

**Ernest Martin Hopkins '01**  
**President, Emeritus**

An interview conducted by  
Edward Connery Lathem '51

Hanover, NH

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Reels 10-22

Rauner Special Collections Library  
Dartmouth College  
Hanover, NH

**Reel #10a**

- Lathem: This afternoon we are recording Mr. Hopkins' reminiscences in Baker Library in the office of the Director of Special Collections. The date is March 28, the time is 2 P.M.
- Hopkins: Well, I'll be very glad. I regret more and more that I wasn't a diary keeper. All sorts of personal things come up that I can't identify within five or ten years.
- Lathem: Yes...Yes... I wonder if you...before we get into this if you've thought of anything that you particularly want to put on the record. We were talking the other afternoon when we met on the street about one matter that I think very appropriately should get in.
- Hopkins: Yeah. I think I can...I would like to put in very much indeed the...I think the basis of one of my strong convictions in regard to college administration came to me not from any academic life at all but from my experience with the Western Electric Company where, when I went out there, I found that somewhere between thirty and forty thousand—nearer forty thousand, I think—employees going out at night were met at every entrance by soap-box orators: pretty specious and pretty fallacious in many cases. And yet, this training group that I was in charge of who were all college graduates, were very much impressed by these people. And on inquiry from them I found that the experience I've had at Dartmouth wasn't at all the experience that most of them had had, of hearing anything of more than one side. They were vulnerable as they could be; that is, these boys in the training course were vulnerable to these soapbox orations, because nobody had ever presented that point of view, at all, to them—and there was just enough truth in it, so they became intrigued. And as I watched that—and I watched it a good deal, because I would circulate around the different exit gates at night and listen to the things--and I, not knowing that I was ever going to be in college work myself, nevertheless became impressed with the fact that I was going to tell my experience to people up here sometime. And it had...the experience really had a great deal to do with efforts I made which were sometimes not very effective. But nevertheless the effort was made to keep a balance on speakers and departments and all the rest of it. And I also became convinced of what I think would be, by some, thought to be heresy that if you couldn't have but one side presented in the College, you would do far more for the boy in giving him the unconventional side which he wouldn't get at home or in his home community. So of the two, I definitely leaned toward the heresy side, rather than orthodoxy. I'm rather glad to get that in, because I think sometime the question may be raised again, as was raised frequently during my administration as to why we had some of the people up here that we did have.
- Lathem: I think that is an important observation and background for that. You spoke the other day of having a list of questions from Bob Leavens and he has now sent me a copy of this. Do you want to review those or...?

Hopkins: Well, I don't know exactly what the...

Lathem: The first one is personal reminiscence with the college classmates of Dr. Tucker and the class of 1861 as to their memories of him as an undergraduate. He evidently means for you to comment on this, whether you had ever had any experience with George A. Marden or Henry M. Putney, Major E.D. Reddington.

Hopkins: Yeah. I didn't know Putney at all. I knew Marden casually, who was the father of Phil Marden, who had been a tremendously strong and helpful alumnus all during my lifetime. He graduated in '99. George Marden was his father and he was an old-time friend of Dr. Tucker's, and I don't know very much more about him that I would get in casual opportunities to listen in on conversation, which didn't amount to much. But he was editor of, I think...I think he founded the *Lowell Courier* and was editor-in-chief of it. And anyway he was a newspaper man and...and Dr. Tucker had a small core of men who were really emergency assets to be called on if need be in a crisis for speeches, particularly, and Marden...those were more definitely the days of oratory than today. I mean men took great pride in their speaking ability and their ability to narrate stories, and so forth. And Marden was definitely one of those, and beyond that, I mean he was a ...

Lathem: Yes. I think maybe what Mr. Leavens is getting at is whether you remember ever hearing from any of these men, their own reminiscences of Dr. Tucker.

Hopkins: Well, I can say definitely yes. I don't know Putney, but from Reddington and Tuck, both, they were college links of Dr. Tucker, and I think putting it conservatively, the summary of their opinion was that they would never have expected him to be what he was. I think that...Yeah. I got my first suggestion of that...Dr. Tucker was due to speak over at a Congregational assembly at Plymouth where he was brought up as a small boy. And he couldn't go and he gave me his speech to read. I don't think I was a very welcome guest, but anyway, I went over, and after the thing was over, a grizzled old veteran came up to me and he says, you work with Bill Tucker? With all the reverence and all that I had thought that was pretty familiar, but I said yes. Well, he said, he may have changed, but I'd never send a son of mine where Bill Tucker was President. Which was apparently, I heard later from other people, other elderly people in Plymouth that that was his reputation in Plymouth. And actually the facts were, according to both Major Reddington and more particular, I placed much more reliance on Mr. Tuck because he was a roommate of Dr. Tucker's.

Lathem: Oh, was he?

Hopkins: Yeah.

Lathem: I hadn't realized that.

Hopkins: And Dr. Tucker's first expectation was to go into the law and somewhere along in his junior year he switched and decided to go into the ministry, and apparently whether coincident with that switch or sometime previously why he put some restraint on what had been habits of his undergraduate life and Mr. Tucker was very frank about it. He said that he said there was a period when I was...just wondered if Tucker was going to drink too much, and he says he didn't, he said he tapered it off and he says I guess he was a total abstainer when he ended college but he said he did a lot of drinking along the middle of his course. And he...apparently he played a lot of cards, too. And the ...but there was one thing to be said about it. Neither in the most intimate talks with Mr. Tuck, and some of them were very intimate or with Major Reddington, there never was anything vicious in what he did at any point, and apparently through external influences he came to the conviction somewhere a little after the middle of his course that he wanted to go into the ministry and switched from the law into the ministry. I've always thought he would have been a wonderful lawyer because he...well, he had a legal mind. He was very specific about things. I...I used to feel in consideration of myself and I compare occasionally myself with what he would do under the circumstances. I've felt definitely inferior because I didn't have and I don't have the legal mind. If I see some way of doing anything, I'm pretty apt to go ahead and do it without too much analysis of who's giving me the authority. And that was one of the sources I think of Dr. Tucker's strong discontent, at least, with his board of trustees during the early years. That he ...he wanted to have them take more positive action in approval of things than sometimes they were willing to do even though they were willing to forgo taking negative action. I mean I used to wonder why he was so much troubled about the thing because it seemed to me that if they weren't going to oppose it, why he could go ahead on it, but he wanted them specifically to say yes on the thing, and I think it was...I think it was a set of attributes that would probably work out in the law to his great advantage.

Lathem: Yes, it seems so. I wonder if his legal mind, if you could call it that, his tendency to have such decisive thinking qualities might not have been one of the aspects of him that endeared him to General Streeter.

Hopkins: Yeah. Well, I think it was.

Lathem: Do you?

Hopkins: Without any question. Yes, I think so, and ...

Lathem: That would be a kindred factor.

Hopkins: I see in there...somewhere you said you wanted me to talk about Mr. Streeter. Well, I could do that all the rest of the afternoon and the evening, too. I, sometimes within the last five years, and I don't know when, I spoke before the Alumni Council and gave a summary of my remembrances and opinion of Mr. Streeter, and I ...I'm missing one copy in of my files of the Alumni Magazine and I

guess it's in that, but I can't find it, but I thought sometime I'd ask you or somebody to look it up. I spoke before the Alumni Council, and as I remember it, I ...that was the subject I was to talk on—Mr. Streeter. Anyway I did talk on him and if there is an extra copy of that Alumni Magazine in the files I think it would pretty well summarize all that I had to say. Although, my relationships with Mr. Streeter were very, very intimate, I think I've said to you the first knowledge that I had of a vacancy came from him.

Lathem: Yes.

Hopkins: And he apparently was out to have an election right off. That day if possible...But I'm very certain in my own mind, and great as is my reverence and respect for Dr. Tucker that alone he couldn't have accomplished any proportion of what he and Mr. Streeter working together did.

Lathem: Yes.

Hopkins: And to be brutally frank about it, Mr. Streeter was willing sometimes to ...Well, I don't wish to imply that there was anything illegal or improper about it, but there again you had the feeling on the part of Dr. Tucker that if something was to be done it better be threshed right out. With Mr. Streeter, lots of times—I say lots of times—a good many times I have known him to [inaudible] Dr. Tucker to postpone action until he could persuade somebody to vote the other way. I've forgotten so much of who I've said what to, but did I tell you about Dr. Tucker's proposal to the trustees which they resisted for so long about investing college funds in its own properties?

Lathem: Yes, you did.

Hopkins: Yeah. Well, that was the type of proposition that was coming up constantly in those days, and men like Henry Fairbanks up at St. Johnsbury, Vermont, and Judge Chase, and well, I guess they were all of them legally trained or legally inclined, but they obviously felt that they wanted to go just as far as they could in backing Dr. Tucker but they honestly didn't believe in some of those things. And, well, they said they didn't want to vote, and that troubled him. He wasn't willing to accept...wasn't willing to accept their forbearance to vote against him. He wanted an affirmative vote, and I don't know, there was quite a period there when it was pretty difficult to get it on the policies he was espousing. Well, I can run through these pretty fast. I didn't know Quint at all. Carlton Frost died before I came here. Melvin O. Adams I knew very intimately. [inaudible]. Melvin O. Adams intended to leave a million dollars to the college and he took great exception to Robinson... Robinson Hall, because he at the last wanted to make a bequest to the college and he'd gone so far that it was doubtful whether the bequest would be valid or not, whether he was mentally responsible or not, and Mr. Adams told me time and time again, he says, funny thing, I think old man Robinson was superstitious about signing his will. Well, he had a will. I never saw the will. He told me about it.

And in which he left a large proportion of his estate to Dartmouth. He died reading the *Boston Transcript* one night, died in his chair. And I went in the next day to see Miss Gray, who was his secretary, and she says I know what you have in mind, Mr. Hopkins, but she says Mr. Adams never signed his will. She says I'm perfectly certain in spite of the fact that he would have resented having it said, I'm perfectly certain that he was superstitious about it because she says it's been in the file here for three years. And the implication was always in his talking to me that the college would get a million dollars at his death, but it didn't get anything. And ...but on the other hand, he was very influential in the Boston group, and of course, it was his slogan that rallied everybody after the burning of Dartmouth Hall, ...and

Lathem: We don't seem to be able to find any documentation of that in the Archives. There's nothing preserved in the clarion call. I hope someday we'll come across something that will pin it down.

Hopkins: That's a strange thing, because as a matter of fact at the time it was pretty widely publicized. There were a lot of people in those days...I...I don't want to appear 75 years later to be too critical but there were a lot of these people that were willing to do an awful lot of talking for the college and didn't go very much beyond. On the other hand, Francis Brown, probably one of the ...well, unquestionably one of the top echelons ever graduated here from the scholastic point of view, he was the grandson of the President Brown of the Dartmouth College Case, and before Dr. Tucker came here, he was offered the Presidency at least twice, and I think three times, and urged to take it, but didn't take it. He became president of the Union Theological Seminary and the foremost scholar in Hebrew in the world. And he was...at Dr. Tucker's resignation all sorts of pressure was put on him to accept the presidency and. but at the time he was in the midst of a campaign to build up Union Theological Seminary and didn't think he could leave. So he didn't. But he came on the board of trustees, and I always feel a little tragic about it because he wasn't well and known to be well but due to his ancestry and everything the trustees felt and I felt that it would be a wonderful thing if he'd be the trustee who gave the charter and passed out the Wheelock bowl and so forth.

Lathem: At your own inauguration?

Hopkins: At my own inauguration. He was a wonderful friend to me throughout the whole period. And he came up although not well and knowing he wasn't well and did it and went back to the Inn and went to bed and died in eight days. It was the last thing he did and it...But he was a wonderful man in every way and he was a wonderful trustee, and nothing but admiration to be given for him. And you may know, well, I guess not--it would be before your time, but Sanborn Brown was his grandson.

Lathem: I do know him, yes.

Hopkins: You do know him.

Lathem: Yes, I do.

Hopkins: Well, let's see. Francis Brown was a third generation, Julius Arthur Brown, now living over in Laconia I think is the fourth generation. Sanborn Brown would have been the fifth generation.

Lathem: As a matter of fact, I was speaking with Mrs. Wright the other day here in the office and said something about Sanborn's children, were they getting to be about college age, and she said yes they were, that they were headed in this direction and ...but she said there's another brother evidently--did Sanborn have another brother names Francis, I believe.

Hopkins: Yes, he had a brother named Francis.

Lathem: And he has a boy who I think is coming next year.

Hopkins: Well, that will be interesting. I ...So far as I know, those boys and Charlie Proctor's... Well, Charlie Proctor's... Charlie Proctor's son... Well, going back. Charles Proctor himself is a fourth generation and that's a peculiar thing. It's all through the women of the family. The daughters marrying Dartmouth professors and the name changes every generation. I was interested the other day in reading in the History of Exeter Academy and they spoke about Ebenezer Adams, who was Charles Proctor's great-grandfather, and he went...he went to Exeter with the expectation apparently on the part of the trustees that he was to succeed to the principalship there. And discovered that he didn't like preparatory school work and left at the end of the year and came to Dartmouth and spent the rest of his life here. But, as I say, so far as I know, those are the two families with the longest Dartmouth connection. There may be others, I don't know. But Francis Brown is... I sat side of him at a football game, he... I don't know when he came back from Beirut, but it couldn't have been more than three or four years ago and he was on the football team when he was in college, and interesting to me enough, too, his father was thought to be very austere and so forth, he was a great football fan, which I think probably had something to do with Julius being the candidate of the team, but I ...I said to Julius, your grandchildren must be pretty close to college age. He says my goodness the way the time's passing my great grandchildren will be. But anyway he can be put down with all sorts of red stars or whatever you use. Charles F. Matherson was one of the two or three foremost lawyers in New York at the time, and he was a very constructive minded member of the board of trustees, and a group of progressives. I mean he supported practically everything that Dr. Tucker wanted. He had been a famous athlete in college, at my time in college they used to refer back to the wonderful records that he made in baseball, and so forth. But as I say, he became a leader of the bar and I think I'm getting back into a great interest in him because in the insurance investigation, 1904 or '05, in the so-called Armstrong investigations that Charles Evan Hughes pressed and won and on which he made his great reputation, Matheson was on the other side. I was in court

several times with Matherson during those things, and he and Hughes were battling each other very vigorously there, and ... That's about all I can say in regard to him. As in almost any case, I can recall humorous things. Matherson was born, I think, in Hopkinton, New Hampshire. Anyway, he came to college a country boy. And I think it's fair to say with all recognition of his virtues and his loyalty and all the rest that he was not unimpressed by the distinction that he attained at the New York bar [Laughter] and Squash Little, who... I don't know whether these names mean anything to you. Squash Little became the head of [inaudible] Village eventually. His son, as a matter of fact, no I guess not. I started to say he was there now, but I don't know. But anyway, Squash Little had a ... My first recognition of his distinction was he played seven years on the Dartmouth football team--four years in college and three years for the medical school, and it became ...his case particularly became the basis of the argument for the breaking up of the Triangular League--Amherst, Williams and Dartmouth. They had no opportunity to... They didn't raise any question in regard to propriety. I mean it was just that they couldn't do it. Well, Charles F. Matherson came up here to a trustee meeting and Squash Little, in those days he was over in Laconia then and head of the insane asylum over there, and as a matter of fact, always a very heavy drinker on occasions. Not an alcoholic, but he felt alumni reunions and so forth were call for that sort of thing. And he was around here in a glow for a day or two and he and several others were singing down in front of Dartmouth one night, in front of the Inn one night, and Charles F. Matherson raised his window and invoked their silence, which didn't get much of any response. The second or third time, he said, "I am Charles F. Matherson of the board of trustees, and I insist upon quiet." Well, the first I knew anything about this--this that I've told you is all hearsay, but peculiarly enough I was taking notes for Dr. Tucker's baccalaureate the next day and we were working up in the old Mooney house, and periodically I would hear this voice which I recognized immediately belonging to Squash Little. "To hell with Charles F. Matherson and the board of trustees." [Laughter] You had this [inaudible] around the thing. By and by Dr. Tucker, obviously disturbed in his thinking and his irritation of this thing, he says, "Have you any idea who that is?" And I says, "Yes, I know who it is." And he says, "Who is it?" I says "It's Squash Little." As it happened Squash Little was quite a favorite of Dr. Tucker's. I mean he admired his brains and so forth. "Well," he says, "I wonder if there is any way of quieting him." I says, "I think so." And so I went over and here was Squash Little sitting on the Green on a sunless night with a tremendous megaphone length outstretched and in a perfect glow of contentment of life and his surroundings and everything else excepting what he thought of Matherson. [Laughter] He'd take the megaphone and shoot it towards the Inn and then wave it back and forth across the campus. But Matherson was sartorially, well, quite different form the undergraduates of the day, and he had become quite the cosmopolite, and I don't think he wanted to change Dartmouth much, but he wanted Dartmouth to know that he'd changed a good deal. But with all a very able man, and a very attractive man personally, and it was only little details of that

sort...Judge David Cross I've got a particular interest in because I can't tell you the year without checking through the Alumni Magazine, but I think he was 95 or 96 years old when he came up here to speak at Commencement, and I had known him casually in Manchester, had him assigned to me as a particular responsibility and for that time saw a lot of him during the Commencement season. He spoke with all of the poise and volume of a man half his age, and eloquent as he could be. There was more insistence on eloquence in those days than there is today. I mean rounded sentences and so forth. But very loyally, his cousin later became dean of the Yale graduate school and went from there to the governorship of Connecticut.

Lathem: Oh, it's that same Cross, Wilbur Cross.

Hopkins: Yes, and he used to tell me that was a peculiar thing, too. Governor Cross, after he got into the governor, he began to drink pretty heavily and especially at dinners and so forth, and he almost always came to Dartmouth dinners and sometime I was at other dinners with him. But he told me this story over and over again that when he decided to go to Yale and his cousin David Cross, asked him why he didn't go to college instead. And...well, David Cross had a marvelous gift of eloquence, had a tremendous loyalty to the college, was a fine figure of a man, and he told me, driving down to the junction at the end of this period, he said now boy--he always called me boy--he said now boy, you're young and you'll be around quite a while and I shan't be here much more. But he says I'd like you from time to time to tell people that you had known a man who had know a man in every class that graduated from Dartmouth College. And then he named off who they were from the very first group of four, one of those. He, as a boy, he'd met this man as an old man, and so forth.

Lathem: That is something to remember, isn't it?

Hopkins: Yeah. It is something to remember.

Lathem: He's a figure who's fascinated me since I first came upon him in the form of records of him as an undergraduate. He was obviously the oldest living alumnus, wasn't he?

Hopkins: Oh, yes. Easily. And one in whom you could take great pride, too. And I suppose that Samuel P. Leeds was a great man, but it would be impossible for me to say that of my own convictions because I was bored to death by him. He was college preacher and attendance was required and by the time I got ready to leave, I thought Samuel P. Leeds could be better spared than anybody I knew. [Laughter] But all the evidence is that he was a distinguished man and I presume he was. Charles Ernest Spaulding--I don't know anything about.

Lathem: Did you meaningfully skip over this?

Hopkins: Oh, no, I... There's so many extraneous things...I came to know Dr. [inaudible] pretty well because in those days the medical college brought in, and I never quite knew how they succeeded in getting them, but the summer session was just an array of the foremost medical men of the country, and well, for instance, Mrs. Proctor's father, Dr. [inaudible] was at that time the head of the University of Michigan Hospital and one of the foremost surgeons in the world. Dr. Balliet came up from Pennsylvania. I think [inaudible] came from Pennsylvania. And Charles...I was living in the Proctor House, which was where ...in the middle of campus at that time, and the big living room in that house was the general gathering room. Charles Proctor's older brother, John, was teaching in the medical...was teaching in the college at the time and taking a medical course, and that became a gathering room for at least some proportion of these summer stars, and I don't know, as I think back on those days, I think that the men ran somewhat true to form, at least in many cases. Dr. [inaudible], for instance, was...he scarcely would say a sentence without getting a quotation of Latin or Greek in. He read Greek and carried around Greek texts, as an avid case and so [inaudible] I've forgotten what...I've forgotten what...I've forgotten entirely what field of medicine was his [inaudible] but he was very interesting, very amusing, and, as I look back on it now, very well informed in regard to education, though at the time that didn't make much impression on me. He was just another highlight that I had a chance for contact with. As I say, Charles W. Spaulding I don't know anything about. Hiram Hitchcock I never met. He was here during my... Of course they had the Hitchcock property where Tuck Drive goes down through it and that whole bunch of buildings--Tuck School, the Thayer School, Hitchcock Hall, the dormitories over there--that was, at that time, a great pasture, and with a manor house in the middle which belonged to Hiram Hitchcock, who made millions as a co-proprietor of the Fifth Avenue Hotel, which was a great hotel in New York in those days.

Lathem: Oh, really. I wondered what the source of the wealth was.

Hopkins: Yeah. That was the source of wealth. He and man named Vilas went in as young men together and just made a specialty of high-grade hotels keeping and were very successful at it. And Hiram Hitchcock left practically all of his property to the college, and another one of the opportunities that fate took away, then became very greatly intrigued in the Nicaragua Canal, and sunk all of his property in the Nicaragua Canal which went broke after four or five years. And... But anyway that's...These seem to call up a lot of reminiscences that wouldn't do your records any good.

Lathem: They wouldn't do any harm. [Laughter]

Hopkins: Well, Emily Howe, who was an old maid around town, well, that isn't fair, I mean she seemed an old maid to me, I suppose as a matter of fact she wasn't very old. Hiram Hitchcock was a gay blade from New York. I was wandering down through the cemetery one night. Hiram Hitchcock and somebody were in a clinch down there. And I was perfectly certain that it was Emily Howe. Mrs. Proctor, who was

one of the sweetest and nicest little women that ever lived, and she was really almost a mother to me, if not quite, and we talked everything over very freely and I came home and I told her this story. And she says, Now Hoppy, she says, don't ever tell that again because it's inconceivable in either of them. [Laughter] I says, all right. I went to church, it was Sunday, and living with the Proctors, why I was privileged to sit out on the floor of the church whereas most of the college had to sit in the galleries. It was required attendance. And all of a sudden, in comes my pair from the cemetery [inaudible] and I says to Mrs. Proctor, "There they are, there they are." She leaned over and she says, "I will bawl you out, even in church if you say that again." [Laughter] Well, about three months later their engagement was announced so it didn't matter. Benjamin A. Kimball was, as I've said before, he, next to Mr. Streeter was the most constructive man in the trustees, and in his field very distinguished and did the college great good. I think I said to you before that he installed the heating and lighting plant here which was the first central heating and lighting plant in the country. He became... I think of him when I ... people talk about the trustees. There's something about being a trustee of Dartmouth College at least that I think is ennobling. We had a professor here named Wicker, and Wicker was one of the most brilliant teachers we had on the faculty. He was a thorn in the side of every administrative officer while he was here from Dr. Tucker down through mine, as long as he lived in mine. But a really great economist I think as I look back on him and a wonderful teacher, but he... He had a few whipping boys that he used as awful examples and took particular joy in going out to Uncle Ben's (we all called him) because he happened to be on the board of trustees. He was president of the Concord and Montreal and unquestionably dominated the legislature. There isn't any question about that. [inaudible] And, well, when I came up her in 1916, I faced up to one thing where I had to take a little different tack than I think Dr. Tucker would have taken. We were drawing down what amounted to a gratuity from the legislature. It wasn't enough to really be very helpful and it tied you up to all sorts of obligations in the minds of the legislators, and sometime during the first year after the legislature settled, a man named French, from Moultonboro, as I recall it, but at any rate he was one of the principal legislators, comes and hands me a petition. Really an ultimatum that if we wanted to get any more money from the legislature, we'd got to get rid of Wicker. Well, I wasn't feeling very compromising that day, but I said I'll present it, but I hadn't any idea that the trustees would accept it, and if they did, why they'd have to get a new president. Well, he got very angry at that. He inquired solicitously where they ever found anybody like me. It ended up in a general hassle, but I had wanted previously to give up the state appropriation, just... Not anticipating this thing but just fearing something of the sort would come up sometime. And I took the thing into... And just at that time, as it happened, Wicker got around in his annual course of lectures to Uncle Ben, belaboring him. Did you ever read any of Churchill's books, the....

Lathem: Yes. Coniston.

Hopkins: Coniston, Mr. Crewe's Career. Well, Uncle Ben was [inaudible] in Mr. Crewe's Career and, as I say, Wicker had just got around to him, and he was lambasting him right and left, and we had the trustee... The trustee meeting came and I felt a little embarrassment in regard to the thing because as they sat the trustees in those days and I guess they always do, I never noticed, but anyway, they always sat in the same arrangement. Mr. Streeter sat at my right, Uncle Ben sat to my left, and first thing in the meeting, I says, I have one matter here that I want to bring before the board because I said I would bring it before the board. Then I unrolled this petition which was signed by something over a hundred members of the legislature, and, as I say, it wasn't really a petition--it was a demand. And Uncle Ben leaned over and he says, "Who'd you say handed that to you?" I says, "Mr. French from Moultonboro." "Let me see who signed it," he said. I handed it over to him. And I had talked this over with Mr. Streeter beforehand, and we had, both of us, anticipated that Uncle Ben might think it was a pretty good idea. And Uncle Ben looked the thing over, everybody sat in silence while he [inaudible]. He handed it back to me and he says, "I don't think Dartmouth College has got to the point where it has to take any admonitions from the legislature and I move that the matter be laid on the table." I always had a great admiration for him on it because he....

Lathem: How did his control over the legislature fare following the progressive?

Hopkins: Well, it ...I mean the beginning of the ...the beginning of a ...well, I hesitate to say its downfall because he got to the point where I don't think he cared very much, but the beginning of the weakening of his influence was Bob Bass' election as governor.

Lathem: Oh, yes,

Hopkins: And which was definitely the first stirrings of the progressive movement here, and Uncle Ben hadn't...he never made any bones about it, and he called me down, I guess it was probably after Governor Bass' election, but Uncle Ben used to go down to the Parker House and take a room without a telephone in it and a quart of bourbon--maybe--two quarts--and sit there and think life over. And those were the most difficult days I ever had, as a matter of fact, because Dr. Tucker was not well and couldn't have much put on him and the trustees were looking to me to do a lot of the things that certainly the faculty didn't want me to do and I wasn't very anxious to do, but at any rate, Mr. Kimball telephoned up one time and he says, "Come to Boston. I want to talk with you." He says, "You know where to find me." And I did know. And I went in and he was in a very genial frame of mind, not tight at all, but he got to discussing the progressive movement, the men involved in it, and the fact that ten years before they wouldn't have had any chance to be involved because they wouldn't have been in the legislature and he says, "You know," he says, "life's a funny thing." He says, "If I had died ten year ago," he says, "they'd have put a statue on the State House lawn." And he says, "As it is, I'll be lucky if I don't die

behind bars." Which was an absolutely truthful appraisal of the thing, but just a perfectly clean recognition of it, and taking no particular exception to it, either. Just, "That's the way the world goes."

Lathem: Did Mr. Streeter figure in this control, railroad control? He was general counsel?

Hopkins: Yeah, he figured in it. And that's another story. The...Mr. Streeter figured in it very largely. And when...I never knew how truthful the assumption was, but the assumption became very widespread that Mr. Streeter had political ambitions, and I never saw any evidence of it in my contact with him. He may have had or he may not have had. And the railroad wanted to defeat Chandler. And they put the job up to Mr. Streeter, and I know this from Mr. Streeter, Mr. Streeter says, "I pledged myself some years ago to your interests, and I will carry through this particular assignment, and then I am done." And, well, then I was in his house the night before the election and the betting was pretty nearly two to one that Chandler would win out, and we were eating dinner and Mr. Streeter says, "What have you heard around town?" And, "Well," I said, "I heard that you were going to get trimmed two to one tomorrow." And Mr. Streeter said, "Would you like to borrow some money to bet on it?" Well, as a matter of fact, he won hands down, and immediately resigned, whereupon he and Mr. Kimball excepting on college affairs, broke up because Mr. Kimball was perfectly certain in his own mind that Mr. Streeter was going to utilize what he knew about the railroad control here in the state politically, and they were pretty earthly people. I went down for an Executive Committee meeting representing Dr. Tucker, and they used to be held in what was called Streeter's barn, which was a very palatial barn. He'd painted and remodeled a barn and a made a meeting room and study and so forth of it. And every weekly in New Hampshire was lambasting Mr. Streeter week by week. This was the pre-political period. And I said to Mr. Streeter, I said, "Where is all this stuff coming from? It's obviously coming from the same place," "Why," he says, "You mean all these editorials that are making a pissing post of me?" And I said, "Yes, that's what I mean." Well, he said, the gentleman who's having them written will be with us within five minutes and within five minutes Uncle Ben showed up, and they greeted each other cordially and sat down in complete agreement in regard to college policies. It was quite an education for me because in my youthful imagination I thought people that were fighting each other that way, fought all the time. And they didn't on college affairs.

Lathem: That bears out your feeling about the ennobling....

Hopkins: Yeah. I have it very definitely. And I've talked about Ed Hall before.

Lathem: Yes.

Hopkins: And John K. Lord was one of the greatest teachers that ever lived. He taught Latin and I used to be around his house a lot because I was once very interested in Laura Lord, who afterward became

Warden at Smith. And Fred Lord, who is still around town, was his...is his son. And as a matter of fact, an older son, John Lord, is still living, a lawyer out in St. Louis. And... But at any rate, I had great admiration for Johnny K. and I had great affection for him, too. And later violated almost all my convictions in regard to trustee membership in urging the trustees to elect him as a trustee, but he had retired at the time.

Lathem: Oh.

Hopkins: But he came on to the board and... I don't know how much this gossip interests you, but...

Lathem: I think it's very worthwhile.

Hopkins: I can tell you an interesting story in regard to him. I made ... When I came up here, everything closed up tight on Sunday. The athletic fields, the golf links, the library, the museums and everything. And I wanted very much to open them right up. There was one of the many points where Mr. Streeter's advice was good . He says, "I'm all with you, boy, but," he says, "don't hurry," he says. "A lot of people aren't going to like it." And by the time we got around to acting on it, Johnny K. was on the board and the rest of the trustees, or the rest of the trustees with who I talked, felt very sure that Johnny K. would be very opposed to the thing, and so we rather carefully planned our campaign in regard to the thing, that I was to make the statement and Mr. Streeter was going to move immediately that it be adopted, Ed Hall would second it, and try to put it for a vote before anybody came in, but that didn't succeed. And Johnny K. came in. "Mr. President," he says, "I suspect that there's been some feeling in members of the board that they knew how I was going to vote on this thing, but," he says, "if there has been such they have been in error," he says, "because I'm willing to vote wholeheartedly for it." And he says, "I would like, although I'm not going to, I would like very much to make a motion that at the same time that the intercollegiate football games be played on Sunday afternoons." He says, " I think it would be much more appropriate than playing on Saturday." Well, you could have knocked me over with a feather and I guess everybody else on there, but anyway, the vote went through unanimously and we opened everything up the following Sunday. [Laughter]. And Henry Fairbanks I knew casually and disliked thoroughly. He was a great awkward, walked like a camel. He was big. All those people were big. He was president of the Fairbanks Company up at St. Johnsbury.

Lathem: Oh, yes.

Hopkins: And he would have made a wonderful governor of Massachusetts back in the Massachusetts Bay days. I mean that was his whole attitude on...fundamentalist religiously and ... I think even the conservatives would have figured he was over-conservative. Hesitated to do anything and afraid to have any moves made. But on the other hand, Arthur Fairbanks became one ...I think Arthur

Fairbanks is his son. I'm going to check that, but I think so. And he was very far from being a Puritan.

Lathem: That's often the way, isn't it?

Hopkins: Yeah.

Lathem: Father and son.

Hopkins: He became curator, you know, of the Boston Art Museum, I mean Arthur Fairbanks did. Used to live up in the house where Cotty Larmon lives now.

Lathem: Oh, really--I didn't realize that. Oh, surely, he's the Fairbanks for whom Fairbanks Hall was named, that's right.

Hopkins: That's right. I don't know why Bob should think I know any more about Dr. Frost than he does. We were in the same class, but anyway...

Lathem: Dr. Gil Frost?

Hopkins: Um. No Carlton Frost.

Lathem: Oh, Carlton P. Frost. Yes.

Hopkins: Yes. That was his father. You never knew Gil, did you?

Lathem: No. No. I know him only by reputation.

Hopkins: He was something. [Laughter]

Lathem: You might speak of him. I think it would be quite worthwhile recording him as a personality of Hanover for many years. A native of Hanover, indeed.

Hopkins: A native of Hanover, of course. His father had been one of the most beloved men in Hanover. When I first came here people would speak of his father really under their breath, just the old-fashioned doctor who spiritually and psychologically and everything else [inaudible]. Gil, I suppose-- I've talked this over with his contemporaries and others at the time--I suppose that Gil was a frustrated man. He, his whole interest was in surgery and he was allergic to ether.

Lathem: An ironic...

Hopkins: Yeah. An ironical twist of fate. Thereby was thrown into general practice for which I think he...I really think he had a general contempt for it. At any rate, he did nothing whatever. He pretty nearly flunked me out of college because I went into the hospital with bronchial pneumonia my senior year. I say bronchial pneumonia; I don't know if it was acute bronchitis or what it was. And it was in the spring and I was eager to get out. I had

examinations coming along, *The Dartmouth* on my hands, and so forth, so I...and I kept asking the nurse, and she says, "Well, Dr. Frost will give you your freedom when you want it." And one day I happened to catch him going by my room in the hospital and I called to him and I says, "I can't stay here any longer and I feel perfectly well." He says, "You still here? I thought you were out ten days ago." [Laughter] Well, I became very intimate with him. As a matter of fact as long as he lived he was my doctor. But I would never say that attentiveness was his strong point. But very brilliant, very widely read, and if you got away from medicine he was much more interesting than he was in his own field. He asked me...asked me, I think in 1902, 1903 to take the presidency of the local Aqueduct Association, which is another story. The...all during my period in college and for several years thereafter your social station was determined by whether you took aqueduct water or not. [Laughter] And people weren't having anything to do with new reservoir water, which came from a swamp up on the hills. And the town was undermined with lead pipes going to springs out at Velvet Rocks. Well, Gil came around, I guess it was 1902. He says, "I've been president of the Aqueduct Association for close to half a century," and he says, "I want to get rid of it," and he says, "Will you take it over?" He says, "All you have to do is send some bills at every quarter," and he says, "there'll be three hundred dollars in it," and so forth and soon. Three hundred dollars pretty nearly doubled my salary at that time. I avidly said "Yes, I'd take it." Well, I never was in as much trouble in my life. People would call up in the middle of the night, water was coming into their cellar. There wasn't a plan in town and I don't think there has ever been. It was all in Gil's head. And they put in pipes all over town and Gil had superintended putting them in and made a mental register of the thing and that was that. You couldn't find where the water came from or where it went to. Incidentally, L.B. Richardson told me years later that it was a wonder that everybody didn't die of lead poisoning because he said that water was just heavily laden with lead as it could be and had become deadly, and ...but, as I say, it was the social distinction of the time, if you were well to do you had aqueduct water. We had it in the Proctor House, came into a cistern in the basement and you pumped it up and so forth. But Gil was one of those picturesque characters that really had a good deal in giving color to the town. I don't think you'd want very many of them. I say that with a good deal of admiration and affection. He, whether due to his work or something else, he was given to the most god-awful headaches and just...he'd be entirely laid up for two or three days at a time, and of course it made him irascible and interfered with his practice and all the rest of it. And yet, even so I think and this is hypothesis but I think Gil was always placing himself in comparison with his father, and he resented the other men coming into town--Dr. Gile for instance.

**(End of Reel#10a)**

**Reel#10b**

Hopkins: I don't think...I think he considered himself a friend of Dr. Giles, but on the other hand, he'd every once in a while to a younger man like myself express himself very critically in regard to him, which I always put down to just the latent resentment of having anybody in town that did any medicine aside from himself.

Lathem: I see. Yes. He certainly was a keen genealogist. I know from the records we have preserved downstairs.

Hopkins: I had man after man tell me that he was the greatest teacher of anatomy that...the greatest teacher they ever ran into. He taught anatomy, but Dr. Edsel, who was head of the Harvard Medical School and sat on the Harvard Board with me one day, he says, "I don't think that there are any group of men that ever come into the Harvard Medical School that know the anatomy that the men do from Dartmouth." And to a considerable extent, Fred Lord carried on that tradition while he was here. Fred was a great teacher, too, and ... But in summary, I would speak admiringly of Gil Frost, but on the other hand, I'd want to make a lot of qualifications, too, because he didn't have much patience with the plans for developing the hospital—he thought it was big enough, and of course the clinic had just begun as he was practically dropping everything, but he was very critical in regard to that. He didn't think it would be at all what the old-time doctors did, and so forth. I guess that...I think that's all I can do for Bob Leavens. Oh, now, is Bob going to hear this tape at all or....

Lathem: We'll send him a transcript of it, typed transcript. I thought what I would do is when we got to that point, I'd make transcripts of all of the tapes and then whatever was applicable to his study of Dr. Tucker I would extract it for him.

Hopkins: What I was really wondering was whether I should write in reply to this letter or simply write to him that I had taken it up with you.

Lathem: No. I think it probably is his intent that you should just get this into the record and that will satisfy his need.

