

Priscilla "Sally" Frechette Maynard

Trustee from 1979 to 1989

An Interview Conducted by

Jane Carroll

Hanover, New Hampshire

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Priscilla Maynard Interview

INTERVIEW: Priscilla Frechette Maynard
INTERVIEWED BY: Jane Carroll
PLACE: Baker Library, Hanover, New Hampshire
DATE: October 9, 1997

JANE CARROLL: Today is September 9, 1997, and I am speaking with Priscilla Frechette Maynard. Do you prefer Sally?

PRISCILLA MAYNARD: I prefer to correct that to October. [Laughter]

CARROLL: Oh. I'm sorry. I've lost a month.

MAYNARD: Yes. I do prefer Sally.

CARROLL: Who was the first female Trustee at Dartmouth College from 1979 to 1989. Is that right?

MAYNARD: Yes.

CARROLL: What I am curious about is when you first in your life came into the orbit of Dartmouth. When did you first come here?

MAYNARD: I think probably when I was in high school and I had a high school sweetheart who was down at Dartmouth and invited me up here for house parties.

CARROLL: Where did you grow up?

MAYNARD: In Keene, New Hampshire. Not very far away. So, actually, Dartmouth has been in my...I have been aware of Dartmouth probably most of my life; but I didn't have any immediate family at Dartmouth. I did have some older cousins who came here; but my first meeting or experience was coming up as a date.

CARROLL: And when was that?

MAYNARD: That was probably 1936 or '37.

CARROLL: Oh, my heavens.

MAYNARD: I go back a long ways. [Laughter]

CARROLL: What was it like then in '37?

MAYNARD: Well, it was very macho, very male dominated.

When I came to house parties...the first time I came, my date either was not a fraternity member or, if he was, he thought it was not a suitable place for a naive young high school student like me, so innocent and all, so he rented a room for me off campus. But then later, when I came, the women stayed in the dormitories and the men moved out and no men were allowed above the first floor. We had chaperons who stayed right there at the house to make sure that everybody at least obeyed a few rules. They still had the parties in the basements and probably not all that different from what they are now.

CARROLL: And who would be the chaperons?

MAYNARD: Actually, later on when our oldest son was at Dartmouth, we were chaperons. It could be friends. It could be parents of the fraternity members or friends; but somebody who was a bit older. If you were a chaperon, I don't know whether you had to be approved or not; but they did have chaperons back then. Then, when my younger boys were here, I said something about chaperons and they said, "What's a chaperon?" [Laughter]

CARROLL: That's how far we have come.

MAYNARD: Yes, how far we have come.

CARROLL: Now, did your husband go to Dartmouth as well?

MAYNARD: My late husband. Yes. He was in the class of '41.

CARROLL: What was his name?

MAYNARD: Henry Frechette.

CARROLL: And how did you meet?

MAYNARD: Oh, we went to high school together. Actually, he had been [in] a little town outside of Keene, and his last two years he came to Keene High School because we had a much better school than his little town's school. So, it was in then the junior year of high school. At that point, we really didn't have much use for each other. [Laughter] It was somebody else who had invited me up here for my first experience.

CARROLL: So your late husband had been in the Class of '41.

MAYNARD: Right.

CARROLL: And then how many children did you have?

MAYNARD: I have six children and there was a gap. I had four and then I had a gap and then two more. The oldest one was here in the Class of '67 and then the younger two were both in the Class of '82. So I certainly was well immersed in Dartmouth by that time.

CARROLL: So you really had a relationship with the College just as a kind of outsider from '37 to '82.

MAYNARD: Well, I didn't feel as an outsider. If you are a spouse, you are not treated as an outsider and, if you are a parent, you are not; so I had both of those relationships all that time.

CARROLL: What was the difference between the experience of the son who graduated in '67 from that of the sons who graduated...or was it a daughter as well?

MAYNARD: No. There were two sons in '82 and it was an absolute world of difference. The one in the Class of '67 was at the very end of the more traditional, conservative education. Because I had a son in the Class of '69 elsewhere and I saw all the difference. And that was the beginning of the drugs and the assertiveness and the self-independence and so forth. The oldest son was still in that old regime; but the younger boys, when they came, they would not have come to Dartmouth if it had not been coeducational, I don't think. But it had become coeducational by then and, as I said, they had no chaperons for their parties. It was just a tremendous difference that I saw between those two experiences.

CARROLL: Now, had you worked for Dartmouth in different capacities before becoming a Trustee?

MAYNARD: No. Never. If you want me to go on...

CARROLL: I would love to have you tell me the story about how you became a Trustee.

MAYNARD: I think it was definitely a matter of luck and being in the right place at the right time. When my husband died...(he had always had me on)...he was president of a machine tool company and had always had me on his board, so I had had that board experience for a long time. When he died, I decided that...I knew that I wanted to go back to school to do something and decided maybe to learn a little bit more about finance.

So I got a M.B.A. from the University of Massachusetts, which was near enough so that I could commute and I could do it on a part-time basis so that I didn't have to give up all my other activities to do that. So I had just about completed this degree and I had first been on the school board and, then through that, I had gone on to the New Hampshire School Board Association and I was involved in teacher accreditation for colleges. That was probably my first college-level experience; but then I also was on the New England College Board. So I had that educational background, but I was also on a bank board and on the Public Service of New Hampshire [Board]. So I had that board experience and then, with my almost-acquired degree, I think I fulfilled that. Then, as you said, I had lots of Dartmouth connections by then and it was a wrench for the Dartmouth Board to have to take somebody who had not actually graduated from and had the undergraduate experience. But...I remember Mr. Morton [William Hanson Morton '32] was going to be seventy in September, so he would have to retire from the Board the following June. As I understand it, he had opposed coeducation back when that decision was being made; but, once it was made, he said, "It is very important to have a woman on the Board and, so if you will find a qualified woman, I will step down on my birthday in September."

So they started their search for a woman, which ended up being me. I was absolutely thrilled. But I thought it was great that he took that attitude. I think the fact that I lived in New Hampshire and the fact that I had the Dartmouth connections and the fact that I had

had some board experience were probably just all meshed together. My two younger boys were both freshmen at the time, so that I would have direct contact for the first few years of my service on the Board.

CARROLL: Your knowledge of undergraduate experience may have been even greater than those men on the Board. [Laughter] They were the Class of '41, '42.

MAYNARD: That's a good point. That's quite possible. Yes.

CARROLL: Who approached you and asked you to join the Board?

MAYNARD: Well, this is quite funny because...I think it was probably in January that I saw an acquaintance from elsewhere in New Hampshire that I had known through my school board work and he said, "I think it is wonderful that you are being considered for [a] Dartmouth Trustee. I'm not telling you anything you don't know, am I?" And I just was absolutely floored. I couldn't believe it. Here I was a widow in little Keene, New Hampshire, and to have just the idea of something like that because I just had Dartmouth up on a high pedestal. I just thought it was a fabulous place and to think that I might even be considered. Well, he said that and I tried to forget it. After a couple of months, I thought, well, that was just talk. Nothing to that. I don't know where he got that idea.

