

**Agnar Pytte**

**Professor of Physics and Provost, Emeritus**

An Interview Conducted by

Daniel Daily

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INTERVIEW: Agnar Pytte

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DANIEL DAILY: Today is May 15, 2002 and I am speaking with Professor of Physics Emeritus Agnar Pytte. Dr. Pytte was also Provost of Dartmouth College between 1982 and 1987. One of the questions I would like to open up with today is what brought you to Dartmouth and, particularly, who or what brought you to the Physics Department at Dartmouth?

AGNAR PYTTE: Well, it was really Leonard Rieser ['44], but not initially. Professor [Willis] Rayton was the Chairman in the spring of 1957 and he, as well as many other chairmen, were down at Harvard interviewing Ph.D. candidates in physics. This friend of mine named Bob Marr said, "Come in with me and we will interview with this fellow from Dartmouth." So we had a brief interview before we went off to lunch. It was quite interesting, but I had more or less forgotten about it until a few weeks later when I got a note from Leonard Rieser saying that he was now the new Chairman...or about to be the new Chairman...and would I come up to Hanover for an interview.

So it was really Leonard Rieser that got me interested in Dartmouth. He had, obviously, great plans. He called the department a department in transition and convinced me that the department was going to expand and become more research oriented...although, as I recall, he said...and it is something I have repeated wherever I have been... "We want to be teaching and researching equally." That appealed to me.

So I was actually appointed to the faculty as an instructor. Back in those days, they started, not July 1, but September 1. So my appointment started September 1 in 1957. I was still twenty-four, going on twenty-five. [Laughter] And I hadn't quite finished my thesis yet. So it was agreed that the first semester...this was the last year of semesters at Dartmouth...that I would have the first semester on leave...a very unusual arrangement. So I finished my thesis and got my

degree and started at Dartmouth in, I guess, late January for the second semester of '57-'58.

I taught a course in quantum mechanics, I remember, and met some of the then new young faculty like [William Potter] Davis [Jr.] and [Robert W.] Christy and [William T.] Doyle...all of whom had good backgrounds and strong research interests. I was a bit concerned since...when I came to Dartmouth, I was, at that time, the only theoretical physicist...at that point interested in elementary particle physics; but I was welcomed and enjoyed being here. My wife Anah and I met at Cannon Mountain skiing, so that was an attraction as well. [Laughter] But it was clear that the Department was undergoing change in many ways. I knew that John Kemeny was the Chairman of the Math Department and, shortly after I came here, of course he started arguing for a Ph. D. program in mathematics. That's another story.

I should perhaps confess that, in the spring of '58 when we all went down to Washington, DC for the American Physical Society meetings...that was the meeting in the spring of '58 when the nuclear fusion program for peaceful purposes was declassified and I went to two hour-long lectures.... one by a fellow from Princeton named Lyman Spitzer called The Stellarator and a talk by Dick Post from Livermore in California on the Mirror Machine. I got so excited about the possibilities here. There is enough heavy hydrogen in the oceans of the world to provide the energy that we use today for five billion years or more. So I thought here we can solve the energy problem for all time and it will take three or four years. That's all it took to solve the hydrogen bomb problem, which is a similar but faster reaction. Of course, we are still working on it today.

But I talked to Spitzer and he invited me down to Princeton. After a year and a half [at Dartmouth], in the summer of '59, when I actually spent the summer at Boulder, Colorado at a theoretical physics institute, I then went to Princeton. This was a full-time research job. I was told that it was a permanent job, as good as tenure. But I missed the teaching and both my wife and I missed the skiing. So, when Leonard Rieser came down and had dinner with us, he talked us into returning. So after just one year...although I should say that I left Dartmouth on leave...

DAILY:

I was just going to ask that.

PYTTE: On leave. I went to Princeton on leave from Dartmouth; but just to show how ambivalent I was, I went back to Dartmouth on leave from Princeton. [Laughter]

DAILY: A lot of leeway.

PYTTE: But it was the right move for me and, of course, when John Kemeny talked President [John Sloan] Dickey ['29] into approving a Ph.D. program in mathematics along with...there was, at the same time, a new Ph.D. program in molecular biology from the Medical School. They were the two firsts. I think physics was next. Christy, Davis and I essentially wrote the proposal because Leonard [Rieser], I think, was already then in the Dean's Office as an Associate Dean, perhaps, or Deputy Provost. I forget what he was because he had so many titles. . .

DAILY: He held some of them at the same time. It is hard to keep them straight.

PYTTE: But it was, I think, the vision that Leonard had that convinced me that this was going to be a really good place in Physics.

DAILY: You touched upon Princeton. I wonder if you would kind of follow two threads with that. First of all, how...you had mentioned before the interview that you had met John Kemeny and I would like to just hear that story.

PYTTE: Well, I was [a] physics major. I had rushed through Princeton. I sometimes regretted that later. After spending one year at [Phillips] Exeter [Academy] and graduating, I went back to Norway and finished what was called a gymnasium and, for reasons that I still don't quite understand, the Princeton people said that qualified me to be a junior. So...I probably should have been a sophomore, but I took all the physics courses in two years; but I did have time for a few other courses...one of which was logic with John Kemeny. They had a preceptorial system at Princeton where a big lecture class, which was fairly large, was divided into small sections of a dozen or so and you had a preceptorial and you met with that person once a week. Not only was I in John Kemeny's lecture course in logic, but I was admitted to his preceptorial. So I saw him in a small class setting and it was a wonderful course and I was greatly

impressed with him as a teacher. Of course, I have made use of this on many occasions when I am on the losing side of an argument. I'll say, "Now you must remember, I took logic from John Kemeny." [Laughter] Oh, well.

DAILY: Now, one thing that I was wondering about last night...part of the interview...was Princeton, in my understanding, was really one of the centers for physics at that point...and I am curious...if you thought about staying at Princeton for your doctoral work and what eventually drew you to Harvard for your doctoral work.

PYTTE: Princeton was certainly one of the centers...and I had a wonderful undergraduate experience there. I did my senior thesis with a man named Arthur Wightman. Looking back on it now, I am embarrassed at how much of his time I took. He seemed to have endless time for me. He and others advised me to go elsewhere. They said, "You know all of us at Princeton"...which was true... "go somewhere else and you will meet new people." So I applied to Harvard, Cornell...where Feynman was at the time...Stanford, Cal Tech, MIT...I think that was it. I was admitted to all...[I] accepted Cal Tech. I was given an assistantship with Carl Anderson, who discovered the positron or the positive electron in '32...the year that I was born. But then, at the last moment before the decision had to be made final, I changed my mind and went to Harvard, which also had a very, very strong department...several Nobel Prize winners and some not yet Nobel Prize winners.

So I think it was a good choice; but, of course, one always wonders what would life have been like if I had stuck with Cal Tech. I guess I gave myself the advice that I, many times later, gave to students when, for example, I remember this senior at Dartmouth who came to see me and said, "I just can't decide whether I should go to Harvard or Berkeley." What I said was, "That's a very difficult decision, but not an important one because you can't go wrong." I could not have gone wrong at any of the schools that I applied to. So it was a wonderful time...big things happening in physics...very exciting.

DAILY: Now, the early years here at Dartmouth in the Physics Department and, you had mentioned that Leonard Rieser was trying to build up the department...what was your impression of the department? ...kind of vis a vis the other physics

departments within the Ivy League as well as the other peer institutions?

PYTTE: Well, I think it was the smallest, although perhaps not too different from Brown...although I should say, when I was at Harvard, back in those days, I think the full-time faculty only numbered twenty...so, you know, these huge departments came later. There were good people here; but, clearly, we did not rank with Princeton and Harvard in reputation, in size or in research effort. But we were doing good research and we were getting very good students when we got into the Ph.D. program, partly because we took fewer students. I think we took in five or six a year. But I noted, for example, that our graduate record exam score...GRE score...was quite a bit higher than Columbia's. So we got good students. We got students...many of them came from places like MIT and Berkeley, who wanted a smaller place.

