We would all sort of complain and whine and say, "Why do we need all of these people?" But that's as far as it ever went. So the decisions were very much made in Parkhurst at that time.

I think there was friction between Parkhurst and Crosby Hall, between John Kemeny and the fundraisers. I don't really know the nature of that friction, but there wasn't always a happy relationship. Maybe John Kemeny thought that they weren't raising enough money fast enough. I'm not sure, but, in any case, he was under enormous pressure...he, John Kemeny.

DONIN: At that time, it was George Colton [George H. Colton '35] who was the...

DINAN: George Colton (I forget what year he retired) was succeeded by Addison Winship [Addison L. Winship II '42].

DONIN: About this time, after Kemeny comes into office, you change jobs.

DINAN: Yeah. I did what I really wanted to do, which I thought was the best job in Hanover, and that was edit the alumni magazine. Little did I know that that was a hazardous occupation. As it turned out, in my time, about half the Ivy League editors were under fire at one point or another and half of them got fired or quit.

DONIN: Why was that?

DINAN: Well, independence. It was the whole issue of independence. Do you write what...Do you publish what is...Well, I used to say that the administration treated the alumni like infants and the students like adults. I think there was a lot of truth to that. That

the alumni can't be told certain unpalatable truths because it just wouldn't be good.

DONIN: Well, even before you took on the editorship of the magazine, how were the alumni dealing with what was going on on campus? Before Kemeny came along, the unrest

DINAN: Oh, you can look at the letters following the takeover. The whole magazine was practically full of letters, letters of almost universal outrage. There were some cool heads...Ping Ferry [Wilbur H. "Ping" Ferry '32] was a wonderfully iconoclastic guy and I think he sided with the occupiers of Parkhurst, but almost universally, they were denounced as traitors and worse. So maybe that was, in a way, the beginning of a whole new relationship with alumni. And then, so soon thereafter, to have the coeducation issue come up.

Alumni, I remember, class officers would meet in the spring and people would get up and argue against coeducation and the faculty...Leonard Rieser and others would pretend to listen, but then respond in ways that were both arrogant and, "Thank you for your comments, but we know best and we will make the decision."

DONIN: When you were still running Alumni College and working as the assistant secretary, was there a message to you that you had to somehow control the message to the alums in your interactions?

DINAN: One of my other jobs was coordinating the class newsletters. Dartmouth, I think, is the only institution on earth that has both class notes in the magazine and class newsletters. One of the young classes -- I don't remember what class it was or who the person was -- wrote something unflattering about John Dickey. Well, I thought to myself in my naiveté, "This is their class newsletter and they should have a right to their opinion," so I was not going to be the censor. So suddenly George Colton, after the newsletter appeared, came storming into my office, waiving it in front of me and said, "What's the meaning of this?" I don't remember what my reaction was, but whatever it was, the issue went away. So I only mention that as, sure, there were sensitivities about those sorts of things, but it was partly, I suppose, out of self-discipline and, partly because of this family feeling, one didn't tend to want to rock the boat very much.

DONIN: It was just...it was implied.

DINAN: This was Dartmouth. This was a happy family.

DONIN: At this point, you said before, they were mostly alums that were working there.

DINAN: Yeah. Almost exclusively. I bet that the administration was -- again I am guessing at this -- but I'll bet it was 80% alumni.

**End Tape 2, Side A
Begin Tape 2, Side B**

DONIN: So you were saying that, not only was the administration but faculty was heavily alums...

DINAN: Yeah. I don't think the percentage of faculty, of alumni faculty was nearly as great as in the administration, but there were quite a few. I can think of people like Harry Bond and Jere Daniell [Jere R. Daniell II '55] and so forth.

DONIN: Now during all of this uproar in the end of the '60s, weren't you also in charge of having to run the bicentennial in '69?

DINAN: No. I wasn't in charge of that. Alex Fanelli [A. Alexander "Alex" Fanelli '42] was in charge of that. As you know, he succeeded Gil Tanis [Gilbert R. "Gil" Tanis '38] as the executive officer of the college. I assume that there was some difference between Kemeny and Tanis because Tanis had been a Dickey man for years and years and years as the executive officer and the liaison with the trustees and all of that. Suddenly Gil Tanis is down at Tuck School running a parallel program to Alumni College and Alex Fanelli comes in and takes over that job. He, Alex, was the bicentennial chairman.

DONIN: That must have been hard to do.

DINAN: I would think so, too. I didn't have much to do with it. There were highlights like Lord and Lady Dartmouth coming [Laughter], and I am sure Ed Lathem [Edward Connery Lathem '51] could write, if he were so inclined, wonderful stories about that. The Dartmouth stamp, the Daniel Webster stamp and a few things. Then the first trustee meeting of the college was in Keene at some old tavern and so they commemorated that by

having the trustees meet there. I remember it was a bitterly cold day and we all bundled up in our suits and overcoats, looking like the proper gentlemen, and went and had that meeting at that tavern in Keene. I don't have any idea why I was included in that.

DONIN: Did you sit in on the meetings?

DINAN: Such as I remember them, yeah. I don't think they did anything but ceremonial kinds of things at that meeting. But why I was there, I have no recollection. But that was, again, this sort of closeness of the way things were.

At any rate, things changed a lot in the transition from John Dickey to John Kemeny in the sense of the bloated -- as some would say -- administration. Then, just to carry that thought a step further, then comes David McLaughlin [David T. "Dave" McLaughlin '54 TU '55] and whatever John Kemeny did in the way of bloating the administration paled by comparison. Levels upon levels of vice presidents in the McLaughlin years.

DONIN: Even more?

DINAN: Even more. That's when the vice presidents only talked to vice presidents syndrome came into being.

DONIN: Is that when you saw the real change?

DINAN: Yeah. Ahead of the first class of women, John Kemeny hired Ruth Adams to come from Wellesley [College] to be, in effect, the vice president for women. But soon it was "Ruth" and "Dennis" and all that; it was fairly cozy and friendly. Then, by the time McLaughlin came along, it was quite stratified.

DONIN: What's the message there?

DINAN: I don't know. I would think a misunderstanding of what Dartmouth had been and a misunderstanding of how to run Dartmouth.

DONIN: You would think someone with his background...

DINAN: You would have thought. You would have thought.

- DONIN: ...would know it perfectly.
- DINAN: You would have thought. We may be getting ahead of the story, but...
- DONIN: That's okay.
- DINAN: ...but he just didn't seem to get it and had an unerring instinct to either force out or fire quite talented people and replace them with utter incompetents.
- DONIN: And you weren't the first.
- DINAN: No. No. Michael McGean was a victim. Seaver Peters [Seaver "Pete" Peters '54] was a victim. People in the administration were victims. To a person, they were replaced by incompetents.
- DONIN: And the whole reporting structure changed for you as well, didn't it?
- DINAN: Over some issue which I don't even remember, I was a bad boy about something and so Eddie Chamberlain [Edward T. "Eddie" Chamberlain '36], by this time, had I guess retired as director of admissions and was some sort of special envoy of the president. I mean there were lots of those special envoys. So his job -- and I think he really found it uncomfortable, but he never said so -- was to make sure that contents of the alumni magazine were... It was some hideous phrase which he dreamt up. I must have blocked it out of my mind. But it was a sort of namby-pamby equivalent of "all the news that's fit to print," that only palatable news was fit to print. That's what it amounted to. Oh, it was something about good taste and, "Who defines good taste?" I might ask and did ask.
- DONIN: When did you first sense that there were serious changes going on?
- DINAN: John Kemeny was not altogether happy with the alumni magazine. I never understood what his unhappiness stemmed from. I remember a meeting in Boston and at the meeting were John Kemeny, I think, Alex Fanelli, David McLaughlin as chairman of the trustees, Michael McGean and probably George Colton and other trustees. There was dismay registered over

the independent leanings of the alumni magazine and, "Who did Dinan think he was?"

Interestingly, David McLaughlin was a kind of peacemaker. He said, "Oh, let's just calm things down here." I forget exactly what he said, but it defused the meeting considerably. As I say, I don't remember what the issue was all about, but that seemed to die down.

Then, again I am getting ahead of myself, but then John ultimately...John Kemeny announced his plan to retire and there was this search committee and all that hoopla and students and faculty and alumni were on the search committee and trustees. So we thought we were going to be a real magazine and try to get the story out who the new president was going to be -- publish it, get it in the mail the day the announcement was made. We were betting on who it was going to be and had several stories written. You couldn't have shocked us more by the choice of David McLaughlin as the president.

DONIN: So he wasn't even on the horizon?

DINAN: Not on our horizon. That's for sure.

DONIN: Who were some of the others? You don't need to name names...

DINAN: I thought that Jonathan Moore was going to be the president, class of '54. Is he a classmate of McLaughlin's? If not '54, he is a contemporary of McLaughlin's. He had a distinguished career in Washington and all of that. He seemed like the perfect choice. Smart, personable, all that, and not on the board of trustees, not the chairman of the board of trustees who oversees the disintegration of the Toro Company and then a week later becomes president of Dartmouth. Shocking. Well...

DONIN: What happened? How did that happen?

DINAN: I have no idea. I really don't. It was... He, David McLaughlin, seemed to be the perfect chairman of the board and maybe he was. He seemed to be able to corral those different personalities and get them all moving in what seemed to be, from us on the fringes anyway, in the right direction. Only later did we come to learn that there were some members of the

board who -- "hate" might be too strong a word, but -- had profound, deeply profound differences with John Kemeny. But that only came out later and Carroll Brewster was an example of that. John Kemeny just couldn't abide Carroll Brewster. He wanted him out of there so fast and Carroll had strong allies on the board. That was a real divisive issue between the board and John Kemeny.

DONIN: Why? What were the issues between Kemeny and Carroll Brewster?

DINAN: I think that Carroll Brewster was kind of immature in a way. He had done all sorts of wonderfully adventuresome things and had a very interesting and talented career background, but in a way was immature. He was more of a cheerleader than I think John Kemeny wanted. He literally was a cheerleader. I mean he would go and lead cheers at the football games, Carroll Brewster would.

DONIN: All of that sounds good, though.

DINAN: Yeah. They just didn't get along.

DONIN: Why didn't Kemeny get rid of him?

DINAN: Because of the strong support for Brewster among some of the board. Finally he did leave and I didn't understand the issue at the time. But he, Carroll Brewster, left sometime shortly before John Kemeny's fifth anniversary.

At the time, John Kemeny was writing a long, long five-year report for the alumni magazine. I thought it was high time to step back and stop deifying various people at Dartmouth. As an example of that, I said, "Well, henceforth, the 'dean of the college,' we will not capitalize 'dean' any more." Little trivial things like that.

Well, suddenly that became a battle with John Kemeny's office. We were supposed to capitalize "dean of the college" because he didn't want it suddenly to appear as though he was part of this -- what's the word? -- diminution of Carroll Brewster who was going out the door at that very moment. But he wanted Carroll to have the upper case "D" so that it didn't look as though he was party to all of this. You can see how silly all of

that got. But that was the old Dartmouth, where class, the class of 1961, "C" was upper case. College was always upper case. Dean was always upper case. President was always upper case. All of those things which I thought were old-fashioned and out of date and should go.