Then I had a call from David McLaughlin [President David McLaughlin '54], who was then the Chairman of the Board and he said that he would like to meet with me. Actually, he flew all the way from Minneapolis to Keene on the Toro plane and spent the night in Keene. I had breakfast with him, and I can still remember having the breakfast and then taking him down to the airport and him saying, "It has been very nice to meet you. Of course, we are considering others, too." So I thought "Well, this has certainly been exciting, but that's the end of it."

Then, as I remember it, he told me that the Board would be meeting and making a decision the very end of April, and the week before that was Freshman Parents Weekend, so I was up here. I can remember Ad Winship [Addison L. Winship, II '42] coming to me and saying, "The Board is meeting. They will be breaking up at noon on Saturday and they would like you to come in and have a sandwich with them." I thought, "Oh. They want to look me over" because I knew they weren't deciding until at least a week later. I

thought, "Why would they be meeting two weeks in a row?" He said, "I will come and pick you up and take you over."

Well, I could hardly walk. My knees were shaking so and my tummy was churning. I was so excited. My two boys were just so supportive. I remember one son was announcing a baseball game, so he was busy; but the other son...I said, "You stay right in your room because, when this is over, I've got to come talk to you. I've got to talk with somebody."

So we went over and we were sitting there waiting and the President, John Kemeny, came out and introduced himself to me and asked me if I would speak to him just a minute. He had come out because he was expecting a woman to come for an interview to be his secretary for the Three Mile Island Commission. So that dates that. But he said that Chairman McLaughlin would be speaking to me and asking me something and he hoped that I would say "yes". So then I knew and I was so thrilled. The men were all just...they couldn't have been more gracious and more welcoming; so, if they had other thoughts, they concealed them. So that's how I came on board.

CARROLL: Do you know some of the other names of people who were being considered...women who were being considered for the post?

MAYNARD: The only one that I was ever told that I can remember was Hannah Gray and I thought "imagine that for competition." I had a feeling that they thought I had a stronger Dartmouth connection and, being not far away, I would be able to make more of a time commitment; but I never did really get the inside on that.

CARROLL: So what was your first Board meeting as a member?

MAYNARD: The first Board meeting was in September after Mr. Morton had resigned; but, in the meantime, I am quite sure...I remember sitting around at the Board Meeting in June at commencement time and then, in the summer, they have a Trustee retreat every summer at Minary and so I was invited to that. So, even though I was unofficial, it was giving me some good background that was very helpful when I formally took my seat in September.

CARROLL: Had you known some of the other Trustees previously?

MAYNARD: No.

CARROLL: So this was a whole new crowd.

MAYNARD: Oh, it was just wonderful. Such a stimulating experience. There were just some marvelous people. It was just a pure pleasure at first...

CARROLL: What is the retreat at the Minary Center like? What does one do there?

MAYNARD: Well, in the first place, it is a beautiful spot and the accommodations are very nice. They don't quite have room for the entire Board, so usually the two junior board members, the ones who have been on the shortest time, stay at a motel nearby. But, they couldn't do that to a woman, could they? [Laughter] So I got to stay right there and never did have to stay off-campus, so to speak. I always was able to stay there.

But they have...it's only structured to a certain point. They don't do any business, as I remember it. It is a chance to do background, get to learn things more in depth and discuss things informally so that you feel better qualified for the things that are coming up the next year. While we are there, the wives come out and they get to play tennis and go shopping and whatever they want to do. So, after I was married, my husband found an interesting situation to come to the meetings and do things with the spouses. They had to change their planning a little bit for him. [Laughter] Also, Ann Hackett [Ann Fritz Hackett '76] came on two or three years after I did and her husband came occasionally, so he had that same situation.

CARROLL: How much homework is there involved in being a Trustee?

MAYNARD: Oh, I think there is quite a bit. Certainly you get lots of mailings and lots of background material, which you certainly want to be familiar with when you come to the meetings so you won't be lost. Then you also have certain committee assignments and often, as I remember it, you would come a day early in order to have time for your committee meeting before hand.

CARROLL: What committees did you serve on?

MAYNARD: Well, I served on just about all of them, I think, during the course of the time I was on the Board, because they rotate you around.

CARROLL: Did you have any hesitancy in accepting the position?

MAYNARD: No. I couldn't imagine not being brave enough to accept because it was such an absolutely wonderful opportunity. I certainly was nervous about it and just hoped that I could fulfill their expectations; but I couldn't have turned it down. Not an opportunity like that.

CARROLL: Had you known John Kemeny before going on the Board of Trustees?

MAYNARD: No. I never knew anybody here. I knew a few of them slightly. Ad Winship, for instance, had been in, I think, the class behind my husband. I had run into him and maybe a few others in the course of...when my late husband and I would come up for events. We would see a few, but I certainly didn't really know any of them well.

CARROLL: What is the thing that struck you about John Kemeny as you got to know him?

MAYNARD: Well, I certainly had absolutely tremendous admiration for him. As I think now, I think of him coming in rather late to meetings, continually smoking, and I guess he was really a night person. So he would come in and have lots of coffee. He was always there and he was always sharp. He was a very good listener and very good at moderating things.

Actually, the Board was just a delight to be on because they would have their differences, but it would always be in calm discussions, presenting their points of view and then working it out so that, if it was not a consensus, it would more or less become one. You felt that it would be, because if you had somebody...a minority view, they realized that others did not agree and they would accept the majority view so that it was a very congenial and very close board. I think that Dartmouth feeling was certainly present in all of these grads. I think that some of the...maybe I should say that... Oh, I guess I don't feel comfortable enough to say it, so I won't.

CARROLL: Okay. What I am curious [about] is what was going through your mind and what it felt like that first Board meeting to walk into that room full of suits whom you knew only briefly at that point? [Laughter]

MAYNARD: Right. I mentioned that I had been on other boards, so I knew what it was like to be the token woman or one of very few women. So that, I was prepared for. I knew from what little I had seen of them that first time that they were all going to be very pleasant and respectful, and that I wouldn't have any problems that way. They had decided that they wanted a woman.

They had decided that the recent graduates...this was '79 and the first women had graduated in '77. They felt that it was too early. They would not be ready, so they would have to go with an outsider, so to speak. They had made those decisions ahead of time and accepted them and that probably was not unanimous either; but, if there were any who were not in favor of this, I never knew who they were.

CARROLL: That's the way it should be.

MAYNARD: Yes.

CARROLL: When you walked onto the Board, many people have described that Board as being in the midst of being reinvented. By that, I've been told that you had the first Black Trustee in Reginald Harcourt Dodds ['58].

MAYNARD: Harry was already there when I went on and; I don't know if it was mutual, but I always felt close to Harry because I think we recognized that we were both tokens. Besides, he was just a delightful, wonderful man, and he chaired the Committee on Investment Responsibility, which was one of my first committees. I would like to talk about that when you are ready to hear about that because that was fascinating. Then Dave Weber [David "Dave" Weber '65] was so much younger than the others. I think he felt perhaps a little more apart, too.

CARROLL: He was the token young person.

MAYNARD: The token young person. At least the Board had them.

