

Richard Hill '41, TU '42

Overseer of the Tuck School 1971 to 1973

Trustee from 1973 to 1983

Chairman of the Board of the Trustees from 1981 to 1983

An Interview Conducted by

Jane Carroll
and
Daniel Daily

Hanover, New Hampshire

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INTERVIEW: Richard Hill
INTERVIEWED BY: Jane Carroll
PLACE: Hanover Inn
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JANE CARROLL: It is May 15, 1998, and I am speaking with Richard Hill, Class of '41, Tuck '42 and Overseer of the Tuck School and a Trustee from 1973 to 1983, Chairman of the Board of Trustees from 1981 to 1983. I am curious how you came to Dartmouth originally as a student.

RICHARD HILL: I was all signed up to go to Tufts College. My father was a trustee of Tufts and loyal as an alumnus to Tufts as I think I have been to Dartmouth. He and my mother used to take me to Tufts for all kinds of occasions, such as the Alumni Council Meetings and so forth. So it was foreordained that I go to Tufts.

I had a dance orchestra at Exeter and we had a contract to play on the Cunard Lines back and forth between New York and Southampton, in tourist class for which we weren't paid, but we got our passage. While I was over there, we had two weeks between sailings, my father sent a series of letters to every hotel I could possibly be at telling me that President Cousens [Albert Cousens] of Tufts had just died and that he, my father, was going to have to play a fairly important role...not only in helping to run the college, but to find a successor. That, perhaps, in view of that conflict, I would prefer not to go to Tufts.

My mother always wanted me to go to Dartmouth because Tufts was coeducational and she didn't think I ought to go to a coeducational school. [Laughter] She always talked about Dartmouth. So this was now August and my father called a trustee of Dartmouth who was a friend of his and told him the dilemma and, almost immediately, I was admitted to

Dartmouth. So when I got back from Europe on my last trip, I was told by my father that I had been admitted to Dartmouth. I had never been up here. I knew a little bit about it through friends who had been here; but that's all. But that's how I came to Dartmouth.

CARROLL: Did you have friends from Exeter who were coming here as well?

HILL: Yes. There were several. I think I was the only one from Exeter who was going to Tufts. I never made it; however, I am glad to say that I am still close to Tufts. I have an honorary degree from Tufts and I am a member of the Board of Overseers of the Fletcher School at Tufts, so I get there quite a lot.

CARROLL: What was it like when you came up here in the fall of '37? What was Dartmouth like before World War II?

HILL: Of course, it was entirely male oriented. Our freshmen had to wear beanies. We had to wear these little green caps with "1941" written across them. We had to obey the commands of any upperclassmen. Whatever he asked us to do, we had to do...carry his books or carry wood up to his fireplace in his room. What have you. Then we had...the freshmen...all had to go through some hazing process on campus where we had to run through these lines of upper classmen, who paddled us on the way through, which wasn't bad. The whole purpose was to try to build up a sense of class in the freshmen class. About mid-year, we were allowed to get rid of the beanies, and we felt that we had really grown up then. We were part of the College.

CARROLL: What was your major?

HILL: I majored in pre-med and then concluded...and I loved all the courses...but I concluded that I did not have the stick-to-itness to become a doctor and didn't want to spend the long time involved. I switched to economics and then from there went to Tuck School; so I majored in business, obviously.

CARROLL: Were you part of the five-year plan [3/2 Plan]?

HILL: Yes. It was the five-year plan. At the end of three years, I went to Tuck School. At the end of the first year of Tuck, I graduated from Dartmouth. At the end of the second year, when the war had just

started, I graduated from Tuck about a month early. I have always regretted that. I have always felt that that was a mistake. You should have the full six years. You should have four years of undergraduate work because some of us mature later than others. It is the fourth year that gives you the great choices of course material and so forth, and you are old enough to want it and understand it...and I missed that.

CARROLL: Do any professors stand out in your mind from that time?

HILL: Oh, yes. Of course, at Tuck School, there was Professor Woodward [George W. Woodworth] who taught banking, which I might say was my worst subject...and there was a Professor Harriman [John W. Harriman], who is the one who literally got me into the First National Bank of Boston.

CARROLL: How did he do that?

HILL: Well, we were supposed to get a job, a summer job, between terms. As usual, I was a little late getting in line. By the time I went to his office...he was in charge of that placement...and, by the time I went to his office, he only had two jobs left. One was at the Shawmut Bank in Boston and the other was at the First National Bank of Boston. I lived in Salem and I had never really heard of either bank. So, when I got home, I took the train into Boston. I got on the subway and I got off at the Milk Street/Water Street stop and I am right handed, so I went up the right stairs and that turned out to be Milk Street, so the first sign I came to was the First National Bank of Boston. I had a letter to them so I walked in and got my summer job. If I had gone the other way, I would have gone to the Shawmut Bank.

CARROLL: If you had been left-handed, history would have changed.
[Laughter]

HILL: That's right.

CARROLL: I love that.

HILL: That's a true story.

CARROLL: I read that, when you were here as a freshman, you rowed on the crew team, the freshmen crew team.

HILL: Yes. I was on the freshmen crew; but I also got involved in an orchestra which was then called The Green Collegians and we had to play...we played jobs all up and down the Valley...at schools, high schools and so forth...so I had to be out a number of late nights and that broke training for the crew, so I finally had to give up the crew because of my musical career.

CARROLL: What instrument did you play?

HILL: I played the clarinet and the saxophone.

CARROLL: Oh. Were you a Benny Goodman fan?

HILL: Very much.

CARROLL: Yes. I also saw that you were president of your fraternity [Sigma Nu].

HILL: That's right.

CARROLL: Did everyone at that time rush a fraternity? Was that normal?

HILL: No. Most everyone wanted to, but the fraternities then were limited. They were only allowed to take in, I think, twenty-one freshmen...something of that sort. The freshmen were not allowed to go near a house during their freshman year. They couldn't go in one. So, when rushing time came, we would have to get an invitation from someone in the fraternity to come. They had a reception and looked us all over. Then either they asked us to pledge or they didn't...one or the other. There were probably twenty-five to thirty percent of the students who may not even have been invited. Don't ask me why they were not invited.

I was not invited to very many houses, but I liked Sigma Nu, so I sunk, as we called it then. We were sunk, which is the same as pledging. Eventually, I became president of the house in my senior year, I think it was.

The fraternities in those days were largely born in the south. Therefore, they had some pretty rigid rules with respect to race, religion and so forth. They were very exclusive and that just seemed to be a natural part of things which none of us questioned at the time. We probably should have, but we didn't in those days. Obviously, there have been some great changes since then and the

fraternities were roundly disciplined and made to change their ways...thank goodness. But then, a fraternity was an exclusive group of certain characteristics. One of the fraternities, for example, seemed to attract the wealthier students. Another one seemed to attract the athletes. There was another fraternity which was exclusively Jewish at that time.

CARROLL: Can you remember which was which?

HILL: It will have to come to me. The athletes were in the fraternity right across the street from the gym.

CARROLL: That makes sense.

HILL: I can't even remember the name of the Jewish fraternity. It was down on North Main Street. It was a small white-framed building; but I can't remember the name of it.

CARROLL: What was Sigma Nu's claim to fame?

HILL: It really didn't have any. It was quite peripatetic, I guess. In fact, we were very proud because we had one second-string football player in the fraternity, and we were very proud of that. [Laughter]

CARROLL: A little diversity.

Was President Hopkins [Ernest Martin Hopkins '01] a presence on campus?

HILL: Oh, very much so. He was someone...in those days, students did not have the same relationship with the President that they have now. The president was very formal, and you saw him when he made speeches at formal occasions. But usually, when you had any direct intercourse with him, it was because you were in some kind of trouble. [Laughter] Dean Neidlinger [Lloyd Kellock Neidlinger '23] was the Dean and he was very close to a lot of the students, but he was also a strict disciplinarian. You know, deans were in those days.

CARROLL: When you graduated, World War II had just begun. What made you decide to go to the Navy?

HILL: The Navy came up here. I was at my second year at Tuck School and the Navy came up and they went to the whole class. There

were only eighteen people in the class or something like that. It was very small. They offered every one of us, subject to a physical exam, commissions as ensigns; some in the supply corps and others in the ordnance. I chose ordnance and went to Boston, had my physical exam, came back and waited. Then, one of the most frightening days of my life...I had a telephone call from the Navy in Boston saying, "There is something wrong with your blood test."

CARROLL: Oh, my gosh.

HILL: Your Wassermann Test...you have got to come back. I thought, "Oh, my goodness." That was a test for venereal diseases. I had a car then so I drove to Boston and, quaking, went in to the Naval Health Office and I said, "What's wrong?" They said, "We dropped your specimen on the floor and we have got to have a new one." [Laughter]

So, shortly after that, I got my commission in the mail, which is provisional...subject to completing the term successfully at Tuck School. Then you had to get a notary public to sign the commission. Then I went to the president of the bank in town...Mr. Bachelder, who was President of the Dartmouth National Bank, and he was a notary public, so he signed it for me. That's how I got into the Navy.

Right after that, Dartmouth became a training facility for naval officers like myself who had been commissioned from civilian life and I wrote a letter to the Navy. "Dear Navy..." I had had five years at Dartmouth then. "I would like very much to come up there, if I could even help." So I got orders for what they call "indoctrination" to Dartmouth.

I came up here, bought my uniforms and...very proud...running around with my ensigns shoulder boards and so forth at home and got up here and the first thing we had to do was take off all insignia of rank and we were reduced to nothing. We were assigned ships, which were the dormitories. I was assigned to Smith, I think. We were divided into companies of roughly two hundred each. We attended classes and we drilled here on the common every day.

Our company commanders had just graduated from Annapolis. They were all brand new ensigns themselves and greatly resented the fact that we had all become ensigns without having to do all of the work that they did. [Laughter] And they took it out on us. But I

had, I think, it was eight weeks up here in the summer, learning all I could learn about the Navy. So that is what launched me into my naval career and I was in the Navy for four years during the war and that was it.

CARROLL: I read that you did underwater demolitions.

HILL: Yes. I volunteered for the bomb disposal service.

CARROLL: Wow.

HILL: And that was up here. The head of that service came up here and asked for volunteers, and he interviewed us. He would only take people who were single. Of course, most of us were single then. We had to have had some mechanical ability like taking apart alarm clocks. We had to have helped work our way through college, and I fibbed a little bit on that. I did make quite a lot of money in the orchestra, even though my parents paid my tuition. This gave me extra money. So I said, "Yes. I helped work my way through college." Then they asked if I had ever had a motorcycle. I said, "No." If I had said "Yes", I would have been out because they didn't want anybody who would be a daredevil.

CARROLL: How interesting.

HILL: Who would be perceived to be a daredevil. So I was accepted and went to a training school in Washington, D.C., to the American University for six to eight weeks and then was assigned. I eventually ended up on the Solomon Islands in Guadalcanal and Tulagi.

CARROLL: And you took apart bombs?

HILL: Yes. Wherever they were needed. You know, we had bombarded the place. There were a great many unexploded U. S. shells and bombs and torpedoes which had to be dealt with. Then there were a number of Japanese bombs which had failed to explode, which were underwater just at the place where we wanted to build docks for our ships to tie up, so I had to learn to dive.

CARROLL: With the back tanks.

HILL: They almost didn't have those then. We had facemasks with a tube going up to a raft on the surface with somebody pumping air into the tubes.

CARROLL: Oh, my gosh. You couldn't get a kink in the tube, could you?
[Laughter]

HILL: No. You were very careful not to do that.

CARROLL: Did you ever have a close call or anything where you thought, "This is it"?

HILL: No. I didn't. We were so carefully trained that very few of the bomb disposal officers were killed as a result of explosions. Some were killed in enemy action on the beaches and so forth, but not from the explosives that we were working on.

CARROLL: That's quite a tribute.

HILL: Yes. We were extremely well trained and that's why they wanted people who would be careful.

CARROLL: Of course. So you came out of the Navy then at the end of World War II, and did you have a job waiting for you?