Hopkins: Well, now. Then coming to the organization of the college when Dr. Tucker came here, the only other administrative officer, as far as I can recall that period, and Dr. Tucker came in '93, I came in '97, so a good deal of what I got was hearsay then, but in regard to this particular thing, I know more that I would have otherwise because I was part of the development of the office. When Dr. Tucker came here, the only administrative officer he had was C.P. Chase, the treasurer, and Bob speaks here in regard to Mary Fletcher, and I don't remember at what period she went into the office. My impression is that she was in the Treasurer's office when I came here, but at any rate, she was, the, I think, the only helper that C.P. Chase had, and C.P. Chase was the only administrative officer that Dr. Tucker had. And about a year before I came here I was told a man named Aiken, I think it was Henry Aiken, but I can't be positive of that, who had come here, I think, in some capacity as a YMCA worker, a Dartmouth man, and he did partial work for Dr. Tucker as

a typist. He wasn't a stenographer. And I, for instance, was admitted to Dartmouth with a typewritten letter from Dr. Tucker. I don't mean – a handwritten letter from Dr. Tucker, apparently in those days even admissions he was handling himself. And sometime, this I ought to know and I don't, but sometime during my course, Celia Stone, who later became my wife, came up from the Manchester Business School, which she had just completed, and became a full-time secretary for Dr. Tucker. And she succeeded Aiken, and I would guess somewhere around '99, but I can't be certain. The only thing I know is that she was very resentful of my being brought into the office and would have nothing whatever to do with me for two or three years, and meanwhile, Dr. Tucker had begun to develop his administrative staff, and he'd done it under great difficulties, because in order to ...In order to clear the physics department so somebody that knew something about modern physics would come in, he took Charles F. Emerson from the physics department and made him dean. In my humble opinion, he wasn't a very much better dean than he was physics professor, but however that may be...Thereby he got some of the relief a dean's office could give, and then I think somewhere about '90—about '98 maybe—if I am right on the thing, the dean's office took over the whole administrative—the whole admissions problem, which was a difficult problem in those days, although for different reasons.

Lathem: Why do you say that, Mr. Hopkins, for different reasons?

Hopkins: Well, because the... what I mean by that is the ...We were beginning to get new students, but they weren't the quality type, and there was an absolute necessity to increase the enrollment, and how to increase enrollment and not lose all your standards was a pretty difficult proposition. And Dr. Tucker kept his...kept oversight of the thing, but the details were all handled by Mr. Emerson, and for a good many years thereafter, remained in the dean's office. Well, that gives... Oh yeah, before the deanship, he had appointed a man named McKenzie as a superintendent of grounds. I'm just trying to think of the chronology of the admission. The new president...

Lathem: Assisted at first only by the treasurer.

Hopkins: Assisted first by the treasurer. Supplemented by a superintendent of grounds and buildings, and then the deanship, and meanwhile, somewhere in there, a personal secretary, who was a stenographer and typist, and I guess I came next, and whether I had any title or designation or was just a boy around town, I don't know. I came in in 1901. I remember perfectly well the talk with Dr. Tucker that spring. He said the trustees had given him authority to take on a clerk in the office and would I be interested in it, and he reiterated that term clerk, I suspect that was probably the way I was classified, though I don't know. And I mean the only thing I'm clear about is I became secretary of the college in 1905 and then...

Lathem: Did this overture come as a surprise to you?

Hopkins: Yeah. Yeah. Complete. And actually it was the ....it wasn't at that moment anything overwhelming about Dartmouth College. It was the privilege of being in close contact with Dr. Tucker that was the appealing thing. No, I had expected to go...I'd been helped out two or three times during my college course when I'd run short of funds by the construction and granite firm for whom I had worked before I came to college. I mean they'd lent me twenty-five dollars two or three times, and ...but they had held a job for me and I expected to go back into the granite quarry, as a matter of fact, up to the spring of my senior year. One of the things that's given me an awful lot of doubt about the validity of these claims that everybody ought to know just what they're going to do, because I never knew from one day 'til the next what I was going to do. But, at any rate, Dr. Tucker called me in and put this proposition up to me and I gladly accepted it and came back in August and started in work on all sorts of clerical details, doing errands, and pretty speedily...Well, I don't know just how to say this but what I was going to say was that pretty speedily began to take over the undergraduate problems which... that statement, I think isn't a fair statement because that was the dean's function and generally he did it, but there were certain types of problems on which apparently Dr. Tucker felt that he wanted a more definite knowledge than he could get from the dean and he came to me. I guess perhaps he thought I was younger and in touch with the people who would know. One amusing phase of it was the, what at the time was a major idle curiosity in the athletic field when Chief Tortes showed up here, one of the greatest athletes, I guess, that ever came to Dartmouth. The story in regard to Chief Tortes was that a baseball player named Ralph Blaise had gone out to pitch in the Ricky Mountain League, and Ralph Blaise was an exceedingly good pitcher, was afterwards signed up for a time with the Red Sox, and he came up against this catcher, a Pueblo who every time he came to bat knocked a home run. Whereupon he conceived the idea, Ralph Blaise conceived the idea that this fellow ought to have a college education. Well, he was on an Indian reservation—I've forgotten what the name of the Indians were, I can't... I don't know as I ever knew—and it's really a very funny story for me personally because a lot of my personal friends and men of eminent distinction were involved in the thing, but at any rate, the money was raised in Denver, and Tortes was shipped east and showed up here. And I think really he probably was the greatest all-around athlete we'd ever had here. But Dr. Tucker asked Dean Emerson if he was sure about the status of this man, and so forth, and Mr. Emerson said: "Oh, certainly, he was perfectly clear." And I'm just citing it as the kind of thing that eventually landed in my lap. Dr. Tucker sent for me and he says: "I don't think Mr. Emerson has got the full story on this man." And he says, "I think we could appear very badly later if we find ourselves playing him," and he says, "for the time being I'm going to reverse all judicial principles and assume him guilty until he's proved innocent," and he said, "I wish you would just tell the athletic authorities that he isn't eligible to play in any games," and then he says, "I wish you'd get the full story in regard to the thing." Well, the story was, it would make a wonderful piece of fiction if somebody got to writing it up, the story was that this boy to begin with had

played seven years on the Haskell Indians and then [inaudible] on there.

Lathem: It was a professional team?

Hopkins: No. No. The Haskell Indians were presumably a college team. And Ralph Blaise, somewhere, Pueblo or Phoenix or somewhere else had...no, it must have been on the reservation, had enunciated the theory that he wished he could go to college but he supposed he couldn't get in, and Tortes had said that he was very sure he couldn't get in, and the son of the superintendent of the reservation, whose name I'm not sure of, but I think it was Edwards, said, well, he says, "That's perfectly simple. I have an admission to Cornell and I'm not going to Cornell" and he says, "He can have it perfectly well." And then the question was raised as to how he would explain a man who said his name was Tortes appearing under the name Edwards, if that was it. And this fellow said quite truthfully, as it proved, that that wasn't any problem at all because they gave Anglo-Saxon names to all of the Indians. And that he could explain that and anybody knew it was true. Well, he did explain it, and he was admitted here. I don't think that was just the name, but I can't recall what it was. He appeared at Dartmouth with the admission papers from Cornell and an Anglo-Saxon name, and was admitted. And I'll say this— He... I was always sorry that he had to leave because he was nobody's fool; he was quite capable of doing college work, as far as that was concerned. But I became, by virtue of the fact that he was an Indian and the legend, at least, exists, that there are funds for Indians to get through which there aren't, but if an Indian shows up he gets through without much cost. And I was made the dispersing agent for funds for him, so I became intimately acquainted with him and liked him very much indeed. And along in the... but meanwhile, I'd got enough of the story so that the Athletic Council declared him ineligible for athletics. But he perfectly good-naturedly accepted that and went out and played on the scrubs, played on the reserves for the baseball team. Well, I don't think he'd probably ever seen more than a five dollar bill and he came up in the spring to my room and he says, "See, what I've got." And he pulls out packets of fifteen one hundred dollar bills. And I says, "Where did you get that?" "Well," he says, "a man named McGraw, who runs some sort of baseball club in New York, came up and got me to sign a paper saying I'd play baseball up at Minneapolis next year," and he says, "He gave me this for signing on the thing." Well, he stayed through the year. He went up to Minneapolis the next year, and somewhere along the line, I don't know where he got—he got tagged with the name Myers and he for years was the greatest single figure in baseball, caught for the Giants under the name of Myers, caught Matherson, caught Jeff Tesrau, as a matter of fact, and he used to come around and see me when I was on the western trip and I don't know, he saved all his world series money and he had a lot of it, and bought citrus groves and was going very well, and then got caught up in the real estate craze and overextended just before the crash and lost everything he had. Married a white girl, a very nice girl, and the last I knew of him, which I suppose was fifteen years ago, he was a

watchman in the Boeing airplane plant out there. But that long story is all to illustrate the kind of...I mean I was just a free agent for any trouble that showed up, and got quite a lot of experience and I also...Dr. Tucker, who, among his many virtues, was never hesitant about what he expected you to do. Why, by this time the typing and stenographic work was coming in too fast for any one person to handle, and he just assigned the surplus over to me, so I learned a two finger exercise on the typewriter, and used to type various things of this and that. In public speaking he worked on the theory that I never was able to ...I don't think he ever spoke anywhere without having prepared it and had it typed beforehand or written it out by hand, and I did a great deal of that work for him because I could travel with him and work on the train and so forth.

Lathem: You said a few minutes ago that one time you were, when you were telling anecdotes and engaged in taking notes for his baccalaureate sermon, would he dictate notes, would he sit and think and...

Hopkins: Yeah. That's it exactly, and I did a great deal of that kind of work for him simply because he didn't want to keep Miss Stone up at night, and he worked...he always said he worked on the short end, and that was true enough, and I've sat up with him lots of times, 3,4,or 5 o'clock in the morning taking notes.

Lathem: Would he think out loud and say write this down or something?

Hopkins: Yeah. Well, he'd think and he'd say I want to say something about like this, and then I'd take no notes on that because I always knew that he was going to formulate it in a moment or two, and then he'd begin very slowly and formulate the idea he had and I could... I worked out my own pigeon stenography and I could work fast enough to take that down. But speaking of his working on the short end, my goodness, I guess, I think I told you somewhere here before, but a least twice I typed and got his final notes of his baccalaureate up to him by the usher at the church while the collection was being taken.

Lathem: Really the short end.

Hopkins: Yes, really the short end. I thought sometimes that he was putting an undue reliance upon me or the people who helped him, but we always got around, somehow. I see Bob Leavens wants ...it's an old story, which I've used in my own talks two or three different times in regard to... He liked to travel on the train. And, for instance, if he was going to Chicago, instead of going down to Springfield and taking the B&A out, which was the quickest way, why he'd go to Montreal and take the Grand Trunk over which gave him an extra half day on the train, and I was going out with him two or three years after I'd gone into the office, perhaps earlier than that, and we came in from breakfast one morning and he sat down and talked a few minutes, and he says, now if you'll excuse me I think I'll go in the adjacent compartment and think. And this is a literally true story. I wondered what anybody did when they thought. I didn't have any remembrance of ever having thought. I speculated on it a good deal

and I'm still speculating. But I've told this story a number of times that at some stage in your career you're forced up against recognition of the fact that things can be thought out and that was my time. No, he's right on part-time librarian obviously receiving his salary. The library was very non-consequential. At least I guess it was. I never went into it while I was an undergraduate, and I don't know anybody else that did.

Lathem: Really, is this literally so?

Hopkins: Yeah, literally so. Because it just something down in Wilson Hall that you...

Lathem: Really probably for the faculty then, more than...

Hopkins: Yeah. I mean it's literally true that I don't know anybody that used it. The...I did go into it once and the most inspiring teacher on the faculty in my time was what we called "Clothespins" Richardson. C.F. Richardson. And he would talk about books and as a result of that why you'd acquire the desire to read the book. My father...my father brought me up to read from the earliest times. We started off in the morning reading the papers and then we read any books and so forth and so on. And so a good many of the books I had read, but every once in while one would show up that I hadn't read. I went to the library twice, as a matter of fact, and neither time could I figure out how to get a book. At that... and I think that was a pretty common experience. Well, as I say. I'm not sure about the.... She certainly started sometime before I graduated, and I graduated in 1901, and I think she'd probably been in there a couple of years, and... But I haven't any idea about the typewriter as a machine. I presume that Aiken, whom I've spoken of as being in there part-time, I presume there was a college typewriter which he used, but I don't know anything about that.

Lathem: Yes.

Hopkins: Well, he says... Let's see, I graduated at Worcester in 1900, in 1896, and I was beginning to inquire about where I was going to college in 1895, and all of the correspondence that I had with Dartmouth was answered by Dr. Tucker. So that wouldn't, that would be a year later than that. Probably two years later. Well, that... Gene Clark, who became one of the pillars of the faculty and so forth, was the son... he was the son of Francis E. Clark, who was the father of [inaudible] Clark and he was in my class. And he prepared for teaching German. I was trying to think who it was-- somebody died in the German department. I guess they died, or else left. Anyway there was a vacancy, and Dr. Tucker asked me if I wouldn't see Gene Clark and see whether or not he would be open to an appointment here. And I did see him. And he was quite eager, as a matter of fact, for the appointment, but he had to make a decision as to whether he would take an appointment somewhere else, and I've forgotten where that was. Anyway, the thing ended up in that I had to virtually make a commitment to him that he would get an offer from Dartmouth, unless we were to lose him, and I

knew that Dr. Tucker was very anxious to get him because he didn't think, and I don't think now, that there was any man in the German department that was qualified to go on to leave any large influence. Dutchie Hardy was a Dartmouth man, an eccentric disappointed man. Warren Adams was a backward sort of a guy. I haven't any question but what he knew his stuff but he was an awful teacher. James Scott, the third man, was a.... Turned out to be a homosexual, and Bill Stewart, who was a great teacher, great in every way, but didn't like teaching German and he wanted to teach something else, and actually after I came up here I made him comparative literature, and... but Dr. Tucker wouldn't have hesitated at all to put him in charge of the department. But what happened was, anyway, I made this virtual commitment and told Dr. Tucker I had gone to Gene Clark, but it wasn't anything that well, it certainly legally could have been broken and I think Gene Clark would have said all right if it had been called off, but the fact was Dr. Tucker wanted him to come. And somehow word leaked out in regard to it. I presume probably Gene didn't realize there was anything of importance involved and the question came back and was put specifically to Dr. Tucker as to whether this man had been appointed or not. And Dr. Tucker said yes, he had been appointed, and there was a big row about it. The German department went up into the air, made great protest. And it is true that what he says there that L.B. Richardson apparently thinks it was a mistake. I don't think it was. But that's the difference between the administrators and the faculty and ...But Gene came up here and he became a very valuable citizen. He taught German and eventually became secretary of the college. That was after I came up here. But it was the... Some things you never learn. I mean I watched that whole thing develop and worried about it and so forth and so forth, and then stepped into exactly the same thing when I came up here and appointed Jim Richardson.

Lathem: Oh, yes.

Hopkins: I mean the two things were just as parallel as they could be and yet... I can't remember back whether I foresaw any possibility of trouble on it. I certainly ought to have, but I don't know. That whole matter of college organization is... I'm involved in that now, as a matter of fact, on the committee that's trying to figure out what a college trustee does. And it's a very interesting subject because actually there's no parallel to the organization of the American college in any educational institution elsewhere in the world. And they've all grown up around faculties or else they're all government institutions in which the government takes over everything. And the trustees are sort of amorphous being that he can be almost anything and actually is. One institution why... the trustees follow what I think is ... I think it's the function of the trustees to say what kind of college it's going to be. That is, you take in a discussion such as they had at Stanford some years ago. Where the president proposed seriously that they either drop off the upper two years and become a glorified preparatory school or drop off the lower two years and become a university. Well, I think ... I think that's a trustee responsibility, and that's the reason that I did a thing which

at the time was criticized pretty much, but I don't think it lasted very long. I took the setting up of the selective process directly to the trustees rather than to the faculty on the general theory that it was up to the trustees to say what kind of college this should be, and anybody then who accepted a faculty position accepted it on the basis that he was teaching it within that sort of framework. And I'm firmly convinced myself that that thesis is right. There are a lot who will differ with me, but... and.... But it's the kind of problem that has never been settled in this country. The regents of a state institution are in an entirely different position than the trustees of a private endowment college, and on the other hand, among privately endowed colleges you get a tremendous variation between boards of trustees which honestly think that it's a part of their responsibility to dictate the educational policy of the college and other boards like Dartmouth, Amherst, Williams, any of the Ivy League colleges, in no one of them would a board of trustees think it was up to them at all to define the educational policy excepting to say that it be within a certain framework that would contribute to the kind of a college that it happens to be, and I think it's entirely right that the trustees should say that Dartmouth's to be a liberal arts college rather than having an agricultural college. And in my...while I don't think faculty control would ever have to face up to a dilemma of that sort, nevertheless I think that under faculty control you might get the original purpose of the college or perhaps the contemporary desirability of the college very definitely interpreted differently from what you get from the board of trustees who hadn't a professional interest in the thing.

Lathem: It might tie in with this. You spoke a few minutes ago of Dr. Tucker's desire to have action backed by definite votes of the trustees. What was your own feeling that way? Did you prefer to have them give you general guidance or...I suppose it may have varied with the situation.

Hopkins: Well, I find it pretty hard to answer that, because actually, I never ran up against any trustee opposition. What I would have done--I mean it's just theoretical -- I don't think that I would have given up what seemed to me a desirable policy for the college if I could have got a majority vote. In other words, I valued and appreciated the fact the trustees always gave me the backing they did, but I don't.... I don't think I would have felt as insistent as Dr. Tucker did that you had to have a unanimous vote. Never anywhere else have I seen a situation where you could expect a unanimous vote and certainly in the business positions I've been in you very seldom get a unanimous vote. And... No, and I recognize constantly in talking with John Dickey that his legal training sets him entirely apart from me on the methodology, if that's a good word, for handling situations. He apparently was a good deal puzzled, and I don't know but troubled, to find out where the authority came for kicking the fraternities out of freshman year, and he spoke with me one time about it and said that there wasn't anything in the trustees or faculty record he could find, and I laughed and I said no, I said what actually happened, John, was this. I said I got so sick of seeing the best men in the freshman class flunk out because all of their time

was taken up in fraternity chinning that I went home from an administration meeting where we had separated four of five of the best men in the class simply because their scholastic records were awful, telephoned down to *The Dartmouth* to put in a notice that hereafter there'd be no pledging until sophomore year. And well, John evidently was... I don't know that he was shocked but at any rate he was much surprised at the thing, and he says, wasn't there great objection to it? And I says, not that I remember. I said I don't remember very clearly on these things, but at any rate, nobody raised any serious question, and as I recall it, I don't think I ever took it either to the trustees or the faculty. And, well, I think... I only cite that as a very minor instance, but I think that all of John's training and all of his thinking would preclude his operating that way. He'd want somebody to authorize it. And I would... It was tough, and I didn't always get by without criticism either, because I not infrequently got violently criticized for things where I didn't take due precautions to get the backing that I should have. But I never had any.... I never had any criticism that I know of from the trustees. Two or three times at least where I took action they found that there was some discord on the thing, they came forward themselves with the suggestion that they validate it by voting the thing, which helped a good deal, of course.

Lathem: Mr. Leavens speaks of Dr. Tucker and Kimball Union association.

Hopkins: I don't know anything about that. I just know that.... I know that a lot of his friends, Judge Hough, Mr. Cohen, well, there were four or five of them that were all KUA men. I don't know anything about Dr. Tucker's connection with it one way or another. I don't think Dr. Tucker would talk at a girls' school. At any rate, I don't know anything about it.

Lathem: He wonders if there was one here in Hanover in which Dr. Tucker taught.

Hopkins: Well, there was a girls' school here, but I don't think...

Lathem: There was one?

Hopkins: Yes, there was one here, but I don't think he taught in it. And the answer to that is yes. The first serious break in his health was 1907.

Lathem: In this final page you related the story that he asked you to do.

Hopkins: No, I definitely would not confirm that. He... W I've said to you before, Dr. Tucker was troubled not so much that... He was troubled that there was 40% against him; I'll put it that way. But he wasn't... I don't think it was ever true that the division was 50-50. You ... It was running close enough in there so that oftentimes you had to postpone a meeting or they felt that they did for Mr. Streeter to get an extra vote that was sure. But the one or two men that made the difference were not the same men. There were three or four irreconcilables in there. That is, I'm talking about this from the point

of legal aspects. There were, old Judge Chase, who had been Chief Justice of the Supreme Court. I don't know... Actually, the fundamental fact in it was that they weren't big men. With three or four exceptions, it was a very mediocre group.

Lathem: Would he invariably refuse to or be unhappy to go ahead without a unanimous vote, or....

Hopkins: No, he'd side for it and then he'd be very ...accept whatever he got, and generally, he got... Generally he got a unanimous vote with a protest attached to it. That was really the fact. I remember Judge Chase saying one day almost cheerfully. He says, Tucker, you'll have us all behind bars. [Laughter] It was I think more than now the lawyer's attitude that you couldn't go beyond the letter of the contract. You'd got to be very careful. That if you didn't do anything why you certainly ran no hazard. If you did do a thing, you did. I think that was it. But I would say fundamentally that the question wasn't a matter of pro or con but the matter that Dr. Tucker's own impatience arose more from the fact that he felt he didn't have even the strongest men among the alumni on the board. Of course, the old system was about as detrimental to your college spirit as you can imagine, because the general alumni nominated five men, and only one man was elected. And it almost invariably ended up with four men irritated or disgruntled on the thing, and we had a very expensive illustration of it. The trustees and Mr. Streeter always admitted his own mistake in this. They just decided among themselves that a man down in Manchester names Parker, bank president, would be interested in giving to the college if he knew anything about it, but he didn't know, he'd been busy all his life and so forth. Wouldn't accept any appointments anywhere. Just dug away at being a bank president. And they finally persuaded him to run. Well, that same year, they had nominated Judge Wallace, who was the judge of the Superior Court of New Hampshire, and he had had ever since he was 21 years old, he'd always had some town office [inaudible] something of the sort. And the net result of it was that when the ballots came out you had Walter Parker, banker, and then next to him Judge Wallace with two or three inches of things that he'd had. The average alumnus, not knowing anything about it, decided that this man was much more qualified and Walter Parker was just sunk. It wasn't simply a defeat. He got very few votes. And he never had anything to do with the college afterwards and never left the college a cent. And it was... But it was the kind of thing that could easily happen, and it's difficult to explain to anybody in the present day how weak our alumni organization was. I think among the men of my era that I would rank Mr. Thayer with anybody, even Mr. Streeter, on the board. I went from here to work in the Western Electric Company and had been around here for ten years and presumably knew something about the alumni and discovered that the president of the Western Electric Company, whom everybody loved and who was probably known to be headed toward the presidency of the AT&T was a Dartmouth man. Well, I began to inquire around and eventually became acquainted with him and found he didn't know much of anything about the college, and then I started a campaign to get him nominated. And well, the Executive

Committee of the Alumni said they had never heard of him, and to show how complete that was, Mr. Parkhurst, who for years gave devoted service to the college, wrote to me and said he wished I'd find out whether by any chance this Henry B. Thayer, who was being considered for a trusteeship, was his fraternity mate, know as Harry Thayer, who graduated a year ahead of him. Well, he was. And Mr. Parkhurst said he'd lost track of him entirely, didn't know anything about him. Well, as it worked out, the first year the General Committee of the Alumni turned it down. As I say, that must have been in 1912 or '13, on the ground that he wasn't known to anybody. Well, the Western Electric Company was full of Dartmouth men. I mean literally hundreds of Dartmouth men had been working there. So we went to work and we got a petition that was imposing even with the local signatures, and then we got people outside and so forth, and sent in, and he was nominated and elected, and from the day he was elected, he just gave undivided support to the college. I've known him to postpone meetings at the telephone company in order to come up here for trustee meetings, and I don't think this library ever would have been the building it is without him. He practically lived on [inaudible] while it was being build. He loved building, he loved construction, he loved all the problems involved with it, but he used to come up and stay at the house and work with Larson and then work with the faculty committee and I'm very sure that your records will show that he was... Well, my own opinion is that he was the most instrumental man in the lot in getting the library up and the quality it is. And yet, as I say, he wasn't known, and that was the... Therein lies my own enthusiasm from the beginning for the Alumni Council. I mean I was firmly convinced from the time I began to study the thing that we were never going to have an alumni body until we got control of several things. One was the Secretaries' Association. Then the establishment of the Alumni Council, the establishment of the alumni magazine with the alumni notes, and so forth, and ... But the only reason I'm going into that, Dr. Tucker had none of those things and he had to just... It just had to be individual strong-arm work as far as he was concerned to get results. I was thinking the other night at the New York alumni dinner. I looked over that crowd of twenty-two hundred. The first New York alumni association dinner that I went to with Dr. Tucker and there were 38 there. Quite a change, even with half a century.

Well, let's see. Have we got anything else that we need to show Mr. Leavens? Oh, he sent me copies of that and I will answer that. I mean it's a... This was just in the personal correspondence back and forth. Dr.... I never knew in regard, I didn't know if there were anything in the files and I still don't understand where they were, but Bob Leavens got these things out of the file somewhere, which shows that Dr. Tucker was seriously considering resigning in 1905. Well, all I can say is, I thought at least I was working with him pretty intimately then and I knew nothing about it. I know that he was very discouraged at that time right along the lines that I'm talking about. He was particularly discouraged because he felt that he wasn't getting anything accepting verbal support from the trustees. He said... He told me two or three times that there was plenty of

willingness to say, "Hip, Hip, Hooray" but not much of anything else. But I never knew that it went to the extent that apparently these notes that Bob Leavens found indicate. Because he did definitely raise the question with Mr. Tuck as to whether it was for the college good that he should stay on or not, and... But I'll take that up... I'll answer that by correspondence.

Lathem: I think you can say to him that you've answered the others on the tape, and he knows that he'll be getting them.

Hopkins: That will be a great relief to me because I haven't got any secretarial help excepting as Clara Roach is willing to help me periodically.

Lathem: Well, we might... How's your time?

Hopkins: I'm all right on time. It's simply yours I'm thinking of.

Lathem: Not at all.

Lathem: Shall we turn to the scrapbook? Do you want to shed a coat?

Hopkins: Yeah.

Lathem: That might be a good idea.

Hopkins: That would be an excellent idea.

Lathem: You're free to light up, as you know, if you'd like to smoke.

Hopkins: Well, I didn't bring down any cigarettes. I thought I wouldn't be here.

Lathem: I can get some downstairs for you if you'd like. It might be....

Hopkins: If my daughter was here she'd say I was running absolutely true to form. She says she hopes to live to see the day that I don't scrounge my cigarettes, but anyway, I'd like a cigarette, and another thing, is Miss McKee here?

Lathem: I'll check on that Mr. Hopkins and see if she is.

Hopkins: If she is I'd be glad to help with that.

Lathem: Oh, O.K. Bouch is going to come over and...

Hopkins: Thank you very much.

Lathem: ... and take a photograph of the process here sometime.

Hopkins: Well, that's all right. I don't know of course, whether the stuff in that book is of any interest to you or not, but it has an interest to me, obviously in the various stages... Well the Filene experience was a very profitable experience for me in forming a new organization. And it was very profitable also from the point of view of

understanding of unionism because in those years they had a company union which I still think was superior and is superior to anything that has come in since. Harold Hodgkinson, the president of the company, told me the last time I talked with him, that they had to deal with seven different unions now, and well, you get your basis for inflation in a situation like that pretty definitely because each of them is trying to out distance the other in what they can get. I mean there's a competition among them. But so far as I know, and I have to speak with reservations because there may be a lot that I don't know, but so far as I know, the Filene Cooperative Association, as it was called, which was really a company union, ran perfectly smoothly, and anyway we had a lot of fun on it because, as I think I told you once before, we campaigned from floor to floor and it was certainly good academic exercise whether it benefited the industry or not. Those are just the routine....

Lathem: ...campaign. You're [inaudible] cartoon.

Hopkins: Yeah. That was quite a... [inaudible] Dick Lane of course was and is a prominent man in the alumni at the present time. He later became president of the Kendall Corporation. Well, that Philadelphia experience was an interesting experience. We formed the Employment Managers Association which happened to be the first employment managers association in the country. Now they're everywhere, of course. We formed that there at the time, and...

Lathem: What was the nature of it?

Hopkins: Well, personnel work was just coming in under different names in different places, and at the same time a movement which you may or may not know about called the Taylor movement, which was really scientific management. Taylor is quite a famous name in the efficiency engineers catalog because Taylor made the first time study so far as I know in the country. And that whole realm of thing was being taken up at the time and meanwhile the unions were growing stronger and they didn't like that sort of development very much, so you had your natural cleavage beginning there, which has in recent years, of course, become very pronounced. And I was for all my period in Philadelphia with the Curtis Company's approval about as much engaged in outside affairs as I was inside. We formed the Employment Managers Association and that in conjunction with the Taylor Society met and so forth. But those are all details that are quite personal. They don't lend very much to your college interest.

Lathem: Well, I'm interested in getting the complete story about you and the college can fall in as it does. As much information as we get about your career the better.

Hopkins: Well, I told you, I think at a previous time how I happened to drift around from one thing to another as much as I did during that period, and I was just preparing myself for what I hoped to sometime be in the telephone company, and that was with full understanding of everybody I went with that I wasn't necessarily

going to stay, although they were very certain that... Well, they were willing to accept it on the basis that it was their responsibility to make the thing attractive enough so I'd stay.

Since this started, I was looking over some stuff downstairs. When I was looking for this book, as a matter of fact, I came on a thing that interested me very much indeed. I, of course, the big names of my time aren't so big now, but at that time Edward Bok was editor of the Ladies Home Journal and did a marvelous job with it. Edward Bok was a Hollander, and some people thought he was a strange character. I didn't. I mean I was perfectly willing that he should be pretty self-confident and self-assured because he was a big man and had a big influence, and he really founded the Philadelphia Orchestra. He brought Leopold Stokowski there and he was the angel for the orchestra, and so forth and so on. Well, anyway, after some period of several years, I was in Boston. I got this telephone message from him saying that his son had just entered Williams and joined a fraternity which he didn't know anything about. Called DKE and did I know anything about it and if so, could I....

**(End of Reel#10b)**

**Reel #11**

Lathem: You were speaking about your ...

Hopkins: Well, I ran onto this inquiry and I never met the boy. I knew his name at the time. He was named for his grandfather, Curtis Bok, and he's now a very prominent figure in Philadelphia, politically and legally. I think he's president of the Bar Association, and so forth. So I just sat down and scribbled a note, and I said that I'd run onto this thing and that I hadn't thought of it in a good many years but I thought maybe he'd be interested. I got back a very delightful letter from him.

Lathem: Then there was the National Society for the Promotion of Industrial Education.

Hopkins: I know that was an offshoot of the so-called Taylor Society of efficiency and so forth. President Redfield, he was in that cabinet, president of the Gerard College. I'd forgotten altogether about that. I was very active in that organization for some years. Henry B. Kendall, he's the head of the company that Bob Allen's going with.

Lathem: Oh, is he? The Kendall Company, yes.

Hopkins: The Kendall Company. He was very active at that time in... That's quite an interesting story. Harry Kendall graduated at Amherst and had a job with the Plimpton Press, and went on from the Plimpton Press right straight up through until he eventually built up one of the great industrial enterprises in the country.

Lathem: You were being elected to the Board of Managers.

Hopkins: Yeah. Yeah. Just along the way.

Lathem: National Association of Corporation Schools.

Hopkins: That doesn't ring any bell at all. [Laughter]

Lathem: Do you see your name there?

Hopkins: My name's there... Yeah. I suppose it...

Lathem: Executive Committee of it.

Hopkins: Dewey afterwards became one of the biggest men in the personnel field. Steinmetz. I had a very interesting period of acquaintanceship with Steinmetz. He was a wonderful man. But he was an individualist. Those were the early days of the General Electric Company and they were a big company even then, but they took Steinmetz on and somebody conceived the idea that the efficiency of the plant would be increased if there was no smoking in the offices, and Steinmetz was a constant cigar smoker, and they sent this notice around to all the officials that after such and such a date there would be no smoking in the offices. Steinmetz posted on his... the glass on his door, posted the notice and underneath it put "No Steinmetz." Which brought a revocation of the order. And he was... The standard procedure in those days was for the General Electric Company to make out a contract with the salary blank and sign it and hand it to him to fill in on the thing, and he never took advantage of it in any way. He was a confirmed socialist, believed in socialism, and so forth, but he never let it interfere with his efficiency at all. He was a hunchback. And tremendously interesting to talk to. I remember... I remember sitting in the Bancroft Hotel eating luncheon with him one day, and he obviously was absorbed in something. There was a big plate glass window there and there was a big fly crawling up the thing. This was back in 1914, 1915. And finally I says, what are you so absorbed in? Well, he says, I was just thinking, you will live to see the day that the energy that that fly is expending would transmit a voice for hundreds of miles. That was before radio or anything else, and that was just the vaporings of a fantasy or whatever you call it, but he was always speculating. I think really his research work gave General Electric its big start.

Lathem: How did you first come in contact with him?

Hopkins: I came in contact with him through this organization. Yeah. You see, those of us who were at that time working on the so-called personnel problems were only a dozen or 15 people in the whole country, and so we became pretty well acquainted with each other.

Lathem: I should think.

Hopkins: And I was trying to think while I was talking how it came about that we... I can't remember what was back of his election as president,

excepting he was a damned good president, I know that. But that's one of the cases where I wish I had kept a diary.

Lathem: Did you see him often in your...

Hopkins: Well, I saw him during that year. I think we had four quarterly meetings, and I saw him once or twice, I'd run across him, but I wouldn't say often, no, but frequently.

Lathem: Dinner... Invited guests on that occasion.

Hopkins: I guess that was the....

Lathem: 1914.

Hopkins: 1914. Yeah. I was wondering... That must've been the employees of the Curtis Club that gave that. I would guess because those all are officers of the company that were listed over here. Mr. Curtis, Mr. Lunnington was a Yale man, J.B. Williams was a manufacturing man, H.B. Hatches, his son came here to college. Those were the officers of the company and obviously were invited by the employees, I would guess.

Lathem: Oh. Philadelphia. World's Greatest Workshop Dinner.

Hopkins: I haven't the slightest recollection in regard to that.

Lathem: Mr. John Wanamaker requests the pleasure of your company to observe the anniversary of the birthday of Abraham Lincoln, February 15, 1915. Do you remember that occasion?

Hopkins: Yes, I remember that occasion because that was where I first met Billy Sunday.

Lathem: Oh, really. I remember in reading this now, that they had postponed the affair until the 15th from the 12th so that Billy Sunday could be there.

Hopkins: He was really quite an amazing phenomenon. Personally and socially nothing flamboyant about him at all, quiet and so forth, but the minute he got onto the stage he... I remember one of his very effective evangelistic sermons in which he was illustrating something by how you slid to third base, and he started at one edge of the platform and just dove and slid halfway across the platform and grabbed a cushion over the other side and so forth. There wasn't any question about his sincerity. I think it was a good deal of questions about theology, but... I don't know whether I came along at just the fortunate time or what. I was thinking, one of my very interesting contacts was with John Wanamaker who thought that probably it was a good idea to have a personnel manager but wasn't quite ready to put it into his own store. And he... as far as Philadelphia went, I was representative of the group which was arguing that personnel management with a necessary thing. He'd keep sending for me and we'd go over the same ground [Laughter]

and come out the same place. I don't know whether he ever did or not, and Johnny Johnston, who did so much for the Outing Club, was Wanamaker's first publicity man. That's where he made his money. The cross sections of life, or the crossroads of life, whatever it is, is a rather interesting thing. I don't know why I saved this. Yeah. It had something to do...

Lathem: That wouldn't be an unsigned article of yours in the Ladies Home Journal?

Hopkins: That is a peculiar illustration, I haven't thought of that for years. The thing that amazed me most when I went with Filene's and had the organization chart put in front of me, I saw a protective department, and I immediately sent for a man named Toomey and I said what's the protective department do. Well, he says that's just a euphemism for the detectives on shoplifting. Well, I says, how much shoplifting is there? And they had down there eight employees, four men and four women. He had an office on the mezzanine gallery of the Filene's store, and he says, do you want to see shoplifters at work? And I says, yeah, I'd be glad to see, but how do you know when they're going to be at work. He says, they are always at work. And he says come on, and we stepped out on the gallery and by-and-by he says, do you see that little old lady at the glove counter. I says yes. Well, he says, one of our girls is following her. Obviously they think she is doing some shoplifting. He says just watch her for a few minutes and see what happens. Well, she obviously made an inquiry about some gloves that weren't there and when the clerk turned away it was almost slight of hand and she shoved a dozen pairs of gloves into a box that she was carrying. Then I got curious and I says, well, why doesn't your girl do something? And he says according to Massachusetts courts you can't. There's no proof of shoplifting until after they are off your property. They can always contend that they were going to put it back and so forth. He says, you come in and light a cigarette and probably in half or three quarters of an hour, they'll bring her in. Which proved to be true. [Laughter] But I was talking to Mr. Bok, I was down at Mr. Bok's one night at dinner with the... Mrs. Hopkins and I were there with the Stokowskis, who was just coming into his fame at the time as a musical conductor. And they got to discussing kleptomania, and I cited one or two experiences that I'd had with it, and Mr. Bok sent for me the next day and he says we have a rule that no employee can write for any of the publications. But he says I would be very much interested in that story you told last night if it was sent to me anonymously. [Laughter]

Lathem: The result of the husband who makes his wife a thief.

Hopkins: Yeah.

Lathem: You put in the byline your old association with Filene's. Your title there.

Hopkins: Yeah.