CARROLL: That's right. I guess what I am curious about is many people who are old-Dartmouth types have described the Board that you entered and became part of as really being a different kind of board from what had been there ten years earlier. How conscious were you folks of that?

MAYNARD: Well, certainly I was not conscious because I was the third of the tokens you just spoke of, so this was the way the Board was as I knew it. But I was aware that they didn't used to have terms limits and that people would get on and stay for life. So I was aware that that was a change. But this was certainly not something that I was thinking about at all because that's the way it was when I first came on and knew it. So I am not aware of the fact that this is different than it was.

CARROLL: John Steel [John Steel, Jr. '54] was on the Board when you joined it.

MAYNARD: Probably. Yes. I think so because I think he went off before I did, so that would mean that he was on when I joined. I think our terms probably overlapped by quite a bit.

CARROLL: As I look at my notes, he came on the year after you. He contests the election of '79 and then joins in '80. He really is someone who wanted the Board to be back to that older type. How did he work into the Board and find his niche?

MAYNARD: I think he was accepted as representing a very different point of view from most of the Board members. He was always treated with respect. I think he was frequently in the minority and the way the Board operated, it just worked out. But he definitely was...I think, in some ways, he was more different than Harry or Dave or I were, because he represented such a different political view.

CARROLL: Right. And ran on a platform, really, of bringing back the old Dartmouth.

MAYNARD: Yes. Yes.

CARROLL: Was it valuable to have that kind of viewpoint there?

MAYNARD: I suppose so, because it made us aware that there were others. He was not alone. There were others who felt that same way, though I must say much of the mail reflected that also.

CARROLL: Someone told me once that the Dartmouth Alumni Magazine...they thought those who felt most strongly wrote the letters and those who felt most strongly were those who did not agree with any opinion that was being made at that time. Did you find that reflected in the mail that you folks received?

MAYNARD: Oh, I think that is always true and I was on the mailing list for the Class of '41 newsletter and they had many ultra-conservatives there. In fact, for the first few years, the one who did the paper was a conservative and so I read it with apprehension because there were frequently not the nicest things said about me. A lot of people were writing, as you say, because they were upset and so they were doing something about it by writing.

Then the newsletter editor was changed to somebody representing the newer Dartmouth, with a wonderful sense of humor. Actually, then I was off the Board. He has done a lot, I think, for that class accepting the various points of view, but keeping them in perspective.

CARROLL: How important or how influential are the letters that come in to the Board?

MAYNARD: Well, they certainly don't hurt because they make you aware. We certainly didn't get copies of everything that came in to the Board Chair or the President and so we didn't get an awful lot of letters. Occasionally people would write to every one of the Trustees; but, for the most part...I know from conversations that the Board Chair would get a lot more mail than the rest of us did.

CARROLL: Did the Board change or did your position on it strengthen at all when Ann Fritz Hackett ['76] joined in '82?

MAYNARD: I would not say that my position changed. I mean, I wouldn't say it was strengthened. It may have changed a little. It is always nice to have company, but she really represented a point of view that they were looking for--the young graduate and the woman out in the working world. And she was just an absolutely fabulous Trustee. So I think that probably some of the things that had been steered my way because I was the woman were now steered her way and deservedly so, because she just had so much to offer.

CARROLL: How did they chose her out of all of the choices, I suppose, from that graduating class?

MAYNARD: Well, there was a nominating process and then it was narrowed down. I was never actively involved...just the final vote. I do remember that with her Berl Bernhard [Verner Liipfert Bernhard '51] in Washington interviewed her and so he gave his report to the

Board on her. I think, at that point, it had probably been narrowed down to her. I don't remember anybody else reporting on anybody else. I do know that there certainly were other candidates before that.

CARROLL: When you look back on your time on the Board...the ten years...what personalities stand out or who stands out perhaps for what they did or how they acted, or the humor they brought?

MAYNARD: Well, I would say that it was such a wonderful Board and it was constantly changing. Of course, the one that I went onto was the one that I said, "Oh. This is just great. Too bad somebody has to go off." But then somebody else would come on with new things to offer. I would find it hard. Over ten years, that was a lot of people.

So, other than what I said about Ann Hackett, that she was just...she brought such a different perspective and such a constructive perspective; but, other than that, I would just...there are no other one or two that I would...I certainly had tremendous respect for Dave McLaughlin as the Board Chair. He was so dedicated and just gave so much time to it.

CARROLL: Many people have said, including Jean Kemeny, that he was probably the best Chairman of the Board she had ever seen or heard of, you know, in motion and certainly her husband felt that way. Why was he such a good Chair?

MAYNARD: I think his wonderful way of approaching things, approaching people. I will never forget that breakfast that I had with him. Of course, that was the first time that I had met him, and he was just so gracious and so thoughtful...so sensitive. He was always that way. The meetings were always very calm. He recognized everybody equally and he had a marvelous sensitivity to people. I can't really put my finger on it, but he...also he had an absolute devotion to Dartmouth and was willing to do anything for the College. He was just super.

CARROLL: When you were on the Board, it is a time where there is a lot of change going on in the student body. There are increasing numbers of women, Blacks, minorities, Native Americans. When you were debating issues, were you expected to represent the women's viewpoint or did others divide up among themselves that job?

MAYNARD: Well, I suppose that when I spoke, they looked at me as representing a woman's viewpoint, but I always contended that...I had not been an ardent feminist. I am sure that there were some in the College, some of the faculty, administrators, and students, who wished that they had picked a stronger feminist. I just felt that I could not speak for all women because not all women speak with the same voice. So I never...I certainly felt that I had been a woman all my life and that was the perspective that I brought. [Laughter] There was always that caveat that I was speaking only for myself, but from my point of view as a woman.

CARROLL: When John Kemeny announced his resignation, were you surprised at all?

MAYNARD: Disappointed, but not terribly surprised because I think these days presidents just can't last that long. The pressures are just too much on them, and you wouldn't wish it on them. It is just too difficult a job. So I really can't remember being surprised. I do remember being disappointed.

CARROLL: It has been described many times that John Kemeny and Jean Kemeny worked as a team. Did you see that?

MAYNARD: Oh, yes. Very definitely.

CARROLL: In what way?

MAYNARD: Of course, I saw them mostly on social occasions, but I think that sometimes in his conversations, he would refer to her, so we did have the feeling that they were a working twosome.

CARROLL: Is that different from the way things had been?

MAYNARD: I don't know because I wasn't here before. [Laughter]

CARROLL: When they began the search for John Kemeny's...

MAYNARD: I would just qualify that a little by saying that I knew that they were both very supportive of each other, but it certainly didn't come across to me that they were...that he was dependant on her or that it was an unusual...when you asked me if this was different...well, I wasn't here before John Kemeny was President, but just in general. I don't mean that it was so obvious that...it was just something that we knew that they were very close.

CARROLL: Now I have been told by others on the Board of Trustees, she used to have parties for the Trustees when they came into town and that there would be theme parties where you ate Indian or you ate Yankee boiled dinners. Was this still going on when you came on the Board?