HILL: Yes. When I worked that summer at what was then the First National Bank of Boston, I was going on...I was going to take two weeks vacation before going back to Tuck School and I had signed on a Gloucester fishing boat for two weeks to go out fishing. I thought that would be...

CARROLL: You thought that would be easy, huh. [Laughter]

HILL: At the last minute, the person I was working with, a full-time staff at the bank, became sick and they asked me if I would stay an extra two weeks. I saluted and said "Yes, sir, I will." And I did stay those two weeks and gave up my fishing trip.

When I left, they said to me, "If you ever want a job, you have one here." So, after the War, I tried to get into the advertising business. That's what I wanted to do, really, and I couldn't get a job. You had to have experience. To this day, I don't know how you get into that business. So I remembered the offer from the bank. I didn't really think I wanted to be a banker, but, I was living at home with my

parents and I needed money. So I went to the bank and started doing the same job that I was doing when I left four years before.

In the meantime, one of the advertising companies...actually, it was Lever Brothers, called me and said, "We would like to hire you in our advertising department, but the job won't start for two months." I thought that was strange. So, two months later when they called and said, "Your job is ready." I said, "I have changed my mind. I like what I am doing." So I stayed with the bank. A year later when Lever Brothers moved from Boston to New York, they fired everybody who hadn't been with them for five years. [Laughter]

CARROLL: So, someone was looking out for you.

You really rose quickly in the bank. I was going through this. In '51, you were an assistant vice president. In '56, you were a vice president.

HILL: Well, the bank's loan portfolio was expanding rapidly because, during the War, they had virtually no loans except defense loans, so most of their assets were in government bonds. After the War, then, you know, they got back into the commercial lending business and there was a shortage of trained lending officers. So those of us who were there at the time were promoted fairly rapidly.

CARROLL: Were you always involved with Dartmouth in some way during those years?

HILL: Yes. I became very active in my class. I became Treasurer of the Dartmouth Alumni Association of Boston, I think I was on the Alumni Council. In fact, I am sure I was for a little while. There were a number of things, some of which I have forgotten, but I was always very close to Dartmouth affairs.

CARROLL: With the Alumni Council, what do you think is the most effective role that they play?

HILL: Well, I have always felt that the most effective role that they play is to really represent the alumni to the administration, and represent the administration to the alumni. You know, they have become much more effective and much more active now that they actually get to nominate trustees, which they didn't before. They get to nominate people, alumni, for honorary degrees. They have committees which get involved in every aspect of the campus. It

gives the alumni...and there were a lot of them on it as it rotates or rolls over...so it gives the alumni a much closer connection with the overall College than you get just as an active member of one of the classes.

CARROLL: How closely do they work with the President and the Trustees? Do they have meetings with them or hear from them?

HILL: Yes. We used to...when I was on the Board, we used to have representatives of the Alumni Council come and address the Board meeting on various matters, whatever they might be. So they would give us the input of the alumni. We tried very hard, and I am sure that they have done an even better job, to involve the Alumni Council in College affairs.

It's always difficult because, when you have an advisory body that has no power, you don't really know what to do with them, and they get pretty restless because they recognize that they have no official power and they want it. So there has always been this conflict between their expectations and what the College can do with them. It has been an ongoing problem for the administration and the Trustees to know how best to utilize the Alumni Council.

Reading the program for this weekend, for the Alumni Council...you know, I get the minutes...voluminous minutes of all their meetings...at home, as a former member. I can see that they are taken much more seriously now.

CARROLL: Well, the Alumni Council is made up of so many powerful men and women now, it just amazes me. Is it difficult to control that much ability to lead in one organization?

HILL: I don't really know now. When I was on the Board, it wasn't because we tried to pay a lot of attention to them. The President tried to pay a lot of attention to them. How it is now, I don't know, but I think they are so busy during their period up here...and they all have assignments. They have a lot of work to do in between meetings of the various committees that their appetite is somewhat fulfilled.

CARROLL: What was Mr. Dickey's [President John Sloan Dickey '29] relationship to the alumni?

HILL: Oh, I think it was very good. He had the difficult job of overcoming a great affection everybody had for his predecessor [Ernest Martin Hopkins '01] and some people, initially, were a little suspicious of him because he had been involved in the State Department and all that sort of thing, although he was an excellent lawyer.

But I got to know him as, you know, an officer of the Dartmouth Alumni Association of Boston. He would come down every year and make a speech. He would usually stay at the Somerset Club or the Algonquin Club and I would go and see him and talk about arrangements and so forth. So I got to know him as an alumnus and became very fond of him.

CARROLL: What do you think were his strengths as a president?

HILL: To start with, he was a deeply intellectual man. He had an extremely pleasing personality. He made good speeches. He was peripatetic. He and his wife were around campus all the time. You saw them everywhere. I think he was just one in a continuum of better and better presidents for this college.

CARROLL: You worked with him then, I would imagine, on that Third Century Fund Campaign.

HILL: Yes, I did.

CARROLL: From 1967 to 1970.

HILL: I did.

CARROLL: How did they organize what was the first major, major fund-raising for Dartmouth?

HILL: Well, it was organized by region and each region...the Boston region being the biggest because we had the most alumni. I can almost think of the name of the man who ran it. It started with a "B". Something like Bollock or Bollen [Wilbur W. Bullen '22], but it wasn't that. But he ran the campaign and he had an organization under him. I guess, there was more work done at the grassroots on this than there actually was in Hanover, compared to this last campaign and the one before that Dartmouth was involved in.

When the Dartmouth development people really began to grow up and learn how to raise the money...so they played a much more

active role in it and the President, of course, as did John Dickey in the first drive, but nothing like his successors because they had to be all over the country meeting with alumni groups, day in and day out. It is an exhausting thing for them. So they were the real fundraisers and then the rest of us were the foot soldiers out in the field, who would actually have assignments to go to individuals and try...

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

HILL: ...with all kinds of intelligence material from the College to sit around and try to guess how much could Dick Hill afford to give. They base this on previous giving. They base this on what they have read. Today, for example, it is very easy to look at a prospectus of any major company and find a Dartmouth alumnus who is in one of the top five mostly highly compensated officers. There it is...how much money he is making, how many stock options he has. [Laughter] And it all goes into the computer here. Then it is decided if, you know, if it is somebody we think we can get \$10,000 or \$15,000 or \$20,000 from, then I might do that job; but if it is somebody that we think we can get \$1,000,000 or more, then we pull the President in on it.

CARROLL: Oh, yes.

HILL: And it was...now we are getting a little bit into the McLaughlin [President David McLaughlin '54] years. Dartmouth had always been number one among colleges for alumni participation in the Alumni Fund and Ad Winship, [Addison L. "Ad" Winship, II '42], who is not living any longer, was head of that. He was a very beloved person and responsible, as much as anybody, along with the Secretary of the College, for the success of the Alumni Fund.

But Dave said, "There is something wrong because we are not getting multi-million dollar gifts the way other colleges are and we have got to learn how to pinpoint and go after somebody and not be satisfied with \$20,000 or \$30,000 or \$50,000 or \$500,000; but to say 'We want \$3,000,000 from you' and ask him outright." That was the one thing we had not done well and it was during Dave's administration that they started to do that. And it worked, as you know. I mean, the Collis gift was one of the first of blockbuster gifts

that we ever got...at least in recent years. This is true of Rupert Thompson [Rupert C. Thompson Jr. '28]. It is true of the person who gave so much money for the hockey rinks. Well, that was Rupert. For the improvements to the gymnasium.

CARROLL: John Berry [John W. Berry '44].

HILL: That's right. So there are gifts like that which we keep reading about which make these successes possible. You could never attain \$500,000,000 or anything like it unless you have several multi-million dollar gifts.

CARROLL: When the Third Century Campaign was successfully completed, it seems to me that, basically at a certain point, that seems to be where Mr. Dickey celebrates the 200th anniversary of the College and then he retires.

HILL: Right.

CARROLL: Now, at that point, you were an Overseer at Tuck Business School.

HILL: That's right.

CARROLL: When did that start? That's the one record I couldn't find. [Board of Overseers, 1971-1973]

HILL: Well, I'm not sure, Jane, that I can answer that directly. I would say that it was probably four or five years before I became a Trustee.

CARROLL: Okay. So that is '69 or '70.

HILL: Yes.

CARROLL: How did that come about?

HILL: Well, I think I was either Executive Vice President or President of the bank at that point. I think they felt that they wanted somebody with my experience because, after all, they were teaching banking courses and so forth, to come on as an Overseer. The then Dean, whose name escapes me for the moment...

CARROLL: Was it John Hennessey? [Dean of Tuck School, 1968-1976]

HILL: The one before him. I knew John very well.

CARROLL: Was it Karl [Hill]?

HILL: Yes.

CARROLL: It will come to me.

HILL: I think he was the one who asked me to come on. You know, I learned a lot about the College in that experience because, you know, at Tuck School, we had a budget officer [Mado R. MacDonald] and she was constantly in some conflict with the administration because we were always trying to get more from the administration than they were willing to give us.

In fact, their objective was for us to row our own boat which eventually came about; but we would get what they called "subvention". It took me a long time to understand what that meant. That was the amount of money the College kicked in toward the budget of the associated schools. We had a very good budget officer. She was a lady who was married. She had a slight German accent. She may still be around. If I sat here twenty minutes, I could think of it, but we have got other things to do.

CARROLL: That's right. What did you have to do as an Overseer? What was your role?

HILL: Well, our role, again, it was a group that had no power or authority, but the associated schools did not have boards of trustees. So we sort of assumed that role and, therefore, we probably had a little bit more to say than the Alumni Council does, for example. We would discuss every aspect of the Tuck School, the curriculum, expansion desires--or not, and the budget, of course, fundraising. We did have a bit to do with fundraising.

CARROLL: Did you have to...were you part of the group that got the money for the Murdough Center?

HILL: I don't think the Murdough Center was there.

CARROLL: Okay. In '73?

HILL: Yes. I don't think it was there. I was not part of the group that raised the money for it; but I did have something to do with helping

to raise the money from Stanley...the family that ran Zayres...Feldberg ['46].

CARROLL: Oh, the Feldberg Library [Feldberg Business and Engineering Library].

HILL: Right. I did have something to do with it because I knew Stanley quite well.

CARROLL: I didn't realize there was a connection between Zayres and the Feldberg Library.

HILL: Yes. His family was the principle stockholders and Stanley was the head of Zayres.

CARROLL: Since so many of the alumni from Tuck were also alumni from Dartmouth, was it hard to get them to give money to Tuck when they already were committed to Dartmouth?

HILL: Yes. It was. But, of course, then there were not any non-Dartmouth people at Tuck.

CARROLL: So how did you convince them that this was important?

HILL: Well, you convinced them after they were out in business and had become successful. You would convince them that Tuck had a great deal to do with their ability to take on these jobs. But the real Tuck Alumni Fund didn't reach its present level of success until we had outside students which, of course, we do now.

CARROLL: Now, when you are still Overseer at Tuck, Kemeny [President John Kemeny] is elected President of Dartmouth. Had you known John Kemeny before his election?

HILL: No. I never knew him when he was on the faculty. In fact, the first time I had ever heard of him was when Lloyd Brace [Lloyd Brace '25], who was my mentor at the bank and was chairman of the bank, when Lloyd was on the Search Committee. After they had announced it, I happened to be with Lloyd and Lloyd told me about Kemeny. He described him to me.

CARROLL: And what did he say?

HILL: He said, "He is either going to be a brilliant president or he is going to be a disaster." [Laughter] I said, "Why do you say he is going to be a disaster?" He said, "Because I think he shoots from the hip." In all my experience directly with John Kemeny, I never saw him shoot from the hip. Lloyd just somehow misjudged that. Maybe during his career as a professor of mathematics he had that reputation with the faculty. It could well be.

CARROLL: Or perhaps taking a new job makes you change a bit.

HILL: Yes. Anyhow, that was my first introduction to him by Lloyd Brace. Now, I had not known him.

CARROLL: Did Mr. Brace tell you what made the committee select John Kemeny over the other candidates as president?