So I was a sort of transition figure, too. Charlie Widmayer [Charles E. Widmayer '30], a saint of a man, had done the alumni magazine for thirty years. Can you imagine that? All by himself practically. He had a couple of helpers but he really did it all. Amazing.

DONIN: Didn't they pull him back in when you resigned? For awhile?

DINAN: I guess they did. I had forgotten that. But Charlie's idea of ... I mean I did and do think the world of Charlie -- unassuming, indefatigable, quietly effective, but his idea of that magazine and mine were quite a bit different. He thought it was a magazine largely about alumni, heavy on the class notes, heavy on the club notes, heavy on the alumni council deliberations, all that stuff. Although I don't think I was by any means successful at it, I thought it should be more about the college.

DONIN: But his was the model for the old alumni magazines.

DINAN: It seemed to me that the alumni, by and large, were more interested in the college than they were about other alumni. That's not to say that sometimes we would uncover very interesting alumni; but, you know, after all, what's the common bond? It is not fellow alumni, but it is what is going on at the college.

DONIN: How did these subtle changes you made in the magazine, how did they go over with the alums?

DINAN: Oh, the club people were mad because suddenly the club column disappeared. I mean who could possibly be interested in news of alumni clubs except for the two people who were running that particular club? But they didn't make a lot of noise. And I had friends. It wasn't calculated on my part, but it was a good thing to have friends among all factions, the ultra-liberals and the ultra-conservatives.

Ping Ferry is a perfect example of an ultra-liberal. He came from wealthy...His father was president of Packard Motor Car Company in Detroit when Packard was "the car" and Ping came to Dartmouth. He was class of '32 and, from the beginning, was an iconoclast and was an All-American football player. Suddenly, so the story goes, he decided not to play football anymore. He didn't want to play. It bored him. There were headlines in the Boston papers, "Ping Ferry Quits." I mean headlines. It was said that they went looking for Ping Ferry. His real name was Wilbur H. Ferry. They found him playing the organ in Rollins Chapel. [Laughter]

Well, anyway, he and his wife started a foundation the name of which I can't remember and they gave money to the Black Panthers and all these wild groups. Well, I love Ping Ferry, but there were also guys in the other side of the stripe that I really admired, too, and enjoyed a lot.

So anyway... I'm not sure I am leading a very straight course as we talk here, but in your notes you asked me how it came to be that I was hired or appointed editor of the alumni magazine. There were probably a handful of applications. One guy who wanted... I never did hear his name but was an older gent and he issued a sort of list of demands when he was..."If I am appointed alumni magazine editor, I want an enormous salary and I want my kid to be accepted" and all that sort of stuff. Well, they had the sense to rule him out and then I went down to New York and met with a group of magazine people that consisted of Bill Scherman [William H. "Bill" Scherman '34] from *Newsweek*. He was class of '34. Roy Rowan [Roy Rowan '41 TU '42], who I think was *Time-Life*, class of '45. It is funny how you remember these classes and...

DONIN: It is so Dartmouth, too.

DINAN: Yes, it is. And one or two others. Oh, Bob Shnayerson [Robert B. "Bob" Shnayerson '50] from *Harper's Magazine*. He was class of '50. There probably were some others, but I remember those three. So they asked magazine-kind-of questions. I gave magaziney answers and came back thinking that I hadn't done a very effective job in the course of this interview and this was to decide the fate. This was 1973.

Then all of a sudden I am sitting in my dreary little office in Crosby Hall where the linoleum was all cracked. These also had been dormitory rooms and who calls but John Kemeny. "Dennis, I am glad to tell you that you are going to be the next editor of the alumni magazine." Well, I thought that was marvelous. What a nice thing to do, I thought, to have the president call. We joked on the phone and I said something to the effect that "if I lasted as long as Charlie Widmayer, I would be retiring in 2009" or something like that. He thought that was uproariously funny. So that was how things were done in those days. I maintained a pretty good relationship with -- a good relationship with -- Scherman and Shnayerson and Rowan and those guys. But I am not a very politically astute sort of person. I treated them more as friends than as allies. So when -- again I am jumping ahead -- when troubles came with McLaughlin, I couldn't and didn't turn to them for support.

DONIN: Were any of them on your advisory board?

DINAN: I think they all were still. Certainly Scherman was and Bill was a wonderful guy, but he told me later... I forget exactly what he said, something to the effect that, "When it came time to deciding between my fate and Dartmouth, he picked Dartmouth" just to sort of keep the cohesiveness and all that together. He thought I was going to be mad at him for that. I said, "That's fine with me. I don't blame you for that." But anyway, that's another facet of all that stuff.

DONIN: Who was your so-called "boss"?

DINAN: Michael McGean was. Michael McGean's idea of being boss was to keep hands off.

DONIN: At this point...

DINAN: He was Charlie Widmayer's boss, too, as had been Sid Hayward [Sidney C. "Sid" Hayward '26] before him. I think that was something, an attitude that he had inherited from Sid Hayward that Charlie was Charlie and whatever Charlie did was okay.

DONIN: Did you have any notion at this point of what the message was that was supposed to be coming out of the magazine?

- DINAN: No. That was, of course, part of the problem because one didn't know -- even if one wanted to -- one didn't know what message to convey because it was not ever articulated except as, "Don't tell the alumni things that might dismay them." You know, again, this is some sort of monolithic alumni... They all think the same and they are not to be disturbed or dismayed.
- DONIN: What was the sort of hierarchy in the magazine? Was there any? I mean it was you and...
- DINAN: We just did sort of what we wanted to do. Mary Ross [Mary B. Ross] was the assistant editor and every once in a while she would try to reign me in as going off the deep end and she being older and wiser. Sometimes I would listen to her and sometimes I wouldn't.
- DONIN: Who appointed your advisory board?
- DINAN: I did, I think. And I didn't seek advice from them very much. Again, I didn't play that very smartly. They were friends and I liked to laugh and call them up and joke about things, but I didn't discuss issues with them very much. Not, in retrospect, very wise.
- DONIN: In what sort of... What did you feel your mission was when you first took over the magazine?
- DINAN: I felt that the mission... I wrote a little paragraph about this, which I thought was pretty good -- I think it is lost to history, certainly lost to me -- about trying to make a magazine that was read. Why have a magazine if it is not read? To make a magazine read, you have to be lively and occasionally controversial and creative and smart and funny and all those things. But first and foremost, make a magazine that is read.
- DONIN: Did you want to increase the feedback from the alums?
- DINAN: I guess my sight was not that lofty in the sense of any sort of linkage between what alumni thought and what the college was aspiring to. It was more that, if it was a given that Dartmouth was an interesting place, then let's have the alumni magazine be reflective of that.
- DONIN: You weren't the only one writing for it?

DINAN: No. No. No. Mary Ross wrote a lot in it and we tried to get other people to...I mean I guess my proudest moment might have been publishing, I think maybe for the first time, Norman Maclean [Norman F. Maclean '24]. We excerpted a piece from A River Runs Through It in the magazine. It has nothing to do with Dartmouth, but it was a great...Well, it is a great book. So we were on the lookout for things like that, too.

I remember finding out about that from Nelson Bryant [Nelson S. Bryant, Jr. '46] who was then outdoors writer for *The New York Times*. Somehow we were having lunch with a bunch of old guys from that era at the Hanover Inn and people were drinking and laughing and joking and he said, "You know, there's a great book that's going to come out soon called 'A River Runs Through It' by this guy who used to work at Dartmouth and is an alumnus and now is at the University of Chicago."

Somehow I got galleys of the book and it was love at first sight. Then Norman and I had...here I am sort of an acolyte, speaking in this sense. We had a wonderful exchange of correspondence and I asked him once why he left the Dartmouth English department, which seemed to be perfectly suited to his interests in fishing and all that sort of stuff and went to some crazy place like the University of Chicago. His answer was, "Because the English department in Chicago was full of big people who were not afraid to say what they thought." I thought that said volumes about Dartmouth.

So there were pleasures like that as part of the alumni magazine. The dreary stuff was having to write about, in the Kemeny years, the basically uninteresting way they went about overcoming the financial deficits and trying to make some sense out of that. If I had been a real renegade, I would have found renegade writers to write about that. [Laughter]

End Tape 2, Side B
Begin Tape 3, Side A

DONIN: You were saying that the boring stuff was trying to write about Kemeny's financial, or the financial problems that the college had during that period, the oil crisis...

DINAN: The oil crisis and then afterward when the economy was going down and the endowment wasn't performing very well and they came upon all of these financial schemes which allowed them to spend some of the endowment to keep things afloat. I think that stuff is pretty boring to begin with and the way they made it so murky on the other hand so that no one except for a CPA could understand it. I didn't want to write about that stuff; but, as I say, probably the smart thing would have been to hire some rebel to write about it.

In any case...I remember when...Oh, the other interviewer in the hiring process was Dero Saunders [Dero A. Saunders '35], who was editor and chief of *Forbes Magazine*.

So I said, "Okay. We are going to publish a piece on the Dartmouth investment strategies" -- this was at the time of divestment issues -- "and what the objectives are and how well do they perform and all that stuff." Oh, my god, you would have thought we were going to write about the innermost secrets. I said, "Well, Dero Saunders, editor of *Forbes*, is the guy I have asked to write this thing." Well, that was a little more palatable. I mean he was part of the 'in crowd.' But that scared them a lot, that all of this was going to be exposed somehow to the alumni.

Then another time, this involved Dan Nelson [Daniel M. Nelson '75]. I said to Dan... He was one of the undergraduate writers. I said, "Dan, it is time we revisited the issue of the college grant and the logging operations up there." Well, you would have thought...I mean John Meck almost died. [Laughter] "No." he said, "You can't." I was naïve enough to say, "Well, who says I can't? We are going to." Well, he brought a fair amount of pressure to bear that we shouldn't do it because that would reveal to the alumni that the college was in fact cutting trees up there. Well, finally he relented and said, "Okay." A complete turnabout. He said, "I'll tell you what. I will hire a helicopter and we will fly Dan there in a helicopter." I guess in a sense figuring that he could coop the piece somehow that way. I said, "No. That's all right. Dan Nelson can drive himself up there." Again, this was a benign piece, just as the Dero Saunders thing was on finances, but all those kinds of potential exposés made them -- the Parkhurst inner sanctum -- nervous. "What are they going to say to the alumni?"

DONIN: You were causing this nervousness.

DINAN: I guess. Charlie didn't threaten them in that way.

DONIN: This was not an issue just with David McLaughlin then.

DINAN: No. It started at some point with John Kemeny and I am not sure -- I don't remember what -- if there were specific issues with John Kemeny or not.

DONIN: Did you feel ultimately though that you had the final say in the content?

DINAN: Yeah. Otherwise I wouldn't have been there. One of the...In the Boston trustee meeting...incredibly prescient, although I didn't realize it at the time...some trustee to my right, whose name I don't remember, turned to me in the course of this discussion and said, "What would you do?" This was just a little private conversation. "What would you do," he said, "if you were forced to publish something in the alumni magazine that you didn't want to or, contrarily, if you were forced not to publish something in the alumni magazine?" I said, "I'd quit." "Oh." He said, somewhat startled. This was during the Kemeny years. "Ha." he said. Well, then the conversation rattled around the table and that was the end of that.