MAYNARD: If it was, I wasn't aware of it. [Laughter]

CARROLL: I think you would have been.

MAYNARD: Actually, we always were hosted there at Board meetings and they used to have administrators and faculty and it would just be a lovely evening. And it could be that there were the themes, but I don't remember that.

CARROLL: Did you have particular friendships on the faculty or in the administration whom you could talk to...

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

MAYNARD: Actually, I know that there were other Board members who would come up here and have lunch with somebody or they would visit somebody and that was something that I felt probably I should have [done] more of that, but I didn't. I wasn't sure that I should because, on the other hand, I didn't want to be unduly influenced by certain parties and such, so I really didn't.

CARROLL: I think it is something that has to evolve naturally. You can't go out and just seek them.

MAYNARD: Yes. Of course, these graduates, who had been coming back all this time, would have more contacts to begin with than I did.

CARROLL: That's true. When they began to form a committee to find a successor for John Kemeny, who from the Board was on that committee? Do you remember?

MAYNARD: I remember I was.

CARROLL: Yes. I know. [Laughter]

MAYNARD: Oh. I don't...I believe Walter Burke ['44] was on. He might have been the Chair. I'm not sure. Isn't that awful that I can't remember.

CARROLL: I believe that he was the Chair.

MAYNARD: Okay. That's why I remembered him. Possibly Don McKinlay [Donald Carl McKinlay '37]. No. I guess...you can look it up. I can't remember.

CARROLL: How did you begin to go about the whole process?

MAYNARD: I had been on other search committees so I may get mixed up; but I will tell you as I remember...but it may not be correct.

CARROLL: Okay.

MAYNARD: I remember that we had an advisory group of faculty, administrators and students. I believe they were advisory and we all met to discuss what it was that we were looking for, what Dartmouth's needs in the future would be. We looked ahead to where we wanted to go, what kind of a person we would need to lead us there and that kind of thing.

We advertised in the New York Times education section. We spread the word I think to all the Dartmouth family for nominations. Loads and loads of nominations came in and they were...I think maybe we all were expected to screen them. I remember coming up and spending many hours going through and, from that, it was weeded down and then we got it down to...I don't know how many...let's say ten or twelve. Maybe it was a little more who we then interviewed and followed up further on. Then I believe we finally got it down to three people. I remember...I think it was after a Board meeting here...anyway, sometime...that we went to Boston and stayed at the Ritz. I think we interviewed two. I think maybe a third one had withdrawn, but I am not positive about that. We could have interviewed three. I don't...I can't recall the third. Then, from that, we...I think our advisory group was there and they gave us their thoughts on the people and such. From that, we took the vote.

CARROLL: When you say you tried to draw up a list of what was going to be needed in the future, do you remember any of those points that were on the list that you were looking for?

- MAYNARD: No. It was just the...I can remember the standard things, like we thought we wanted a Ph.D. We thought we wanted a good fundraiser. Beyond that, I really can't remember specifically.
- CARROLL: How important was it for that person to have had some part of the Dartmouth experience as an undergraduate or as an administrator or whatever?
- MAYNARD: I don't remember that as actually being stated. But, when you think of the people who were doing the looking, you know that that would be a factor. [Laughter] But I can't remember that being stated.
- CARROLL: Do you remember who the other candidates were?
- MAYNARD: I remember one of them; but I think that is probably on the public record and, if it isn't, I think I won't say.
- CARROLL: Okay. That's fine. A story was told to me...and this may be the person, which is on the public record...that one of the fellows who was on the list was from Stanford, who had to then withdraw. It became, I guess, public information that he had flown out to Boston for the interview and he had to have deniability, I guess, at home in case he didn't get the job. Does this ring a bell?
- MAYNARD: It rings a bell. Yes and I can't remember who it was, but it does ring a bell. Yes.
- CARROLL: It must be a very delicate operation...
- MAYNARD: Very.
- CARROLL: ...for the search committee.
- MAYNARD: Very. I have been on search committees, particularly at New England College, where they bring the final three or the final five on campus and I just don't know how that is managed because often people don't want their present institutions to know they are looking. So I don't know how...and certainly our state college that we have in Keene...they do the same thing and I don't know how. That doesn't sound very workable. I would think they would lose quite a few good candidates by having to put them through that. But that is what happens, but not in this case. It was all kept highly confidential.

CARROLL: What was it about David McLaughlin that put him to the top of the heap?

MAYNARD: I think, for one thing, it was Board members making a decision and I think, as I look back at it, they probably all felt the same way that I did about him. He was just such an absolutely super Chairman and he was running Toro, so he had run a business. I just think we probably thought he was a terrific top executive.

CARROLL: Did anyone bring up the fact, that the faculty immediately did, that to be an executive is not necessarily to run an academic institution? Did anyone worry about that?

MAYNARD: I think we must have had that from our advisory committee. I can't believe that they wouldn't have brought up that point, but it was not stressed as much as it might have been probably.

CARROLL: I have met him and I find him completely charming...a completely charming man.

MAYNARD: Yes.

CARROLL: Had he put his own hat in the ring or had someone approached him and asked him?

MAYNARD: I don't know about this. I know that here is where I felt a little bit like an outsider because I heard rumors to the effect that, "Well, the Trustees have already picked him and why are they bothering with the search." I just don't know any of that background at all, so I can't help on that.

CARROLL: When one is going down the list of candidates in the criteria trying to match them up, how much does the personality of the candidate come into the pool?

MAYNARD: Actually, of course, it can't very much when you are just looking at a written record. You look at their qualifications and you look at the references, but the personality is certainly of great importance. You have got to have somebody that people like to work with and that respects others and so forth; but that is something that probably really comes forward as you get down to the final interviewing process.

CARROLL: And everyone who came, or was on the list of final candidates, are people who would have been willing to take the job or how many times do you think that people are just kind of feeling their way through?

MAYNARD: That's always a bit of a risk. Of course, I think we all thought that anybody who had the chance to be President of Dartmouth would take it, but I do remember at New England College, for example, that the chair of the committee had never done this type of thing before and we picked our final one and made the offer to him and, for some reason, the chair said to him, "You have a month to decide." At the end of the month, he decided "no". It was absolutely devastating. We had to start the whole process over at that point.

CARROLL: What an awful thing.

MAYNARD: So I realized that it can happen...that somebody can get right down to the final decision and then say, "Well, maybe I don't want this after all." So I guess that can be a risk; but I am sure that we, at Dartmouth, didn't think anybody would feel that way about Dartmouth.

CARROLL: I can believe that. [Laughter]

You were talking about the different committees and you talked about being on the Investment Responsibility Committee.

MAYNARD: Yes.

CARROLL: What is the role of that committee in general?

MAYNARD: Well, the particular role that was important that we spent most of our time on was investments in South Africa because this was the time when sanctions were in effect and many people, including many students, were quite vocal about the fact that we really should not hold stock with any company that is doing business in South Africa. There was a thing called the "Sullivan Principles" that gave a criteria for you to judge as to whether the company that was doing business in South Africa was doing it in a way that we could accept.

