

John G. Skewes '51 TU '56
Director of Business Affairs, Emeritus

An Interview Conducted by

Mary S. Donin

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INTERVIEW: Jack Skewes

INTERVIEW BY: Mary Donin

PLACE: Rauner Library, Dartmouth College, Hanover, New Hampshire

DATES: May 28, 2003

MARY DONIN: Today is Wednesday, May 28, 2003. I am Mary Donin and I am sitting in Rauner Library with Jack Skewes, the former business manager of Dartmouth College. So we're talking about chronology here, Mr. Skewes. I guess I would first like to start out by hearing a little bit about your undergraduate years at Dartmouth. First of all I would like to know how you ended up coming to Dartmouth in the first place. Did you have family?

JACK SKEWES: No family. I was born in Claremont, New Hampshire and lived there through my junior year in high school. My dad and mother used to bring me up to Dartmouth football games and track meets when we were competing against Army that had Glenn Davis, "Doc" Blanchard -- great All-Americans -- and basketball games, particularly during World War II when ROTC programs were here and Dartmouth was getting all of these All-Americans from all over the country coming in to train. So I just was sort of a Dartmouth fan from being a kid.

Then we moved to Concord, Massachusetts, when I was a senior. My dad took a job down there, and I went to Concord High School my senior year and the principal of the school was a Dartmouth graduate. To be honest with you, Dartmouth was the only school I applied to. I mean, that's what you did in those days I guess. So I got to Dartmouth. I just never considered anything else. I don't believe I took college board exams. I don't think you did that in 1946. So that's how I ended up at Dartmouth. I played football and other sports in high school and I was semi-recruited by Milt Piepul [Milton J. "Milt" Piepul], who was then the backfield coach under Coach Tuss McLaughry [DeOrmand "Tuss" McLaughry], although I would have come to Dartmouth anyway, because that's what I wanted to do.

MARY DONIN: Were you attracted by the football, especially?

SKEWES: Not really because, you know, I played for a small-time high school and I ended up playing here at Dartmouth; but I was

third-string and spent most of my time on the bench except my freshman year when you had freshmen sports then. But, no, I mean I just wanted to go to Dartmouth. That was it.

DONIN: So who were your roommates? Do you remember your roommates?

SKEWES: Sure. My roommates were Jim Wylie [James R. Wylie III '51], who I saw at my 50th reunion for the first time in 50 years, and the other roommate was a man named Bill Peavey [William B. Peavey '51] from Ladysmith, Wisconsin, and he died ten or fifteen years ago. Then I never roomed with those two after that time. I had other roommates.

DONIN: What dorm were you in?

SKEWES: My freshman year, I was in middle Fayerweather and I stayed there my sophomore year. In my junior year I lived in Beta House. In my senior year, I lived in Russell Sage with a fraternity classmate and a Psi U friend. So I moved around a little bit. [Laughter] Then in middle Fayerweather, we had the custodian -- we called them "janitors" then. We had two rooms with a bedroom and a living room and we had a private bath. If we didn't get up, he would come in and wake us up and say, "It's time to go to class." [Laughter]

DONIN: The custodian, the janitor did?

SKEWES: Yeah. I remember when we lived in the Beta House, we had Harriet Tanzi. She was our housemother, if you could call her that. She didn't live there. Her husband was Harry Tanzi, one of the Tanzi brothers who owned the store downtown. Harriet would make our beds. If we didn't clean up, she would tell us to clean up. [Laughter] It was a great place to live, you know.

DONIN: Very different from today.

SKEWES: Oh, yeah. It was fun.

DONIN: Lots of pranks still went on, nonetheless, I gather from talking with other people of your era in the dorms.

SKEWES: Yeah. We did some hazing of the... Well, in the dorms I don't remember that much. There were several other guys from

Vermont Academy. I didn't go to Vermont Academy, but I played against Vermont Academy when I went to Stevens High in Claremont, so I knew two or three fellows. They were all in middle Fayerweather; but I don't remember the pranks part of it. Maybe I just forgot that. [Laughter] But, you know it was a different era then.

There were a lot of routine things that you did. You got up and you went to Thayer Hall for breakfast. It was the Dartmouth Dining Association then. You would go to class and you would do your activities in the afternoon and you would go to the library at night and study. I think we went to the movies. Now that I think about it, the movies we probably went to two or three times a week because I sort of remember going on Tuesday nights. Monday night was Great Issues. That was a big deal. Then whatever partying...I don't really think we called it "partying" then, but it was strictly weekends, maybe a Friday or Saturday night if there was a hockey game or a basketball game. If you were a hockey fan, you went back to the Phi Gam House because that's where the hockey players were. If you were a basketball fan, you went to the Beta House or the Psi U House or the Phi Psi House and there would be a keg of beer. You would sort of sit around and talk about the game, and that was it.

DONIN: Now, in those days of course, the drinking age was probably 18, wasn't it?

SKEWES: You know, I don't even know what the drinking age was? It was never an issue. There was never any hard liquor that I recall. It was all just beer. You know there were road trips, as we called them. If you had a date that you were following at either Colby-Sawyer -- Colby Junior then -- or at Smith or Skidmore... Other than that, it was 2400 men; 600 in every class, and virtually no graduate students that were visible anyway.

DONIN: What was your major?

SKEWES: History.

DONIN: History. Do you remember any particular teacher who you saw as a mentor or who had an influence on you?

SKEWES: Well, I wrote my senior thesis with Professor Hill, Herbert Hill [Herbert W. Hill]. Did you know Josh Hill [Josiah French Hill II '52]? I think he died. He was the college editor for twenty years. It was his father. Professor Hill was very active in Democratic politics in the state of New Hampshire. You know, I took all of the... Professor Foley [Allen R. Foley '20], who was, of course, a character; Professor Adams [John C. Adams], who taught... Professor Gazley [John G. Gazley]. I mean I remember all of those men. Professor Stilwell [Lewis D. Stilwell]. Professor Foley was "Cowboys and Indians". That was the name of one of his courses. [Laughter] He was a great guy. I knew him for years afterwards because he was in the Rotary Club, one of the few faculty people that ever joined Rotary. Professor Stilwell taught a course on the war, civil war, and I can't remember what we called it. It was something like "guns and bullets" or some such name like that. So that was my department, the history department.

DONIN: What about the Great Issues course? What are your memories of that?

SKEWES: Well, my memories of that are that I remember who I sat with. Dave Skinner [David L. Skinner '51]. We sat alphabetically and Dave Skinner was on my left and Frank Smallwood [Franklin "Frank" Smallwood '51] was on my right. You know, they brought important people, labor leaders and political leaders and Professor Jensen [Arthur E. Jensen '46] was on the stage and he introduced them. I mean I remember that, but I can't give you anything specific in terms of a message that was given to me.

DONIN: When you say "on the stage", was it here? Webster Hall?

SKEWES: No. 105 Dartmouth is where it was. I think it was every Monday night or most Monday nights and that was sort of a high point of our senior year because you weren't tested. You didn't have to take notes. You would just sit and listen to these people who you had heard about... famous people. That was sort of the culmination of the senior year.

DONIN: President Dickey [John Sloan Dickey '29]. Do you remember the first time you met him?

SKEWES: Well the first time I met him was in Baker Library when we matriculated. He sat down and chatted for two minutes I guess. He shook hands and welcomed you to Dartmouth. Then I remember him as an undergraduate only in terms that I saw him around. As I said, I played football and he would come down to Chase Field occasionally. I don't know, once a week maybe, with his dog, which was either a golden lab or a golden retriever. I can't remember which one. I think it was a golden lab. He had one and he would talk with the coaches and be there.

We also had a very active intramural softball program, which was played on the green, if you can imagine. Home plate was near the senior fence and left field was on Baker lawn, so the field was coming this way. We would get crowds of I guess three or four hundred people who would come to those games and he used to be there sometimes. I remember him walking. I would see him going downtown and so forth.

Other than that, certainly as an undergraduate, you didn't want to go to Parkhurst Hall like you do now. I mean you never wanted to go to Dean Neidlinger's [Lloyd K. Neidlinger '23] office. I mean that was the worst thing in the world. There wasn't much touchy-feely sort of soft things like you have nowadays with a lot of deans to help students.

DONIN: What did it mean if you had to go to Dean Neidlinger's office?

SKEWES: Well it means you are in trouble. I had to go there once, I recall, and was notified that I was on probation at the end of the first term of my freshman year. He explained to me what that meant, that I had to have a -- I don't know -- a 2.2 average at the end of my second term or I would be separated. I never sat down. I sort of stood in front of his desk like I did when I was in the Army Corps in the captain's office.

You know the other offices in Parkhurst were the bursar's office downstairs, and I guess I remember going to the bursar's office to do something. But Parkhurst was sort of a no-no. You just stayed away.

DONIN: Now, when you graduated, did you intend at that time to come back to Tuck?

SKEWES: No. I didn't have the grades. I couldn't have gotten in. Tuck was a 5-4 at that point. A lot of my friends went there their senior year. No. When I graduated, we enlisted in...I enlisted in the Army right away with three other friends because the Korean War was on and so we wanted to enlist and chose what we wanted to do. I was in Korea and then when the armistice was signed, at that point I was an officer. I had gone to officer's training school and they said, "Who would like to get out early, line up here." So we all lined up.

That was in October of '53 and I was married in December of '53 and worked in the iron foundry business with my father. That business then was slow because of the recession sort of and my father-in-law said to me, "You ought to go to graduate school." I never had even considered it. Again, I didn't think of anything except Dartmouth. I mean it was so parochial it seems to me.

So I came up here. The then assistant dean was Karl Hill [Karl Hill '38]. Maybe he was called associate dean. I came up and had an interview. My Dartmouth grades were like C+, B-, not Tuck School caliber, certainly today anyway. I was married, and he sort of said, "Well, we'll take a chance on you. You're motivated and you have got a reason to want to do it."

So I came back and went to Tuck in '54 and then spent two years at Tuck. I graduated in '56 and went to work for Stanley Tools in New Britain, Connecticut. We lived in Farmington. We built a house for \$16,000. I remember that.

DONIN: Had you met your wife when you were an undergraduate?

SKEWES: No. I met my wife when I was home after getting out of officer candidate school in Concord, Massachusetts. A friend of mine who graduated with me... See, I had only lived there a year. Then I was gone to Dartmouth, so I didn't really, wasn't really a part of that community other than being there in the summers working. I came home and said, you know... He said, "Well, I know where there are some girls" type of thing.

So we met and then we went to Stanley Tools, and we were in Farmington, Connecticut for four or five years. I was running a small manufacturing plant for them called Russell Jennings, which was in Chester, Connecticut. But we never were really

happy. I mean we didn't have a lot of money, so we couldn't join a country club where the nice swimming pools were and the golf was and tennis. So, if you wanted to play golf, you got up at 5 o'clock in the morning and lined up at a public course. If you wanted to ski, you had to drive. They didn't have the interstates then, so you had to drive about six hours to get up here. If we wanted to go to the ocean, we had to...

So we just weren't happy being there and not in upper New England, because we liked the outdoors and we liked to hike and camp and canoe and ski and do all those sorts of things. So, again, I called my friend. I called up Karl Hill, the dean. We didn't have an elaborate placement setup then like you have nowadays. So I said to him, "You know I would really like to get back to northern New England. That's where we were both from. What's available? Do you know anything?" He was on the board of directors of a company in Bristol, New Hampshire, called International Packings. He said, "Well, we are looking for a young MBA graduate to come in and back up the owner of the company. Would you be interested?" I said, "Well, sure."

So we came up and I interviewed with the president and the owner named Dave Williams in Bristol, New Hampshire, which is not an unattractive place. It's right on Newfound Lake. It's really nice. So I went back home and I was offered that job. It wasn't as much money as I was making at Stanley Tools in New Britain.

So we were pondering that and then Dean Hill called me back again and said, "I've got another position you might be interested in. The College is expanding its business operations or management because of the impending large building program that it is going to undertake -- the Hopkins Center and Leverone and Bradley/Gerry and Choate Dorms. Those were all on the drawing boards and about to start. The man who is the business manager, Richard Olmsted [Richard W. "Dick" Olmsted '32 TH '33], Class of '32, needs some help because he is going to be spending most of his time with architects and engineers and the trustee building committee and so forth." So I came up here. Well, first he interviewed me outside of Hartford at some restaurant. I can't remember which one it was. The only thing that I remember about it...He came down in a big white Cadillac with the license plate "RWO", Richard W.

Olmsted. I was impressed. I said, "Wow. This guy has got a big white Caddy."

So I came up and then he invited me up here and I came up and met his staff, which wasn't that large. In those days, you know, we had a director of student housing and a director of the dining halls and a director of buildings & grounds. That was sort of it. They did everything. There wasn't this elaborate underlayment of people. So he offered me the job. So we came in March of 1960. We moved into one of the duplexes on Valley Road and we never left until 1993 when I retired.

DONIN: How did that feel to come back?

SKEWES: It sort of felt natural. I mean I lived, as I said, in Claremont for the first seventeen years of my life and then four years here and two years at Tuck School, so I had been away during that interim and I came back. Of course most of the administrators in those days were all alumni, so I knew some people in admissions and I knew people in financial aid. You know I knew a lot of the coaches because they were still here when I was here. Ellie Noyes [Elliot B. Noyes '32] and Red Hoehn [Edward G. "Red" Hoehn, Jr.], those were all Dartmouth people. So it wasn't like I was going into a strange venue without people we knew.

While we were here at Tuck -- I was married when I came back to Tuck -- Connie, my wife, worked at Campion's so we knew Jim Campion and we knew Ron Campion [E. Ronan "Ron" Campion '55] and she knew all the people who worked at Campion's. She worked there until we had our first child, which was September of my second year. So we already had some friends because we were married at Tuck and, you know, we had a lot of married friends around town. So it wasn't going into something new. I guess that's what was attractive. We knew what we were doing and we missed the friends that we had here the two years. So it was sort of coming home.

DONIN: And of course Mr. Dickey was still president.

SKEWES: Mr. Dickey was still the president. What I remember of him as the president was that we had weekly staff meetings and, in the beginning years when I was here, Dick Olmsted went to those staff meetings, but then he started to travel a lot with seeing

architects and engineers in New York and Mr. Nervi in Italy and so forth, so I went to those meeting on his behalf. Then, of course, when he moved on, I was there regularly.

We had the meetings in Mr. Dickey's office and he sat at the end of his table and the thing that I always remember about that was, apparently he used to smoke; but he had given up smoking at some earlier time in his life. But he always had a cigarette in his mouth. He would take it out and put it in. He never lit it. He just sucked on this wet cigarette. That's all I could think of. [Laughter]

You know he was just a wonderful man. I guess everybody loved him. He was friendly and you would see him every morning. We all sort of came to work at the same time, I guess quarter of eight or something like that. I can't remember. He would be there and bring his dog. "Good morning, Jack" and "Good morning" to everybody else. It was great. It was uncomplicated for the first six or seven years I was here and then it got real complicated in the late '60s with the Students for a Democratic Society and the Parkhurst sit-ins and that sort of thing. That was a little messy for a while.

DONIN: That was actually my next question. Can you remember...

SKEWES: I remember the sit-in. That was...Yeah, because we were the business end of it. We sort of were in charge of the buildings and so, when the students took over and they were sitting all over the place in Parkhurst Hall, we went to all the offices and said, "Okay, you've got to leave. Just pack up and leave and take your personal stuff. Don't worry about it." That was serious stuff at that point, because we ended up evicting them and the sheriffs came with a big bus and put the students in the bus and took them to the county jail in wherever it was, Plymouth or someplace.

But the thing I really remember was...We had...The dean then was Thad Seymour [Thaddeus "Thad" Seymour '49A]. We had an office in the basement of Parkhurst that was in the northeast corner. As you face the building, it was on the right and it had windows on two sides. They are still there. You looked down and it was the office of summer programs. That was the first time we had somebody really running that.

The college had hired a man by the name of Waldo Chamberlin [Waldo Chamberlin '27]. He was a great guy. He was an older man, sort of... Well, he was feisty, with a bow tie. So we were all out of the building and all of a sudden we realized Dean Chamberlin is still in his office and the students are in there telling him to leave. He said, "I'm not leaving. I've got a lot of work to do." You know this was 3:00 in the afternoon or something. He was not going. It wasn't a threat of violence, but it wasn't very nice. It was very unpleasant because, you know, students were coming into peoples' offices and bringing food and sitting at the desks and using telephones. I remember Thad Seymour down there on his hands and knees begging with Dean Chamberlin, "Waldo, you've got to leave." "Thaddeus, I'm not leaving. You can talk to me as long as you want. I'm not leaving until I've got my work done." And he never left until about 6:30 that night. He just got up at his own pace and walked out and left, and the students secured the building.

I don't remember all of that. There was some negotiation and finally the campus police and I guess the local police...The sheriff's office... I remember they came and dragged them out of there, 50 or 60 of them. They put them in buses and took them to...Somehow I thought it was Plymouth, but...

DONIN: I think it was Grafton.

SKEWES: Yeah. Grafton.