HILL: Well, as I remember it, number one, it was John Kemeny's towering intellect...his relationship with Einstein [Albert Einstein]. The job he had done as head of the Mathematics Department, which I think he was, in building up Mathematics as a very important part of Dartmouth.

So I think the Trustees believed that...bear in mind, we had not had an academic for some period of time as President of the College...I think they felt it was about time we did that and particularly somebody who had come from our own faculty. That would be encouraging to other members of the faculty and, from that point of view, it would be a good thing. Then, his intellectual standards were so high that this would probably raise the standards of the whole College which, of course, it did.

CARROLL: Do you remember the first time you heard Kemeny speak?

HILL: Well, the first time he spoke directly to me was in Boston. We gave a luncheon for him at the Harvard Club. The reason we gave it at the Harvard Club instead of the Algonquin Club where we usually did this was the Algonquin Club was perceived as not to have any Jewish members. We were told by the College that it would be very embarrassing for Kemeny to go into that club. So we moved it to the Harvard Club.

At that time, the Trustees were debating coeducation. They were getting close and I had a son [Richard D. Hill, Jr. '76], who was graduating from Exeter...getting ready to graduate from

Exeter...and I dearly hoped that he would go to Dartmouth, and he wanted to go to Dartmouth; but he would not go unless Dartmouth became coeducational.

CARROLL: Oh, really.

HILL: He had been at Exeter when Exeter went coeducational and he saw what it did for the school and for his social life and his happiness and so forth. So he told me that he wanted to go, but he would not apply for early admission unless Dartmouth Trustees voted for it. Well, they had met and the closing day for early admissions was fast approaching, so I went to Lloyd Brace and said, "Lloyd, I've got to know this. I mean, are you going to vote for this or not?" And Lloyd, as he should have, said, "Dick, I honestly don't know. It's *comme ci comme ça*." So then I went to Bill Andres [F. William "Bill" Andres '29], who was another Trustee and a good friend of mine and I asked him the same question. Bill said, "I really don't know. It's close...it could go either way."

Then the next day, we had the luncheon for John Kemeny so that I could introduce him to the Boston business community. I sat next to him at lunch. It was the first time I had ever met him. So, at the appropriate time, I told him my dilemma and I said, "Do you have any insight as to whether or not Dartmouth is going to go coeducational?" I think the vote was coming up in a few days. He looked at me and he said, "Dick. I'll tell you, if they don't, they are going to be getting a new president." [Laughter]

CARROLL: Wonderful.

HILL: So I went back to Ricky and said, "I can guarantee you." So he applied and he got in.

CARROLL: And they went coed.

HILL: Yes. I remember the first speech that I [heard.] And then, of course, Kemeny made some remarks to the business community, and he was always very good on his feet. You know, I think that he had a charming accent, which he managed to keep...just like my father-in-law who was born in Sweden, was a minister for years in this country and never gave up his accent, even though he was educated in this country and everything else. Yes. He was a good speaker.

CARROLL: Jean Kemeny told me once that he was completely convinced that he could convince anybody of anything if he had enough time with them. Did you see that?

HILL: Oh, I am sure of that. Yes.

CARROLL: How would he do it?

HILL: Well, because he was a very logical person as a mathematician. So he would use logic in his arguments with you and you couldn't quarrel with him.

CARROLL: Pretty persuasive, huh.

HILL: He was always full of ideas as to how people should do things. I remember one meeting when he held forth on the jumble of air transportation in this country...the jumble. You have to get into a car somehow. You have to drive all the way from here or wherever you are to the airport and you have to arrange to have it parked. Then you have to go and stand in line and check in your luggage and validate your ticket and then stand in line and get on the plane. When you get off the plane, the same thing in reverse. Then you have got to find a taxicab and then you have got to go into the city...New York, if that's where you are going. He said, "There is something wrong with that." He said, "I don't know the answer, but there must be a better way to do it." [Laughter] Which, of course, we have never found.

CARROLL: No. Although I agree with him completely.

HILL: But I am sure, if he had had an opportunity to be the dictator of the transportation in the United States and of the airlines and had enough time to think about it, he would have come up with a system which is better than what we have today.

CARROLL: Absolutely. [Laughter]

HILL: I know he would have.

CARROLL: Did Mr. Andres or Mr. Brace ever talk with you about that vote towards coeducation and how the scales were tipped in favor of coeducation?

HILL: No, they didn't and I think they probably had an agreement among themselves that they would not discuss this afterwards because they wanted it to be a unanimous vote. I think it was, but there were obviously some members of the Board who were very much against it. But, as soon as...as it was our custom on the Board...that, as soon as we took a vote, then everybody jumped on board and retook the vote and it was unanimous. We wanted every vote to be unanimous.

CARROLL: To have everybody behind it. Had you heard the debate that had gone on some years previously about whether there should be an affiliated college in Norwich for women that would be connected to Dartmouth?

HILL: A little bit, but I don't think that was taken seriously. I think the arguments were, the arguments that you know so well, that women don't give as much money to the College. Their husbands are the ones who are going to give to their own colleges and the women are going to be second-rate givers. They are going to ruin athletics because there won't be enough men around to make up a full football team, and so forth and so on. These were the standard arguments that you heard and, of course, long after coeducation took place, we still heard the same arguments from a number of the alumni. I must say, one by one, they have been proven to be wrong because the women have turned out to be excellent givers, and the women have turned out to be excellent athletes and Dartmouth has turned out some pretty good football teams. [Laughter]

CARROLL: Exactly.

HILL: One of the arguments was...because I think originally they were going to try to hold the women to about 40% and one of the arguments was that "if you don't look out, pretty soon there are going to be more women than men...and that turned out to be true.

CARROLL: Although not next year in the entering class. But it's close. It's very close. You have got a daughter [Johanna Hill '74], who went here, don't you?

HILL: Yes.

CARROLL: What class was she in?

HILL: Well, she graduated in the second women's class, whenever that was.

CARROLL: That would be '77.

HILL: Yes. Because I was a Trustee when she graduated. She was at Middlebury.

CARROLL: She transferred?

HILL: She transferred at the end of her sophomore year because the only class she could come into here was the junior class.

CARROLL: What made her decide to do that?

HILL: She was a music major and she felt that Dartmouth's music facilities and their facilities for attracting artists to come here, were much greater than Middlebury and that she could expand her music much more here...which she did. She started the first women's glee club. She started the first women's singing group like The Engineers. They were called The Dartmouth Distractions.

CARROLL: I love it. That's great.

HILL: And they were good. I was in Alumni Hall the first time these women trooped in, her group, and sang "Men of Dartmouth" to the alumni. There wasn't a dry eye in the house.

CARROLL: How wonderful. Oh, what a smart thing to do.

HILL: That started her on her musical career. She is now the youth director for the Boston Symphony Orchestra. She is a trustee of the New England Conservatory. She conducts several of these youth choruses. She started it herself at Symphony and Lincoln Center and Carnegie Hall and Tanglewood and so forth.

CARROLL: Wow. So it really did boost her career.

HILL: Oh, yes. She directed a joint concert of the Harvard and Radcliffe glee clubs. That famous old hall in Cambridge...

CARROLL: Memorial Hall?

HILL: No. That old, old, old theater...the wooden place. It's like Sanborn, but it isn't Sanborn. So she is a real professional musician and she has raised three sons.

CARROLL: And does she owe it all to The Green Collegians? [Laughter]

HILL: Well, her mother...

CARROLL: Was very musical as well?

HILL: ...is quite musical, so we always had music in the house; but she might have picked up a little bit of the genes, but she developed an awful lot more. [Laughter]

CARROLL: I want to go back to Kemeny for just a second and I would like to have your bead. When I read Kemeny's biography and I listen to him on tapes, he strikes me as being not the Dartmouth type. He was Jewish, he was foreign born. He had an accent. He was unathletic, highly intellectual...all those things that were not normally seen as the stereotype of Dartmouth.

HILL: Hated early morning meetings.

CARROLL: Hated...hated early morning meetings.

HILL: Smoked like a chimney.

CARROLL: That's right. I am curious. Why do you think he was so loyal to Dartmouth and why do you think Dartmouth was so loyal to him?

HILL: Well, in the first place, he didn't have a mean bone in his body. I can tell you a couple of things about that which might surprise you. He did so many good things with the faculty and with the students. Obviously, there are a number of the alumni, I am sure, who were turned off by the same things you mentioned; but they were proud of him. They were proud of what he was doing for the College. They were proud of his intellect and proud of what they read about him. They were proud of the fact that he was picked by the then President [Carter] to head this commission on Three Mile Island. So I think those were the reasons. He was a very tender man and he (not many people know this) could not discipline a member of the administration or fire them.

CARROLL: I believe that.

HILL: He couldn't. I was Chairman of the Trustee Personnel Committee and he made me do it. [Laughter]

CARROLL: Oh, no. Who did you have to fire?

HILL: I think that best be left to some future history because some of the people are still living. But he couldn't do it. He just, constitutionally, was unable to do that.

CARROLL: Oh that is sweet. What do you think were his strengths as president?

HILL: Well, his respect by the faculty; his problem-solving ability. He was a good problem-solver. I think those were his principle strengths.

CARROLL: And what were his weaknesses?

HILL: Well, his weaknesses, of course, as I mentioned...his inability to discipline people. He, I think, was a proud man and probably a little bit vain, as he had every right to be. I can't think of any other palpable weaknesses right now.

CARROLL: Okay. What were the Board of Trustees' meetings like when he was President?

HILL: Well, they always started late. [Laughter] He hated mornings. He was slow moving in the morning, let's say...early morning.

CARROLL: What is late? When did they start?

HILL: Oh, we usually started by...I think we started by 8:30. But 9 o'clock would be more like it.

The Chairman of the Trustees during part of that time was Bill Andres, who was very good at running a meeting. Bill was a lawyer and a good lawyer and then Dave [McLaughlin] later became Chairman of the Trustees. His meetings were provocative. The Trustees are, as you know, an extremely hard-working group. You know, we had all these committees and the committees were meeting all the time.

The Trustees, at least in my day, really used to get a little too much involved in the operations of the College and our Trustee weekends

were, you know, long and involved. If we were out of here by Sunday noontime, we were lucky, because we would have committee meetings and we would have the Trustee meeting and so forth. So the meetings were very detailed. We took up an awful lot of things that we had to do by statute like approving appointments to the faculty and all that sort of thing, which had already been made by the appropriate faculty committees. Approving tenure and all those things were routine activities of the Trustees.

But, because we got ourselves involved in so many other things including curriculum, alumni affairs, development and so forth and so on, we found ourselves getting involved in matters of tenure, which we really shouldn't have. The faculty had made their decision and the President had approved the decision; but because we were so used to getting into things, we would start digging into the reasons why such and such a person is being recommended for tenure...more than we should have. Bill Andres would bring us back into line. John Kemeny was perfectly willing to have us do this, and he was perfectly willing to discuss forever his reasons for all this; but Bill Andres would sort of try to pull us back from too much detail. But the meetings were interesting.

I was on the board at Polaroid for several years when Dr. Land [Edwin H. Land] was President. Every meeting he would start to talk to the Board of Directors about his own ideas about various things, and it was like sitting with Thomas Edison, you know. Every month we would listen to this great man give you his ideas on how businesses should be run and how scientific research should be carried on.

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

HILL:

...he [John Kemeny] would sometimes do the same thing and discuss things with us which may not have been immediately appropriate to what we were talking about, but it was giving us his philosophy on various things. How he approached things like this aircraft problem. [Laughter]

One of the things that I regretted was that he didn't open up very much on the nuclear power problem, because I was intensely interested in it. He felt that, you know, that those were very confidential matters and he didn't talk to us very much about them.

CARROLL: I can see that that would have been fascinating.

HILL: Yes. I was interested because I was on the Board at Raytheon and we were building...we built Seabrook, which has turned out to be the best built nuclear power plant in the country, by the way. I was on the Board of Boston Edison, which ran the nuclear power plant, which had a lot of difficulties. So I was obviously very much interested in what this Commission came up with and so forth. But he didn't talk about that. That was off limits.