The other side of the coin was that, if you pulled the company out of South Africa, a lot of people would be losing jobs. That was definitely a factor to be taken under consideration. So I just found it

a fascinating topic and I learned lots about South Africa. In fact, just this past January, my husband and I went on a trip to South Africa to see what it is like now. I am sure my being so eager to do that all started back when I was on this committee and learning about the traditions at that time, and what our country could do best and what our College could do best, to assist in this terrible situation.

CARROLL: You had a bunch of students who were very angry and organized, to a greater or lesser degree, who were really pushing for complete divestiture.

MAYNARD: We frequently, when we went to the Board meetings, had to go through a crowd of protestors with their placards and occasionally yelling slogans and that type of thing. But they never kept us out, but we were very much aware of how many of the students felt and we had the shanty episode on the campus. So they let their views be known. It was very challenging for us to try to figure out what we really thought was best.

CARROLL: How important or how influential were those protests on that committee?

MAYNARD: I would say that they made us really work very hard and be very, very careful, because we were not necessarily following the course they wanted us to follow and we had to justify that to ourselves.

CARROLL: Did you have a means of communication to talk to those students and convey your thoughts and ideas?

MAYNARD: Yes. In fact, I remember having at least one, if not more, meetings where we took their questions and answered them and so forth. But then, I wouldn't be surprised...I can't remember now what the student protest was for...somebody...They got up into Baker Tower and it was during a Board meeting and a couple of our Board members had to go up and talk with them. But I am wondering if maybe some of our committee did meet with some students. I'm not sure. It could very well have happened with some of the leaders of this; but I am not positive about that. I do remember the public meetings, the forums, that we had with them.

It is very difficult when you have the students feeling the way they felt. We are all the same way. When we feel strongly about

something, it is very hard to be open-minded and listen to the other side because we know what our side is.

CARROLL: The passion takes over.

MAYNARD: Right. Yes.

CARROLL: When they built the shanties in the center of the Green as a form of protest, was this an understandable gesture to the Trustees or was this an off-putting gesture?

MAYNARD: Well, certainly we weren't happy about it; but I think we understood their passion and their involvement. It was happening elsewhere. "Monkey see, monkey do." So I can't remember us being up in arms about it. We didn't like it, but I think it was understandable.

CARROLL: Did the Trustees have anything to do with the handling of those shanties or was that all on the side of the administration?

MAYNARD: I believe it was all the administration.

CARROLL: Mr. McLaughlin came in for a lot of criticism at that point for letting the shanties remain that long on the Green and I was wondering, did the Trustees become restive as well?

MAYNARD: This is where my memory really fails me. I am sorry. I do think it was certainly discussed in Board meetings. I think the administration had to handle whatever handling needed doing, but it certainly was bounced off the Trustees and given direction. I think we did agree to however we did it, but...I just remember the shanties were there for quite a while and I can't remember how it was that they went.

CARROLL: Actually, they were attacked in the middle of the night.

MAYNARD: Oh. This is what I had forgotten. By another group.

CARROLL: That's right.

MAYNARD: Oh, of course.

CARROLL: The Dartmouth Review group.

MAYNARD: That's right because I knew one of the attackers. Yes. I do remember that now.

CARROLL: Did you know about it ahead of time or just after...

MAYNARD: Oh, no, no, no. I just recognized a name when I found out who was doing it. Yes. That's right.

CARROLL: This is the same time, too, that Dartmouth gets quite a lot of bad press, especially through The Wall Street Journal, surrounding the shanties. How does that affect the Board members? What actions does this prompt from them?

MAYNARD: Needless to say, the Board was not at all happy with the kind of press we were getting...particularly The Wall Street Journal. That was a hard one to swallow for many of the men, I am sure. We would have discussions about our public relations and how we could show other aspects of the College besides this. Of course, there were many, many hours spent discussing The Dartmouth Review and its impact and how it was done and so forth.

CARROLL: The Dartmouth Review was actually founded the last year of Kemeny's term; but it becomes so powerful under the presidency of David McLaughlin...not to say that there was a direct relationship...but that is when they gained their power. What kind of role did they play in decision-making or issues that were brought up to the Board?

MAYNARD: I really don't think they...I can't remember them having any role to play.

CARROLL: You sound disappointed to hear that. [Laughter]

MAYNARD: Yes. I think they certainly made us aware that we had a very vocal minority, and we assumed that they were...we were quite sure that it was just a minority. It gave us a terrible feeling of helplessness to know that they had the backing of people from outside. Some were Dartmouth alumni, but some with no connections to Dartmouth. That was really very distressing to us; but it was something that we really couldn't help.

CARROLL: Have you ever read The Dartmouth Review?

MAYNARD: Have I ever read it?

CARROLL: Yes.

MAYNARD: Yes. Not regularly, but I did read it. [Laughter] After all, if I were a Trustee, I really had to read it to know what was going on and what was being said.

CARROLL: And what was your....

MAYNARD: In fact, they used to send it to us for free.

CARROLL: Oh. How nice of them. [Laughter]

MAYNARD: Yes.

CARROLL: What was your feeling about it?

MAYNARD: Well, of course, I was terribly annoyed about it. I would talk to my boys who were here. In fact, one of them was working for The Daily Dartmouth when...I can't remember the name of the young man [Gregory "Greg" Fossedal '81] who broke away from The Dartmouth and started The Review.

CARROLL: I should have that on the tip on my tongue, but I don't. I know who you mean.

MAYNARD: I should have it, too; but I don't. Anyway...so I think they were probably in the junior class then so I had a couple of years where I could talk to them about it and found that, as far as they were concerned, they didn't pay any attention to it. So that was reassuring to me.

CARROLL: That's true. There was also a time in there when the question was whether Dartmouth should sue them about using the name "Dartmouth" in their masthead. Was that a Board decision?

MAYNARD: It certainly came before the Board. Yes. Yes, probably it was. I can't remember that we ever had to say, "No. They can't." They didn't have a right. That's what we were maintaining, yes, and we did talk with our lawyer about it. So I remember discussions, but I don't know the details.

CARROLL: Do you remember the lawyer's opinion on this?

MAYNARD: Well, however it ended up...that's probably the... [Laughter] I may be wrong on that. He may have said, "No. They have no right." But we just couldn't see taking them to court. That would just be awful to do.

CARROLL: It perhaps would have given them the publicity they desired.

MAYNARD: Yes. Right. Just let them fade away would be better.

CARROLL: Exactly. Were you surprised when the faculty turned out to be so resistant to David McLaughlin's presidency?

MAYNARD: Yes.

CARROLL: Had you had any inkling that this was going to happen?

MAYNARD: I can't really say, "No." I am just thinking back that maybe there were some slight reservations in my mind about the fact that he was not an academic; but nothing that raised great red flags all over the place. I certainly didn't expect that it would be as strong as it was.

CARROLL: Right from the beginning.

MAYNARD: Yes.

CARROLL: I read the minutes of the first faculty meeting that he is conducting. It was his first one and the first person stands up and says, "Sir. You do not belong here." Those were the first words out of their mouth. I thought he showed such grace under pressure to take that.