DAILY: Okay. I was just going to ask, "Was it hard to attract...when you first developed the doctoral program, was it hard to attract students to it?"

PYTTE: It didn't seem to be. We, of course, partly because it was a small program...we could be quite selective. We also got students from small liberal arts colleges who liked that atmosphere. But my thesis advisor at Harvard was skeptical of my coming here. He said, "I am not sure you will be doing much research up there." But I told him, "The department is changing." [Laughter] There was a person who was working in the physics laboratories here, setting up labs and so on, even though he had a Ph.D. That man named Gordon [H.] Gliddon, who had been in the Eye Institute at the Medical School, so he was expert in optics and so on. He was quite elderly then. By the way, that was one of the few real research groups at Dartmouth during the Dickey Years...the early Dickey Years. Gordon was an interesting fellow; but he told me...it may not be true at all, but he said, "You know, during the 30's, the faculty at Dartmouth taught in the morning and played bridge in the afternoon." [Laughter] Sorry, Gordon.

DAILY: I have heard that...I have heard the bridge term...the bridge club term...before. That adds a little more credence to it. Who among...in your first decade, who among the faculty administrators made the deepest impressions upon you?

PYTTE: In the Physics Department?

DAILY: Physics as well as the other departments and the administration. We can kind of take that one piece at a time.

PYTTE: Yes. Well, I have already mentioned Leonard Rieser. He was really the guiding force both in the recruitment and in promoting physics as both a research and a teaching discipline. But Christy and Doyle were doing excellent laboratory research and we hired new people...Bruce Pipes who later went on to be provost at some place. I forget where. [Franklin & Marshall College] John [Edmond] Walsh was a very strong person. Of course, now two-thirds of the department seem to be new since I left for Cleveland in '87 and it is a much stronger department now than when I left. They have some excellent young people. So Leonard was right. It was a department in transition.

Kemeny of course, I knew from Princeton. He was clearly building a very strong math department and brought quite a number of people with him from Princeton. In fact, Princeton was clearly very unhappy when Kemeny left. Although, Harold Dodds, who was then the President at Princeton, made a joke about it, I remember, right before commencement. Of course, this is a stupid joke, but a frequently used one. He said, "Professor Kemeny is leaving Princeton and going to Dartmouth, thereby improving the quality of both institutions." [Laughter] You have heard that one before?

DAILY: No, I haven't.

PYTTE: Of course, he didn't mean it because Princeton made it clear that Kemeny was a big loss.

DAILY: In your view, how did Dartmouth attract some of the top people during the Dickey Years?

PYTTE: You mean people like Kemeny and Rieser?

DAILY: Like Kemeny and Rieser and some other...

PYTTE: Well, that's hard for me to say. I have tried to tell you why I came; but I think they saw a chance to build something. This is a line I sometimes used when trying to hire a dean or a

chairman or something. I used the football analogy. I said, "If you are a football coach, it is much better to take over a team that's 5 and 5 than one that is 10 and 0. The only thing you can do then is to go down." I think maybe Dartmouth was 5 and 5 and there was a chance to build it to a 10 and 0. I think that's what attracted people...and also the location, I think for many people...the beautiful New Hampshire hills.

DAILY: Were there administrators that you got to know in those early years that made impressions upon you?

PYTTE: Well, the first two Provosts...[Donald] Morrison and [John] Masland I got to know somewhat, mainly through Rieser, and, in fact, often at Rieser's house. They seemed like very able leaders. Dickey I didn't know well, of course, but I liked Dickey. It's my impression that he was sort of a change from [Ernest Martin] Hopkins ['01] and gradually changed over to a somewhat different view of Dartmouth. I think that there was the debate at Dartmouth, as I understand it early on, as to whether we should be more like Williams and Amherst or more like Princeton and Brown. I think Dickey was moving towards the view of Dartmouth as more like Princeton and Brown. I had a strange bout my first year and a half here with rheumatoid arthritis, which disappeared and never came back; but I was in Dick's House... Do you know what Dick's House is?

DAILY: It was the old infirmary.

PYTTE: Yes. And Dickey came in to see me...a young instructor. I was impressed by that. He clearly loved this institution with all his heart; but he didn't want to go too fast into Ph.D. work. When mathematics and molecular biology had been approved and we came right on the heels of that, he said, "No. No. No. We are not going to go into this wholesale." So I think he wanted to be cautious about changing Dartmouth too fast. But it is odd that...well, the faculty of Arts and Sciences...which thought of themselves as "the faculty" and that they were Dartmouth College...should be somewhat negative towards what were then called the associated schools. The associated schools. I still remember the debate in the faculty of Arts and Sciences...this was somewhat later...as to whether we should agree that we should no longer call them associated schools which means that, you know, they are sort of out there. They are not really part of the institution and call them "professional schools".

Some of my good friends in the humanities stood up and argued strongly against making them more of a part of the institution. Dartmouth, of course, in a sense has really been a university since the Medical School was founded in 1797. So, it is a bit odd.

This is not part of your question, but one of the biggest changes at Dartmouth since I came here in January of '58 is the growth of the professional schools...especially the Medical School. You wouldn't believe what the Medical School looked like back then, compared to what it looks like today.

DAILY: How did you find the students at Dartmouth...both in the classroom and impressions of them out of the classroom in the 1960's?

PYTTE: Well, this may not be too polite to our older alums, but during this period...late '50's...Sputnik...and early '60's, there was quite a dramatic increase in the SAT scores of Dartmouth students...to the point where, in my view, the student body became essentially indistinguishable from the one I saw at Princeton and that is certainly true today. I think there's very little difference in the quality of the student bodies in any of the Ivy League schools at this point. Dartmouth...if you were to look at SAT scores...is probably in the top half of that group. So I think...I am talking about something that I don't really know...but my feeling is that, during the '30's and perhaps early '40's, Dartmouth was still attracting the kind of outdoors type...skiers, mountaineers...and the Outing Club was a big feature. And they were. . . you know, I have known many of the alumni from that period and they are wonderful, successful people; but they were perhaps not quite as academically motivated as the students are today.

DAILY: Okay. One of the questions I want to explore is when William Shockley came to campus and the Black students protested sufficiently so that he couldn't speak. How did you as a faculty member and the other faculty members respond to that whole incident?

PYTTE: I was out of town during that episode, so I was not there. I read about it in the newspapers where I was and I am totally convinced that free speech is the value that we just can't forget about. So I felt it was totally inappropriate not to let him speak.

I would disagree with him and the way to deal with offensive talks is to talk back, but not to deny someone the right to speak, especially at a university or a college. I think it gets to be a little boring always to have a speaker from the middle. I have always subscribed to magazines from the far left and from the far right, as well as from the middle. [Laughter] So, no. I am a free-speech person.

DAILY: During the protest era, was there any concern for the science laboratories...physics included...for their security?

PYTTE: Not that I recall. No. I certainly never had any fear of that. I do, of course, remember the sit-in at Parkhurst when they carried the then Dean of the College, who was a big, heavy man, out the door and the protest against ROTC and all of that. But I never had the slightest fear that anybody would do anything to the physics labs. No. Of course, more and more recently, some people in many universities that have animal labs have worried about student protests involved with the use of animals as research objects; but that was not an issue back then that I recall at our Medical School and certainly...no. I don't think the students viewed the sciences as being behind the Vietnam War. [Laughter]

DAILY: Okay. That is what I was wondering.

PYTTE: No.

DAILY: Okay. One thing that I have explored in other interviews and with your wide range of experience...do you think the 1960's and early '70's created a gap between the faculty and students...perhaps where faculty were less warm to the students?