CARROLL: Did he ever address the Board of Trustees about Three Mile Island and the results as he did the student body when he got back?

HILL: Yes. When their report had been released, he then discussed with us some of the reasons for it; but, more than that, he talked about the human aspect of the meetings. You know some of the silly things that were said by some of the members of the Commission, and so forth and so on. It was kind of interesting. But that was after the report had been made public.

CARROLL: How did the Board of Trustees accommodate the fact that the President of Dartmouth was away for a section of time to do the Three Mile Island study?

HILL: We had, I have forgotten who it was, but, at his recommendation, we had someone without the title of Acting President. We had somebody act for him while he was away and he did come back here quite frequently; but there was somebody designated. I'm sorry but I just can't remember who it was.

CARROLL: Maybe it was the Provost. Leonard Rieser?

HILL: It may have been, but I don't think so.

CARROLL: Okay. Did the Trustees take on any extra duties as a result of this?

HILL: I think probably Bill Andres as Chairman, probably had to spend more time in Hanover dealing with high-level problems than he would have otherwise. I can't remember...it may have been Dave [McLaughlin].

CARROLL: I think it may have been.

HILL: I think it may have been Dave. So I think Dave had to work a little harder.

CARROLL: How did you get to be actually elected to the Board of Trustees in 1973?

HILL: I don't really know except my mentor, Lloyd Brace, who was leaving the Board, I think recommended me for it because he was the one who recommended that I replace him at the bank. One removed. So I am pretty sure he is the one who suggested that they ought to have this "big shot" from Boston replace him.

CARROLL: Were you happy with that decision?

HILL: Oh, yes. Bill Andres came into my office and asked me...invited me...to come on the Board and he explained a lot of the responsibilities and so forth; but I can't imagine any alumnus turning that down.

CARROLL: It is pretty exciting.

HILL: Unless he has got some impossible workload somewhere else.

CARROLL: How much time does it really take?

HILL: It took a lot of time because, you know, we met five...probably five or six times a year. Then we would have retreats at Minary Center and, luckily, most of these things were on weekends, so we weren't giving up a lot of time from our own jobs. Although we gave up Fridays because we would usually come up on a Thursday night. But then there were committee meetings in between times when we would have to come up for them. Fortunately, during my last very few years as Chairman, the bank got itself a helicopter so I was able to come up to some of the mid-week meetings. If it was a day meeting or a half-day meeting, I would come up in a helicopter and land...

CARROLL: Where?

HILL: We landed over in the far athletic field.

CARROLL: Oh...near the Coop?

- HILL: Yes. The one behind Thompson Arena and somebody would put out bed sheets. They would make this big white cross and the helicopter would land on that. [Laughter] There would be a car waiting for me. We would come into the Inn, have our meeting and then I would go right back and get in the helicopter and be back in my office.
- CARROLL: How dramatic. How long does it take with a helicopter ride?
- HILL: Oh, about a half an hour.
- CARROLL: Oh, that's not bad.
- HILL: Three quarters of an hour.
- CARROLL: And would the helicopter be right there at the Bank of Boston?
- HILL: It was right near it. I think it was a five-minute drive to the bank.
- CARROLL: That is slick, I have to tell you. [Laughter]
- HILL: It was.
- CARROLL: It must be a much bigger commitment, too, for people who live in Minnesota or in California.
- HILL: Oh, yes.
- CARROLL: Does that mean that there are, by nature, more Trustees from the East Coast?
- HILL: Well, I suppose so; although Dave Smith [David Parkhurst Smith '35] was on the Board when I was and he came from California for every meeting and then there was Doctor...
- CARROLL: John Steel [John Steel, Jr. '54].
- HILL: John Steel. He came from California. He came to most of the meetings.
- CARROLL: Actually, California is probably easier than what David McLaughlin had to do from Minneapolis.
- HILL: Yes.

CARROLL: When you were on the Board...you also came on with [Reginald] Harcourt Dodds ['58].

HILL: Harry Dodds.

CARROLL: Who was the first black Trustee. Was a lot made of that or was it just like...was it just like sort of moving into the stream of history?

HILL: Well, we didn't make anything of it. It was quite proper. We just accepted him as we would accept any alumnus who had done a lot for the College. I think Harry did help out a lot by having breakfast on Trustee weekends with the first black students and he made himself available to them, to come and talk with him. So, you know, I think his presence on the Board was sort of an uplift for the black students here.

He was a good Trustee. He spoke his mind. Very bright...very outspoken. I am glad you mentioned him because his son has been calling me and I think he wants me to help him find a job. He has got a job, but I think he wants something else. We live in Bermuda all winter, so I haven't really gotten back to him.

CARROLL: Did his son go to Dartmouth?

HILL: I think so. I am not sure of that. His name is Harcourt...

CARROLL: As well.

HILL: So you could look that up.

CARROLL: That is easy enough. I can do that.

You were there, too, when the contested election was held with John Steel?

HILL: Yes.

CARROLL: Do you remember the details that surrounded that and how that came to be?

HILL: Oh, dear...John had a group of friends who felt, at that time (I think this was still during John Kemeny's tenure)...I think there was, you know, a conservative group who weren't too happy about

coeducation, although that really wasn't Kemeny's initiative. Probably concerned that he was Jewish. Probably concerned that he was too liberal. So they decided to put up a candidate and the constitution of the College or the by-laws, or whatever they are, was not totally clear on the rights of the outside groups or a group to put up a candidate. That's why the election was contested. I don't remember any of the other details. John Steel was, I think, nominated by the Alumni Council and, whether he was part of the contested election, I don't remember.

CARROLL: Yes, he was.

HILL: He was. Yes.

CARROLL: Does he stand out in your mind as a Trustee?

HILL: Yes. I like John and I am very fond of his wife. But John never said much of anything at a Trustee meeting. He would do his talking outside the Board. In other words, he would talk to us and all the members, the Trustees, and tell us he thought we were doing the wrong thing...whatever it was; but he would do all of this outside of the Board Room, rather than at the table. He obviously disagreed with a lot of things that the administration wanted to do and that the Trustees voted to do. He never voted against it, but he would lobby against it. Also with other groups, other groups of alumni. You know, he was a man with extremely strong principles...his kind of principles. He felt that the College was just going in the wrong direction.

CARROLL: What were the meetings like at the Minary Center?

HILL: Oh, those were great meetings. We would meet all morning and then, in the afternoon, you know, the women could drive around...any of us could drive around. They owned two or three speedboats, and I had the honor of being allowed to run one of them because I am a yachtsman.

The manager at Minary...once he saw me back it out and run it, he said that I could use it. I used to take Walter Burke ['44] and his wife and my wife and others and we would go to Little Squam Lake and cruise around the lake. That was a lot of fun. Then we would have a cocktail hour and then dinner and then some kind of a performance after dinner. For example, one of the Trustees who subsequently became Chairman of the Board was actually a big

league basketball player [George Munroe '43]. His wife did the title lead-in pages for movies. You know how creative those can be.

CARROLL: Yes.

HILL: So, we had a movie thing set up, projector and screen, and she projected a lot of the movie lead-ins that she had actually done.

CARROLL: What fun.

HILL: It was fascinating. We never knew all those things. Then we would play the piano. Polly would play the piano and we would sing. Various other things. We just had a lot of fun in the evenings; but the working session was all morning.

CARROLL: Boy, after ten years of doing that, you folks must know each other very well.

HILL: Oh, yes. We did. We got to be...it was a very collegial group.

CARROLL: There are so many committees that are off-shoots of the Board of Trustees and I was wondering if you could just talk a little bit, because you were on so many, about what kinds of duties they had. I will name one or two for you. Okay? How about the Executive Committee, which you were on for the entire ten years that you were on the Board?

HILL: Well, the Executive Committee was not a terribly onerous job. That was empowered to act for the Trustees in between meetings if something had to be done. It was used very lightly. Then there was the Budget Committee.

CARROLL: Yes. That is the next one I was going to talk with you about.

HILL: That was the real time-consuming committee, one of them. It was a very active, intense committee. Of course, the budget process, you know, starts early in the year...in the budget year...for the next year. We would have at least two or three meetings. Members of the Budget Committee of the Board and, of course, there would be the financial officers of the College and the President would be there and the Provost would be there and the Dean would be there and the Controller of the College and so forth. We would just go over every item line by line by line and then send it back to the drawing board and say, "No way can we have a budget this large without

raising tuition more than we wish to." So they would come back. We would have another meeting and, finally, after three or four of these meetings, we would come to an agreement. And it was tough.

CARROLL: It was a big task.

HILL: A very big task because, you know, we had to make the tough decisions about, you know, not allowing a department to increase the numbers of professors and so forth and limiting the amount of money available for athletics and every other aspect of the College...and raising tuition...

CARROLL: Which is never fun.

HILL: As you know, we did just about every year.

CARROLL: Were you on this committee when there was the oil embargo?

HILL: Yes.

CARROLL: How did you folks cope with the fact that, from one year to the next, the cost of oil quadrupled on you?

HILL: By cutting back on other things. Also, we did a major job of weatherproofing the dormitories.

CARROLL: Oh, yes? Oh.

HILL: We had a big campaign throughout the whole campus of conserving heat and fuel. The rooms were kept colder than they would like. And, of course, we just had to adjust our budget to it, and that meant more tuition and fewer perks for the faculty and so forth.

CARROLL: Did you have to dip into the muscle of the endowment?

HILL: In order to answer that, I think, Jane, you would have to understand that, while I was on the Board, we went through this...the College is [was] led by the Ford Foundation...went through this new approach to endowments which is called a total return approach. No longer did you say, "Here are the stocks and bonds we own and here is the income from the dividends and interest. This, we will spend; this we will not touch." In total return, you put the two of them

together and stocks went up in price and the dividends went up in price. That meant the total return was up, so we would spend more. In effect, we were spending part of the appreciation of the stocks.

CARROLL: I see. Got it.

HILL: That turned out to be one of Ford Foundation's poorer recommendations to the academic world. We finally stopped that. We passed a rule that limited the percentage that could be taken out of the endowment in any one year.

CARROLL: You were also on the Committee on Investments for the whole time.

HILL: Yes.

CARROLL: Now, is that investing the endowment exclusively?

HILL: That's right.

CARROLL: During this time...

HILL: We met once a month in either Boston or New York, I forget. There were some more outside activities...but we would either meet in New York or in Boston.

CARROLL: Now, as I understand it when I read the minutes, this was during the time when you decided to start investing in venture capital. Is that right?

HILL: That's right.

CARROLL: What was...

HILL: You see, all of our endowment funds were managed by one mutual fund management company in Boston...the Colonial Fund...and John Meck [John Foster Meck '33] was our Chief Financial Officer at the time. He had the big relationship with the Colonial Fund and he would meet with them. He was a pretty tough overseer of those funds; but, at some point...and I don't remember at this moment what the spark was...we decided to...I guess we weren't overly happy with the performance of Colonial Fund, which incidentally has since done beautifully. At that time, we weren't very happy with their performance.

Paul Paganucci [Paul Paganucci '53] replaced John Meck and Paul knew a lot about business and investments. He had some good friends in the business and I think it was Paul's idea as much as anybody's that we seek out a number of investment managers based on their style of management. We would want one for small cap companies, one for large cap companies, one for growth companies, one for value-oriented companies and so forth. We studied all of these and picked the ones...looking at their mutual funds...who had consistently managed the funds in that way--in the way they said they were for a long period of time and did well.

So we found the ones that were consistent in these different types of investment management and we picked them after a great selection process. Then, at our meetings, we would usually have one or two of the investment managers come to the meeting and explain what they had been doing. Explain why they hadn't done well or why they were doing well and so forth. Of course, if they varied from their style of management from what they had been doing, then they would hear from Paganucci very quickly.

Then I think it was during his tenure that...it is probably partly because Harvard was doing it very successfully...that we decided to get into other kinds of things such as venture capital, foreign investments. We interviewed and picked people that had had a good track record in doing that. We selected the best ones we could. I think, by and large, those turned out to be bonanzas. They were good.