So then, back to the sudden appearance out of nowhere of David McLaughlin. To everyone's astonishment -- at least our astonishment at the alumni magazine -- the man who supervised the destruction of Toro -- and fired and blamed the disintegration of that company on one of his vice presidents -- suddenly is the president of Dartmouth!

We did a piece asking a lot of people...I forget what the question was that prompted some little short essays by various people but it basically was something about, "How will the McLaughlin administration affect you?" or, "How do you intend to deal with the McLaughlin administration?" or something like that. One guy who was at the medical school said, "Keep my head down." That was what he said. That's all he said. I thought, "Well, that's certainly an odd thing for somebody to say. This very genial guy, David McLaughlin, is now the president -- quite different from John Kemeny -- friendly, out-going and all of that -- and this guys says, 'Keep my head down.'"

Well, I didn't understand that, to my regret. This was all a long time ago. I can't remember the details, but I remember we ran a piece by Jeff Hart [Jeffrey Hart '51] -- there again, both sides of the issue. I don't think that created a lot of friends, except among the conservative alumni. Then we did something that got Jeff Hart mad. I can't remember what it was. He wrote a letter to the editor of the magazine. He, Jeff, did. Dave McLaughlin called me up and said, "Way to go. You got that so and so mad." [Laughter] He thought that was great.

So I never knew quite where things stood with David McLaughlin, but eventually he said...Oh, okay, so the sequence of events is that the then undergraduate writer, Rob Eshman [Robert A. "Rob" Eshman '82] wrote a piece -- a quite funny piece -- on a clinic on contraception.

DONIN: I have it here. It was wonderful.

DINAN: Yeah. It was very funny. So, you know, this was potentially explosive. So at least I had the good sense to circulate it around to a few people. I sent it to Michael McGean. He said, "Wow. I don't know. You had better think twice about this one, but it is your decision." Mary Ross said, "Oh, Dennis. You can't publish this. This will be the end."

Somehow it got to McLaughlin. I didn't send it to him and I don't know how it got there. He said, "Under no circumstances will this appear in the alumni magazine." So I said to Rob, "Rob, here is the deal. McLaughlin said this cannot appear in the alumni magazine. What shall we do?" He said -- he, Rob Eshman -- said, "I'll tell you what. I will write something else for now and that will give us some time to think about it. In the meanwhile, I am going to publish it in some student" -- I forget the name of it -- "some student publication," which he did. McLaughlin thought that was somehow a conspiracy to get around his decision that this should not appear and that I was in on the conspiracy.

So he invited Addison Winship and me over to his office and we sat down around this round table next to his desk, the three of us, and Michael McGean was pointedly not included in this discussion.

The subject at the beginning turned to bluefish, which of course is one of the most voracious fish in the ocean, which I thought later on was an ironic turn of events. [Laughter] Then he said, "Well, you have defied my wishes and you have demeaned the president and I am giving you two options," he said. "You can resign or you can go on probation." Probation? You know, to me that sounded like something you do to a freshman. "Probation," I said to myself. Well, so there was not much further discussion in his office.

On the way back across the lawn to Crosby Hall or the Blunt Center -- whatever it was called at that point -- Addison Winship turned to me and he said, "I'll tell you what, Dennis. I am not going to do a single thing on your behalf that will jeopardize my retirement package." "Oh," I said [Laughter], because I think he saw that, if he went to the barricades along with me, that he would be fired. I think that was his point. So anyway, he didn't. As I say, Michael McGean was pointedly not involved in this conversation even though he was, in theory anyway, my boss.

DONIN: Why do you think...Why was he not there?

DINAN: Because McLaughlin didn't like him either and it wasn't long before he was, before his job and authority were undercut -- McGean's -- by McLaughlin. Anyway, so I thought about it for a few days and said, "Okay. I quit," which I think surprised him because I think he thought that I would knuckle under and go for this probationary thing. That was the end of it.

I said, "Give me a couple of months." Then I went into the hospital for some surgery and, no sooner was I away from the anesthetic, it seemed, then there was a little note of well-wishing from David McLaughlin. God, I thought that was weird. I didn't know what to make of that.

Anyway, I don't think there was much turmoil. I don't think this course of events caused much turmoil among the administration or the faculty and I would have thought the faculty...I was a little disappointed that the faculty didn't care, not personally, but just on the principle of the thing. Maybe there is more to that than I am aware of, but I didn't see any terrific dissent from the faculty.

Interestingly, the other Ivy editors came to my defense, but I was oblivious to most everything in the immediate aftermath because of the hospitalization.

Then this foolish man, John Heston [John C. Heston, Jr. '54] -- nice, but foolish -- Jack, John, I forget which it is -- one of McLaughlin's afterguard. He said, "Dennis, would you write the job description for the incoming editor of the alumni magazine?" I said, "John, I can't do that. Why would I want to and anyway what will I say that wouldn't be contrary to everything that you guys stand for?" Well, he didn't understand any of that. Anyway, so that was the end.

DONIN: At that point, was Heston your supposed boss? His title was director of communication.

DINAN: I think so. I think so. I am vague on when he arrived and what he was directing because it sure wasn't... There weren't many communications although at about that time they hatched the Dartmouth... What's it called?

DONIN: The *Review*?

DINAN: No. That tabloid that comes out.

DONIN: Tabloid?

DINAN: That thing that goes to alumni now. What's it called? Dartmouth. . . . ? You know what I mean.

DONIN: I don't know what you mean.

DINAN: It comes in alternate months from the alumni magazine.

DINAN: Well, anyway I think they hatched that at about that time and that was to get out the administration good news. [*Dartmouth Life*]

DONIN: In addition to the magazine?

DINAN: Yeah. And it is still going and not, I might add, writing about such things as the lesbian judge in Vermont who was the cover story of a recent alumni magazine. I noticed that, in the latest alumni magazine, some young alumna is going to come up and

talk about her orgasms, which was an interesting...[Laughter] I thought, "Times do change."

DONIN: Times have changed. [Laughter] You said that you didn't feel there was much of a reaction to your resignation.

DINAN: Internally, within the campus. Not any that I am aware of.

DONIN: What about your advisory board? What about the trustees?

DINAN: Well, trustees I am sure were all in favor of it...the resignation. People like Ping Ferry [Wilbur H. "Ping" Ferry '32"] were mad. Advisory board? They were pretty much... They were company men, really. As I say, Bill Scherman who was probably my closest friend on that board, said that when it came down to choosing between Dinan and Dartmouth, he took Dartmouth. It wasn't so much defending McLaughlin as not wanting to hurt Dartmouth in any way.

DONIN: Did David McLaughlin really vocalize the real conflict here, which is basically whether you were going to be a mouthpiece for the college or not?

DINAN: Not at great length, but certainly the message was clear enough that, when he issued an order about editorial comment, he expected it to be followed and then he made this -- I thought strange -- allegation that I had somehow demeaned the president. I think it was "the president" as opposed to "the presidency." I demeaned him in some way.

DONIN: He was taking this personally.

DINAN: Yes.

DONIN: There was quite a bit of press outside though. I mean there was a column in *The New York Times*, *The Chronicle of Higher Education*...

DINAN: Yes.

DONIN: Were you surprised?

DINAN: Yeah, because it didn't seem like it warranted attention from *The Times*, but I assume that it did because there were a lot of Dartmouth guys writing for *The Times*.

DONIN: Right. Right. Then Shelby Grantham did an interview with you I think six months after that or something.

DINAN: I must confess I was sort of blind-sided by that. I had no idea. I should have, but I didn't have any idea how that was going to be used in the magazine. I wouldn't have sat for that interview had I figured that out.

DONIN: Why?

DINAN: I just wanted to be done with it. Go away.

DONIN: But it was a flattering piece.

DINAN: Yeah, but I didn't want it either flattering or unflattering. I didn't want to be there. I didn't want to be associated with the magazine or Dartmouth or any of that. Also, I just didn't like it, so it made me mad unreasoningly and I can't say that I can articulate this. It made me mad at Shelby and at Mary Ross for doing that, for publishing that. I wanted to be gone.

DONIN: Did this whole drama change the governance of the magazine?

DINAN: I think the good taste policy became ever more powerful and I think the Heston influence was more powerful and I think the advisory board was told that they needed to be more governing -- all of those things.

Meanwhile, what they did -- what McLaughlin did -- was hire this Douglas Greenwood [Douglas M. Greenwood '66] person who was my immediate successor. He had no more idea how to edit a magazine than he would to coach the football team. And there were unsavory accusations. When I left, the magazine was rich. We had our own financial system, separate from the college's. We had a lot of money in the bank.

DONIN: So you were profitable.

DINAN: Yeah.

- DONIN: Is that usually the case with these alumni magazines?
- DINAN: I am not really sure. The Harvard magazine was very profitable, I think. Whether the others were or not, I am not sure. That was something that Charlie Widmayer had started and Len Morrissey [Leonard Morrissey, Jr. TU '48] was our accountant and he was on the Tuck faculty. Between Len's knowledge and other happy circumstances, we really added to the treasury. The suddenly the magazine was poor.
- DONIN: Did you see the magazine as any kind of tool in terms of fundraising?
- DINAN: No. Except that subliminally, if it kept people interested in Dartmouth, it presumably was good for fundraising; but certainly not in any kind of overt way.
- DONIN: Right. Right. How about in terms of the trustee elections?
- DINAN: Those got bitter, it seems to me, afterward, after my time. That's the way I recollect it anyway.
- DONIN: Well, you were there, for instance, during the John Steel [John F. Steel '54] election.
- DINAN: That's right.
- DONIN: He was put up as an alternative candidate by the alumni council.
- DINAN: That's right. I think what we tried to do was duck those issues.
- DONIN: I noticed that you would reprint the text of what the trustees or what the alumni council would say about the issues at that meeting.
- DINAN: I didn't even like to do that. Again, I thought to myself, "Who really cares what the alumni council does?" That was...I guess if I had a difference of opinion with Michael McGean...I mean, Michael spent his life trying to keep that alumni council going and feeling as though it was providing some sort of function. I kept saying, "But, Michael, nobody cares what they do." Well, I think he agreed with me, but nevertheless it was his life trying to keep that institution going, so he couldn't agree with me too much. We would do some of that drivel, the alumni council stuff and the trustees. I had forgotten all about John Steel.

DONIN: Well, he was just the first of a number of controversial elections.

DINAN: Of course all around this period was *The Dartmouth Review* issue, as you pointed out. Horrible, amoral little bastards is what they were.

DONIN: But do they belong on a college campus?

DINAN: Probably. Probably in the same way as the rebels of '68 belonged, except the *Review* people were more evil-minded, more hurtful by a long shot. The SDS kids, they may have thought they were out to bring down capitalism, but it wasn't a personal thing with them, not the way it was with these kids.

DONIN: Where do you think they got funding from? How did they keep going?