DONIN: Grafton County Jail in Woodsville?

SKEWES: Yes. I guess you are right. But that was a not very nice time.

DONIN: How did Mr. Dickey deal with all of that?

SKEWES: Well, I think he dealt...The students... He dealt through Dean Seymour a lot. I think he was sort of the college negotiator and he had a way about him that was light. He could...I mean I remember one day when he lived in what was then the dean's house down on I think it is called Elm Street, which is where the new Baker Library is. It is the street that was closed. Students went after him one night for protesting on something and they were just out to get Seymour. He came out with his son's, Sam, who was my son's age, cowboy pistols on him. [Laughter] And he climbed up the telephone pole about ten rounds and he was

up there and he said, "All right, you guys have got to leave or I am going to shoot you up" sort of thing. Of course the students at that point sort of broke up. That's sort of what he could do and I think that's why he kept the thing from being ugly.

I don't remember Mr. Dickey's role particularly. I mean I'm sure he had to be involved, but I don't... I mean I remember Dean Seymour being the one that was. You know that group was led by six or eight people and not the sixty who were there sitting in.

Some of those students I think went on after that to be a part of a commune in Canaan or Enfield called "Wooden Shoe". The only reason I know that is my wife wrote as a senior thesis at Goddard College, where she went to school for her degree after our children grew up, and she did that on communes in New Hampshire and Vermont. A lot of the people who were at Wooden Shoe are actually still around here and are very, not prominent, but... Jake Guest, who owns the food stand over on Route 5 in Norwich. What's the name of it?

DONIN: The food stand?

SKEWES: Yeah. Fresh food.

DONIN: Kildeer?

SKEWES: Kildeer. That's Jake Guest. He was one of them and Bruce Pacht [V. Bruce Pacht '67], who is the United Development Services president. So that core, a lot of them never left here. Of course, they went on to do what they did. I mean they were passionate about...

DONIN: You must have seen a big change in the student body from when you arrived here in '60 and all this turmoil starting about the war and...

SKEWES: Of course that was the same nationally. I mean you never saw anybody like hippies, as you would call them, or long hair. I mean when I was here and when I came back, this was a pretty well-dressed community of men you know. Then of course the whole thing started to change. Then of course the women were introduced...

End Tape 1, Side A

Begin Tape 1, Side B

DONIN: Okay. We were talking about how the students had changed over the...[Interruption]...the change in the student body from when you arrived in the '60s through the end of Mr. Dickey's era anyway. How did that impact the work that you had to do specifically in your job, when you were in charge of buildings and grounds?

SKEWES: Yeah. The way we had the office...Mr. Olmsted was involved with the new construction programs as I said and he spent a lot of time in New York and Boston and Chicago and Rome, Italy, with the architects and the engineers; so I essentially had the financial business part of it: the student housing, the married student housing, faculty and staff housing, dining halls, buildings and grounds and what we called "outing properties" in those days, ski area and the golf course and Moosilauke Ravine Lodge.

You know I think we were impacted to the extent that it was tougher to keep things looking the way we wanted them to look...I mean keep the campus clean. You know I am sure there were more mini-food fights in Thayer Hall and the dormitories were harder for the custodians to keep clean because they were just more sloppy, some people.

DONIN: Were they actually doing damage to physical property?

SKEWES: I don't think, no more than cosmetic damage I think. You know when I first came here, we had -- and we had it when I was at Dartmouth -- in the mud season, we had the duck boards that went across campus. I don't know if anybody told you about that. That's where you walked. Now you sort of walk where you want to walk. Hopefully we have got so many crosswalks now that people walk on crosswalks; but there used to be just sort of this and now you have got walks going all over the place.

DONIN: This is across the green?

SKEWES: Yeah.

DONIN: Oh, you had to spread them all the way across the green?

SKEWES: Yeah. They went from this corner to College Hall and then from Dartmouth Row across to McNutt. There would be duckboards and you would walk on these duckboards. Of course you never had drained, crowned walks the way they have now. It was just the ground and of course the ground was, you know, muddy during March.

But I don't think, other than there were more activists then. I don't remember virtually anybody being student activists when I was an undergraduate and when we first came back. But certainly after the sit-in, there became groups that were more active and would protest rate increases in dining hall contracts. The whole issue of investments started to pop up and apartheid and, you know, all that stuff. It didn't affect the business aspects of it other than you would sort of go through the same thing every year and you would say, "Okay. Well, we have got to deal with... Somebody is not going to like it." More students want to get out of their contract of dining and they wanted more independence, and more students wanted to live off campus. You know we just had a set of rules and we would listen to them and say, "Sorry. Unless you have got a written doctor's statement, you are going to eat in our dining hall." You know some of those conversations were unpleasant, but it was nothing that was insurmountable.

DONIN: You had a big bicentennial to plan for as well. How big a role did your office have to play in terms of getting the campus ready?

SKEWES: Well, yeah. That's one of those things that's not big in my mind other than participating in the committee and our people did a lot of the work. We built a bigger stage, you know, that type of thing. We would spend money improving sound systems and so forth; but that doesn't.... That's not with me particularly.

DONIN: That's fine. So getting to the end of Mr. Dickey's time, was there a sense on campus that he was, that this was imminent, that this was going to happen?

SKEWES: I think there were rumors because I think he retired at his 25th year as I recall. Yeah. I think there were rumors. That was obviously a long time; but, you know, it wasn't anything that we gossiped about as I recall. I am trying to remember the exact year he retired in. Maybe you can tell me that.

DONIN: He announced it I believe in 1969. I think he actually retired in 1970.

SKEWES: '70. Okay.

DONIN: John Kemeny [John G. Kemeny '22A]...what are your memories about his election? Were you surprised that they chose a faculty member?

SKEWES: I guess everybody was more surprised that they chose a non-Dartmouth person. I think he was the first non-alumni to be president. I think his choice was a surprise just to the extent that I don't recall other names being tossed around. I know there was some Dartmouth persons that were...Professor Carr [Robert K. Carr '29]. I can't remember his first name. He was the president of Oberlin I think. I know that was one name that was talked about, just in terms of it would be somebody from Dartmouth. So I think when he was elected, you know I can't remember myself having any reaction either way.

I knew John Kemeny and I had some dealings with him prior to that. Not in his role as chairman of the math department, but I was at that point on the school board and chairman of the building committee and we were in the throes of planning to build what is now the Ray School out on Reservoir Road, and he challenged our school enrollment population projections. [Laughter] Of course he had some fancy footwork because he was so brilliant at all this stuff. I remember he met with the school board and he challenged our figures and he had all sorts of trends and other things. We had a woman named Jean Milne who just took him on. She had done her homework. She was just wonderful. Anyway, so I had had sort of a scrape with him; not serious because it was all for the good of the kids.

So anyway, when he became president, it was you know...I don't recall having major reactions other than surprise that it wasn't a Dartmouth graduate, like most alumni thought, I guess. But everybody soon got convinced that he was a good person for the job. He had been here a long time. He was brilliant. The faculty was pleased, and all those things that you've got to have.

He was different from John Dickey. He had a different dress code. He wore turtlenecks in the winter and so all of us... The two or three suits we bought, we didn't wear suits anymore. [Laughter] We went into flannel pants and tweed jackets and turtlenecks. Some of us did anyway.

He was a different person. I think he was a late-hours person as I recall and I think he came to work late, so I never saw him coming to work and I never saw him leaving work. He smoked all the time. His wife was flamboyant, certainly much different than Chris Dickey [Christina Dickey].

DONIN: How did he interact with the students?

SKEWES: I guess the students he interacted with, he must have done a decent job. He certainly... As I recall, he still taught a course. He certainly got involved in the Native American business early on. Then of course introducing women and the Hovey Grill and doing away with the Indian symbol. I mean he did a lot of controversial things. In retrospect, he had a lot of courage I mean. He probably was the perfect person to take that on. I mean he didn't enjoy traveling the alumni circuits, speaking. He certainly was not a -- unless you knew him -- he wasn't a personable political, glad-hand type of animal.

DONIN: It has been said that he actually was very shy.

SKEWES: Yes. Well, I said, I think, until you know him. I mean at that point I went from being in the president's office once a week -- at staff meeting because at that point I was the business manager -- to, once the reorganization took place... The trustees funded Cresap McCormick and Paget, to do a management study, which was all new to us, and they came up here and went round and round for I don't know -- six months I guess or four months -- and came up with suggested changes. Essentially what they did was add another layer of senior management to the college. President Kemeny dealt with that senior layer, which essentially were his people, and then kept in place the Dickey people, if you will, who had been there for a long time: Chamberlain [Edward "Eddie" Chamberlain, Jr. '36], Dick Olmsted, John Meck [John F. Meck Jr. '30], Al Dickerson [Albert Inskip "Al" Dickerson, '30]. You know, those were people who were Dartmouth names.

So I went from being in the president's office once a week to, I think, during his tenure, maybe went in the president's office twice.

I remember just one time being with him alone. He had a question on insurance and, at that point, I was sort of the insurance expert. It wasn't as complicated as it is today. Now you have specialists. He had a specific question on insurance that he didn't want given him second hand from his new vice president. Other than that, my dealings with him were few and far between during his time there.

DONIN: What happened to Richard Olmsted during this?

SKEWES: When I became the business manager, Mr. Olmsted was sort of on the back side of his career, and he had four or five major projects that he was involved in and I can't put my finger on exactly which ones they were. I think it was Thompson arena, which was another Nervi design, and some other major buildings that were going on, a couple of medical school buildings. So they made him director of facilities planning and he just had that responsibility and did that for a couple to three years.

So then I reported to Rodney Morgan [Rodney "Rod" Morgan '44 TH '45 TU '45], who was the new vice president of administration, which was one of the newly created positions. President Kemeny dealt through his vice presidents. He had a vice president of student affairs, Don Kreider [Donald "Don" Kreider]. Morgan was new and then he had several others, director of communications. Just another sort of layer of people that he had with him and he worked through those people a lot and he also worked through Lucretia "Lu" Sterling [Lucretia "Lu" Sterling Martin], who was sort of his executive assistant and chief of staff, I guess, type of person.

DONIN: As was Alex Fanelli [A. Alexander "Alex" Fanelli '42].

SKEWES: Yes. That's right. And Alex. Yes. I think Alex did a lot of writing, too, for him.

DONIN: Why do you think Kemeny added this extra layer?

SKEWES: Well because I think the president of the CMP apparently recommended that and so that took the treasurer not out of play, but it made the treasurer's role more defined. Prior to President Kemeny -- and some of this I know and some just is what I was told -- the treasurer at Dartmouth was a very, very powerful person.

DONIN: This was John Meck?

SKEWES: That was John Meck. Halsey Edgerton [Halsey C. Edgerton '06] before him was. I don't know how many years. A long time. You know, if you wanted five dollars, that's where you had to get five dollars. I mean it was... The budget was tightly controlled and he had an investment committee of the trustees. They really dealt with the endowment and the investments.

The treasurer...I mean we didn't have a human resource department. We didn't have all of these elaborate things. We had a man, Don Cameron [Donald W. "Don" Cameron '35], who...I don't remember what we called him, but he was the employment manager per se. He was the one who hired secretaries and created wage scales. One person, but Mr. Meck was the one that approved them all. I mean we didn't have budget and priorities committees and all those elaborate things.

I don't think President Kemeny wanted to work that way. Mr. Meck had been here so long and he was so well respected nationally that I think this new layer, as I call it, was President Kemeny's way of dealing with people who were here with John Dickey. Maybe today you would bounce those people with a nice golden parachute, but you didn't do it then. [Laughter] You know they were very active within the alumni and very big on fundraising and so forth. So I think that's why they did it. I don't think from a management standpoint, it made much sense because it just complicated everything. Then of course when President McLaughlin [David T. "Dave" McLaughlin '54 TU '55] came, he did away with that layer, sooner rather than later.

DONIN: One of the vice presidents that Kemeny brought in was a woman, Ruth Adams.

SKEWES: Ruth Adams. Yes.

DONIN: To be vice president for...

SKEWES: Women's Affairs.

DONIN: Women's Affairs. That brings us to the whole coeducation thing. Before coeducation actually became official, there were women on campus.

SKEWES: Yeah. They brought in...I can't remember what they called them. Not transfer student, but something like that. It was some name.

DONIN: They had the twelve-college exchange.

SKEWES: Yeah. The exchange program. That's what it was.

DONIN: In terms of your job, that must have created some challenges in terms of housing them.

SKEWES: There was because... I mean that was the genius of the Dartmouth Plan, which President Kemeny devised with the faculty committee, in that we could add whatever it was, 400 women the first year or 500 or something like that, and not expand the physical plant which probably, in retrospect, was not the thing to do; however, we didn't have any money to do it. So that summer before the first class of women, we did a lot of renovations to -- I guess we called them residence halls then, not dormitories -- where women were going to live, in terms of the rest rooms and closets and hooks and cubbyholes and just all sorts of things, and the renovations in the gymnasium to make a women's locker room and so forth.

Ruth Adams played in big role in a lot of it and she was wonderful. She was, as you know, a college president at I guess Wellesley, so she knew what she wanted and said what she wanted. It was like...I mean, it was sort of my first experience as I recall of dealing with a woman on that level; but it almost wasn't like dealing with a woman because she had been a president, you know, so that she was corporate and could speak her mind. She certainly pushed for a lot of things which...

I mean I can remember we -- and I think the number is like \$1 million -- we had to come up with a budget of what changes we

had to make to accommodate women and I think we came up with \$1 million and it should have been \$10 million you know. We just couldn't anticipate everything in terms of more lighting and emergency telephones and that stuff we never thought of.

For the next ten years, we added lighting every year. We would have a tour in the spring I recall with the college proctor and the dean and three or four women students plus some of the women administrators. We would go around at 10 o'clock at night and identify dark spots on the campus.

DONIN: Oh, for safety you mean.

SKEWES: For safety. We would say, "Okay, we've got to add a light here because it is very dark between Wilder Hall and Ripley, Wood and Smith." It went on and on and on and on because we just couldn't identify all of the places. But that sort of thing we never took into account, you know, or where are women going to park their cars? Are we going to have an escort service if they come in at 11:00 at night at A Lot down on East Wheelock Street and they don't want to walk back?

DONIN: You were keeping them safe from the Dartmouth students or from Hanover people?

SKEWES: Well, they just said, "This is an unsafe situation for a single woman to be walking." I'm not sure we identified who they were. You know there were muggings. I don't know about rapes. I don't recall that and I certainly wasn't statistically involved with that as much as the campus police or the dean's office.

DONIN: The trustees voted for coeducation in November. You had less than a year to get ready for the first incoming group of women, other than the exchange women who had already been on campus. So you must have really been scrambling.

SKEWES: Well, we were. Of course the summer was not what it is today in terms of ... So we were able to identify where the women were going to go and what floors they were going to be on. That was before it was sort of fully integrated.

DONIN: Was there resistance from the men who were in these dorms?

SKEWES: I don't think so. No. Certainly there were some dorms, yeah, that didn't want to be made coed, and I can't remember what they were; but there were signs hanging out the windows. You know "Don't integrate Gile Hall." I mean more of the good old boys having a good time than... I mean I don't think they probably wanted the women in their dorm because it sort of cut their style down. They couldn't run around in their skivvies as much and the language maybe had to be cleaned up; but that sort of gradually evolved like all the rest of it did.

We had problems with scheduling fields in terms of what time were the men going to practice basketball and what time are the women? They finally came up with, "Okay. This week you practice at three and we will practice at six" and that sort of stuff, which is now all routine. It just took a while.

DONIN: What about dining services? Did you have to alter the food that was served?

SKEWES: We certainly did a lot of menu things and we got smarter there. We always had women in management roles. When I was an undergraduate, the director was a woman. Jeannette Gill. I don't know if that name means anything to you. Jeannette Gill was one of the senior women Marine Corps officers in World War II. She was chief of food services for the Marines or something like that. Her assistant was Catherine Carr [Catherine M. Carr]. As a matter of fact, they were all women, because I worked under that for four years. Miss Gill...I mean she was a Marine. [Laughter] She really ran the place. She had iron pants.

So we always had a dietitian or two dietitians, so the transition to women eating in Thayer Hall wasn't that difficult in terms of the food. The problem became, they didn't want a 21-meal contract. They didn't want to pay for a 21-meal contract. They didn't eat three meals a day in the dining hall or, if they did, all they wanted was a yogurt or a salad for lunch. So we then gradually evolved...Then the Hopkins Center snack bar evolved into something they liked. Then Collis came along and we built the addition on the back. That was one of the major projects. We built another dining hall, which is called West Side now, I think. Again, I think all of that evolved and then we went to an option of either 14 or 21-meal contract.

Now, of course, it's a... Well, I don't know exactly what it is today, but I think it's a dollar amount now that you can use and you have some options on that and you can use them wherever you use it.

Then we got into the question, "Well, what if we didn't use it up? Will we refund it?" "No. We won't refund it." Then we got to the point, "All right. We will roll it over." I mean it just sort of evolved in terms of... And there were committees and groups. I can remember Mr. Dickey speaking at one of my reunions saying that the only thing that changes worse or slower than the Catholic church is colleges and universities, and that is sort of the way that it is. You know, you probably knew the answer here, but it took you... You had to get there and that's of course... That was one of President McLaughlin's problems.