- Lathem: I hope they paid you well for it.
- Hopkins: They didn't pay me anything. [inaudible] Really disappointed.  
[Laughter]
- Lathem: I've heard from a number of people that... Two poets I know who told me that the most money they ever received for a single poem in their lives was from the *Ladies Home Journal*.
- Hopkins: Well, that, I think has always been true. The big money is in the Curtis Publications. For instance, I asked Ben Kellen one time, I says why do you always write for the *Saturday Evening Post*, and he says for two reasons. One is they practically always will take anything I write, secondly they pay me from 2 to 3 times as much as anybody else would and that's how the *Post* gets it standing. I mean it's recognized that they'll pay more than anybody else. And they do. And it's true I suppose still, it certainly was true when I was there, for the *Ladies Home Journal*.
- Lathem: Yes. This is off the subject, but I was dismayed the other day to find that our run of the *Ladies Home Journal* stops back in 1939, and I've been loudly insisting around here that the *Ladies Home Journal* is one of the most important magazines of our time in that it has not just articles of interest to women, but articles of importance of general interest, and its featured columnists like Eleanor Roosevelt and Norman Vincent Peale are people whose output you want to preserve. Then, on top of all that, it's a marvelous document of social history, and I think we're going to get out our back numbers and bind them.
- Hopkins: It would have a great backing from my daughter, who... I was talking with her one time, and she was speaking appreciatively of the fact that she'd been brought up to read. Well, I says, what do you consider the most important reading you do now? Well, she says, I am a housewife and a nursemaid, and various other things and of course it has to be limited, but she says the last thing I would give up would be the *Ladies Home Journal*.
- Lathem: I think I read mother's *Ladies Home Journal* before she does, and that's true, it's not just a woman's magazine. Far from it.
- Hopkins: No, those Curtis publications have been...
- Lathem: Mr. Edward W. Hazen, Advertising Director of the Curtis Publishing Co. retires on April 1, 1915. Given a dinner in his honor.
- Hopkins: He was one of the great advertising managers of his time.
- Lathem: Invitation to the banquet of PI chapter of DKE.
- Hopkins: Is that the one that Peary is in because... Oh, no, that's a Dartmouth College one. You'll come to one here a little later that I'd like to speak about when you come to it.

Lathem: Okay. Fine. Hi Bouch.

Hopkins: Hello, Bouch.

Lathem: What was this occasion, Mr. Hopkins?

Hopkins: I was up here lecturing at the Tuck School.

Lathem: Oh, yes.

Hopkins: As I say, I was speaking periodically at the Wharton School, at the Harvard Business School and at the Tuck School in those days, and this was upon one of my visits up here. What date is that?

Lathem: March 4, 1915. Here is a men's club notice, that you were speaking, First Presbyterian Church, South Orange. I suppose that's about the same period.

Hopkins: I guess my statement the other day that I never did any speaking until I came up here in 1916 isn't borne out by this scrapbook.

Lathem: You were invited to be present at a dinner to be given Irvin S. Cobb, newspaperman.

Hopkins: Yeah. The two pillars on which the *Saturday Evening Post* rested politically at that time were a man named Sam Wright and Irvin Cobb. And I think as far as amusement went, I never had more amusement than I did... They'd come in weekly and there was an executives' table, about a dozen of us sat there and they would sit with us. Irvin Cobb was just a natural wit. I mean it just spilled out of him every minute. Everything he said was funny.

Lathem: So often humorists aren't funny unless on paper.

Hopkins: Yes. That's it. That's what was so amazing to me. And Wright, who wrote more seriously than Cobb, was, if anything, funnier than he, and conversations with the two of them together was pretty good. Incidentally, we were speaking about Tortes, the Indian baseball player a little while ago. Wright told me one time, he says, you know I think it was a great pity that Tortes didn't finish his college course. I says, so do I, but why do you say it? Well, he says, he's not only a cultured man, but he's a witty man. He says I was in the Metropolitan Museum of Fine Arts the other day and he says the Giants were playing an important series of games and he said I went in the room and here was Tortes sitting quietly looking at the paintings. And he said I went up to him and I says are your favorite paintings in this room? He says Tortes paused and he says no my favorite paintings are only on calendars and Wright says, why do what you mean? Tortes says the only painting that I ever saw in which an Indian was getting a fair break was that famous painting of Custer's last retreat. [Laughter]

Bouch: Hey, I'm going to come back in two minutes. I thought I had more film.

Lathem: Oh. All right.

Did Cobb live right there in Philadelphia? Was he was able to come in often?

Hopkins: No, he lived in Paducah, but his assignment was a roving assignment. I mean he might be in Europe, Asia, Africa or the West Coast, but when he got back from any of those things he stopped off in Philadelphia and went over with them what his series of articles should be.

Lathem: I see.

Hopkins: And blocking that out.

Lathem: Marion Cricket Club.

Hopkins: Well, the significance of that was simply social. I mean you didn't get into the Marion Cricket Club presumably unless you had a Philadelphia aristocrat's background. [Laughter] So it was quite a day... I was very proud, as a matter of fact, that I had... And more so, because, as a matter of fact, we lived in Kenwood and the Cricket Club was right out between us and Marion on the Main Line, so it was very accessible among other things.

Lathem: I should think so.

Hopkins: I used to get a great deal of amusement, and I think Mrs. Hopkins got more, because the membership of the cricket club was predominantly Quaker, but I had a very definite conception of what a Quaker was and here was a couple of part-time little old ladies swearing to each other and find out that they were pillars of the Quaker church.

Almost as surprising is that Drew Pearson is a devoted Quaker.

Lathem: Is he really? Surprising.

Hopkins: He's a... I've had a lot of trouble with him. I mean in Washington at one time or another, but he came up here his senior year at Swarthmore, and they were having a fight with the administration about administrative control and he was editor of the Swarthmore paper and he came up to see how, what *The Dartmouth's* relations with the administration was, and I saw quite a little of him then. And I've been in his home several times and he's a delightful host, he's socially and personally as agreeable as he can be. I think he's just a son-of-a bitch...

Lathem: In print.

Hopkins: I think... I just can't imagine a man's getting up every morning and saying, who am I going to smear today? It's the strangest combination. I guess ambivalent is the name for...

Lathem: Worcester Academy.

Hopkins: Yeah. That's just... I don't know what happened there. I probably went back for some purpose. I don't see anything important there.

Lathem: National Association of Corporations.

Hopkins: Yeah. There's assignments. Peculiar, the monopoly the Germans have of that kind of genius that Steinmetz had. He... I think it would be impossible to overestimate the contribution that was made to this country by the German immigration in the middle of the last century of these Socialists that were having to get out of Germany and came over here.

Lathem: There he is with his cigar. Ever present....

Hopkins: Yeah.

Lathem: Hopkins speaks on employment. *Philadelphia Evening Ledger*, 1915.

Hopkins: Yeah. Those were the days when we were getting the employment association going. I just saw the other day a note in the Times, something about the Philadelphia Employment Association.

Lathem: Massachusetts Banker's Association Annual Banquet.

Hopkins: I don't know what I was doing there. I guess I was just glorying in my associations probably.

Lathem: Dartmouth College Club. Worcester meeting. You were speaking there. A member of the Alumni Council.

Hopkins: Oh, yes, that was when we were trying to get that going. Here comes the Taylor Association.

Lathem: Oh, yes.

Hopkins: We had quite a crowd in there, though it ran nice. Pearson was director of the Tuck School, here.

Lathem: Oh.

Hopkins: That was all part of the...

Lathem: Employment Managers Association of Boston, February meeting.

Hopkins: I spoke there, too. [Laughter]

Lathem: Employment Manager. Even the past president. It is a pleasure to inform you that at the annual business meeting society held in Minneapolis on January 22, you were re-elected to serve as a member of the Board of Managers for a period of three years. 1918.

- Hopkins: Yeah. I'm pretty hazy about....
- Lathem: Oh here comes a letterhead of the Alumni Council.
- Hopkins: This was the Alumni Council period, yes. Taylor Society again.
- Lathem: Yes. Dartmouth Alumni Association of Philadelphia, of which you were a member.
- Hopkins: Yeah. We resuscitated that.
- Lathem: The Curtis Publishing Company cordially invites Mr. Hopkins to attend from 2 to 5 o'clock in the afternoon of February 17-21, 1916, a private view of the new fabral mosaic picture, "The Dream Garden," rendering glass mosaic by Mr. Louis C. Tiffany from a painting by....
- Hopkins: Have you ever been in the Curtis Building in Philadelphia?
- Lathem: No, I have not.
- Hopkins: It was, in its time, I think, one of the most beautiful buildings of a commercial sort in the country. Of course, there have been lots of others built since.
- Lathem: I know Mr. Parrish slightly, a delightful old gentleman down here in Cornish, Plainfield.
- Hopkins: Yeah.
- Lathem: Demonstrating athletic prowess here. What is this?
- Hopkins: That was the championship bowling that I won.
- Lathem: Oh, really.
- Hopkins: Yeah. 166. Which is pretty good, out of a possible 200. We were bowling candlepins.
- Lathem: I see. What is the club?
- Hopkins: That is the Social Club of Newton.
- Lathem: Oh.
- Hopkins: I don't know if you do any bowling?
- Lathem: I used to, used to bowl with candlepins.
- Hopkins: Yeah. Spare, strike, strike, strike, eight, strike, ten, strike. Well, I'd forgotten I had that.

Lathem: Election to membership in the Curtis Club. The American Academy of Political and Social Science requests the pleasure of the company of Mr. E.M. Hopkins.

Hopkins: I guess that was just a...

Lathem: Address by the Honorable Arthur Woods, addresses by Arthur Woods, George Porter, and Henry...

Hopkins: Arthur Woods was quite a remarkable fellow. He was the...

Lathem: Thank you, Bouch.

Hopkins: Thank you very much, Bouch.

Bouch: Oh, you're welcome.

Hopkins: Arthur Woods was one of John Purroy Mitchel's men, and I think gave New York one of its best police administrations in history. John Purroy Mitchel was elected in a revolt against Tammany, and the city government had been so corrupt that Mitchel just decided to appoint nobody that didn't have enough money so money wouldn't be any temptation, and he surrounded himself with a group of many mayors who wholeheartedly and very capably gave the city, I think, the best administration it's ever had in my lifetime, but Woods probably turned out of office. But Arthur Woods was the police commissioner.

Lathem: I see. *City Club Bulletin*, Boston.

Hopkins: I don't know why I saved some of these things, I'm sure. Oh, I see, yes.

Lathem: Third annual sons of members dinner.

Hopkins: Yeah. You see, Cal Coolidge was the speaker.

Lathem: Oh, yeah. Do you remember that occasion at all?

Hopkins: No. No.

Lathem: I'm surprised you could forget Lt. Governor Coolidge's remarks so readily.

Hopkins: Well, actually I was pretty constantly in association with him then one way or another, but he was... He actually was very... For a period he was lieutenant governor. He was then, of course, campaigning for the governorship, and you didn't have to urge him very strongly to get him to speak anywhere. [Laughter]

Lathem: Bulletin of the Society to Promote Scientific Management.

Hopkins: That's some more of the Taylor society.

- Lathem: Supervisor of Personnel by Ernest M. Hopkins. Paper read at the annual meeting of the Society, December 5, 1914.
- Hopkins: I was looking to see what I crossed out there.
- Lathem: They'd made a mistake—promise instead of premise.
- Hopkins: Oh.
- Lathem: And you deleted it in the sentence there. And you made some other changes evidently.
- Hopkins: Well, I don't remember very much about that period.
- Lathem: They're mostly typographical.
- Hopkins: That's my sole experience as a football coach. I'd forgotten that, too.
- Lathem: Champion Uxbridge High football team, 1896. Announcing your...
- Hopkins: Yeah.
- Lathem: ...election to the presidency.
- Hopkins: That was a very painful period. I mean I was in constant fear of being misquoted and was being misquoted frequently. You can't get by without that.
- Lathem: I suppose not. Well, I hadn't known about this. Dartmouth's President-elect, a predecessor's appreciative word, by Rev. William J. Tucker.
- Hopkins: I had forgotten about that, too.
- Lathem: I wonder what that appeared in?
- Hopkins: Well, it says the Congregation...
- Lathem: Oh, that's right? I can't see that from here. Yes.
- Hopkins: I guess that's the end of that, that book.
- Lathem: Do you want to go on a little bit, or would you like to break up?
- Hopkins: Entirely as you wish. I mean I'd just as soon, or I'd just as soon stop, whichever is most agreeable to you.
- Lathem: Well, why don't we finish out this tape?
- Hopkins: All right.
- Lathem: We're more than half way through it.

- Hopkins: Yeah.
- Lathem: Let's see how far we get in volume two of the scrapbook. "Hopkins May Be New Head of Dartmouth, The Choice Among Influential Groups to Succeed Nichols," This was the spring of 1916. That was all accomplished, I suppose. What is this: Hop, Mr. Streeter and Mr. Parkhurst arrive Ed's room—what would Ed's be?
- Hopkins: Ed Hall.
- Lathem: Oh, Mr. Hall. "Will you come in to see them?"
- Hopkins: That's McDavitt. Clarence McDavitt. And this was at the telephone building. Ed Hall was vice-president at the time, you see. And I've forgotten all about it, but it's perfectly obvious what happened when Mr. Streeter and Mr. Parkhurst went in to see Ed Hall and told Mac to send for me because Mac was personnel manager at the telephone company at that time.
- Lathem: Ah yes. But this would have been following the time that you'd agreed to go. Probably.
- Hopkins: Yeah.
- Lathem: This is more of the same. Dartmouth is to be led by E.M. Hopkins. Dartmouth's new president to be Ernest M. Hopkins. Newton man is new head of Dartmouth.
- Hopkins: That's an interesting thing. I had... None of those papers are in existence now. *The Boston Transcript, The Journal, The Advertiser.*
- Lathem: They survived long after this date.
- Hopkins: Yes, this didn't kill them.
- Lathem: The passing of The Transcript was a great calamity, really.
- Hopkins: Yes, it was. It ought to never have happened. No. The election got an amazing amount of publicity and I don't quite know why, but...
- Lathem: It certainly does have good coverage. When Dartmouth College nearly lost a President. The appointment of Ernest Martin Hopkins as President of Dartmouth College to succeed Dr. Ernest Fox Nichols interested many local Dartmouth graduates, also many who remember the new president as a boy in this city more than 30 years ago.
- Hopkins: The most interesting part of that story was the man who rescued me. He was George Moses.
- Lathem: Was it really? Senator Moses.
- Hopkins: Yeah. He was the leader of the big boys group. I mean I was... I always would hang around. I was among the younger boys. The

river down there freezes over and in those days, at least, was awfully good skating for a large part of the winter, but full of air holes. I'd been forbidden a good many times to go on but I went on. [Laughter] And I very nearly did drown. I mean the... The current was very swift in sweeping you down, and hanging on this way but I didn't know it had been perpetuated in history before. I suppose I knew at the time.

Lathem: Did you have association over the years with Senator Moses?

Hopkins: Yes, I did. And as far as my associations went, they were wonderful. I mean I was always very fond of him and I always had a lot of admiration for him and I still think that John Winant did a very questionable thing in the double-crossing of George Moses, which was a double-cross. I mean, John Winant referred to it himself as that. So there wasn't any... He says, I'm going to defeat him and he did, and sent Fred Brown to the Senate, while as it appeared, whether you agreed with George Moses or not, when he was at his maximum efficiency and would have been a very valuable man in the Senate. But John Winant was one of those extraordinary characters. I mean I could... I could talk all day on either side. [Laughter] He... There's no answer to it, because men as intimately associated with him as Judge McLane and Lawrence Whitmore haven't any more understanding of it than I did, whatever became of his money. But he had a considerable income himself. He had \$70,000 a year from his wife's estate, and whatever salary was attached to the positions he held, and he was always in the banks. There was one time, as a matter of fact, when Judge McLane and Lawrence Whitmore, working separately, bailed him out when it would have destroyed his political career. Now at that particular time, he owed the banks \$800,000.

Lathem: And they have no idea where the money...

Hopkins: No, it was... I asked him straight one day. He was staying at the house, and we were always quite intimate, and personally I was very fond of him, and I says, John, just where does all your money go, anyway? Well, he says, there are phases of this political life that I wouldn't even tell you. That was all that I ever got out of him. But he died a tremendously frustrated and disappointed man. It was a great loss in many ways because I think John Winant, especially if he had been willing to give up his political career and write about it, could have been enormously helpful. But he told me; I don't know whether this is anything you want on the tape. He told me one time in the Roosevelt Hotel, I was just registering and he came up and he says, I want to get away from the reporters and so forth. He says, are you going to be in? And I says, yeah, come on up. And he was just back from England then, and he says, I've come back to try to get a showdown. And I says, on what? Well, he says, I don't know how any ambassador can work effectively, and he says this particular instance is an illustration of what I mean, so I'm bringing it back to tell the president personally. He says, he called me up about three weeks ago and gave me a definite assignment for a job, and he says I started in on it, but he says, of course, I'm

working for Mr. Hull. And he says two days later Mr. Hull called me up and gave me hell and wanted to know where I got the idea that I was to get in this field at all. Well, he says, I didn't feel at liberty to tell him that the president had. He says, of course, he was resentful at what he thought was a presumption on my part, and then he said, just about the time that I got settled down to accept this and let it pass, Harry Hopkins shows up and gives me an entirely different set of instructions than either of them, which he says comes from F.D.R. Now, he says, I'm going to Washington to try and find out. Well, all that happened as a matter of fact, was that Mr. Roosevelt got irritated on the thing, and I mean it was the beginning of John's downfall. And John, when he came back to this country, thought he was coming back to a Cabinet position or something of equal importance, and then was, as happened with a great many people in that era, he was just dropped. I mean that was the background of the whole thing. But he had the... He had the genius for making friends, he had the political savvy, he had the historical knowledge, he had been one of our most serviceable men, and it was too bad he couldn't have been used advantageously.

Lathem: Was he starry-eyed about his idealism so far as reform and politics were concerned? Or was he realistic about it?

Hopkins: I don't know how to answer that because actually I think he was starry eyed, but he was damned realistic when it came to how he achieved his ideals. He was a very strange combination. He... Because there wasn't any question at all about the mental stature of the man, but he had... He had that idealism that comes to a lot of people with money. I mean he wanted to redeem the fact that he had money.

Lathem: I see, yes.

Hopkins: And I think probably that's a part of the explanation of the financial difficulties he always was in. He told... He has told me a good many times that a man with money was under a very great handicap, which I think is probably true. And... But he was out to prove that it wasn't an insuperable handicap.

Lathem: It cost him a lot of money to do it. [Laughter]

Hopkins: It cost him an awful lot of money to do it. Yes. One of those incongruous things.

Lathem: Well, I've often wondered whether he was inflexible in his crusading or whether he would compromise with other interests or whether he would doggedly drive ahead for his own end.

Hopkins: Well, I don't know quite how to answer that because I could give you samples of either one, and I don't know which was the more typical of him. He was tremendously dogged. There was no question about that. And it didn't make very much difference whether the end was idealistic or practical. He was bound to have

his own way. But he was... I think he had the making of a wonderful ambassador, but he never...he never really got a chance to on that. But that was true of all of the ambassadors of that period. Life was just a hell for them because they didn't know... They didn't know where they stood as between Roosevelt and Hull and they knew less how they stood as regards Harry Hopkins. I think that relationship which was fairly new with, at least so far as I know. House was the first man that operated in that capacity with the president, and then Harry Hopkins, of course, was very completely with Roosevelt. I think that's a very unfortunate relationship. And I know nothing whatever about the merits of the eventual blow-up between Wilson and House. I've always suspected that...that House crossed him somewhere and Wilson was a very...a very opinionated and arrogant man. I think of all the college presidents I've known that he was intellectually the most arrogant of the lot.

Lathem: Is that so?

Hopkins: Yes.

Lathem: Did you have any personal contact with him in the...

Hopkins: I didn't after he became president.

Lathem: No.

Hopkins: Because he wouldn't see me. He...I voted for Hughes, and we'd been fairly intimate previously. I don't mean ... Intimate perhaps isn't the word, but, well, I considered him as a friend, and I think that he considered me as a friend, and at college president meetings, when I'd go with Dr. Tucker and Wilson was always there, and then I was living with Janeway, who was a Princeton man and Wilson was up here I think at Dr. Nichols inauguration. He stayed with us.

Lathem: Oh, did he?

Hopkins: Yeah. And I stayed a weekend with him at Princeton. And I enjoyed his company very much, admired him very much, but I went down as assistant to Mr. Baker in the World War and Mr. Baker asked me to take a message for him over to and deliver it personally to Wilson. Baker was the most intimate...was Wilson's greatest intimate in the Cabinet at that time, and well, I took the assignment as just a routine assignment, and went over there, and Delafield was the secretary to Wilson. He says no, you can't see him. Well, I says, maybe not, but I says Mr. Baker asked me to deliver this message personally. Well, Delafied says give it to me, and I says no, I was told to deliver it to the president personally. And Delafield says, well, he says he won't see you, but I'll go in and ask him. And he went in and he came out, and he says no, he doesn't want to see you.

Lathem: This on the basis of just the political....

Hopkins: Yeah. Just the fact that I'd voted for Hughes. I had said I was going to vote for Hughes. So I never saw him again.

Lathem: That tells a great deal about a man, doesn't it?

Hopkins: Well, I wondered sometimes if it told me too much because I lost an awful lot of confidence in him. Not out of any personal feeling. But it was true all through. I mean I discovered later that it was true of some considerable number of men who were working their heads off in Washington for the government. There's a very interesting scuttlebutt story which I think is largely true, illustrating how the men succeed each other. Wilson got into one of the grandest rows in Princeton that any man ever got into. The faculty and he were so at odds that it was pretty nearly a drawn swords proposition. It got to the point where the trustees felt firmly convinced that the institution was being harmed, and this was all over the location of the graduate school. Wilson wanted it located on the campus. West, who was to be the dean of the graduate school, wanted it entirely separate from the campus. Procter & Gamble, who was a Princeton man who were giving the money for it, said that they would only give it if West's ideas were accepted. Wilson never spoke to West again. And, anyway, the thing split so, as a matter of fact, President Dodds told me that when he went there, the thing was still so keen that you had to... You had to go over with a microscope guests to dinner because you could not bring to dinner pro-Wilsonites and anti-Wilsonites in [inaudible]. And it had... Well, there were all sorts of byproducts. Wilson had insisted on Grover Cleveland's being elected to the board of trustees and then he came and voted against him sometime and he never would speak to Cleveland again. [Laughter] Well the story which I started out to tell in which I really believe was told me by a Princeton man who ought to know. The trustees came to the conviction that they must somehow get a new president. On the other hand, the prestige which he'd held and so forth and very little known outside about the inside feud there, they felt that it had to be done very carefully. By and by one of the prominent trustees says well, how about making him governor of New Jersey [Laughter]. This man says this is absolutely the story of how Wilson got into political life. But it was... A very strange thing is his bitterness toward anybody who ever expressed a different idea than his. It held up right straight through his life, and of course, all this talk, you're too young to remember it, but all this talk about what to do when the president becomes incapacitated. We were in a frightful mess for seven months, I think it was. It was commonly known to everybody that Wilson didn't know what was going on, and was incapable of signing his signature, excepting as his wife guided his hand. And yet these papers were coming out signed by him. Mrs. Wilson and [inaudible] who was at that time Congressional leader and Mitchell Palmer who was attorney general were running the country.

Lathem: It was while you were away that Wilson summered here at Winston Churchill's. Was it while you were here?

Hopkins: No, I was... Let's see. Yes, I guess you're right. I guess it was while I was away. I spent my vacations here so I [inaudible] but it was... It certainly was while I wasn't in office. He was... No, I was here. He was elected in 1914. And I came in 1916. No, he was here. He had the Churchill house. He used to... This was another... I ought to have known right off that I was here. He would come up here with the Secret Service men to play golf and they'd wave everybody off the golf course, [Laughter] which some of us didn't take to very kindly.

Lathem: I should think not.

Hopkins: Well, life's a funny thing. I always had a personal resentment against Wilson. I wanted as a... Originally, when I first knew him, as a matter of fact, he was known as Tom Wilson and when he got into public life he dropped the Thomas and became Woodrow Wilson. Well, I never had any love for my first name, and when I came up here I seriously considered dropping it because knowing the number of things I'd have to sign all the time, and so forth. But if all the good Republicans in the world were holding it up against Wilson as a sign of his fat-headedness [Laughter] [inaudible]. So I was stuck with my first name for the rest of my life.

Lathem: Well, you'd have been doubly damned if Grover Cleveland dropped his first name, too, earlier.

Hopkins: Yeah.

Lathem: We ought to come back and pay more than passing tribute to George Moses for having pulled you out of the river. Could you speak a little bit about him and his character?

Hopkins: Yes. I think probably George Moses was one of the most cultured men that Dartmouth graduated. Certainly in that period. He read the classics easily. He knew... and he was a natural born student. He would have made a wonderful college professor, as a matter of fact, and he had very wide interests and wide acquaintanceship and, inspired... Of course he's been tagged with the smart aleck speeches he made, so people think of them as a smart aleck, which he really wasn't, excepting when he was on his feet, and so forth, but he was a very earnest student of public affairs. He was a wonderful friend as far as I was concerned, and I was down... I was thinking just the other day, I was in Washington, and always when in Washington I went around to see him. I guess I was down there for an alumni dinner, I don't know what I was there for, but I was there for something. He telephoned over and he says come over to... why don't you come over to luncheon. He says we've got some new men in the Senate and he says I would like to have you meet a political opponent that I think is going to be one of the foremost statesmen of this country. And I said well, I'd like to come over. It was Senator George.

Lathem: Really?

Hopkins: Yes. He'd just been elected. I thought eventual things vindicated his judgment pretty well on it.

Lathem: Yes.

Hopkins: He was very objective and I don't... I don't think Dartmouth's ever... I don't think New Hampshire has ever had a more brilliant man probably there, but he broke with... He broke with John Winant, or John Winant broke with him, I've never been sure which it was, but... and when it came for his reelection, why, John Winant just quietly passed the word to vote for Fred Brown who was the Democratic nominee. George Moses was defeated by a small margin. And Fred Brown never amounted to anything in the Senate at all.

Lathem: You say Senator Moses was given to making smart aleck speeches. Did he do this for humorous effect or...

Hopkins: No, it was just a natural reaction of a... Well, he was referring to the Western Progressives on... I've forgotten what the bill was, or what it was, but he referred to the wild jack asses [Laughter] of the West. Of course that went around and infuriated all the Democrats, and so forth. It was that type of thing. I mean there was no premeditation in it and there was no maliciousness in it, but it was just... If that's what he thought, that's what he said.

Lathem: No humorous intent, just matter-of-fact.

Hopkins: Just matter of fact. Yeah.

Lathem: His mode of expression.

Hopkins: Yeah. But meanwhile, he was a very humorous... I don't know anybody that was more fun to sit and listen to. He was ambassador to Greece, and... This is the type of thing that in private conversation was amusing at least, why, the question came up in Congress as to how he happened to get the monopoly on the imports to the United States of a certain raisin which was produced in Greece, whether it was remunerative or not, I don't know. But anyway, the question was raised and somebody asked George Moses one time, says didn't you ever think about whether or not this was a desirable thing or not? He says no. He says...

**(End of Reel#11)**

**Reel #12**

Lathem: All right. So someone asked Senator Moses....

Hopkins: Yeah. Said, didn't you think as to whether or not there was any political aspect to this or that. He said, no I didn't think whether there was any political aspect or not. He says one night the Queen got tight and, he said, insisted on giving me something, and he says

the range was as wide as the range could be, and he says, I thought I would rather have the raisins than to sleep with her so he says I took the raisins. [Laughter] Well, whether there was any validity to the statement or not, I mean it was that sort of spicy comment that always lightened up his conversation, and so far as I know, all of the things were true. I presume some of them weren't but... Actually, he was a successor politically to Mr. Streeter. I mean that was the... That was the gang with which he traveled.

Lathem: He was a lawyer by profession.

Hopkins: No.

Lathem: He wasn't?

Hopkins: He was a newspaperman.

Lathem: A newspaperman. I should have remembered that.

Hopkins: I have wondered a good many times what his son was doing. His son graduated here but I don't know what happened to him, I'm sure.

Lathem: He was, Senator Moses, about ten years older than you.

Hopkins: Yeah. Just about.

Lathem: Class of 1890.

Hopkins: Yeah. Well, I was... I was a year old for my age when I came to college. I stayed out for a year, you see. I was 19 when I came to college. I remember... I remember in my... in the early Franklin Falls days that his father was the free-will Baptist minister and my father was the Baptist minister, and they were very intimate, so in the course of human events, why, we were thrown together, more or less, although not with any very great intimacy at the time, and I rather guess, I mean I'm not sure about this, but I rather guess he was probably finishing up high school about that time and I was back somewhere just starting grammar school or something. Anyway, he was the leader of the big boys, I know that. All of us little kids were very proud if he'd even notice us. It was just one of those childhood things.

Lathem: And where did you pick up association with him again in later years?

Hopkins: When I came up here in 1916. He was very cordial in regard to my coming back. He, well, take, in going back to this matter of the legislative action and so forth, he told me if anytime anything there I wanted him to do, he would and on the appropriation to the college about which I have said to you I was very cool anyway. It ran on for two or three years there because the trustees felt, and I think not unreasonably, that if the state would give the money, we needed it, and so forth. And George always had a big following in the

legislature, so if you wanted something it was nice to have him friendly to you, that's all.

Lathem: How did he take his forced retirement from the Senate?

Hopkins: Very bitterly. Very bitterly. And the bitterness pretty largely against John Winant, and I would think that that was justified, too, because I don't think it was cricket, in other words.

Lathem: No. No. They had been, do I remember correctly, they had been associated somehow together in business with the Monitor, or something? Did Governor Winant own the *Monitor*?

Hopkins: Governor Winant bought the Monitor. I guess I don't know that relationship.

Lathem: Yes. Well, it's not important.

(Female): Miss McKee wasn't there. She won't be there until Monday. She wasn't in.

Lathem: We can hold on to it and deliver it on Monday.

Hopkins: Well, if you're willing to hold on to it and give it to her then.

(Female): Fine.

Hopkins: She may like to get it. It's my dog's board.

Lathem: I was just looking Senator Moses up, to see...

Hopkins: I'm very sure he was a newspaperman.

Lathem: Yes. I'm sure that's so. Director of the Rumford Press after.

Hopkins: Oh, that's right. Yeah.

Lathem: I remember that he was editor, you jogged my memory, I remember he was editor of the *Granite Monthly* for a time and covered the State House and then the Republican Press Association.

Hopkins: Yes. That was at that time very influential as a matter of fact. The head of the Republican Press Association did a good deal of what the chairman of the Republican National Committee does now. And I... I think that analogy is justified. Anyway he was a very large influence, and all the bigwigs in the Republican Party were constantly coming up to consult with him, and so forth. He was very gracious as far as I was concerned because he'd invite me down to luncheons to meet people that I was delighted to meet, and that sort of thing. It's a strange thing... he... I'm very curious, as a matter of fact, about it. He, in his last years, wrote an autobiography, and I never felt as much embarrassment in my life as I did because Mrs. Moses sent it up to me and said she wished I would look it over and she'd like to know what I thought of it. And I

thought nothing at all of it. I mean I think... I think his mental faculties must have begun to slip because in his heyday the English language was one thing that he could handle, and this wasn't good English composition even. And some of the facts were... I felt very sure that they were distorted, and eventually, anyway, I decided the only thing to do was to be frank with her, and I went down and I said I really don't think this does George any good at all. She says, thank you so much. I don't either. And insofar as I know, nothing has ever happened.

Lathem: No. I don't know that he... I've often wondered what has happened with his papers. They certainly ought to be preserved somewhere.

Hopkins: I don't know. I haven't been... that's the only contact I ever had with her after he died, and I've never heard. He must have had files of great consequence, because he had friends... he had... Well, as a matter of fact, throughout his whole life Senator George was one of his most intimate friends. But I don't know.

Lathem: Did you, yourself, speaking of files and correspondence, maintain personal correspondence... correspondence on the personal as opposed to the business level with individuals over a great period of years? Any civic group?

Hopkins: Yes, I did. And I suppose they are somewhere in the files over at Parkhurst. I don't know.

Lathem: You didn't retain personal files...

Hopkins: No, I didn't retain... Miss Cleaveland, when I left the office, everything was very hurried there then, of course, and... But she made what she thought was a selection of things that I ought to have and sent them up and I actually have never looked them over to see what's in there. I don't know. That's one of the things that I hope to do sometime, but I haven't done it yet.

Lathem: It can wait. As long as they're well stored. Well...

Hopkins: I'm very interested to find if I can't in here... there's a DKE banquet that I want to tell a story about. At least I think it would be interesting to you.

Lathem: Would it be a program of the dinner or...?

Hopkins: Yeah. A program of the dinner and... but hold on... That would be in the other book. It was before I came up to Dartmouth. Well, this is the story. Sometime we can check up on it. I was asked to speak at a DKE dinner. The Blackstone Hotel in Chicago had just been opened and Tracy Drake was the entrepreneur who had put it across that at the time was considered the best of hotels in America. And he was a lunatic fraternity man, if you know what I mean... And he threw a dinner for all of the DKEs in Chicago, and Peary and I were the speakers and they had the active delegations from Michigan, Chicago, and Wisconsin in. And when... That was

the first time I'd ever met Peary. And when we went in Peary was in just a funk on the thing. He says, I tried to find the Pole to carry out his assignment... which was the beginning of a very pleasant evening as far as I was concerned, because after the thing was done, he asked me up to his room in the Blackstone, and I went up and somehow, and I haven't any remembrance of how, we got on the question of Cook, which was a red flag of course, to Peary. And Peary was always interested in Dartmouth because, you see, his daughter married Stafford, Ed Stafford, and so he was asking me about the college and one thing and another and it got on to a basis of intimacy along one or two o'clock in the morning, why, I asked him about Cook. Which was the beginning of a very strange set of coincidences. And he says, well I don't have to go into details with you on the thing. I'll simply say to you that I had, on the basis of my precious experiences, five sleds built for the last dash to the Pole, and he says there wasn't one of them that was capable of carrying anything the last day. Just smashed together. He says Cook bought a sled up at Lake Placid, and that was all he had, and he says, can you imagine that he went through to the Pole with that? I said no, I couldn't. Well, he said, he didn't. And he says, actually I have the affidavits of the Eskimos who were with him as to where they were, and so forth. But he says, I'll tell you one thing, he says, I hate his guts, but he says, he's one of the most plausible men that ever lived, and he says it's going to be a lot of grief to me before this thing gets settled, it was just starting then. Well, two days later, I was in New York and went up to the Century Club, and there isn't much of anybody around the Century Club in the evening, and I went into the living room and there was a man sitting in front of the fire there, and I thought he looked awfully familiar and I kept trying to place him, and all of a sudden I placed him. It was Dr. Cook. [Laughter] Well, this was all you see within two or three days, and I introduced myself and he was all graciousness, and finally I made free to say that I was interested in the controversy that was on then. Well, I never saw such an act as he put on then. As a matter of fact, he had me pretty nearly convinced before I left that... He said, poor Peary, he says, can you imagine, he says, here he had given his life to this, and I succeed on my first attempt. He says naturally he feels bitterly, and he went.... Nobody could be more appreciative of what Peary had done, and so forth, [inaudible] and everything, and ended up with a statement, he says I don't want anything that I've said to prejudice you against Peary. He says he's one of our great Americans. He said all sorts of things, and I went up to the room and sat down and pinched myself, and I says, where do I get off from this? [Laughter] Amazing. An amazing performance. I've just wondered lots of times since if a man could do the thing as genuinely as he seemed to be doing it and not believe it himself. I mean he must have convinced himself that it was all true. But... [Laughter] Very funny. I told Ed Stafford one time later about it and he was very much amused.

Lathem: I bet he was.

Hopkins: By the way, did you happen to see Ed Stafford's son on the \$64,000 Question?

Lathem: No. No. We don't see television.

Hopkins: Well, I stumbled on it wholly by accident. I didn't have... I was down to Darien, and Ann said one night, she says, Aren't you proud of that Dartmouth man that's on television? And I says, who? And she says Stafford. Said he's in the Navy. And she says he's gone to \$128,000. I don't know how much farther he's going. She says, he's entirely unperturbed. She says, I didn't know he was a Dartmouth man until one night Hal March asked him, says, where did you learn all this? And he says, Well, I guess we'll have to give that credit to my college. He says, I'm a Dartmouth man. Ann says we all began to prick up our ears on that. And said, then Hal March says well, I don't know so much about Dartmouth. Tell me something about it. Well, Stafford says it would take more time than we have on television. He says, I got my inspiration... He had taken literature as his subject and he says, I got my inspiration from a man named Cox. He says, I still think that he's one of the greatest teachers the world ever produced.

Lathem: Too bad Sidney couldn't have heard that.

Hopkins: Yeah. And he bowed out that night, as a matter of fact. I mean he didn't lose out. He says, I came onto this thing for a very insufficient reason, and Hal March says, what was that? Well, he says you had a Marine on here that went through to the \$64,000 question, and he says, I felt that I should do something for the Navy. [Laughter] Everybody laughed, of course. But he was just as attractive as he could be.

Lathem: Isn't that nice.

Hopkins: It was very nice.

Lathem: It gives you a warm sense of pride for someone of that sort to do so well and do it so nicely.

Hopkins: He did it so unostentatiously. I mean I heard him the last two times he was on, and he didn't hesitate at all. I mean some of these questions seemed to me pretty difficult and pretty obscure. He'd answer them right off, but there was no sense of strain or struggle to remember them or anything. He must have a marvelous mind.

Lathem: Is he a Navy man by career?

Hopkins: A Navy man by career. Yeah. I think he... I think he was a captain at that time, if I remember. I'm not certain, but anyway, it was a fine performance.

Lathem: Would you like to call...

Hopkins: Well, I think I should break off.

Lathem: Do you want to give a ring to the house to have the car come up?