DINAN: Sally's reading David Rockefeller's biography or autobiography right now and she said, "Do you know a guy by the name of George Champion [George Champion '26]?" I said, "I sure do." Apparently David Rockefeller and George Champion vied for the chairmanship of the Chase Bank. I said, "George Champion was the class of '26, I think somewhere along in there." Among others, he bankrolled *The Dartmouth Review*. There were some conservative guys, the Otis Elevator people. Money came from them, too. One of the Otis' had gone to Dartmouth and they have a foundation that is very conservative. Money came from that and from some of these guys who were still seething over coeducation, all that time later. They hated Kemeny and whether they hated him because he was Jewish or because he was the intellectual or because he was responsible for coeducation, I don't know. But they certainly hated him and stooped to any level to do their way.

We had an undergraduate writer...A young woman whom I asked to -- this was in the very early days of *The Dartmouth Review* -- I asked her if she wouldn't mind writing a piece about who these guys were and what they were up to. She said, "Sure." Within a few days, suddenly the storm troopers came into my office. *The Dartmouth Review* people. They just were...Their bravado was something to behold. First of all, they started to snoop at all the papers on my desk and then Fossedal [Gregory "Greg" Fossedal '81], the ringleader, said...

DONIN: What was the name?

DINAN: Greg Fossedal. It is something like F o s s e d a l. He said, "If she writes about *The Dartmouth Review*, we will spill unpleasant facts about her personal life." Well, that's the sort of tactics that they would use. Of course, they had a benefactor...

End Tape 3, Side A
Begin Tape 3, Side B

DINAN: ...era of Bill Buckley [William F. Buckley, Jr.] and all of that. His [Jeffrey Hart] son Ben [Benjamin J. Hart '81] was the ringleader on *The Dartmouth Review* and I was told by another member of the English department faculty that one Saturday morning, I guess, Ben was caught rifling the desk of Blanche Gelfant of the English department, looking for incriminating stuff.

Somehow that was smoothed over, unmentioned. I would have thought that would have torn the campus apart, but it just never got mentioned. Now, I don't know. I can't say for a fact that it is true, but that is what I was told by another member of the English department. So anyway, those people were truly amoral, evil-minded souls.

DONIN: They went into another set of files that was totally off the wall. I think it was the gay and lesbian files.

DINAN: That's right. They did.

DONIN: And published names.

DINAN: Yes, they did.

DONIN: Horrendous. Horrendous. But there are those who say, you know, free speech, academic campus.

DINAN: I know. I know. Well, certainly the administration -- and not that I would have or did -- the administration never knew what to do about them, how to come to grips with them.

DONIN: Well, I believe at the end of Kemeny's administration they actually held a moratorium for a couple of days because there was a feeling that *The Review* had really polarized the campus

and the various minority groups were angry and nobody was speaking to each other...

DINAN: And they mocked all of that.

DONIN: Absolutely.

DINAN: And they played croquet on the Sanborn House lawn while all of that was going on. At one point -- I don't remember the details - - but one Saturday morning down in Concord, two of these young kids -- they were not the ringleaders, they were lower down, maybe sacrificial lambs -- met in a courtroom with Tom Rath [Thomas D. Rath '67] who was then attorney general of the state and a couple of other sharpie lawyers. I was there. The lawyers, you know, they know how to do cross-examining and all of that. They had these kids really sweating. I was rather startled by the way they bored in on them and they really did. But I can't remember why all this took place or what the issue was.

But as you say, the issue of free speech and alumni support and money coming from *The National Review* and these conservative foundations and conservative alumni made them very powerful and plus they were talented, smart people.

DONIN: Absolutely. Of course, they played a big role in the whole shanty disaster. That was after your...

DINAN: Well, I remember reading about it. Is there still *The Dartmouth Review*? I don't know.

DONIN: I think it has lost some of its bite.

DINAN: Yeah. I would think so. I would think so. I mean kids, after all, now are worried about getting jobs.

DONIN: Right. That's true. How did you chose, for instance, how did you choose what letters to the editor to publish?

DINAN: We pretty much published everything.

DONIN: Really?

DINAN: Yeah. Except ones that were either incoherent or -- "fraudulent" might not be the right word, but I am not -- that were clearly satirical or making some point that the letter writer didn't really believe. I am not quite sure how to articulate that, but it was not an honest opinion. It was something to gain some personal leverage.

I am not saying that very well, but as an example of how naiveté is a dangerous thing, some classmate of a trustee wrote quite a negative letter about that trustee and I published it in all innocence really. I didn't realize that it was as damaging or as hurtful to this trustee as it was. That just set the trustees on their ears, that we would publish such a letter about one of their own. Apparently this person -- so I heard later -- had had an ax to grind with that trustee since they were students together. Well, I never realized it and he never even named the trustee by name so I wasn't even quite sure what it was all about, so I said, "Run it." Anyway, most of the letters got printed.

DONIN: Did you make a conscious effort to...

DINAN: Oh, they were all about the Indian symbol it seemed to me. Every letter that we ever got was about the Indian symbol. What a dumb, dreary, dull story that was.

DONIN: And it just wouldn't go away for the longest time.

DINAN: It just wouldn't go away. It wouldn't go away.

DONIN: Why, do you think?

DINAN: It was, "Not only did they let in women, but they are taking our masculinity away by taking away this virile Indian."

DONIN: I was reading a letter to the editor this morning from this guy who is accusing Dartmouth of having completed the castration of the men when they took away the Indian symbol.

DINAN: Yeah.

DONIN: Amazing.

DINAN: It is amazing. [Laughter] And then one of the great, perhaps unrecorded stories -- at least I thought it was a great story -- was

-- I am at a loss for his name right now -- one of the first Native American heads of the Native American program. He was quite an engaging, friendly, amusing guy. You know, here he had the world's hardest job. He had probably all of six Indian students on the campus, none of whom probably was qualified in terms of preparation to come to Dartmouth. And he had all these alumni hating him on the one hand and there were huge expectations from the administration on the other hand. A horrible, impossible job.

Well he said that, among all of the apparatus of the Indian symbol, there was the cheer, the Wah Hoo Wah cheer which, back in the 1920's, I guess all of the students shouted with great gusto at football games. Of course, it hadn't been heard at a football game in thirty years but he said, nevertheless, that Wah Hoo Wah meant sodomy in Sioux. [Laughter] I am sure he made it up. [Laughter]

But I have always maintained that academics are among the most gullible people on earth. And the administration immediately took that to heart saying, "Well, we can't have that cheer any more because it means sodomy in Sioux." [Laughter] Well, I mention that only because there were amusing moments, although maybe not everybody thought they were amusing.

DONIN: Well, I see again in one of these editions that I was reading this morning that Ted Geisel [Theodor S. "Ted" Geisel '25], "Doctor Seuss", wrote a funny little jingle that you published having to do exactly with the cheer.

DINAN: I had forgotten that.

DONIN: It was great. Very amusing. Did you consciously make an effort to not become involved with the administration so that you could maintain your independence, so to speak?

DINAN: Well, not really, because even I felt this loyalty to Dartmouth even though most people would have denied it. You know, "That's the last thing Dinan thinks of is any kind of loyalty to Dartmouth."

I know that I did and I remember thinking for a long time and finally writing in the reunion book that came out with my whatever it was, fortieth or forty-fifth reunion, that after toiling at

Dartmouth for almost thirty years, I finally figured out that naiveté is a dangerous thing. And it is and I was naïve. Among the many ways I was naïve was to think that my loyalty to the institution was automatically reciprocated. By the time of the McLaughlin years, there was no institutional loyalty to the individual employees, I don't think.

DONIN: And that was a direct result of him?

DINAN: I think so. It's probably a direct result of bigness and a direct result of bureaucratic layers and of the man. But it sure was a one-way street and it took me forever to figure that out.

DONIN: How were you able, if he were in fact...How were you able to maintain your perspective and stay independent when you were still somewhat of a close knit, tight...

DINAN: It was hard. I remember one of my contemporaneous editors, Tony Lyle at the University of Pennsylvania...He was a graduate of Penn, as I was of Dartmouth, and I think he was a little bit younger than I but not by many years. Well, he was avidly anti-administration. If there ever came a chance for him to embarrass the administration at Penn, he would make sure that he did it. All sorts of pieces in the Penn alumni magazine that I probably wouldn't have dared touch. Of course, he got fired, too. [Laughter] But compared to him, I was a middle-of-the-roader if there ever was one. John Marcham, the editor of the Cornell magazine -- the guy who was responsible for running the cover with the Black students with rifles -- he got fired. One or two others did, too.

DONIN: Was this a trend of the times or is it always a risky job to take?

DINAN: I think it was a trend of the times. I don't know this, but I surmise that the Charlie Widmayer contemporaries probably were doing their magazines for about as long as Charlie did. Forever, in other words. I think it was these young Turks that came and said, "It is not my college, right or wrong. The college -- Penn, Dartmouth or whatever -- makes mistakes and it is our job to print the news as it is." Tony might have gone a little overboard on that, but as I say, by comparison with his stuff, mine was benign.

- DONIN: Did you consciously make decisions not to print particular stories because they were too damaging to the college?
- DINAN: We probably did, although I couldn't give you examples now. I am sure we did. Maybe *The Dartmouth Review* is a good example of where we really didn't want to get embroiled in that mess too much because they seemed to stoop at nothing. I mean, you couldn't very well write a piece about some student rifling a desk if you didn't have proof and you didn't have proof of most of the stuff that they tried and there was no way to win that one. If you seemed to side with them, you had the administration after you; if you sided with the administration, you were just a mouthpiece of the administration.
- DONIN: You mentioned in your interview with Shelby Grantham that one of the articles that you didn't write was the true story about the medical school finances.
- DINAN: Yeah.
- DONIN: Was that because it was damaging?
- DINAN: Damaging partly because I wasn't sure we could get the truth of what those finances were. But they were always on the brink of disaster. Maybe nobody cared. Maybe the alumni didn't care whether they were or not, but I thought that was a story that we should have told -- that the medical school was just draining the college dry and it was time people knew about it. But we didn't do it.
- DONIN: That was your decision though.
- DINAN: We didn't even bring it up. I mean we didn't even try to do anything with it. Nobody said, "You can't do that."
- DONIN: Right. Right.
- DINAN: That was another... Now that you mention the medical school, another change that occurred during all those years was the professional schools, which at one time were so very close to the college and became more autonomous and more distant. I guess for the good. Probably for the good. Tuck, Thayer, medical. All now, I think, are much more autonomous than they used to be.

DONIN: Was that a conscious effort on the part of Kemeny?

DINAN: I would think it was a conscious effort on the part of strong deans of the respective schools. They took many more non-Dartmouth students. So now I think only a small percentage comes from Dartmouth. Certainly that changed them hugely. Faculty used to be...Particularly in the engineering and Tuck, but also, I think to some degree with the medical school, the faculty worked on both sides of the street. They don't do that anymore; that's for sure.

DONIN: You were also quoted in one of your interviews that there is a big difference between editing an alumni magazine for a big urban university versus a small...

DINAN: Well that gets back to this Tony Lyle and Dennis Dinan. Here Tony is in Philadelphia and probably half of his readership reads whatever the Philadelphia city magazine is, which is like *New York* magazine. They take a great joy in holding people up to ridicule. So Tony has that in his backyard and he wonders, "Well, what can I do to maintain some sort of magazine that commands readership?" I am up there in isolated Hanover -- the sun always rises on Dartmouth Hall -- and it is quite different. You can see how it would be.