DONIN: Why are universities so slow to change?

SKEWES: Well, because you have to build consensus and everybody sort of has to buy in. If you don't buy in, you've got people so... I mean I can remember saying "No" to so many things and, two years later, I didn't say "No" to those things anymore. You know you would... You were just tired, tired of doing that. Food contracts were a good thing. I can remember sitting with student after student saying, "Sorry. This is the way the contract is. Unless you get a letter from..." Then they would go to the dean. "Unless you get a doctor's letter." Then they would go to the dean. Well the dean got tired of dealing with all of that you know.

DONIN: What were the students asking for?

SKEWES: Well they wanted to get out of their contract. They were living off campus. They didn't want... And we had everybody. You know, everybody had a 21-meal contract or a 21 and 14. Board, room and tuition and that was it. That was the budget. "Well, I'm living off campus. I don't have the money. I've got three jobs. I have to have a special diet." You could just predict.

So we finally mellowed on all those things and changed and built the costs into the budget and grew. So I think that's what happened with the women. It just evolved and, you know, we finally... Well, I guess we are not going to build new residence halls for a while. [Laughter] We finally took more and more

rooms to build lounges, to build kitchens and that sort of thing, which we never just thought about.

DONIN: How did you... This maybe sounds like too simple a question, but what was the effect on campus of having women here, I mean besides the obvious? Not just women. I mean there was increased diversity in other ways as well. You mentioned President Kemeny's efforts to increase the enrollments of Native Americans as well.

SKEWES: Certainly minorities...Blacks and foreign students. Certainly to me in my job, it wasn't that evident. I mean we had to deal with the individual groups that evolved out...

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

DONIN: Okay. So we were talking about the diversity on campus.

SKEWES: And, of course, even the women... I think the most difficult thing that my office got involved in was the housing issues that came out of this. The women wanting sorority houses; the Native Americans wanting their own building; the Afro-Americans wanting their own building; the Asian students wanting their own building; the women wanting more space in dormitories or residence hall for social events. The pressure on programming to take the burden off fraternities or just depending on fraternities. So we had a lot of -- and I guess still today probably -- a lot of pressure to try to satisfy all of these needs. That was slow progress because we didn't have any place to put them. I mean short of doing away with fraternities, you had to just wait for them one at a time to sort of kill off themselves, like my fraternity Beta Theta Pi, which is now a women's sorority. Then houses became available. As they became available, some of them weren't adequate because the students wanted to live there. Fire and Skoal. I mean all these new things that popped up...

DONIN: These honor societies...

SKEWES: Yeah. So there was more on that than anything else I think. Then eventually from the business manager's end of it, and by that time I was called director of business affairs...

DONIN: This was under Kemeny?

SKEWES: No. I think that started with McLaughlin because he undid a lot of things. Eventually we split off student housing. That's when they created residential life and all of the programming and resident tutors and that sort of thing that more appropriately would be under the dean. So that's where I think there was more pressure from my standpoint. But again those changes sort of evolved. They sort of happened.

DONIN: With all of these new opportunities for students to live other than in the dorms, how did you keep it all straight? Keeping the dorms filled, knowing where these kids were going to end up?

SKEWES: Well, gradually we were taking some rooms away from the dorms, so we had less dorm rooms that we had to start with. We might have had 2,900 and then all of a sudden we had 2,700 because we were building common areas, kitchens; so we lost rooms. But that problem became exacerbated because, at one point we had like 500 students off campus and we used to inspect where they lived and tell them they could stay there or they had to move or tell the landlords, "You have got to do this. You have got to do that."

A lot of things become reactive it seemed to me in higher education. If in a dorm fire at Columbia, three are killed, all of a sudden we look at, "Do we have sprinklers in every dorm?" because they didn't have the one down there. We put rope ladders in dormitory rooms at one point before we ever had fire escapes. We didn't have every dorm sprinklered. The fraternities weren't sprinklered. All of those things...so we kept chipping away at all of that, because it all takes money. Let's see. Where was I?

DONIN: You are trying to keep the dorms filled.

SKEWES: Yeah. So we had like 500 students off campus and that got cut down to 250 once we went into this inspection mode.

DONIN: Under what mandate could you go out into the community and inspect private property?

SKEWES: Well I guess if we could tell our students where they would live. It just was a different era and landlords had to register with us.

DONIN: Really?

SKEWES: We had forms they had to fill out.

DONIN: So you really were *in loco parentis*.

SKEWES: William Crooker [William I. Crooker] was the director of student housing then and he had been director of student housing at Brown and he came to Dartmouth. Mr. Olmsted hired him prior to... He was here when I came here and he would do that inspecting. He would come back and he would fill out the report. He would say, "There is no fire escape here" or "there is heating with kerosene" or "there are extension cords all over the place". You know, just stuff like that. We would say, "Clean up the act." Some landlords would say, "Well, to heck with that. That would cost us too much. We will just rent to somebody else."

So obviously the housing thing was an issue. I mean there wasn't any doubt about it. Of course the issue every year was who was going to live in the Choate dorms and who was going to live in the Wigwam dorms, as we called them then. The priority system and who gets first priority and how you select rooms. You know, that would get tinkered with every year.

Finally that problem got handed over to the dean's office. I don't know exactly how they do it these days. Because you wanted a cross-section of rooms for the freshmen all over campus. You wanted freshmen in every dorm. So that means that, if you do the pecking order, the seniors get the first choice. Well, first you select the rooms for the freshmen and you just say, "This is where the freshmen are going to live." Then the seniors get the first choice and then the juniors. Then you get sophomores who had good rooms as freshmen down at the River Cluster or the Choate dorms, they get the bottom of the heap and then they are upset. Then they move up.

So that has been a major issue I think ever since we went to a freshman class of 1,100. That's one of the reasons they want the new dorms, so that they can have more parity in the type of dorms.

DONIN: You must have been glad to get rid of the dormitory piece.

SKEWES: Yeah, because my shop wasn't really geared to take care of that. I suppose we could have gone out and hired the people; but the dean's function is more appropriate for that.

Now they have actually moved dining under the dean. When I was there and I used to go to Ivy League meetings, that was the pattern in probably half the places. Half the schools had dining and housing under the dean; half had it under the business. You know, is it a business or is it more appropriately a dean's thing? I guess it is more appropriate that deans would... Today's things you do with students. All the counseling you do and all of that.

I mean we never had counselors when I was an undergraduate as I recall. At least I never knew we had one. We had an infirmary, which we still have... Dick's House. As I said, you never went near Parkhurst or a dean or you were in real trouble whereas now, of course, deans are your friends and they have class deans and all this sort of stuff. They have the whole student programming, student... Do you know Linda Kennedy by any chance? She is the director of student activities. That's my oldest daughter, so I can keep up with Dartmouth.

DONIN: Ah hah! You keep up with all the Dartmouth news.

SKEWES: Yeah. Right.

DONIN: One topic we haven't covered was during the '70s, during Kemeny's time, the oil crisis. I assume that had to have an impact on your...

SKEWES: That was a major issue. We did a lot quickly with a lot of support from the board of trustees in terms of money. That was really a joint effort. Mr. Olmsted was highly involved with the heating plant aspect of that. He's an engineer, a Thayer School graduate. We studied on the heating plant of going to wood chips and we did a lot of work on that.

At one point, we had a major study going on using electric diesel engines. This got brought to us by Rodman Rockefeller [Rodman C. Rockefeller '54], Nelson Rockefeller's son, class of '54. He had a company called Thermal Electron of Waltham, Massachusetts. They came to Dartmouth with a proposition that

they would build this big diesel plant down behind the existing heating plant and generate heat and electricity and sell it to the college at a reduced rate.

So we had a major study going on that and we had two carloads of people... We went down to Hoffman LaRoche, which is a big drug company, a French drug company I think in New Jersey who had one of these plants. So Mr. Paganucci [Paul Paganucci '53 TU '54] and Dick Plummer [Richard W. Plummer '54], who was then the director of buildings & grounds, and myself and Gordon DeWitt [Gordon V. "Gordie" DeWitt '60] and I can't remember who else, but together with representatives of Mr. Rockefeller's company, Thermal Electron. We went down there and this was the most gigantic thing you had every seen in your life. It was as big as the west football stands in terms of height and length, all under one roof. It was noisy and they would have had to bring in all this oil through town. That's how the diesels would be fired, with oil.

So we came back saying, "We can't do this." But the problem was how do you let down Mr. Rockefeller, who we didn't want to turn off? We finally ended up doing that, convincing him that, you know, "This is what's good for Dartmouth." We would never get it by the town and we didn't want to get it by the town. We didn't want this gigantic plant in Hanover.

So we continued to study how to make the boilers more efficient and we ended up building another boiler and so forth. Mr. Olmsted did most of that work with engineers we hired, consultants from Boston. But then we went through a major program of adding...

We surveyed every building. Again, we hired engineers to do that in terms of what we could do to insulate, adding storm windows. Those are the two major things and we spent hundreds of thousands of dollars adding storm windows and insulation over a two-year period. I mean it was a major project. Then we did a lot of other things. We controlled temperatures. We added thermostats at 67 degrees or whatever. They would come up and come down. People were bundled up with sweaters and complaining and blankets around their feet. I mean it was not very nice.

DONIN:

How do you heat these old buildings efficiently?

SKEWES: Well they had what they called two-pipe systems, which meant there were no controls; but we added all sorts of thermostatic controls. Of course the tunnel was finally built underneath the green. We just got more efficient. You replace old steam lines that have been in the ground for 50 years with new ones that have insulation so there is not that heat loss, and you put return lines so the steam then comes back so it is not just lost. You use it again.

I mean we just spent millions of dollars because the price of oil was going up 20% a year and the college was spending like \$2 million on that heating plant. You know \$200 thousand, \$300 thousand a year extra, half a million. It was major to the college budget then. I can't recall what the college budget was. Perhaps \$75 million and now it's \$500 million or whatever it is. I just don't know that.

Then we did a lot of things that were just for symbolic things. We turned the Baker Tower lights off. We turned the green light off on Dartmouth Hall. We did a lot of that just to say that's what we did and the alumni classes came back and said, "We want the Baker Tower light on." They gave us \$10,000 dollars. We were only saving you know perhaps \$250, but it was symbolism that we could tell the people. That was a challenging sort of thing, but everybody sort of pitched in and we had, as I said, great support from the trustees. We did...

Every year we would come up with other ideas. We tried to reduce hours and that was a major problem. We could do that on some things. We closed Leverone Field House earlier and opened it up later. Where we ran into problems was in the academic area where the faculty said they had to have the places open, which I am sure they did. We just tried to reduce hours as a way of doing it. We did it in some cases and, in some cases, we didn't. I'm sure we tried to reduce library hours and that didn't work. Lab hours... We would see one student in one lab in Steele Hall at 11:00 at night, you know. That would drive us crazy.

DONIN: The whole building would be lit up for one student.

SKEWES: Yeah. Exactly. It was wide open. So that was a big challenge and a big issue here during those years. I guess that started in about '74 for about three years.

DONIN: Did you interact a lot with the trustees yourself?

SKEWES: It depended who the president was and I was under four presidents. Mr. Dickey's tenure, no. Mr. Olmsted dealt with the trustees, although the trustee makeup then was different. They had a buildings & grounds committee of the trustees, if you can imagine. He dealt with that person who was the chairman. So I didn't have much involvement with the trustees then. With President Kemeny, I didn't have a lot of involvement with the trustees, but I did with Presidents McLaughlin and Freedman [James O. "Jim" Freedman]. Of course a lot of my contemporaries became trustees at that point, so I would see them. Each one of them had a different style.

DONIN: Who discussed business affairs with the trustees during Kemeny's era if it wasn't you?

SKEWES: Well, he had brought in at that point Bill Davis [William "Bill" Davis, Jr.] as the budget officer while Mr. Meck was still here and then Mr. Meck died suddenly on a ski trip. I don't recall the exact year and then they brought Paul Paganucci in. The trustees don't really get involved, or didn't, with business issues per se. The things that came out of the office, they would get involved with certainly new construction, approving going ahead with a new building and approving the final design and the contract and that sort of stuff. That was Mr. Olmsted. But the business part was all wrapped in the board, room and tuition package that they would get and they were more concerned about what the percent was compared to the schools we compare ourselves with and what our end result is with the other schools and what does it do to financial aid. They don't really want to get involved in things other than when we got to the energy thing, where we would go to them for special funds.

I think more and more the trustees are less involved in business things. When I first came to work here, well number one, the trustees were all men and they were all businessmen or lawyers and they had an investment committee of the trustees who dealt with the treasurer on the investments; whereas nowadays you have an investment office here, plus you have 15 investment

managers who manage the portfolio for the investment office here, who reports to the treasurer. [Laughter] But back then the investment committee of the trustees really managed the portfolio with the treasurer, and the buildings & grounds group really managed the construction program which was a big thing for 25 years. But they never got involved with the day-to-day things, other than the budget and they didn't get involved with line items of the budget. That wasn't in their field of interest or time, I guess more than anything else.

DONIN: Now along about this time, computers arrived.

SKEWES: Yeah.

DONIN: What was the impact for you?

SKEWES: Well I think when we just had central processing and Kiewit was built... The impact was that we had much better information quicker and you could do more with it. You know we had reams of these reports. It was just easier to do things. You know you could put a budget together easier because you had line by line on what you spent two years ago and last year and this year and year-to-date and so forth. So we just had a lot better information.

DONIN: Were you able to use computers in terms of, for instance, meal tickets? I mean were you able to use computers to...

SKEWES: Well, we got into that eventually, but not initially. Initially it was pretty much budget-driven, that I got all the information related to the budget or personnel listings or something like that. Again it sort of was evolved and we would go to Ivy League meetings or we would go to national meetings on business and affairs and bigger schools were starting to do things, you know. Purdue or University of Michigan or Boston College or something and we would come back and say, "Wow. They've got this great system." So we would start looking into it, and the salesmen would call and you would sort of evolve things like that because we weren't certainly in the forefront of looking for ways to spend money. [Laughter]

DONIN: Right. Although Dartmouth is considered in the forefront in terms of becoming computerized.

SKEWES: Yes. That's correct, but you are asking me on things that were in my area and we just never... It wasn't until -- I am trying to think now -- probably 20 years ago that we hired somebody in the business area who had a computer background in terms of being able to take the ball and run with something. So we had... Other than that, we sort of used what was dealt us. Then of course the personal computers came in and that changed everything, too; but I was only involved with that the last five years I was here perhaps.

DONIN: I am just going to go down a list of topics here that I want to ask you about. Some you may not have anything to say about and some you may have something to say. Did you have to work with a lot of the advisory boards for some of the parts of the college that you dealt with? For instance, the Hopkins Center or the Hanover Inn.

SKEWES: Yes. Some. The Hanover Inn came to me. That was one of the things that I became responsible for and then I worked with the Hanover Inn board of overseers. As a matter of fact, I am still an overseer. But the other advisory boards, I got involved with the real estate advisory board later on, but not the athletic department or the Outing Club or the other ones they might have. Certainly the overseers. The hardest part of that is identifying overseers and getting people who can bring something to the group that's useful and are willing to spend some time.

DONIN: When you were doing your job as business manager, they didn't impact the way you did your job?

SKEWES: Prior to John Kemeny, certain advisory boards, and I can specifically tell you two -- the athletic council and the Hanover Inn board of overseers. The Hanover Inn manager reported to the board of overseers, and the athletic director reported to the athletic council.

When President Kemeny came, after a fashion, he changed their role. They rewrote their mission and they became advisory and the athletic director reported to whoever, sometimes the president and sometimes the dean and the inn manager reported to me. I think he still reports -- oh, I know he does -- he reports to the treasurer. So their role changed. In terms of the Inn, the overseers are useful, very useful, in terms of...

Well, I have been the recruiter of the Hanover Inn overseers for 20 years now I guess or 25 and we try to get several -- like four anyway out of the ten -- who are hoteliers, who are in the business. That's important because the manager has then got somebody to talk to about the business that can appreciate what he is talking about and vice versa. They can validate what he is doing or speak to suggestions other parties have about change. So the emphasis has been important and backing projects like when we wanted to remodel the east wing and when we remodeled the kitchen and so forth and bring a new restaurant in. You know there are a lot of people, administrators and alumni who figure, "Well why do you want to change anything? It's wonderful. I remember it..." Well, you can't stand still in that business you know. You have got to continue to upgrade and that is another whole area which is very interesting. That board was all men when I first got involved because...

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

DONIN: Okay. So there weren't very many women involved.

SKEWES: We were able to identify some women who could bring some expertise. One of them was a Dartmouth graduate who teaches in a hotel school. Then finally we just brought a couple of businesswomen on board. We learned a lot from them in terms of what traveling businesswomen want, where they stay in terms of security and other things. We have made several changes at the Inn as a result of what one particular woman... I can think of, you know, keys or cards or locks and giving out information, which we would never really have got unless we had her.