- Hopkins: Yes. I'd like that.
- Lathem: Do you know the combination? Dial. Pick up the receiver and dial 9, and then you get the outside operator.
- Hopkins: 700 please. Ray, I'm ready to go anytime now. All right, thank you. I shall be away from, well, let's see, I haven't got my book with me, but anyway...
- Lathem: Would it be in your coat or you don't have it...
- Hopkins: I guess I haven't got it. But I'm going away... No, I haven't got it. But anyway, I'll be away the whole last two-thirds of the month. I'm going to Colorado Springs on the... Well, this is one of those things. I have a meeting in Boston that night. I have a meeting of the directors of National Life there the next day. I have a meeting of a committee of the Brown Company there. I have to be in Portland on Sunday [inaudible] of the Brown Company, directors of the Brown Company. Airplane to Colorado Springs, I get back the second of June.
- Lathem: Well, I wonder. We have an engagement with Mr. McLane on Tuesday, the first, and I thought you and he would join me for lunch at the Inn at 12:30 if that were all right.
- Hopkins: Yes, that's all right. That's fine.
- Lathem: We... it might... if it were convenient, it might be well to get in a scrapbook session on Monday. Do you think so? I myself am flying to Oxford on the 26<sup>th</sup> to teach another term, so that I'll be gone the rest of the time you're gone. If we could get in a session there, and maybe one or two others before we both get tied up and then we'll call it quits for awhile.
- Hopkins: Well, I can come down on Monday at any time that you say.
- Lathem: Is 2 o'clock really a good time for you?
- Hopkins: Yes, it's a good time. That's a good time. I don't know how consequential this is but I...
- Lathem: I think it's very consequential. I think it's very worthwhile. I'm not just interested in getting the Dartmouth story, I'm interested in having this a complete memoir, and we're getting some very worthwhile material and...
- Hopkins: I... for extraneous material, you might be interested... I had one contact in the First World War that I've always prized and always shall. Working in... I handled the confidential correspondence through Mr. Baker. And it was a wonderful experience. And my admiration for Mr. Baker is [inaudible]. I think he's one of the greatest men the country ever produced. And I shall be glad to talk a little about that sometime.

Lathem: All right, fine.

Hopkins: As long as you're going into extraneous things.

Lathem: I think it's quite important to get a complete memoir. We'll go as far as we can before we both go junketing, and then we'll, after the hot weather we'll pick up again if you're willing.

Hopkins: All right.

Lathem: I'm glad that I sense, as I think I do correctly, that you, yourself, are getting some enjoyment out of it.

Hopkins: As a matter of fact, it's very pleasant to be reminded of some of these things. I'd practically forgotten all about that Philadelphia experience until the scrapbook showed it up. It's strange the things that one day seem so important to you and the next day don't. Well...

Lathem: It's pleasant that this isn't proving either to be such a chore as it seemed for both of us a few years ago when we first talked about it.

Hopkins: No it isn't a chore at all...

**(End of Reel #12)**

**Reel #13a**

McLane: I don't doubt it.

Hopkins: Well, it was a perfectly wonderful location, but...

McLane: Yeah, was.

Hopkins: Dr. White had put such a strict taboo years ago on my ever doing any speaking, and I held to it... held to it pretty rigidly and I made the specification that I shouldn't be called on that night, and as quick as I got in there I just felt I had to, anyway, but here I hadn't spoken, you see, since 1945, but once.

McLane: The last time I heard you speak, I think, was down at Arthur Ruggles' party.

Hopkins: Yeah.

McLane: We all went down together, remember, Harvey, you and I?

Hopkins: Yeah. I do remember.

McLane: [inaudible] Washington during the First War.

Lathem: Yes, we had done that a little bit. We... I thought we might begin just for a takeoff point in your remembering when you first did come into association with one another. Had you known one another when you were an undergraduate and Mr. Hopkins was here?

McLane: Yeah.

Lathem: Had you.

McLane: Yeah. I suppose I first saw you, maybe at the DKE initiation banquet freshman year, but then I don't remember it at all. I remember Craven Laycock particularly at that dinner, but wasn't long after that that you started doing things. He, as the president's secretary, and I as an undergraduate, and we were doing the introductions to the speaking group that came to College Hall for... that was the feast of the winter term, you know. I remember old Bryan, particularly, William J. Bryan, was up here for a couple of days, and he...

Lathem: What were these occasions, Mr. McLane?

McLane: Well, they were about every couple of weeks during the winter. They'd introduce speakers from outside. It was a speaking...

Hopkins: It was all college club.

McLane: I guess that was it. Yes. College club. Maybe...

Hopkins: Yeah and I was secretary of that.

McLane: You appointed me to something. Brought me into the picture, I know.

Hopkins: I remember perfectly well. I don't remember how it came about or anything, but I remember our relations there, and we really had some pretty good people come up for those speeches, some amusing times, too. Albert Hubbard came up here, he was a rabid anti-tobacco man, and I had made plain to him that he was going to speak at a smoker. [Laughter]

McLane: I remember his coming.

Hopkins: And we had Bryan. I don't remember.

McLane: Remember when Luther Little came?

Hopkins: Yes.

McLane: He gave the history of the Republican conventions from 1856, I think, right down to 1906 but... Gosh, it was a sad thing. He was a Dartmouth alumnus, very highly respected, but he was a bit on the dry side, and when he got into one of those conventions, on the 28th ballot, there were so many votes for Tilden and so many for

Hayes, and three scattering... All the boys went hurray. Cheered up there. You remember that.

Hopkins: Yes, I remember that. I haven't thought of it for years, but I remember it with pain.

McLane: The boys were rude, but they couldn't help being rude, you know, although everybody respected Luther.

Hopkins: I don't think the undergraduates did. No. No. He was publicity manager for the Metropolitan Insurance Company, but politics was his avocation, and... Did you ever talk with Robert Lincoln O'Brien about his remembrance of conventions? He had that same meticulous sense of detail.

McLane: No, I never heard him get on that.

Hopkins: He'd tell you just what would have happened if Vermont had shifted its vote on the fourth ballot. [Laughter]

McLane: Jimmy Reynolds could make those things exciting I think. They're a little dull. They are terribly dull. I'd bet on Jimmy Reynolds.

Hopkins: I would, too.

McLane: He was secretary of the Republican National Committee for a great many years.

Lathem: I see.

McLane: Those Reynolds Fellowships, you know, for study abroad?

Lathem: Oh, that Reynolds?

McLane: He set those up. He was good.

Lathem: And you, in leaving college, went on to Oxford and then took your law training?

McLane: Yes, came back to Harvard Law School.

Lathem: And came back on the... came to the board at what time, Mr. McLane?

McLane: The board of trustees?

Lathem: Yes.

McLane: That was '26. We were together on the first Alumni Council. I think after I got through law school, the Hop and Clarence McDavitt and two or three fellows were setting up the Alumni Council. And I think you, and Hiram Tuttle, and I were the first three at-large members of the original setup there. We did quite a lot together in those days. I don't know when that was, but dates are out.

- Lathem: Yes, dates are out. [Laughter] Out of bounds and out of reach.
- Hopkins: It was, as a matter of fact, just yesterday, I ran onto a letter that I wrote to Hiram Tuttle. It's a very peculiar thing. I went with the Western Electric Company and found in the neighborhood of 40,000 employees who just worshiped the president, a man named Thayer. Harry B. Thayer. And I had known, through being in the office that he was a Dartmouth man, but I hadn't known anything about his prestige or anything, and immediately I started in to get some consideration of his name for a trusteeship at Dartmouth. Mr. Thayer hadn't been back, he'd been busy. He hadn't been back, and knew through visits to class reunions in regard to the college, and that was all. Mr. Parkhurst, who was a fraternity mate of his and only one class away, wrote and he says, could the Thayer you are so enthusiastic about by any possibility be Harry Thayer, who was a class ahead of me? And I couldn't get anywhere at all. I think this was where you and I and Hiram began to work together, wasn't it? Wasn't it to get Mr. Thayer's name considered?
- McLane: I think so. Yeah I think it was.
- Hopkins: And practically nobody here knew anything about it, and the alumni had the most awkward system of picking candidates for trustees in those days that ever was. You nominated five men, made four enemies and got one friend out of it.
- McLane: Put 'em up to be knocked down.
- Hopkins: Yeah. You had one favorite for every four straw men. Well, that trustee situation had more to do with my desire to see the Alumni Council established than anything else. That was the only way that I could see that you could ever get the thing out of the situation it was in, but at any rate, this letter that I found yesterday was a letter outlining Mr. Thayer's qualifications and urging that he be considered, and they didn't consider him the first year. It wasn't until the second year. But we got a campaign rolling on it so they got his name on the ballot the second year, and he became, I think easily, one of the three or four trustees with whom I've had any contact, of maximum value to the college. Perfectly enormous. And... Actually, he rather stepped into the shoes of quite a different type of man. Mr. Streeter, he was logically, spiritually, at least, the..
- McLane: Yeah. I think you probably felt closer to Mr. Thayer after Mr. Streeter's death than anybody else there for great many years. He was ideal...
- Hopkins: When we were speaking on the tape the other day in regard to Mr. Streeter, I got diverted from telling one story that I think ought to be recorded in regards to him. He was a rough-and-tumble fighter politically and in the law and all the rest of it, but as far as the college went, he was just as mellow as he could be, and in 1922, I think it was, his nurse, he was dying of cancer, and his nurse telephoned up and says, Mr. Streeter wants very much to see you.

And, well, I says, anytime. Well, she says, it will have to be within the next two or three days. While, this was in the afternoon. I says in the morning I would go down. And then the next morning Cotty Larmon and I started down, he driving me. And I went in, the nurse says that Mr. Streeter is in a coma. But she says he comes out of it every two or three hours and he wants you to go in and sit aside of the bed so that you'll be right there when he comes out because he has a very limited time that he's conscious. I went in and sat down beside the bed, and I don't think I'd been there more than five minutes or so, and he opened his eyes and he always called me boy, and he put his hand out on mine, and he said I knew he would come down, boy. And he says there's one thing I wanted to say to you. And he says, I'm not a religious man, he says, none of the technical qualifications for church or religious membership influenced me very much, but he says, I think every man has to give worship to something bigger than himself and he says Dartmouth College is a good enough religion for me. And almost immediately lapsed off again into a coma. And those were the last words he ever said to me.

McLane: His whole life and career was devoted to the college.

Hopkins: I think one of the strangest friendships I ever knew anything about was the mutual affection between him and Dr. Tucker, who were as far removed from each other in natural temperament as you can imagine.

McLane: In law and politics Mr. Streeter had a pretty dubious reputation. I think the best story was the one year at a pretty hot Republican convention. He was chairman of the resolutions committee, the platform committee, and there were very great differences in opinion between factions in the party, and finally the committee made its report. Mr. Streeter got up on the platform. He says, well gentlemen, we've worked and we've got here a resolution, a platform that will take you all in. [Laughter] The crowd began roaring. They read right into it.

Hopkins: Well, he was... he was a devoted friend to three administrations -- Dr. Tucker, Nichols, and mine.

McLane: Devoted to the Nichols administration in easing it out.

Hopkins: Yeah.

McLane: He's Tom Streeter's father, you know.

Lathem: Yes, yes. I do know.

Hopkins: That first interview we had in the hospital. I think I've told this. He says Nichols has resigned. I hadn't heard anything about it, hadn't known anything about it, but I says, why. He says because Gile and I gave him a dinner down at the [inaudible] Club. [Laughter] I told Dr. Gile that sometime later. He laughed. He said I didn't know that a reason had ever been given before but he said, that's reasonably

accurate. Well, Judge and I worked together in the First World War, skipping over quite a lot of intervening time, but we had some pretty interesting days down there in the industrial relations field. Judge carrying the load there.

McLane: I wasn't carrying much load. I carried your bag around sometimes.

Lathem: I hadn't realized that you'd been together at that time.

Hopkins: Yeah, we were.

McLane: After Hop had been down there awhile and was building up a little organization, he wrote up and asked if I was fixed so I could come down and I did get away, and was down there about... I was down there about eight months, you were down there what, a year and a half? Pretty near.

Hopkins: No, just about a year.

McLane: About a year.

Hopkins: Yeah.

McLane: You had some very interesting group of friends in that thing. I think you ought to reminisce a minute or two. Those names are to conjure with?

Hopkins: Well, of course, a good many... In some ways, the most intimate and one that I have a tremendous admiration for, even at the present day, is Secretary Baker. You know Mike McGean's his grandson, don't you?

McLane: Yeah. I didn't know it until this winter. Didn't know it.

Hopkins: Well, that was where I first got acquainted with F.D.R., too. He had the next office to me. He was Assistant Secretary of the Navy, and I started in for General Goethals and I'd fill up all the tapes in town, if I was to begin to tell about those relationships. But out of it, I became a great admirer of his, but it was a very peculiar situation. He had been in the ship... After he had retired from Panama, he had been in the shipbuilding business, and Wilson ordered the building of 50 wooden vessels and Goethals said they would be a complete waste, which they proved to be. I later saw them all tied up together...

McLane: Saw them down here at Portsmouth.

Hopkins: But General Sharpe was Quartermaster General and he was making an awful mess of things. He just wasn't big enough for the job. President Wilson and Mr. Baker decided between them -- I don't know who made the suggestion -- that Goethals would be the ideal man if they could get him back in the service. And Mr. Baker went to see him about it, and he says no, he says, it's impossible to come back. And Mr. Baker says why. He says for one thing, he

says I won't work for the son of a bitch who is president and he says, I don't think I want to work for you either. [Laughter] But anyway, Wilson showed unusual breadth on that because I mean he didn't show much breadth on a lot of personal relations, but he told Mr. Baker that the Quartermaster General didn't have to like him, and... But Goethals had specified that he shouldn't have to have any more relationship than possible with Mr. Baker, so I became liaison officer between the two, and wanting to be free to come back to the college at the earliest possible moment, I had declined to take a commission and I could really get General Goethals goat on that because they passed out a lot of commissions as Lieut. Colonels and these men would come in with their spurs on bottom side up or a button off somewhere and Goethals would bawl them out and order them out to get this thing corrected before they ever showed their face again. I would express my regret that I wasn't in uniform so... [Laughter] But it was a very interesting and became a very close relationship, and... But out of it, as liaison officer between him and Mr. Baker, why, I became very well acquainted with Mr. Baker and when his secretary, Ralph Hayes, was drafted, it was a pretty vital loss to Mr. Baker. But he took Stanley King, afterwards the president of Amherst and me in as assistants and we operated over the whole countryside. I mean we didn't have any special... just the jobs as they showed up day by day. And I just the other day, as a matter of fact, I saw a great deal of the Harvard crowd because I was rooming with a very rare fellow named Malcolm Donald, a Harvard graduate, and one of his intimate friends was Johnny Palfrey, who is Jerry Danzig's wife's father, and he used to be up there, and well, quite a bunch of the Harvard men used to be there. You had a bunch of Harvard men around you, too, didn't you Judge?

McLane: Yeah, quite a lot of them. Of course my closest friend of any of them down there was a Malcolm Keer. He came up from the Wharton School at Pennsylvania where he was a young teacher, instructor or something, and really switched by being thrown in with us and Bill Gray and Ed Hall, E.K. Hall and Malcolm came up here and lived his life out up here.

Lathem: You spoke the other day of the handling of the confidential files at the War Department, and I wonder if you'd like to elaborate on that.

Hopkins: Well, there isn't very much elaboration. Mr. Baker had to be away... Well, he had to be away in self-defense quite a little speaking around, the attacks on him were pretty vicious. They attacked him as being pro-German and being a pacifist, and everything else. And he was one of the most extraordinarily good speakers that I ever heard. I went into his office one morning and he had a paper up in front of him, the Boston Transcript up in front of him, and he had been obliged, due to circumstances, this again had to do with secret correspondence, but it isn't secret any longer. He thought it would be a fine idea to send General Wood abroad. There was a whole lot of talk all over the country, that General Wood was being held back because of prejudice, and so forth. And he had a hard time selling the idea to President Wilson, but finally

did, and so...the General was then at Camp Funston. They ordered the Camp Funston division on with Wood to go abroad and all the papers in the country, all over the country were pleased at that. And then trouble began. Pershing said he wouldn't have Wood over there and that if they were going to send Wood over they could accept his resignation, and so forth. And this is where the private correspondence comes in. I knew the whole history of that because he was away somewhere when the first cable came in from Pershing on the thing. But Pershing was absolutely immovable on the thing, and it was eventually...eventually decided that it would be better to leave Pershing in than to send Wood over, and so Wood's orders were cancelled after they got to New York, and the press just went into a tailspin of denunciation and so forth. I went into the office one morning and Mr. Baker had the old Boston Transcript propped up in front of him reading. Big letters, clear across it. I could read it clear across the room. Pacifist Secretary Cancels Wood Orders. And he seemed to be more affected by it than he had been by a lot of attacks, but I asked him, I says, what's bothering you so about this? And he says I've got to speak up before the Boston Chamber of Commerce within the next ten days. Well, eventually, anyway, he decided that I better come up with him, and I came up with him. And when he came in the Copley Plaza dining room I don't believe there were a dozen men applauded, just clapped that kind of thing, and within fifteen minutes he had them standing in their chairs waving napkins, and so forth. Perfectly wonderful speaker.

McLane: What was Felix Frankfurter's official position? He was with you and Stanley King, of course, through it. Was it on the War Labor Board, or....?

Hopkins: No, Labor Relations Board.

McLane: Labor Relations Board.

Hopkins: Yeah. Yeah. He and Walter Lippmann were both on.

McLane: Walter Lippmann. You remember both them were close to you when...

Hopkins: Yeah.

McLane: And then Franklin Roosevelt, Assistant Secretary of the Navy, had the same relation to Navy industrial relations that you fellows had to Army industrial relations. That brought that together.

Hopkins: Yeah. That's where we went together.

Lathem: Did you keep up over the years, associations with Mr. Frankfurter?

Hopkins: Yes, with a slight interruption during the Sacco Vanzetti... I got this letter from Felix. I'd been very intimate with him, as a matter of fact. He'd visited, we visited back and forth, and I got a letter from him and he said he was putting me down to speak with him in

Symphony Hall in protest against the Sacco Vanzetti decision. Well, at that particular time, I knew nothing whatever about it, so I told him, telephoned him, and said that he could take my name off. I wasn't doing any speaking on the case one way or another and didn't know anything about and wouldn't speak on it if I did. And he says, you say you don't know anything about it. He says, you can learn all about it by reading my article in *The Atlantic*. [Laughter] Whereupon I somewhat facetiously undertook to take him apart on that thing, but he was so serious-minded on the thing, why he just crossed me off. And George Rubler eventually smoothed that barrier over and got us together and Felix smiled widely and said, well, he guessed perhaps he understood it. But answering your question, with the exception of that interval, we've always been fairly intimate. I don't see much of him nowadays. I haven't seen him for...

McLane: I don't see Felix often. I hear indirectly from him now and then. He keeps pretty close touch on the federal appointments, especially in New England here, and he was interested in New Hampshire in the last federal judge appointment. I was in contact with him through Peter Woodbury, who was the federal judge here in the district and in turn was close to Felix. I see him around the bar association dinners where he's speaking now and then. He's a very delightful fellow.

Hopkins: Yes. Very.

McLane: Very delightful fellow. Mind like a steel trap. It gets hold.

Hopkins: Of course he's got it from being a great conservative member of the court. He also is going the way the rest of us go. He always insisted to me that nobody ought to be on the court after 70 years old and he should resign the day he was 70, which he didn't do and doesn't show any prospect of doing.

McLane: What's he, 75 or 6 now?

Hopkins: Something like that, yeah.

McLane: I should think so. At least that.

Hopkins: I went down to Cornish a day or two before Judge Hand went back to New York.

McLane: His home?

Hopkins: Yeah.

McLane: Did you?

Hopkins: And went in and he was sitting at a table with a pile of manuscript in front of him, and he says, I wish you'd pull your friend, Felix, off my back. I says, what's the matter with Felix? Well, he says, he wants me to write a thesis on the relation of constitutional law to

parliamentary organization. He says, he's getting all wrought up about the relations of Congress and the Court. And, well, I says, that sounds to me like an important assignment. You're damned right, Judge Hand says, it's important. He says, people have been figuring on that for hundred of years and nobody's ever done a thing yet. But he says Felix thinks I ought to give him one.

McLane: Secretary Baker, to some extent, at least, paid off his debt to Dartmouth when he came up and made the dedication address to Baker Library. Oh, that was a glorious thing.

Hopkins: Wasn't it beautiful.

McLane: Very occasional address. Did it beautifully.

Hopkins; He threw away his manuscript for that address. He had a manuscript which he'd prepared pretty carefully, and he told me the night before, he says, I don't think this thing is right. I says, I don't think anything you've written is right. I don't know for sure what you've got in it. I'm sure everybody would rather hear you just speak as you normally do. He hardly every used a manuscript, and he says, all right, and he shoved it in I can see him now. He shoved it into a bag he had there. His address was off the cuff, but nobody ever would have known it.

McLane: Oh, no. Very finished. Oh, he'd been up for pretty near a week before the...he made the speech, and just kind of wandered around the country here. Just let it absorb the atmosphere. The beauty. It was a fall day. I remember the leaves coming down off the trees there. Just a gentle breeze, not blowing, or anything, but just falling down. It was a lovely day. Outside where you had all the...

Hopkins: Yeah, he really loved Dartmouth. A story that I don't know that ought to be on tape, but you can cut it out later. But he came up here on a committee of three and wanted me to take the presidency of Johns Hopkins, and I was a little surprised to see him on the committee because I thought he knew I wouldn't leave. And they sat and we spent most of an afternoon on it, and finally the other two left and Mr. Baker said he wanted to visit a little and stayed behind. He says, I knew you wouldn't accept this. But I thought it would be a nice excuse to come to Hanover. [Laughter]

McLane: You remember the time I met you in Boston at the Ritz, locked up with all the University of Chicago trustees. You'd gone there to escape seeing anybody you knew, and I was the first one you saw. You told me what you were doing. They were all on.

Lathem: This was the second proffer of the presidency of Chicago?

McLane: Yeah.

Lathem: He spoke of that at one of the other sessions.

- McLane: Oh, did he? Yeah. He was entertaining them there in Boston. They all came *en masse*. He was going down incog. Didn't quite work out.
- Lathem: I might... We might pick up on that point of the Johns Hopkins offer, which I hadn't known about before, and perhaps you'd be willing to...
- Hopkins: Well, there's no, as a matter of fact, there's no use paying any attention to that because by virtue of seniority...I don't know, I started to make the egotistical statement that I was considered first, sometime when vacancies existed.
- Lathem: I wondered about that. You frequently had inquiries about your availability elsewhere.
- Hopkins: Yeah. The...there was Johns Hopkins, Chicago, University of Minnesota. There were some more, but I don't...Of course you know, as a matter of fact, you don't whether you're being offered something or not when they ask whether you'd accept it if it were offered, which is the usual approach.
- McLane: Yeah, they try to get the commitment from you so then they don't have the record of having had someone say no.
- Lathem: Were any of them so dogged as Chicago?
- Hopkins: No. No. Never had anything like that. You see, they came back a second time. After... before Burton was selected, and they followed me across the ocean on that one, and then after Burton died, why they came back a second time. That was before Hutchins was selected.
- McLane: I remember you told me that as an administrative problem, the opportunities at Chicago, particularly with the school of theology, were rather challenging to an administrator.
- Hopkins: Yeah, that's right. Yes.
- McLane: Especially a Baptist. [Laughter]
- Hopkins: I never knew to what extent my being a Baptist influenced their favorable opinion of me.
- Lathem: Would the high opinion that Mr. Rockefeller had of you have been a factor in Chicago's...
- Hopkins: Well, it may have been a factor in their minds. Mr. Rockefeller didn't have any part of it.
- Lathem: He didn't. I see.

- Hopkins: No. He didn't have any part of it at all. And I think it not at all unlikely that the fact that they knew Mr. Rockefeller and I were friends might have entered into it.
- McLane: I never thought of that. I suppose it could've been.
- Lathem: My real wonderment was whether he had been feeling so strongly about your capability that he had been urging it himself.
- McLane: It could be. It could be. Was Harold Swift chairman of the board then?
- Hopkins: Yeah. Harold Swift.
- McLane: ... Was chairman of the board. He was for long time.
- Hopkins: I guess he still is chairman of the board, isn't he?
- McLane: Well, he either is or has just gone off. I... It seems to me I've heard something about his relationship to the University very late... Very recently. And they may have... he may have retired just now.
- Lathem: We spoke the other day about the inquiry coming from the White House that Mr. Jackson revealed on the occasion of the New York dinner. Were there other things of that sort in government or...
- Hopkins: I don't know just how to answer that.
- McLane: Well, I think you were more than approached for commitment. I think you were approached with offers of support on several occasions, interesting occasions, Hop.
- Hopkins: I can tell you one of the most interesting. Mr. Coolidge got it in mind quite definitely that he ought to have a Department of Education as a cabinet position. And he asked me down there and he put the proposition up and I was... I didn't think it was a good proposition. Don't now. And I went into quite an elaborate explanation of why I wasn't interested in it. I don't mean personally, because that hadn't come up then, but why I didn't think it was a good idea. When we got done, Cal says, well, all right. He says, you talked yourself out of a job. [Laughter] I don't know whether I can reckon that as a proffer or not.
- McLane: That one had an ex-post facto on it. Have you touched on the Americans United incident at all?
- Lathem: No.
- McLane: That's interesting.
- Hopkins: Yeah.
- McLane: That adds to the picture.

Hopkins: This is much more recent... Maybe we ought to have Sid Hayward present on that, because Sid came down as assistant to me. That was through... Mr. Wilkie was very certain that there ought to be a propaganda organization that worked for the United Nations, and he also felt that it would be unfortunate if he took the presidency of it, because of the animosities of the political campaign, and so forth. And he asked me to come down and take the presidency of the thing. And I did. And he promised to work with us and did. He worked on it all the time I was there. But I... Did you know Hugh Moore was at the dinner the other night?

McLane: No.

Hopkins: I didn't either. I got a card two three days ago. Hugh Moore is a Harvard man who graduated and invented the Dixie cup and became very well-to-do as a result of it, and who is giving all of his time, as a matter of fact, to international affairs now. But he was... I can't remember what his office was. He... anyway he was associated with us.

McLane: That was really a bipartisan movement... Nonpolitical, and that's why they were so anxious to have Hop head it up to get it away from any fellow that was taken with partisan politics. It was a great organization, Hop.

Hopkins: Yeah, quite a wonderful organization.

McLane: Spontaneous, the way the thing grew up and they were important things.

Lathem: How much time did you spend there, Mr. Hopkins?

Hopkins: I'd have to check it. I just don't know. I...

McLane: Well, the movement itself was on for a year or more, probably a year and a half, I would say, before the San Francisco came along. Well, then, you did what I think was a very wise thing, Hop, in scrapping the organization, you remember the, you ought to speak into the...

Hopkins: Well, I hadn't read Parkinson's Law. [Laughter] But the question arose as to... There were a lot of people that wanted to perpetuate the organization, which always helps, in any organization.

McLane: But really, utilize it for a few little different purposes, you know. A good vehicle, it seemed to be.

Hopkins: And we... I don't remember the details of it, but we scrapped it anyway.

McLane: I think it was your insistence that the job was done and it was time to quit on a high note and not swing around to something that it had not been set up for because it would have gotten into more questionable hands.

- Hopkins: As a matter of fact, it was getting into questionable hands.
- McLane: Yeah. It was. Sid would remember that.
- Hopkins: Yes, Sid would remember.
- McLane: Very well. I knew it secondhand, but I hear you.
- Hopkins: It was one of tragic experiences in my life was the death of Wilkie in that thing. I mean... Strange thing -- he went into the hospital for a checkup and picked up a streptococic bug in there and died of it. And he had no... He didn't even expect to be in there more than two or three days when he went in.
- McLane: He was a very strong, rugged man. Fine health. Vitality.
- Hopkins: One of the best senses of humor on anything. They had a... They don't any longer, but in the days before Sinclair Weeks went into the cabinet, he used to have a party up at his house at Lancaster every year, bring political highlights in from all over the country. Wilkie and I were sitting up on top of a hill looking at Sinclair's farm, of which he was very fond. He came along, put his hand, he says, Well Wendell, what do you think of this? What do you think of my farm? And Wilkie says, where is it? [Laughter] Sinclair says, down there. Oh, he says, that's a truck garden out in Indiana. [Laughter] He came into our house one day while we were eating breakfast. Came through the back door and stuck his head through from the frontless pantry and he says, Can I come in and have coffee and a doughnut without contributing to the alumni fund? [Laughter] Ah, he was a very rare man. I've often times just wondered what would have been his influence in his future if he'd lived, because he undoubtedly would have had tremendous influence.
- McLane: Oh, bound to. Bound to.
- Hopkins: Thank you very much.
- Lathem: Were there... we spoke about academic proffers, and administrative ones, on the national governmental level, what about state? Had there been an attempt to get you into the political arena in the state? As I remember there was with Dr. Tucker to get him to run for governor at one time. At least at one time.
- Hopkins: No, I don't think so. I think... I don't think I ever had any very great prestige in the state and I'd spent most of my time trying to build Dartmouth up as a national college.
- McLane: Well, you had prestige in the state, but you also had pull around the country. I wouldn't say that Dr. Tucker, people didn't travel in those days they way they do now. Hanover was pretty far away from things. You couldn't get to places. And Dr. Tucker, a great deal of his circulation was not much farther away than Concord and around and he... especially in the racetrack days there when there was a

big sort of moral issue in the state, he really sparked the fight against it and set the pace. And I don't know that there was anything in your day that would quite compare with that as a real moral issue.

Hopkins: No, I don't think there was.

McLane: No, there were little groups that at times thought they were going to pull Hoppy out into the picture, but didn't get very far.

Hopkins: I've always been interested, though. I'm absolutely certain I know the secret of Stassen's going to Pennsylvania because Harold Swift and Ryerson put up to me what seemed at the time and it does now a preposterous argument for my going to Chicago, but they told me how many electoral votes Chicago had, and this was out at Mr. Tuck's house. Harold Swift followed me out there, you know, and he was trying to sell Mr. Tuck on the idea that I ought to go to Chicago.

McLane: Why was that? In Paris?

Hopkins: Yeah.

McLane: Really.

Hopkins: Yeah. He followed me over there and I came in one day and... Didn't you know the story?

McLane: No. I didn't know it. No.

Hopkins: Well, Mr. Tuck says we are going to have a guest for dinner, and I says who? And he says Harold Swift. And I says, oh my God. [Laughter] And well, he says, we are. And then Harold came out and talked it more to Mr. Tuck than to me. He outlined this thing, the number of electoral votes that Illinois had, and that if I went out there and gave them ten years, they'd see that I got the nomination for the presidency, which I think is all hogwash. But I'm perfectly certain that that's the way the University of Pennsylvania got Stassen.

McLane: That's where they got Stassen?

Hopkins: Yeah.

McLane: Very likely.

Hopkins: I think so because he... there wasn't any particular reason for his... As a matter of fact, I think Stassen would have been a stronger political candidate from Minnesota than he was from Pennsylvania.

McLane: I think so, too. Is that why Eisenhower went to Columbia?

Hopkins: I shouldn't wonder [Laughter]. No. I don't really think so.

- McLane: Innocent people like us here never think of those things, do we?
- Lathem: I don't. Were any of these attempts to draw you away terribly, terribly alluring to you?
- Hopkins: No. I came up here definitely with it in my mind to stay and one of... As a matter of fact, none of the academic things of it influenced me at all because I hadn't any interest in being a professional president. I mean I was much interested in being the president of Dartmouth but I didn't... I couldn't imagine myself getting very excited over the University of Chicago or any other place, as far as that goes.
- Lathem: We touched a minute ago on the subject of the building of the library and we've talked on the tape about this in previous sessions, but this obviously, the time when you were then on the board and in the late '20s, was an extremely important development. Does it call to mind other of the important movements of that time?
- Hopkins: Well, I want to interject right here that so far as I was concerned we began the rebuilding of the board of trustees, which had to be done, and we began it with Judge... I mean, he was my first boy, or whatever the clause.
- Lathem: Then this was a conscious effort on the part of... on your part, to change the nature of the board?
- Hopkins: Yeah.
- Lathem: That's very interesting.
- McLane: And then, too, under Hop's leadership, the trustees had voted to build a library before Mr. Baker made the gift. We were going to borrow money, or beg it or steal it, or... We were going to have a library, in other words. Shortly after the Oxford debating team had been here wasn't it? Did you hear that story?
- Lathem: No. No.
- McLane: This was back in the early '20s when Oxford Union sent over a bunch of boys to debate and they came up here, and of course, Oxford... English debating, there is a lot of banter to it and rather amusing sometimes. The proceedings opened up with somebody greeting the English boys, making them welcome, glad to have them come here. And the number one boy got up to respond, and responded very graciously and said how happy they were to be here, and said we've had a really particular interest in seeing Dartmouth because we've heard that it has the largest gymnasium and the smallest library in the United States. [Laughter] I think that goaded us a little bit.
- Hopkins: Yeah. It burned me up, as a matter of fact.
- McLane: It was true, I guess.

Hopkins: I guess it was true, too.

McLane: But Mr. Baker's gift came after the vote of the trustees to proceed with the building of the library. Have you explained the sequence of Mr. Baker, Mr. Thayer and yourself at Cornell dinners and things? That's where...

Hopkins: I think I did explain that.

McLane: You did.

Hopkins: Yes.

Lathem: Something I wish you would interject if you would, is the story about your seeing Mr. Tuck following the, at the time I guess the library was being constructed.

McLane: No, it had been built by then. But Mr. McLane and I met Mr. Tuck through a note from Mr. Hopkins, whom we had called on him several times, but one time was just after the library and, of course, he hadn't been back in this country for 30 years or so and all of his knowledge of the last quarter-century of Dartmouth was through magazines, correspondence, pictures, plans, and everything. But the first thing we got there, he says, now there's one thing about Hanover there that I'm mixed up on. And he says you've got to point out to me, and he brought out a plan of the town and everything. I can't remember just what the detail was, but there was something that bothered him. He said now where is such and such a building. He said I don't get it from what I hear. Well, we straighten that out very shortly, and I talked to him about the library and he was interested. He told some stories about himself and Mr. Baker as young fellows at the panic of what, the '73 panic, when they were both runners for brokerage houses in New York and all. Well, he said, that's a good thing. He said Baker is giving that library. That's a great thing for us. But he said, you know we haven't got any money to keep it up. He says it's going to be quite a drain, isn't it? I said, well it'll cost something to keep it up. Well, I thought. So he said, you know, I wrote Baker a letter just this week and told him he'd given us a fine library and that was fine, but I said you haven't given us anything to run it on and I don't think you would want to make it a burden on the college in any way at all. And after all, a million dollars isn't what it used to be, you know, and he said a sum something like that to maintain it would just make the perfect gift all the way around. He said you needn't do anything about it, but it only costs a three-cent stamp or a few centimes stamp and he said no harm done anyway. It was late, it was in October, and about the time we got back we had a trustee meeting, and I came up for the trustee meeting and Hop started it off and said, before we go into the business, he said, I want to read you a rather interesting letter that came in a couple of days ago. So he read it. It was from Mr. Baker. And he says I had a letter from my friend, Tuck, the other day, and he reminds me that you've got the library but you haven't got anything to run it on. And he said I didn't want it to be that way.

I want it to be a gift that you could be happy about. He says I have instructed my attorneys or somebody to see that either now or, at any rate, whether I die or live, that there will be a million dollars for a maintenance fund. I felt as if it had kind of brought the thing together. I almost brought the letter across the ocean myself. It was a quick answer, wasn't it?

Hopkins: Yeah, a quick answer. As a matter of fact, I've often times thought, I never knew any campaign to click the way that did from the first time that I met Mr. Baker. Everything just fell into place, right straight along. Of course, an awful lot of people were involved in making it click. Mr. Thayer, as president of the AT&T was a very influential friend of Mr. Baker's, and Mr. Tuck was an intimate friend of his, and Judge saw him in Paris, and altogether the resultant forces was exceedingly good, anyway.

McLane: Oh, yeah. It came out beautifully.

Hopkins: I don't know whether I ever told you, Judge, one thing that I got sort of a ...I don't know... I wouldn't say it wasn't a praiseworthy satisfaction out of, but Mr. Baker told me sometime afterwards, the last time I ever saw him, as a matter of fact, he says you know that second million dollars of mine, the suggestion came at a very opportune time, and I says it did it for us. I didn't know whether it did for you or not. He says, yes. He says, Mr. Thayer had given me an estimate on what the new library would cost and he says it came out just about right. It was pretty accurate. He says I was at the same time building the buildings for the Harvard Business School and he said their estimates ran a hundred per cent over what they'd said, and he says I felt Dartmouth was entitled to something for...[Laughter] Which please me very much, indeed.

McLane: The gift came with a good deal of good will, that way.

Hopkins: Yeah, well that was....

McLane: Yeah.

Lathem: During this period of the twenties, a good deal of dormitory building was done.

Hopkins: Yeah.

Lathem: This obviously was part of the...

Hopkins: Well, a college, you, see, really goes in cycles. I mean Dr. Tucker came up here and he had nothing. And a period of building, a period of fund soliciting, and so forth, and Dartmouth was started on its way, and it was adequately equipped for the time, and then nothing more happened, and I don't mean it as any aspersion on Dr. Nichols, but nothing much happened during his administration, even....

McLane: You lost some momentum, really.