DONIN: How do you measure readership?

DINAN: That's a good question. You know, the people at *The New Yorker* always say that the last thing they would ever do...[William] Shawn and [Harold] Ross and all those people...the idea of them doing a readership survey. I am sure they would never have thought of it, asking what their readers want. They trusted their own judgment and that's kind of what I tried to do, not always successfully for sure. You just have to have some sort of faith in your own instincts.

You can't...There again, you can't publish stuff that you think the administration wants. That would be awful. Who knows what the alumni want, because the alumni are...Then I guess there were thirty, thirty-five thousand of them, forty thousand. There were forty thousand individuals. But that is something that the administration had a hard time grasping, that there were forty thousand individuals, some of whom couldn't care less about

Dartmouth. Some of them cared hugely about the library or music or dance, not at all about the football team or not at all about the warfare, the administrative warfare. So...

DONIN: So that's the magazine. Do you want to call it quits for today?

DINAN: Sure.

**End Tape 3, Side B
Begin Tape 4, Side A**

DONIN: Today is Tuesday, February 11, 2003, and we are in session two with Dennis Dinan at his home in Falmouth, Massachusetts. All right, this morning I thought we would start out first of all by throwing some topics and events at you and see what your recollections were about them, if any, and if you remember writing about them. You were at Dartmouth...

DINAN: Mary, let me just interrupt for a minute if I may. I want to amplify on a couple of things that I mentioned yesterday. I used the word "family" which maybe is a little maudlin for some academic institution. I guess "cohesiveness" might be a better word. Of course, it works for and against Dartmouth because it does have this inner strength from being small and tight and a community, but yet that can be stultifying, too. I mean you see the big city universities and they don't have the cohesiveness on the one hand, but they don't have this stultifying envelope on the other hand. That was one point I wanted to make.

Another thing about the magazine, I suppose in the course of events at Dartmouth, you know, that is a small blip on the screen, whatever happened at the alumni magazine. But in a way there is a lesson there and that is that, particularly under President Dickey and maybe you want to get back to this when you are talking about leadership: There was a lot of overt discussion of self-reliance, that one must have inner strength and be true to one's ideals and he preached on that a lot. Then, however, when the college fails to practice what it preaches, it can be disillusioning and that's all I have to say about that really.

DONIN: You are talking about... Those messages from Dickey were coming at you when you were an undergrad as well as when you were working there.

DINAN: That's right. That's right, particularly as an undergraduate. All of his talks, as I recall, centered on that theme: "Be true to oneself and have ideals and stick to them in the face of challenges from every direction." He said it much better and, as we said yesterday, in much more orotund ways than I am saying it, but that was the message. All of the people who came to Dartmouth to talk...not all of them, but you know...Robert Frost came almost every year. That was the message that Frost gave: "Stand up for yourself. Stand up for what's right. Stand up for what you think is right." Then for Dartmouth to act not much differently than some evil corporate empire, that was disillusioning and is.

DONIN: What particular instances are you referring to?

DINAN: Well I guess the alumni magazine and a whole host of other things.

DONIN: Can you give some other examples?

DINAN: Let me think on that as we talk today.

DONIN: You mention Robert Frost. Do you have any memories, specific memories?

DINAN: I never met him personally, but he came I think every year that we were undergraduates and, before that, my brother would come back and tell tales at vacation time about this great man Frost, talking about big things. So that was a big event in the course of a year, when Frost would come. That's really all I remember about that.

DONIN: Okay. Let's move to when you returned as an employee in '67. The campus was very different I assume from the campus you left in '61 when you graduated in terms of the students and the activities.

DINAN: Well, certainly in 1961 when I left, half -- well, I don't know if half -- but a lot of my friends would go off several times a week to march around and play soldier in ROTC. Everybody had short hair, obviously, and everybody dressed pretty much alike. There were a few fringe types who put black curtains over their windows and probably smoked pot, but they were very few. It was hard to tell the difference between someone who was

keenly interested in drama from someone who was keenly interested in athletics or in nothing much at all. They were all very much homogeneous people in my time.

How they were in 1967, '68? Very different. I remember...I can't recall if this was before or after the Parkhurst takeover, but one of the football quarterbacks -- quite a talented athlete -- suddenly became a leader in the anti-war demonstration. A whole change in attitudes.

DONIN: Did they look different?

DINAN: Did they look different? Well, sure. They had longer hair and they...I remember one student kept coming into my office. He was a very talented graphic designer and, later on, he told me that he always was higher than a kite on pot when he would come into my office. Well, I thought he acted a little strangely, but I was probably again so naïve that I didn't know what it was all about. So there was that culture going on and I imagine as time went on it grew more pervasive.

Then, before you knew it, there were girls there as those exchange students. I mean Meryl Streep. Wow. That was big stuff. There were so few that it must have been hard for them. Yet from all I hear, they look back -- those few pioneers -- look back on their experience at Dartmouth fondly. I think we had some retrospective pieces in the magazine about that.

DONIN: How much interaction did you have with the students when you were working as the assistant ...

DINAN: A fair amount because students were always coming to Michael McGean to raise a few dollars to do something unusual. I remember two students by the name of Andy Harvard [Andrew C. Harvard '71] and Todd Thompson [Todd S. Thompson '70] who needed some money to go mountain climbing in Chile. So they would come in and say, "How can we raise," you know, some fantastic sum like "five hundred dollars?" So we would try to help them out doing various things and put them on some sort of alumni circuit so they could go out and talk and raise a few dollars. That and alumni college...We always had some students involved in that.

Plus, during alumni council meetings and class officers' meetings and whatnot, we often put on student panels. "Why I am at Dartmouth" or "Why I like Dartmouth" or something. What was so refreshing about that is that they often said, "Well, I don't like Dartmouth and here is why." But they said it in an engaging, appealing kind of way, so that they quickly won over the alumni audience to their point of view. So I got to know a fair number of them that way.

DONIN: What was the perception on the part of the alumni? Now this was, you know, when women were just coming as exchange students in the twelve-college exchange program. There was this conflict over ROTC and anti-war demonstrations. What was the feedback that you were getting from the alums about what was going on on campus?

DINAN: I think that the sense among those -- and I will call them, for lack of a better term right now, professional alumni -- the ones who seemed almost to focus their lives on Dartmouth. I think that they thought the college was out of control, most of them. But then there was the whole mass of alumni who lived healthier lives and had other concerns, you know, their families and national and international issues. It was funny that those professional alumni couldn't connect what was happening at Dartmouth to what was happening in the broader world. I don't know whether they couldn't or wouldn't, but they didn't, in any case. So when they saw some bizarre-looking Dartmouth student, they forgot that probably their next-door neighbor or maybe even their own son looked just like that.

DONIN: Right. Right. Somehow they thought Dartmouth was going to be immune to all of that.

DINAN: That's right. That's right. And I think, to some degree, that carries over. That's why we were talking yesterday about my classmate -- nice fellow -- who is convinced that the pinkos are in charge and he just can't imagine that Lou Stilwell still isn't teaching military history. [Laughter]

DONIN: So were you surprised when Dickey announced his retirement?

DINAN: No. As I said yesterday, my personal feeling was that he had overstayed his time. He was still a great man and I still had a lot of respect for him, but I thought that he was probably...Here

again, I should say right away that I was not... I didn't go to his house weekends for cocktails or anything like that. I was not an intimate of President Dickey. But it seemed to me that he must have been tired and worn down from twenty-five years of being the president. Twenty-five years was a very long time even then. Frank Boyden of course at Deerfield [Academy] was headmaster forever it seems like, but I can't imagine that he felt fresh either after twenty-five years. It must have been a lot of routine and, when yet another alumnus would complain about something, he must have said, "Oh, my god, I have been through all of this." Just weary of the job.

DONIN: And the election of John Kemeny. Were you aware of the search that was going on and the form it was taking?

DINAN: I don't remember it vividly, but I am sure I was aware of it and I think the curiosity was largely over whether they would go outside the college or stay inside the college and promote somebody from within. I think the betting was that they were going to promote somebody from within.

DONIN: Why? What do you think the trustees were looking for when they did that?

DINAN: I think that they were looking for someone who might bring about some of these changes, but would have the cachet of having been part of the Dartmouth family for a long time. In fact, I think there was some speculation upon the part of us betting types that Frank Smallwood [Franklin "Frank" Smallwood '51] might have been the next president. He had all the credentials. He had been the Elliott Richardson of Dartmouth. He had had every job that there was to hold and he was an alumnus and all of that.

DONIN: What was the reaction of the alums to Kemeny's appointment?

DINAN: To Kemeny's appointment? I don't remember a big uproar. It seems to me that most people were willing to give him a chance. Of course, it is not like running for public office where you had to say, as he would say to the world as he was being considered for president, "I am going to institute coeducation." Had he done that -- had they known that as he was coming in -- the reaction might have been a lot different.

DONIN: Do you think the trustees were looking for someone who was open to carrying out this idea of coeducation?

DINAN: I think so. I think as they saw all of the other Ivies turn to coeducation and they felt that Dartmouth would be at a disadvantage in recruiting both top-flight students and faculty if it didn't become coeducational.

DONIN: Was Kemeny himself in favor of full coeducation?

DINAN: I think so. He turned the place inside out to make it possible. Again, I don't know that and you might know from other interviews more about his inner feelings about coeducation, but I think...My guess is that he would have been strongly in favor of it partly because I am sure that Jean Kemeny [Jean Alexander Kemeny] was strongly in favor of it. They made quite a team.

DONIN: Did they? Can you talk about their relationship a little?

DINAN: Well, we used to have a little fun at the alumni magazine, maybe more fun than people either recognized or cared. They used to have license plates on their cars. His was "BASIC" and hers was "LOGIC." We used to say at the alumni magazine that maybe the two license plates got switched somehow because she was more basic and he was more logic. She always reminded me of one of the Gabor sisters [Laughter], somewhat glamorous on the one hand, but very friendly and down-to-earth and very much an appealing character, I think.

DONIN: It has been said that she sort of changed the rules for a presidential wife at Dartmouth.

DINAN: Well, certainly Chris Dickey [Christina "Chris" Dickey] was not in the forefront of affairs. I think she was a very gracious hostess and she tended a very lovely garden and I think that's how she saw her role. Jean Kemeny, to everyone's shock, went to every faculty meeting or seemingly every faculty meeting, and spoke up and, you know, did things that were just unheard of until she arrived on the scene and maybe would be unheard of now. I can't imagine that Susan Wright [Susan Debevoise Wright] would go to a faculty meeting and voice her outrage about some issue.

DONIN: How was that accepted on campus?

DINAN: People would say, "Well, that's Jean." I am sure that some people thought it was out of place and not acceptable behavior; but, as far as I was concerned, I thought it was refreshing.

DONIN: How much interaction did you have with Kemeny, himself?

DINAN: Not very much. Not very much. It seemed as though...My sense of what Parkhurst was like then is probably not terribly dissimilar from what the White House is like in the change of administrations. A lot of ferment and late hours into the night and scheming about new policies that would be developed and put in place. So I imagine John Kemeny was busier solidifying support among the faculty than he was going around glad-handing the likes of me.