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PYTTE: No. I didn't sense that there was any lack of warmth. Now there certainly were heated arguments on many sides of every issue and, of course, I remember the Kent State episode in 1970, I believe. We closed...[John] Kemeny had just been...I think Kemeny was the President.

DAILY: Just.

- PYTTE: We closed the University.
- DAILY: And called a teach-in.
- PYTTE: We sort of had a continual teach-in on the Dartmouth Green for several days and no other classes were held. The killing of the students at Kent State had a big impact everywhere, including at Dartmouth. Now I forget exactly what class [Robert] Bob Reich ['68] was in, but he was a student leader during maybe the late '60's. Do you remember?
- DAILY: I believe it was '68.
- PYTTE: Yes. He certainly was avidly opposed to the Vietnam War; but so were most of the faculty. Most of us voted for [George] McGovern. [Laughter] In '72. So it was an interesting period, but I didn't sense any hostility between students and faculty.
- DAILY: Okay.
- PYTTE: . . . Or a real hostility towards the administration except perhaps with regard to ROTC. Later, of course...much later...the South African issue became very important. We had the shanty incident and all of that, which I guess you will get to later.
- DAILY: Yes.
- PYTTE: No. I didn't see any hostility between students and faculty. Of course, beyond the freshman year, all the classes were small and you get to know the students. The one thing that I can say about Dartmouth is that Dartmouth is one of the few major institutions that does serious research that never lost sight of the importance of good undergraduate teaching. We have always had a very strong teaching faculty. At other places...I remember when I was in Cleveland, there were some student riots at Carnegie Mellon because they felt all of the classes were taught by graduate students who couldn't speak English. Not true here. In fact, they educated me on that point here at Dartmouth. So when I got to Case Western Reserve, the first thing I said was that, "In promotion and tenure, we are going to treat teaching and research equally." That word got around very quickly to the junior faculty, believe me. But that's not true in many research universities. In many research universities,

tenure is essentially decided on the basis of research. Period. I think that is wrong.

DAILY: You served on the CAP [Committee Advisory to the President] and, obviously later as Provost, had to deal with the whole issue of gaining tenure. How do you evaluate teaching in terms of....does a good teacher...does he or she merit tenure on that basis as well as the research and other aspects?

PYTTE: I think the attitude at Dartmouth, which I believe is the correct one, is that you have got to be good at both. There are enough people that are excellent in both areas and they are the ones you want to keep. If someone has no interest or ability in teaching, he or she should be in a research institute. If the person has no interest in research, they should be in a community college or in a place that does not value research. I don't think we can afford anymore to have someone who is just good in one of the areas. This is a mistaken opinion, I think, that most people are good in one, but not the other. In my experience, most of the people that are excellent researchers are also excellent teachers and that's what you should insist on.

At Dartmouth...and then, of course, I served as Chairman of Physics and Astronomy and later, as Associate Dean of the Faculty...I served on the Committee Advisory to the President...so I saw the tenure process at many different stages. We made very heavy use of student evaluations, mostly from recent graduates who wrote letters...very thoughtful, lengthy letters...evaluating the strengths and weaknesses in the teaching area. Now there are always some people who say, "Students don't know what good teaching is." I have never subscribed to that because I know full well in my own experience when I was a student, I had no trouble telling who were good teachers and who were not and it wasn't the easy teachers or the ones who gave all A's or whatever. It was good teaching and so I believe that the students are very good judges of that. You know, when you read twenty letters...some of them quite lengthy...and they all say the same thing or, if only one or two say something different, you get a very good picture of that person as a teacher. Of course, in the research area, we also get letters from people in the field from other institutions.

At Dartmouth, the statistics were as follows back when I was involved. Of the people admitted or appointed as beginning

assistant professors, roughly one-third would leave before the tenure decision. Of the remainder, roughly half would get tenure. So that would mean that one-third of those appointed initially got tenure. Now, those that left, some decided this kind of work just wasn't for them. Others decided, "Well, I don't think I have a chance at tenure, so I will go somewhere else." This is actually a smaller percentage gaining tenure than, for example, we had at Case Western Reserve.

DAILY: I was going to say, fifty percent is not very high.

PYTTE: It is one-third of those coming in initially. No. Those were the...I don't know what the percentages are today. There are universities that are more stringent. Harvard used to say, "Nobody gets tenure. Once in awhile, we make an exception." [Laughter]

DAILY: Sounds like Harvard.

PYTTE: I think Dartmouth has a very good faculty. I think the tenure process here has been good and fair.

DAILY: You got to see John Kemeny both as a faculty member...both as a teacher, later as faculty here and then become President. I wanted to explore your recollections and understandings of how he became President in 1970.

PYTTE: Well, of course, I was not on the Search Committee. I remember one of my good friends, John Copenhaver Jr. ['46] in Biology, was on the Search Committee. There were faculty on the Search Committee. So I don't know is the short answer, but my impression is that the Trustees felt that...although Dickey was a strong leader and an effective leader in many respects...that it was perhaps time for...but he was not primarily an academic in his background and training...that perhaps because they recognized the transition that Dartmouth was going through, that they wanted someone with a stronger academic background. I think many in the faculty were surprised that a faculty member was elevated to this high position. Of course, we have a more recent example of that in [James] Jim Wright. But the faculty greeted the selection, I think, with great approval. Kemeny was greatly respected. Of course, I knew him in another context. We had an annual

softball game between the Physics and Math Departments on the Green. [Laughter]

DAILY: I have heard of that before.

PYTTE: You have heard of that. [Laughter]

DAILY: It seems like Physics always beat Math. Is that correct? [Laughter]

PYTTE: I really don't remember. That was another thing about Kemeny. He, of course, was a Brooklyn Dodger fan.

DAILY: I did not know that. That makes sense. Was there a feeling among the faculty that now we can go ahead and have more Ph.D. programs once John Kemeny was elected?

PYTTE: I believe that transition had pretty much already taken place. After Math and Physics, I think, came Chemistry, Biology, Geology and then Psychology...the only department in the social sciences. Engineering Science is... I mean the Thayer School has this odd relationship with Arts and Sciences in that most of the faculty...most of the Thayer faculty...are also members of the Engineering Science faculty, as you probably know, which is part of the Arts and Sciences. So, I think there are a few that are just in the Thayer School which means they are just at the graduate level. This, by the way, means that in the Committee Advisory to the President looking at Arts and Sciences faculty, we also screened the Thayer School faculty, but not the Medical School and Tuck.

DAILY: From your perspective early on... '70's and then say later in the '80's during your Provostship, why didn't the Ph.D. programs develop in the Humanities and in the softer Social Sciences?

PYTTE: Well, I...even much earlier...I asked my friends and colleagues in the Humanities that question. Some of them simply didn't want it and others argued...and I don't know how true this is or not...that they agreed that, in the sciences, it is very difficult...especially in the laboratory sciences...to carry on serious research without graduate students. Some of them said, "In the Humanities, we can do serious, important research and we don't need graduate students." I think there was a determination to maintain this strong commitment to the

undergraduate teaching; but, of course, Thayer School has both the doctoral engineering and the Ph.D. program. The Medical School has both an M.D. program and many Ph.D. programs. I remember there were some people that were, for awhile, trying to start a Ph.D. program, combining the resources of the Departments of Philosophy and Religion, but it never got anywhere. There was another effort by some in the Romance Languages, which was a department before it was split into components. But it never got anywhere. Of course, we started the Master of Arts in Liberal Studies [MALS] program.

DAILY: With John Kemeny, what was it...if you could kind of compare how he ran a faculty meeting in similarity or contrast to John Dickey. I am curious on that.

PYTTE: Well, I don't recall any startling differences. My sense is that Kemeny had more faculty meetings; but, other than that, I think, because he used to be a faculty colleague, that the faculty felt perhaps, I think, that Kemeny was more approachable and so that may have given a slightly different flavor to the faculty meetings. Of course, I had no administrative role of any kind during the Dickey years, so I am not a good observer of that. Kemeny appointed me Dean of Graduate Studies which, back in those days, was combined with the Associate Dean of the Faculty for the Sciences.