MAYNARD: Yes. Well, this was the way he was. He was just amazing that way. Well, I didn't know enough about it. It is too bad that I wasn't married to my present husband back then because I could have consulted with him, because he was in academia. But I didn't know that much about how faculty operate and how they felt; but I do wonder if they gave him a fair shake...not to see what he could do first before they objected.

CARROLL: Absolutely.

MAYNARD: I am afraid that it is water over the dam; but it did seem kind of harsh...very harsh.

CARROLL: When he appeared to the Board of Trustees after taking office, did he ever come to them with these kinds of issues and ask for advice or ask for ways of dealing with strategies?

MAYNARD: Certainly not that I remember. He was very self-confident with a sense that he could deal with things. No. I don't remember him ever doing that kind of thing.

CARROLL: Shortly after he takes office, he has a minor heart attack. Do you remember that?

MAYNARD: No. I don't. Isn't that awful. [Laughter] Now that you say it, I do; but I had forgotten that. Yes.

CARROLL: Did the Board have to take up any of the responsibilities during that three-month convalescence that he had?

MAYNARD: I don't think so. The Board Chair could answer that for you. [Laughter]

CARROLL: Fair enough. Who took over the reigns as Chairman of the Board of Trustees when David McLaughlin stepped down? Do you remember? I can look it up, but I thought maybe you had it right there.

MAYNARD: No. I don't have it. I remember several subsequent chairmen, but I don't know. I guess I don't remember.

CARROLL: It seems to me that those would be big shoes to fall into.

MAYNARD: Absolutely and I should remember that.

CARROLL: So Richard Hill [Richard D. "Dick" Hill '41] took over as Chairman of the Board of Trustees. Did he do this willingly or was this something...

MAYNARD: Oh, I am sure he did it willingly. He was a very capable executive and was an excellent person to do it. I would think probably he did it without any trepidation. He knew he was filling some big shoes, but I am sure that he felt that he could do it and he could. He was excellent.

CARROLL: How does the Board Chairman and the President...how do they work together?

MAYNARD: As far as I call tell, they work together very well and I think they have frequent conversations. Certainly, if they are both doing their jobs, they would have frequent conversations and discussions, probably, when there are problems. I never was the Chairman, so I really don't know; but I think that is the main liaison between the administration and the board would be the Chair.

CARROLL: So the Board would be part of the kitchen cabinet in a sense.

MAYNARD: I would think so.

CARROLL: One of the things that happens under McLaughlin is that there is a huge amount of fundraising and building that goes on.

MAYNARD: Yes.

CARROLL: Did the Board have any say or give any direction to any of that fundraising or building?

MAYNARD: I think the fundraising came in as a result of the building needs, so I don't think we were directly involved although I certainly can remember Sandy McCulloch [Norman E. "Sandy" McCulloch, Jr.'50] working on the campaign. He chaired it and did a fabulous job and I couldn't believe all the millions he could raise.

What I remember most about Dave McLaughlin's administration was his sense of future planning, particularly in facilities. I think it was...he was one of the ones very instrumental in having the Hospital [Mary Hitchcock Memorial Hospital] move and then having the Medical School move out. That was certainly a very big and very difficult issue...what to do about the Medical School. He didn't decide that the Hospital was going to move; but I think the Hospital had to expand and we could not give them the necessary land for them to expand and let them take whatever they needed, so that they finally decided they had to leave. It was a wonderful arrangement to have the Hospital right there so that the Medical School could be in both places...both at the College and at the Hospital. But that was not to be and, of course, you can see what has happened since with that enormous, excellent facility that they now have. That was something that I feel was definitely something that was his project that he was very anxious to do.

- CARROLL: Did the Board have to vote to okay that move?
- MAYNARD: Oh, yes. Absolutely. There was a lot of discussion...a lot of thinking about it. Yes. The Board did.
- CARROLL: Did Mr. Paganucci [Paul Paganucci '53] come and present some of his number crunching for you? [Laughter]
- MAYNARD: I can't remember if he did then. I can't remember just when he left us, but he was just marvelous. He may still have been there then. I can't really remember that.
- CARROLL: He was there through, I know, the vote, at least.
- MAYNARD: Okay. Then he certainly did come. I think he and Dave McLaughlin had a very close relationship.
- CARROLL: They still do, it seems.
- MAYNARD: Do they? Good. That's nice.
- CARROLL: The faculty of Arts and Sciences was not as whole-heartedly behind that move...
- MAYNARD: No.
- CARROLL: If you remember...
- MAYNARD: I do remember...because of the fact that having the Medical School right here meant that faculty could go both ways so easily. So that was definitely a problem, as far as they were concerned.
- CARROLL: And, of course, there was the jointly used library, the Dana Bio-Medical Library, [that] the Biology Department and the Medical students both used.
- MAYNARD: Yes. Those things were just wonderful when they could be right there, but we couldn't keep it up and still have progress.
- CARROLL: When the Hospital is built, it is a large chunk of money. Did that give you and the Board any pause about how much you were undertaking?

- MAYNARD: Well, it certainly did me. [Laughter] I don't often deal with [those] kinds of figures. It was just the whole thing. It was such a major project. The fundraising was one part of it and the problems for the Medical School, and their relationship to the College was another. They were definitely things that we spent many, many hours discussing and trying to see what was the best way to solve it.
- CARROLL: Were there any alternative proposals for raising the funds? Do you remember?
- MAYNARD: I don't remember that there were.
- CARROLL: One of the things that the faculty objected to was that a huge chunk of funds were going to be used to buy the Hospital property as part of the financing. Had that been debated among the Board as to whether that was the right move to make?
- MAYNARD: Oh, I am sure it must have as we were discussing all the various aspects of it; but it is not something that sticks in my mind now.
- CARROLL: Okay. The details of the debate are gone. [Laughter]
- MAYNARD: But I do remember spending hours and hours and agonizing over what was the best thing to do and I believe...I am not sure...I know that I was on the Medical School Overseers later than that...I may have been at that time. I am not positive; but I know there also was the joint Medical School Hospital board, which I was not on at that time. That was very influential and those people really were very close to the whole situation.
- CARROLL: When David McLaughlin comes in as President, right at that point, there begins to be a controversy surrounding the Dartmouth Alumni Magazine and Dennis Dinan ['61], who was the editor. Does this ring any bell?
- MAYNARD: Yes. I know about it, but I was not an alumni and, to me, it wasn't a big deal and I didn't pay much attention.
- CARROLL: Okay. At this time, too, they are still sort of debating or trying to get rid of the Indian symbol. Do you remember the passions that were aroused by that idea?
- MAYNARD: Oh. Not only were, I know people who are still inflamed by it. It is just unbelievable. Absolutely.

CARROLL: Why do you think that it is such an essential core to so many people...the idea of the Indian symbol?