DONIN: But he was one of the faculty, so that must have made that easier.

DINAN: Automatic or easier? I am sure it did make it easier. But, nevertheless, a good politician keeps at that and keeps those bridges intact. [Speaks briefly to Farley, the dog.] I think he was a very savvy guy in a lot of ways. I am told that, while he seemed so uncomfortable in the cocktail party kind of environment, that he was very convincing and engaging on a one-on-one or a small group discussion with alumni who might not have shared his, well, obviously his background, but also his points of view.

DONIN: Did he interact much with the students?

DINAN: He taught a course every year right up until the time of his retirement and he made a big thing of that, that he was going to keep in touch with the students. And I think they had some sort of dinner or something for students every week at the house, but I am not sure of that.

Again, a little recognized trait of Kemeny's I think is his fondness for athletics. He went to every football game. He went to most hockey games. I think he thought Bob Blackman was a genius, as he may well have been. So it is not as though he was some lofty intellectual who had no use for everyday sorts of amusements. He really liked football and hockey and stuff like that and he and Jean would show up. It wasn't ceremonial,

either. They would come with the math department and sit at football games and have a good time. In other words, he wasn't most of the time escorting rich alumni to the football games. He was with his buddies.

DONIN: He was a dramatic change though from the model of Dickey.

DINAN: You bet. I mean overnight, WASP to a Hungarian immigrant Jew. I mean that was a big change.

DONIN: A big change.

DINAN: Yeah.

DONIN: And the feedback from the alums?

DINAN: As I say, I think the fact that the trustees chose from within made that a lot more acceptable -- a lot smoother -- than it would have been otherwise. If, for example, they had chosen at that time Jim Freedman [James O. Freedman] from a mid-western university, I think there would have been an outcry.

DONIN: Because he was an outsider.

DINAN: Yes.

DONIN: How do you think Kemeny was able to swing the whole coeducation move?

DINAN: I think he wore them down, wore the alumni down, to some extent. I think he convinced the faculty somehow that... Well, to go back a second. You will remember that Dartmouth, in my undergraduate years in the late '50s, changed from a semester system to a trimester system and that, in a way, was a bridgehead into the Kemeny plan. I don't know who devised that plan or even who thought it was necessary. It certainly must have had John Dickey's endorsement. But, in any case, there used to be fairly leisurely academic progress during the course of the year... I remember taking a course in Russian literature and we read all the great Russian novels in eight weeks or something like that. It was a real bear to do all of that reading but I liked it because I enjoyed the reading.

So that change in the academic calendar had already occurred by the time John Kemeny arrived on the scene. I don't think the alumni quite understood what that was all about, but probably thought, "Well, that's their business, not ours." It was pretty esoteric anyway.

So then when the Kemeny plan came in, it was so complicated, most of us even on the campus didn't understand it. The shuffling in and out and the enforced sophomore summer on campus.

Well, that was hocus-pocus to get coeducation in. Dartmouth, I guess, couldn't have afforded coeducation otherwise. It couldn't have afforded to build all the dormitories and whatnot without reducing the male population. Well, Kemeny I think wisely said, "That will really blow the lid off the alumni if we cut back the number of male students, so we are going to have our cake and eat it, too," through this hocus-pocus. It was a pretty smart thing. As we discussed yesterday, what it did to dislocation and all of that, it is hard to say, hard to assess.

DONIN: It was very clever to come up with the plan.

DINAN: Very clever. Very clever. As I said, there would be meetings with alumni packing Dartmouth Hall and these guys would get up and give quite passionate and heartfelt speeches -- the alumni -- about why Dartmouth should remain true to its traditions. There was a little arrogance on the part of the likes of Leonard Rieser and others saying, "Well, that's very nice, but we know best."

DONIN: Did anyone take a road show out and go talk with the alumni groups?

DINAN: Well, typically, the deans and the president all would have speaking trips and I am sure they did do that, but I don't remember whether there was a coeducational road show *per se*. I mentioned the Richardson [Leon Burr Richardson] history yesterday. I do recommend it to you... By the time I had gotten there, Hopkins was this sainted figure and it is as though everyone universally revered Ernest Martin Hopkins. Well, I remember reading in Richardson that he went to some alumni club meeting in Cleveland, I think it was, and was practically hooted right out of the room. [Laughter] I don't remember what

the issue was, but clearly things weren't always all this sweetness and reverence that we had been led to believe about the famous "Hoppy."

DONIN: What were your impressions of Kemeny as a leader? [Tape turned off to talk to dog.]

DINAN: I think they, John and Jean, made such a great team that, where he seemed uncomfortable in large groups, she could win over those large groups. Again, I think that coming from the faculty, he had that built-in strength. Obviously, he was supremely intelligent and could win over people on the basis of logical argument.

Was he the reverential figure that Hopkins is reputed to have been? Obviously not. But I think he carried the day just through his sheer force of intellect. [Laughter. Tape turned off.] If he had been an aloof person without personality, he wouldn't have been able to be a strong leader and he obviously was a strong leader.

DONIN: All this reorganization that he did with the vice presidents to replace the deans, was that taken as a sign of strong leadership or something else?

DINAN: Well certainly, I looked at it as an unhealthy sign, but I couldn't tell where it was leading exactly. It was certainly started during the Kemeny years but then, as we mentioned yesterday, vastly expanded during the McLaughlin years. So it was not such a upheaval during the Kemeny time as it might have been because...

DONIN: I assume some of it was caused by the need to administer this whole new group of women.

DINAN: Oh, exactly. And the Dartmouth Plan, itself, being so complex. They needed a whole cadre of people to keep the women happy and keep the plan working.

DONIN: His relationship to the trustees... There was also a move to have greater representation on the board, not only for the faculty but students as well. Were you...

End Tape 4, Side A

Begin Tape 4, Side B

DINAN: There was talk about having students on the board and faculty on the board and that was all part of that rush to relevance in those days where everybody should be represented. I think the trustees were wise enough to say, "The way that we will handle that is we will meet regularly and systematically with those groups and listen to their ideas, rather than actually have them on the board representing particular groups." Because the concept of the trustees, as I always understood it, was that they didn't represent factions or groups or points of view. So I think that was the right choice.

DONIN: And the Alumni Council?

DINAN: The Alumni Council was always having an identity crisis as to whether it was simply a way to mollify the alumni or whether it had any sort of role of governance. I remember along the way there was some agitation that it should have some voice in the affairs, in the decision-making affairs of the college. That didn't go very far. I think they can...It is perfectly acceptable for the Alumni Council to make points of view known to the trustees, but I don't think they should have any sort of role of governance in the college. That would be silly.

DONIN: Okay, let's hit on some of the major events during the Kemeny administration. They obviously had to make some major changes in the whole residential life system to accommodate the women on campus. They, I think, also made an effort to improve the student life activities, to take some of the emphasis away from fraternities. I believe it was your friend, Jim Epperson, who did a report. It was pretty negative.

DINAN: Which called for the abolition of fraternities. Well, as I recall it, the addition of those few hundred women did cause a lot of dislocation, a lot of crowding in the dormitories. I think the problem was made worse by the fact that the dormitories that they had constructed post-war -- the Choate Road dormitories and the river cluster -- were abominations. I mean they were just awful places. I don't know why, whether they just tried to do it on the cheap or what, but they were just not happy places. So nobody wanted to be in those and so I remember they forced kids to be in the river cluster.

So all of that was an issue. No question about it and it was all connected to The Dartmouth Plan. There was a lot of debate about that, whether it was all healthy. Even some of the faculty would get up and say, "You know, it's not so healthy anymore. This three-term system", four-term system as it evolved, "led to too much dislocation." But those voices didn't carry the day.

So again, Kemeny, through his force of personality, intellect or whatever it was, or the fact that he had so many allies, usually won those battles and they never -- as I recall -- became real battles. They were just issues. But then...

I am not sure that there was a big reaction against fraternities at that point in those early Kemeny years. I think the Epperson episode came a little bit later and, after all, only about half the male students belonged to fraternities.

Then, to my surprise, the first thing that happened...or seemingly almost the first thing that happened, was the addition of women and suddenly there were sororities. I thought that was a bit surprising in the sense that, if fraternities are seen as a sort of isolating factor that disrupts the campus, why have the female equivalent? I can understand why you couldn't have fraternities only, but I think, if I had been John Kemeny, I would have said, "As of next year, all fraternities will be coeducational or else leave." I think that would have been the thing to do. Again, that would have caused a big uproar among alumni, but it would have been over and done with by now. I have never felt at all comfortable with the agonies that Dan Nelson must go through with fraternities. Oh, that poor man. I just am sympathetic to him. If somebody had said along the way as they did at Williams, "As of such and such a date, fraternities are gone." But it is like ROTC; it keeps coming back.

DONIN: Why?

DINAN: Because I think that to the administration, the alumni are all-powerful, all single-minded in their views toward Dartmouth and they wouldn't want to upset that.

DONIN: And you don't want to upset it because?

DINAN: It would hurt fundraising. It would hurt all the many, many things that the alumni do for Dartmouth besides fundraising. I don't

know if I can enumerate what those are, but you just wouldn't want to alienate the alumni. Hopkins built this network of alumni support. For Dartmouth, which was a fairly poor institution compared to Harvard, Yale, Princeton and others, it needed that alumni support, not just in terms of giving, but in terms of rallying around the flag.

DONIN: Kemeny did undertake a huge campaign, which he started in the middle of his time.

DINAN: He did and it was very successful, I think.

DONIN: There were other things that hung in there that they seemed to have a hard time dealing with. We touched on it a little bit yesterday...the Indian symbol, the words to the "Men of Dartmouth" song. Again, why?

DINAN: Why? Again, it's the isolation of Dartmouth up in the north country, as they like to call it. This experience, the so-called "Dartmouth experience," which a few years after college people begin to romanticize and think that it was all alike and all wonderful. So, when there is agitation over the Indian symbol or the song or whatever, it's tearing at -- people think -- the very roots of the institution.

Can you imagine Harvard having a crisis over some Indian symbol? It couldn't happen there. But other things happen at Harvard that wouldn't happen at Dartmouth. Can you imagine at Dartmouth the service union going on strike and having the students protesting the administration's treatment of the downtrodden cafeteria workers or whatever they were? That would never happen at Dartmouth. [Laughter]

DONIN: Now, why did it take...So the college goes coed in '72. Why did it take them so long to bring the number of women up to equal the number of men?

DINAN: I think it was all part of the plan. Gradual progress wouldn't disrupt both the internal campus and the external campus. So gradualism was the way to do it. Well, if they had brought big classes of women in at the very beginning, I am not sure they knew how to accommodate them.