DONIN: And there was a time there when the Inn and the skiway were not profitable, but you managed to turn them around.

SKEWES: Yeah. The Inn was not profitable for a while, basically because we had...Our food service wasn't good. In the hotel business, you can usually make money on the rooms if you have any sort of an occupancy rate that is good. We sort of have a nice built-in base of business from the college to start with, although I must say the college wants the rooms when we could sell them anyway, you know.

Really what you want to do in the food business is break even and we were losing money on the food business just because... And that was one of the reasons why we introduced the new restaurant which was first the Ivy Grill and now it is Zins with more of an up-scale casual sort of a place. The Inn is breaking even on the food service now and, of course, the beverage business has increased as a result, and the beverage business is very lucrative. Plus the Inn became more proactive in trying to secure corporate business and fill the holes when we didn't have the tourists or the trustees or the overseers or the class agents or football weekends or commencement. So the Inn is a very viable business now and we have a very good manager and a good staff.

Skiway is a different proposition. The Skiway didn't have snow-making equipment for a long time and you can't survive in this environment without snow-making. You have to guarantee that you've got snow or you are dead. That took a long time because... One of the ways you get things done at Dartmouth in the auxiliary sort of things -- golf, skiing, the ravine lodge -- is you have some people at the high level that are interested, that carry the can for you. They become your advocates. If you don't, then you never get up there because there is so much pressure for other things. You have got to have somebody that can get you in on the ground floor on the table.

The Skiway early on had that in Mr. Meck. He was really the founder of the Skiway. He went out and got the money. Once he died, the Skiway sort of floundered because we had nobody at the senior level that cared much about the Skiway. That changed as we came along and we got some trustee involvement -- the McLane family -- and the money flowed. [Laughter] That's what it took. A new lodge. You know the lodge was inadequate before and the facilities were inadequate. The parking was inadequate. We had a palma lift and not chairs. Money helps a lot.

DONIN: Is it seen as a service for the students or is it seen as a commercial enterprise that you want to make money off the public?

SKEWES: Well I think that's one of the issues that has been debated a lot, even at the Hanover Inn. There are people who say that the Inn

is not priced for college use and we since, during my time with the help of some of the others here, we devised a pricing scheme whereby the departments were charged what the market price for a room was around here, like down in West Lebanon, because we had departments putting speakers and guests up at the Holiday Inn or Howard Johnson's because they were \$55 and the Inn was \$105. So we came up with a scheme whereby we would charge the department \$55 and then we had a subsidy account because, not only were they putting them up down there, they had to rent a car for them. They ate their meals someplace else. We were trying to keep that money in the Dartmouth family.

The same thing in the Skiway. I have been involved with that advisory committee. As a matter of fact, I was on the first one and I still am...of convincing people that it is sort of a two-headed monster. One thing certainly it is for the ski team and the undergraduates and you want to price it so that that's attractive to students, so that they are not driving all over northern New England in the middle of winter; but, to make it go, you have got to get the general public. You have got to sell season tickets. I mean that's the name of the game. So you have to make it attractive to Ford Sayre and you have got to have a decent ski school. You have got to have a good snack bar and you have got to have adequate parking. You know you've got to groom the thing. I mean all of that...So it is sort of a balance. I think, you know, we are finally at the point where we've got the Skiway where it ought to be and this advisory committee was sort of a stroke of genius because it brought in knowledgeable people and they could talk to the senior people and the trustees and it wasn't the locals telling them that we needed a new lodge. It was people who were respected in the ski business who were saying, "Hey. You are kidding yourselves. You either ought to close it down or build a lodge." "How are we going to do that?" "Well, raise the money."

You know, the development people don't like you to raise money for special things outside of campaigns because you take a good donor away from the campaign. If he gives money to Skiway, when you go to him three years later, he says, "Wait a minute. I already gave money for the Skiway." He might have given \$100 thousand and they had \$2 million in mind you know. So the Skiway is now viable and it's a nice place.

DONIN: At that time, how was the golf course doing...or, as they call it, the country club?

SKEWES: The country club. The golf course was always losing money and understaffed and under-equipped; but nobody really cared. There were no real advocates for the golf course, other than keep the place looking nice because it is a valuable, valuable piece of property. We used to have a 9-hole course and an 18-hole course, and we closed the 9-hole course. Now it is just some practice holes east of Lyme Road. But then again they formed an advisory committee and got some high-powered folk - former Dartmouth players who became successful and active in alumni affairs -- and just said, "From an intercollegiate standpoint, the course is only rated 68. It should be at least a 72 in order to have intercollegiate events here that are recognized. It is not fair to our team not to have them here every ten years" or whatever. There were three or four people that sort of got a hold of that one and they found two alumni brothers who had money and they gave them money and spent \$4 million renovating the course. It is really nice. I play there three times a week.

DONIN: Do you? Good for you.

SKEWES: I was there yesterday. I hope it doesn't rain tomorrow. But it is a nice facility, you know, and it is always going to be a golf course I think because they want the open space.

One of the things that the trustees did, which I don't think many people realized, and there wasn't any open discussion; but over the last 50 years I guess, when you think about it, the four entrances to Hanover -- Route 10 coming in from Sachem and Route 10 coming north and across the Ledyard Bridge and down Wheelock Street -- the college has protected all of those entrances. There is no commercial development. They bought Sachem from Clark School and expanded that and there is nothing commercial coming in from West Leb. Coming north, they bought the Fullington farm and they bought...I can't remember all the rest of the names. They bought all of that and that's either pastureland or playing fields. Well, there is a motel there, but that was before the fact. Coming across the bridge, the college bought all of that stuff at Lewiston. It may look like a tin shack and now they have got the pottery studio down there and the old railroad station, which is owned by a private club.

Coming the other way going up Balch Hill, they bought the Hudson farm. They bought all of that. There is no commercial development. When you are coming into Hanover, there is no strip mall. There is no nothing. Dartmouth had done all of that.

DONIN: Intentionally?

SKEWES: Yeah. Sure. Of course. So it's interesting. It is. I think that's why they fought off a lot of these things in some of these areas. You know people wanted to build a restaurant across the road and a bunch of other stuff. People tried to buy that railroad siding. You know the only thing that has been built coming from West Lebanon is the Champion skating rink, which fits in with the whole athletic complex out there. The student housing or the married, whatever they call it these days. We used to call it married student housing. I don't think they call it that anymore.

DONIN: Sachem Village, you mean?

SKEWES: It used to be married student housing, but it is not married student housing anymore.

DONIN: It's graduate student housing?

SKEWES: Yes. It's married student housing.

DONIN: That's not even visible from the street, really.

SKEWES: No. When I was an undergraduate, Sachem Village was where the high school soccer field is on Lebanon Street.

DONIN: Really?

SKEWES: Yeah, and those buildings are still out there. They were moved and those are some of the buildings that they want to tear down and replace with new stuff. There were two and that was built after World War II or during World War II for married veterans. Sachem Village and Wigwam Circle where those dorms are. That was all temporary, two-story barracks. When I was at Tuck, that's where I lived. We lived in one of those.

DONIN: In Wigwam Circle?

SKEWES: In Wigwam Circle and where the Thayer School parking lot is. I lived in the Thayer School parking lot.

DONIN: What about the development that is out on Route 10, past Kendal, or is it before Kendal?

SKEWES: Rivercrest.

DONIN: Rivercrest.

SKEWES: That was built for faculty and staff housing. That's what that was built for. That was built in the early '60s, late '50s and early '60s. That survived. [Laughter] That's not the garden center of the world either.

DONIN: Horrendous. Horrendous. Okay. Back to the '70s and '80s. One question I just have to ask you because I read a little piece about it in The D. It involved you resurrecting a piece of the old pine to use as the podium. Does this ring a bell?

SKEWES: Yes.

DONIN: Can you tell the story of the old pine and how you found this new piece of the stump to replace the original one?

SKEWES: Well, no I can't. The person who could really do that is Dick Plummer. I don't know if he is on your list to interview or not. He might be an interesting person. Dick is class of '54. He is a Plainfield, New Hampshire native. After he was in the Marines, he came to work for Dartmouth in like 1958. For the last 20 years I was there, he was our director of the buildings & grounds unit; but he would know that story better than I do.

I mean the old one got replaced because it was falling apart. I mean that was the whole deal and that's where it became the podium, I think. They had to move it out because it was... You know they had plastic and resin holding it together. I can't really...

DONIN: The thing we see today though, is that real or is that fake?

SKEWES: I don't think it is the real stump. Oh, the podium?

DONIN: The tree stump podium.

SKEWES: Oh, I think it's real.

DONIN: Is it?

SKEWES: I would speculate now. I am not positive. [Laughter]

DONIN: Okay. That was just an aside. Every time I see it, I want to ask somebody. [Laughter] When you were business manager, you dealt with unions, I assume.

SKEWES: Oh, yeah. I was there when the first union was formed.

DONIN: And it was for which group of workers?

SKEWES: It was for buildings & grounds, including custodians. Then eventually they also organized the dining hall. The first -- I am trying to get my timing here -- the first 15 years or so of that relationship was a very good relationship simply because the union had a very good president named Stewart Fraser [John Stewart Fraser, Jr.], who was a mason at Dartmouth. You know, he was a Norwich resident. He still lives in Norwich. He just didn't have the attitude that his job was to be an adversary necessarily, you know, or an agitator. His job was to represent his group and be their spokesman and bring issues they had to the college and negotiate wages and benefits for the union. They were part of the Building Service Employees' Union and they still are. The labor agent was a man named Walter Butler. He was a Cornell graduate. Again, he was a reasonable person, so the combination of Mr. Butler and Stu Fraser, we had decent relations, I mean no threat of strikes.

Since Stu Fraser retired, there has been a series of presidents and the one that has been there the longest is a problem. Stu Fraser was an intelligent man who was a mason. In today's world, he would go to college. The present person, or at least I think he is still the present person, is uneducated and deems his role as to roil things up and agitate. It is not a particularly good situation and not pleasant to work with. Of course, nowadays you have a -- I don't know what you have nowadays -- director of employee relations or somebody in that staff that deals with that on a regular basis. We went out and hired people who had dealt with unions.

I mean that's really how the whole employment office started to grow. When the union formed, we went out and hired a man, Clarence Burrill, from Laconia, New Hampshire, who worked for a company named Scott and Williams. It was unionized and we hired him. He became our first director of employee relations. He had experience dealing with unions. He did all of the dirty work. [Laughter]

DONIN: But it was part of your operation.

SKEWES: Yeah.

DONIN: Not part of H.R.

SKEWES: There wasn't an H.R. Can you imagine not having an H.R.? Then eventually that department grew into a separate department. Then you had a wage & salary administrator and you had a training director and then you had a blah, blah, blah benefits person. The benefits used to be handled by Mr. Cameron [Donald W. "Don" Cameron '35] over in McNutt Hall, whatever benefits there were other than a retirement plan.

So, again, the union has evolved and Dartmouth lives with the union. Whether the union is...I guess it is okay. I mean I never had any problem with it personally. I don't know whether they obtain things from their membership that Dartmouth would not have given them anyway. I have always questioned that because I have always felt that the benefit package at Dartmouth is sort of driven by the faculty and, as long as you can ride in on the faculty's coattails, you are in pretty good shape because you know... I mean I feel good about my retiree health insurance because I know they are not going to take that away from the faculty, so I am going to have mine. Whereas in some companies, you read now that they drop that. They cut your pensions, so I think we are fortunate in terms of the faculty's role in all of that.

DONIN: That's a good way to look at that. In order to save money, did you ever do any kind of outsourcing of work?

SKEWES: Yes. We certainly did and do. We had...

DONIN: The dining services, for instance.

SKEWES: Well, I think we've done more in the buildings & grounds area. We use outside painters. We use outside roofers. We use electrical contractors. Some of that evolved because the buildings became more complicated and sophisticated. Back when I first came here, we had two roofers. They used to take care of roofs; but we didn't have big buildings. I mean Dartmouth Hall was like the biggest building we had; but now with the medical school buildings and these science buildings, so all the roofing -- the big roofing -- is done outside. The couple of roofers they have now do more of the residential houses they take care of and that sort of thing. Painting, when I first came here, I bet we had 50 painters. Now I bet they don't have 20 painters.

DONIN: Why is that?

SKEWES: Well again, because Dartmouth used to do all the outside painting by themselves and they don't do virtually any of it now. They don't do any high-ladder work or whatever you might call it. They sub-contract all of that.

DONIN: Is it because of volume or...

SKEWES: It is because of volume and because our people are just not trained to go up 60 feet and hang on a scaffold or something. Then some of that evolved when we had some layoffs. We just never hired back some painters for example. That is just one of the things that I can think of. So the carpenter crew... They don't outsource much carpentry work because most of that is cabinet work and that is sort of specialized; but they use electrical contractors and outside plumbers and some stuff, and have our own people doing emergencies and small renovations.

The dining hall... For years we never allowed a caterer on this campus. That was one of the rules. If you want to use the DOC House, you use the dining association. If you want a party, it is the dining association. That's another one that got chipped away at. One president -- I can't even remember who it is honestly -- that didn't care for the sandwiches that came out of Thayer Hall and he wanted them to come from some place. Molly's... It wasn't Molly's then. So we chipped away. Now I think people can bring in outside caterers to do hors d'oeuvres and that sort of stuff. The Hanover Inn now can use the Outing Club and so forth. Other than that, I don't think they buy much

fully-prepared, other than what they buy frozen. I don't think the dining halls use much outsourcing that I know about, unless you know something I don't know.

DONIN: No. No. That's really...back when you were running the shop.

SKEWES: You know, I think they buy their bagels from the Bagel Stop or something like that. No, the dining hall is self-sufficient. Whatever.

DONIN: OK. You sat on a number of committees.

SKEWES: Yes. That's what you do if you work at Dartmouth, isn't it?

DONIN: I guess so.

SKEWES: Sit on committees.

DONIN: Probably one that got a lot of press, I think, was the whole issue over the murals in the Hovey Grill.

SKEWES: Yes.

DONIN: Can you talk about that?

SKEWES: Well, yeah. I don't think...Once it got to the committee stage, I think it was pretty obvious what President Kemeny wanted.

DONIN: What was that?

SKEWES: He wanted the Hovey Grill to go away. So, as I recall, it first evolved with just closing the Hovey Grill down. It used to be...When I worked...Actually, when I was a student, I was a waiter there one year. It was a faculty luncheon place and then we closed it. Then, when it got to the committee, it was, "What are we going to do about it?"

DONIN: So you closed it specifically because of the murals.

SKEWES: Oh, yes. I don't know if you ever saw the Hovey Grill when it was... It is a beautiful place. You know, a beautiful stone floor and woodwork. Very nice. The painter of the Hovey Grill's name I believe is Humphrey [Walter Beach Humphrey '14]. I think -- I don't think -- I know Humphrey was the brother-in-law --

I think that's right -- of William Morton [William H. "Bill" Morton '32], who was a trustee of Dartmouth who gave Dartmouth the Morton Farm up in Etna. So, again, it was one of those things that was a little ticklish. It's like the Rodman Rockefeller affair, you know. Mr. Morton was very generous to Dartmouth and a wonderful trustee and president of American Express. Just a great person, he and his family.

So then the question was, "What are we going to do about it?" because there were a lot of alumni who were upset. You know, one more chink in the armor. Women come first. Then we do away with the Indian symbol. What's President Kemeny up to next? So then we decided -- I don't know if this was in the committee or not -- "Okay. We will open it just for reunions." So we would open it for ten days like a gallery. Somebody would sit there and once in awhile somebody would wander down to see it just because it was an issue I think. Then that wasn't good enough because somebody could come in and see it. So then we studied moving them because they were a work of art. That couldn't be done because the fabric is a part of the wall. So then we devised this...One of the designers we had devised a series of panels that could be put up. So we put the panels up so nobody could see them and then we would take those down during reunions so the reunions come in.

Well, after a while, nobody really cared. Just like, as I say, it evolved and pretty soon it was a non-issue and nobody asked us for it and it costs us.

So then we would go through a budget crunch thing and they would ask us, "Okay. We want you to cut your budget 5%." Every year we would list...One of the things would be, "Don't take down the Hovey murals because it costs money." It took two carpenters a day or two to take them down and then you would have to put them up and repair the plaster and put them back. So we would say, "Keep Hovey Grill murals up. Save \$600." [Laughter] But then it just went away and it's not even an issue now I guess. You know the older people that it really meant something to are gone and the Mortons are gone, so there they are.

DONIN: There they are, covered up for good.

SKEWES: Yeah.

DONIN: Let's turn this tape over because it is almost at the end.

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

DONIN: Okay. Let's go on for a few minutes with some of your other committee work. You were busy during... In the early '80s there are all of these various committees. When the quality of student life movement got big, there was talk about creating these sort of cluster dorms to create more of a sort of community feeling for the students. You sat on that committee as well and did a report to the trustees, I think.

SKEWES: Was that President Wright's [James "Jim" Wright] committee or was that before him?

DONIN: That was before him. Dave Lemal [David M. Lemal].