MAYNARD: Well, I think it goes back...maybe... See, I know a lot of the older alumni because that is the generation that I am, and I just see them as this nostalgia for that place that they went to and they want it to be the same place and have everything be the same. Don't have any women. Have the Indian. Have the wonderful football team, which we still do. "That was a wonderful place and don't change it at all." They don't seem to realize that, if it didn't change, it wouldn't even be here. So I have given up arguing. [Laughter]

Heaven knows, I tried for a while; but it is just nostalgia and I think that it has got to get less and less, but it is going to be a long time before this ends. My son in the Class of '67...we don't discuss it, but I strongly think, because he is quite conservative, and I strongly suspect that he would love it if the Indian symbol came back. So, he is fifty-something. Fifty-one. So it could be another forty or fifty years before we get rid of this. [Laughter] But it should be moderating, anyway.

CARROLL: Did your experience being on the Board here and seeing the changes that [it] underwent in this institution affect in any way your views of your own alma mater?

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

MAYNARD: I hadn't thought of before, but I am sure that it is just part of my own experience in seeing the importance of change and meeting today's needs. I have seen it for Dartmouth and so I have seen it for New England College. I have been closer to Smith [College] in recent years; but, of course, Smith would have to do it, too. It is just something that I hadn't really analyzed; but, yes. I think my experience here very much did allow me to accept changes and welcome changes in Smith.

CARROLL: What impact do you think coeducation had on Dartmouth if you were looking back now to twenty-five years?

MAYNARD: Oh. Should I say a moderating. It wasn't...no longer were they proud of being so macho. I just look at the difference between my

oldest son and my younger ones. I think it probably had a strong effect in making Dartmouth more academically oriented so that it wasn't a disgrace to be found in the library...that you would have to hide out there...that kind of thing. I think that it probably did make people reconsider the values of what they were here for; at least, that's what I like to think happened.

CARROLL: Women are such a good influence.

MAYNARD: Yes. Absolutely.

CARROLL: The computerization of the campus had begun under Kemeny, but takes a quantum leap forward under David McLaughlin. Did the Trustees...were they behind that?

MAYNARD: Absolutely. Absolutely. I think that it all started with John Kemeny's BASIC program and the recognition he got for that and the recognition Dartmouth got and so we always wanted Dartmouth to continue to be a leader in the computer world.

CARROLL: But you spent a lot of money.

MAYNARD: Yes. It does.

CARROLL: So what you do, in a sense, is you add on to the financial burden of fundraising, etc. The President has to really take up then the burden of that, doesn't he? The fundraising?

MAYNARD: I certainly would think so. We have an excellent development office...or whatever it is now called; but the President has to be ready to go out and raise a lot of money himself. That is now, I think, definitely a given that any college president has to be ready and willing to do that.

CARROLL: What do you think makes a good fundraiser?

MAYNARD: Oh, my. Well, I think you have to be willing to cultivate over time and you have to have a good personality and make people feel good about what they are doing and how worthwhile it is. So I guess probably being a good salesman.

CARROLL: Do the Trustees do any fundraising themselves?

MAYNARD: Yes. You are expected to. I didn't do as much as many. There are certain ones who were just outstanding at it. John Rosenwald [Edward John Rosenwald, Jr. '52, TU '53], for instance, and Sandy McCulloch. Some of them took this on as their obligation and wanted to do it. I actually did not do that much directly for the College. I did do some for the Medical School down in my part of the state. That I got much more involved in at Smith.

CARROLL: It takes a certain touch, I think, as I watch people work the crowd at one of these.

MAYNARD: Yes.

CARROLL: There was also, under McLaughlin's administration, a debate...one of those continual debates...surrounding the fraternities and whether they should exist and how they should be controlled. Was the Board concerned about fraternity behavior?

MAYNARD: Absolutely. Actually, this was one of the first issues that I got into because, when I was first elected, there was a woman's group...I am sorry I can't remember now. A Women's Caucus or something like that...that invited me to come up to talk with...they just wanted to see who this woman was. They probably were very disappointed to find it wasn't a very ardent feminist.

One of the issues discussed that evening, I remember, was sororities because I had to give thought to sororities and how I felt about it. I knew how my own family felt about fraternities...that they were an important part of their undergraduate life, so I felt, if I were a student up here...I didn't have a tremendous amount of self-confidence in my teens...and I thought, if I were to come to Dartmouth, I would want a sorority where I could go and be with women and discuss things with women and so forth. So I was certainly a supporter of the sororities as long as fraternities were here.

So I think most of the Board members had excellent fraternities...I mean fraternities were an important part of their undergraduate life, so they didn't want to do away with them, but they realized that they were getting out of hand. So a lot of time...over the whole time I was here, I guess...a lot of time was spent addressing the problem of how can we keep fraternities, but have them behave responsibly.

CARROLL: What kind of decisions did you come to try to control that behavior?

MAYNARD: Oh, we discussed how much we would police them; but particularly what their punishments would be when there were terrible violations. Another thing was...one big problem was how to get sorority houses because the facilities were not available.

CARROLL: That's right.

MAYNARD: So, all of those things were...

CARROLL: How does one go about getting sorority houses when there is not the right location?

MAYNARD: As I remember it, one solution would be to turn over some on-campus space for them to use that would be theirs...maybe just a room or two...but it would be theirs. Then, if a fraternity did go under or close for some reason, there would be available space.

I can't remember, frankly, how each one was solved; but I do know that at least...I remember probably three of them, I think, got space of some kind. Now I don't even know how many there are.

CARROLL: I was just sitting here thinking. There are not that many, as you might suspect. I don't want to exaggerate, but I think around five. But there are many more coed fraternities.

MAYNARD: I was going to say. There are the coeds, too.

CARROLL: What was the role of fraternities in your son's and husband's times here at Dartmouth?

MAYNARD: Oh, definitely it was their social base. Their long-term friends were fraternity brothers. So this was their secure social place that they could go to and I think they all lived at the fraternity, at least their senior year and maybe their junior year. So it was kind of their base. So that was the way I saw a sorority for young women, that it would be a base that I would have been very happy to have if I had been here.

CARROLL: Well, you need a support group.

MAYNARD: A support group. Exactly.

CARROLL: Was there ever any question of eliminating the fraternities?

MAYNARD: Oh, it was always discussed. Yes. Not always, but it certainly did come up for discussion.

CARROLL: And the arguments against doing it were what?

MAYNARD: Now that I think of it...I am thinking about all of these Board members who had their memories of what it was for them, and then you reflect that through the whole alumni body and the uprising could have been pretty horrendous. If they didn't want the Indian symbol, what would they do if you did away with fraternities. [Laughter]

For a lot of them, the drunken orgies were all part of growing up and part of the tradition. Of course, that is something that the Board would like very much to put behind them; but so far, not to the point of doing away with the fraternities. I think that...other institutions have done it and survived it. Maybe some day it will come to that; but so far, it hasn't.

CARROLL: Did the faculty or the voice of the faculty begin to change in what was reaching the Board when there were increasing number of women and minorities joining the faculty? Did their issues come before you in any special way?

MAYNARD: No. Not that I can remember. I don't think so.

I do remember that, from the point of view of the President, and this was later, under President Freedman [President James O. "Jim" Freedman], we had the emphasis on the importance of attracting the very best people and upgrading and getting more [endowed] chairs and that type of thing. But that was later, so I really don't...

CARROLL: The Board does set standards...I should say goals...