- DONIN: Well, there was the issue of buildings. There just weren't enough buildings.
- DINAN: Yeah. And courses and faculty and athletics and everything.
- DONIN: John Kemeny announced his retirement. Were you surprised after such a short period, a relatively short period of time?
- DINAN: No, because he had indicated that he thought ten years was enough. I forget whether it was exactly ten years, but it was ten or twelve or something like that. He had been saying that in various ways for the last couple of years of his administration. So it all seemed quite natural.
- We had expected, as I said, that ...The next president would be one that would solidify the gains that Kemeny made, but wouldn't make big changes himself. I am not sure whether that turned out to be true or not with McLaughlin; but he certainly was not the character that we expected would be named president.
- DONIN: Were you expecting that it was going to be another academic from within?
- DINAN: No. I thought it would be someone from without, and Jonathan Moore was our bet or someone like him. We thought it would be an alumnus and we thought it would be someone with academic credentials who would know his way around in the world and be able to heal the wounds.
- DONIN: Again, what were the trustees looking for?
- DINAN: Don't know. I haven't a clue. That came as much a shock to me as to anybody. Suddenly, after all this exhaustive search, again with students and faculty and alumni on the search committee, suddenly David McLaughlin, who was out of a job, got a new job.
- DONIN: How did you manage to sell this to the alums? At this point, you are at the magazine.
- DINAN: I don't know that we made an effort to sell it to the alumni. As I mentioned yesterday, we did some kind of a piece, asking faculty and so forth what they thought this meant for Dartmouth,

and one guy on the faculty said he intended to keep his head down. So maybe he was a little more perceptive than the rest of us. But we didn't know quite what to make of it. Here is this businessman...After all, Hopkins had been a businessman, too, but here is this guy who comes suddenly out of a company that's in great distress and is chairman of the board of trustees, suddenly is made the president. It didn't seem to make any sense for a modern-day institution to make a trustee president of the college.

DONIN: Had you had very much interaction with him as chairman?

DINAN: No. But he seemed to be...I remember people such as George Colton and others always coming back with rave reviews for McLaughlin. I am guessing now, but I suspect that they came back as raving about McLaughlin's statesmanship because he was reigning in some of the wilder schemes of the Kemeny crowd. Whatever they might have been, I don't know. But I am sure that McLaughlin was able to bring the two sides to some sort of common agreement.

DONIN: How soon after his election were you aware that changes were happening?

DINAN: Pretty soon when suddenly all these henchmen were coming on the scene and Rod Morgan [Rodney A. "Rod" Morgan '44 TH '45 TU '45], who was vice president for administration under Kemeny, suddenly -- within weeks, it seemed, it may have been longer than that, but it seemed very abrupt -- suddenly he is no longer.

DONIN: Did McLaughlin speak publicly about that decision?

DINAN: No. Just gone.

DONIN: What was everyone's reaction?

DINAN: Surprise, maybe bordering on astonishment because I don't think anybody had ever experienced anything like that before where suddenly a senior member of the administration was displaced abruptly like that and clearly fired. That presumably came from the business world and wasn't part of the way things were done at Dartmouth.

- DONIN: Did he speak publicly about his goals and his style of leadership?
- DINAN: I am sure he did and I am sure, to some degree, he relied on John Dickey's prose in stating those goals, but I don't remember at all vividly what he did, what he said.
- DONIN: Why did he rely on Dickey's prose?
- DINAN: Because I think he admired John Dickey a lot.
- DONIN: So they had some sort of relationship.
- DINAN: I think so.
- DONIN: It went back probably to his undergraduate days.
- DINAN: He, after all, was the sort-of folklore hero of undergraduate types, a football hero, head of the student government and I think a very popular and admired person.
- DONIN: Now, one of the new hires was John Heston as his communications person. We talked about this briefly yesterday. Were you informed at any point when this guy was hired that there was going to be a new reporting relationship for you?
- DINAN: What I do remember is sensing discomfort on Heston's part as being not clear what his own role should be, nor particularly confident in his own skills at doing that. That was just a sense that I had. I don't remember whether it was announced that henceforth Heston would be my boss. It may have happened. I just don't remember. Whatever happened, I didn't put much stock into it, stupidly; I thought, "Well, this man is not very competent and I don't need to worry about him."
- DONIN: Was it common knowledge that he was a classmate of McLaughlin's and a close friend?
- DINAN: Yes. And there were others that came along the way whose names I don't remember. One guy ran the New York Central Railroad or something and it was presumed, if he could run a railroad, he could run whatever he was supposed to run at Dartmouth, and he was a disaster. But another classmate, too.

DONIN: His business style of leadership, how did people react to it?

DINAN: I used to say that -- again probably unwisely -- he gave business a bad name. As I say, Hopkins came from a business background -- at least, so legend has it -- and was able to galvanize everyone into accepting his view of what Dartmouth should be.

McLaughlin, I think, didn't prove to be the savior that alumni expected him to be...those alumni who were vociferous about changes at Dartmouth. I think that the faculty -- at least some segments of the faculty -- were probably suspicious of him and his background. I think fairly soon there developed an abrasive quality between Parkhurst and Crosby Hall. What the cause of all that was, that conflict...I am not really sure whether it was the fact that not enough money was being raised or the fact that he was not being turned into some sort of heroic figure by all of the operatives in Crosby/Blunt.

I do remember people muttering, people saying, "Well, you know, when John Dickey went on a speaking tour, he would take the bus from the airport to downtown Chicago. McLaughlin insists on being met by the limousine." I remember someone saying at one point the limousine hadn't been hired or it failed to show up or something and he flew into an unseemly rage over the fact that the limousine wasn't waiting for him. Those kinds of things pretty soon got to be burrs under the saddle. And then there was this crazy guy running this alumni magazine that was demeaning the president.

DONIN: Did you ever have to travel with him?

DINAN: I never did.

DONIN: Before the Rob Eshman article, what was the feedback that you were getting that led you to believe there was some dissatisfaction?

DINAN: Dissatisfaction with the alumni magazine?

DONIN: Yes.

DINAN: I don't honestly remember.

- DONIN: But there was definitely, there was communication before the Eshman article?
- DINAN: I think so. But again, naively, I thought, "Well, being true to one's principles will win out." Following John Dickey's sermons. Of course, that doesn't work. Anybody could have told me that. That doesn't work in a big institution, but I thought it did.
- DONIN: It might have worked with a different president?
- DINAN: It might have. It might have. A different president might have said, "Come on, Dennis. Let's walk down to football practice." In the course of the walk, we might have had a serious chat. You know, he might have asked, "What are your goals? What do you want to do with the alumni magazine? I see these as problems and you could really be a help to me if you would see things a little bit my way." Well, that conversation never took place.
- DONIN: Is that because of all the added layers of administrators he had around him?
- DINAN: I don't know.
- DONIN: Or just that's his style?
- DINAN: I don't know the answer to that. I would guess that it was his management style that he, in business, dealt with the senior vice presidents and they dealt with the next level and so forth.
- DONIN: Right. Right. Not the collegial...
- DINAN: That's right.
- DONIN: ...format that you were used to. Yesterday we covered the actual events of your resignation. You said you wanted to have some time to talk about your heroes and your friends.
- DINAN: Oh, sure. I think some of those guys should be remembered in some way. Jim Epperson, a great man and so misunderstood by a lot of people because they didn't know his background. Here he had been a fraternity man. He was a recovering alcoholic and that certainly colored his view of the goings on in the fraternities. But yet, when the fraternity boys got into

mischief, if they got into trouble, who did they turn to but Jim Epperson to help them out of a jam.

In the early Kemeny years, when the Indian business was at its flaming height, a couple of freshmen put on Indian costumes and skated around the ice at one of the big hockey games. It must have been the Harvard game or something, Harvard, Cornell. It was a big hockey game. You know, again, as would only happen at a college like Dartmouth. There was a huge uproar and hand ringing and "Oh, my golly. What can we do?" Some people wanted these poor kids -- they were quickly identified -- wanted them sent to the Gulag forever. Who did Shaun Tevens [Shaun D. Teevens '82] and I forget who the other one was. Who did they turn to to help them defend themselves but Jim Epperson? And he did quite capably, I think, so that they were dealt with sternly, but not too sternly.

So Jim...He was a great storyteller. He could charm anybody and I really loved him. I understood his dismay over the alcohol abuse in the fraternities. As I say, as a recovering alcoholic, no wonder. So he is a heroic figure to me because he, in many ways, embodied all the things that the Dartmouth faculty is supposed to embody: a caring attitude for students and a willingness to help students, to mentor them and yet have wider concerns about their welfare.

So, other people, Jim Farley [James L. "Jim" Farley '42], a little-known figure, was in the news service for a long time. Wonderfully skilled. He majored in Latin and Greek at Dartmouth and he knew everything and he was a great friend. He could write a magazine story in five minutes. A little fellow about five feet tall and he was great in many ways. He had a good level head, saw through all the cant and smoke and mirrors of the later McLaughlin administration. He was a good friend.

Fritzie Hier [Frederick L. "Fritz" Hier '44], another one. Jim Farley was the class of '42 and Hier was class of '44. He had had this broad experience in Europe right after World War II, working with various relief organizations and was in Budapest I think during the Hungarian uprising and was detained by the Russian secret police and had been through all those fascinating experiences. He came back and ran what was called "public programs." He did commencement and all that

stuff, freshmen fathers' weekend and then as it evolved into freshmen parents' weekend. Well, he was a much-loved figure, Fritz was.

When he died just a couple...I hate to think now how many years ago it was. At his memorial service Rollins Chapel was filled to overflowing. Well, he was a great friend. I like to think of those people, the Eppersons and the Farleys and the Hiers and the McGeans and others like them as being solid citizens and leaders in their own ways and not easily duped by propaganda. Healthy heads on their shoulders and funny and iconoclastic and all of the good things that I admire.

DONIN: That's nice.

DINAN: Addison Winship, no. George Colton, well-intentioned. Then all of those characters that McLaughlin brought in I think were uniformly disasters.

DONIN: Were you surprised that he lasted as long as he did?

DINAN: Yes. I think now the fourteenth president is forgotten. He was sort of like a John Wheelock character. Who remembers? When they talk about presidents, they talk about Kemeny and they talk about Freedman. Who ever talks about McLaughlin?

DONIN: Well, there is a lot of talk. It's not all necessarily...

DINAN: Well, okay...

**End Tape 4, Side B
Begin Tape 5, Side A**

DINAN: Having said all of that, I sound embittered about McLaughlin, but I don't think my views are probably very different from the views of many others, whether or not they ran afoul of his interests. I do know that he could be a very charming fellow and I do know that he took John Dickey's welfare after John Dickey's stroke to heart and really moved heaven and earth to make John Dickey comfortable. So I admire him for those things. On the other hand, how he could become head of the Aspen Institute is inconceivable to me.