CARROLL: Yes. It did. It is amazing to see this leap that happens.

HILL: So we would meet I think once a month, either in New York or Boston and spend all morning and lunch and, usually by two o'clock in the afternoon, we all had to scatter to catch our planes home.

CARROLL: Was there any debate as to whether this was a bad idea to become so diversified or to go into venture capital? Were there negative arguments?

HILL: Well, we debated it a lot; but most of the members of the Investment Committee I think felt that, in proper proportion, it made sense. We wouldn't put our whole endowment into this; but as long as it wasn't more than 5% or some limited amount. Walter Burke had had some experience with the Fairchild Foundation and Bob

Henderson [Robert Henderson '53], who wasn't on the committee at the outset, but he ended up with a venture capital, as vice president of the venture capital firm [Greylock Management Corporation], one of the original ones in Boston. So we had a number of members of the committee who understood venture capital, and we did very well.

CARROLL: Did you ever do investments in something more concrete like land or anything like that?

HILL: Well, we invested in land only where it affected the College. In other words, whenever any land would become available around Hanover of any size, we tried to grab it up. Of course, we made the big decision to buy all that land in Lebanon.

CARROLL: Okay. So you were part of that?

HILL: I was part of that. Not knowing exactly what we would do with it, but it was adjacent to the College and it was obviously terribly important to the College for what it was used for. In other words, we wouldn't want gambling casinos to appear on that land or something like that, or an intense development or something like that.

I don't think we even thought at that moment when we made that decision, which was a multi-million dollar decision, that we would move the Hospital out there; but, it sure turned out to be a serendipitous decision and it helped solve the terrible problem we were having with the Hospital and the Clinic and the Medical School.

CARROLL: That's right. Did anyone feel that buying that much land was simply...and especially because it wasn't completely adjacent to the College...was simply going out on a limb?

HILL: I don't recall our being criticized for that. There probably were some people in town who were critical of it because they didn't know what we were going to do with it. Some of them thought they might like to get in on it and so forth and so on. In terms of alumni criticism, I don't recall any of that.

CARROLL: Okay. And then you had a small stint on the Committee on Alumni and Public Affairs and I wonder what was their mandate?

- HILL: Was there not a Committee on Development?
- CARROLL: There was Budget, Investments, Alumni & Public Affairs, and Educational Affairs.
- HILL: Okay. The Alumni & Public Affairs had to do mostly with the Alumni Fund and the Alumni Council and so forth.
- CARROLL: Okay.
- HILL: It was really a development kind of a committee.
- CARROLL: So it was tied to fundraising to some degree.
- HILL: Yes.
- CARROLL: Then you did one year on the Committee on Educational Affairs [Committee on Educational Affairs and Facilities]...your last year. How did that come about?
- HILL: I don't remember why they put me on that, because it was the part of Dartmouth that I understood the least. I was Chairman at that time. That might have been the reason they wanted to put me on that committee.
- CARROLL: It was a learning experience.
- HILL: It was a learning experience. I didn't have an awful lot to add to it, but it was a committee that met with key members of the faculty and the Provost and so forth that kind of reviewed academic affairs and the curriculum. We had, as I remember, Jim Wright [James "Jim" Wright] do some work for us.
- CARROLL: The curriculum review [Wright Committee Report of Curriculum and Year Around Education].
- HILL: On the curriculum review. I wrote him a letter when he was appointed...President-elect. I wrote him a letter and told him how happy I was about it and I just remembered every assignment he had ever been given by the Trustees, he carried out to a "T". He was a very useful man around here.
[Laughter]
- CARROLL: He has been for years. That's right.

HILL: Filled in during the President's [Freedman] illness and during his sabbatical, and he filled the job of Provost and everything else. He is a very useful guy, apart from being an eminent historian.

CARROLL: It should be kind of a seamless transition, I think.

HILL: Oh, I think it will. Yes.

CARROLL: And they made a decision...the Trustees did...in 1976 to form another committee called the Committee on Student Affairs. I was wondering why they made the decision to start that new committee.

HILL: As I remember it, those were the days when we were all becoming more and more concerned with the newspaper.

CARROLL: Oh. The Dartmouth Review.

HILL: The Dartmouth Review.

CARROLL: Oh. Okay.

HILL: And other aspects of campus unrest. Things like Green Key and Palaeopitus were all falling apart. There was really no student government as we all used to know it and I think that committee was established to talk with students and find out how we could stimulate them into forming a more active student government.

CARROLL: Okay. How did you guys decide who was going to be on what committee?

HILL: I think the President and the Chairman used to work that out.

CARROLL: Did people get to say, "I would really like to be..."

HILL: Yes...and we tried to rotate them somewhat; but I can remember when I was Chairman, I had to sit down with the President. We would go over the existing committee makeup and, of course, some Trustees were...

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

CARROLL: Oh, yes. This would be a good time. I look forward to that.

HILL: Having inaugurated Dave, it would be kind of fun to see someone else do it.

CARROLL: Do it for a change.

I wanted your impression of the different people you served under and then your own tenure as Chairman. The first person you served under was Bill Andres. What was he like as a Chairman? What was his style?

HILL: Very easy going. Very friendly. Not autocratic in any sense of the word, but smart enough to know when it was time to move on to some other subject. He worked very well with John Kemeny. He had been Chairman of the Trustees at Exeter. So he had quite a lot of experience in that role.

CARROLL: He was the Chair, as I understand it, when coeducation was put in place.

HILL: I think so. Yes.

CARROLL: Did he ever speak to you or do you know...did he have to become spokesman to the alumni to sell this idea?

HILL: You know, the Trustees made the decision. They didn't go around trying to sell the alumni into supporting it until after they had done it. He obviously, as Chairman, had to answer to the various alumni groups who had invited him to come and talk about it. But, as a rule, they wanted the President. The alumni groups wanted the President. The Chairman didn't get pulled in on those things very often.

In fact, the Chairman's role has, for a long time, at least it was, a very low intensity...what's the word I want to use? Laid back. You know, the Chairman did not appear as an important figure on the campus. A lot of people probably didn't know who the Chairman was. The President was the, you know, spear-carrier for us. He was the front man. To have a strong Chairman who would be out front would take away from the President.

CARROLL: Oh. That's interesting.

HILL: So the Chairman did his job in the Trustee Room. He met...I did this and I know Bill and Dave did...he met frequently with the President to help arrange the agenda. If there was something that the Trustees or he felt that the President should be doing, then the Chairman would sit with him privately and talk.

For example...now we are getting into the next generation...but when Dave McLaughlin has his little heart problem, I came right up here after he had it. I read the riot act to him in terms of the way he conducted his personal life and that he should find a place off campus to go to on weekends; because, living in the President's House...

CARROLL: You are in the middle of everything.

HILL: You are in the middle of everything and you can never get away from the job unless you get off campus. So I told him he had to do this. I tried to urge him to stop smoking, which I think he did; and to just not travel around so much. He was going like this all the time. He and Judy did buy a house in...

CARROLL: Sunapee.

HILL: In Sunapee. But he didn't slow down very much.

CARROLL: I don't think he could...

HILL: But that's the kind of thing that the Chairman had to do.

CARROLL: Is the Chairman elected from among the Board of Trustees?

HILL: Yes.

CARROLL: Okay.

HILL: The Board elects the chairman.

CARROLL: How did David McLaughlin come to be elected Chairman? He was very young when he was elected.

HILL: Well...but he had been on the Board for quite some time with Bill Andres and with me as a later comer. I think, you know, some of the properties that caused us to select him as President. He had a deep knowledge of Dartmouth. He had a great reputation among

the alumni. He was a well-known athlete and so forth and so on. To a lot of the Trustees, he appealed to us as the ideal person to be our leader.

CARROLL: What was he like as a Chair of meetings?

HILL: He was a little stricter than Bill...always pleasant and not disputatious in any sense of the word; but he wanted to be sure that we got through the agenda, that we did the things that we were supposed to and he was a taskmaster as far as that was concerned.

CARROLL: This fascinates me. Here is Kemeny as President, who really doesn't have his system in gear until ten o'clock, and here is David McLaughlin as Chair of the Board who thinks, if you don't start at seven, you have lost half of the day. How did they ever come together?

HILL: Well, they accommodated themselves to each other.

CARROLL: What time did the meetings start then?

HILL: When Dave came in?

CARROLL: Yes.

HILL: Well, we usually started a little earlier or we would have a committee meeting beforehand. We didn't have to have John at the committee meeting, so that's the way Dave got around that.

CARROLL: I have been dying to ask somebody that question because it just didn't make sense to me how they were going to do it.

How did the search for the successor for Kemeny be concluded where David McLaughlin was allowed to sort of be isolated from it and be a candidate? He was simultaneously Chairman of the Board and there is a search going on and he is a candidate. I have always wondered how they kept all the different jobs separate.

HILL: I am probably as responsible as anybody for putting him on the list of people to be looked at and, because he was finishing his term as a Trustee and because he was on this list, he was recused from any of the meetings of the Search Committee. He was not on the Search Committee and he was not informed about what the Search

Committee was doing. In fact, we really didn't inform the Trustees. We kept it a deep, dark secret and was quite successful. Very few colleges can do this.

CARROLL: I know. It's pretty spectacular.

HILL: We just took oaths in blood. We slit our wrists and everything else. [Laughter]

It was a small committee, but we had advisory committees of students and faculty, and they would meet with us when we would interview candidates and so on. But, when it came to the decision processes, they wouldn't be there.

CARROLL: And then you came on, elected as the new Chair, when David McLaughlin steps down to be President. Is that right?

HILL: That's right. Stepped up to be President.

CARROLL: Stepped up to be President. That's right. It sounds wrong, doesn't it.

HILL: Actually, Dave wasn't part of this deal, but I did tell Dave...Dave wanted me to become Chairman, to succeed him and he said that he was going to push this with the Board. I was still active in the bank and I said, "Dave, I am not sure that I am going to be able to spend the time to break in a new President." I said, "Now, for example, if you become President..." He said, "Don't even say that." "If you become President, I will agree to be Chairman." And I made that deal with him.

This was early in the days when his name was simply one on the list. We had a long list; but I more or less...I have to admit...I really felt that he would be a good President, right from the beginning of the process. But we went through the whole process diligently and we interviewed him for a long, tough interview, because he was one of us.

CARROLL: You felt that you could interview him in picky detail.

HILL: We met him at Minary and we interviewed him. He was a little nervous during the interview because it was so strange for him to be interviewed by his colleagues this way. But he did it and you know what the final result is.

We made the final decision at the Ritz Hotel in Boston so we could get away from the press and anybody else. Nobody knew where we were.

CARROLL: I think that is where they also decided Kemeny didn't they?

HILL: I don't know.

CARROLL: I think that is true.

HILL: I wasn't a Trustee then.

CARROLL: It certainly occurred in Boston...at a hotel in Boston. I like that idea of a precedent.

HILL: Then I had to come right to Hanover and meet with the whole faculty and tell them what we had recommended...what we had done. You know, they were very gracious. They were wonderful to me about the whole thing. But a lot of them weren't happy because he wasn't a member of the union. He wasn't one of them. That probably troubled them as much as anything.

CARROLL: I think you are right.

HILL: But I think that we felt that, at that stage of the game, the College needed another business person because the business side of the College was relegated to second or third place.

It always had been. It is just the way colleges are. You spend your money on your professors and then you try to get a treasurer as cheaply as you can. Buildings were falling apart. The business part of the College was not being done well and it needed a real shakeup.

Furthermore, the faculty salaries were poor. Dave used to talk to us, to the Board, about this and said, "We've got to do something about this." That is the first thing that he did when he became President...was raise faculty salaries; but I don't think that made the slightest bit of difference. They still wanted one of their own.

CARROLL: That's right. It is very interesting, isn't it. They are a little bit like a child in the faculty. I say this as a faculty wife. I know this.

HILL: But we have a different job.

CARROLL: That's right. I want to just go back a little. I want you to characterize your own style as Chairman of the Board.