SKEWES: You know, surprisingly, those committees... And I guess I was on more than one of those. It is sort of "What comes around, goes around." We sort of covered the same ground. But you are right. Trying new... Come up with something that patterned the Harvard-Yale college systems and cluster dorms and bring in resident faculty and, you know, dealing with the alcohol issues and dealing with social alternatives for students and dealing with trying to downsize the row of fraternities and create space for sororities.

DONIN: It still hasn't been resolved.

SKEWES: No. As I said, "What comes around, goes around." I mean I talk with my daughter, Linda [Skewes Kennedy]. Some of the things she talks about, we talked about them 25 years ago. You know, you can't afford all of that stuff and you can't do it all. I think that's what John Dickey was saying. Change takes a long time to evolve in a place like this and you sort of know where you want to get, but somehow the road is pretty long and winding. The Lemal committee had... I don't know -- there must have been 16 of us, I guess -- four faculty and four students and four administrators and four deans or something like that. We spent hours and hours and hours in the third floor of Parkhurst. You know my role in that committee was to say, "Okay. Now we will take it back and cost it out for you," because a lot of the

constituents weren't interested in what the cost was, so we would go back.

I think Bill Crooker, director of student housing, was on the committee and myself. I can't remember who the other sort of financial administrators were. You know there were wild and woolly ideas, which were all terrific and everybody wanted everything -- the students especially -- and we would come back and say, "Okay. Now if this is what you want to do in the dining hall, here's where the cost is going to go. It is going to go from \$800 a term to \$1,200 a term because you are cutting out 20% of the volume...blah, blah, blah. We've got the infrastructure there and we've got the building."

DONIN: So you must have spent a lot of your time saying "No."

SKEWES: Not "no", but more, "Do you understand what the implications are? There are some cost factors here." You know, the faculty comes around after a while. You know I think certain ones felt their role was to support students on some of this stuff and they did. So we just went around and went around in circles. As I said, nothing was new under the sun; but I guess you just keep talking at it and talking at it and something happens and something else happens.

DONIN: A lot of this effort really was in reaction to the fraternities and the impact the fraternities were having on student life.

SKEWES: Well I think bringing women here and being able to offer social alternatives that were acceptable to women other than going down to fraternity row on a Friday and Saturday night, getting into the keg of beer.

I must say that even I understood that. I was a Beta trustee for about 15 years. I mean that is one of the things that you did when you came back to work for Dartmouth. If you were in a fraternity, you were a trustee. I finally gave it up after about 15 years. I just was personally disgusted. You know the seniors would bust up the house commencement weekend and we would come back in the fall and start to lecture the students that were coming back. They would say, "Well, it's not our fault. It was the seniors you know. Geez...." So we would go and get a mortgage of \$100,000 and put the place back together. We all sort of related to what we remembered.

I remember so vividly when I was a student and we had Harriet Tanzi as our housemother, if you will. On Sundays after any weekend where we had any parties -- and we didn't have parties like they have now -- we would have a GI party as we called it. That goes back to the Army days. We would move all of the furniture out of the first floor and we'd scrub the floors. We'd wash and wax. Really. Every weekend we did that, so you put it back together and the place was beautiful. Then of course, now you go into some of these places and it is just... Your feet stick to the floor and the furniture. If it is a sunny day, they moved it out and leave it out. Then they go back in and it rains at night and the stuff gets.... So I finally gave up. You know, I'd had it. I did my tour of duty.

So when I got to these committees, when people talked about fraternities, I knew where they were coming from. I wasn't a 'good old boy' at that point. I just knew. I was so disgusted. When the Beta house got de-recognized, it didn't bother me one iota. I mean I had never given a nickel to the place anyway. I figure I gave my time to them and I liked the kids. They were great kids, but after that, I just...

At my reunions, my class of 20 of us or so, they would want to have some event over there and I would say, "You can do it without me. I never want to set foot in the place again." So I understood where the deans were coming from. But we never got to the point of even seriously considering that, I don't think anyway, of doing away with fraternities. There was too much alumni pressure. The thing was sort of toppling by itself, you know.

DONIN: They were self-destructing.

SKEWES: Yeah, they were. Some houses like... I can't even remember the name of the fraternity. Became Foley House, named after Professor Foley [Allen R. Foley '20]. Then it became coeducational, so it's not a fraternity anymore. Then some fraternities went local because they couldn't meet the standards that the national fraternity had in terms of discrimination, equality and all that sort of stuff. So again, it is sort of evolution. It sort of happened. As one would drop off, you would make it a sorority. You know, now you have somewhat of a sorority system. You have some buildings. So you put that report in

and everybody agrees that you have got to de-emphasize fraternities and you have got to increase social alternatives and you have got to spend money doing this and that. Well, there is another one on the shelf collecting dust. You know you do some things I think and then ten years later or whatever it is, another committee comes back with another name and it's the same agenda.

DONIN: Jim Wright's was the Student Life Initiative.

SKEWES: The Student Life Initiative. Right.

DONIN: And they are still trying.

SKEWES: Oh, yeah. Well the first person that I recall that advocated doing away with fraternities was Professor Jim Epperson [James A. "Jim" Epperson III].

DONIN: Right. And that caused quite a stir.

SKEWES: Well you know, he was a guy that everybody liked. Everybody really respected Jim and the students...He was very active with students. He was a tennis player and active in the athletic events for students and an advisor. I mean he was a really great guy.

DONIN: But the outcry apparently from the alums was just huge.

SKEWES: Yeah. I didn't ever do much speaking on the alumni circuit. Occasionally I would go and give some sort of a talk about a construction program; but the people who traveled to Vero Beach and some of those places where all the retired alumni are, you know, Naples...I mean they would come back whipped. You know you take all those things put together.

DONIN: But you must have gotten it quite a bit. You were an alum and a long-time employee in a high-ranking job. You must have gotten a lot of feedback of your own.

SKEWES: Oh, I did because you are sort of expected to know everything. You probably, as an alumni in those days as an alum got more calls about admissions than anything. They would think that you had real influence in the admissions department. I would say, "Look. If you think I can influence Eddie Chamberlain, you are

not very smart at all.” Or Al Quirk [Alfred T. "Al" Quirk '49]. I would say, “Would you like Al’s number?” because he was a fraternity brother of mine, too. So I would write a letter and I would just tell them, “Hey, I don’t even know this person. I just know the father. He is a friend of mine. He is a good person. You ought to know that his son is applying,” or something just to get him off my back.

But I think where you really got the alumni stuff is if you were out on a speaking circuit and you were up there with 75 people in front of you. “Now does anybody have any questions?” You know, you were just asking for it.

I would get it casually, seeing somebody at a football game or somebody back staying at the Hanover Inn that I knew, but not.... And they all... My era of people all witnessed the same thing about fraternities. So none of us were loving our fraternity, because it wasn’t what it was. It was either... You know it was different. It was a different life, because it meant a lot then because it was a... We had what? I don’t know. 28 fraternities or thirty or something like that. A lot. I don’t know what percentage of my class was in fraternities. I would suspect 65, 70% probably.

DONIN: The funny thing about it is that a lot of people have said that having women on campus in some way improved behavior for men, and yet the fraternities’ behavior seemed to get worse.

SKEWES: Well I think it improved the behavior. Certainly it was... But what happened was that there would be isolated gross events that took place that would set something off. You know just poems about women. We used to have the fraternity "Hums." Verses about...I mean just bad stuff. So all of a sudden then this house is put on probation because of what it did and everybody agrees that what they did [inaudible].

So I think the overall thing was certainly much better. It was a more natural situation, but there just were isolated events that would happen and that would be the end for that house, because it was the third time that they did something that was outrageous. Whereas before, I don’t think the things were outrageous. You may have a lot of beer cups on the lawn and on a Sunday morning on the AD house, you would come up Wheelock Street, because they had a party or a band outside.

But it wasn't sexist. It wasn't, you know, really... But then you started to get those things individually and, collectively, that would kill the Beta house and kill Foley House and kill Phi Gam. Just one by one, Deke house... They just kept...

DONIN: And the college suffered some pretty bad publicity as a result of that.

SKEWES: Sure. They sure did. You know, we had some PR problems with The Dartmouth Review for a while, which was of course the other side of the fence. Some of those events... I mean they were... Dartmouth I think was really ripe for picking during those times because of the "Animal House" movie and just a lot of things -- fraternities and Winter Carnival and sort of the reputation that Winter Carnival had and that sort of stuff. Whereas, I never saw any of that at Winter Carnival. I mean Winter Carnival was a great party. I used to have friends come up and we'd go to the ski jump. That is where you went Saturday afternoon and sit out there for three hours in the snow. You know, doing fun things. That isn't the reputation that it had.

DONIN: It all changed.

SKEWES: It changed in the outside world. Now you are cutting the holes in the ice in Occum Pond and jumping in the frigid water.
[Laughter]

DONIN: It is mind-boggling. Speaking of Winter Carnival, didn't I read somewhere that you were actually a judge for the queen?

SKEWES: Well, I was. Yes. That was one of my great claims to fame.
[Laughter]

DONIN: How did they choose the judges?

SKEWES: Oh, I don't know. Somebody said, "Do you want to be a judge?" Joe Yukica [Joseph M. "Joe" Yukica], then the football coach, was a judge and myself and I can't remember who else. The judging was held in the Bentley Theater in Hopkins Center. I remember that distinctly and each fraternity and each dormitory had a nominee, so we had like 50 women that were candidates. That was fun and we asked them questions. You know, it was all good fun and there would be a cheering section for the...

DONIN: For each candidate?

SKEWES: For each candidate. Yeah. That was a lot of fun.

DONIN: Did you get lobbied to vote for a particular candidate?

SKEWES: No. I don't think so as I recall. [Laughter] You know, they would introduce the queen at the hockey game and her date, and she would preside over something in the center of campus statue.

DONIN: Did President Dickey take part in all of this?

SKEWES: Yeah. Well you have seen the pictures of him helping make the campus thing. That was part of the deal with him. I mean he was...

One of the things that I didn't talk about, but I made a note to myself... The whole town/gown relationship -- of course it was less complicated then -- under his 25 years were wonderful. You know, the chairman of the board of selectmen -- it was then called the precinct commissioners -- would meet with him, not me or Gordy DeWitt or Cary Clark [Cary P. Clark '62], but him. If they would have an issue on something, I wouldn't even know what the issue was. They would call and they would come up and come in his office and they would just talk about it.

DONIN: That is phenomenal.

SKEWES: "The president said this is what we are going to do," and they were happy, you know. They weren't hearing, you know, about four layers down. [Laughter]

DONIN: Bureaucrats.

SKEWES: Or wondering, "What does the president think about this?" That's the sort of thing he did and I don't know if the presidents today have time enough to do those things or not; but I guess Jim Wright does some of it.

DONIN: How did that change when Kemeny became president?

SKEWES: Well that wasn't his persona. I mean he just was not that sort of a person and, as you say, shy and quiet and not a big conversationalist with someone he didn't know. I am sure with

his own people, he was great. So that became an issue. So then some of the rest of us got sort of given that responsibility. I was on the board of selectmen after the school board and so I got involved and stayed involved with town affairs. I was sort of the go-between for a number of years and Gordy DeWitt got the job after I left.

DONIN: So it was actually part of the job description.

SKEWES: It wasn't part of the job description. It just was. We were the ones. Well, we were the ones that appeared before the town boards on permits and issues. If the bookstore manager complained that they were selling videos in Thayer Hall and that was taking business away from Main Street, we were the ones who would go and negotiate a settlement with Dave Cioffi, a good friend.

Kemeny was different. He just dealt through his immediate cabinet with everybody. So anyway, that was different than Dickey certainly. Everybody knew John Dickey, you know. It was a small town then. You know you could go up and down Main Street and know 75% of the people and that is different than it is today. He knew children of the people and so forth.

DONIN: Just to finish up this town/gown thing, did that continue to be the case for you during the whole time you were here, that you dealt with a lot of town boards?

SKEWES: Yeah. The last...I started it because I was on the board of selectmen and I was on the water company board and president of the improvement society. So I had a number of community positions. So I was sort of the natural one because I was involved with all of these people in the Rotary Club or whatever anyway. Then Gordon DeWitt got involved when he became the spokesman before the boards, the planning board and the zoning board. So he and I sort of were a team on a lot of that.

Then as things got complicated, Cary Clark got involved as he became the legal advisor out of the president's office. So we sort of had a three-headed monster and we would meet...And the town grew. The town then had a town manager, so we would meet...I think we would meet every couple of weeks. We met in different places, once at the college and once downtown. We would meet with the town manager and then the chairman

of the board. Then they would bring an agenda and we would bring an agenda and we would talk before. That really worked out well. I don't know what they do now. But you know we would talk through issues.

DONIN: Did most of it have to do with buildings?

SKEWES: No. They could do with noise. They could do with traffic, parking, Tuck School selling logo items that used to be sold, I mean, videos. I mean, geez, you name it.

You know, there are people -- well, it is pretty obvious these days -- who just want to get the college, no matter what they do and there always has been. There are people still here who remember when College Street used to run from out in front of Dartmouth Hall through where Hopkins Center is down on Lebanon Street and people felt that... Those people felt that the town never got enough when it closed the street and deeded the land to the college to build Hopkins Center. I mean that still is in the craw of some people. I can tell you because I know. [Laughter] You know they are going away slowly but surely; but they are still there. So it was a myriad of issues and, "What are we going to do for wage increases and what's the town going to do?" You know, just a lot of things that... The use of college facilities, the athletic department gradually putting the squeeze on making the village secure when the kids used to go in the gym and fool around after school. Just a lot of stuff that you just had to explain, "This is why we are doing this" and so forth and so on.

DONIN: Speaking of parking, didn't the college have something to do with the development of the Advance Transit system? The bus that goes around....

SKEWES: Yeah. That was out of my office. Bill Barr [William A. Barr, Jr.], who was the computer person I told you about that we brought in here. In order to get him a full-time job, one of the other departments we gave him was parking. He was on the early committee that worked on that. It sort of started as an outgrowth I think out of our ride-sharing program we had.

Again, that was something we did during the energy crisis. We tried to promote ride sharing and gave preferred parking to two or more riders and gave people in the outlying towns lists of

other people who lived in the town who worked at the college and the hospital and so forth. I can't remember all the details and we certainly gave them funds. Financially, we helped support them initially. I don't know what we do today. But, yeah, Dartmouth certainly...And we provided people that spent the time, Bill Barr and a man by the name of Jim Coakley [James F. "Jim" Coakley '67], who preceded Bill Barr. I guess they continue to support that effort.

DONIN: Okay. I think we can call it enough for today.

SKEWES: Okay.

DONIN: I will stop the tape.

**End Tape 3, Side A
Tape 3, Side B Not Used
Begin Tape 4, Side A**

DONIN: Today is Wednesday, June 4, 2003. I am here with Mr. Jack Skewes for part 2 of our interview. Okay, Mr. Skewes, let's carry on from last week. I would like to talk about some general college policies that impacted your job. You became the actual business manager I believe in 1974. I would like to hear what you have to say about... What were the college policies that had the most impact on the kind of work you were doing?

For instance, you know the whole enrollment question, keeping it to a certain number. There was an interview that you did with Lo Yi Chan [Lo Yi Chan '54], I think when he was working on the master plan, where you were talking about the fact that keeping the students at a certain number did not generate enough revenue to support the work and the facilities of the college. You know those are the sorts of issues that I wanted you to think about and talk about, if you could.

SKEWES: Well, we talked the last time about this some. Certainly housing undergraduates and graduate students was and perhaps is just an on-going issue. "Do we have enough? What is the caliber of the housing?" As I said before, it was sort of an evolution. I mean we just keep improving and doing things better and adding more and getting rid of the poor housing. Certainly during my tenure, that housing issue of including fraternities and sororities and off-campus housing and graduate student

housing, which now they are really addressing in a fairly adequate way I guess. We never really did much for graduate students other than what we had, which was Sachem Village and a couple limited houses on campus. So certainly that and the size of the undergraduate body as we went coeducation and added undergraduates. I mean that was an issue and always was an issue. I don't have any pearls of wisdom other than you just work through it every year and it is getting better and I guess it will continue to get better if we get over the economic slump here and can build another 400 or 500 beds.

DONIN: How hard is it to raise money to build dormitories?

SKEWES: Well, that's not my area, but I guess it's difficult because we haven't, on an undergraduate level, I don't believe had donors for residence halls. When we built the Choate dorms and the Wigwam dorms, that was federal money and I think the other ones we have built for undergraduates, we simply named for somebody because it was appropriate. They didn't give us the funds.

Now that's not the case at Tuck School I think. At Tuck I guess the two new buildings are Buchanan and Whittemore and I think those both were substantially funded by the people the buildings were named for. At least I know Whittemore was and I think Buchanan was; but that was after my time. So I think it's probably not too attractive and I think probably the people who raised the money steer people away from that because you can borrow money to build residence halls because you have got income to then pay the principle and the interest. So I don't think a residence hall is a very attractive gift opportunity for sort of a lot of reasons.