DAILY: Okay.

PYTTE: So I had both titles so Kemeny and Rieser had to agree on that. One interesting thing for me, and a very rewarding thing, was that Kemeny said to me, "I am going to change the reporting relationship of the Computer Center. The Director of the Computer Center is going to report to the Dean of Graduate Studies." So I was intimately involved in the recruitment and the appointment of [William Y.] Bill Arms, who later went on to Carnegie Mellon. I forget if it was before or after I left. Anyway, he was a very important person and I will explain why in a minute. Recruiting him was not easy because he was an Englishman. Although it would help that he had a grandmother out in Wyoming or someplace because his father was a Rhodes Scholar, I think in Physics, and ended up staying at Oxford at Jesus College. So, of course, he became known as the "Arms of Jesus". [Laughter]

We recruited him. He had been involved with the Open University, which is sort of a TV university in England; but I think he was working in Canada when we recruited him. The reason. . . He did so much to build up computing here at Dartmouth and, of course, I also worked with him very closely later when I became Provost.

In my first year as Provost, Bill Arms came in to see me and he said, "You know, these people at Carnegie Mellon have an interesting idea. They think that the campus should be wired. A startling new idea." I asked him to explain it to me and he explained it to me and then we talked about what Carnegie Mellon was doing and we decided that they were doing it all wrong. [Laughter] They were doing it in a very elaborate fashion and they were going to make and manufacture or develop their own workstations. Universities are not good at making computers. They should leave that to others. So it took them a long time and Bill Arms and I agreed "Let's do this." [President] McLaughlin said, "Fine." So we invited in representatives from IBM, Digital...which was still a company then...and Apple. That was an interesting process. IBM sent ten people and brought a ridiculous little machine that was known as "PC Junior", I think. They brought along a draft contract and I said, "Well, I don't like this. Can we change that?" They said, "Oh, well, we will have to go back to headquarters to see if you can do that." Digital sent five people and had a good machine called a "Rainbow" and they said, "We will sell it to you for one-third of the price." That seemed quite attractive. Apple, which was a pretty small company then, sent one man. His name was N'Daniel. I don't know the origin of that "N". He was a twenty-seven-year old Princeton graduate and he brought a machine and said we had to sign a secrecy agreement, because this was before the MacIntosh was on the market. He showed us the MacIntosh. We were so impressed. My god! So he had a draft contract with him, too. We read it and I said, "Well, can we strike this paragraph?" He took out his fountain pen and struck it out and initialed it. And we did a multi-million dollar deal right there. I am sure Apple is more bureaucratic now, but what a change between IBM and Apple. This great bureaucracy and this one young man who could decide everything. So that is how we got the MacIntosh. Then, we wired the campus. . . instead of doing it the way it should be done later, we did it quickly and cheaply with copper wires, telephone wires. Had the campus wired I think in less than one year.

DAILY: That's impressive.

PYTTE: So I think we were actually the first that had a campus-wide network...and that was Bill Arms. Interestingly enough, there were some people in Kiewit [Computer Center] who argued, "Oh, we don't think we should put a computer in every student's room and every faculty room. We should have big banks of computers in big laboratories." One of my arguments about that was that we would have to find the space. You would need a huge space someplace. This other way, we would just steal a little space from every student's desk. That doesn't cost you anything.

DAILY: Right. Right.

PYTTE: Besides, for the student to have the computer in the dorm room and the faculty in the office, of course, makes all the difference. But there were some people in the Humanities...my good friend Marysa Navarro [-Aranguren] who is a wonderful faculty member in History...do you know her?

DAILY: No, I don't.

PYTTE: She stood up in one faculty meeting and she said, "Ag Pytte. You are trying to turn Dartmouth College into Dartmouth Institute of Technology." [Laughter] Twelve months later...or actually, probably six months later...she said, "Ag, why haven't you wired my office yet?" [Laughter] She is a gem.

DAILY: Now were people from other colleges and universities coming up to Dartmouth to look at it and see what you had done? To look at it as a model?

PYTTE: Yes.

DAILY: Do you remember who some of those places were?

PYTTE: I think Brown was one of them. Bill Arms dealt with all of those people. Do you remember the name of the founder of Digital?

DAILY: No. I don't think I know...

PYTTE: He [Ken Olsen] was an engineer and...this has nothing to do with what we are talking about except that he came up to Dartmouth once to see what we were doing. He told me the next day. He said, "I got in here about eleven o'clock in the evening and I couldn't get into Kiewit [Computer Center]. I thought it would be open all night. Therefore, I went down to the power plant." [Laughter] He spent his time down at the power plant. He said there were good engineers down there. Interesting man. DEC, as it was called, had great support here at Dartmouth; but clearly, in some ways, they were falling behind. During my Provosty, Bill Arms and [Raymond] Ray Neff, who was the next in command, he was in charge of student computing and all of that...educational computing...we all agreed that we should get an IBM machine. For some reason, there had been this antipathy...and this was a main frame...

DAILY: Not the PC.

PYTTE: Not the PC. We got into a bit of a fight with the Computer Council over that. Of course, now Digital was bought by Compac and now Compac has been bought by Hewlett-Packard. I think all the DEC machines are gone.

DAILY: Yeah. When John Kemeny...early on in his presidency...brought about coeducation or argued strongly for coeducation. What were your own thoughts about that as a faculty member and your observations on how it was implemented...any difficulties, surprises, things like that.

PYTTE: Well, most of the faculty were in favor of coeducation and, in retrospect, it clearly has greatly improved the quality of this institution in so many ways...also many more women faculty, which is another good thing. The Trustees and the older alumni had misgivings. I think that polls were taken and I think roughly...the alumni graduating before 1950 were mostly opposed; after 1950, mostly in favor. The Trustees had some misgivings. "If we take in women, what will happen to football? Are we going to have to reduce greatly the number of men, etc.?" There were some that questioned the whole concept of coeducation.

I remember when Kemeny, after one meeting with the Trustees...or the Trustee Committee came to a faculty meeting...and he thought he had made great progress because

the Trustees had sort of given a green light to an associated school over in Norwich. You should have seen the women faculty! [Laughter] Again, my good friend Marysa Navarro gave a scathing response to that. I kind of felt sorry for John Kemeny because he thought he had finally convinced some of the Trustees that we should have women here...although across the river.

I don't know what happened in the Trustee meetings. I am sure that many Trustees were fully in favor of it from the beginning; but eventually Kemeny convinced them. Of course, it was in part...well, initially, the rule was that we would not reduce the number of male students...but we might go from 3,000 students to 4,000 and the 1,000 would be women. Later, of course, that was changed to 50/50. We couldn't build dorms that quickly and so we had the year-round operation. The faculty committee, chaired by [Charles T] Charlie Wood, worked on that. We had a big retreat at Golden Pond, as we call it now.

DAILY: Up at Squam Lake?

PYTTE: The Minary Center.

DAILY: The Minary Center.

PYTTE: Up at Squam Lake. What finally came out of that was, of course, year-round operation. There was one other feature, too. The number of courses required for graduation was reduced from thirty-six...no...I think it maybe had already been reduced to thirty-five. Then it was reduced to thirty-three. Since the normal load was three courses a quarter, that would take eleven quarters instead of twelve. Then it was required that all students would spend at least one summer here. So that reduced it to ten, in a sense.

DAILY: Yes.

PYTTE: Then there was this very strong recommendation for off-campus studies...especially in the languages. I think very quickly the majority of Dartmouth students would spend one term abroad studying French or German or Italian or Spanish.

DAILY: Did the science students tend to go abroad as well? How did that work?