MAYNARD: That's true. Yes.

CARROLL: ...about how many percentage of women on faculty, etc. What did they look at to get those numbers?

MAYNARD: I think it was just a matter of diversity, which is difficult in a committee like this, as I am sure you know, and I like your word "goals" because it was certainly not quotas. It was just...if we wanted diversity on campus, this would be what we would shoot for.

CARROLL: They have done beautifully. They deserve a pat on the back.

MAYNARD: Right. Yes.

CARROLL: It is amazing to read the numbers when you compare Dartmouth now to other comparable institutions. It is quite outstanding.

MAYNARD: Wonderful...because certainly with Blacks, it was difficult when I was on the Board.

CARROLL: I can imagine.

The last thing I really want to talk about in a sense was the transition to Jim Freedman. What do you think prompted Dave McLaughlin's desire to retire after seven years in the presidency?

MAYNARD: That was something that I was not privileged to know anything about. I just got the announcement. I just wonder if he had a sense that he was not measuring up to his own standards for what he wanted to do and the way he wanted to do it. Or whether he had accomplished...with the physical plant, he had done so much. I really don't know. I can't answer that,

But I do know...and I was not on the Search Committee for President Freedman...but I do know that they were definitely committed to having somebody who was going to raise the intellectual standards of the College...the faculty, the expectations for the students. This was very, very strong in the Search Committee's...well, of course, the whole Board talked it and gave direction to the Search Committee. I would love to talk a little about Freedman even though you are not doing it.

CARROLL: I will do that. I just wanted to go back before we do that and ask, were you surprised at David McLaughlin's decision to resign?

MAYNARD: I think I was somewhat surprised, but in a way relieved, because I knew that there were the problems with the faculty and I knew that...I sensed that neither he nor Judy were happy with things as they were going. You hate to see people that you admire and love suffering. So I thought it was a terrible strain on them.

CARROLL: Why do you think, or what is your understanding, of the animosity that was surrounding David McLaughlin's presidency?

MAYNARD: The only thing that I can think was that he did not come from an academic background and so the faculty was not happy. I have no way of knowing how he did relate to the faculty...I mean, somebody without an academic background could conceivably have his advisors among the faculty that he could talk to and rely on for advice. Whether he did that or not, I don't know.

CARROLL: You mentioned that he and Judy seemed to be less than happy at the end of the presidency. This is the first time someone has mentioned her name and her being unhappy. I was wondering what gave you that impression and what her reaction was to the role she had to play?

MAYNARD: I am just talking off the top of my head. I really don't know and my memories are rather hazy; but I am picturing her at the President's House and she had always played the role of the President's wife who entertained very graciously.

I can remember being so impressed because Jean Kemeny was her husband's right hand and very close, but I am sure [Judy McLaughlin] did not enjoy hosting the things she had to. One reason I say this is, back when the Kemenys lived in the President's House, we had the Five College book sale and the basement was used to store the books for the book sale. When the McLaughlins moved in, the books went out.

This is not being critical. It is really high praise because Judy saw the potential and I can remember how nicely she treated those little narrow basement windows because she made that into a gracious room. Down below them was the bottom half of a double-hung window, only it was a mirror because I remember it. It is just a nice decorating thing. She made this into an attractive room so that when a large group went there for the evening, they could have cocktails upstairs in the living room and then downstairs to be served dinner.

CARROLL: How nice.

MAYNARD: It was very, very nice. I think she enjoyed that role very much; but I just sensed the tension...that she was tense and she was not very happy and probably just didn't know where she would fit in. I don't know, now that I think of it, where she would. Who would her friends be if you are the President's wife and you are not teaching,

as Sheba [Bathsheba Freedman] does, if you are not academically oriented? I presume she had a few friends she played tennis with. I am just guessing because I didn't know her that well. I always liked Judy very much. But, as I think about it, it could have been a hard, lonesome life for her, particularly if there was tension between the faculty and the President, her husband, that she could not relate to the faculty very well. So that definitely cuts your options for congenial people.

CARROLL: Rather isolating.

MAYNARD: Rather isolating, I would think.

CARROLL: Jean Kemeny has said that it was very easy to move to the President's House. They had been in the community for years and she had a rather large base of friends and I think it is very different to come from the outside.

MAYNARD: Yes. I think living here as a faculty wife, she would have lots of friends, so that would be quite different. I have heard it said in the past, because back when I was widowed, I was at one point thinking, maybe I should move to Hanover? Because the College had so much to offer and all, and I remember being told, "It is a very cliquy place, a very difficult place to move to unless you have your own access to it.

CARROLL: But I would think as a former Board of Trustees member...

MAYNARD: This was earlier.

CARROLL: Was it? Okay.

MAYNARD: This was earlier. Now, it would be quite different; but, back then, that's what I was told.

CARROLL: Now you said that you wanted to talk a bit about Freedman.

MAYNARD: Yes, because my admiration for him is just so tremendous because of watching him through those early years. The Board was very enthusiastic about him, so pleased to get him, and then the reaction from the alumni was just so unbelievable, so bitter, so nasty, that he would not understand the Dartmouth traditions and such, and that he was trying to change it and make it an academic place rather than a party place. I guess it was that type of thing.

I just remember...and here is where I did get some letters...more probably than at any other time...but I know the letters to him and to the Board Chair were just vitriolic, and I just felt so badly for the man because the Board was 100% behind him and so anxious for him to succeed and so pleased with the standards that he was setting for Dartmouth and the goals that he had. And to think that the alumni body could misunderstand and be so bitter and so nasty was just very hard for me.

CARROLL: Do you think that changed over his time here?

MAYNARD: Oh, I am sure that it must have moderated somewhat; but I am sure there are still those that resent him...I would guess. I'm not sure. Since I have been off the Board now, I am not anywhere near as close to it.

CARROLL: Right, but it strikes me that he has managed throughout his time here to have Dartmouth always rated among the top ten institutions in the United States and how could an alum not love that?

MAYNARD: Absolutely. Sometimes I don't understand the alums. [Laughter]

CARROLL: Is there anything further that you would like to say or a memory that you would like to share?

MAYNARD: No. I just look back and think, "What a privilege it was; what a wonderful experience I had on the Board, except for my last year." I was so upset the last year.

CARROLL: Why was that?

MAYNARD: The way the President was being treated and the nastiness that we were exposed to all of the time. At that point, I decided that that was enough and I didn't mind leaving the Board for that reason. I was very, very upset about it because it was just so bad. So I guess I was relieved.

CARROLL: Did you have any redress against those letters or any way to address their concerns?

MAYNARD: I don't really think so, other than to say, You can't write to somebody and say, "You are way off base." I guess we would try

to explain; but, as we said before, once somebody is very passionate, they will not listen to the other side probably anyway.

CARROLL: What was the best thing about being on the Board?

MAYNARD: The best thing probably was just being able to come to Hanover and meet so many wonderful people. It was just a tremendous experience for me. All the challenges, the friendships that I made, and the associations. It was a real privilege.

CARROLL: Thank you very much.

MAYNARD: You are so welcome.

END OF INTERVIEW