DONIN: Tied in with the whole building issue, I gather again from your interview with Lo Yi Chan that, again, one of the sort of chronic problems that was and is still a challenge here is parking.

SKEWES: Yeah. That's a true statement. I am trying to remember back when everybody parked right out in back of their building, which was for 20 years when I was here. Then we started to build in some parking areas. I guess I am thinking of the Hood Museum. They had some parking where that is, as I recall. But all of a sudden, we had more employees and we had more cars and less people living in Hanover that worked at Dartmouth and

a lot of commuters. The parking growth is almost mind-boggling to me. I just don't know where they all come from. Of course it was even worse when we had the medical school here. I mean that was...

DONIN: But moving the hospital out of town didn't seem to alleviate it much.

SKEWES: No, it doesn't. I don't know the number of employees that Dartmouth has now compared to what it did ten years ago just before I retired. There must be more. We did have certainly a growth spurt during the good years of Presidents Kemeny and McLaughlin when a lot of staff was added, when programs were added; but, you know, it's hard to comprehend. We did a lot of work in terms of trying to encourage carpooling and Advanced Transit, as we talked about.

I think that a lot of the people that live in close probably drive nowadays instead of walking. I just think everybody is in such a hurry today and you want your car to go out at noon and run errands and pick up your kid at 4:30, if you are a soccer mom or whatever you are, and you can't afford to walk back down to Valley Road and waste ten minutes to pick up your car.

We lived in a Valley Road apartment the first six months we were here and then we built a house on Rayton Road and then we moved out to Etna and then we came back to Kingsford Road. I always walked or rode a bike when I lived here; part of it was because it gave me an opportunity to walk through the campus in different directions on the way to my office. It was just sort of part of my job observing things and going through buildings. But I don't see a stream of people walking up Valley Road anymore to work. I mean there are some, but not a lot. I don't know what percentage of the high school students walk these days. Not very many. They have got cars all over the place. Then of course the undergraduate cars... Parking I guess is a big problem anywhere. On a college campus, it's just sort of mind-boggling.

DONIN: The increase in the staff and faculty can't help either...part-timers and adjuncts.

SKEWES: Yeah. Exactly. You've got three people doing what one person used to do, so you've got three cars instead of one car. People

accept now I guess that you can't park right near your office, whereas... I mean we went through all sorts of plans of peripheral lots and busing people in and assigning by lottery and assigning by type of employee. We just kept rejecting all of that because the employees and the faculty would just get up in arms.

DONIN: They all want to be close. I was amused when listening to, again, an interview that Lo Yi Chan I believe did with John Kemeny again about the master plan. The opening conversation on the tape was Kemeny's complaint that he hadn't been able to find a parking space because he was a late starter in the morning and, when you get here at 10:30 in the morning, of course there are no guest slots left anymore, even back then. This was, I think the interview was 1982 or 1988. I think it was in the '80s. So it's clearly a problem that has been around a while....

SKEWES: Yes.

DONIN: And isn't going to go away.

SKEWES: I don't think so.

DONIN: Right. Right. What are the other sort of chronic problems that plagued the office of the business manager during your 20 years that you were doing it?

SKEWES: Well I don't know that they were chronic problems, but they certainly were issues. Student dining is an issue that sort of lives on and it's got a life of its own. Should we decentralize more than we are? What type of contract do you have? What's the menu offerings? It all revolves around the revenue side of it really because, in order to do what the students want -- and again we seem to change every year and add -- you have to have the volume to support the sort of program that they want. Presumably housing and dining should stand on their own feet and shouldn't be a drag on the budget of the college. So you have to work hard to make that work.

DONIN: Is it hard to make dining break even or make a profit?

SKEWES: Yes. I mean I think it is hard. A lot of things happen. Students want the dining halls open longer hours, so that costs you

money if you go from seven to nine. We would on vacation periods close the big dining hall, but there were still students around; foreign students especially that don't go away for Thanksgiving and Christmas and so forth. So there is always pressure from the dean's office to keep places open longer, whether it's a building or whether it's... You know, for two people? We used to keep a census and keep track. You know you would have ten customers the last hour and you would have to have somebody in the kitchen and somebody on the serving line and somebody cleaning up and somebody punching tickets. So dining is another problem I guess. It's an issue that's... You have got to have competent people to deal with it. We talked about energy. That for several years was a big issue on this campus because of the money, the cost of oil going up. We talked about that the last time we talked.

I was reminded, talking with a colleague of mine, about the energy crisis after I had talked with you. I can't recollect everything, but he said, "Remember when we froze up Steele Hall?" I said, "I don't know. Tell me about that, Gordie." This was Gordon DeWitt I was talking to. He said, "Don't you remember we closed the campus for like 17 days during this one Christmas period?" Everything was closed and we brought the heat down to 55 degrees or 54 or 53 or whatever it was and we added temperature sensors and we had monitors going through the building. Well the sensors didn't work in Steele Hall and we froze the whole building. Pipes were bursting and it was a bloody mess. We lost all of the money we saved by closing the campus. I don't know what the number was, but I had forgotten that and then he reminded me. Oh, it was a disaster. Of course the faculty in Steele Hall were saying, "We told you so." [Laughter] That was a rough time. So energy is an issue. Parking, as you say.

I think another sort of ongoing issue is getting good employees. I always felt that one of the bigger parts of my job was to identify and hire good management staff. But even at the union level, it is a... As this area grew, there were more and more opportunities for people and good places to work. Creare and Fluent and places like that. So at Dartmouth, we had to work hard and I think that's, you know, why we got a human relations department now is to provide all of the services that we never used to provide.

DONIN: Do you think it was easier to hire people when there was less development in the area?

SKEWES: Oh, I think so. Sure. Because we were the major employer and then the medical center grew. But there wasn't any other big industry or businesses like there is today, so people sort of gravitated to Dartmouth. If they closed their farm down or if they wanted a second job, this is where they worked. I am thinking of custodians and carpenters and painters and those sorts of people more than anything else. Now it's competitive.

DONIN: So that's that. Okay.

I wanted to ask you also about your work with the -- we're onto the budgets now -- your work with the Council on Budgets and Priorities. How closely did you work with the Council as the business manager?

SKEWES: Oh, I think I worked closely and I guess I was on the committee at some point off and on. I worked closely with them in terms of, you know, they would come up with a formula for "Okay, we need to trim" whatever it was -- \$3 million or \$4 million -- and they would parcel out by area what you had to do, what they wanted. You know, so the word would come down, "We want \$800,000 from your area." So I would have to work with my group and we would figure out where to get \$800,000 and come up with alternative ways to do it and come back to them and say, "We want to do this. We want to do away with this which means this and layoff here and increase the painting cycle from five to six years" and that sort of stuff. Then we made a big change when we went to... For years the custodial program was sort of, depending on the building, but one person-one building. So, if you were the custodian at Parkhurst, that was your building and that's what you took care of.

DONIN: Including the painting?

SKEWES: No, no. Just the custodial part of it. Cleaning and you would be there during the day. You would come to work perhaps at seven o'clock and leave at four. Then you had your favorites in the building and you ran errands for them, you know, and did that sort of thing. You watered their plants and all the other things. So one year when the squeeze was on and they wanted big dollars from us...I can't remember the numbers. We

devised this scheme. We didn't devise it. Other people use it... Just go to what we called the squad system where, instead of one person-one building, it would be five people-six buildings or four people-five buildings and they would work as teams and they would clean after the business hours, not during business hours. So all of a sudden, the valets were not available and they would come in starting at four o'clock and, as a group, just zip through buildings.

That caused a lot of turmoil because there were some departments that had...The custodian had been there 20 years and knew everybody and did everything for them and they were upset. But we just said, "Look. We have to save money, plus this is a more efficient way of doing it." We moved people around and some people had trouble keeping up with the squad because they had worked their own leisurely pace for 20 years. But over time that evolved and we had to move people out of one squad into another because they didn't get along with the other people and so forth. But that's what they do today still. It's the way they clean big buildings in cities and so forth at night.

DONIN: But that is a tremendous change for the employees to go from working days to working nights.

SKEWES: It was. It was. Of course we still had some day employees, like you have to have staff at Hopkins Center and you have to have some people available to go clean up emergencies and so forth. You know it was, and the union was very upset and we, as I say, academic departments particularly were upset. It just was strange because this person was one of them. I mean he was a part of their family, just like the department's secretary, who sort of runs the show anyway, you know.

DONIN: Absolutely. And suddenly these guys are gone during the day.

SKEWES: Yes.

DONIN: They are not there.

SKEWES: No. That's right. Who knows what they did? They didn't do anything bad. They just did things and they got the job done; but we knew that you didn't need one person in Reed Hall all day long. But that was what it was at that point...

DONIN: He was basically on call.

SKEWES: Sure. He had an office in the basement and he would go in there and he had his desk and the magazines and the telephone and you know...Who knows how many hours he spent there. He kept the building in decent shape and probably went downtown and bought newspapers. I mean I just don't know that. At least we know certain things. So that was a real big change. But those were the things that we worked with the committee on and then, in my group, I would sort of say, "Okay. We've got to get a cut of 100% and buildings & grounds, you are going to take 25% because you are the biggest and I want 15% from housing and dining, you do 10." Hanover Inn...We would go on and parcel it out. We would sort of negotiate our way through, trying to come up with the dollars.

DONIN: And it was up to you to find the places to cut the dollars.

SKEWES: Yeah. I mean somebody had to be the referee within my area. You know, there was a lot of hand wringing because, in some cases, in meant peoples' jobs. But we tried to innovate, like the custodial thing. I mean that is the sort of thing we tried to come up with. We tried to save money in dining, as I said, to try to cut back hours. You try to maybe limit some choices. Instead of having meat every day, maybe there is one day you don't have meat. You have more pasta. I mean that sort of thing that people just innovate and try to do it. But the whole budget thing became so routine that we were sort of ready for it every year for the time when we went through a period of time when we were doing some reductions. The same is happening these days.

DONIN: It sounds exactly like what's going on now.

SKEWES: It is. I mean I don't think much changes really.

DONIN: But for the service-oriented departments the way yours was partially, it is very difficult.

SKEWES: Yeah, because the people we're serving didn't want to accept what we had to do. Then we had to discriminate between the faculty and the non-faculty. My group was with, in my area, the management team for several years, so we just said, "That's it"

because we knew that we were easy pickings. I mean we weren't academic. We weren't student affairs. That's what the place is about, so...

DONIN: So you were a big target every year.

SKEWES: We were. Oh, sure. We were a big target. You know, as a result for example, we...And I can see it today when I go around the campus. The areas of high maintenance of the grounds is much more limited today than what it used to be. You know they really concentrate around here now.

DONIN: Just the green.

SKEWES: Pretty much. The buildings around the green, the lawns...I mean, they are the ones that they are fencing now and seeding and getting all of that. I went in the gym the other day. That is really beat up in front of there and that used to be nice. So that was another area where we cut back. You know, we just decided that, okay, we can't continue to maintain all these high acreages and so we cut the fertilizer program back and cut the sodding program back and increased the mowing time. All that sort of thing allows you to cut \$25 or \$30 thousand because you can get rid of one person.

Fortunately, however, when we got our back up on things and said, "We just can't cut any more or we are going to get into a deferred maintenance situation like Yale got into," the board of trustees really supported us. We never really did much cutting back on what I would call repairs. I think that's what we used to call it. Maybe it is maintenance today as opposed to custodial services and heating and lighting and that sort of stuff.

I think it paid off for Dartmouth in the long run because we used to say that we didn't have much deferred maintenance and I don't think it turned out we did. We did in this building [Webster Hall], but we did it knowingly. We said, "We are not going to maintain this building because we don't know what's going to happen." The old Davis rink was the same way because we had a new rink on the boards at Thompson Arena.

So we came up with a formula that had to do with insured valuation and age of buildings. We came up with numbers that said, "Okay. This is the amount of money we should be

spending on repairs.” We used consultants and so forth. It was nothing new that we had invented. The board said, “We buy that, because we don’t want to get into a situation.” The one area where we had more major deferred maintenance than we thought we had was in the heating plant. That was a fact.

DONIN: I think we talked about that last week and solving that problem.

SKEWES: Yes, we did. It took time, but they are in pretty good shape now.

DONIN: How much sort of, I guess, bench-marking did you do, comparing what other like facilities did compared to what Dartmouth was doing? I mean is that sort of standard procedure to...

SKEWES: I think we did more bench-marking in housing & dining in terms of what accommodations we had and what we provided and the sort of food options and so forth. That’s the real issue because students go back home and talk with their friends, and then their friends say, “Oh, boy. We’ve got this and we’ve got that. We’ve got the snack bar and we’ve got kosher blah, blah, blah.” All those things. So you really...at least I always felt that we had to try to be in the forefront, especially with the schools that we compare ourselves with. So the Ivy League plus two, it was called. I am trying to think. It was the Ivy League, MIT and somebody else [Stanford]. I can’t even remember who it was at this time.

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

SKEWES: So we would share information and, if Boston College had something that was really good, we would send somebody down to look at it. That was where we got a lot of ideas. On the bench-marking on buildings and grounds and so forth, we never did much. We just worried about ourselves and knew what we didn’t want to get into, where we had seen in some other places. Some of it is, of course, Dartmouth...

It may not be true today, but Dartmouth's buildings are architecturally fairly simple, clean buildings as opposed to Yale, for example, with all the spires on the colleges. So I think we are really fortunate that way. You know, our roofs are fairly straight forward. They are in the north country, which is a

problem, but they are not sophisticated roof systems and our buildings are fairly -- at least what used to be classroom buildings. Now we've built in the last 20 years certainly sophisticated buildings in terms of what the insides are. We just sort of...

DONIN: Which are the sophisticated insides?

SKEWES: I am talking Burke. I don't even know the names of some of them. Physics, chemistry, the medical school buildings. We had fairly un-modern facilities 30 years ago in terms of the labs and that sort of thing. Now we build all of this sophisticated stuff.

DONIN: And, as you said, the weather up here is harder on building maintenance than a school that is located some place where the temperatures don't go down to -30.

SKEWES: Yeah, that's right.

DONIN: Okay. Did you work with...I believe William Davis was the budget officer for quite a few years during Kemeny's term.

SKEWES: President Kemeny. That's correct.

DONIN: So you had occasion to work with him and, of course, the person above you was Rod Morgan at that time?

SKEWES: During President Kemeny's, it was Rod Morgan. That is correct. Vice president of administration.

DONIN: How much guidance did you get from either of them in terms of how to manage your budget?

SKEWES: From Rod Morgan, not much. I mean, by the time he came, I had been...I don't remember when he came now.

DONIN: He came about...

SKEWES: The first year of John Kemeny's presidency, whenever that was.

DONIN: Something like that. Early '70s.

SKEWES: So I had been doing what I was doing for ten or twelve years by then so I really didn't get much direction from him and frankly I didn't need it. Bill Davis was the budget officer. That's interesting because I have been trying to think in my own mind, put together the sequence of when John Meck died; who succeeded John Meck; where did Bill Davis fit in the picture; and Paul Paganucci. I was confused. I guess Bill Davis was the budget officer. Yeah. That's when he was brought over from the physics department.

DONIN: Thayer. Right. Physics and Thayer for a year.

SKEWES: Well, he was sort of the scorekeeper. He was a great reader of The New York Times and The Wall Street Journal. I can recall he would occasionally call me or send me a note or send me a copy saying, "Did you see this?" and it would be something like some economic indicator that was going to go up 1% or something.

I mean, I was well schooled by Dick Olmsted, who was a terrific administrator here and had been in the job for a long time. So at that point, I certainly knew what I was doing and we had good people running our departments. So I didn't look to either one of them for a lot of guidance. I mean, you know, they could tell me what to do and certainly we tried to please what they wanted.

DONIN: You were fairly autonomous by that then because you had been at it for so long.

SKEWES: Too long, maybe. [Laughter] Not by then, actually.

DONIN: No. No.

Okay. Just finishing up with John Kemeny, we did talk about him some last time. Do you remember when he took his leave of absence to head the Three Mile Island Commission?

SKEWES: Yeah. I remember that, but you know I don't...

DONIN: But it didn't have any real impact on the work you were doing, his absence from campus?

SKEWES: No. I never, as I said before, I never saw John Kemeny much and I was probably in his office twice. Anything that he, policy-

wise or whatever, came down through his structure that had been created and so him being away was not an issue.

DONIN: Were you surprised when you learned that he was going to step down after ten years, eleven years?

SKEWES: I don't know if I was surprised. I mean I really can't remember that, that much. Sure. Maybe I was surprised. I wasn't shocked, to put it that way because, at that point, the tenure of an Ivy League presidency, ten years was a long time. I mean there weren't many that had been around that long I don't believe. The man from Cornell. I can't remember his name.

DONIN: Well, he was the first after Dickey's very long tenure.

SKEWES: That's correct.

DONIN: So it was possible that people might have thought that he would spend, you know, a longer stretch since Dickey had been there so long. How would you...I mean, if you had to describe his leadership style, how would you describe it?