HILL: Well, it probably was more like Dave's. Bear in mind, I was Chairman of the Board at the bank and that was a much larger board. I had been chairman or president of two large international banking associations--the International Monetary Conference and the Association of Reserve City Bankers and so forth. So I was accustomed to presiding over groups of people like this.

I was probably a little tougher on my old friends on the Board who tended to dig into things too much. In other words, they tended to inject themselves into the ongoing affairs of the administration. I said, "You are here to establish policy, to make sure that we have a good administration in place, a good President in place. That's it." [Laughter]

CARROLL: Did you enjoy that period of being Chair?

HILL: Yes. I did. I am far enough away from it now so any of the difficulties I had, and I know that there were several, have sort of faded away.

CARROLL: That's the nice part, isn't it? Getting past it.

We talked a little about some of these things and I am going to just hit some of the hot spots that I would like to have you comment on a little bit. This is really going...we are back-peddling just a bit. Under Kemeny, there was a re-commitment or a commitment at the College to admit more blacks and more Native Americans. Were the Trustees behind this decision?

HILL: I am not sure they instigated it; but they were, you know, very amenable to it. I think, at that time, the whole country was, you know, going through the affirmative action business in colleges. Our own companies were being criticized for not having enough diversity and so forth, so I think that we all accepted this as the right thing to do.

CARROLL: Did the Trustees have a role at all in the fact that Dartmouth was the first Ivy League school to have an affirmative action plan?

- HILL: I don't recall. I am not sure it was a Trustee initiative. There aren't many initiatives that come from there. You see they come from the faculty and the administration and so forth. So I don't really remember that.
- CARROLL: Okay. I think it is a pretty spectacular fact right there.
- HILL: Of course, we had been a college for Native Americans ever since we started.
- CARROLL: On paper, at least. Right?
- HILL: In fact, my daughter was on the Alumni Council for a while. She was also on the Visiting Committee for Native American Affairs, so she got to know Michael Dorris and all those people. She became quite interested in that.
- CARROLL: It has a big presence on campus. The pow wow was last weekend.
- HILL: Well, of course, then it was much smaller.
- CARROLL: One of the upshots of this admission of Indians was the elimination of the Indian symbol.
- HILL: That's right.
- CARROLL: Did the Trustees have to pass on that or did that happen...
- HILL: That happened before I became a Trustee. I often tell my alumni friends...[Laughter]
- CARROLL: It wasn't your fault.
- HILL: But it really did. There was a committee set up under Bob...the lawyer from Providence...
- CARROLL: Kilmarx [Robert "Bob" Kilmarx '50].
- HILL: Kilmarx. Bob headed a committee to study the Indian insignia and his committee concluded that just so long as this is uncomfortable to and inimical to our objective of the Native American programs, we should give it up and that was adopted. I am sure it is in the records somewhere. It was a long debate, but it was the vote of the Trustees.

It was never declared illegal. You couldn't put a student...you couldn't kick him out of college for walking around with an Indian cane; but it was discouraged.

CARROLL: Do you think this was the right decision?

HILL: I don't think it was. I think it could have been handled in a different way. In fact, I think Dave suggested a solution which we never tried and that is, we should have gone to a leading...with the help of our own Native American faculty...we should have gone to a leading Native American artist and said, "We want the Indian as an insignia." And the football team wanted to be called "Indians". There is nothing wrong with that. There are the Cleveland Indians and all kinds of Indians.

CARROLL: The Atlanta Braves.

HILL: "So you design the insignia and that will be it. If it fits on the heads of canes, it will and if it doesn't, we won't use the canes. It will be on t-shirts and flags and everything else. It will be yours, but we want to be Indians." I think they could have been sold on it at that time.

The trouble is, what I suspect happened, is that the few Native American students who were here at the time really didn't give a damn; but a lot of the members of the faculty did and felt that they should give a damn. So they went to the Indians and they said, "This is bad for you. You know, these are caricatures of you. You shouldn't like it. You should be insulted by it." I think that is what stirred up the trouble that started. I just wish that it could have been headed off in the way that I just outlined; but it wasn't and it is probably too late now.

CARROLL: Well, they are still searching for another mascot.

HILL: They will never find one.

CARROLL: No. Nothing. It's true.

HILL: Speaking of being politically correct, I told you about my daughter starting and naming this wonderful group of eight girls, The Dartmouth Distractions. Subsequent women's groups on campus, long after my daughter graduated, decided that was sexist.

[Laughter] They should not be distractions to men. They didn't like the name and they eliminated it and they called them the "Woods Winds" or the "Wood Winds" or something like that. Jodie nearly died. [Laughter]

CARROLL: It kind of loses the original taste, too.

HILL: Yes.

CARROLL: I think this is a good place to stop right here, if that is alright with you.

HILL: Sure.

CARROLL: And I thank you very much.

HILL: You are very welcome, Jane.

End of Session

INTERVIEW: Richard Hill '41 TU '42

INTERVIEW BY: Daniel Daily

PLACE: Rauner Library, Dartmouth College

DATE: October 17, 2000

DAILY: I'm speaking with Mr. Richard Hill, Class of 1941 and Tuck School 1942. Mr. Hill also served as a Trustee from 1973 to 1983 and as Chairman between '81 and '83. In a previous interview you spoke a lot about the Kemeny presidency with Jane Carroll, and some of the issues of Dr. Kemeny's administration, including coeducation and the Indian symbol. Today, I'd like to explore David McLaughlin's presidency, and the question I want to jump into the interview with is...I'm wondering about your assessment of the mood or the climate of the College when David took office over in Parkhurst, and also the mood among the alumni when he stepped into office.

HILL: Well, I guess I'll start by saying that John Kemeny left a legacy of innovation and a strong move toward higher standards of learning. He had to suffer through the two backlashes of coeducation. One was from the alumni who never wanted it in the first place, and the other was from the coeds themselves, who after a few years felt that they were still being discriminated against and that their numbers should be larger. And that caused a lot of discussion among the male students, among the alumni, and particularly from

The Dartmouth Review, which was kind of a thorn in our side, at least during my Trustee years.

Campus—did not appear to be any real campus unrest, although clouds of South Africa were gathering, and there were a large number of very thoughtful students here who felt that we should be doing more to help the cause of the black South Africans. And of course The Dartmouth Review didn't quite agree with that. But during my ten years as a Trustee I only remember—there may have been more than one, but I only remember one time when there were students demonstrating outside of Parkhurst Hall.

DAILY: When Mr. McLaughlin took the presidency, was there any kind of anticipation that there might be some very significant changes in where the College would head?

HILL: The faculty was concerned. We had faculty pose on the search committee, and we had faculty members as advisors. They didn't have votes but they were advisors. And I think they were almost unanimous in their recommendation that he not be selected, because they fundamentally wanted an academic; and he's not, he's a businessman. On the other hand, he had been a Trustee, at that point for eight years; knew the College extremely well; and of course had been an outstanding student and an outstanding campus leader during his undergraduate years. So the faculty was concerned that he wasn't a member of the faculty, he wasn't a member of their union. I don't think the students were concerned, because they knew about his student record. He was an accomplished football player and class leader, and I think they looked up to him.

DAILY: When David McLaughlin took office, how do you characterize his style of leadership?

HILL: Well, he was a very good speaker. I think he was quietly nervous for the first couple of years of his term. After all, he'd never been a college president. I don't think that anybody who's never been a college president has the slightest idea what their job really means. He did—one of the first things he did was to recommend and succeed in getting pretty good salary increases for the faculty. He believed that they were underpaid, which they were, and one of the first things he did—now, whether he did this to help offset their concerns or not, I don't know, but he did it. The thing, the positive things that he was known for during his term (and one of the

reasons, frankly, why we picked him) was that the business side of the College was in sort of a shambles, simply because faculty, by and large, did not consider that an important role in the College. So the business manager and financial managers, auditors and so forth were always considered to be somewhat second-class citizens, and so in some cases they turned out to be. And Dave felt that we needed a lot of attention paid to the business side of the College. Budgeting was not done well; bookkeeping was not done as well as it might have been; the buildings were in tough shape. He knew we needed new buildings, and he tended to that. We needed better attention to the grounds and the management of buildings, and he did that, and so forth. So those were some of the first things he did, and I think were some of the positive things that marked his administration. And something you might expect from a businessman.

DAILY: Right, right. Now you had a chance to work with him as a Trustee, and then as President. Did you notice any changes in how he conducted business, and how he led people? Was there any marked change, or was there some continuity?

HILL: I think it was almost seamless. After all, he'd been Chairman of the Trustees, and as such was fairly close to what had to—you know, the running of the College and what had to be done to run the College properly. So I didn't notice any real change, except some slight nervousness about how big the job was and whether or not he was going to do it right.

DAILY: How would you see his leadership different from John Kemeny's in terms of his style and how he handled issues . . . ?

HILL: Well, they were totally different people. John Kemeny was, of course, a dyed-in-the-wool academic and an extremely distinguished one. He also tended to shoot from the hip, whereas Dave would think things over and perhaps take a little longer to decide. John had a (as I think I probably mentioned in the last interview)—he had difficulty dealing firmly with his peers, the faculty members and his administration and so forth. He had a very tender heart and it was very difficult for him to discipline when they needed discipline. And he sometimes delegated that to me.

DAILY: As Chairman?

HILL: Well, I was Chairman of the Personnel Committee. So some of the bloodletting that had to be done, I had to do it.

DAILY: Are there any names or any people you want to bring up in that context, or certain issues?

HILL: Well, because some of the people might still be living . . .

DAILY: OK. I completely understand. In terms of how you and David worked together, how would you describe that; how would you reflect upon that now?

HILL: Well, we worked very well. We were in touch with each other constantly. We always went over, well in advance of the meeting, the agenda, or as Andres [F. William "Bill" Andres '29] used to say, the *agender*, for which he was kidded constantly. We spent a lot of time together: what the Trustees should be talking about and so on. I did have a somewhat more personal relationship for a while when he became ill. As you probably know, he had a heart scare after he came back from a trip. He was a very hard worker, and he traveled a great deal to meet with alumni and let the alumni have a look at the new president, and incidentally to try to raise money and so forth. And he drove himself very hard to do this, and it affected his health. So he was given immediate medical attention, and I think went to Boston and had an angioplastic procedure, which probably worked very well, because he's still very much alive and in very good shape, and has been very active. But I felt I had a responsibility to come down and talk to Judy first, and then talk to him about altering his lifestyle somewhat. Because we wanted him to stay alive and healthy.

DAILY: Right. Did he take the . . .

HILL: And we also were very...Well, the only advice I—that he took, I urged him to get a sort of a summer-type house off-campus, so that he wouldn't have to spend all the time in that very public building where he lived, and have to entertain and so forth and so on. Especially on weekends he should be out of here. So he did buy a place near Lake Sunapee or Squam Lake, I can't remember which.

DAILY: I believe he's down at Lake Sunapee now.

HILL: Oh, that's where it was. And he still has it. So he took that advice. But I was very concerned about him, and he did what was necessary, and the proof of the pudding is in the living.

DAILY: Right, right. As you took the Chair of the Board, did you have any definite directions you wanted to take the Board in, in terms of how it functioned and how it interacted with faculty and interacted with students?

HILL: Well, to start with, my job was a lot easier than it would have been if we brought in an outside president, because then I would have had to break him in, and with Dave I didn't have to do that. He knew what was needed, and he knew the College very well, and so we kept on doing things about the same way. I don't think we changed the committee structure very much, because it was a good structure. If anything, it put too much time pressure on the Trustees. Because we'd come up here on—it used to be on a Thursday. And we just worked sixteen hours a day, right through until we left Sunday noontime—we left at Sunday noontime. And then there were other meetings in between times, and then of course the Finance Committee meeting we had every month, either in Boston or New York. So we all worked very hard.

DAILY: While you were Chair, what committees were you on?

HILL: Well, let's see. I was Chairman of the Personnel Committee; I was on the Finance [Investment] Committee; and it seems to me there was another committee. I can't remember the name of it [Committee on Alumni and Public Affairs], [but it] was concerned mostly with alumni relations and, obviously, with fundraising [inaudible]. I may have been on [inaudible].