- Hopkins: Yeah.
- McLane: The college lost some momentum. You had to pick it up again. Then the War came in and that was that gap.
- Hopkins: That delayed us and took quite a little while to pick it up. But there's one thing that I think for future...I feel this is going down in history. I'd like to get it on the tape. Because this discussion of the new center isn't entirely unknown. The best building Dartmouth had was Butterfield, and it was yellow brick. It was an architectural monstrosity outside, but it was the best built building, and there was quite a lot of ...when...I felt from the beginning, and the trustees agreed with me on it, or I agreed with them, however it was, that there was only one place for the library and that was there. That meant at a time when we were out soliciting funds, pulling down the best building we'd got. [Laughter]
- McLane: It wasn't terribly old, was it?
- Hopkins: No. It wasn't old. And it was thoroughly competent for the use to which it was being put, and so forth, and it was quite an uneasy period, because I think, I have never reckoned it up, but I think there were nine buildings, you know, in that quadrangle, taking everything, houses, and barns, and one thing or another.
- Lathem: I'm living in one of them.
- Hopkins: Yeah.
- Lathem: Our house was on the corner there. The old Elm House.
- McLane: Yeah. My wife's grandmother's house went out, the old Hawkins House. Right there on College Street.
- Hopkins: But...
- McLane: Oh, it was the only place.
- Hopkins: I told... John Dickey came up one day and he says, was there ever any objection to any of the buildings they've put up? And I says, it's worse when some were pulled down. [Laughter]
- Lathem: I think that's very interesting. The idea that this does go in cycles, building, and then having reached the point where you have time to live with yourself for...within yourself for awhile, and then the necessity of...
- Hopkins: Well, that's definitely true with us and the intervals are reasonably near to each other.
- McLane: There was roughly twenty years there from oh, about the time I was getting out of college, to almost the middle twenties before the thing got rolling again.

- Hopkins: Now John Dickey's in just the same situation.
- McLane: Twenty years later, you're at it again.
- Hopkins: Yeah. And it's the same game, more endowment, more construction, more revision of educational policies, the whole thing.
- McLane: Oh, yes, your committees to revise the curriculum. They're not an isolated phenomenon at all. They come back every so many years, too. You've got to streamline them.
- Hopkins: But sparing any blushes that Judge may be inclined to have, I had the best board of trustees that any college president ever had in my estimation. I think...I think that we had about the nicest club in the United States.
- McLane: Good working organization.
- Hopkins: Good working organization. Yeah.
- McLane: Although you've got to remember that your training... You didn't work your trustees very hard, I'll say that. They were... They could do a lot perhaps in a very short time, but here John Dickey had only been in Hanover once from the time he graduated until the time he became president and he couldn't pull back on his memory of what we did. You were Dr. Tucker's secretary, secretary of the college and this, that and the other thing. John had to go back to records every time anything came up, he said, how did they do this, or what's behind it? John didn't know it. He had to dig it all out. So the decisions that we made in Hop's day were made out of the personal experience of Hop, and to some extent of a lot of us.
- Hopkins: Yeah. That's what I mean about the board. There wasn't...there really wasn't a man on the board but what had some considerable background.
- McLane: That's true. That's true.
- Lathem: Has this always been true of the governor? Has he been a help to you or has at times the presence of the governor on the board been something undesirable?
- Hopkins: I don't remember of its ever being undesirable. I think...I think the majority of the time it wasn't either significant one way or the other.
- McLane: Sometimes the governors never came.
- Hopkins: Yeah.
- McLane: A few of them never came. The Dartmouth governors would come. Well, conspicuously Roland Spaulding, who was not a college man, but became very much interested in the college personally, a great friend of Hoppy's, and wanted to do something for the college, of

course gave us the swimming pool. John Winant was very much interested. He was a Princeton man but he had educational background and interests, and he came. And then I think until, well, Sherm Adams, I don't think it was...

Hopkins: Of course, A.O. Brown was...

McLane: Well, A.O. Brown, yeah, sure. He was trustee at the time he was governor.

Hopkins: He was trustee while he was governor.

McLane: Yes, that's right. Yeah, he was a good trustee.

Hopkins: Oh, very wonderful. I never knew a man whose external appearance more belied what his heart was.

McLane: I think that's true. Did you tell him your conversation with Governor Brown about what he wanted to do for Dartmouth?

Hopkins: No.

**(End of Reel #13a)**

**Reel #13b**

Lathem: Yes, I'd like to have that in the tape.

Hopkins: Well, I guess it was in connection with a Manchester alumni meeting. Anyway, I was out at Governor Brown's house, and his wife told me, she says, well she made a little apology about the house, and she said you know, when Mr. Brown asked me to marry him he stated in his proposal to me that we weren't going to waste any money because he wanted to give a million dollars to Dartmouth College. And she says that's why we live in this sort of a house, and so forth. Well, he left what he thought was a million dollars to the college, and that was the... That estate had to be settled right in the middle of the Depression.

McLane: It was in the '39 slump.

Hopkins: Yeah. And Judge can tell you the story from then on better than I because he had more to do with it than I, but that estate really, well it washed out just about half, didn't it?

McLane: Yeah. It would have been, on the values at the time the Governor died, it would have been after paying a lot of other things he did. He gave to his school, family, and everything, it would have meant oh, between eleven and twelve hundred thousand to the college, and actually, at the end of the year, it was between five and six hundred thousand. The executors perhaps weren't as cautious as some might have been to provide the cash requirements of the year ahead by getting securities into cash on the valuations at the time he died, and then, so we'll have plenty of cash, it's all right. Actually

they rode them through and they had to distribute at the time when they were at their lowest value, which all came out of Dartmouth.

Hopkins: Well, the happiest part of that from my point of view and I know it would be from A.O. Brown's was the trustees voted to build it up 'til it got up to what he intended to give, and now, as a matter of fact, that fund is two or three million.

McLane: It's about two and a half million today. We had a special investment trust there. We'd bought a little different kind of security sometimes for the Brown Fund, and we wanted to make money a little faster. Happened to make it on a rising market there, you know, and it... We wanted to get it back up to the million and twelve hundred thousand, we did salt a lot of it into very conservative stuff, and then said, well, we've got a little something to play with. I think it got into our blood by that time. [Laughter] And so today, it's supposed to be the backlog really, for the maintenance of the Hopkins Center. Hasn't been used practically at all.

Lathem: Sounds a little bit like institutional mad money.

McLane: So when we get the sixty seven million for the Hopkins Center, the maintenance will all be provided for, you see. In good shape. We haven't got to raise any money for that. It ended up very...

Hopkins: The trustees were always... I don't think there was anybody on the board but what felt it ought to be built up.

McLane: No, there was never any question about it all. They felt it was the thing to do.

Hopkins: We built up and the board built up another fund which I think made Dr. Tucker's last days happier than anything else could have been, it was the Tappan Wentworth fund, which was... Did I speak of that?

Lathem: No, you haven't. No.

Hopkins: Tappan Wentworth left a... this was when Dr. Tucker came in and this was one of the places where the partnership with Mr. Streeter worked out exceedingly well. [Laughter] Dr. Tucker...

McLane: He needed a practical man.

Hopkins: Yes, needed a practical man. And Dr. Tucker... and Tappan Wentworth had provided that the fund should become available for college when it amounted to a half million dollars, and it was largely lower real estate, and Dr. Tucker asked Mr. Streeter if there wasn't any possible way legally to get hold of that money. He needed anything. He needed a ten-dollar bill, even and Mr. Streeter said he'd see what he could do. As Mr. Streeter always said, they appointed a board of appraisers of good men and true who went up and appraised it at five hundred thousand, and that cashed in eventually, what was it, about three hundred and fifty thousand?

McLane: I don't know the figure.

Hopkins: Well, it was somewhere in that realm. Three hundred thousand, say.

McLane: It was worth five hundred then.

Hopkins: It was worth five hundred then, and it was worth anything and everything to the college, but Dr. Tucker was always a little... He didn't want to discuss it very much. When I told him that the trustees had voted to restore that, he was just as happy as he could be. I can remember the day after the trustee meeting that I went up and told him they were going to do that, and he was bed-ridden then, and he was just as happy as a child on it.

McLane: Probably that had weighed on him a little bit.

Hopkins: I think so.

McLane: It was all a good cause.

Hopkins: But it was quite illustrative of the partnership of Dr. Tucker and Mr. Streeter.

McLane: Yeah.

Hopkins: I mean....

McLane: You had the perfect combination.

Lathem: Who have been those who've looked after the financial interests of the college? Have you had trustees that have been particularly good at directing investment and securing new funds?

Hopkins: Well, yeah, we've had... We've always had trustees that were particularly good on the investment. I was just trying to think back when and where that began. Dr. Tucker didn't have anybody that was any good on that excepting Mr. Streeter and Mr. Kimball.

McLane: Mr. Streeter and Uncle Ben Kimball are the only ones I can remember back there that would have been any particular help. Of course, Mr. Streeter carried on there with you for a number of years.

Hopkins: And Uncle Ben did, too.

McLane: Yeah.

Hopkins: As far as that went.

McLane: Well, Mr. Thayer came along about the time they were off or before they were off. It overlapped a little.

Hopkins: And of course in later years Judge and Ned French and... There've always been people around that were valuable in that capacity.

McLane: Halsey Edgerton, of course, was a very shrewd, wise man as treasurer. Very... and Governor Brown, of course. Governor Brown was very... He was president of the savings bank in Manchester, the largest bank in the state, and he'd given up law practice and gone into banking, and he was a very shrewd investor. He was very much interested in the college portfolio.

Hopkins: I've got a story to tell to Halsey sometime. It happened... Halsey Edgerton was really wonderful and I never could sufficiently express my own official obligation to him. But L.B. Richardson was always in a jangle with him, arguing over some appropriation for the chemistry department or something, then coming up to me and complaining about it, and L.B. didn't hit it off any better with John Meck. He came out of some sort of a conference one day with John Meck and came up here – oh, that was the hospital, and they'd had some row about it. L.B. says, you learn as you grow older, he says. I've come up here to tell you that you ought to thank... fall down on your knees and thank God for Halsey.  
[Laughter]

McLane: That's by way of jabbing at John Meck.

Hopkins: Yeah. A good way of jabbing at John Meck.

McLane: Well, the Dartmouth treasurer, I think is sort of the Sherman Adams of the administration and always bound to be.

Lathem: I suppose this was undoubtedly – indeed, obviously— part of your plan for selecting a workable board to get the financial...

Hopkins: Well, it was a... to get a board that had the realization of the significance of the alumni, that was actually my greatest contribution to the college was in working with the alumni. I mean... In the old days, the board didn't pay much attention to that, and the board I inherited got a pretty good idea in regard to it, but gradually men like Judge came on to the board and then we were all set. I don't think there's a man on the board at the present time but what considers the alumni relationships as one of the prime responsibilities. Don't you think that's so?

McLane: I would say so. Yeah, I think way back you'd find times when sort of an understood antagonism between the trustees and the alumni... I remember, I think it was here, I guess when I went on the board, some alumnus came to me and said, well, Judge, we'd better say goodbye. I says, what do you mean? Oh, he says, you're on the board of trustees now and you won't have anything to do with the alumni from now on. It's an entirely different thing. And that was fairly characteristic.

Hopkins: As I sat there the other night and looked out over that crowd at the Waldorf Astoria, the first New York alumni dinner I ever went to with

Dr. Tucker, there were 38 men present. I was very alumni-conscious in those days. I mean, I felt that the... that Dartmouth was going to have to rely on its alumni more and more and I still think that. I mean I don't... I haven't changed any on that. But that whole move, I think I did cover that on the tape, but was... We... talking with Dr. Tucker about it, and he said, Well, you've got to have somebody to give authority to this idea. We eventually worked it out with the steps... the various steps of it, the first of which was the organization of the secretaries association. And then we found that only about half of the secretaries were any good and had a hatchet committee made up of Joe Gilman, Nat Emerson and Charlie Donahue to get rid of the poor secretaries, and they'd go to a secretary and if he wouldn't resign, why they'd work up a revolution in the class. [Laughter] And eventually we got an effective secretaries association and then out of that sprung the alumni magazine and then from there the alumni council, and those are the various steps.

McLane: Yeah. Very distinct steps.

Hopkins: And quick as we got the alumni council it began on this matter of the method of selecting the trustees. It burned me up during my experience with Dr. Tucker, for year after year I saw the best man knocked out. You'd get somebody really worthwhile, but only with a line to describe what he... and then somebody'd come in that had been [inaudible] and a few other things that would fill up four or five lines and he'd be elected trustee.

McLane: Well, it's very much better when you've got your nominations of the alumni council with control unless there was a real upheaval. There's never been one.

Hopkins: Never been one.

McLane: Never over-ridden the alumni council nomination. And a great many times I know the people that were put up to run really didn't want to run. They had no desire to run.

Lathem: Would smart from defeat afterwards.

McLane: Yeah. A lot of them were sensitive people and they'd get a trimming and that would be about the end of the Dartmouth active connection.

Hopkins: Your fellow citizen, Mr. Parker was an illustration of that. I remember Dr. Tucker's going down to Manchester to persuade him to run. I never saw Dr. Tucker more depressed by an election than that one.

McLane: Mr. Parker was a very shy man. Did I ever tell you...? You know, now there is a \$50,000 memorial bequest from his widow, and I wrote his widow's will, and she said she thought there was a few things that she'd like to put in the will, and she'd like to put something for Dartmouth. I said well that's nice, and the hospital

and the church and all, and she said do you think I could afford to put in \$50,000 to give them? I said, oh, yes. And so I went and made her will. Fifty thousand dollars for the Elliott Hospital, \$50,000 for the Franklin Street Church. I came up to the house and read it over to her. She says, Oh, goodness, I meant \$50,000 to be divided among them. [Laughter] I said well, I'm sorry, I didn't.... I misunderstood you, that's all. I said I can change it if you like, very easily. She said, do you think I can afford to give \$50,000 each? She had about \$3,000,000 that was left to her. I said, oh yes, you can if you want. And I said I rather think the Dartmouth bequest... I think in view of Mr. Parker's promise and everything to be \$50,000, it would be a very fitting memorial. If you divide it by three, it won't quite compare with some of the others that have been given by people who really wouldn't rank with Mr. Parker at all. Well, she said, if you think I can afford it, well, we'll let it stay. Well, it was entirely unwittingly on my part. When I found it wasn't her idea, I was willing to assure her that it was all right if she wanted to do it, but I didn't misconstrue her language knowingly. But the three fifties went out all right.

Hopkins: Well, I never knew the basis of Dr. Tucker's expectations, but he was definitely for getting Walter Parker interested in the college and get him on the board of trustees, and it would be very...

McLane: He might have done something. As it was, when he died, it took two days to find his will. Finally we got it. It was made the day his daughter was born. He had one child, Charlotte. The day she was born he did make a will, a handwritten will, and gave half to his wife and half to his daughter, and that's all there was. But that was thirty years before he died, but he never pulled it out, never changed it, there were no public bequests, nothing at all.

Hopkins: His name appeared on the ballot, Walter Parker, banker. I can see that now. And Judge Wallace... Yeah, Judge Wallace was running... He had about two inches of town offices and other [inaudible]. The alumnus who knew nothing about him looked and here was a whole bag of offices he'd held, whatever they were, and the others were just one line, so everybody voted for Judge Wallace.

McLane: I knew Judge Wallace very well. Anybody that knew him, had no hesitation about the choice, but they didn't know. Mr. Parker was a very retiring man.

Hopkins: Well, in this letter that I discovered yesterday to Hiram Tuttle, I had forgotten and I was very acutely reminded by the letter, the alumni council had laid down the principle that an alumni trustee shouldn't be re-elected more than once, and one of the most valuable alumni we had during that period was... or the previous period, had been Henry Hilton. And his term was running out, and I went to see him to tell him he couldn't run again, which wasn't the best afternoon I ever had on the thing, but he was very gracious and understanding about the thing, and I think it was that vacancy into which Mr. Thayer came. I think Mr. Thayer...

McLane: He must have come in about 1921 or 2, didn't he, probably.

Hopkins: Yeah. Yeah. And... but... Yeah, I'm very certain that was it. But showing how the influence of a single man, Mr. Hilton was in Ginn and Company, and he was really the man who did more about recruiting men outside the New England area than anybody we had, and as one illustration of that, I went into his office, I went out to Hawthorne in 1910, and I was living alone out at South Side somewhere and wandering around the streets one day I saw Ginn and Company. And I went in to see Mr. Hilton, and he was just putting on his hat and coat, and he says, I've got to run down the state 350 miles. I, just being polite, said, where? I didn't at the moment have any particular interest. And he says there's a school superintendent down at Princeton, Illinois, and he says he's got one of the brightest boys that I know in the state. He says he's really interested in sending the boy to Dartmouth, but his wife doesn't want him to go so far away, and wants to send him to the University of Illinois. He says I'm going down and talk to her. Well, that was... he was just taking that trip to do that. And I said again, inquired without particular reason, I says, what is his name? And he says, Magill. And the boy's name was Magill. Well, it slipped my mind. I mean I didn't ever think to ask Mr. Hilton what happened or anything. I came up in 1916 after I'd been elected president, to the commencement, and Ross Magill was taking all the honors at the commencement, the boy that Mr. Hilton had recruited. And Mr. Hilton, more than anybody else, was responsible for the start of the Colorado crowd. I mean, he was roaming around the country and he was an ardent Dartmouth fan and he recruited wherever he went.

McLane: He sure did. Fellows in my time in college, most of them headed here, my Chicago friends, by Mr. Hilton. Fellows like [inaudible]. Oh, I don't know how many. I roomed with some of them.

Hopkins: It's quite an illustration of what one man can do because he...

McLane: Dick Campbell did so much in Denver, too.

Hopkins: Dick Campbell, and Ed Gove. One of the funniest stories that I... I won't go into details of that because it's so... but after Tortes had been declared ineligible, Dr. Tucker says just who were back of this thing anyway? And it was Dick Campbell and Ed Gove. They'd bought Tortes and shipped him East. I've always been sorry that Tortes didn't stay through. He was bright as he could be.

McLane: He was a bright fellow. I was in some Spanish classes with him. He was Indian, you know, and he talked Spanish and English, and when the professor would say Mr. Tortes, will you translate now? He'd say what do you mean? Spanish-English or English-Spanish. What do you want? They were equal vehicles of communication as far as he was concerned. One was as good as the other.

Hopkins: Well, I don't know whether I ever told you, Judge, about taking my father to a baseball game. Well, when I was with Filene's, I was the entertainer of visitors and public relations men and so forth, and Filene's had a box at the old Braves baseball field, and my father was a Baptist minister, but he was tremendously interested in baseball. Have I told you? Did I tell you this story? And we were... and the rivalry at that particular year was between Boston and New York. Christy Mathewson and Jeff Tesreau pitching for New York, and Tortes was catching.

McLane: He was Myers by that time.

Hopkins: Myers by that time. I never did know how they got the name Myers tagged on to him. And I took father out to see the game. And there was a high foul fly right in front of the box, and Tortes came over and caught it and he looked up and saw me, and waved his hand. Father looked at me with new admiration, says, you know him? I says, I ought to know him. I says, I subsidized him for a year at Dartmouth. And, well, that was a double header, and by that time he was getting older. He wasn't playing two games in succession, and after the first game was over he came down, vaulted over the box, and sat with us the rest of the game. I honestly think it was the proudest day of father's life. I don't think he was nearly as much impressed the day I was inaugurated as he was the day Tortes sat with us. [Laughter]

McLane: There's no hero like a baseball player to a hero worshipper. I was a hero worshipper, gosh, at baseball.

Hopkins: I was.

McLane: I am now.

Hopkins: I am now, too. Yeah. Charles Proctor and I had a long talk yesterday as to why we were so loyally supporting the Red Sox all through the years. He says what the devil do we care whether the Red Sox win or not, and I says, you tell me. Yes sir, I love to watch the professional games.

McLane: So do it.

Hopkins: But if Tortes had been eligible, I think he would have made a name for all time as a college player. He was just as good at football as he was...

McLane: He never got into college, you see. Took college courses, but he took his mathematics down at the high school. He couldn't manage. They were trying to work him enough so he could matriculate by passing his math, but he never did. But he had a real flair for history, and languages, and he was a pretty good English scholar. He was a bright fellow, but he'd never had any mathematics at all.

Hopkins: Of course the real reason he never played on the team was he was ineligible on any basis you figured him. I remember Folsom was coach at the time, and Folsom says what's the holdup on this boy's eligibility, anyway? And I says, well, Dr. Tucker's told me that in this particular case we were going to reverse all judicial principles and assume the man guilty until he was proved innocent, and I knew enough of the story at the time so I wasn't arguing the matter at all. And actually I'd just been elected graduate manager, and... But Tortes came down on the field and we had two quasi-All-Americans and two boys named Tobin and Pevear and Folsom put Tortes in against them and he brushed them aside just as though they were flies on the thing, and Folsom turned to me and he says, My God, he says, that man has played ten years somewhere. [Laughter] Which was an exaggeration of three years, but he had played seven years on the Haskell Indians. Well, he was a pretty good fellow and...

McLane: He was a good fellow.

Hopkins: Yeah. He always... he saved... He had no bad habits. He saved all of his... Well, I say he had none. He lived on wine when it was red occasionally, but he didn't have... He was all right. And he saved all of his World Series money, which was a lot, and bought citrus groves when he retired, and then just previous to the big depression, he expanded, and so forth. He lost everything he had in the depression. The last time I saw him he was a watchman in the Boeing works.

McLane: Is that so?

Hopkins: Yeah. He used to come in to alumni meetings in Los Angeles. Good-looking fellow. And of course his years in baseball, I mean it had given him a cosmopolitan...

McLane: They'd been playing out in a mining league the year that he came with Ralph Blaise. He was pitching then. A couple of the others. He'd been worked on and was about ready to come, but he never quite made up his mind. The last day they were there they says, come on Chief, we're leaving tonight. You're coming, aren't you? He says, no. Come ahead, they said. Wait until I get my mitt. [Laughter] That's about all he had when he came here to Hanover – a catcher's mitt.

Hopkins: Well, the real story of his admission was, these people in Denver were working on him and Ralph Blaise had been working on him with the rest, and he says, well, I, how will I get in? And the superintendent of the reservation says you can get in on my admission to Cornell, he says. He says I've been admitted to Cornell, and I'm not going to college. Well, he says, how will I get in under your name? I don't know whether he or Ralph Blaise said that, but somebody said it. This son of the agent who was running the reservation says, oh, that's simple enough. Just tell them the facts that all Indians are given Anglo-Saxon names and that this is

yours. So I think Ezra Williams was the name on which he entered Dartmouth. Good old days.

McLane: Yeah. Those were the days.

Lathem: I wonder, going back to the relationship to the college of you both as members of the board of trustees and overseeing the college's government, whether you think of particular incidents in the past that you would single out as noteworthy and as illustrating the board in acting vigorously or positively or particularly effectively or under great difficulty in the past. Some of the problems that presented themselves. I doubt now that you probably thought meeting after meeting that there were nothing but problems, but...

Hopkins: Well, we had problems. I don't remember ever being in any very great discouragement about them, do you, Judge?

McLane: No. No. Things floated along pretty nicely. By the time they got to the trustees they oftentimes were pretty well solved. Generally, the president would come up and ask for a vote and explain it and then he would say, well, I think we might as well pass this vote because I've done it anyway. [Laughter] He always got his vote. No. Those were very comfortable times to be a Trustee. I don't think... I don't think all the time you were president, I remember, any deciding votes that...

Hopkins: I was trying to think, Judge, the other day, just was wondering. Actually, I can't remember any dissent in the board.

McLane: I can't remember one and I wrote all the records. [Laughter] I ought to remember. I don't think we ever... Oh, we fooled around awhile before we came to a vote. We discussed all sides of it. Oh, a couple of times, chapel votes, and things, there was question as to whether a given line of action was the wisest one and all, but they were always resolved by discussion and worked out.

Hopkins: I was telling Ed... I think I was telling you about the... about the vote when we opened up the college on Sunday.

Lathem: Oh, yes.

Hopkins: That was before you came on, Judge, but everything was closed up here on Sunday, you know. I came to the conclusion that that was the most conducive way to have hell raised around here that I knew of. And it involved opening the libraries and the museums, the athletic field, the golf links, and all the rest of it. And it was one of those, for instance, where our anticipations all ran grounded because we all assumed that John K. Lord would be opposed to it, and Streeter and Uncle Ben says well, you present the case, and he says, I'll move it and Uncle Ben will second it and then you put it to vote right off. And I went in and I presented the case, but Johnny K. sat there inscrutably listening to the thing, and he says, Mr. President, I've got a little something to say on this. I said, my God, here it comes. Johnny K. says I sense that there is a feeling that

some member of the board might be opposed to this and it is probably I. He says, I just want to say that I am fully in favor of this, and he says, moreover, I would go farther than any of you apparently, because, he says, I see no reason at all why the football games shouldn't be played Sunday afternoon. [Laughter]

McLane: Oh, God, he was ahead of his time.

Hopkins: Yeah. Way ahead of his time. That vote was unanimous. We had no dissent on it. But those were the days when we were kind of feeling around trying to find out just what we could get. I think the hardest thing for me in some ways to propose was the giving up of compulsory chapel because it was the one place where I felt absolutely certain that Dr. Tucker wouldn't understand it, and I don't think he did, but I went over before the meeting and told him I was going to propose it and that I hoped it would pass, and he was at that time bedridden and he listened and obviously felt badly that I thought the time had come to do it, but he finally says, well, he says, different times demand new things, and he says, it's probably all right, and so forth. But it was very hard for me to propose because I knew the reluctance with which he would accept it.

Lathem: I wonder if you'd care to speak about some of your former colleagues of the board. Dr. Gile comes to mind.

Hopkins: Well, we can talk on that. As a matter of fact, Dr. Gile, who was invaluable on the board, but... I can give just one illustration. When the spruce-bug blight... well, going back, I'm going way back to that. Judge Chase, who had been chief justice, hadn't he?

McLane: No, but he was on the Supreme Court.

Hopkins: He was on the Supreme Court.

McLane: Associate justice.

Hopkins: And always had been very friendly with me in days when I was having to do things that I presumably ought not to have done. I mean he was very friendly and always was. And I came up here and almost the first thing, Judge Chase came up one night, and he says I'm going to ask one thing from you, and he says, and I think it's the only thing I'll ever ask. He says, I don't think that Dartmouth has any business to be in the lumber business, and he says, I don't think the college grant should be college property, and he says, I've got a bona fide offer of two hundred and fifty thousand dollars for the grant, and I want you to assure me you'll support it. Well, it wasn't a tough one at all from the point of view of knowing what to do, but it was a tough one because he'd been friendly, and so forth, and I hated awfully to tell him that I wouldn't support it, and he proposed it, he brought it before the board, and it was turned down. And then came the close of the War and, I think it was after the War.

McLane: Yeah.

Hopkins: Yeah. The spruce-bug blight got in up there and the foresters told us that the timber wouldn't be any good in five years and there was nothing for us to do except strip the grant, and then it was a question to get the best price we could for it. And, unfortunately, why, the paper companies knew we were in that jam, too. And Dr. Gile had been brought up in the woods, and, as a matter of fact, all his life he had put his money into little patches of woodland around, one place and another. And he knew the value of wood, and he knew all there was to know about this. And so I went to him and I told him, I says, this is going to be your job, to negotiate this sale, because I don't know enough to do it, and we... I don't know how many times we drove up to Berlin to see the Browns and negotiate the sale, and finally, finally we got our price on it – got Dr. Giles' price on it, which proved to be right at the top of the market.

McLane: You had the accelerating clauses in there as pulp prices went up. There was an upset price at the bottom, but if they went up the college got the benefit of it. So it was airtight, you were protected against its going down, but you'd get your share if it went up, and it went up.

Hopkins: Yeah. It went up. Yeah. And... but, as a matter of fact, at that time, which was before Judge was on the board, I don't think there was anybody on the board that could have negotiated that sale as Gile... Dr. Gile did.

McLane: Well, before or since. No. No. Never been anybody that could have done it the way he did it.

Hopkins: And we netted over a million and a half on the sale of the wood.

McLane: And still held the grant. All except the bottom land. Got it today. It's in nice shape now. I go up to the grant about twice a year. You ever been up there?

Lathem: No, never.

McLane: Oh gosh, it's lovely country.

Hopkins: It's lovely country.

McLane: Natural reforestation. But it's back now. Bob Monahan – they're cutting every year. Now they have a sustained yield, rather than stripping. But with the disease, they had to strip it, but they left enough little stuff, of course, baby stuff after they were cutting in the early '20s, that's forty to fifty years old now. Well, that's what they're cutting today, which is mature.

Hopkins: There's an interesting thing in connection with that which I see almost every month in the Brown meetings. Brown's principle objection to giving the price that Dr. Gile demanded was that there was so much hard wood there because the paper companies in that day couldn't use hard wood. And didn't use it. And I got the man

from the American Forestry Association to come up while this was on and give us an estimate on what it would cost to girdle the hard wood and kill off the trees so that the next time whoever negotiated the sale wouldn't have that objection. Well, it proved that it would cost twenty-five or thirty thousand dollars to girdle the trees and I decided to let my successor wrestle with that problem. And now the hard wood is worth more than the soft wood.

McLane: Oh, that yellow birch up there is good for veneer, you see, and it commands a lovely price.

Hopkins: And there's more of it on the grant than I guess in any equal area there was.

McLane: It isn't all there now.

Hopkins: No, it isn't all there now. But Dr. Gile was an invaluable member of the board. Dr. Gile knew everybody in this area. I mean just the local relationships he was...

McLane: And J. Gile succeeded him, and brought the same general qualifications, intimate knowledge of the country, and the good will... Those two men brought more good will to the college than anybody you can imagine.

Hopkins: And Dr. Gile's judgment on anything was good, but he had these specialized knowledges that were particularly valuable in little local incidents that would arise. I mean he'd get wind of them before anybody else knew anything about it, and we were in a constant state in those days of ironing out things here in the village.

McLane: I ought to speak of one thing about Dr. Gile while we're talking about him. He had been, as a young physician, on the staff at the state hospital and my father-in-law was superintendent for many years. They were very great friends. Dr. Gile came down to see Dr. Bancroft, oh, it must have been about 1920, I would say, wanted to talk with him one night and he had just been asked to go down and become the chief of the surgical staff of the Massachusetts General in Boston which was quite an honor to pull out of a country town, you know, to go up to the top with all those boys in Boston. And, plus, it had its appeal as the top to men in his profession, but he knew Dr. Bancroft would be sympathetic with the kind of thinking he was giving to it, and he came to the conclusion that his place belonged here. He said there are plenty of people qualified to be chief of the surgical staff down there. Anybody would like to be. But plenty can be. He says I don't know that anybody could quite do what I'd try to do, he says, up here in Hanover. Going back thirty miles back in the hills, and operating for appendix on a kitchen table by kerosene lamp, you know. He says that's something you've got to be brought up to do. You couldn't hire a fellow to come up from Boston to do that sort of thing. So he stayed here. But that was characteristic of him. He...

Lathem: Tells quite a lot about the man, doesn't it.

McLane: Tells a lot about him.

Hopkins: Well, I can substantiate that in another way. Dr. Gile and I used to fish together, and we were going fishing up the Connecticut Lakes, the Galway Lake, and we were going to start at four o'clock in the morning, and Dr. Gile says I'm going to leave my kit at home this time and just go out fishing. And I drove over and picked him up at four o'clock. He came out, he started to get into the car, and he says, no, I can't do it. He says, I can't do it. He says I'm going back and get my kit. An he went back and got it, and two or three times on the way up, he says – this is an illustration of force of habit – he says I've never gone anywhere without it and he says, I just couldn't. We got up to Pittsburgh and he wanted to get a carton of cigarettes. He went into the store there, and people gathered just like flies around the car. I mean they just wanted to see him, they wanted to shake him by the hand, and so forth, and anyway, it ended up we stayed in Pittsburgh all day and he operated on one child I know of for a club foot, and he operated – he did an appendectomy and was busy all day long there, and instead of being up to the Galway, we were in Pittsburgh that night, and... But those people... Those people just looked at him as a god.

McLane: Oh, they worshipped him.

Hopkins: Yeah. And two or three years afterwards I was up there with Joe Gilman at his camp on the first Connecticut Lake. An old codger showed up one night and he said he understood that I was from Dartmouth and I said, yes. He says, well, he says, I want you to tell Dr. Gile when you go back that you saw me. The story was this – that the winter before, a chain on a log truck had broken and logs had rolled all over him, and practically broken everything from his ankles to his shoulders. Dr. Gile went up to West Stewartstown on the train, and from West Stewartstown drove over to Pittsburgh and then went in on snowshoes into this bunkhouse and operated on this fellow in the bunkhouse, and he was all right when I saw him. Doctors are... they don't... They don't have to do that kind of thing nowadays and they don't.

McLane: My mind jumps around so much, but have you recorded some of the old day attitudes of the people around the community toward the college and the college boys?

Hopkins: No. Well, I guess I can best illustrate it in regard to the Dewey Field out here. Dewey's sisters were somewhere between eighty and a hundred years old, all of them, and I wanted to get the Dewey Field. I wanted to have the college get it eventually. I didn't want to get it away from them.

Lathem: When we broke off you were starting to tell an anecdote about the relationship...

Hopkins: Well, when I came up here, Dr. Nichols told me, he says I don't know the source of it, but he says there's no greater animosity

against the college in town anywhere than with the Dewey sisters. Well, I had known them casually when I was here. I guess nobody knew them very intimately. They were on the miserly side. They never spent any money. They lived mostly in the kitchen and so forth. And he didn't know any reason, and apparently didn't ever talk it out with them at all, and so as time went on, I decided that I'd try to get at it. Mrs. Hopkins had known them much more intimately than I, and I asked her, I says, won't you sound out the Dewey sisters as to what their grievance is against the college. You know the house over there was the old Dewey homestead?

Lathem: Yes. Yes. I do.

Hopkins: Mrs. Hopkins went over, and she came back and she says this is something beyond me, she says, I didn't get any chance to ask anything because the minute that I mentioned the college they went into blasts of denunciation on it. She said I guess you'll have to do your own work. So we waited a while, and then I went over, and Laura Dewey... Mary Dewey, who I think was the oldest one, she said, I don't want to talk about it at all. And she says, as a matter of fact, I don't trust you, either, since you've come back here as president. And I said, I'm sorry about that. I said would you be willing to think it over? I said I would like to be able to say to the trustees that I felt that this was an essential piece of land and I'd like to be able to submit a price that you think would be reasonable for it. No. She says, as a matter of fact, that's the only sure thing I know about my will is that I shall provide in my will that the property shall never get into the hands of the college. And I met her on the campus one day, and I says, when can I talk with you again? She says I guess I'll come talk with you. She says I think I'd rather talk with you in your house than have you in mine. I said, all right. And she came up and after a long period of fishing and getting nowhere at all, by and by, she says, well, I'll tell you, she says, the Dartmouth boys run across my field not half dressed. Well, she went on, and the whole grievance was that the cross-country team went across. And I undertook to argue that and then the funniest comment that ever had been made to me in Hanover. She says, what would you think, Mr. Hopkins, if Laura and I ran across the campus in our shift and drawers? [Laughter] Well, I admitted that I thought it would arouse some curiosity, but we got nowhere on the thing, and the only way, she had a... They had a nephew who was a local barber, Ed Dewey, who was an eccentric, and... but I had always gone to him for barbering when I was here before, and when I came back I started in again which won his esteem on the thing. One day I asked Ed if there was any way that he could think of that we could eventually get the thing. I says who's going to get that property? And he said their brother was going to get it. And he says hold on a minute, he says there might be something. He says, I've been left some money and he says how much would be the college be willing to pay for this property? And, well, I says, I don't know, you'll have to ... I just don't know. I'd want somebody who knew real estate to look into the thing, and so forth. Well, he says, let me work on it awhile. And sometime afterwards, I don't remember, two or three months afterwards, he says, I think I've got

it, if I can have an agreement from you that I can get the equivalent in money. He says her brother would rather have the money than the field. And he says I'm willing to try to work it out that Mary changes her will so that the field comes to me and the brother takes the money. So I says, fine. And I've forgotten the figures altogether, but I says what's the money value that you're giving up, and he told me, and I says, well, Ed, I'll give you my word, you can have that. So Ed says oughtn't I to get just a little percentage on this thing? [Laughter] As a matter of fact, I was so tickled with the prospect that I was very broadminded on it, and I said, yes, I thought... Anyway, whatever the figure was, and I can't tell it at all now, but the board eventually approved the purchase of the lot at ten percent more than the money that he'd given up and that's how we got the Dewey Field. But it's quite illustrative of the attitudes that there were. Various people around here had grievances of usually about that importance. I mean it wasn't...

McLane: One of the things I was thinking of was your experience in the transition from the horse and buggy days with your students there, when you'd see they were driving up river in the sleigh, you remember?

Hopkins: Oh, sure. Gee, I hadn't thought of that for years. The... One Carnival... and this is, as Judge says, right at the beginning time. Going back, Mrs. Hopkins and I had had saddle horses. As a matter of fact, we did all our courting on horseback for years, and then we hadn't had horses for a long time, and I said to her one Carnival, I said let's get young again and go for a sleigh ride. We got a pung and we started for South Strafford, and we got a few miles north up the river, and the most dejected looking foursome I ever saw were there, and here were a pair of horses hitched to a pung, two boys and two girls, and one of the horses had slipped a bridle, and the boys stopped me and very courteously asked if when I got to the next town I'd telephone for some help for them. Well, I says, what's the trouble? He says we can't get the harness back on. Well, I says, what's the matter? And he says, the horse won't open his mouth. [Laughter] This is another occasion when I got more admiration than I did at the inauguration. I put the bridle on and just... The throatlatch had just slipped, but there was plenty of hold left to lace it up. The boys said, is that all you have to do? [Laughter]

McLane: I always liked that story. You and I had some experiences with the Dewey girls. Not those same ones.

Hopkins: No.

McLane: Some of my very first intimate acquaintances with you were the evening rides to the Dewey mills in Quechee.

Hopkins: That was pretty nice, too.