SKEWES: Well, he worked through his senior staff, his vice presidents. He certainly was precise in what he did and he certainly made a lot of difficult decisions during his era, which were good for Dartmouth. But I wasn't that close to him so, you know, I don't know what he was like on a day-to-day basis. I mean I saw him. He was so brilliant. Whenever you heard him speak at an affair or whatever it was, you know, he just was wonderful in terms of preciseness. But I never was that close to him, so I mean, I would have trouble really telling you what his leadership style was because I don't really know other than what happened during his time here. He must have been a very persuasive man with the things that happened. So I can't... I'm not much help there.

DONIN: Okay. That's good. That's fine. Well, let's move on to David McLaughlin then. Were you aware of the search that was going on to replace Kemeny?

SKEWES: Oh, yes.

DONIN: And did you have much interaction with David McLaughlin when he was chair of the trustees?

SKEWES: Some. I mean I went to certain trustee meetings. We were somewhat contemporaries at Dartmouth and at Tuck School, so I knew him that way, so we would converse on a friend-to-friend basis occasionally when he was here. I thought he was a good chairman of the board of trustees and I thought he was good for Dartmouth. He certainly I think was effective as a fund-raiser there and I think he was somebody the alumni in general terms liked. He seemed to be a good chairman.

DONIN: So what was your reaction when you learned he was...

SKEWES: I knew you were going to ask me that and I have gone through a lot of words. I finally settled with, "I was pleased." You know, I wasn't elated because I'm not the kind of guy who gets elated; but I was pleased. It was somebody I knew. I visualized the president in the mode of Ernest Martin Hopkins [Ernest Martin Hopkins '01] and John Dickey. You know, staunch alumni, active on campus. You know that whole deal, athlete. I mean it seemed to me, "Wow, this guy is perfect for the job."

DONIN: Do you think his election was in any way a reaction to John Kemeny, to the presidency of John Kemeny?

SKEWES: I don't really know that. I mean I was pleased and I was also surprised. I mean that was a real...Maybe it was a shock now that I think about it because I don't think anybody...That name hadn't been leaked. I mean we knew that there were other people and we were speculating Dartmouth alumni who were presidents of colleges or active in academic affairs some place else. So that was a big surprise. I don't know. I never knew what the search committee, why they came up with him or how. I mean I just don't know the answer to that.

DONIN: Okay. Well, let's talk about his presidency. It's been said that he had a very different style of management than John Kemeny... A much more sort of hands-on type of president.

SKEWES: That's fair enough.

DONIN: So you found that to be the case.

SKEWES: Oh, sure. Yes. He was completely different from John Kemeny. Even though I wasn't that close to John Kemeny... I mean, he was everywhere for a while.

DONIN: Why did the faculty have such a hard time with him?

SKEWES: Well, I have my own theory and I guess that's all I could... My theory is that he got off on the wrong foot with the faculty when he, I say unilaterally, unilaterally with some trustees, presumably went to Washington and negotiated ROTC to come back on this campus without going through the process of getting the faculty in on the picture and agreeing; because they were the ones who put the pressure on him. So, having said that, I always felt that they just sort of said, "If that's the way you want to play ball, then we will join the ball game."

I obviously don't know the ins and outs of his dealing with the faculty and a lot of it is hearsay, but I think one of the ways that they sort of stonewalled him was on committees. He would form a study group or a committee or something and ask the faculty for three appointees to the committee and it would take a year to name them. So the committee would just sit in limbo and nothing happened.

His style, or at least part of his style, was you know, he was a man in a hurry. He had been a corporate president and was used to getting things done when he wanted them done. From his standpoint, the way to get from point A to point B was a straight line and that doesn't work here anyway and I guess in most academic... You know, that's the way he did it or tried to do it. So I don't think there was ever a comfortable relationship with the faculty. I mean I don't have specific anecdotes other than my own perceptions of what was happening. So those are my thoughts on that.

DONIN: Now you yourself were clearly impacted by it, because one of the people that was let go by him or whose job was changed dramatically was your boss. Do you remember all that and can you...

SKEWES: Oh, I can remember. I don't know exactly when it happened, how many weeks into his term. Not very many.

DONIN: Not many.

- SKEWES: My office was in the South Fairbanks and Mr. Morgan's was in Parkhurst and that's where we met in Parkhurst when he had meetings with me. I remember him walking in my office at 8:30 one morning at South Fairbanks. He sat down in the chair right in front of me and said, "I have just been fired."
- DONIN: He didn't see this coming.
- SKEWES: Oh, I guess not. I mean I have heard other stories, but I don't have any first-hand knowledge other than... No. I don't think he saw it coming in the least, I mean, because he wouldn't have told me that way. He was in a state of shock.
- DONIN: What were the reasons that David McLaughlin gave?
- SKEWES: Well the reason was that they eliminated the position, which I agree was not a necessary position. He eliminated vice president of student affairs and made the dean the chief student officer. Once again, I don't think that position was needed either. So I can see where they were coming from, plus I don't think his style fit David McLaughlin's style anyway, so it wasn't a good fit. I mean I was surprised; but, in retrospect, you know, I think it was the right thing to do. We really didn't need the job.
- DONIN: Well, in effect, he was dismantling some of the structure that John Kemeny had left in place, wasn't he?
- SKEWES: That John Kemeny had put in place.
- DONIN: Put in place. Right.
- SKEWES: Yes. I think that's true. I mean his closest confidant was Paul Paganucci. They were one year apart at Dartmouth and at Tuck School. Mr. Paganucci was a very smart guy and very shrewd and could cut through things and get things done and was tough and smart. Any good adjective I can think of, it's him. So whether it was President McLaughlin's idea or Mr. Paganucci's idea, they certainly both must have had a hand in it because I then reported to Mr. Paganucci.
- DONIN: What did they give Rod Morgan to do?

SKEWES: As I recall, they created a position called director of outdoor affairs or something like that. They gave him the golf course and a couple of ski areas we had. I mean, it didn't have anything to do with the outing club. It was before we had a director. We had a director of the outing club by the name of John Rand [John A. Rand '38], so they gave Rod this position until he could...Or something...Whether it was a finite number of months or until he found another position or whatever it was. He had an office and that's what he did. He kept himself busy I guess. Of course he ended up going with...What is the name of the company? AMCA, which isn't here anymore. Does that name mean anything to you?

DONIN: I think I read it in his press release when he made that move. When this happened, did you fear for your job?

SKEWES: No. [Laughter] I thought my job and my staff...We had a good group and I think we did have a good group and we just stayed in place. Nobody went down the road. We were under the microscope more simply because of President McLaughlin's interest in that area; but that's okay.

Some of the things I remember about him were amazing. That first week or day probably -- it probably was week, not day -- he came to work here and I don't recall when that was. It was in the summer sometime I think. He called me up and he said, "I want to have a tour of the campus grounds and the student residences." So I got a hold of Bill Crooker, who was the director of student housing, and he and I met the president someplace and we started off. I think before we were ten yards on the walk, he had bent over and picked up some trash on the ground. So the next day...And we would go through these buildings and he would observe the buildings. I am talking Streeter, Gile, Lord, Topliff, New Hampshire, the dormitories. He wanted to know what they looked like. But going from one dorm to another, we had to walk and, after a while, the three of us, we were all bending down, picking up trash. He had a fetish. It was incredible. You know that was at the time when the students were throwing everything around every place...

DONIN: Everything.

SKEWES: ... and you couldn't hardly keep up with it; but, man, he wanted this place picked up, so we sort of went into a fast gear on doing some things which we did anyway.

One of the things that we learned was the route that he walked to work; so, man, we used to pick up that route at 6:30 in the morning. We had a guy...Because he would come down fraternity row and go between Russell Sage and Butterfield. He also played tennis early morning, so we had to open Leverone fieldhouse for him because he liked to play tennis early in the morning at 6:00 or something. We had to worry about that area.

DONIN: Very different work habits than John Kemeny.

SKEWES: Oh, yes. He slept about four or five hours, someone said. He had all sorts of energy.

DONIN: So you saw a good deal more of David McLaughlin than you did of John Kemeny.

SKEWES: Yeah, and half way through his tenure -- and that must have been three years into it -- he decided that he wanted me to report to him and not to Paul Paganucci. I remember this one because I had my bi-weekly meeting with Mr. Paganucci and he said, "Starting next week, you are going to report to the president." He said, "I don't think it is a good idea because he's got so much to do now, he doesn't need anything more; however, that's what he wants. So all I can tell you is make all the decisions you can on your own and just bring him something that you feel ought to be shared with your boss." He said, "Because I don't want you to bring all the sort of stuff we talk about because he can't handle it. He's got too much to do."

So that started a whole new relationship. I felt -- and I could feel this early on -- that he looked at me as a friend as well and as an alumnus and a former athlete like himself. Because there weren't many Dartmouth grads then as administrators. We are gradually getting away from that. As I said when I first came here, everybody virtually was Dartmouth. So when I would meet with him, he didn't want to talk about my agenda to start with. He wanted to talk about things on campus and what was happening downtown. "How do you think the football team is going to do this week?" You know, it felt like he just wanted to have somebody to talk to.

DONIN: So he really was talking to you. He wasn't making small talk. He really wanted to know.

SKEWES: Oh, yeah. Yes. He didn't want to waste any time. Yeah. He wanted to know about things -- not personal things -- but just things in general. "How's it going?" and that sort of thing. So we did five or ten minutes of that generally.

DONIN: So you would meet with him once every couple of weeks?

SKEWES: Yeah. I think it was once every two weeks. I would bring an agenda of items that, you know, I felt that we needed a decision on. Here is what my recommendation was. He would say 'yes' or 'no' or modify it and we would go on from there.

I enjoyed reporting to him. I worked harder than I ever worked in my life in terms of evenings, simply because he just loaded the stuff on you. It was incredible. You know I think part of it was working with the president. I mean I had been here long enough that it was, "I finally made it." He was an amazing guy. He traveled a lot because he was on several boards and that sort of stuff. Apparently when he traveled, he dictated or I don't know what he did because he would be gone for four or five days and I would get half a dozen or ten memos from him every day, answers he wanted on something. I didn't have the answers all of the time. I had to go and find them. Then I had my other work to do. So that would go home in the briefcase. He was amazing.

DONIN: So there was a level of attention from him that was very different.

SKEWES: I mean he wanted to know about things that he shouldn't have to worry about because he was paying a lot of people to worry about them. Little things. I mean I can't even remember what they all are, you know. "When are we going to put the snow fence up someplace?" or, "Isn't it time to do something." Things that the president shouldn't waste his time on, but he did because he had the time to do it, I guess. I mean it isn't that he neglected -- I don't believe -- what he ought to be doing. It's just that he had these added hours in his day that the rest of us didn't have and he just had a mind that he wanted to know. "When are the clay tennis courts going to be ready? When are

we going to do this? When are we going to do that? What's this? What's that?" Just incredible.

DONIN: Rod Morgan was not the only personnel change he made sort of off-the-bat there.

SKEWES: No. We lost a dean, too. We lost the director of athletics. We lost the dean of the Tucker Foundation.

DONIN: You lost Dennis Dinan [Dennis A. Dinan '61] from the Alumni Magazine.

SKEWES: Yeah. All people who were really good at what they were doing. That has always bothered me because I never felt that he replaced them with people who were of the same caliber. It was basically...I don't know about Dennis. I did at the time, but I just don't recall because that wasn't my area. Dennis was out and out cut loose, I think. In terms of the dean...

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

SKEWES: ...then Ralph Manuel [Ralph Manuel '58] came in. Yeah.

DONIN: We are back on tape now.

SKEWES: I mean I know for a fact on the director of athletics position that the then incumbent who was well respected nationally...

DONIN: This is Seaver Peters [Seaver "Pete" Peters '54] you are talking about.

SKEWES: Seaver Peters. Yes. A very close personal friend of mine. He just felt...he had become the assistant director of athletics and Dave McLaughlin was the president -- I mean the director -- and I think the same thing in the dean's area. He just got involved more than Carroll Brewster [Carroll W. Brewster '75A] felt he should I guess. They both moved on, on their own, but they just weren't happy anymore, which is really too bad.

DONIN: Then Ed Shanahan [Edward J. "Ed" Shanahan] came on as his dean. David McLaughlin.

- SKEWES: Oh, that's right. Ralph was before. That's right.
- DONIN: It was Carroll Brewster and then Ralph Manuel and then Ed Shanahan.
- SKEWES: That was the sequence?
- DONIN: I think so.
- SKEWES: Seymour, Brewster, Manuel, Shanahan. Okay. That's right. Then Warner Traynham [Warner R. Traynham '57] left. So we lost some good people, which maybe they would have left anyway; but they weren't happy.
- DONIN: But do you understand the motivation for any of this, I mean, for all those changes?
- SKEWES: Well, I mean, I think...I know in some cases the people were strong-willed and probably didn't agree with some changes policy-wise that he wanted to make and probably argued about them. Other than that, I don't know. I mean I...I don't know.
- DONIN: OK. But it certainly changed your job.
- SKEWES: It changed my job and it sort of elevated my area. I think because he came from the corporate business world, he was interested in these things.
- One of the things I was able to do then was I was able to beef up my staff in terms of where they were rated on the personnel staff, and we were able to upgrade some salaries and give some of these people some visibility that they hadn't been getting and recognition. So that was all good for us. You know, I was able to bring our director of buildings & grounds, for example, to some meetings that he had never been to and to some of the trustee meetings. He was a capable guy. He had been in the job for 25 years and, you know, was finally getting some recognition and people appreciated what he was doing. So it was good for the business affairs area -- that whole period of time -- in terms of recognition and whatever.
- DONIN: But his micromanaging was creating a lot of extra work.
- SKEWES: Yeah.

DONIN: For him as well as for you.

SKEWES: Yeah. I mean he wasn't butting and telling us what to do. He just wanted to know what we were doing. So to keep the president informed just took a lot more work, you know, in terms of writing memos and writing reports and answering one-sentence questions that you would get. You know, if I didn't know the answer, I would call Dick Plummer, the director of buildings & grounds. "Dick, the president wants to know when are we going to paint Butterfield Hall?" or something... You know, some ridiculous thing. So I would find out and we would have to tell him. Then he wanted to know, "When are you going to do it?" [Laughter]

DONIN: Right. So this must have impacted all of the people working for you tremendously...the buildings & grounds fellows.

SKEWES: Yeah. I think that's fair. The president's house became more of an issue in terms of residents' satisfaction. I mean we had to upgrade a lot in what we did there simply because -- and we spent a lot more money -- because Mrs. McLaughlin was demanding and her style of "first lady" was certainly different from her predecessors.

DONIN: Was she as involved as Jean Kemeny?

SKEWES: Yeah. They did a lot of entertaining. They did a lot of student entertaining, too, and students using the facility, the downstairs area. So we... Well, you know, the president's house needs upgrading anyway every so many years. I think the sort of things that Dave McLaughlin became interested in, in buildings and grounds and facilities. The people in buildings & grounds were appreciative of the fact that, "Hey, the president really is interested in this." So they I think... Their level of pride in what they did sort of got boosted up because he was around and you sort of never knew when he was going to show up some place. You know he would just as soon walk in the heating plant at 9:00 one morning and see the chief engineer, who he didn't know from a hole in the wall, and introduce himself and say, "I would like to see your new boiler. Could you tell me all about it?" You know, that's the sort of thing he did. Then all of a sudden the word is around, "The president is in the heating plant."

- DONIN: That's great for morale.
- SKEWES: Oh, yeah. Oh, he was an amazing guy. I mean I know there were some shortcomings that didn't help in the end. But the areas that I was involved in, I thought, you know, that he understood when I would say, "We've got to do something about our purchasing staff because we are not as sophisticated as we ought to be and we've got to get a couple of buyers in here to replace some that are retiring that are experts in certain areas and we are going to have to pay more money." He would understand that. You didn't have to argue that one. If you showed him the information. "Here's what the market is." So I got a lot of help from him. But he was controversial in a lot of other ways.
- DONIN: Right. Right. Speaking of buildings and grounds, he is also credited with a number of initiatives that resulted in... Obviously, the hospital move, as well as the Wheelock Cluster.
- SKEWES: Tell me what the Wheelock Cluster is.
- DONIN: Is that the wrong term for it?
- SKEWES: I don't know what you are...
- DONIN: Down on Wheelock Street here... The new...
- SKEWES: Oh, across from the gymnasium.
- DONIN: Yes.
- SKEWES: Okay.
- DONIN: What do you call that?
- SKEWES: I don't know what I call it. [Laughter] I guess I forgot. I guess that's the Wheelock Cluster, as a matter of fact. [Laughter]
- DONIN: Well, he is generally credited for that. Is that not accurate?
- SKEWES: Oh, sure. I mean, if it was built during his era, then I think he can be credited with it. Certainly the whole residence hall level of amenities.

DONIN: The overhaul....

SKEWES: Yeah. I mean that is one of the first things that came out of that tour we took that first week he was here. He said, "We have got to do something about these places" because things really hadn't changed since it was an all-male school other than some of the things that were done for women in terms of toilets and cubbies and that sort of stuff. You know, all of those study rooms and computer rooms and lounges and kitchens and all that stuff were all done when he was here, or most of it.