- DONIN: How closely did you watch events on campus when your time was done there?
- DINAN: Not closely at all. I would go to hockey games and that was it.
- DONIN: What happened to you after you resigned? What did you do?
- DINAN: Well, I spent a lot of time in the hospital and then came out of that. There were some job offers. I remember getting a job offer from, of all things, *Modern Maturity Magazine*, the AARP, and I thought to myself, "What do I care about modern maturity?" So I said, "No. I am not interested in that." So I did some free-lance stuff for *Yankee Magazine* and somehow survived, not doing very much. Then I swallowed all of my principles -- all those fine things that John Dickey had taught me -- and went back to work for Dartmouth.
- DONIN: I didn't know that.
- DINAN: Yeah. I can't tell you the dates, but it was at the time of the next campaign, the big campaign, the five...
- DONIN: The Third Century?
- DINAN: No. The Will to Excel. And I went back to work as the development communications person. That wasn't really very happy because I wasn't very happy. So I was looking around for other jobs at that time. One of our kids was going to Avon Old Farms School in Connecticut. So they suddenly were looking for a development guy and I said, "Well, I'm your man."
- Little did I know that I was going into a situation very similar to the McLaughlin situation where the headmaster of Avon Old Farms had been there forever, was a not benevolent autocrat and so I got out of there while the getting was good and came to this job. So that's pretty much the aftermath of those Dartmouth years. When I went back to work there as that development person, I think it lasted about two years or something like that.
- DONIN: Who was president?
- DINAN: Jim Freedman. Jim Wright was provost. Lyn Hutton was the new financial person and I think that was my first duty, to call up Lyn Hutton and write something about her. All I remember

about that was that she seemed very nice on the telephone and she admitted to an undying affection for the Portland Trailblazers basketball team. [Laughter] Something I hadn't expected at all. But, there again, did I ever meet with Lyn Hutton in person? I don't think so. One just didn't do that. Some lowly worm in the basement of Blunt, some scrivener didn't meet with those exalted vice presidents, even in the Jim Freedman era.

DONIN: So there really was all these new layers of administration.

DINAN: Yeah.

DONIN: So, from your point of view, the real change came between Dickey and Kemeny in terms of the sort of collegial feel of being an employee there.

DINAN: That's not quite true. I would say that the real change was between Kemeny and McLaughlin, but that the seeds were being sown during the Kemeny years.

DONIN: And some of that was because of the Dartmouth Plan and coeducation.

DINAN: Yeah. And obviously life at Dartmouth got so much -- because of the Dartmouth Plan and coeducation -- got so much more complex, not only for the students, but for everybody. So the easy collegial way of doing things previously maybe just didn't work anymore.

DONIN: And there were all the affirmative action requirements, equal access efforts...

DINAN: All of that seemed to come in one big avalanche. I am sure that, if you had a timeline, you could see that there were spaces in between; but in retrospect, it all seemed to happen at once.

DONIN: Well, it was that decade in the '70s. You saw a lot of it.

DINAN: Have you interviewed Warner Traynham [Warner R. Traynham '57] or has anyone?

DONIN: I don't know. He was head of the Tucker Foundation?

- DINAN: Yes.
- DONIN: I know we just finished interviewing Doc Dey, as you called him yesterday. I don't know if we did. Jane Carroll, who was my predecessor, may well have. I'm just not sure.
- DINAN: It would be very interesting, I think, to get his perspective because here he was Black, came from a ecclesiastic background -- was an ordained minister is what I mean -- and he would have interesting views on the changes that occurred from Kemeny to McLaughlin. He was another McLaughlin victim, I do believe.
- DONIN: The only person of color that we have done so far -- that I am aware of and, again, I don't know about Warner Traynham -- was the drama professor named Errol Hill.
- DINAN: Errol Hill. Yeah.
- DONIN: He was also the first affirmative action officer.
- DINAN: That's right.
- DONIN: It was a part-time position at that point.
- DINAN: A man of great elegance.
- DONIN: Oh, tremendous.
- DINAN: And his wife, Grace Hill, a magnificent creature and, herself, a woman of great elegance.
- DONIN: Yes. Very much so. But I don't know about Warner Traynham. We could very well have done him before I came on board.
- DINAN: I forget when Errol and Grace Hill came to Dartmouth. It must have been before I went to work there in the late '60s. In any case, they became very easy to know. This small, tight little community that I don't think exists anymore.
- DONIN: No. He certainly changed the arts at Dartmouth in a wonderful way.
- DINAN: I agree.

DONIN: And I look forward to talking with Peter Smith next week.

DINAN: You should be. Peter will have interesting things to say. I think Peter, by virtue that he was running a much larger entity in the Hopkins Center than I was in this alumni magazine, he will have a much more personal knowledge of the inner sanctum than I do. My views are largely based on hunch and speculation. I would be the first to admit that; but I think an educated hunch in many cases.

DONIN: Absolutely. Do you stay in touch with the students? You had students writing columns.

DINAN: Yes. Well, Dan Nelson, for sure, David Shribman [David. M. Shribman '76]. They were partners in writing pieces for the magazine. Then, as you know, Dan came to work for the magazine after he graduated. I think the world of them both and do stay in touch with them. Others, less so. I sort of watch in an avuncular sort of way the progress of many of those people who did write for the magazine and their later careers.

That goes back to what I was saying yesterday about how so much education at Dartmouth goes on between the students. You know, they weren't in Journalism 32 where they had to turn in a make-believe story every day and get graded and all of that. They just did what they did. I was thinking back. You know the kids on the radio and the newspaper...No one was telling them how to do that except their own peers. Remarkable. And no wonder many of them excel in their professions because of that self-taught deep immersion into what they were doing.

DONIN: Do you think that was a trend not just special to Dartmouth or in education?

DINAN: I suspect -- it sounds probably elitist -- but I suspect that that was largely true in the Ivies and in similar colleges, less so in the big universities where things were much more structured.

DONIN: Right. More layers.

DINAN: I remember, again in all the uproar of the '70s, some of the students at Dartmouth would deride Dartmouth. Here they were admitted students and they would deride Dartmouth as being

elitist. I used to think, "Of course, it is elitist. Isn't that why you are here?" [Laughter]

DONIN: And what was it that they were looking for? To make it non-elitist?

DINAN: I don't know. But elitism smacked of privilege and capitalism and all of that.

DONIN: And that was the decade when there were a lot of new faces on campus. I mean that is when the women's study program began, the native American program began. There were lots of different, less homogeneous groups being admitted.

DINAN: One of the sad outcomes of all of that was the relative isolation of each of those groups -- self-imposed to a large degree, but small wonder. If you are one of a handful of Native American or Black students on the campus, of course you would want to band together and provide the protective circle.

DONIN: Several other people in their interviews have also mentioned John Kemeny's efforts to reach out to another under-represented group and that was the sort of native, the local New Englanders from the small villages that did not have access to great education in the states of New Hampshire, Vermont, Maine and his efforts to get them to come to Dartmouth as well. They were yet another group that was changing the face of the student body at that time.

DINAN: Certainly true. I didn't probably at the time recognize that for what it was -- a conscious effort to do that -- but I certainly see it now, as you mention it. Again, a fairly small number I think overall, but all those things added together -- the Black faces, the native American faces, the faces from rural northern New England -- certain did change the place.

DONIN: And they were all targets of *The Dartmouth Review*.

DINAN: Yeah. Who, of course, represented the elitist mentality, if there is such a thing.

DONIN: Right. So, what would you like to say in closing?

DINAN: Oh, in closing. Well, there is this...I am sure others are probably able to articulate this feeling about the Dartmouth community, as it is now called, which I guess is a fancier, more grown-up term for the Dartmouth experience, which in turn is a more grown-up term for the Dartmouth family. It certainly still exists. I can see it in all the publications, in the way the students talk about the place. Not without its perils, however. As I mentioned earlier, it can be stultifying. It can be very insular.

So there it is. A special place because of all that. Is Haverford like that? I have no idea. All those little colleges in the mid-west, are they like that? I have no idea, but I doubt it somehow. It goes back to Hopkins and maybe before of making the Dartmouth students think that they have come to some kind of a family. I don't know where I am going with this exactly, but it sets Dartmouth apart from lots of other places. I don't think my friends at Princeton, as much as they fondly remember their Princeton years, quite think of Princeton in the religious way that alumni think of Dartmouth.

DONIN: Do you think its identity has changed at all since you were here?

DINAN: Well, we touched on that as you were leaving yesterday. I do. Its bigness is a part of that. Many more students. Many more faculty. Faculty coming and going. Administrators coming and going. This is just part of a career path for many of them now. It looks good on the resume I suppose. So, yeah, the place has changed a lot.

As you were going out the door, I mentioned something about "Maybe Dartmouth has lost its way in trying to be all things to all people." Maybe if Dartmouth had said in the David McLaughlin years, let's say, "We are going to be the world's best...We are going to offer the world's best program in environmental studies and we want to be known for that. When you think of environmental studies and the environment, people will automatically think of Dartmouth." Some focus like that might have been a very salutary thing for Dartmouth.

DONIN: Who would lead that change?

DINAN: I think the president could have led it and he could have gone out and recruited the best faculty and created the best

department and, you know, done all the things that one needs to do to mollify the faculty. It would have been inter-disciplinary, all those niceties. That would have fit so nicely with the Dartmouth heritage to be the place where the best research, the best teaching in environmental issues is going on.

DONIN: Where do the trustees fit into a mission like that?

DINAN: Well, I would think that -- and I didn't think of this at the time -- this is only a latter day thought on my part... I think if McLaughlin had had some idea like that, I think they would have bought into it. This is really going to put Dartmouth on the map. It fits within all of the traditions.

DONIN: What role does the strengthening of the graduate schools play in the identity of the college?

DINAN: I have no idea. Well, it makes it what it is, a relatively small university and, when Tuck School is said to be the sixth best business school in *U. S. News & World Report*, I suppose that makes some people feel good; but what does that really mean, I ask myself. What is the difference between the sixth best and the sixteenth best? Does that make Dartmouth a special place, which is what it claims to be, I don't know. I don't mean to suggest that there shouldn't be those professional schools. I just don't know what impact they have on the college, which is what I still think of.

DONIN: Well, it is the undergraduates that used to be their main focus.

DINAN: Yeah. The medical school is just great and the hospital complex. I mean, Gordon Russell [Gordon W. "Gordie" Russell '55] is a good friend. He is a trustee of the Woods Hole Research Center and, of course, was chairman of the Hitchcock business. He worked hard to help preserve that place.

DONIN: That is one of the things that McLaughlin does get credit for...

DINAN: Yeah. Yeah.

DONIN: ...is that whole hospital move.

DINAN: Whether that was without it's negative aspects, I don't know. There again, it sounds as though I am decrying growth because

it is different and Dartmouth today because it is different from Dartmouth whenever and I don't at all. I mean Dartmouth has to grow and evolve, but maybe it has lost a bit of its soul. Maybe. I don't know that it has. It might have.

DONIN: I am sure you will keep watching. [Laughter]

DINAN: But not like those professional alumni that I have mentioned. [Laughter] I don't think any of our three kids would have been qualified to go there. Perhaps the last one would have been but, even if they had been, I would have been a little nervous about them going there.

DONIN: Did any of them express an interest?

DINAN: No. No.

DONIN: So right there, you are not the typical Dartmouth alum because you are not pushing your kids to go.

DINAN: That's right. The two boys, as I say, I don't think they would have been qualified to go there. They wanted to play hockey. That's all they cared about and not college. Molly, the youngest one, she might have. She certainly could have made it through Dartmouth. There was no question about that. She didn't make any noise about wanting to go there. How much of that is what they knew about my own plight there...We never talk about it. Never did talk about it; never have, not because it is somehow embarrassing or explosive or anything like that. It is just not an episode in the life of the family that we talk about.

DONIN: Okay.

DINAN: Okay.

DONIN: Do you feel like you have had enough?

DINAN: Well, yeah, I have unless you have got more questions.

DONIN: I think we are in good shape.

End of Interview