McLane: That was a good fun.

Hopkins: Awfully good fun. Mary... Justin Smith, you know, he's manager of the clinic.

McLane: Yeah.

Hopkins: And that's Mary's son.

McLane: Oh, no.

Hopkins: Yeah.

McLane: I didn't know that.

Hopkins: And Mary was in the hospital last... I guess just about a year ago, and I went up, we had a wonderful afternoon. We re-hashed all the old days. There were five Dewey girls, anyway, and in those days the Woodstock railroad was existent, ran practically over the same roadbed that the auto route is over at the present time. And the Dewey Mills were very successful, and J.J. Dewey had an old Stanley Steamer which was one of the attractions of the time, and it was a very pleasant place to go. You'd ride over there and the house was always open, and... I don't know...

McLane: Well, Emily was the youngest, wasn't she?

Hopkins: Yeah.

McLane: She used to take me occasionally with the horse and buggy on a spring afternoon and we'd go over and see Mary and Emily and have dinner and have a nice drive back in the moonlight. Those were memorable days for me.

Hopkins: They were to me. I always appreciated the hospitality they extended there because they were very gracious about it. Weren't they?

McLane: Weren't they nice? Yeah.

Hopkins: Just as nice as they could be.

McLane: You know the house there, the one that Ted Hunter did over, had the article Grandmother Lived Here. They took out the mansard roof and made it modernized, the old mansard. That was the house.

Lathem: I see.

McLane: That was the house.

Hopkins: That whole village is being wiped out now with the flood control.

McLane: Well, my office is representing young... Is it Jim...? Who...

Hopkins: Bill.

McLane: Bill. Yeah. On the damages that the federal government will pay for cleaning out the mill. He bought another mill. He bought the Baltic down at Enfield.

Hopkins: The Baltic down at Enfield.

McLane: He's got one down at Hartland, hasn't he?

Hopkins: I guess so.

McLane: He's got two mills now, but he'll have to give up the old one. Famous old mill.

Hopkins: Got its original start in the Civil War manufacturing shoddy.

McLane: They made blankets, didn't they?

Hopkins: Shoddy blankets. But they made them good enough so the specifications when they put out bids in the Civil War for Army blankets, were to be equal to the Dewey Mills blankets. They were the standard, and they sold up this mill, then they'd go around and get some more, but this mill was busy all during the Civil War.

Hopkins: And that standard lasted, Judge, up 'til our day.

McLane: Did it?

Hopkins: Yeah. The Army specifications were still... and J.J. Dewey was very proud of it, too.

McLane: Yeah.

Hopkins: Up to the quality.

McLane: And it was mostly... all local wool. In the Civil War days, certainly. All the farmers around used to sell their wool down at the Dewey Mills.

Hopkins: Well, the whole history of sheep is an interesting thing. I mean this was a big sheep center, and they built the mills and then I've forgotten the transition, but from the sheep they went to textiles.

**(End of Reel#13b)**

**Reel #14a**

McLane: ...to the foil, I'm sure.

Hopkins: I'll tell you a story about Judge's father-in-law, who was the foremost psychiatrist of his time, so far as I know, and eventually generously came up here and helped us start it up here, and I haven't any question but what he saved my life, as a matter of fact. But one day right after the World War, this prize student in English

came in, a boy that I had known intimately before the War, and he sat down and he says I ...and reached into his pocket and pulled out a revolver and put it out on the front of the desk or the back of the desk. You've heard this story.

McLane: No, I haven't. But I'll get it yet.

Hopkins: Well, anyway, he says you've always been friendly toward me and so forth. He says, I feel I ought t tell you. He says I'm going to shoot Professor Burton, and I says what? And he says I'm going to shoot Professor Burton. Well, I didn't know...I mean I didn't know there was anything...didn't know that anything had happened to him in the War or since, and I says why? He says, well, he has it in for me, and he says every time I go to class, he says I can see his eyes just light up and he says he just stings me with the worst questions he's got and then he makes some sarcastic remark about it, and he says I've taken all I'm going to take. Well, by this time, I was figuring how ...what my chances were of getting my hands on the gun. And I called up Dr. Bancroft, Judge's father-in-law. No, I'm getting ahead of my story. And I said to this boy Eastman, I says, we've got a man here who talks problems of this sort over and I says, there's no particular hurry, is there, about shooting Professor Burton? [Laughter] No, no, he says, I'm perfectly willing to talk it over with anybody but he says I jut wanted you to know that I'm going to do it. And with him sitting right there, I called up Dr. Bancroft and I says I've got a boy up here that I'd like to have you talk with and he is perfectly willing to talk with you. Well, Dr. Bancroft says, send him down. So then I said to Eastman, I says, you don't need your gun down there. And he hesitated quite a little, buy he says, will you give it back to me. And I says, if Dr. Bancroft says it ought to be given back to you, I will. All right, he says, he pushed it over, which was one of the great reliefs of my life, and I took it and put it in the desk, and it wasn't very long afterwards that Dr. Bancroft called up and he says, will you call the medical school and see if they can send a couple of pretty husky boys down here? He says, this is pretty dangerous. And I said I would, and, as a matter of fact, I told Dr. Gile and things worked pretty fast. They got the boys down there, and he was raving crazy. He fought them and they had a deuce of a time, and they finally got him up to the hospital and then Dr. Bancroft and I telegraphed his father who was in Los Angeles, and by particularly good fortune, his father was a psychiatrist, and he and Dr. Bancroft just talked common language, and the father says, well, he says, I understand perfectly in regard to the thing. But he says I can't conceive of his being dangerous, and he says I've got an older son in Chicago and if you'll just keep him under restraint, he says, I'll send him on to bring him home. And Dr. Bancroft argued against that but the father was obdurate on that. I mean he felt that... and that night...and the brother came on and he started home with him, and they had a stateroom, and in the middle of the night the brother, who was sleeping in the upper stateroom felt something was happening and looked out and this boy was pulling himself up slowly with a knife in his teeth, to the upper berth. And I always thought the older boy had a pretty good sense. I mean...he put his thumb on the porter's button and didn't

show that he'd seen this at all, and eventually he and the porter had a pretty rough time wrestling the thing out, and I don't know how it is now, but certainly up 'til the time I retired the boy was in an asylum in Los Angeles.

McLane: I never heard that story.

Hopkins: Yeah. It just came out of the clear. I mean apparently that day it was just the day it was breaking and it was awfully good fortune that Dr. Bancroft was up here then.

McLane: Was here in town?

Hopkins: Yeah...I don't know, the...

Lathem: Was he retained by the college in a consultative capacity?

Hopkins: Yes.

McLane: Dartmouth was the first college that I know that instituted a psychiatric consulting service. You might be interested to know that it was quite popular or as much used in the faculty as it was with the students. [Laughter]

Hopkins: Still is. Still is.

McLane: Strains and stresses occasionally.

Lathem: I presume you came...my wife always says about medical knowledge, that if she comes by it through the avenue of gossip, she will tell me, but if she comes by it professionally, I'll never hear it. I suppose you came by this through the avenue of gossip, not from your father-in-law.

McLane: No.

Hopkins: Well, we were very fortunate in having the combination of Dr. Bancroft's interest and Arthur Ruggles.

McLane: Yeah, oh yeah.

Hopkins: Ruggles was one of the top echelon men in the whole movement, and ...

McLane: Yeah, he put in a system at Yale later, after the Dartmouth one was going. Arthur had been running this, and he instituted one for Yale.

Lathem: How did this one get started? Through the moving forces of yourself?

Hopkins: Yeah. I mean I had become convinced about it through the work in Mr. Baker's office and seeing the work being done in the Army which was all pioneer work at that time. But the statistics on the thing of how...what proportion of the men were at one time or

another mentally unbalanced, I began to figure back as to things that had happened in the college, and so forth and immediately started it when I came back. As a matter of fact, Judge, Harvard had done some work.

McLane: Had they?

Hopkins: Yeah. Before the... Not on a fulltime basis but on a consulting basis.

McLane: Dr. Bancroft, used to...he'd been the superintendent of the state hospital for 35 years or so, and then had retired. Came up when Mr. Hopkins asked him to come, a day a week or a couple of days every two weeks or so. He enjoyed it tremendously. Of course these boys are...they're not sick like the patients I've had, there's a maladjustment, they get little quirks in thinking about something that isn't so, and you dig into it and you find out where the thing had gone wrong, and most of them he said you could straighten out, make them happy, and do good work, and everything, without much trouble. That, he says this is a new experience to me to work with this type of boy. I get great pleasure out of it.

Hopkins: Henry Heyl has a wonderful story if I hadn't told it to you. Henry Heyl came up here...I don't know enough about the cast system among the doctors to be sure of my ground here, but I judge that a new member of the clinic gets night duty assigned to him.  
[Laughter]

McLane: K.P. duty.

Hopkins: Anyway, Henry Heyl comes up here with all his reputation in Birmingham during the War, and so forth, and is assigned night duty at Carnival period, and well, he's got now so he is amused at the story but originally he wasn't. A fellow and a girl came in about midnight and the girl says, I'm pregnant. Dr. Heyl's immediate query was why she should be up here at the Carnival, and so forth, if that was so. And he goes into the thing and the boy is all distraught, and everything and says he's responsible, and so forth. And by and by Henry says, how long have you been pregnant? And she says about an hour and a half. [Laughter] Well, you get a lot of amusing...you're never lacking something amusing, as a matter of fact, in the president's office at least. I guess anywhere else. I was driving down...We had one time a group made up of Del Ames, Cotty Larmon, Leyland Griggs and myself, who went rabbit hunting every weekend during the winter. And I was driving down, we were going to meet at somewhere down Canaan, and a boy was trudging along, oh, about a mile out of town, I guess. I picked him up, I thought he was a Dartmouth boy, and I asked him if he was going to Lebanon, and he said yes, and I said get in and I was going there. And I guess I didn't look much like a college president because I had on a hunting rig, red cap, and so forth. But finally we got around to, just in way of making conversation, and I asked him why he was walking to Lebanon. Well, he says, you know there are a lot of goddamned old women up in the administration building and

the freshman can't keep a car, and so, he says, I keep my car down in Lebanon. I expressed interest in it. I suppose the boy spotted my license number. I can't explain it any other way, but goodness, there was two years subsequent to that time when I never met up with him because if he was coming he'd cross the street and get on the other side of the street. By and by I wrote him a note and said there was some legal principle about the law of limitations and that it expired anyway, and I wished he wouldn't feel so uneasy about it and would he come to my office to see me. So he came up. He said he always had felt very grateful that he wasn't fired.

McLane: Have you put into the record the summer experience of the tourists up here taking a look at the college? Asking you what this place was, and what was the college, and could they look at it? You remember, you were up here from Manset I would think. Walking down the street, some tourist stopped you. Don't you remember that story?

Hopkins: No, I've forgotten it.

Hopkins: You tell it for me.

McLane: One summer vacation you came up from Maine to do two or three days work. Walking down to the Inn for lunch, a big New York car came and stopped up, and they said hey, and motioned to Hop to come out. He went out and spoke to them politely, and they said what is this place? He says, it's the town of Hanover, and this is Dartmouth College. The fellow says, which is the college? And Hop... go ahead.

Hopkins: No, you go ahead, because I am not clear enough. I remember...

McLane: Well, Hop says, over across there is our oldest building, Dartmouth Hall, but it's all the college. He said, can we look at it? And Hop said yes, of course, most of the buildings are open, it's summer vacation. There is a library up there you might be interested to see, told them about the murals, and a few things. So he turned around and said, well, it's about 12 o'clock, he says, is there any place to eat around here, and he said yes, there's an Inn right down here at the corner, it's nice. He says, what do you say, we look around a little bit before we go on and stop and have lunch, and so on. Well, Hop went on down and ate his lunch, and was coming out of the Inn when this party of tourists were coming in. They recognized the fellow they met before and told them this was Dartmouth. So they told him, they said, we had a pretty interesting time here, they said looking around. We come from New York, he says. Of course, he says, you know, we've never seen a college. [Laughter] Hop used that at the New York alumni dinner that next year.

Hopkins: I couldn't think of the punch line.

McLane: That was a good story.

Hopkins: Taft came here to speak one day, [inaudible] his campaign. And the college was gathered and Taft says, Men of Harvard. Boo, boo, boo, boo! He never got to his speech. Incidentally, this hasn't anything to do with Dartmouth or anything else, but a fellow, Ben Cutler, who was leader of the Yale glee club and leader of the Whiffenpoofs and so forth, was talking to me this last vacation and he said he was in New Haven the day that Nixon came there in the campaign, and he says, I'm a Democrat, but he says nobody can sell Nixon short on me. He did the cleverest job I ever saw that day. He says Stevenson had been here the week before, and the students had just been out to razz him, and so forth and so on, and he said Stevenson had taken about as much as he could, but eventually said that if they didn't want to hear him speak, why, he'd stop, but he had come there to tell them about the campaign. And they did stop, and so forth. He says the word was all around that Nixon was going to get the works. He said they gave it to him for about five minutes and he stood there entirely untroubled by the thing. When they got done, when it eased up a little, he says, well, he says, I don't know that I follow Mr. Stevenson in many of his political views, but he says, I have nothing to say to you excepting to say what he said to you last week, and he says I understand the response was an orderly courteous meeting from then on, and he says, so I'm entirely without apprehension as to the outcome of this and when you get ready, why I'll begin to speak. And he said they all quieted down and he said Nixon made a good speech and Cutler says in spite of being a Democrat I think I shall vote for Nixon if he's nominated because he says he handled himself perfectly, which I thought was a pretty good story.

McLane: Yeah.

Lathem: Your telling about a visit from President Taft makes me think of your telling me -- not on the tape -- about a visit from President Coolidge -- or I guess VP Coolidge at the time.

Hopkins: It's the only time I ever stepped into *The Dartmouth's* territory. One of *The Dartmouth...* Coolidge came up here and he made a terrible speech. Goodness, even I would have been willing to write an editorial against it. Nevertheless, he had been here as a guest of the college, and so forth. One of *The Dartmouth* boys came up with this editorial which they were going to run the next day, and it just tore Coolidge apart. It was pretty bad. And I immediately went down to *The Dartmouth* office, and I says I never have interfered with anything you've done before and I don't intend to again, but I says that editorial isn't going to be published. And I says he was the guest of the college, he gave it a good deal of inconvenience to himself, and I have no... I have no hesitancy in a criticism... in a legitimate criticism, but this is just abuse, and it can't be published. And they said... They took exception to it, argued very strenuously for freedom of the press and so forth, but anyway it wasn't published. But it's actually the only time I ever... I told them afterwards not infrequently that I didn't like their editorials. Budd Schulberg was... Budd asked me one time a year or two ago if I

ever told any other editors as many times as I did him that I didn't like his editorials and I said I didn't think so. [Laughter]

Lathem: In the case of the Coolidge editorial, how did you see it? Did some member of the staff...

Hopkins: Yeah. One of the boys thought it was all out of... and he said actually he said that the majority of the board didn't want it published, but he said the editor-in-chief just said that that was his province, that he was going to publish it. But there was enough sense of decency and courtesy in the group so we didn't become an issue in any way, excepting with individuals. But Coolidge was not a good speaker. I was very much relieved that they didn't... they wrote a perfectly reasonable... I don't know who wrote it, but the editorial which appeared was to the general effect that it was uninspiring, and so forth, which was alright, I guess.

Lathem: I suppose *The Dartmouth* has been a hairshirt over the years, hasn't it?

Hopkins: Yeah, it has.

Lathem: To allow them to have the freedom that you want them to have and they feel they should have, and at the same time hope that with this complete freedom you're going to foster some responsibility.

McLane: Well, I think an editor, chief editor, has such a short time to make his mark he's got to be sensational and vituperative. The administration is the easiest one to attack and away she goes.

Hopkins: The nearest I ever came to a really violent outbreak of discussion with *The Dartmouth* was over a very insignificant thing. A group of boys were up at the house one night to dinner and we went out the Tuck Drive side, it was a nice night and [inaudible] came down and everything, and one of the boys says, you know, we've always wondered somewhat why you use this entrance all the time. He says I see now why you do. But he says, the inquiry is I should be glad if I'd answer the inquiry as to why you don't use the Webster Avenue entrance more. And, well, I says, I have one particular reason for not using the Webster Avenue entrance more than I do. I says that's where *The Dartmouth* is delivered every morning and I go out the Tuck Drive side so as not to step over it. The next day the whole editorial board waited for me [Laughter]. Well, I think the answer to the thing, Stephen Laycock gave it to me one time and I would... One of the War intimacies that I treasured a good deal was with General Curry. Did you ever meet him?

McLane: I saw him.

Hopkins: He was commander-in-chief of the Canadian troops.

McLane: Yeah. I saw him and met him, but not to know him.

Hopkins: Well, of course, McGill did a ... I think was a brilliant stroke. The McGill students came back. They'd been in the War four years, and college rules were just creampuff style to them. They were running wild around Montréal. And meanwhile, the government didn't know what to do with Curry. Curry had only graduated at a grammar school and come back, and so forth, and they decided the thing to do was to make him president of McGill, or principle of McGill, as they call it, and they did, and of course it aroused great criticism in academic circles, but he made an excellent president, and out of the associations I'd had with him before, why, he used to come down here and I used to go up there and so forth, and we were sitting in front of the fire at the University Club one night, and got onto college press, and so forth. Stephen Laycock says, well, he says, there's just one justification for the treatment of the college press which you all give. He said that is you'd be in more trouble if you didn't do it then you are in doing it. [Laughter]

McLane: How long do you plan to...

Lathem: It's five minutes of four. Would you like to break away?

McLane: Pretty soon. Pretty soon.

Lathem: All right. I'll cut this off.

McLane: Fannie back in town?

Hopkins: I have... I saw her last week on the street. I don't know how she is.

McLane: I guess she is, yeah.

Lathem: I wonder if we might speak for a minute of some other personalities of the past, either on the board or within the administrative group, or the faculty. For example, L.B. Richardson. We've not touched on him. He played a role in the development of the college in several ways.

Hopkins: Of course he was one of the invaluable men. Perfectly... He was a miscast man, however. When he graduated, the English department and the history department and the chemistry department all wanted him to stay on as a teacher. And the chemistry department offered him \$100 more than either of the others, so he went into chemistry. But instinctively, he was a historian. He would have been much happier at his work in history, I think, if he'd gone into it. And he loved it.

McLane: He certainly loved the historical work he did do.

Hopkins: Yeah.

McLane: No doubt about that.

Hopkins: And I never could enough express my own sense of appreciation for what he did. We... The trustees authorized sending him abroad

for a year in which he was to make a report on which we eventually based the new curriculum. That's another thing you do every few years. [Laughter] But that report is still a good report. It's a... I was very fond of him. He... But he was a tough man in controversy.

McLane: Yeah.

Hopkins: I told him one night after a faculty meeting that I wished he'd change his seat. In the old faculty room it was a House of Lords style. I don't know whether you remember it or not, but it was really a beautiful room, and the faculty sat banged up on two sides, and he sat, by seniority, sat right under the platform, and I've forgotten altogether what the... Something I was interested in seeing go and he was interested in not having go, and he defeated it nicely. I said afterwards, I said, I wish you would change your seat, and he says, why? And I says, the temptation to heave the desk lamp at you gets so strong sometimes that I'm likely to yield to it. [Laughter] But he... he was constructive minded, always. I mean I never had any question in regard to the desirability of considering any point of view he expressed, and he was very, I don't think scornful is quite the word, but... I guess it is. I mean some of these faculty debates, I mean he'd get so exasperated on it, and those times I was glad to have him around because he'd get up and just simply tear their fallacies to pieces. But he could do it very effectively.

McLane: He was more like one of the Harvard Law School faculty than anyone I have ever seen in an undergraduate college, because they have that capacity for... Brushing away. Digging right down to the center of the thing, ripping out the unessentials, getting at the heart of it. He had that type of mind.

Hopkins: He had that type of mind. Very definite man.

Lathem: How did he happen to do the two-volume history of the college? Was that something that grew out of his own interest, or was it your desire that he...

Hopkins: The trustees subsidized it.

McLane: He was commissioned to do it.

Lathem: Oh, he was.

Hopkins: Yeah. And he told me...he told me only a few days before his death, as a matter of fact, that that was the most intriguing single assignment he'd ever had. He said he was happier during that period than he had ever been doing anything else. And President Angel of Yale, told me one time, volunteered it. I hadn't said anything about it, that that was the best college history that he'd ever read. And I think he did a beautiful job on it. Oh, we had a lot of good men here. I don't know, once in a while I get a thrill over a tribute paid to somebody... Peary's grandson, Ed Stafford's son, was on the \$64,000 Question, and ...he's a naval officer. And I happened to turn it on the night he appeared the first time and he

was so casual in his answers. I mean he didn't ask for any allowed time. He just... And English literature was his category. And I guess it was the second or third time, somebody asked him...or Hal March asked him, he says, how did you become interested in English in the beginning? He says, I had one of the greatest teachers that ever lived at Dartmouth, Sidney Cox, by name. And I just got quite a thrill out of the thing, and I followed along. As a matter of fact, he went to \$128,000 dollars on the thing, and then dropped out. He told Hal March, I haven't got any more time, he says, I'm going on a foreign assignment here in a few weeks, and I don't want to spend any more time on it. And Hal March says, well, why did you come on it in the beginning? And Stafford...he had a wonderful presence. I mean everybody who saw it was attracted to him. He says, well if you want the actual truth, he says, I came on when I found a Marine at \$164,000. He says, I decided I'd take a try at it. [Laughter] But the story back of that is interesting. Sidney Cox had been at the University of Montana, and I had two or three people had been under him at the University of Montana, and spoke about what an inspiring teacher he was, and so forth. And Robert Frost came up to me one time and he says, could you make any use here of a good man in English. And I says, what's his name? And he says Sidney Cox, and I says, what's the story. And he says, well, he's just been fired at the University of Montana because he was supposed to censor the college publications and he says there was article in their literary magazine full of four letter words, and he says the regents have just fired him. And I immediately got in touch with him, and we took him on. And that was...but that's the story of how he happened to be here. Really on Robert Frost's...I don't think I would have known that. At least I wouldn't have known it in time to do anything about it, if it hadn't been for Robert Frost. We've had some awfully good men. I think one of the best men we ever had here was a fellow, Bill Eddy. He had been a prize student at Princeton, he'd been on the basketball team, he'd gone into the War in the Marines, he had all the muscles of one leg shot out, ligaments, so he was permanently crippled, that is crippled to the extent of having to walk with a cane. Sometimes when it got bad, using a crutch. And after the War—I just had a letter from him yesterday, as a matter of fact. He is the son of a Syrian missionary—and after the War he went into teaching in the University of Cairo with a special assignment to Arab students, because he talked all the Arab dialects, and his fame was spread abroad. I heard a good deal about him when I was in Egypt. And finally, I don't remember just how it came about but...Yes, I do, too. Dodds told me that. He says we're seriously considering getting one of our men back here. I don't know how we got on to the subject. I mean I don't remember. But anyway, he told me that they were thinking of getting Bill Eddy back. And oh, I know, that was at a meeting of the college presidents. And we had a vacancy, and by that time I'd learned enough about Eddy to be very much interested in him, and I decided that if Princeton was going to do something about it, we'd might as well, and I cabled him, and he came up here. And he was a wonderful teacher. And that's a strange story illustrating how on what insignificant things big things happen. While I was in Washington, the head of the Marines came around, and he says I

am tackling you because you're in college work. He says, do you know anybody anywhere that knows the Arab dialects? I says, yeah, I do. Well, he says, we want one very badly because, he says, the word has gone out to all the departments to find some man in the country that does, and we want to send him to North Africa immediately. Well, Bill Eddy had gone up to Hobart College as president, and had run into a Communist cell up there and they were making life miserable for him. [Laughter] So he was very eligible. And two or three days later, this... I can't think of the General's name, came around, and he says, Bill Eddy's coming with us, and he says I think he is just the man we want. Well, they told me later that the thing had worked out wonderfully. He went over ostensibly as a consular agent and we weren't in the War at that time and the Nazis had to invite him to all the receptions, and they couldn't talk with the Arab chiefs and the Arab chiefs couldn't talk with them, so they spent all the time talking with Bill Eddy. And he... After the War was over, he went with this Arabian-American oil company, or whatever.

McLane: Yeah. It is the Arabian-American, I think.

Hopkins: Yeah. He lives over a tap line in Beirut. He's a very interesting... As a matter of fact, Princeton, two years ago, tried to get him in as dean of the graduate school down there. He said he guessed he'd got pretty far out of academic life, he'd better stay.

McLane: They're a fine family. Mary and the children.

Hopkins: Yeah. They were awfully nice.

McLane: Splendid people for the community.

Hopkins: Yeah.

McLane: A fellow I liked awfully well up here...he wasn't here very long, you'll think of his name, I think...it slipped me for a minute. He was a North Carolinian and thought his place was back in the south, and he went back to the University of North Carolina.

Hopkins: Yeah.

McLane: Thom...not Thomas, was it?

Hopkins: Thomas.

McLane: And then he came up to Princeton, and has been...had the chair of moral philosophy or theology, or something. He's a very distinguished fellow.

Hopkins: Very wonderful fellow.

McLane: And John, my oldest boy, when he was a freshman, got to know him very well indeed, and we got to know him through John. They used to walk afternoons together a great deal around the country.

He was a fine fellow but he wasn't here more than three years, was he?

Hopkins: No, he wasn't. And as you say, he was very happy here.

McLane: Oh, yeah, I mean, he just felt that he didn't belong back there and ought to be with his people. After ten years or so he did get pulled up to Princeton there. A pretty big job. I remember his inaugural address when he took that chair at Princeton, which was published. Very, very good indeed. He was a good man.

Hopkins: Do you know Goheen at all, the new president of Princeton?

McLane: No, I don't.

Hopkins: I never have seen him. I...

McLane: He's having kind of a bad time with the Catholic chaplain there and all that sort of thing.

Hopkins: Yeah, I'm very much interested in the scuttlebutt on that thing. His wife is Catholic.

McLane: Yeah.

Hopkins: And this is the story that a Princeton man gave me, and I ...it doesn't sound authentic, and I ...but anyway, this is the story, he said. That this thing was at the breaking point the last year that Dodds was there, and just about the time Goheen was elected, and that Goheen says, look, he says, I'm in a better position to handle this than you are and you're going out, and just leave it for me to take on, which is pretty big hearted, from my point of view.

McLane: Pretty big order, too.

Hopkins: Yeah, pretty big order. And...but I got...I'm curious about him just on the matter of courtesy. The day of the Waldorf dinner I got a long telegram from him to the general effect that anybody in office as long as I had been, why, all colleges were obligated to, and he wanted to express Princeton's... Which I thought was pretty courteous.

McLane: Very courteous... I don't know him.

Hopkins: I don't know him, either.

McLane: He sounds like a man of fine courage.

Hopkins: Well, he's got everything with him at the present time. I mean the undergraduates like him. Dodds was awfully happy to have him named his successor.

Lathem: The faculty like him, certainly. At least those members of the Princeton faculty I know.

McLane: Yes. Yeah.

Hopkins: Well, it's very wonderful, I think, to get that sort of a man in that place because...

McLane: He's got that and then, he's got this group of recent graduates... has that book been published yet, the excoriation on Princeton life and all? It's been reviewed in advance a lot. The book is known. It must be an awful bad piece of work I would think.

Hopkins: Well, there is no escaping that hazard. I mean you get one disgruntled boy in a generation and he can do you an awful lot of harm.

McLane: Well, these boys sound like a bunch of exhibitionists, really. I mean they are just rushing for print.

Hopkins: I wonder that it doesn't happen more often. I get fed up with these novelists whose principal pride seems to be that they were fired from one college or another. [Laughter] I don't see that there's any special distinction in that.

McLane: I thought this [inaudible] performance was pretty poor.

Hopkins: I think that's an awful piece of work.

McLane: Very badly written. Even as any possible attempt at literature. I didn't read much of it, but I read at it a little. This, what's his name, [inaudible] sent it to me. I don't know why, whether he thought I needed it or what. [Laughter] I...

Hopkins: I think it's not impossible that [inaudible] thought it would make you irritated enough so that he would be pleased. [Laughter]

McLane: I must write him, too. I acknowledged the thing, said I would look forward to reading it but I haven't told him anything about it since I read all I expect to read of it.

Hopkins: Well, I don't know what... Of course, there was the general impression when he was elected that he was going to be God's gift to the colleges, and he certainly hasn't turned out that way.

Lathem: Well, Mr. McLane, I wonder...

McLane: Yeah, I've got to get home for dinner, and I want to go up to see Charles and Carol a minute before I leave town.

Lathem: Suppose we cut off...

McLane: And break up.

Hopkins: Clothespins Richardson, with whom I became very intimate, as a matter of fact, eventually, through bringing the Ben Greet players

up here, but he told me one time that he was publicly rebuked his first year up here from going to faculty meeting in a sack suit. He said everybody was expected to wear frock coats. He said most of the faculty wore them to class. And that... that isn't so long ago.

McLane: No.

Hopkins: And your little code. I've wondered a lot about... I wrote to Bob Leavens a query that I had. Bob said in a letter to me, he says, as a matter of fact, you and I are so full of veneration for Dr. Tucker and reverence him so much, he says, but I'm not at all sure that it is possible to get a perspective on him that's historically correct. And I think that's probably true, but I... I wrote Bob, I says, I've got one speculation that used to trouble me somewhat, and I says, my remembrance of chapel was that it was a wonderful opportunity because Dr. Tucker was going to talk, but I says there were three or 400 men in the college when I entered here, and we all sat right under the desk. I just wonder whether he could have had the same influence on a couple of thousand men. And I guess the answer to that is that wherever he preached or anything he did apparently had that influence, but my remembrance is a feeling that I was very close to him in chapel.

McLane: Yeah. Oh, I did, too. You felt an intimate relationship to him, and I think more there than anywhere else.

Hopkins: I think so, too. Well, Dr. Tucker was a patrician in every sense of the word. He was... he was... he disliked anything that was coarse or vulgar, so much that, as a matter of fact, sometimes on disciplinary cases I used to feel that he was almost naïve in the thing. Well, take Gig for instance, I don't think they had too many common [inaudible].

McLane: Not very many.

Hopkins: And the.... But I don't think any college president I ever knew had the influence on the undergraduates that he had, and certainly never aroused the reverence and veneration.

McLane: The unanimity of it all. I don't remember ever hearing anyone take issue with anything Dr. Tucker ever said.

Hopkins: Well, he was, at least to me, he was a Superman.

McLane: You can comb through his addresses and stuff like that and you can't find any criticism today 50, 70 years later. They all ring true today. Some of them prophetic. I have one very vivid memory of Clothespins. My junior year of college, I was an usher at the president's reception, and Dr. and Mrs. Tucker, and Clothespins and Mrs. Richardson, probably Dean and Mrs. Emerson, that I don't remember, but I do remember those four, taking people along the line. Well, Frances Childs was a senior, and I felt it my lot to usher Francis's father and mother up the line. They came from Henniker. And I introduced them to Dr. and Mrs. Tucker and they spoke.

Then they came to Clothespins and I introduced him. Of course he spotted them. Well, I think Francis's father was a graduate of the college, and he was a man of culture and all, but he had lived his life in a very small New Hampshire town, I don't know whether he was a farmer or merchant or owned some real estate, I don't know. They were very simple people, and I don't believe they'd been in Hanover while Francis was in college. People didn't in those days. Long trip up here on the train and everything. They just come up for the graduation. Of course, they knew about Clothespins. Francis had told them enough about him, but Clothespins' face lighted up when I introduced them. And he just made the nicest little speech about Francis. He said your son has been just a delight to me all the years I have been with him. And he spoke about how glad he was to see them. And he didn't overdo it, say too much, but it was... Gosh, they treasured every word of it, I know. Just brought together two of the great stars of our English department over 50, 75 years. I'll always remember it though.

Hopkins: Were you in college when the Ben Greet players came up here?

McLane: Yeah. Yes. I was.

Hopkins: That's one of the few times that Dr. Tucker was ever avowedly critical of me and it's kind of interesting because what reminds me of it is Clothespins. But in my capacity as secretary of the club, we'd just opened College Hall and the Ben Greet Players played without scenery, and I thought there was enough atmosphere in the hall so it could perhaps interest Greet in coming up here, and I went to New York to see him. And I had one of my greatest experiences in being brushed off. It took me two days to get into see him, but I put up to him the suggestion that there was a feel for him in the American colleges that perhaps his English manager would know, and that would be worth working, and he finally got interested. And he said that he would come to Dartmouth and... For a price, and I guess the maximum we had ever paid any entertainer in those days was three or \$400, and he said \$2000. And well, I all but closed it. I left a little room to get out, but I thought that... I thought we could handle it all right. And I came up and told Dr. Tucker, and he said, well I don't think that thing can be justified. He says, not but what it's worth it. It would be well worth it. But he says, Dartmouth just hasn't got the money to do it now. And he says, let's get Prof. Richardson in, ask him about it. And Prof. Richardson came in, I told my story, and Dr. Tucker expressed his doubts in regard to the thing, and Clothespins turned to me, and he says, do you think you can cover it? And I says, yes, I think we can cover it. I think we can get him for two nights and I think we can cover it. And Clothespins thought a minute and he turned to Dr. Tucker and he says, Tucker - he always called him Tucker -- he says Tucker, I'll be glad to underwrite this. And well, as a matter of fact, we cleared \$2500.

McLane: Edith Wynn Matherson was with them.

Hopkins: Edith Wynn Matherson, C. Rand Kennedy.

- McLane: Yeah, I went both nights. I know. I remember. It was about my sophomore year, I would say, I'm not sure.
- Hopkins: You know, I managed a trip to Chicago for Greet.
- McLane: Did you?
- Hopkins: Your speaking about was I ever... I didn't think of it when you spoke, but... yeah, he offered me the managership of the Ben Greet Company. [Laughter]
- McLane: You lured him way off up here, he probably thought you could do anything.
- Hopkins: Well, I doubted. He and C. Rand Kennedy were at swords points on the thing. Kennedy was a screwball, if ever I saw one. He'd been professor of Greek, you know, at Oxford.
- McLane: Is that so?
- Hopkins: Yeah. And then had gone...Greet had taken him on to get Edith Wynn Matherson, that was the real story on the thing. Well, the trip started... We started from Boston, and at Albany, Edith Wynn Matherson got out to walk up and down the platform, and this was my first experience with a jealous husband. I was interested in her and she and I were walking along when all of a sudden up appears Kennedy with the statement that he'd knock my block off and so forth, just violently angry on the thing. And narrowly escaped a scene there and I got off the train and I told Greet about the thing. Oh hell, he said, don't pay any attention to him. He says, I haven't spoken to him for two years. Here he was a member of his company. [Laughter] Well, we got to Buffalo, and they took the car off the train because Greet wouldn't give the conductor his tickets. They didn't give tickets in England. You bought your way and you went without tickets. And Greet came in and he said, I guess you'll have to do something about this, he says, they're cutting our car out of the train. And I says, why? He says because I won't give them the tickets. Well, I says, why don't you? Well, he says, it's none of their goddamn business. He says, I've paid. Well, I says, have you got any objection to my giving them the tickets? No, no, I haven't any. He reaches in and he throws his pocketbook full of bills, and he says, they're somewhere in there. Well, I began to search through the thing, and I'd never seen \$100 bills before, and here were stacks of hundred dollar bills, and finally I found the tickets and got off and found the conductor, and they finally put the car back on the train. And Greet apparently thought that was a gigantic accomplishment, was very admiring, and so forth. And I had written out to the Hull House and Jane Adams had taken... had assumed the responsibility for a week of showings at the Hull House. And that made some impression on Greet, and he gave me quite a fight talk when I got out there. He wanted me to go along... wanted me at least to stay with them during the American tour. But I had decided by that time that I didn't want to be mixed up with anybody that had C. Rand Kennedy with them. [Laughter] But I got almost tearful

when Greet... They were up here, I think about '40, and... I wouldn't be sure at all of the time, but anyway, I hadn't seen him in the interval and I...

McLane: That was about 1904 or 5.

Hopkins: Yeah.

McLane: That they were here.

Hopkins: And after the first act, I went back scene and went down, not assuming that Greet would remember me at all, and went into the room. He was resting there, and he got up and put his arms around me and he said it's been too long. And I almost cried.

McLane: Well, I'm glad we ran over a bit.

Lathem: We're very grateful to you for making the trip up.

Hopkins: Well I'm very glad to have the opportunity of meeting you again. I won't see you for another week, will I?

McLane: No. I guess it is next week. Oh, I want to ask you about that, too? Elizabeth and I are going to the opera that night. It's the first night of the Met in Boston.

### **Break**

Lathem: We were speaking the other day, Mr. Hopkins, after we'd finished our recorded session about your associations with President Lowell, and I asked you in particular about an incident that was said to have occurred at the time of President Nichols' administration. I wonder if you could relate that for me.

Hopkins: Yes, I'd like to say in the beginning that despite this incident which I'm going to tell you, the stereotype of President Lowell in my book was entirely wrong. I mean he was looked on as a stuffed shirt, and a Back Bay aristocrat, and so forth, which is quite apart. But the particular story, which is I think, typical of your Back Bay resident of the old school, he came up to Dr. Nichols' inauguration, was assigned to... The Burton's offered -- Burton was a Harvard man and he offered -- hospitality, and they were living without any maid service at the time, and Mrs. Burton got up in the morning to cook breakfast and rushed back into the bedroom and says, Harry get up quick. And he says, why? And she says President Lowell has left his shoes outside the door to be shined. So the head of the Latin department gets up hurriedly and get the shoes down into the basement and shines them up and gets them back to the door. And... But I do not tell the story as being typical at all of Mr. Lowell, excepting that I think it is typical of that breed of Back Bay.