PYTTE: For the languages, I think, often. Yes. Then the language study abroad became a very popular program. So this...and I was very much in favor of year-round operation although later I think many of us began to see some of the disadvantages. Some of the students complained that, after the freshman year, they all spent the full freshman year here. Some of them complained that they didn't see their friends...

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

DAILY: We were speaking about year-round operations and you had...and we spoke off the tape as well...that you saw this as good for the science students. Then later, students were having problems with it in terms of being kind of split apart from their friends.

PYTTE: Yes. As I said, I was very much in favor of year-round operations. I served on the year-round operations committee and it certainly did make coeducation possible...much more easily than it otherwise would have; but the students did complain about the fact that, after the freshman year, they sometimes did not see their friends again until the graduation. I don't know if that is still an issue here or not; but it is, I think, the one handicap to the year-round operation plan because one of the nice things about college is that you stay together for four years and you make a lot of friends. But on the other hand, spending a year in France or a term in France and a summer in beautiful Hanover, New Hampshire isn't bad either.

So there are pluses and minuses; but it certainly made coeducation possible and I think coeducation here has been a great success...although the early period was, I think, difficult for the women. They were few in number and they didn't have facilities. The bathrooms were all organized for men. There are some amusing stories, too, about the women faculty who were also growing in numbers then. I don't know if you know this, there had been a practice in the swimming pool for the male faculty. I only swim in oceans and ponds, so I never swam in this pool, but a number of people used to swim nude there.

DAILY: This was before coeducation.

PYTTE: This was before coeducation. [Laughter] Well, it wasn't clear that women were allowed in there and there was, of course, the famous women's faculty sit-in in the sauna. [Laughter] I won't mention the names of some of the distinguished female faculty that participated in that. Speaking of...I probably shouldn't say this, but it is a story often told...that a distinguished colleague was bouncing up and down on the diving board and took a beautiful dive. This was, I guess, after the women had invaded the swimming pool, too...and he popped up right next to a woman who said, "Nice dive." [Laughter]

DAILY: One of the rougher transitions of coeducation. Oh, my.

PYTTE: You can still talk to two or three of the women faculty in the Medical School that were the first. It wasn't easy.

DAILY: Coeducation was certainly one of John Kemeny's accomplishments. What are some of the other hallmarks of his presidency from your perspective?

PYTTE: Well, of course, he was really the one who got us started in the computing world. There would have been no Bill Arms or MacIntosh program that we followed up with if it hadn't been for John Kemeny, who together with [Thomas] Tom Kurtz, developed BASIC, and really made this a place for computers...not only at Dartmouth, by the way, but at Hanover and other local high schools because they could tie into Dartmouth.

As I said earlier, I spent one year at [Phillips] Exeter [Academy] and, at that time, almost no students...unless they were great skiers...would go to Dartmouth. After we got the timeshare system here...thanks to John Kemeny...Exeter decided to tie in with us. Suddenly there was a huge increase in the number of Exeter students coming to Dartmouth. So anyway. . .My three children, who all went to Hanover High School, learned to program in BASIC while in high school and had access to the Dartmouth computer. Now that was a great achievement.

Coeducation certainly was another one. I think support for graduate education...but the support was certainly for a limited, but very strong, program...not huge numbers, but high quality. I

think he sort of exuded academic excellence. That's the way I think of John Kemeny.

By the way, since you are sitting here in this library, he was very interested in libraries...both as a depository of books, but also in terms of digital information. Every ten years or so, he would write an article on libraries. While I was at Case Western Reserve, we organized a conference that we called The Conference on the Library of the Future. We had a couple of hundred people from all over the country. I thought they were going to tell us how to build our new library and I asked John Kemeny...and Jean [Kemeny] also to come and they stayed with us in our President's house down there. He was the keynote speaker. We had a very interesting talk. So he had many interests. That was the last time I saw him.

DAILY: Oh, really.

PYTTE: Yes.

DAILY: In terms of graduate education, were there...you touched upon this a little bit...plans or hopes of either you or John Kemeny...in terms of graduate education...that didn't come to fruition...particularly in the mid 70's while you were the Dean of Graduate Studies?

PYTTE: Well, there were, as I mentioned earlier, some half-hearted noises coming from the Humanities about perhaps some graduate programs. Of course, we did get the MALS Program, which I think has been quite successful. There was a program set up in the Computer and Information Sciences. It was sort of a mini-professional program...almost like a tiny little Thayer School. This folded after I went to Cleveland. I don't quite know why. It was not a regular Ph.D. program. It was more a professional program.

DAILY: Okay. While you were Dean of Graduate Studies, were there any particular things that you look back with a sense of accomplishment during those three years there between '75 and '78?

PYTTE: Well, I think we continued to improve the quality of the graduate students. At least as far as GRE scores are concerned...that's my memory anyway. At the same time, I was Associate Dean of

the Faculty for the Sciences and I guess I feel that the bigger impact I had was in hiring faculty in those areas...with the approval of Leonard [Rieser], but he gave me a pretty free hand. Unfortunately, one of our star recruits, Karen Wetterhahn, died in that accident in chemistry. I don't even want to talk about it; but you know that there were two people who were killed last year. He [Half Zantop] was hired on my watch.

DAILY: Can you add any other faculty who stand out that you recruited?

PYTTE: They were all good. [Laughter]

DAILY: Okay.

PYTTE: I should perhaps say one other thing about Kemeny. You know, since I was Dean of Graduate Studies, I was sort of part of his cabinet. He had regular meetings with a group of deans and a few others and, later on, he decided that...or was persuaded that...he wasn't meeting with enough people, so I think he had meetings every week or every other week with a smaller group. Then, once a month or so, he had the bigger group of about thirty people. So he wanted to interact with people who had administrative responsibilities down to that level. So he was not an autocrat. He was open to other people's ideas. He was a very good president.

DAILY: Are there things that you think John Kemeny felt that he didn't accomplish...that he left undone...when he stepped down from the presidency?

PYTTE: Well, he was hampered by lack of money to some degree. In the early part of his presidency and perhaps the middle part, too...we had the energy crisis in the early seventies. Suddenly that part of the budget went way up. I remember one time we were walking down East Wheelock and there are these new dorms there that [David] McLaughlin put up. He said, "You know, this is great that we could do this. Trustees would never let me do that. We didn't have any money." So I think he would have liked to do some more buildings. I forget when the Rockefeller Center was organized. I think that was probably after Kemeny also.

DAILY: I can't recall.

- PYTTE: So he was not able to improve the facilities as much as he would have liked to, I think.
- DAILY: When John Kemeny announced that he was going to step down, the Search Committee was formed for David McLaughlin. What are your recollections of what they were looking for in the presidency at that point and what the faculty may have been hoping for?
- PYTTE: Well, again, I was not involved in the search and that's all very secretive. People haven't been talking to me about it. I think actually, initially, McLaughlin may have chaired the Search Committee.
- DAILY: I know he was...he would have been Chair of the Board.
- PYTTE: He was Chair of the Board.
- DAILY: He was Chair of the Board at that point.
- PYTTE: All I can conclude is that the Trustees wanted a change. They had done the academic-type thing and now wanted to go back to someone with business experience. Of course, Dave knew the institution very well. You know, if the Trustees had misgivings about Kemeny, I am not aware of them; but they certainly did decide that they did not want a pure academic, apparently. Dave McLaughlin knew Dartmouth both as an undergraduate and as a Tuck School student and as a Trustee and as a Chairman of the Board. He must have expressed his ideas as to what needed to be done. But I can't help you much with that one. You should talk with people on the Search Committee.
- DAILY: Okay.
- PYTTE: I am not even sure that there were any faculty on the Search Committee this time.
- DAILY: Well, not formally. That was one of the issues...that there were kind of two committees.
- PYTTE: Oh, that's right. That's right.

DAILY: The faculty and maybe one student who was on that committee only had an advisory role. The mood among the faculty once David took office...what was that like?