DONIN: Wasn't some of that started as part of the initiative of the office of residential life to create these more friendly...

SKEWES: Yeah. You were saying that he's credited with the Wheelock thing. Well, I mean... I am saying, "If it happened during his period, then I guess...I mean he had to sign off on it." That was the way he obviously could make things happen. I mean, he didn't have to go through the faculty on much of that stuff, so he could get things done. And he liked to get things done. He was a doer.

DONIN: When did you first hear the idea of the hospital, the whole move of the hospital?

SKEWES: Well I knew that was going on. I wasn't on the committee. Gordon DeWitt, who worked with Dick Olmsted and myself, was the person who was on the committee that met hours and hours and hours and hours because he was our construction person at that point -- planning director. So I knew what was going on and I knew certainly the relationship of the town and the town not wanting the medical school to expand in place and so forth and so on. I mean that was...Somebody had a lot of vision to come up with that. Certainly he and Paul Paganucci were credited with it and I am guessing that they were the two people that understood the economics of it more than anything. That's really what it was, a numbers game at some point...Bringing the medical center and the medical school together all in one place and being willing to commit the money. I mean that's...

DONIN: Well, they were able to convince the trustees.

SKEWES: The trustees...sure. I think that's one of the things that the Dartmouth trustees have always been good at is long-range vision. That really is almost what their role is -- to see the big picture -- and they certainly supported it. I mean my job was somewhat long range, but it was the more day-to-day job of just keeping the place running. You know that was mind-boggling at the time when they talked about that. Then when the numbers came out of what it was going to cost...Fantastic.

DONIN: Well, I gather there was strong reaction to it, people thinking that it just couldn't be done.

SKEWES: Well, yeah. I think that's true. Certainly. I don't think Hanover realized what it meant to them when the hospital left. I mean after a while all the restaurants...They didn't suffer. There are still plenty of people who buy lunch downtown. You know, there may be a drugstore that got lost in the shuffle, but now we are going to get CVS, so I guess it's not too bad. I mean, can you just imagine what the traffic would be if the medical center was here today? Well, it probably wouldn't be what it is, I mean, because there would be no place to put it.

DONIN: No. No.

SKEWES: I went the other day... I'm trying to remember. I know, I had an appointment at the hospital. I usually park in one of the parking lots; but that's a little harder now because of the construction going on. So my wife had gone last week. She said, "You probably had better use the shuttle lot." So I used the shuttle lot. I never saw so many cars in my life in that shuttle lot. I mean, I never knew they were there.

DONIN: Oh, where is the shuttle lot?

SKEWES: It is right across the street. As you come out of the hospital and go to Hanover. Well, you go up the road like you are going to Jesse's. Just go straight ahead and there's like four tiers of parking there. I don't know how many cars there were, and there are buses running like every ten minutes. There are about three of them that run back and forth. So I parked my car and got out. The bus showed up. I got in the bus. When you leave, you go to where the bus picks you up. Perfect.

DONIN: That's amazing.

SKEWES: You know, I knew there were a lot of cars up there, but I was surprised when I saw them. I really was. I hadn't been up that road in 15 years.

DONIN: That must be where all the employees park.

SKEWES: Yeah. Well, when you get an appointment confirmation, they encourage you to park there. You know there is a map. There must be a lot of... Yeah, because it is simple to get to and you are under cover all the time now. You don't have to walk in the cold or in the rain to get to your car because the guy picks you up right at your car. You just stand outside your car and wave at him and he stops.

DONIN: That's great.

SKEWES: It is.

DONIN: Who would have thought 20 years ago? Okay. Let's see. Sort of outside your realm while you were here during McLaughlin's time, there was a lot going on on campus in the way of student protests.

SKEWES: The shanties.

DONIN: The Dartmouth Review, the shanties. Did that impact you specifically in your work?

SKEWES: The Dartmouth Review never bothered me. I would read it off and on if somehow somebody gave it to me; however, we did have... They would try to pick a fight with buildings & grounds or somebody on something. But the one issue that they really got quite nasty about, which was a problem for me, was they wrote an article which said that the two senior managers in the Dartmouth Dining Association -- that's what it was called then, the DDA -- were in effect stealing food, that they were going out the back door with steaks and other sorts of food. "No wonder we are losing \$25,000," or something. I mean it was really a very tough thing because they were accusing people.

DONIN: But that's what they did. I mean nobody was safe from them.

SKEWES: Yeah. So, as a result, we had to have an independent investigation and I was interviewed and then I wrote letters of support of the people. You know, it was bad. As a result, both of those men, within a period of three or four years, they both retired. They just couldn't handle it anymore because there was a lot of "I told you so" sort of stuff going on. That was tough.

DONIN: Why did they decide to target those two guys? What were the grounds?

SKEWES: I don't know. They found some student who was working there who was one of their types who said, "I just saw Mr. So-and-So last night go out with a..." I don't know.

DONIN: Bag of steaks. [Laughter]

SKEWES: Yeah. Bag of steaks. Maybe he did, but he would always pay for it. So I then would have to say, "It is probably bad judgment to do that because the perception is there for somebody. So that is bad judgment." So I had to sort of slap their hands and say, "We can't do that anymore. What else are you doing that somebody might get their mitts on?"

You know I could have done that myself. I could...I can imagine a couple of times where I said, "I need a couple bags of ice." And they would say, "Come on over and pick them up." I would say, "Okay. Put them on my accounts receivable." I would go to the back door and get two bags of ice because we were having a party or something.

So we stopped doing all of that stuff. We didn't do that anymore. I don't think they do it today. But, other than that, The Dartmouth Review was more... My area wasn't an area they picked on very much. It was more the student area and the president and that soft of stuff.

DONIN: They had plenty of targets.

SKEWES: Yes. I just sort of felt bad for people if they were being raked over the coals by The Dartmouth Review.

The shanties... I don't have a great recollection about the shanties other than... Well, I have one story that I will tell you about. I knew they were there and I can't even remember for

how long they were there...several weeks? I know that students lived in them I guess and they were terrible looking and everybody, not everybody, but certainly a lot of alumni and other people...People in town felt, "When is Dartmouth going to have some guts and take those things down? What are they letting the students do?"

DONIN: Well, wasn't it an issue for buildings & grounds, having those shanties sitting on the green?

SKEWES: Well, it was an issue, but certainly shanties on the green was an issue that was dealt with in the president's office, not at buildings & grounds. I mean...

DONIN: Right. Right.

SKEWES: Security was more involved. I don't know the sequence of all of this, but it was certainly into the... Do you know how long the shanties were there, by any chance?

DONIN: Well, let's see. They went up before the Christmas break and they came down...They were attacked shortly after Martin Luther King's birthday in January, so they were up there for a few months at least, because the kids went home for Christmas and they were up.

SKEWES: Well, I remember maybe they had been up a week or two weeks. I just can't remember the sequence; but I know it was a Sunday afternoon. I was home watching a pro-football game. The telephone rang and it was David McLaughlin, a Sunday afternoon. It must have been about 2:00 or something like that. He said, "I want the shanties taken away, today." This was Sunday. Today. "I want the shanties taken away, today." I said, "Okay. Thank you. Bye."

So I got a hold of Dick Plummer, who lived in Plainfield, who was my director of buildings & grounds, and I said...I don't know what he was doing. He wasn't watching the pro-football. He was probably working out in his yard because he had animals and everything. So I said, "Dick. You are not going to believe this. President McLaughlin wants the shanties gone today." He said, "You've got to be kidding me." I said, "No. I'm not kidding you. We've got to devise a way to get the shanties out of here today." So we talked. There was another guy in

Plainfield named Stan Jenks, who owns a company named Biathrow [H.B. Biathrow, Inc.]. They are an earth-moving type of company and they have flat beds where they put their big bulldozers on. He said, "Well, I will try to get a hold of Stan and see if Stan can get a hold of some people and we will take the shanties down." I said, "Okay. Let me know, Dick." So he called back about 45 minutes later and he said, "Stan is gearing up. I got Stan. They will be out there by 4:00," or something. I said, "Terrific." So they came and they...

DONIN: Did you go up?

SKEWES: Oh, yeah. They came and apparently somebody saw them coming. I don't know who it was. So then I went home. I said, "I'm not going to stay around and watch this. I want to see the end of the football game." So I came home. At 5:00... They didn't do anything at that point. They were waiting for some other men and some other equipment. I got a call from David McLaughlin. "Cancel everything. We are not going to take the shanties down." I said, "Okay." So I went back up.

Of course, these guys...The buildings & grounds type fellows around here, they call it "practice" because they do...You know, they've remodeled the same office in Parkhurst ten times and they say, "Oh, we've got a practice coming. We have got to go up there and do that." So this was sort of just practice for them. [Laughter] It turns out that Dwight Lahr [C. Dwight Lahr], who was then the dean of faculty... I think Leonard Rieser [Leonard Rieser '44] was the provost and he was out of town; but Dwight got wind of this from somebody and apparently he talked to the president. He said, "You can't do that." So anyway, that's my shanty story.

DONIN: Amazing.

SKEWES: It was. It was incredible. We laughed more about that. Every time I used to call Dick on a Sunday or at night after that on something, he would say, "Don't tell me." I would say, "It's not that serious, Dick." [Laughter]

DONIN: I mean that was a close call. He might have been in hot water if they had taken them down.

- SKEWES: I don't know where it came from and I never asked him and he never brought it up again and we went from there. As I said, I don't remember the sequence, but that is so vivid in my mind.
- DONIN: Do you remember the rest of the story, I mean how it played out with the attack by The Review and then the...
- SKEWES: Now that you are telling me about it, I do. It's not something that I recollect specifically.
- DONIN: What was your take on how he ultimately handled all that?
- SKEWES: Oh, I think I was so relieved that we finally got rid of them. I can't remember all of the details. I know the trustees got involved. They met with...I just don't remember all that other than it finally happened. I just know it was a lot of bad publicity for Dartmouth. It was awful. It was sort of like the swimming thing this winter.
- I was playing golf with somebody yesterday and it is the first time I have played with this person this year. We were talking and he said, "What do you think about the swimming business this winter?" He is retired like me, only he is in Florida in the winter. We are in South Carolina. I said, "Well, I was sorry to see it happen because I think it made us look bad and going back on the decision and so forth." He said, "You ought to have heard them in Florida talking about it." [Laughter]
- DONIN: Amazing, even in Florida.
- SKEWES: That's right. So it was all over the papers.
- DONIN: It was all over the papers. It was. That's true. Some have said that that was really the signal that it was over for David McLaughlin, when the students took over Parkhurst.
- SKEWES: Yeah.
- DONIN: And that was really... That was it. Did you have any sense of that?
- SKEWES: Well, I didn't have a sense of it other than when he...At some point, he took like a three-month leave of absence or trip or something?

DONIN: Yes. He went to China.

SKEWES: He went to China. I know that, at that point, there was a rumor that he may not come back. But, you know, I didn't have a sense of it because he struggled through so many things that, "What's another thing?" I didn't know what was in the trustees' minds.

DONIN: Clearly, things had not gotten better with the faculty either.

SKEWES: No. They never got better.

DONIN: How would you characterize his term in office, if you had to describe it? You know, there are a lot of positive things that came out of it, but there's also a legacy of a lot of negative.

SKEWES: Well, I think he healed some wounds with some alumni. Certain things about him I recall vividly in my mind. One of them was I remember in early September and I don't know how long he had been here then; but, one of the things, they have the Green and White football scrimmage. The Dartmouth team divides itself up before the season opens. So I always went to the Green and White scrimmage. So I was there and, you know, there might be 300 or 400 people that are there -- a lot of alumni from Eastman and Woodstock and around town, the people who are interested. He came in. We were facing the field from the Dartmouth side and I remember he walked in. He came up the stands. The...

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

DONIN: So he is coming up the stands.

SKEWES: He worked that crowd like Bill Clinton would work that crowd. He just walked from group to group, shaking hands, sitting down for two minutes, getting up and going to the next group. These were older alumni that do those sorts of things. He must have done that for an hour. It was incredible. So I think alumni relations became better during his period of time. Certainly the physical plant benefited from his being here in terms of what we talked about.

Some good things happened and yet, you know, it was a fairly tumultuous period of time compared to his predecessor and successor. A lot of people were more on edge, I think, sort of not knowing what's coming next type of thing.

DONIN: Do you mean while he was in office?

SKEWES: Yeah.

DONIN: People on campus?

SKEWES: Well, yeah. You know we did all sorts of different things. We'd have a new employee evaluation system and we'd have a new wage scale system. You know, just a lot of changes that he wanted to make and he made. I mean he is hard to describe other than what I've said. I think there was a lot of relief when he moved on. I mean it was time to try to quiet the place down a little bit. I don't know if I am answering your question or not, because I am not sure exactly what to say.

DONIN: Well it seems people often appreciated his good intentions and his devotion to the college. That was never in question. But, you know, his style and his tactics were often...

SKEWES: He had people on edge. You sort of didn't know what was coming next. He, you know, used the CEO approach to things. It didn't bother me. As I said, I had a good experience personally and for my departments. We did fine with him; but I think it was difficult for a lot of people. Maybe I came from the same cut of cloth that he came from in terms of background and I was confident enough in myself that, if I didn't agree with him, I told him I didn't agree with him. I wasn't afraid of him. "Afraid" is not the right word. I wasn't intimidated by him. I would say my piece and, if that didn't work, then fine. We just went on and I did what I was supposed to do. A lot of times when I had that sort of situation with him, I would put it in writing because being precise on what you wanted to say and he was pretty reflective on a lot of that stuff, too, and he would come back and appreciate it. I mean I think he wanted people to disagree with him if they disagreed. I mean he wanted all sorts of sides of the picture. It was sort of the George Bush approach I think.

DONIN: But that didn't work with the faculty. I mean he didn't want to work on a consensus.

SKEWES: I don't think the faculty, as I said... My own impression is that they never let up on him and that probably there were some people in leadership roles in the faculty who thought they could do a better job than he could as president and there might have been some resentment there. I don't know that, but that wouldn't surprise me.

DONIN: What was the basis for their resentment do you think? That he wasn't an academic?

SKEWES: Yeah. Sure and that they... You know, this is just me. Yeah. I think so, because I think they were real happy with John Kemeny. He was one of them, although he didn't give the faculty everything they wanted all of the time either. So I don't know.

DONIN: You've got a lot of notes there. Have we left anything out that you made notes about?

SKEWES: No. I guess I have commented on most of the things that I had written down. I think it was clear that Dave McLaughlin, as we went through his tenure, wanted his people, for the most part, his choices in positions. I mean he brought a number of people aboard. Some worked out, some didn't work out.

DONIN: Who were some of the others that you recall?

SKEWES: I am thinking of John Heston [John C. Heston, Jr. '54] for example.

DONIN: Sure. The communications director.

SKEWES: And... He lives in Norwich now... The vice president of development...Jack... I think he succeeded Addison Winship [Addison L. "Ad" Winship II '42] ... Jack Harned [John "Jack" Harned '50...]

DONIN: I don't have the list here so...

SKEWES: That didn't work out either.

DONIN: Every president does that, don't they?

SKEWES: Yeah. I think so. I don't think to the extent Dave McLaughlin did it. It just seemed more obvious in his case for some reason.

DONIN: Were they all alums? Certainly Heston was.

SKEWES: Heston was and Jack Harned in development was. But the director of athletics wasn't. Ted Leland [Edward "Ted" Leland], who is now a director at Stanford. The Tucker Foundation person wasn't. Ed Shanahan wasn't. I mean so they weren't necessarily alumni. I guess that's what I am saying.

DONIN: And that couldn't have helped people's perceptions of him.

SKEWES: No. Yeah. I guess that's right. But I don't think the alumni thing...I mean, that certainly became less of... I mean, that was never an issue anyway. It was just a fact and, with the search committees and all of that business now, you presumably get better people. I don't think that ever became an issue. I think... My own personal feeling is that it would be nice to have a corps of some alumni who can give you some sense of history on certain things. But that's harder and harder to do because it seems to me there are less Dartmouth people going into academia these days than there used to be.

DONIN: So your job must have changed again when McLaughlin left and Freedman [James O. "Jim" Freedman] came in.

SKEWES: Uh huh. I then reported to the treasurer. Paul Paganucci left to go back to W.R. Grace, as I recall, and they appointed Mr. Field, Bob Field [Robert "Bob" Field '39], as the acting treasurer. He was a former trustee living and retired in Hanover. He still is. I reported to him and he stayed on for, I don't know, three years anyway maybe.

DONIN: And did things calm down in your office in terms of workload?

SKEWES: Oh, yes. He was a very...His background was of accounting with Price Waterhouse. I think he was managing partner of their New York office. He virtually didn't put his finger in my area at all. As long as things were going okay, with him everything was fine. He just wanted to be informed, so periodically I would meet with him. He was a very easy-going man, an easy person to work for.

DONIN: Okay. Any other closing thoughts?

SKEWES: No. I don't think so. I have enjoyed it.

DONIN: Good. I'm going to turn off the tape.

End of Interview