Lathem: I remember your remark the other afternoon that he just had no concept that anyone else lived any differently.

Hopkins: That's exactly it. And it was much the same... I think it was the same general spirit that actuated him to come up here when we established the selective process. And wanted to know exactly what we were doing it for, and I told him that in my estimation a student got a large part of his education, what percentage I wasn't sure, from association with his fellows, and that I thought with the selective process we could broaden and bring in men that otherwise weren't available on the old examination system. And he said, in other words, you're going outside of New England? And I said, yes. And he showed great interest in that, and he says, why? He says, haven't you got enough applications from New England? And I says, yes, we have. Well, he says, after all, all the culture of the country came from here. And he says, while you can get the descendents of the people that established the culture here, why should you go anywhere else? And... But with all, he was a very lovable man, and he was a very human man, and what most Harvard people don't know at all is he was a very earthy man. He... I found my surprise in that at one time when he was involved in a faculty discussion down there and in describing the discussion he broke into a burst of profanity that would have done credit to any [inaudible] that I ever knew. [Laughter] That's a separate breed, though. I don't know how closely you've come into contact with them, but I've had lots of friendships among the Harvard Cambridge crowd, and it's useless to undertake to shake them at all. I don't know whether I told you...

(End of Reel #14a)

Reel #14b

Reel#14b

Lathem: You were speaking of Bliss Perry's story.

Hopkins: I've talked so much with you I don't know whether I'm repeating or not, but Bliss' story, Bliss Perry has some stories in his book, *And Gladly Teach* which I had heard previously, heard him in public talks, but which I think are perfectly wonderful. Bliss Perry graduated at Williams. He went to Yale and married the daughter of a Yale professor, went from Yale to Princeton as head of the English department, came back to New England as editor of the *Atlantic Monthly*, and ended up as chairman of the English department at Harvard. And he says that their first fall at Harvard, the question arose one night at a stag dinner in regard to *Who's Who*, which was just then beginning to be published, and his host... He volunteered that *Who's Who* was a very useful book and his host says, in what way, says, what's in it anyway? Well, Bliss Perry says they've started out on an ambitious program of listing the leading men of culture in the country, listing the intelligentsia, and in general making it a compilation of the prominently educated group at least of the United States. And he said his host, balancing a demitasse in one hand, turned to him and asked quizzically, he says, but what would be in there that isn't in the Harvard

Quinquennial Catalogue? [Laughter] Haven't you ever heard that story before?

Lathem: No. No.

Hopkins: Well, another one that always amused me, was he said he particularly enjoyed this one because of his wife's Yale antecedents. The afternoon before the Yale-Harvard game they went out to tea, and the great subject of discussion that week had been the fact that there were two brothers, one playing on Harvard and one playing on Yale, and the question came up, and his hostess said, well, is there anything particularly strange about that? Isn't there in almost all families a great difference of intelligence between one and another? [Laughter] But those stories, humorous as they are, they aren't so extreme for people who know that crowd. They... they are delightful people to know and it doesn't bother me at all. I mean I think it's...

Lathem: I was going back to President Lowell, I was very interested in the touching anecdote that you told about his association with Ann.

Hopkins: Yeah. Well, much to my surprise, his first visit here, and I've forgotten what the occasion was, but at any rate, on that visit he was staying with us and didn't put his shoes out. And Ann was a little girl and I had tried to arrange that she shouldn't be troublesome at all. But she wandered in, and much to my surprise, Mr. Lowell had apparently had a great love of children, and he picked her up and they began to talk as though they were old friends, she chattering away, and eventually landed in the middle of the floor, Mr. Lowell sitting on the floor and piling blocks up with her. But in the course of telling the stories, he told about building his house in Cambridge, which he built for the presidents' house and gave to the university, and in order to safeguard himself against coming into the house and having to converse with people he didn't want to, he built a spiral staircase in the closet of the vestibule so he could step in there and go up to his bedroom. But in talking with Ann about it, this became the secret staircase, and she was just entranced with it, and she always used to tell her friends that she knew a man that had a secret staircase and so forth. Well, it came time... that isn't the expression. It came the occasion when I was receiving an honorary degree at Harvard, and just before the procession started, he turned to me and says, is Ann down here? And I said yes, yes, she's right over there with her mother. He said I'm going to show her the secret staircase, and she was a little girl eight or nine years old then, and it was almost time for the procession to start, and I says, but Mr. Lowell, couldn't we do this some other time, it's almost time for the procession to start? And he turned on me almost savagely, he says, it makes no particular difference when an academic procession starts, and it makes all the difference in the world whether a little girl sees a secret staircase. And he took her down and she ran up and down the staircase. Nobody could ever say anything critical to her in regards to President Lowell, but it's the side of him that very few people I think ever saw.

- Lathem: I believe you said before that he was always very gracious to you.
- Hopkins: Very.
- Lathem: At meetings of the college presidents when you first came into the presidency.
- Hopkins: Excuse me just a minute.
- Lathem: Surely.
- Hopkins: These are some kids that are selling something, I don't know what.
- Lathem: Oh.
- Hopkins: Would you care to go to the high school play? [Laughter] Yes, coming back... He was always very gracious to me. As a matter of fact, the first college presidents' meeting I went to, he asked me to sit beside him. He says, you don't know all these men and then he sort of laughed and he says, I can tell you who are the stuffed shirts. [Laughter] But... Well, I had a great affection for him. As a matter of fact, I don't think... I was trying to think who I disliked but... They were all pretty good. Yale had two or three men in there that I didn't care much about but I was fond enough of Angell to compensate for all the times that I didn't like them.
- Lathem: I... This isn't anything I know about. Did the Ivy League or the... You formed the Pentagonal organization. I wonder if you might not speak about that a little bit?
- Hopkins: Yes, I'll be glad to. I went to these college presidents' meetings, which was educationally a motley crew. I don't mean personally, but they represented such different... Well, the objectives were so different in the different institutions. You take between Cornell and Dartmouth, for instance, it's pretty hard to find the common denominators, and I had felt for long time that spiritually and intellectually, we were more in the Amherst, Williams, Wesleyan, Bowdoin class than we were with them. But gradually as I met different ones of them, I suggested the possibility of an organization. I mean the presidents of those particular colleges, and they were all enthusiastic about it. So we had a meeting here in Hanover and established it and I think, at least, President Dickey told me the last time I talked with him about it, he thought that even today we had much more in common with them than we had with the larger group.
- Lathem: Under whose aegis did the larger group meet? Was it an association?
- Hopkins: Yes. And I frankly don't know. I ought to. I mean it was... I don't even recall the exact name of it. There was no Ivy League at that time. As a matter of fact, until very recently the majority of the

members in the Ivy League were opposed to anything with that name or that objective.

Lathem: Does the larger group still meet?

Hopkins: I think it does. Yes, I... That would be a group... Well, I was trying to... Princeton, for instance, wasn't in that group. I don't think Cornell was. I guess perhaps it's a New England organization. I find it a little hard to differentiate between the different groups I... On the Rockefeller board, for instance, they had a number of college presidents on there and I met up with most all the college presidents in one group or another, but they weren't associated in any formal organization that I remember.

Lathem: Did you take... the Pentagonal group was just heads of colleges. You didn't have any of the deans or...

Hopkins: Yeah.

Lathem: You did include the deans.

Hopkins: Did include the deans. Included the deans and later, that wasn't the first meeting, as I remember it, but later the admissions officers, too, because in recent years, of course, the major problems have been in admissions. But that was a very interesting group at that time. I presume it is now. Stanley King was at Amherst, Casey... Casey Sills was at Bowdoin, Butterfield was at Wesleyan, as he still is, and Phinney Baxter was at Williams, as he still is. But really that Pentagonal group would get together with pretty much the same interests and much the same problems and you didn't have to waste time talking on about a lot of things that you got into, especially when you get into university organizations and graduate schools, and all that sort of thing.

Lathem: We were talking before Mr. Mc... Again making a big jump, before Mr. McLane came, you were telling about Edwin Webster Sanborn's speaking of his father's house and the library there. I wonder if we might not put that on the tape, the nature of the household as it was run.

Hopkins: Well, I'm not sure...

Lathem: I'm not really making myself very clear. His reference to the library kind of being open and that...

Hopkins: Yeah. Well, to begin with, and I think we have talked about that, I had four good many years, undertaken to use such influence as I had with Edwin Webster Sanborn to make sure that we got his money to build the library. Then when it became obvious that we could get the money right away from Mr. Baker, why, figuring a bird in the hand was worth two in the bush, we went ahead and took that. And Mr. Sanborn was very unhappy about it, and he had visualized for a long time the building as a memorial to his father, and he just decided that the college had forfeited its chance and

that he wasn't going to give the college anything, and for a year we wrestled with that problem back and forth, and finally, and I think the idea came from Mr. Thayer originally, although we were talking so much about plans that I am not sure, but I... Somehow we got around to discussing as to whether we could do both things, whether we couldn't erect the memorial to Prof. Sanborn and at the same time get the bulk of the money for the books, that was putting it boldly. And out of the discussion anyway, evolved the idea of building the Sanborn House, and I went down to see Edwin Webster Sanborn about it and that, as a matter of fact, saved the Sanborn bequest for us. He was very happy about it, and he said that his father's study had been a gathering place for the students in English, that he would like to have this an English house. He would like to have each member of the department have quarters in it, and that though people didn't drink tea any longer as they used to in his father's house, if they could have some sort of an afternoon coffee break, or something, that would satisfy him entirely. And we went to work then developed the plans, took them to him, and he was perfectly happy about the whole thing.

Lathem: You said that in his father's day that the Sanborn Library was always open.

Hopkins: Always open, day and night, he told me. And he said that it was perfectly well understood among the boys that they were at liberty to come in and go anytime of the day or night. And I thought it was rather a sweet story, as a matter of fact.

Lathem: Yes. Yes. I think so, too.

Hopkins: And, apparently, it was the only thing of this sort that happened in Hanover. I mean I never heard of any other... Actually, at the time that I came into college it was... You weren't expected to have any contact with the teacher excepting in the classroom. I remember, for some reason, feeling that we should call on George D. Lord one night. Two of us went up there, my roommate, Howard Hall, and myself went up there to call on him, and he said right off when we came in, he says, may I ask what is the purpose for your visit? And we said we had just come for a call. And I don't remember what... but it was a very definite remark. He said something to the effect that he didn't have much time for undergraduates. [Laughter] I remember definitely that our call wasn't prolonged. On the other hand, Clothespins Richardson, as we always called him, made anybody very welcome that called on him. He was a great teacher.

Lathem: I was touched by Mr. McLane welling up with tears as he spoke of him. The feeling was that deep.

Hopkins: Yeah. He was an extraordinarily fine teacher. He disturbed the faculty a good deal by the fact that he wasn't a severe marker and I don't think he really wanted to be. He figured, I think, quite definitely that if he wasn't capable of interesting a man enough to get 50%, why, it was his fault, not the man's.

Lathem: I wondered about this. I'm sure you have a view about it, about the really effective teacher, Sidney Cox, and now this, that I hadn't known about, Prof. Richardson, and his association with the ordinary teacher, the able, but plodding, steady teacher. There tends to be an antagonism, doesn't there?

Hopkins: There is, there is definitely there. And it works out very badly because with the course of time that antagonism becomes intensified instead of dying out. I mean, you hardly ever get the common denominators. To be entirely truthful about it, the best teachers generally are not popular with their colleagues.

Lathem: I suppose you have to strike some sort of balance. You couldn't have a... On the one hand, as desirable as it might be, you couldn't have a faculty compost entirely of these stars because, they, too, would I think, tend to be difficult to...

Hopkins: That's entirely true. They become impatient and intolerant and...

Lathem: I suppose you've been in the position of having all during your career to fight for the right to have on your faculty these people that don't conform so far as...

Hopkins: Yes, that's right.

Lathem: ... the academic...

Hopkins: That's right. And it's a great pity in a college. I don't think it's as serious, I may be wrong on this, never having had the experience, but in talking with men like President Angell and men in the universities, I don't think it's nearly as much a problem in the university as it is in the college, because the social caste system in the university tends to throw all of those men up into the graduate school. I was amazed at the figure that I never had any right to use publicly, but when I became president of the General Education Board, they had the figures of salaries and everything else of all the colleges and universities in the country, and in going over them, much to my surprise, I found that our average salary scale at Dartmouth was considerably higher than at Harvard. Then I began to analyze the thing, and I asked some of the people there to help me on the thing, and what developed was this: that in a department at Harvard, they would get three or four top notchers, and they would teach perhaps one course in the undergraduate college and the rest of the time in the graduate school, and the undergraduate courses would otherwise be taught by graduate students, cheap labor. And so when it came to averaging, why there wasn't any comparison, though the top salaries at Harvard were at that time 25% higher than ours. And people thought of going to Harvard in terms of those salaries that they knew about. No, I think a college president's job is entirely different from what the average person visualizes it, because as a matter of fact, you're... Well, I always thought Meiklejohn put it pretty well. Meiklejohn said that it was like conducting the orchestra. He said you didn't necessarily have to be a violin player or clarinet player, but you have to be able to make

the clarinet player and a violin player play the same tune. And it's a very difficult thing. It isn't any different in colleges from what it is in other things -- it's more accentuated, but the same problem in any organization -- the jealousy of the top men. And some men accepted and recognized its validity and worked to become top men themselves, and others get resentful about it and never do. But the biggest problem in my estimation, in faculty relationships for a college president is to distinguish between the men who constantly grow and those who begin to coast, and that's true in every faculty, and it's apparently inherent in the human nature. But you pick two men with actually the same training, products of the same environment and for all that you can see with the equal promise, and one man will go on and become invaluable, and the other becomes just a load you have to carry. That's the exception I take to the American University Professors Association and so forth. Their constant attempts to... Actually, they aren't any different from any labor union. They want to... They want to protect the incompetent fundamentally. Of course, they won't acknowledge that, but they've got a bad case on up in Vermont at the present time. The American University Professors are making a mass attack on Vermont for letting a man go up there, and Carl Boardman, whom I think is an excellent man, he's caliber, he's going with the Ford foundation next year. He's leaving, unfortunately for Vermont. But he says that this man was just simply impossible as a teacher, and one of the Montpelier boys told me, he said the students didn't like him. Carl Boardman said he just told the man that he was not fitted for the work there and that his term wouldn't be renewed this year. Well, I don't know where the idea comes from and I don't know anything about its validity, but the charge is that he's being dismissed because of communistic sympathies. Whether he's got them or not, I don't know. And Carl Boardman says he doesn't know.

Lathem: Has there been the assertion that the faculty has a right to select its own membership, and how do you feel about that?

Hopkins: I don't think so, no. Because, I tell you, I'm just as certain as can be that if you did that you'd grade down. I don't believe... Actually, I don't believe that the faculty would ever have elected Sidney Cox and I had a deuce of a time getting the English department willing to accept him into the English department, and I just had to say, well he's going to be there whether you like it or not, and it isn't a pleasant thing to do, but the... Well, all along the line, Bob Leavens was asking in one of his inquiries to me about the Gene Clark case, which I remember perfectly well. And our German department was terrible. I could testify to that because I took German and I didn't find a single teacher that seemed to me to have any inspiration in it. Dr. Tucker asked me to look up a man who happened to be in my own class, Gene Clark. He says, I think we've got to go back to the preparatory... and find a man in the preparatory school, because, he says, these men we've got here have all come with high commendation from the universities, but he says they aren't any good. And so I went down, I hesitate because I don't remember what preparatory school Gene Clark was teaching in, but some one

of the schools around Boston. And very successfully, liked by everybody, and so forth. And Dr. Tucker told me to go make the offer to Gene Clark, and I did. Well, I think the case was a little mixed, because the faculty at that time felt that I was doing things in the name of the president, that ought not to be done in his name. And the fact that Gene Clark was in the same class with me, I mean made it look very plausible. But anyway, there was a big row about it. I discovered in later years when Mr. Tuck became better acquainted with me and very friendly, that they had written to Mr. Tuck. I used to get amused about that. They would argue, I mean this particular group, would argue violently that a rich alumnus ought to have no influence at all, but the minute that they wanted something done they'd appeal to them. But that was all there was to that particular case because Dr. Tucker had come to the conclusion in his own mind that German would be better taught by somebody who was doing it successfully in a preparatory school than you were likely to find in the graduate department. And they didn't get anywhere with it. It was the first time that I know of that the question had ever been raised here, and the group in there, peculiarly enough, most of that group who violently opposed my coming up here appealed to Mr. Tuck and various members of the board of trustees. After I got here, within a couple of years, they were about the friendliest group I had. [Laughter] And I use to occasionally remind them of the old associations. But I don't know. The... Theoretically, I think the faculty on perfectly solid ground in saying that they should pick their associates; practically, I don't think it would work.

Lathem: What is the system that you followed in the past with your...

Hopkins: Well, I...

Lathem: So far as ordinary appointments are concerned.

Hopkins: Yeah. Well, I followed definitely the policy of asking the department if they had recommendations to make. And then I pursued as far as I could my own investigations to find where the best men were. Made mistakes, but...

Lathem: When, not a specific year, but rather approximately, did the office of the dean of the faculty come in? Was that during your administration?

Hopkins: Yeah. That came in during my administration.

Lathem: What was the thinking behind its establishment?

Hopkins: The thinking in that was... My thinking, at least, was that the dean of the faculty should keep constantly in touch with the market, as you say commercially and know where people were and also keep in touch with the resident faculty to the extent of knowing what were the... what was the basis of discontent... as it showed up here and there, many times justified and sometimes not justified at all.

Lathem: Did this grow in part as might seem plausible out of the expansion of the college and the faculty getting so large and the president's responsibilities...

Hopkins: Yeah. That was it.

Lathem: ...becoming so...

Hopkins: I mean I felt very definitely that I was being pushed away by extraneous circumstances from the intimate knowledge that I had originally had and I wanted a lot more information than I had.

Lathem: Your... you appointed Dean Bill, is that right?

Hopkins: Yeah.

Lathem: Had he been here on the faculty?

Hopkins: Yes. Yes. He'd been here on the faculty. And, as a matter of fact, he... Well, I don't know how long he'd been here. He was here when I came, and he was an exceedingly able teacher in his field, but he was... He had the administrative itch, and I eventually decided that he probably better yield to it and, at any rate, he was the most available man for the job, and I don't think he was a very good one. I... because he got so involved in the personalities. I mean, that's a peculiar thing about a... And it's not only true in colleges, it's true anywhere. Your top administrator can't have any intimacies. And I never could convince Dean Bill of that. If he liked somebody and he was a good golfing companion and so forth, why he felt very differently about him than he did otherwise.

Lathem: Did you experience any sense of isolation from your faculty here because of that?

Hopkins: Yeah.

Lathem: Did you constantly feel the necessity of keeping yourself away from social intimacy with them?

Hopkins: Yeah. Well... I guess... I think the answer to that is yes. I mean I distinguished a good deal between one type of social... Well, I guess the answer is yes. Thinking back on it. That was Mrs. Hopkins' objection to coming up here in the beginning, when we were talking about the thing, and she was naturally and by all of her instincts, a very gay sort of person, played cards and danced and one thing and another. She says, you know, if we go to Hanover, why that's out for both of us. And, well, I made light of it at the time, although I knew at the time that there was a good deal of validity to it. But I became convinced very early that she was entirely right on it and we did, I mean, we cut out that whole area. Just to avoid the... Partly to avoid the influence on ourselves of the intimacies and more particularly to, well, to avoid the mistaken judgments that would be bred by it. I think that... But I don't think it's any different in

an educational institution than anywhere else. That's one of the penalties of getting up in the thing. But...

Lathem: On that gloomy note we ought to close, I think [Laughter].

Hopkins: Well, I wouldn't want you to think it was too gloomy.

Lathem: Oh, no.

Hopkins: Because I... Of course, all ordinary contacts, and so forth, went along as usual, but you can't afford to get into the position of owing any obligations to anybody.

Lathem: Or having it seem that you do, on the other hand.

Hopkins: Or having it seem so, which is more important...

Lathem: Either way.

Hopkins: That's the only thing. I think that... I think John Dickey has suffered some under that. I think... he's said to me two or three times that he didn't think people realized how lonely a life it was. I know what he means, but...

Lathem: I wonder but what Mrs. Dickey, even more so.

Hopkins: Yeah. I think so. I think... Actually I think a college president's job is harder on the wife than it is the president. It's a... She's under this constant strain of entertainment, and she is cut out of... Actually, Mrs. Tucker was a salvation for Mrs. Hopkins for the first few years we were here because she was running back and forth. I mean, she'd lived through it and understood it perfectly.

Lathem: Obviously when your daughter was going through... young, and going through school, Mrs. Hopkins would necessarily have been tied here. In later years, was she able to travel with you a little when you made trips?

Hopkins: She never traveled with me, no. The ... As a matter of fact, I don't know that we ever discussed that at all, but all the traveling I did was a hop, skip and a jump thing, and I think... I don't think she would have enjoyed it, and I don't think I would have, either. I mean, you don't want to be responsible for anybody else.

Lathem: Yes, I can see that certainly.

Hopkins: It's a peculiar thing, the penalties your family pays that you don't know anything about. I didn't realize until after Ann was in college that she was under... not entirely ostracized, I don't mean that, but there was this feeling that she was getting special consideration because she was a college president's daughter, and she said it was much more acute in the preparatory school than it was in the college, but there was some of it at the college, and...

- Lathem: I suppose you could get, as is the case with President Dickey, the impossible situation of having a son who might be coming on, you couldn't have that, you couldn't have a boy here of your own.
- Hopkins: I'm quite interested to see how that's coming out. He's taking John west with him you know, to see the western institutions. John hasn't any willingness to go. As a matter of fact, he's in the class with my grandson down at Exeter, and he's told him, he says, I shall be at Dartmouth eventually.
- Lathem: Your... Who was it you were speaking of from the west who came here and then went back for his final year?
- Hopkins: Yeah. That was President Barrows' son. President Barrows was president of the University of California, and his son came here. He sent his son here for three years, and then went back for the fourth year to have his father sign his diploma, and then he became president of Lawrence University himself.
- Lathem: Well, why don't we break off?
- Hopkins: All right.
- Lathem: Do you suppose we could have a second scrapbook session before we put this in the temporary deep-freeze?
- Hopkins: Yeah. I think I can any time the end of the week.
- Lathem: Friday, would that be...
- Hopkins: Friday would be good.
- Lathem: Good. All right. Two o'clock a good time?
- Hopkins: That's a good time.
- Lathem: Do you want to do it at the office, is that convenient?
- Hopkins: That's... I just want to do it the easiest way for you.
- Lathem: The books are there and we've got room to spread out there. It went all right, I thought, the other day. Didn't you?
- Hopkins: Yes, I did. It was all right. You feel quite sure that you want all that material that I told you?
- Lathem: Yes. Sure do. We don't want to be greedy, but...
- Hopkins: Oh, that's all right. I... a lot of it I've had...

**(End of Reel#14b)**

**Reel #15a**

Lathem: The recording this afternoon is being done in the office of the Director of Special Collections in Baker Library. The date is April 4<sup>th</sup>. Well, I thought we'd pick up today on another scrapbook session. The other day I think we got as far as in volume two the announcement of your election to the presidency of the college, and we had taken note of this article before us now reporting later Sen. Moses saving you from drowning. Perhaps before we do go on, we might, if you're willing, recall a story that you told me at the house the other day about President Bartlett. Not really a story, but rather a remark of an alumnus about the trial that President Bartlett had...

Hopkins: Oh, yes. I have my usual difficulty in identifying which one of several alumni told the story, but, at any rate, this was the story. He said that he was present at the trial in Dartmouth Hall when the New York alumni moved up here with district attorneys and judges of the Supreme Court and so forth, to try President Bartlett. And I said that I thought it was one of the most presumptuous alumni propositions I'd ever heard of for one local group to turn in and try a president, and he said yes, that was so. But, on the other hand, he says that there was no sympathy needed for President Bartlett because he enjoyed every minute of it, or words to that effect. Which, apparently, was President Bartlett's makeup. There is here in the library somewhere the stenographic notes of that trial, and president.... Prof. Bartlett was quite determined to destroy them, and I begged him not to, and he brought them in, and I think the provision is that they shan't be opened until every member of his... of, well, I don't remember, it's... until some group are all dead.

Lathem: Some sort of restriction.

Hopkins: Yeah.

Lathem: I thought also very interesting your telling about the group of undergraduates waiting upon President Bartlett.

Hopkins: Oh, that was Edwin Webster Sanborn's story, who apparently himself had a bit of animosity against President Bartlett, and I remarked that as I had seen President Bartlett he was a kindly and genial old man, and so forth, and then he says, well, he says, let me tell you this story of my youth. He says when President Bartlett was elected, I think he was president of Chicago Theological Seminary but, at any rate, he was in Chicago, and he came on and Edwin Webster Sanborn's father entertaining, as was his role in most... in the case of most visitors, was waited on by a group of undergraduates who said that they would like to extend felicitations and proffer support to President Bartlett, and he said President Bartlett arrived, was gracious and genial in every way, and Edwin D. Sanborn, his father, told him that this committee of the undergraduates was going to wait on him in the evening. President Bartlett showed no particular interest one way or another in it. The boys came in, and according to Edwin Webster Sanborn, made a very gracious statement of the undergraduate attitude, and that they wished to proffer in behalf of the undergraduates, wished to

proffer their loyalty and support. Whereupon, as he expressed it, President Bartlett gave the key to his whole administration because he arose and stood and said that he appreciated the spirit which motivated the undergraduates in asking them to come in and say these words, but that for complete understanding he had to say that they must say to those who had sent them, that the attitude of the undergraduate body didn't interest him in the slightest degree.  
[Laughter]

Lathem: That's astounding.

Hopkins: It was an astounding story, and I, two or three times, I harkened back to it, and every time, Edwin Webster Sanborn said that was a matter of personal recollection. He knew it was so. And it was quite in keeping with other stories of... especially in regard to disciplinary cases, and also in regard to faculty relations. He apparently just loved a controversy. It was his meat and drink.

Lathem: You, yourself, remember him.

Hopkins: Oh, I remember him very well. He had retired. That was when... You see, he succeeded Dr. Tucker, or Dr. Tucker succeeded him, I should say. And I have always supposed, although I never talked with Dr. Tucker about it, but it was a face-saving proposition. But at any rate, President Bartlett was made professor of sacred theology or something of that sort, gave one course in the college. And I... I had the opportunity to see him because I was living at the Proctor House, and Sarah Proctor, the only daughter in the family, was acting as President Bartlett's secretary, and he used to come up there and dictate to her, and lots of times Dr. Bartlett would drop in and sometimes she wouldn't be there, sometimes he'd come early, and so forth, and so I had the opportunity of seeing him and talking with him from time to time. Perhaps not frequently, perhaps half a dozen times. And, as I saw him, he was the spirit of kindness, and so on. But I said something about that once to Dr. Tucker and Dr. Tucker sort of chuckled and he says, yes, his geniality was all reserved for nonofficial associations, however. [Laughter]

Lathem: You've spoken a number of times about being at the Proctor house. Where else did you live during your undergraduate career?

Hopkins: I lived my freshman year in Sanborn House, which was at that time a new... well, I was trying to tell you the location of that. It would be about at the corner of Main Street and Cemetery Lane. And it was nothing more than the old Sanborn House with a revision of rooms and a tail hitched onto the thing, and...

Lathem: So many Hanover houses acquired these tails, didn't they, to accommodate the undergraduates?

Hopkins: Yeah, they did. That was the standard evolution of a house. And, well, anyway, I roomed there, and then I roomed at the Proctor house my sophomore and junior years. And then I roomed the C&G house my senior year.

Lathem: You mentioned one day having as a roommate Mr. Howard Hall.

Hopkins: Yeah. That was at the C&G House.

Lathem: I see.

Hopkins: Senior year. Yeah. I roomed alone the freshman year, all such part of it as I was here. I had to leave the middle of my freshman year. I just ran out of money. Actually, I never was more strapped in my life. I had to borrow the money to get home with. I went home and went to work and I... I don't know, I ...I was very despondent at that period. I felt I never could make up the work and there wasn't any use going back to college or anything, but Charles Proctor came down in the... and that's how I happened to be rooming at his house, as a matter of fact. He was on the track team and there was a meet in Worcester, and he wrote to me two or three times and I didn't even reply to the letters. I just had a grudge against the whole world. And I can see the picture now. I came home from the granite quarry one afternoon, and he was sitting on the piazza talking with my mother. She was very, very fond of him. And, anyway, he started in on me, he said it was perfectly simple, that I could get along all right, and he had it all figured out, and it proved to be all right, too. The... But they gave me a very nominal figure for living at the house and then I tried waiting on table at various clubs. I think I was kicked out of every eating club in Hanover. I was the poorest waiter that the town had ever seen. I certainly had no love for the work, I'll admit that.

Lathem: I'm sure I could have run you a close second. I, as an undergraduate, worked at the Green Lantern down here, but always washing dishes or in the pantry, and one day they were so short of help that they had me waiting on table, but only that one day. I didn't come back to it.

Hopkins: Well, I've often times wondered whether it was necessary for me to be that way or I just wanted to be. [Laughter] I wanted the money very much, but...

Lathem: Did you catch up with your own class then?

Hopkins: Yeah. I caught up. I carried... I don't think they'd let them do it now, I'm not sure, but I carried one or two extra courses for... Well, I carried at least one extra course all the rest of my course. And there was one semester when they let me take two in order to even up on things.

Lathem: So you left part way through your freshman year and came back the following fall?

Hopkins: Yeah. That's right.

Lathem: And did you go back to the quarry in the meantime?

Hopkins: Yeah. Yes, I went back to the quarry every vacation and every holiday. I mean they were very considerate. They always said they had work when I showed up, and it was a godsend to me.

Lathem: It was.

Hopkins: Yeah. I worked through various stages. I started in there, at an age I suppose they wouldn't let anybody nowadays. I was 12 years old, carrying tools, which in those days, all the quarry work was hand tool work, and every hour or two a man would have to have the drills sharpened or chisels sharpened or something, and there were always a group of boys carrying the tools to the blacksmith shop to be sharpened. I began there and went up through the various stages and eventually arrived at derrick man, which in those days was more important than now, because the derricks were all hand operated, and the workmen were paid by the square foot of cutting, and so they wanted that stone turned and damn quick or you were... I don't guess... It really wasn't so bad, but you were being cursed all the time. Most of the employees there were Italians, and... But on the whole they were pretty friendly and...

Lathem: I bet you had a rich profane vocabulary both in English and Italian then. [Laughter]

Hopkins: I could do better than I really needed to do when I came to college. I found very occasionally in later life that I still remembered the words. [Laughter]

Lathem: I was interested in the current issue of the alumni magazine in Mr. Parker's reminiscence. Have you seen that?

Hopkins: No, no I hadn't seen it.

Lathem: Was Mr. Parker, the son of the doctor who lived...

Hopkins: No. Root.

Lathem: Oh, Root, yes, I'm sorry.

Hopkins: Yeah. I was interested in that, too. I have seen... Ray Root's father was our family doctor, and he and my father were very much interested, were very much interested in each other, they were both Harvard men, and both of them... I don't know which one of the ancient languages... father generally tied up with somebody that read Hebrew because he was very interested in Hebrew himself, but he also always up to the day of his death, as a matter of fact, did some work with Latin and Greek, I don't know which. But his son didn't follow along in that. I picked up a copy of *The Odyssey* sometime within the last year. We read *The Odyssey* at sight at Worcester Academy. Charles Proctor and I were in the same class down there. And we... the one teacher there that I remember as being really great was the Greek teacher, and he was good and we read *The Odyssey* at sight. And I found an old copy of *The Odyssey* in some books that we'd moved. I picked it up. I didn't know where

one word left off and another one began. It's just completely vanished.

Lathem: Go from you very fast.

Hopkins: Yeah. I assumed that I could probably recover it faster than as though I was taking it up new, but I don't know. I haven't any basis on which to judge.

Lathem: Yes, I think that would be true. Were the essentials of Mr. Root's story accurate?

Hopkins: Yeah. They were. I've got that scar still. I was about as much surprised. I don't know if I said that to you. I was about as much surprised to hear my father call out... he called out and says, Mary, Mary, I've cut off the end of his nose. But it's one of the few times I ever heard my father call my mother anything except Mrs. Hopkins. They always referred to each other, even before the children as Mr. and Mrs. Hopkins. I knew that they occasionally fell from grace but not very often in our presence. Yeah, I don't know... I don't know why Ray Root thought that was of interest, but anyway, but it was factually true and it was in the... As a matter of fact, years later... He came up here somewhere, I don't know, but I've been trying to recall, but some years ago he came up here and apparently the story made a great impression on him for some reason because he recalled it at the time. I said that I'd pretty largely forgotten the details of it. The old barber in the Roosevelt Hotel sympathetically asked me if my father was drunk. [Laughter] Which I was sorry father wasn't living to regale it to. But I... The thing in connection with that story is that I should recall with interest was that fact that his calling my mother Mary, and the other one was the arrangement of houses in those days. Because I can see the thing now, and there were these, what was called then the parlor and the sitting room, two in front, and behind the dining room and behind at the kitchen, and off at one side of the dining room, a bedroom, the bedroom went right into the dining room, but that's an arrangement that you very seldom see nowadays. Of course you don't see that number of [inaudible] rooms on a floor anyway. I think that's one of the most remarkable developments of the time and perhaps remarkable isn't... What's the most interesting is this change in architecture that has come in with the disappearance, I suppose of domestic service, but... you used to want to get a house as big as you could get, now everybody wants it to be as small as it can be.

Lathem: Our house in Bethlehem -- old family place -- is somewhat like that, the sitting room, the parlor, the dining room, and it happens that ours goes off in the other direction with a kitchen and a pantry, as big as the kitchen, as they were, and then a downstairs bedroom. No central heat.

Hopkins: No.

Lathem: Stoves in the living room, the dining room and the kitchen.

- Hopkins: That's exactly the arrangement on which I thought up the... and I don't think there ever was any device for quick warming you up as good as the old kitchen oven. I'd come in from bedding down the horse, having been somewhere in the evening, fingers cold and chilled all through, and so forth, and open the oven door and get in front of there. I don't think even your best fireplace is equivalent.
- Lathem: Well, shall we look over the pages and see what we... These will be pretty much of a kind, probably. The announcements of your election.
- Hopkins: Yeah.
- Lathem: Editorials about it.
- Hopkins: It was a great loss to New England, I think, when the Transcript went out of business. They did much more careful work than any other paper in the... I was thinking seeing that, I haven't read it recently, but I know that at the time I thought it was the best editorial that appeared. The editor came out and spent an evening with me as a matter of fact, and went over my whole record with a fine tooth comb and so forth. But he at least had some personal knowledge of what he was writing about. I guess there's nothing to say about.
- Lathem: What kind of car was this?
- Hopkins: That was an early Buick.
- Lathem: Was it a Buick.
- Hopkins: Yeah. It was a Buick. I was looking to see... the first car we had was a Metz, of which you probably never heard.
- Lathem: No, I haven't.
- Hopkins: And it was made out in Waltham, and as a matter of fact, I did a lot of traveling around in it. We went just about as freely as we'd go with a modern car. The wheel... If your tire went down, the process was to take out a pair of pinchers out from under the seat, pull a cotter pin, and take the wheel off and put on another one and put the cotter pin back. [Laughter][inaudible] I can... I can see Mrs. Hopkins now, just in hysterics with... to take the call, and we were going into Boston to the opera, and theater, and so forth, frequently. The motor mart had been built surprisingly enough then, but I'd go up to the third or fourth floor and get into this Metz and drive it on the elevator and come down. [Laughter] It wasn't much bigger than a baby carriage.
- Lathem: Here's the championship Uxbridge high school football team, 1896.
- Hopkins: I don't remember very much about that excepting that my brother was a good athlete. I think was the real basis of its championship.

He was afterwards president of Wabash, died as the president of Wabash.

Lathem: What had been his career leading up to the presidency?

Hopkins: Well, it was an odd career. He left here I think the end of his junior year. He then went during the World War... Oh, I know, he went to work for the General Electric Co. down at Pittsfield, and landed in the personnel work there, and he went from there to Washington and a committee called.... a committee on classification of war personnel. It was quite a distinguished committee. Walter Scott, afterwards president of Northwestern, foremost psychologist, was president, Beardsley Ruml was on it, and there were several quite distinguished psychologists on it, and one or two personnel men. I think a committee of seven or nine, I've forgotten which, and he went, and after the war they set up, incorporated as an employee/employer relations committee, and then one and another drifted off into academic life, and he became dean of personnel at Northwestern University, where I think it would have been much better if he had stayed. I mean I think he would have been happier because he had quite a stormy time at Wabash. He got to Wabash and discovered that five of the football team hadn't even been to recitation the previous semester. [Laughter] But Wabash had beaten Michigan that year, which from the alumni point of view was all that was necessary, as the cleaning up of that and some kindred things, why he didn't have a very happy time there.

Lathem: This... You were not a student at the Uxbridge High School at that time?

Hawkins: No. I had been at the Uxbridge High School, and... What year was that? 1896. That's the fall after I graduated from Worcester Academy. That's the year I stayed out.

Lathem: Oh, yes. I see.

Hopkins: This was all.... I coached them two days a week I think.

Lathem: This is your class reunion, the year in which you were elected president.

Hopkins: Yeah. Yeah. This survival factor is a peculiar thing. We've got a percentage of survival that was quite... Well, the last time I knew anything about it, about twice the class of 1900 or 1902.

Lathem: Really?

Hopkins: Yeah. A long-lived group. I've been assured sometimes by members of those classes that that was because we didn't do anything, but however that may be.

Lathem: This reports your honorary degree at Amherst. That was before you were inducted even, wasn't it.

Hopkins: Yeah.