PYTTE: Well, I think initially...and, of course, I never talked to all of the faculty...but I do remember the first time he spoke to the faculty. I was walking back with a distinguished member of the Humanities faculty. I won't give his name. He said, "How refreshing." So I think the initial reaction of many faculty...I wouldn't say all...was very positive. As you know, that changed.

DAILY: Right. Early on, what do you think brought about...or what incidents brought about...some of the negative reactions to David McLaughlin?

PYTTE: Well, there are always some disappointments when you don't get what you want. As a Dean, I remember a number of faculty...number of chairmen...coming in and they would often say...perhaps in different words...the same thing. "If we could only add two more faculty, we would be world class." I would say, "Well, you can only have one. The budget won't allow it." They were disappointed and disappointment will often focus on the administrator if you can't get everything you want. A clever president will often use his provost to give all the bad news.

DAILY: Right. Did David McLaughlin use you that way?

PYTTE: No. I don't think so. I had a very good relationship with Dave. He had not gone through the tenure process, which always bothers some faculty. They said, "How can he judge me coming up for tenure when he hasn't gone through the process himself?" So that's one of the arguments that faculty use against non-academic presidents. But I think ROTC was an issue. Now what I remember about ROTC is about the Army ROTC; but I guess there was a question of inviting the Navy as well.

DAILY: I think that was kind of the first run after reinstating ROTC.

PYTTE: We did visit with the Navy as I recall, but I don't think that went anywhere; but the Army program was already here, except that all the uniform activity was up at Norwich University in Northfield, which is up near Montpelier. Both David and I felt that it was kind of a waste of time for these students...and I

forget whether it was once a week or twice a week...that they had to travel all the way up to Northfield, Vermont, in the middle of winter and other times...to parade around and perhaps take a ROTC course up there...although I think there was some instruction here too, but not in uniform. I think both David and I felt that, since we have the program anyway, it's kind of hypocritical to say that it is alright if we shuffle them up to Norwich University and they waste all this time traveling back and forth, when they could just go down to the Field House here and parade around there for a half hour. It makes sense, doesn't it?

DAILY: It does.

PYTTE: A political mistake, though. There were faculty...I think I remember in the Government Department in particular...who just saw red if they saw someone in uniform. You know, the Army...we do need an Army. I think both David and many other people felt that it's a good thing to have liberally educated people in the Army; but this was not a rational issue. This was an irrational issue and there were people that, if they saw a young man in uniform, it defiled this campus. So it was a political mistake and I, perhaps, should have warned David of that, but I thought it was good for the students not to have to waste all this time. But I remember coming back from downtown one day and Kemeny hailed me and said, "Ag, wait a minute." We walked slowly up toward Parkhurst. John Kemeny said, "This is a big mistake. It is going to hurt you. It is going to hurt Dave." And he was right, but I still think the argument was irrational.

DAILY: Right.

PYTTE: So the ROTC issue was a negative for many faculty and, you know, it was not really at that point a Vietnam War issue.

DAILY: No.

PYTTE: That was behind us. I think we were all opposed to the Vietnam War. I told you I voted for [George] McGovern. [Laughter] I don't remember exactly what the Trustees did with the investments in South Africa, but that was an issue. I guess I saw recently that at first we only de-invested partially. Later we de-invested fully. That led to the shanty episode and I guess

here I think it would have been better if David had removed the shanties earlier because they became sort of a sore point for the campus and it went on and on and on. And there was that unfortunate faculty meeting. I forget exactly when that was.

DAILY: '86, I believe. February '86.

PYTTE: February '86?

DAILY: Yes. Before we get to that meeting...because we have really kind of touched on a couple different things here...let me back up a little bit first. This is all really good. In terms of how you came to the Provostship, I am interested...or as you call it, the Provosty...how that happened. I am just interested...

PYTTE: Well, I remember I really asked David why he picked me. I don't know if he asked anybody before. Actually, I doubt it because, as Leonard told everybody, "Being the Provost is the best job in the University." [Laughter] That's what he said. That's what he said when I succeeded him. He said, "You are entering the best job in the University." I had been a Dean. I served as Dean from '75 to '78. I was asked to do it for another three years, but I still saw myself as a teacher and a researcher then and it was clear that, you know, for a while you can sort of get half-done work out of your drawer and still keep doing some research and publish some papers; but, when the drawer is empty, you have got to go back full time or give it up. I decided I would go back full time to teaching and research. I took a year's leave of absence, went down to Princeton and joined my old nuclear fusion colleagues and really had a wonderful year. I came back and had graduate students and undergraduate students. Then in '82, I was on sabbatical '78-'79 year, so I had been back for two or three years full time when I was asked to do this. This was just too tempting. [Laughter]

DAILY: Did it surprise you?

PYTTE: When you look for a dean, if you look internally, you look at the chairmen reporting to that dean. When you look for a provost, you are likely to look at all the deans. So I was one of the deans. Had been. So it was not...no...it was not a total surprise. I thought, if I were Provost, I can really do something about all the things that irritate me. [Laughter] Besides, I knew Leonard. He said it was such a great job. It is a very interesting

job and I had a wonderful five years. It was a little different here from most universities in the sense that, because of the history of Arts and Sciences...at that time, the Dean of Arts and Sciences reported directly to the President. So the people that reported to me were the Medical School, the Tuck School, the Thayer School Deans and all the directors. Margaret Otto...the wonderful librarian...who, by the way, when I left said, "I don't want you to leave. I don't want to have to train another Provost." [Laughter] We had Jacqueline Rae Baas, head of the Hood [Museum of Art].

DAILY: You appointed her during your time.

PYTTE: Yes. Shelton Stanfill was head of the Hopkins Center. I appointed Colin Blaydon to the Tuck School. [Charles] Hutchinson at Thayer School. [Robert] Bob McCollum was already Dean of the Medical School and he stayed throughout my Provostship. These were great people to work with and I met with the deans separately, the Deans' Council and I met with the directors separately. Then, at least once a month, I would meet with all of them, so we could exchange ideas. I think we had just a very good group of colleagues working together. I felt that we accomplished quite a bit. We have already talked about the computers, which affected I think all of the parts of the College. One of the things we accomplished I think was strengthening the professional schools. My Associate Provost was [Gregory S.] Greg Prince [Jr.]. Do you know him?

DAILY: That name sounds familiar.

PYTTE: He is the President now of Hampshire College. He was the Associate Provost then. He and I went to see Senator Warren Rudman. We went to see him because we knew he had gotten some money for UNH [University of New Hampshire]. He said he would do for us what he had done for UNH.

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

PYTTE: This, of course, is now called "pork". [Laughter] It was for a good cause and that essentially doubled the size of the Thayer School. You know, the addition to the Thayer School came out of that and it was pretty much fully funded this way. The

architect is the same architect that did the addition to the library here.

DAILY: Venturi, Scott, Brown?

PYTTE: [Robert] Venturi. I had somewhat mixed feelings about his architecture. What he said to me was...he drove up here from Princeton, I think. He said, "I went by all these mill buildings down in Manchester and I said to myself, 'This is New Hampshire. We should have an addition to the Thayer School that looks like those mill buildings down in Manchester.'" But it is functional. I don't think it is great architecture.

DAILY: Right. I think that explains why everything is gray over in the new library.

PYTTE: All of those relatively small windows in a row look sort of like the mill buildings. But anyway, it allowed us to...you know, the Thayer School was a tiny school for an engineering school. I think they had twenty faculty and I think we increased it to thirty. Still, it is a small engineering school, but it is a very good one. So I would say that was one of our achievements. The hiring of [Charles] Hutchinson was, I think, very successful. He is...as he kept telling me...a hillbilly from West Virginia, but he had a Ph.D. from Stanford and I think he did a very good job. Colin Blaydon's hiring was funny in a sense. I didn't know it at the time, but he surfaced as the top candidate and we appointed him. Then some guy...I won't mention his name...came in to see me, absolutely furious. He said, "We wanted him as head of the Rockefeller Center." [Laughter]

DAILY: Oh, my.