DAILY: At the beginning of David's term, and your term as Chairman, was there any sense that there would be more interaction between the Board and students and faculty, or did you feel that was in good shape?

HILL: I don't think there was any great change. John Kemeny was always available to students. David certainly was. I think David was away too much from campus. He probably traveled a little more because he felt—he was in for a fairly short time, and I think he felt the first couple years that he'd let the alumni get to know him.

DAILY: To shift directions here a little bit: we spoke about coeducation at the beginning of the interview. Along with that was the Dartmouth Plan. Was there any, in the early 1980s or so, were there any reassessments of the Dartmouth Plan, and what its strengths were and what its weaknesses were?

HILL: I was not on the committee that concerned itself primarily with curriculum and education. I forget the name of the committee [Committee on Educational Affairs and Facilities], but I was not on it. But there was a lot of discussion, probably at every other meeting, on the Dartmouth Plan and how it was working out and so forth. Some of the Trustees, the more pragmatic Trustees, looked at it as a way of utilizing the same facilities in the College for more students, it was a very practical thing. It was monitored very closely to make sure that students were making the right choices and using their newly-found freedom properly, so that was monitored very closely. And we also, from time to time would ask faculty committees, we would ask them to look into it and report back to us how it was working.

DAILY: What was their [inaudible]?

HILL: Incidentally, one of the faculty members that we drew on most heavily for a lot of things was President Jim Wright, which is how I got to know him. He was willing to take on these assignments, and he was a great representative of the faculty and a good reporter to us as to what was good and what was bad.

DAILY: When you were gathering these reports from the faculty, what was the sense that they were giving you about the D-Plan?

HILL: I'd say a majority of the faculty liked it. There were some who felt there was too much work.

DAILY: For them personally?

HILL: For them personally. I never quite understood the timing and why it put a greater load on some of them, but it obviously did. Some were unhappy about that. Students, of course, loved it.

DAILY: That was one thing I was interested in. Of course you spoke about The Dartmouth Review, and it's always been an isolated voice. One of the things, of course, they were criticizing was the D-Plan,

and saying that students didn't like it, and it was a crazy pace. That wasn't what you were generally gathering from the campus?

HILL: That wasn't my impression. And don't forget, I had children in the school while I was a Trustee.

DAILY: So you had some real firsthand . . .

HILL: I think the only complaint I ever had from one of my children was from my son [Richard D. Hill, Jr. '76], who was here, who felt that we were being mean to his fraternity, which was Bones Gate, which was one of the worst ones at that time. He and I used to have some real arguments about it. One of the things that both Dave and I felt was that we had to really clean up the fraternities, physically; somehow try to improve the conduct in the fraternities, and the parties, and so on. And we were never terribly successful at it. We assigned the supervision to the Dean, and he, at least in my opinion, he never cracked down on the fraternities as much as he should have then. This is something, as you know, that's gone on ever since. It went on before then and it's gone on ever since. And whether this latest study [Student Life Initiative, 2000] will help solve the problem remains to be seen, but it's been with us for decades.

DAILY: Was there any . . .

HILL: Of course when I was at the College the problem was a lesser one, because we had a janitor assigned to each house, and he was more than a janitor. He made all the beds, which is something—he made damned sure that we got out of bed and went to class. He was kind of a presence when we had parties. If the kids got too far out of line he was a tough guy, he was strong. And I think it was that system of having a person who was called a janitor, sometimes was more than that, that kept the fraternities in a lot better shape, and it also kept them clean. If anybody barfed on a rug they damn well had to clean it up the next day. Or if he tore down a drapery he had to repair it.

DAILY: Was the Board fairly unified in the belief that something had to be done with the fraternities?

HILL: Oh, yes. And eternally frustrated.

DAILY: Essentially, if I understand this right, the Board had some definite opinions and wanted some policies in place, and then it was totally up to the College deans to implement those?

HILL: Sure.

DAILY: OK. We were talking about The Dartmouth Review, and one of my questions is, how much impact do you really think it had on the campus? Especially in the late '70s, early '80s?

HILL: Well, I think it had a lot more impact on the alumni than it did on the students. Students had a main business here, which was to get an education, and that was uppermost in their minds. They worked pretty hard on that. And I don't think they paid an awful lot of attention to The Dartmouth Review. There was that one case, when the South African business was in its heyday, and the students did take a strong interest in that. And the Review had an obvious point of view, and of course the clash that occurred, physical clash that occurred, which as I remember ended up with the instigators of the shacks getting somewhat stiffer punishments than the Review members who came in and tore down the shacks. And that was considered to be uneven punishment.¹

DAILY: Since we're talking about South Africa: Now you had to deal with it as a Trustee here at Dartmouth, and then as well as the Chairman of the First National Bank of Boston. What—I'd just be interested in hearing some of your—both how you dealt and how you perceived the issues from those two roles, and maybe to compare them . . . ?

HILL: Well, the issue here, of course, was to divest ourselves of securities of companies that had operations in South Africa. The Finance Committee, of which I was a member, and I think by and large most of the Trustees, felt that we were Trustees of the endowment, and by law we were required to exercise the judgment of the prudent man, and that to sell a stock for political purposes and then have the stock go way up, for example, that we could be subject to a lawsuit for failing in our fiduciary duties. So I think there was—while I was here there was a general resistance to idea of divestiture. As for the bank, we were picketed once or twice, as I remember, at

¹ January 1986, Committee on Standards (COS) heard the cases of students involved in the Jan. 9 sit-in of Parkhurst Hall. They were found guilty of violating the policy on freedom of expression, but not disciplined. February and March 1986, COS heard the cases of students, who were affiliated with *The Dartmouth Review*, charged with destroying the shanties on Jan. 21-22, 1986. COS sentences for shanty attackers ranged from one-year suspension to indefinite suspension. Later in 1986, Pres. McLaughlin commuted the sentences.

annual meetings, and in effect they wanted us to stop lending money to any corporation that did any business in South Africa. Well, there are an awful lot of American corporations, big ones, and good customers of ours, who had some kind of an operation in South Africa. And I don't think we were prepared to make that sacrifice, plus the fact that many of us believed then that the presence of these companies, particularly those that subscribed to the Sullivan Principles, [so called?], was probably a good thing for the black people in South Africa. So we dealt with the issue in Boston by studying the Sullivan Principles and discussing it with customers who refused, of which there were very few, to sign up for them. And we dealt with it here by not divesting, at least during my term. I think a subsequent Board of Trustees did divest.

DAILY: I know you had some experience with this when you were on the board with Polaroid as well, and I'd be interested in hearing that story.

HILL: Well, Polaroid did not have any direct operation in South Africa. We had a dealer, wholesaler, who handled all of our products. But we were being criticized more for the fact that our pictures, Polaroid pictures, were being used in the apartheid, and were on the cards that had to be carried by black South Africans. There was nothing we could have done about that, because of photographic film, Polaroid and Kodak and what have you, is a commodity, and it's sold through agents and dealerships all around the world, and there's no way you can stop it from flowing. It will flow wherever the market is. So there was nothing we could have done. Instead we sent one of our senior officers along with a very well-known black leader (I wish I could remember his name, but he was very well-known and very highly regarded); and the two of them went to Johannesburg and other areas, and did a lot of talking with black people: black businessmen, black religious leaders, government people and so forth. And they came back with the impression that foreign countries, companies, could do a lot better by staying there and setting a good example—a good example concerning the way they treated their employees, particularly; the way they paid them and so forth. And that was the Polaroid recommendation. Now, Polaroid couldn't have divested itself of anything because they didn't have anything in it, and it couldn't have stopped the use of their film, because that's a commodity which flows all around the world.

DAILY: Do you have any recollection of—what I've gathered is that the Board was certainly being further educated, because I know the Board was already educated on divestment, but being further educated by the students and the protests and such. Do you have a sense that the students and some of the faculty were learning from the Board as well on this whole matter?

HILL: I don't think so. I think the students were very idealistic about it, and I'm not sure the Board did a very good job in (at least when I was there)—in explaining to the students that we had a fiduciary responsibility; perhaps we had no right to sell securities purely because these companies were doing business in South Africa. I don't recall what statements were made, but it wouldn't have made any difference anyway because the students would not have listened to that. The students would have said, "OK, so let the endowment go down. It is worth it for the College to stand up strong and tall, and point to the white government, that this is wrong, what you're doing." I think they would have been prepared to sacrifice a portion of the endowment for that. We, on the other hand, would have had to take full responsibility.

DAILY: The Trustees had a tough balancing act.

HILL: Yes.

DAILY: OK, that's interesting to hear.

Your ten years on the Board ended in 1983, but you were on the Investment Committee after 1983?

HILL: Yes, I stayed on a few years after that.

DAILY: One of the things I'd like to hear about is how you perceived the move of the hospital down to Lebanon, and from your perspective what were some of the key issues involved in that move, for both the hospital and the College?

HILL: Well, before we had the land it was more of an academic issue. Once we bought the land—and I don't think that when we were finally persuaded to buy that large amount of land, I think our principal motive then was to keep unhealthy developments away from the campus, and this was all part of the Greater Dartmouth. We certainly didn't want large housing developments going up in there. So I think that was the principal motive of...Maybe finding a

place for the hospital was serendipitous, although, because Paul Paganucci, who sort of led the way toward the purchase of this land—I suspect that Paul had in the back of his mind all the time that this was the place for the hospital. The actual move took place, of course, after my tenure. (I shouldn't say tenure, because Trustees are not tenured.) As I mentioned to you earlier, a thing that we were most concerned about during the Kemeny administration was support by the Dartmouth Clinic [Hitchcock Clinic] so that the Medical School—because the Medical School was in pretty bad shape financially—and we felt that the Clinic, which was for profit, quite profitable, could support it. And thanks to the efforts of John Kemeny and one or two Trustees, of which I was not one, although I was in favor of it, more or less persuaded the Clinic to become non-profit and they agreed to give, I think, a million dollars a year.²

DAILY: For a certain amount of years, was that, or . . . ?

HILL: I don't think there was any time [inaudible].

DAILY: As an alum and as a former trustee (I'm circling again to South Africa), what was your reaction to what was happening up here in 1985-86 when the shanties were on the Green, and the Administration was dealing with that whole issue?

HILL: Well, my reaction was that the first shanty to be erected should have been torn down by the campus police. Because that was desecrating my campus, and leading to more and more problems. And I felt that if that issue wasn't dealt with immediately, and that shack just—the kids ordered to take the stuff away or leave the College—it probably, it might have slowed down that incident. Now obviously they would have found other ways to protest, because they felt very strongly about it. But to deface property for that kind of an issue is not in my playbook.

DAILY: Since you were off the Board at that time—David McLaughlin decides to let them stay because he felt they were serving an educational purpose with that at that point. Was he taking his cue from the Board on that, or was that an independent decision?

HILL: Well, I wasn't there, so I really don't know.

² Established in 1927 as a private medical clinic, the Hitchcock Clinic incorporated as a tax-exempt entity in 1983.

DAILY: To come back to David McLaughlin's—an overall picture of his presidency, by '85-'86 he comes under a lot of criticism from faculty, and as you mentioned earlier, right off the faculty would have preferred somebody with a Ph.D. Did the criticism of him in, say, like 1981 to 1983 while you were Chairman, was it intense right off, or was there a little bit of a honeymoon period there?

HILL: Well, I think it was kind of a wait-and-see honeymoon. I came to—right after we selected him at the Ritz-Carlton Hotel in Boston, the best hideaway we could find because there were reporters, including the Review and the Daily Dartmouth and the Boston Globe and the Boston Herald and the New York Times were all over us. And I might say, we really kept it secret. I'm very proud of that. And of course as most people know, the faculty members, advisory members of our committee, who didn't have votes, but we met with them a lot, and they were dear people, very dear people—[William "Bill"] Cook, for example, Marysa Navarro and some of them—there was another person, a faculty lady, her first name was Mary [Mary Kelley].

DAILY: Mary [Marilyn] Baldwin . . . ?