PYTTE: He had been on their list for quite a while and we went ahead and stole him.

DAILY: It seems like the Tuck School was a better fit for his background.

PYTTE: Yes I think so. His predecessor went from here to NYU, I think...the [Leonard N.] Stern [Business] School, is it?

DAILY: I don't know the business school down there.

PYTTE: I think David McLaughlin ...[Richard] Dick West was his name...Dave McLaughlin, I think, had difficulties with Dick West and West left. Of course, David knew the Tuck School very well and I think had a special view of the Tuck School, having gone there. I never quite figured out the difficulty there, but there was a difficulty there.

DAILY: As appointments went...as there were opportunities to make them...did David give you pretty much a free hand or how did that work out between you and Dave?

PYTTE: Yes. He certainly gave his nod for Colin Blaydon...given the history there. I think in the other cases, he was always informed; but he always...in all the other cases, he never objected to my choices. He could have overruled me, but he never did. Colin Blaydon was my choice and he approved that as well. Jacqueline Baas was a wonderful person. You know, all of these people left after I left. [Laughter] Of course, I am sorry that they left, but I am glad they stayed through my term here. They all went on to good things. Jacqueline Baas went on to head up the museum at Berkeley. Shelton Stanfill went to this place in Virginia first...I forget the name of it...but a great big performance place. Then I think he ended up at the Hollywood Bowl or some place. Both of them were excellent. Now, when Leonard and I met after I had agreed to take on this job, he told me that I had a good group of colleagues. He said, "But you have one problem that I am leaving you." He said, "It is [Richard] Dick Teitz at the Hood." Dick Teitz left. Then we hired Jacqueline Baas.

DAILY: Now, you were on the search committee for [Edward] Ed Shanahan. Is that correct?

PYTTE: Yes.

DAILY: This would have been before you were Provost. As much as you can recall, what was Dartmouth looking for at that point in terms of a Dean of Students? Ralph Manuel ['58] has stepped down to go down south, I believe. No, out to Culver [Military Academy].

PYTTE: As the head...

DAILY: As the principal.

PYTTE: He is back in town now.

DAILY: Right.

PYTTE: Yes. He was very good and I think we were looking for someone not unlike him. Ed Shanahan seemed like the best candidate. We wanted someone who was experienced and someone who clearly was devoted to the mission of the institution...the importance of the academic part as well as the non-academic part. We called them here Dean of the College; but, as you said, it's pretty much the Dean of Students. Many universities now call it Vice President for Student Affairs. It is really similar to that. Have you studied the history of Dartmouth?

DAILY: Some.

PYTTE: If I read it correctly, we had an amazingly small administration until about the 1890's. I believe there were only three people: the President, the Treasurer and the Librarian. The Treasurer looks after the money. The Librarian looks after the books. What more do you need? The President can do the rest. So I think the next person appointed was the Dean of the College.

DAILY: Yeah. Maybe it was kind of after World War I or so.

PYTTE: Or maybe there was a Dean of the Faculty. That's why the Librarian of the College is a very distinguished title because it goes back to the beginning of the institution. You know, it is a much more distinguished title than Vice President for Library Affairs or something like that.

DAILY: I know the Dean of the College positions really are seen as a distinguished position here...maybe more so here than other places.

PYTTE: Yes. It is more than just Dean of Students. Well, I think Ed Shanahan did a really good job; but that was not really part of my portfolio. He did not report to me.

DAILY: That brings me to...I don't want to cut you off...

PYTTE: No.

DAILY: During the shanty incident where that was really the Trustees, David and Ed Shanahan had to make the decisions. How much did you get pulled into that whole process of what to do about the shanties and when and things like that?

PYTTE: Well, David and I met, you know...David and I would meet every week and so we talked about it. I forget....sometimes he would just...he was very informal in many ways. Sometimes he would just walk down the stairs and sort of burst into my office. By the way, one of the...if I could digress for a moment...One of the joys in my early period as Provost was overseeing...sort of taking over after Leonard, the supervision of the construction of the Hood Museum, which had all been decided, but it hadn't really started until I came there...although the architect had been chosen. It was Charles Moore, who has since died unfortunately. I really enjoyed interacting with him. He was a wonderful, wonderful architect. Early on, he visited with me in my office quite often; but then one day he said, "Ag, I am not going to disturb you. I am not going to bother you unless it is really important." A couple of months later...maybe a year later...I forget...he burst into my office. He said, "Ag, this is really important." He said, "That cupola is important to me." He turned around and marched out. [Laughter] I called [Gordon] Gordie DeWitt. Do you know him?

DAILY: I know of him.

PYTTE: I said, "Gordie, what's this about the cupola?" He said, "Oh, my god. We are running over the budget and we can save \$25,000 if we don't do this cupola on the top of the museum." I said, "Gordie, that cupola stays." [Laughter] You go out and take a look at it.

DAILY: I will have to do that. With that in mind, now.

PYTTE: I really enjoyed interacting with a person like that. You were asking about something else.

DAILY: Well, one of the things that I was wondering about was as David's presidency basically entered a crisis, how did that affect your ability to lead on the academic side of the College?

PYTTE: Well, not so much. One thing that occupied us a lot at the time was the Medical School because the proposal to move the Medical Center was very much on the front burner. In many universities, the Dean of the Medical School, sometimes called the Vice President for Medical Affairs, reports directly to the President, not to the Provost. The Dean of Arts and Sciences does. Here it was the other way around. The Dean of the Medical School reported to me. So I went to all of these heated faculty meetings at the Medical School where, you know, many of the faculty were...especially the non-clinical faculty...were opposed to the move because they said that it would split the clinical faculty from the non-clinical or the basic science faculty and that would be a loss. For a number of reasons that I won't go into here, Dave McLaughlin, Paul Paganucci ['53 TU '54] who was the chief financial officer, and I, as the chief academic officer, were all convinced that this would be a good move and defended it.

David had been to China and he came back actually quite sick for awhile; but he was very excited about the possibility of interaction between Dartmouth and some of the academic institutions in China, so he wanted me to go there. In late November, early December, of '86, my wife and I and about half a dozen academic types from other institutions toured China. Actually, we first went to Japan and then we spent three weeks in China. If you ever go to Beijing in December, remember that they don't heat their buildings. Bring your underwear. [Laughter] There was an important...I assume they still have the structure here. You know, they have the faculty of Arts and Sciences and a separate professional school faculty; but then there is something called the general faculty? Do they still meet?

DAILY: I can't speak to that.

PYTTE: Well, there was going to be a crucial meeting of the general faculty in either late November or early December of '86 and the issue was the Medical School move. It so happened that I was going to be in China and I felt badly about that, so I wrote a letter...I hope it is in your archives...to all the members of the general faculty giving my reasons for supporting Dave McLaughlin's plan here. Paul Paganucci had written a letter to all of his people. Of course, the outcome of all of this was that we did move and it is interesting for me to be back in Hanover

now and remember those heated discussions and see now that almost everybody thinks it was a great thing.

DAILY: Right.

PYTTE: I think David McLaughlin must take great pride and pleasure in that because many of us think that nobody could have made that happen except David. Paul Paganucci and I were strong supporters of that. So I think that was one of the great accomplishments, but it showed that...this was just six months before he retired...it shows that he was effective in many ways in spite of this criticism. This was long after that contentious faculty meeting that you talked about. No. I didn't feel that the academic work was affected by this criticism.

DAILY: Okay. I think I know the answer to this question, but I will ask it. One of the things that David McLaughlin was criticized for was the number of resignations of top people that happened during his Presidency. I came across *The Boston Globe* report that you were even asked by McLaughlin to take a leave of absence. I'm suspecting that that was the China trip, which was not really a forced trip.

PYTTE: No. And it was only a month. No. David never asked me to resign.

DAILY: I just wanted to clear that up.

PYTTE: I never saw...you mentioned that in your written questions and I was puzzled by that. I never saw that *Boston Globe* article. Do you have it?

DAILY: Yes. I have it downstairs. I will definitely give it to you.

PYTTE: As far as I know, David and I had a great relationship throughout our term here together.

DAILY: Okay. We have touched upon the faculty meeting where it was debated if David should receive a vote of 'no confidence' and I assume you were there. I didn't check the records on that. What are your recollections and feelings and things from that particular meeting?

PYTTE: Well, my recollection is that the vote did not pass.

DAILY: Right.

PYTTE: I thought it was inappropriate. I thought it was politically motivated; but faculty can be contentious. Somebody said once that...and I don't remember the exact wording...the reason the faculty meetings get so heated is because the issues are so small. Now this was not a small issue, but I thought it was unfortunate. Some faculty felt that way and it must have hurt David although it didn't appear to. As I said, some eleven...or ten...months later, we had this very different meeting where, essentially, the vote was to...as I recall...I was in China...that approval was given to the idea of moving the Medical School.

DAILY: So he was still effective, even during the problems.

PYTTE: There was talk at the time that perhaps in order to not separate them we should move the basic science faculty, too. It was pretty clear that that was unlikely to happen because we had two pretty new buildings that were built for research; but, of course, the hospital building is gone. It was torn down. It was a great big building. The only thing that is left is that ancient part which is kind of interesting.

DAILY: Yeah.

PYTTE: What is it? Seven minutes to drive from one place to the other? I don't know if you know how long it takes to drive from Harvard College to the Harvard Medical School through that traffic. It takes about forty minutes...similarly at Yale. Cornell, of course, has the medical school about three hundred miles away.

DAILY: Down in the city.

PYTTE: So I think this is still a pretty good arrangement. Where are we?

DAILY: We are ... covered a lot of different points that I had hoped to.

PYTTE: I am afraid that I have jumped out of order.

DAILY: No. No. It's not like we have to follow any kind of set order. One question in terms of your own administration and then another kind of closing question on David McLaughlin. How

would you characterize your own style of leadership as Provost...maybe in contrast to Leonard Rieser's style of leadership?

PYTTE: Well, I don't think it was all that different. Leonard had a much longer history and he probably knew practically everybody; but he was collegial and I think I was collegial. I met regularly with the people reporting to me, listened to them and I think I delegated a lot of responsibility; but that doesn't mean that the tough questions didn't end up on my desk.

DAILY: Right.

PYTTE: In fact, that's part of the job. The people reporting to you say, "You've got to decide this..." or I decided I have got to decide that. No, that's the job of being a dean or a provost or any administrator. You've got to make decisions all of the time.

DAILY: What were some of those tough decisions?

PYTTE: Well, firing somebody is always tough. Budget decisions are very important because you are setting priorities. Hiring the right people. I really think I was fortunate...I don't know how they are judged elsewhere, but I thought Hutchinson, Blaydon and Baas all did good jobs, along with the people that were here already...Margaret Otto. I enjoyed working with her. I assume your operation reports to the Librarian.

DAILY: That's right. We do. There is a new Librarian named Richard Lucier now.

PYTTE: Leonard...I worked with him as his Associate Dean of the Sciences for three years. Of course, I interacted with him when I was Chairman in the Physics Department for four years because, at that time, the Associate Dean was not a physicist. [Laughter] On some physics issues, I would go straight to Leonard. My predecessor, by the way, is a great guy named [James] Jim Hornig. He is still somewhat active in chemistry. The person following me was Professor [Charles Lum] Drake, a very distinguished geologist, who has since departed unfortunately. Appointing faculty and appointing people generally, I think, is one way you leave a mark. It is somewhat disconcerting to come back and find that half the faculty were appointed since I left; but I think Dartmouth is doing very well.

Certainly the young faculty in the Physics Department seem to be excellent.

DAILY: Yes. Any clue as to why there has been the change in the faculty since the last '80's?

PYTTE: Well, I guess there were a lot of people appointed during that what I call 'the transition period' in the '50's and '60's and they are all retiring. Also, of course, the endowment has done very well, so they can probably...most departments, I think, are somewhat larger.

DAILY: Okay. So it wasn't...I just didn't want to infer that there had been people leaving for different reasons other than the kind of normal retirements...

PYTTE: I don't think so. That brings me back to the question you asked about a lot of people leaving during McLaughlin's presidency. The only one that I can think of is Dick West, Dean of the Tuck School. Dick Teitz...but that was my responsibility. There was, of course, a change perhaps in the Dean of the College; but I don't recall a lot of turnover.

DAILY: Okay. That is interesting in terms of how some of these things are viewed. I wonder at times looking back and you have looked at the newspapers and everything if the lens makes it look more crisis-like than it really was.

PYTTE: I think I made it clear I enjoyed very much working with Kemeny. I also enjoyed very much working with McLaughlin and I think the people who had disappointments with either of them, I think after a while, may reassess.

DAILY: Yeah.

PYTTE: They had different strengths and different accomplishments. Kemeny was not able to add any buildings, but McLaughlin was. I think they both made great contributions. I think, as time goes on, one of the greatest contributions from McLaughlin's presidency will be seen as the move of the Medical Center. They have a lot of space there and, to see the growth both in quality and size of the Medical Center, for me is a great joy.

DAILY: Right. It really has an influence to the whole state and over across the river in Vermont as well now. When David announced his resignation...I'll put the question this way...did you know about it privately before it was made public?

PYTTE: Isn't that funny. I can't recall. I have had a very busy twelve years. [Laughter] I can't even remember now whether I decided to leave before he did.

DAILY: That's right. Okay.

PYTTE: No. I guess he had announced his decision. I interviewed [James O.] Freedman when he came up for an interview. Later he asked me if I would be willing to stay on as Provost. It might have been for a short time. I don't know. I had decided that I would leave with McLaughlin, so he must have decided first.

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

PYTTE: I had to decide whether to return to the Physics Department and go back to teaching and research, which was my love and which is why I went into the university life in the first place. I have to tell you when I became a Dean and later Provost, many of my colleagues would take me aside and say, "Ag, how could you go astray like that? Joining the enemy in the administration?" [Laughter] Whether I should go back to the department or look for a presidency because provosts are prime candidates for that...and I interviewed with several universities. I actually turned down one invitation, which may surprise you. The chairman of the search committee at Princeton called me and asked me if I would be a candidate. Now...ha, ha...a long shot, I would guess. On the other hand, I was the Provost at another Ivy League school and I was a Princeton graduate. I played on their soccer team. So it was not totally laughable. I said, "I need to think it over over the weekend." I called him back on Monday and I said, "Thank you, but no thank you." The reason was the one I gave earlier. I didn't want to take over a school that was 10 and 0. I looked at Case Western Reserve and saw things that I could do to improve it. David has gone into new roles and I think has been successful at it.

- DAILY: You had mentioned that he had asked you to do the other interview. Do you keep in contact with David much?
- PYTTE: I have been down to his house.
- DAILY: On Lake Sunapee.
- PYTTE: On the lake. Yeah. I've seen him all together maybe three times. We should invite him back to our house when we can have some other interesting guests for him to meet. No. I don't interact with him very much; but I have a high regard for him. I enjoyed working with him. Are we done?
- DAILY: I believe so unless you've got any kind of concluding remarks or anything that has come to mind that we didn't touch upon...
- PYTTE: No. All I can say is that I am glad I disregarded my thesis advisor at Harvard when he said I shouldn't go to Dartmouth. [Laughter] I have enjoyed being here and expect to spend the rest of my life in the Upper Valley.
- DAILY: Well, thank you. This was a very good interview. It is very nice to talk with you.

**END OF INTERVIEW**