HILL: I can't remember. But anyhow, they were dead against it. And I think we had two students, and I think they were against it, not having a certified academic. So right after this vote I was told that I had to travel right to Hanover and meet the very next morning with the whole faculty, and explain to them what we did and why we did it. And I did that, with the whole faculty. And they were pretty reasonable about it. They were very polite, they were very polite in their general demeanor, and I think they had taken the attitude, "Well, what's done is done; now let's see if we can make the best of it." And as I said, one of the first things he [McLaughlin] did was to increase faculty salaries, which were sub-par. And so I think their attitude was, "Well, let's wait and see what this guy does."

DAILY: And when you spoke to the faculty . . .

HILL: Any frictions that developed, I think were purely professional.

DAILY: What do you mean by that word? Can you describe that?

HILL: Well, that something that he was suggesting might be done, they professionally felt was the wrong thing. Nothing to do with what they thought about his academic credentials.

DAILY: When you spoke to the faculty, what kind of reasons did you give them in terms of the committee's decision to hire Mr. McLaughlin?

HILL: Well, I explained that he had been a Trustee for eight years and Chairman of the Trustees for two years, so that he had the advantage of knowing and understanding the College as well as the problems with the faculty; that he knew a lot of the administrators very well; that he had been a student leader; winner of the Dartmouth Cup, I think; a respected athlete; and I also reminded them that two of our great presidents were not academicians. Ernest Martin Hopkins was personnel director at Filene's, and John Dickey was a lawyer and defended the State Department and so on. But neither one of them knew anything about running a college. And that they both turned out to be pretty good presidents. And I said also, we think that we need to pay a lot of attention to the budgeting process of the accounting figures, the management of our buildings, the management of our grounds, and all of the physical activities, the physical assets here need a lot of attention; and that he, being a former businessman, was just the one to do that. And I also—and I've always been a little bit of a politician although I never ran for office—I said that John Kemeny has left this College in such great shape academically that you probably can put up with somebody for a little while who has some other strengths, other major strengths. And they, you know, they clapped and smiled. There wasn't a "boo" in the house.

DAILY: From all indications, it looked like David McLaughlin's presidency was going to be strong, and in a lot of senses it was. One of the things he comes under criticism for is not collaborating or working in partnership always with the faculty, or working in partnership with the students, in making decisions. I'm interested in how you perceived the validity of that criticism, and maybe some examples for and against that criticism.

HILL: Well, I have to be very tentative in answering that, because during the first two years of his presidency, when I was Chairman of the Board, he was making a great effort to work with the faculty and collaborate with the faculty and so forth. And what happened after that I don't know. But I think once the honeymoon began to wear off a little bit, that the natural hostility between the faculty and a former businessman began to assert itself, and I think that they probably would have found reasons to criticize him whatever he had done. But he did try working through people like Jim Wright

and others to maintain contact with them. But he was away a lot, trips for the benefit of the College, because there again, since the fundraising thing was high on his agenda that he knew, he was enough of a businessman to know that this College needed a great deal more endowment than it had.

DAILY: One thing that strikes me, and you've mentioned this and even used this phrase: "That John Kemeny shot from the hip," and other folks have used that. Which I take that he didn't always pull in people to make decisions; he had his mind set and knew what he wanted. And maybe David—David comes under criticism for making decisions in solitude. And yet there's—whether there's validity or not to [the criticism of] McLaughlin's style, in a sense they were similar, and yet John Kemeny seemed to be able to pull it off. Would you mainly attribute that to him being a faculty member?

HILL: And he was a distinguished scientist. And that means a lot. But I don't care who runs a college like this; if you have the right kind of faculty, which means they're independent-minded, they're free thinkers, and they're not going to like any kind of authority, no matter what it is. Whether it's from their own leaders, Provost, whoever it is, they're not going to like it. And I suspect that Jim Freedman must have had his critics out there somewhere. I don't know about Jim Wright. Jim, of course, was from them, he was one of their own, whereas Freedman came from University of Iowa. Probably some members of the faculty had never even heard of the University of Iowa.

DAILY: Probably so! OK. Did David come to the Board at all for advice, especially while you were Chairman, or even come to you personally to say, "How do I deal with the faculty?" or "I want to do this; how should I bring it to the faculty?"

HILL: Yes, he did.

DAILY: Do you have examples . . . ?

HILL: I don't think I can recall a specific example, but I know that he—there were several times when he would ask the Board what they might advise, and of course he worked through a committee, and I wish I could think of the name of the committee, but the committee that dealt with the faculty and curriculum [Committee on Educational Affairs and Facilities]. And he would meet with them whenever they met, and spend part of their meeting with him. He

tried very, very hard to overcome the fact that he was a businessman here, dealing with a lot of academics. And he knew that he came in with two strikes against him, and tried extremely hard to overcome that, which was probably central to the reason why he didn't take abrupt action on the shanties. Because I think he felt that probably a lot of the faculty members agree with this thing that's going on, and perhaps he'd better think about it a little bit before charging in on that. Whereas I think, if he had been John Kemeny and a member of the union (I use that word in quotes), he might have moved much faster. It's quite conceivable to me that John Kemeny would have gone in there with figurative machine guns and said, "Get them [shanties] out of here."

DAILY: It sounds like John Kemeny—and maybe it's good to back up a little bit—did shoot from the hip, and jump right into decisions. Do you want to say anything about that, and how you perceived his decision-making style, and how he got his decisions implemented?

HILL: Well, I think most of the decisions he made were pretty good ones. I'd say his only drawback was that he made some decisions and if certain administrators didn't carry them out, John didn't seem to do much about it. He didn't like that. I've known businessmen who simply did not have it in them to go to somebody and say, "You're doing a lousy job, and unless you straighten out you're going to have to leave." Instead they just didn't say anything, and then ten years later when the guy got fired, he'd have a case against us because the record showed that no one ever told him he was doing anything wrong. It's a weak trait of a lot of businessmen. Real leaders know how to handle it.

DAILY: That's interesting, because I know David had dealt with some personnel issues when he got in, and the sense among the faculty was that that was business's style--just to clean house. That was perhaps a wrong perception.

HILL: That was mostly in the business end of the school.

DAILY: Yes, where he was comfortable.

HILL: Yes. And where he, for ten years, or eight years, had known how these people hadn't done their job.

DAILY: You touched on this some, but from your perspective what were David McLaughlin's successes under his presidency, particularly while you were here?

HILL: Well, I think one of his successes was moving the hospital process along, along to a point where it was possible to prepare the hospital to move, and possible to raise money by volunteering to have the College's fundraisers loaned to them, to help raise the money for it. Which I think is one of the great things we accomplished. And of course the total overhaul of the whole business side of the College he was responsible for. He took—I think he was responsible for the cluster of new dorms, the cluster dorms. Now, which is the same kind of thing now that the new recommendations call for more of. In fact he—I think he was the one who talked to me about naming one of the dorms after Lloyd Brace [Brace Commons], who's now . . . Of course the other dorms have all been named after large donors and former Trustees, and Lloyd was a wage-slave just like I was. He didn't have any outside wealth to speak of, so Lloyd wasn't able to make substantial donations to the College. And Dave spoke to me about that, and said, "Can you talk to his son?" whom I knew very well because he—if somehow we could get some kind of a gift. And I did, and I learned what I told you now, that Lloyd was comfortable but he was not the kind of—he was not a person who could have readily given a million dollars for this or that, any more than I am. But I remember saying to Dave, "I think his contribution as a Trustee and a Chairman of the Trustees and everything else he's done for the College should count for a great deal," and Dave said, "I agree with you. Let's name it [Brace Commons]." So we did, and . . .

DAILY: Though we've touched upon this as well, what do you see as some of the things that David McLaughlin set out to do that he wasn't able to accomplish? Is there anything that comes to mind?

HILL: No, I—I don't really know what some of his dreams were, except to make it a better place. And the unfortunate thing was that he only stayed, what, five years, something . . . So he really didn't have a chance to do a lot of the things that he probably wanted to do.

DAILY: Were you surprised when he resigned?

HILL: I was sad.

DAILY: Though you were away from the trusteeship at that point, were you fairly aware of the conflict that was going on?

HILL: A few leaks, but I must say most of the Trustees were pretty good about keeping their own counsel. I didn't ask. I've always—when I have left as head of an organization . . .

[End of Tape 3, Side A — Beginning of Tape 3, Side B]

HILL: . . . at a dinner of the Federal Reserve Bank of Boston last week; one of my successors . . . President of the Museum of Fine Arts said, "You know, we don't see you at any of the meetings, Dick." I said, "Well, I'm a Trustee Emeritus. I really don't think I should be there unless there's trouble. If there's trouble I'll be there." And they did have some troubles; if you read about the Museum of Fine Arts had troubles because the new Director fired some people and made a lot of changes, which I think were good changes; and it got in the papers, and [inaudible]. And so I went to the next two or three meetings to lend my support to the Chairman and to the Director. But other than that, I just think once you're through with the job, you don't want to hang around and second-guess your successor.

DAILY: As a capstone to the interview, I'd like to touch upon the sweep of your trusteeship, both as serving on the Board and then later serving as the Chairman of the Board. What would you point to as some of the successes of the Board, from, say, 1973 to 1983, or just generally from the mid-70s to the mid-80s?

HILL: Well, I think they were improving the lot of the faculty; I think they were learning to absorb coeducation, make it work better; the instigation and improvement of the Dartmouth Plan. I think those are all very positive and very good things. The tremendous improvement in the capabilities, combined capabilities of the Finance Committee and its ability to manage the endowment. We changed that totally from one manager to a large group of managers with proven track records running mutual funds, and that was a tremendous success. The progress we made with the Hospital, the whole medical complex. I'd like to say that we improved the Alumni Fund, but of course everybody—that's been improved every year since time immemorial, and I don't think we needed to do very much on that, it's so well done. We did make

one change in our fundraising attitude, which has made a great difference to the College, and that is we developed the hubris to go after large gifts. We'd never had that before. No one ever dared to go to an alumnus and say, "We think you ought to give us twelve million dollars." We'd say, "How about \$250,000?" And that was accomplished—not by me, but it was accomplished during my term [Dave?]...

DAILY: Were there other Board members who kind of led the way in gathering the large gifts?

HILL: They helped.

DAILY: In terms of . . .

HILL: But they were very much in favor of this process, and some of them, like Walter Burke, for example, did just that. But we never used to ask for it.

DAILY: Was the—when that started occurring, when you started asking for the bigger gifts, was it hard in terms of the—or, were—alumni, did they respond easily, or was it case-by-case, or . . . ?

HILL: Well, I don't know, because I never dared to ask any of them. I didn't know any of the large donors other than Walter, and he almost didn't have to be asked because he saw what he was doing. He participated in the process of what we were doing, so he finally said, "Well, gee, I might as well do it too."

DAILY: Were there things the Board wanted to do, put its hand to, that didn't come to as much fruition as they would have wanted to see?

HILL: Well, I think the fraternities. We never solved that problem.

DAILY: You and other boards as well.

HILL: I like to say the fraternities went downhill ever since I graduated. But actually, as you probably know—and this—after I graduated, but I was not in the administration of the College in anyway; but the fraternities went through this fuss of admitting minorities, and many of the fraternities, in fact most of them, were part of national fraternities and were following national laws, regulations, which were that we can only have a person of a certain type in this fraternity. And so the net result was that the fraternities were under

a great deal of pressure from the College, so they all resigned from their headquarters. Some of them had to change their name and did change their name, because they couldn't use the national name. And whether or not that had anything to do with the decline as such, I don't know. When I was Commander, as we called it, of my fraternity, Sigma Nu, I can't recall our getting very much guidance from Sigma Nu headquarters, except we knew what the rules were. But whether or not that change attenuated the leadership of the fraternities, I don't know. I think it was just the gradual change of mores, the sexual revolution, all these other things that took place after I graduated that probably led to the decline of the fraternities, the decline of discipline.

DAILY: Is there anything else you wanted to talk about today?

HILL: Nope.

DAILY: Well, thank you very much.

End of Interview