Lathem: The first of you honorary doctorates.

Hopkins: That was a very courteous piece of neighborliness. They were having to take pretty long faith.

Lathem: It seemed to me that I reflected that that has happened more than once. I think one of Mr. Dickey's first honorary degrees came from Amherst, and haven't we done in like manner with...

Hopkins: Yes, we have. Yes, that's right.

Lathem: That's very nice, it seems to me.

Hopkins: Well, it's a very friendly thing coming from a neighboring college like that. Meiklejohn was president down there at the time. I knew... Actually I knew a lot of Amherst people. They proffered the degree in the most courteous way imaginable. They said... I got this letter from Meiklejohn, and he said, of course, a doctor's degree was a doctor's degree, and what branch would I like it. And I wrote him back and told him that I'd always been very fond of red, so I'd take the divinity. [Laughter] He didn't seem to think that was right. But I always thought it was a very courteous way to proffer a degree. I don't know about the [inaudible]. I think it was a scholarship.

Lathem: They have it seems to me another thing called the Hyde Five, or something at Amherst, that I think, isn't it for the senior class, perhaps? Coolidge was one of the orators of the Hyde Five in college.

Hopkins: Yeah.

Lathem: Speaking of Amherst and Coolidge, it makes me wonder if you won't tell about your encounter with him after he'd been given the nomination for the vice presidency. Perhaps after you'd been elected.

Hopkins: No. No. He'd just been nominated. I was at Asheville, and... Asheville, North Carolina, staying at the Grove Park Inn, and my daughter, Ann, had what was quite prevalent among children in those days -- acidosis, and was very sick and was in the hospital. Mrs. Hopkins was there most of the time, and I was sitting in the lobby of the Grove Park Inn one day and the Coolidges came in with a trail of pressmen and photographers, and so forth, behind them. And in some obvious irritation, Coolidge, who had noticed me, and whom I had known with some intimacy before when he was lieutenant governor of Massachusetts, came over and says, what are you doing? And I said truthfully that I was doing nothing. And he says will you become a permanent appointment for me? He said as a matter of fact with some profanity referring to the reporters, and so forth, he said he wanted to get rid of them and he wanted to have an excuse. Well, that was all right with me. And so for some days, I don't remember just how many, I would say a

week or 10 days, we walked every morning after breakfast and I think Mount Mitchell was the name, but anyway one of the heights there had trails on it and we followed those. And he had just come from the Republican convention where Frank Stearns had hoped that he would be nominated as president, and Mr. Coolidge obviously had hopes of... and where Harding had been nominated, and he'd been nominated as vice president. And he was bitter in the extreme because Henry Cabot Lodge, who had been presiding officer of the convention, and assured me again and again that excepting for Lodge's ruling against him that he would have received the nomination. And I never knew the truthfulness or the accuracy of that statement one way or another. It didn't look to me reading the papers as though he would have been but maybe he would have been, but he certainly thought so. And his vituperation against Mr. Lodge was not in the accordance with the legend about his quiet taciturnity. [Laughter]

Lathem: Did he continually refer to it?

Hopkins: Yes. Day after day. It got really quite tiresome, as a matter of fact, because he'd rehashed it from the first minute that the convention opened, and it was very close to a persecution complex. I mean he just apparently couldn't let the thing alone. And I guess it was perfectly true that Lodge didn't like him. I think that was true enough, but whether he jockeyed him out of the presidency or not, I don't know. I haven't any idea.

Lathem: Was Mrs. Coolidge with him on that occasion?

Hopkins: Yeah. Mrs. Coolidge was with him, and that was my first... well, I wouldn't say knowledge, because it wasn't knowledge, but speculation about the domestic relations, because Mrs. Coolidge loved to dance, and in those days I was dancing a good deal, and they had a pipe organ in the Grove Park Inn. Fred Longhurst as a matter of fact, was the organist there, and we were dancing together at half past eight and almost invariably at nine o'clock, we could be in the middle of the dance, and Mr. Coolidge would come up and take her right by the arm and say time to ride home, mother, and yank her off the floor. I don't think that 10 seconds elapsed on the thing. She obviously was quite impatient at having to quit, and I did quite a lot of speculation about that, which speculation intensified in later years. But she was one of the most charming and gracious hostesses in the White House I ever saw. She was just... Actually she was America's sweetheart while she was there. Everybody was in love with the little thing. She did everything beautifully and compensated for his austerity and taciturnity, and so forth.

Lathem: You had run into him frequently in Boston, I suppose, while you were with Filene's?

Hopkins: Well, yeah. That was so, and even more while I was with the telephone company, because I was presumably handling public relations with the telephone company, and he was lieutenant

governor, and the Massachusetts legislature, whatever it does or doesn't do, practically every session votes to investigate the telephone company [Laughter] and it's a very expensive thing, both for the state and for the telephone company. I think it cost us at that time something like \$300,000 a year to prepare for that thing. And at the beginning, after the bill was introduced, nobody had the faintest idea what Mr. Coolidge's attitude would be, and as lieutenant governor he presided over the Senate. We'd know the bill would pass the House. It always passed the House. And so far as anybody could guess, why it was going to be a pretty even thing in the Senate. And I was delegated to try to find out where Mr. Coolidge stood on the thing. That was the basis of my first acquaintanceship with him. I hadn't known him before that. And I always, as a matter of fact, I had quite a lot of admiration for him on that because finally I got around to... the... to... having... You can't fish around for that thing without being pretty obvious, of course, and I thought it was better to come right out and I told him that the company was much concerned to know whether to keep its force in being or to dissolve it, and he says it won't pass, it won't pass. And he says if there's a tie vote I shall vote against it. Then he turned on me almost fiercely and says not that I have any love for the telephone company, but he says, I don't want to waste the state's money. Which was a perfectly frank statement. Of course, we didn't care what his reasons were. [Laughter] On the other hand, his record on it was good. So I had, I suppose, seen him half a dozen times in connection with that.

Lathem: Would you see him at the statehouse usually, at his office?

Hopkins: Yeah. Yes. See him at his office and I must say that although he wasn't very loquacious, he was perfectly courteous always, and I think that was his general reputation. I mean I was in a position at that time to know about other people seeing him and what they were after, and so forth, and I don't think he ever allowed any self interest to come into the thing, but he was always courteous and always gracious to people, but not very communicative.

Lathem: Then did you ever have occasion to see him in Washington when he was at the White House?

Hopkins: Yes, I saw him several times at the White House. I guess I told you about the... His talking with me about a... I don't know how definite the speculation was on his part. He was at least playing with the idea of making a cabinet position for a secretary of education, and he asked me to come down and talk that over and I went down and spent quite an active hour and a half or two hours talking against the scheme and then when he... When I got done, he thanked me and he says, well, you talked yourself out of a job. [Laughter] I hadn't any idea... I mean that's one of the things you don't know about. Whether he had any real serious intention of asking authorization for such a position and whether he would have gone any farther with me if he had had it, I don't know. And, all I know is I shouldn't have taken it anyway. I thought it was a very poor scheme then and I would say the same now. I am very certain in my own

mind that one of the greatest responsibilities on the privately endowed colleges is to keep the government's foot out of the door. Once it gets in, why anything may happen.

Lathem: I was interested in your telling me once of President Hoover's amusing comment in the White House one time when you were visiting him. You undoubtedly know what I'm suggesting.

Hopkins: Yeah. And I don't know now what the reason was. But among the portraits of the president hanging there, the one of Coolidge... Well, let me get this right. Hoover was in before...

Lathem: Just after Coolidge. He succeeded Coolidge.

Hopkins: Oh he succeeded him. Yeah. That's right. Because I was trying to figure out the chronology on the thing. Anyway, I asked Mr. Hoover, I says, what are you going to put where Mr. Coolidge's portrait was? Oh he said, an icecap or something. [Laughter]

Lathem: I have a picture here somewhere of you and Mr. Hoover together with Gov. Spaulding. Mr. Spaulding's relief headquarters before a banquet given in Manchester, December 3, 1920.

Hopkins: I don't have any... I had known... I had known Mr. Hoover pretty well before... before he became president, and, as a matter of fact, I worked very actively on his behalf within such fields as I could. He was perfectly wonderful in the Belgian relief and all that work over there. It just seemed as though he would be an ideal man for president. It didn't turn out that way, but there was... I still think there was every reason to think he would make a good president. But I came to the conclusion then which I haven't held to at all, but I still think it's sound that no man ought to be elected president that hadn't come up through the political mill. Mr. Hoover... Mr. Hoover had ideas fully as advanced, I think, as FDR even, but he couldn't get any of them across. He just didn't have any ability to handle Congress at all, and it became almost an armed fight as his administration went on. I told Wilkie one time, I says, I guess I am violating every principle I've had in the last few years working for you, and he says, why? And I told him. He says if I were you I wouldn't give up my convictions. He was right in the middle of the campaign then. And thoroughly disgusted with it. And so forth. But the... But I am convinced, I may depart from my convictions in the next campaign, but I'm convinced that a man who has had the experience of coming up to through political game can function far more effectively than anybody else.

Lathem: Certainly we see this with Eisenhower now that he has nothing to hold over the heads of his party in the way they wanted him last time to run again, so he really had some power over them, but... That's true, isn't it? It's exactly that thing.

Hopkins: It's just exactly that thing.

Lathem: He's got no grassroots organization and he can't exert any power.

Hopkins: And there is a... there is a peculiar psychological twist in that thing that I've observed especially in the middle West and the West that given a period like the present and they are not infrequent, a man frequently can gain prestige among his own constituents in bucking the administration, and becomes a man of courage and so forth, and as the net result of the whole thing, I think you've just got to recognize the fact that be it good, bad or indifferent, the two-party system and democracy demands that a man shall have come up through the machinery that runs the thing. Certainly the successful presidents have been that type. You might say that Wilson wasn't, but after all, he'd had the experience of the governorship of New Jersey, which was...

Lathem: You can learn a lot about politics in a short time.

Hopkins: You can learn a lot there with the Hague machine operating as... Of course, it's been often said, and it's truer even than anybody can say it, that politics makes strange bedfellows, but it was the Hague machine that elected Wilson.

Lathem: Did you have later associations with Mr. Hoover?

Hopkins: Only casual. I mean I've seen him from time to time. I've have been on committees with him. The Colliers here, ten years or so ago, set up a committee of seven men, I think, and they awarded a gold medal every year to the congressman who had the most outstanding record of public concern and so forth. Well, it was a... The conception was all right, but the carrying it out was perfectly impossible. I mean they had on the committee labor men and so forth. Well, acting with entire integrity the labor men of course thought the foremost labor leaders should have it, and so forth. And Mr. Hoover, I'm trying to think of whether he was chairman of the committee or not. I can't seem to remember. Anyway, the committee didn't accomplish anything. But, answering your question, I saw him on that, and I've seen him... I'm sorry to be so hazy in mind. There was some big dinner that I sat aside of him a year or two before I retired, and I can't think of what the dinner was about or anything, but anyway I saw him. He has undergone a very interesting evolution. The older he gets the more tolerant and benevolent he gets. He's a... I mean... he... and he didn't have those qualities as president, which was part of his handicap. But he's... I said that to him one day. I said that I thought that he was getting more tolerant and he laughed, and he says, well, he says, I've brought up a family of boys in the interval. [Laughter] Which I thought was a pretty good reply. I still have a tremendous admiration for Mr. Hoover. He... and I think in the long history of things, that work that he did on the Belgian relief and later on the Russian relief, as a matter of fact, children's relief, certainly was a marvelous thing. He did one thing that I've never seen referred to in the histories or anything else, which struck me as the most extraordinary in its influence. Right after the close of the World War, practically every European country was a closed confine, you couldn't get a passport across the boundaries or anything. And he

had all this money which was being contributed by the American people which he was to use advisedly and he was to get around Europe and the European countries wanted him to. And he issued a passport for his people and it was recognized in every country in Europe. They went perfectly free. They were the only people that could travel perfectly freely back and forth across the boundaries for two or three years there. And this was, it was gummed up with seals, ribbons and all sorts of things, one of the most imposing looking things you ever saw. [Laughter] And signed Herbert Hoover. And this was before he was president or anything. But that was the kind of imagination that he was showing in his work which made me feel very certain he'd be one of the great presidents. I'm not entirely certain in my own mind yet but what if FDR would have had played ball with him that they've could have at least softened the depression tremendously. It was really a pretty shameful period I think, in there, because the Democrats, and this isn't, understand, antidemocratic speech [Laughter] but they were just refusing to do anything until Roosevelt came in because they wanted to get the credit for whatever was done. They were afraid if they eased the banks or did anything else that the Republicans would get the credit and so they just pushed catastrophe away and its imminence got larger every day, and then history records the rest.

Lathem: Yeah. Don't let me keep you from smoking, Mr. Hopkins.

Hopkins: I'm reminded as I look at these pictures of what my nephew told me when he was over one night. He says, of course I've known you all my life, but he says the fellows over at the house think of you as Eleazer Wheelock's contemporary. [Laughter] Some of these pictures look to me as though they were taken back about that time, too.

Lathem: Some of the things that were said and read at a little gathering.

Hopkins: Oh, that's that same party, that poem, I gave you the poem you know.

Lathem: Oh, yes. Yes.

Hopkins: Well, I'm interested to see that to see who was there. The Kaisers, the Richardsons, [inaudible]. That's very interesting.

Lathem: Who was W. Wilson, sir?

Hopkins: Woodrow.

Lathem: Oh, Woodrow Wilson, off course. [Laughter]

Hopkins: I don't even know who the Longs were.

Lathem: I'll have to look and see if I can't find out.

Hopkins: I certainly don't know. Let's see, that's the man who presided at the Sacco Vanzetti trial.

Lathem: Oh, yes.

Hopkins: Judge Thayer.

Lathem: Judge Thayer.

Hopkins: He was very violently opposed to my election. That goes back into athletic things. I wasn't enthusiastic about Cavanagh as coach and hadn't been for good while, and about Thayer, who was captain of the baseball team when he was in college thought Cavanagh was a great coach. Perkinsville never had a publication of any kind.

Lathem: Oh, what is this then? *Perkinsville Weekly Echo*.

Hopkins: My father and mother were living down at Perkinsville. That was as near a home as I had at the time. That's just seven miles north of Springfield, Vermont, and you take the road from Woodstock down and you go through Perkinsville.

Lathem: Who... would someone have made this up or would your father have sent it?

Hopkins: This was all made up locally. I mean by the crew planning the dinner. Annie Moore was the guide's wife that ran camps down at Jones Pond where... This is all fictitious, all this stuff.

Lathem: Including the Thayer one, was that...

Hopkins: Yeah. I mean that...yeah, that was written by someone else.

Lathem: I see, the whole business.

Hopkins: The whole thing is a hoax, yeah. Annie Moore was a very attractive woman. She was the wife of the guide that ran the camp.

Lathem: Oh.

Hopkins: I don't know who John Sewall is. I've forgotten. Extraordinary how the humor oozes out of these things when you get them out of context. [Laughter] I think probably we were all greatly amused at the time. I don't know. [Laughter] I remember that Prof. Colby was altogether one of the most austere members of the faculty. He had just retired. That... You know Dick MacCornack?

Lathem: Yes.

Hopkins: That's his father.

Lathem: Oh.

Hopkins: His father really was a great man. He was picked off the streets of Chicago, adopted by... I've forgotten the name of the man altogether, but soon after he was adopted, why, the man who... I'm

not sure even whether the adoption papers went through, but the man lost all his money, anyway. And Mack had a deuce of a time getting through college, but he went on and before he died he became the ablest economist in the country on railroad affairs. He was constantly before the interstate commerce commission, and he married Mary fairly late in life. Dick's mother was a schoolteacher and a very attractive woman. I guess she's living now. This is all as new to me as it is to you. That takes some explaining. The...

Lathem: ... expert but convicted murderess.

Hopkins: Expert but convicted murderess. I had been... We had an emergency somewhere out at Framingham one night. Somebody cut down one of the telephone poles and in going down it snapped the wires and all, everything was out of order. I mean everything dependent on that line. This was practically the whole of Framingham. And I was driving and had 3 or 4 men with me and we were hurrying to get out there, and we got arrested. Ed Hall was counsel for the telephone company, and he got me off. That [inaudible] of that. That's the same thing. I didn't realize that that was in it.

Lathem: Here's an appreciation by Dr. Tucker from the Congregationalist.

Hopkins: I'd forgotten about that, too. I remember about it now, but I guess it was the other day we saw it, wasn't it?

Lathem: Yes.

Hopkins: 'Twas the first time that I had realized that he did that. He was pretty meticulous in his determination to keep out of any of the controversial issues, and then finally he decided to get into them, I never knew why, but...

Lathem: Does your nickname go back to your childhood?

Hopkins: Yeah. Goes back. Well, I say it goes back to my childhood. You can identify... I can identify chronologically... Everybody used my first name up till about the time that I went to Worcester Academy and then at Worcester Academy they began to call me Hop and they've never called me anything but since. Actually, I rather like a nickname. I think it... At least I don't dislike it.

Lathem: This indicates you were, as the new president, greeting the largest entering class in the history of the college. Switch directions here.

**(End of Reel#15a)**

**Reel #15b**

Lathem: This inauguration really must have been an ordeal for you. It couldn't have been anything you looked forward to with great relish.

Hopkins: It really was a terrible day. The whole succeeding month was. I mean I was all... I don't know whether it shows here or not, but I got an apprenticeship in public speaking during the next month and I never want to go through it again.

Lathem: Growing out of your inauguration that you were asked...

Hopkins: Well, you see I had said to them here, they wanted to know whether I should accept this one or shouldn't and I said just schedule me in the places where it's needful from the point of view of the college. As near as I can make out, they decided they all were. [Laughter] I was speaking at Concord, Manchester, all over.

Lathem: These are the various tickets for the different events in sections. Program of events.

Hopkins: The remembrance of that thing was one thing that made me feel that nobody else ought ever be put through it, and I really think that we established what ought to be the universal pattern in President Dickey's inauguration. They just had the faculty and it was quiet and intimate and got rid of all this... But there had been a pattern established which I guess probably was desirable to follow, I don't know.

Lathem: I bet he was grateful for not having to go through...

Hopkins: I don't know whether he was or not because I don't know whether he knew what the alternative was.

Lathem: He would now know. Starting to look over the events, Thursday, a reception given by the trustees in honor of President and Mrs. Hopkins. Members of the board of trustees with their wives will assist President and Mrs. Hopkins in receiving. Friday morning prayers by John King Lord, Daniel Webster Professor of Latin Language and Literature, Emeritus. Friday, 10:15 a.m. the inauguration exercises, Grand Marshall Craven Laycock, Dean of the Faculty, will conduct the exercises. 1:30, inauguration luncheon, the Honorable Frank Sherwin Streeter, Board of Trustees, will preside.

Hopkins: You see, I'd hardly sat down from the inaugural but what I had to speak again there.

Lathem: At the same time for the ladies there was a reception and buffet luncheon at Robinson Hall, a track meet, illumination and torch light procession. All this on the occasion of Dartmouth Night tying in with it.

Hopkins: Yeah. Tying in with Dartmouth Night.

Lathem: President of the College will preside, so you spoke there again.

Hopkins: Yeah, I spoke there again.

- Lathem: Procedure for the participants in the events of the inauguration.
- Hopkins: Well, I'm quite satisfied not to have to do that again. I guess those are all the...
- Lathem: ... same, different forms. No, this gives the list of, let's see, the invocation by the Reverend Lucius Waterman, director of St. Thomas Episcopal Church in Hanover, induction by Reverend Francis Brown. You spoke of that.
- Hopkins: I spoke of that, yes. I still feel a little emotional on that thing.
- Lathem: I should think you might. The acceptance by yourself, and welcome to the Wheelock succession by President Nichols. Response by the President of the College. A letter from Dr. Tucker to be read by the Grand Marshal.
- Hopkins: Yeah. I'd forgotten that.
- Lathem: Salutation. A copy of that letter from Dr. Tucker turned up in some papers that the Laycock girls gave to us just this year after Mrs. Laycock's passing.
- Hopkins: I'm glad to know that. I don't think I had any copy of that. I wonder if that appears in the ...
- Lathem: ... proceedings, probably.
- Hopkins: It does.
- Lathem: Probably does.
- Hopkins: It probably does, yeah.
- Lathem: Check very readily a copy over here. The salutations, including the one that you spoke of, was the leading one, the first one. Governor Spaulding's.
- Hopkins: Well, that was actually the first thing of note. I felt a little ungracious telling that story because, as a matter of fact, Rolland Spaulding was an awfully good friend of mine, and he, within two or three months afterwards, he gave me the money for the swimming pool. But that was actually what happened. He had a big, booming voice, which made it a little funnier.
- Lathem: I bet it was embarrassing to him, certainly. If he realized it. Oftentimes those slips are made without the speaker realizing it.
- Hopkins: He didn't... He didn't know. He asked me afterwards what the laugh was about. He didn't realize at all.
- Lathem: That was followed by Charles Alexander Richmond's salutations in behalf of the delegates.

Hopkins: Richmond's speech as it appears in the published form is very much watered down from the speech he actually gave. Richmond was a very witty man and he took occasion to, in that speech, to get back at trustees, and other college presidents, and everybody around. He told the most astonishing story. Was I telling you what he said about the... He was a Princeton graduate, and he said that his roommate at Princeton was a full professor at Columbia, and that the day before he came up for the inauguration he was visiting his former college roommate and they were crossing the Columbia campus and Richmond said all of a sudden he noticed that the flag was at half mast and he asked his roommate, he says, who's dead? The fellow says I don't know of anybody that's dead. Richmond says, Well, your flag is at half mast. He says his roommate looked around and says, so it is. Well, he says, that only signifies that Butler's on the campus. [Laughter]

Lathem: I can see them cutting that out of the proceedings.

Hopkins: Well, he must have had half a dozen cracks of that sort in there, and he just let them all go that day, but when it came to transcription of the notes, why he cut them.

Lathem: He himself wanted them out.

Hopkins: Yes.

Lathem: Then Mr. Meiklejohn, in behalf of the New England Fellowship of Colleges.

Hopkins: As I remember it, that was a very beautiful thing. Meiklejohn could do a beautiful thing and he did that time. That was the occasion when – I think I spoke of it the other day – he used the analogy of a college president's job to the conductor of an orchestra.

Lathem: Yes.

Hopkins: Yeah. It was in that speech that he did it.

Lathem: That's a very apt comparison, isn't it?

Hopkins: Yes, it is.

Lathem: Charles Darwin Adams of our faculty in behalf of the Dartmouth faculty.

Hopkins: He was one of the very great teachers of certainly my time, and of any time. He was... he just loved Greek, and he drove it, he made you love it.

Lathem: That's Ellen Adam's father.

Hopkins: Yes, Ellen Adam's father. An amusing thing in regard to that. He took great exception to my smoking. He apparently felt a heavy responsibility about it because I wasn't, I don't think I'd been in his

course more than a month before he asked me to stay after class with him, and he said every time I see you, you have a cigarette in your lips, and he went on to give me a talk on the evils of tobacco and especially of cigarettes. I listened attentively, as I would to anything he said, but I didn't... I guess I didn't change my habits much. And then my senior year... I might say without any familiarity at all, that I nevertheless had kept up the contact with him. I went around to see him periodically because I admired him and had a real affection for him, and my senior year he sent for me. And he said, well now you're finishing your course and going out into... at that time he didn't know I was going to be here in the office... He says you're going out into the world, and so forth. He says it will just be bad for you to be so continuous a smoker as you are. And I again listened attentively, and I just did nothing about it, and remembered about that. The Graduate Club gave a reception almost the first thing after my inauguration. I mean a night or two afterwards. And they had asked me to speak, really to the faculty, and I went in and they took me up to the desk, and I looked around and here was Professor Adams with one of the biggest cigars I ever saw, smoking, and I couldn't forebear when I began to speak, because I speak very informally. I said that there were various changes since I'd left, and then I referred to the fact that I had never expected to see Mr. Adams with a cigar in his mouth. And afterwards he came up and he says, well, he says perhaps I ought to explain. He says I hadn't reared two boys when I talked with you. [Laughter] But he was a great teacher, a wonderful teacher.

Lathem: Edward Knowlton Woodworth, in behalf of the alumni. Vice President of the Association. Finally Thomas Lucius Cotton, in behalf of the student body. Member of the Class of '17.

Hopkins: Yes. He was at the dinner in New York. It's the first time I've seen him since he graduated in 1917.

Lathem: Your own address followed by a hymn, the benediction and recessional.

Hopkins: Yeah.

Lathem: This is an announcement.

Hopkins: Hmm. The [inaudible] weekly of the [inaudible]. I guess I'd stand by that now, which is amazing. [Laughter] We certainly got a lot of publicity at the time. I don't know... Perhaps John Dickey feels that I denied him the opportunity to get a lot of publicity. [Laughter] I never thought of that before.

Lathem: I can't imagine that that's so. The Bema, that's Dean Laycock, isn't it, on the cover? Is that Mr. Bill, or...

Hopkins: Yeah, I guess it is.

Lathem: It looks a little like him.

- Hopkins: Yeah.
- Lathem: This was a nice publication. I'm sorry it went out of existence. The Dartmouth Bema.
- Hopkins: Yeah, I am too, because... My goodness, I'd forgotten all about him. And... He was a real poet. I wonder whatever... Do you know what became of him?
- Lathem: No. I don't. We'll take a look in the directory and see what that little...
- Hopkins: Yeah. I'd be interested to know because... Edmund Francis.
- Lathem: Well, it says he died quite early.
- Hopkins: He died. I thought that must be so.
- Lathem: He was born in Evanston, Illinois. Went into the department store business, and died in May of 1927, at Watertown, Mass. So he really had only ten years.
- Hopkins: Only ten years. He had... As a matter of fact, I was thinking, after we were talking the other day, I was thinking about... I didn't remember where that particular verse appeared, but I always kind of liked it.
- Lathem: Yes, I think it is a good one.
- Hopkins: He was a fine-grained fellow. I was working so hard those days these boys came and went and they... I mean I only now am catching up with some of them. I guess that's all given to the...
- Lathem: ... inauguration.
- Hopkins: Inauguration, yes.
- Lathem: President Nichols isn't it, on the left? I don't know who this is.
- Hopkins: No, I don't know.
- Lathem: Perhaps a visitor.
- Hopkins: The Bema was a pretty good publication. As a matter of fact, I don't know why these literary magazines come and go as they do.
- Lathem: This one seemed to have a wider range of interest than many of them. It's surprising that it couldn't hold on. Dartmouth Inauguration by Wilder Dwight Quint.
- Hopkins: He was a Dartmouth man, as you doubtless know.
- Lathem: Yes, I do know. Fewer subjects better taught, plea of Dartmouth President.

- Hopkins: I'd be willing to stand by that now.
- Lathem: Two college presidents. Dr. Rhinehart.
- Hopkins: Some years afterwards I met her and she laughed and wanted to know if I'd seen some paper and I hadn't, and I've forgotten whether it was a daily or weekly or what, but anyway, they had published our pictures together like that but reversed the names. [Laughter] She had the picture of me and signed by herself under her own printed name.
- Lathem: Dartmouth new head aided Manchester football. His efforts contributed towards staging the big Brown-Dartmouth games in this city in 1902 and '03.
- Hopkins: It wasn't done to aid Manchester. It was done to aid the Dartmouth treasury. That's Phil Marden's father.
- Lathem: Oh. Apparently you were getting an honorary degree at Rutgers.
- Hopkins: Yeah, I got one there that fall. It's a peculiar thing about Rutgers. When I left the Curtis Publishing Company, they asked me to nominate my successor, and I urged very strongly that they appoint a fellow called Bob Clothier, an old Philadelphia family and they didn't see much sense in it, but eventually they decided to accept the recommendation and did appoint him, and he was very successful in the work and later became dean of Princeton and ended up as president of Rutgers. So two men in the Curtis Publishing Company ended up in the same line of endeavor.
- Lathem: Yeah. Up the same way. School masters meet at Concord. President Ernest Martin Hopkins of Dartmouth defines the problem of education. One of your many early appearances, evidently.
- Hopkins: Yeah.
- Lathem: Fifty-ninth annual meeting of the Association of Colleges in New England.
- Hopkins: That may answer the question you asked the other day, didn't you, who...
- Lathem: Yeah, that's right.
- Hopkins: Harvard, Yale, Brown, Dartmouth, University of Vermont, Williams, Bowdoin. That's pretty nice. That's wholly New England, isn't it?
- Lathem: Yes. But from that group there's so much difference of interest in that small group of New England institutions. Our common interest with the University of Vermont, for example, is rather slight.
- Hopkins: Yeah, so was Clark University's.

- Lathem: Yes. New England Association of Colleges and Secondary Schools.
- Hopkins: There was one of the best friends I ever had. Alfred E. Stearns. Al Stearns, everybody knew him. He was the great master at Andover. He was at Andover for I think 35 years. Wonderful fellow. Later offered the presidency of Amherst and turned it down. I used to have an annual event that I treasured very much. The night of the Amherst... Well, going back, Al Stearns I'd known before he came up here at all, and I had come to know Lewis Perry with some intimacy. And it became a fixed event for a while there, the night of the Andover-Exeter football game, the two men would come up and spent the weekend with me. And Mrs. Hopkins and I were both very fond of them. Sometimes they had problems to talk over and sometimes it was just a general good fellowship. It varied from year to year, but it was a good time anyway.
- Lathem: Presentation of Dartmouth College trophy in recognition of Panama-Pacific medal, medal of honor diploma.
- Hopkins: I haven't the faintest idea what that was all about. Must have been a wonderful speech. No.
- Lathem: Here's a Dartmouth trophy presented at auditorium exercises this afternoon.
- Hopkins: No, I haven't the faintest recollection of that.
- Lathem: This is the trophy for the highest scholastic rank obtained by secondary school delegation, freshman class. Dartmouth head out for broad education. Annual dinner of the New England Association of the Alumni of Phillips Exeter Academy. You were a guest on that occasion along with Mr. Eliot. Annual reception and banquet of the Dartmouth Association of Manchester. Big problems to be solved by the college. President Hopkins addresses Dartmouth men of Manchester. December, 1916.
- Hopkins: It seems to me I was doing a terrible lot of forecasting in those days.
- Lathem: The governor requests the honor of your presence at the inauguration ceremonies, 1917.
- Hopkins: That was... My classmate, Chan Cox, was being, I guess that's....
- Lathem: No, I think this would have been Mr. McCall, probably.
- Hopkins: Oh yes.
- Lathem: Mr. Cox succeeded Mr. Coolidge, I think, in 1920.
- Hopkins: Yes, he did. That's right.

- Lathem: We haven't spoken of McCall. He was a prominent Dartmouth man. Indeed, was offered the presidency at the time Nichols was elected, wasn't he.
- Hopkins: He said he was offered it. He never was.
- Lathem: Oh, really?
- Hopkins: Yeah. That's one of the few times that I ever saw Dr. Tucker really angry, and I never knew what made McCall do it.... Sam Powers was in Congress, and McCall was governor. I think that's it. Or perhaps McCall was in... I guess McCall was in Congress, too. And a propos of nothing, so far as I know, certainly with no authority from the trustees, Sam Powers asked him if he were invited to the presidency, whether he'd accept or not. And he made a speech in Congress the next day saying that in the public interest he was turning this down and so forth. And.... but it's got in to the record that he was offered it. But that's the way it was.
- Lathem: And this angered Dr. Tucker.
- Hopkins: Yeah, he...
- Lathem: What sort of a person was Mr. McCall? Did you have association with him?
- Hopkins: Yes, I had fairly intimate associations at one period, and I was very fond of him and he was a very distinguished, very cultured gentleman, and was highly respected as governor of Massachusetts. It was one of those inexplicable things. I never understood the thing, and I never was quite sure what Sam Powers did. I mean he may have presented the thing as more definite than it could be. But anyway, that's the fact.
- Lathem: Here's a reception and ball complimentary to Governor Henry W. Keyes of New Hampshire.
- Hopkins: His wife, I won't record my opinion of her on the tape, but she has become suddenly a very popular novelist and she was one of the most disagreeable women I ever saw. Frances Keyes Parkinson.
- Lathem: Yes.
- Hopkins: Or Parkinson Keyes, whatever it is. I can do without her easily.
- Lathem: Dartmouth men enjoy banquet. Fifty graduates present at annual affair last evening. Where would that have been—oh, the Eastern New York Alumni Association of Eastern New York. Dartmouth men rally to Hopkins. Albany alumni greet new college president with school cheers – school songs, rather.
- Hopkins: I got quite an emotional kick out of... in many ways, out of that Hew York dinner, but I sat there and looked out over that crowd. The

first New York alumni dinner I ever went to, I went with Dr. Tucker and there were 38 men present.

Lathem: This interests me. Evidently Dr. Tucker was at this meeting. Albany alumni of Dartmouth pledge their allegiance to their alma mater's new and youthful president, Dr. Ernest Martin Hopkins, at the annual dinner of the alumni association of Eastern New York in the Hampton Hotel last night, with about 30 present. It was explained that four members were with the National Guard on the border and death had claimed three in the last year. Dr. Tucker, the last speaker on the program, which was directed by toastmaster Julius E. Warren, master of English in Schenectady High School, aroused enthusiasm first with statistics showing that in distribution of registration, that Dartmouth was exceeded only by Yale, that in contributions from 37 states, 5 territories and foreign countries, New York state is second. So he evidently was at that meeting.

Hopkins: There's something the matter with that.

Lathem: I wonder if they have put in Dr. Tucker instead of Dr. Hopkins, do you suppose?

Hopkins: That's what they did. Because Dr. Tucker never was... never spoke publicly.

Lathem: This is the program. You see you're listed here as the last speaker. That's what they've done. I was amazed when I saw the... it's here in the headline and then down below, the mistake.

Hopkins: Yeah, I was, too. That's the way history gets warped.

Lathem: Isn't it, yes. And there are those who advocate writing your history from the newspaper. The worst thing in the world, I think. President Ernest Martin Hopkins and Dean Craven Laycock addresses before the alumni association of the northwest. Minneapolis, 1917.

Hopkins: Sid Hayward was at the house last night, as a matter of fact. He was asking me if I had any recollection of how fast we moved sometimes on these trips, and I said I just knew that we filled the time up pretty full, but I hadn't... and he said, I think I'm right in saying that he had found some old record of a trip he took with me in which we did twelve cities in fifteen days.

Lathem: My goodness. You certainly didn't waste any time.

Hopkins: No. They all had to be done by train, you see. There wasn't any... you couldn't do it by plane. I hardly ever use a train nowadays. I mean I get very impatient on trains.

Lathem: You're no longer directing the Boston and Maine.

Hopkins: No.

- Lathem: So this isn't a heretical act on your part.
- Hopkins: I had become heretical, though, even before I was kicked off the Boston and Maine.
- Lathem: More speaking engagements. Here's a song, *Hoppy Hopkins*, words by E.O. Grover, music by Marie Wurm.
- Hopkins: I don't think it's very good but I don't rightly know.
- Lathem: Probably to the tune of Eleazar Wheelock.
- Hopkins: Yeah.
- Lathem: He's just... Grover has just sold his library at auction in New York. I got a catalog the other day from the Parke-Bernet galleries, his collection of books being sold.
- Hopkins: I don't know what happened to him. Something happened to him along the way. He was originally a very enthusiastic Dartmouth man and in recent years... It's either just evaporated or else he had some offense. I don't know.
- Lathem: Well, you've had a career of people borrowing offenses.
- Hopkins: Yeah.
- Lathem: It's easy to have them offended. Annual dinner and reception for President Hopkins, Dartmouth Alumni Association of Chicago at the Blackstone. Dartmouth men at beefsteak dinner. Should develop health as well as the mind. Fifty-third annual dinner of the Dartmouth Alumni Association of New York. Speakers are yourself, Mr. Parkhurst, Luther B. Little, Philip O. Smith, and Dean Laycock.
- Hopkins: One thing I tried awfully hard on was to reduce the number of speakers at the alumni meetings. They used to get five or six speakers and you'd get along 'til the president would almost invariably come in last, and I'd get on somewhere about midnight, and... It was, it seemed to me at first, a highly ungracious act to tell a local committee what they should do, but I lost all my humility eventually, said if I was going to come I wanted to have enough time to speak. And we got the thing down so it became pretty nearly conventional for three speakers, and worked out much better.
- Lathem: I see that Mr. Smith here, Philip O. Smith, is speaking for the ambulance corps in France. Didn't know he was a part of that group.
- Hopkins: Yeah, he was.
- Lathem: We're coming quite close to the War now. 1917. Dartmouth Alumni Association of Boston and vicinity. Here's Governor McCall speaking. Fred P. Emery. There's a case of borrowed offense. I

think Mrs. Emery cut the college out thinking that it never appreciated her husband. As far as I can determine, people think that he never felt that way.

Hopkins: He never felt that way. As a matter of fact, the most extraordinary thing... I don't know. I hadn't been in the office more... As an undergraduate I used to be at the Emery house quite frequently and she was perfectly charming and always was and all of a sudden a propos of nothing that I know of, she stopped speaking to me. I mean I had no... and I was walking down the street with Dr. Tucker and both of us touched our hats. And she turned her head right by. And I apologized to Dr. Tucker and I said I was sorry to contaminate him. Oh, he said, she hasn't spoken to me for several years. And unquestionably it baffled both of us somehow because he... Fred Emery was a classmate of Dr. Gile's. And the Gile family and the Emerys went on picnics together and everything. And one night she cut that and never spoke to them again. I made up my mind when I came back here in 1916 that I was going to try to break that down, at least I wasn't going to have it continue on the basis of my holding any grievance, so I went over and called one night and she came to the door and saw who it was and slammed the door shut.

Lathem: Good heavens. That explains a lot then. I've wondered about this recent development and the reasons for... Doesn't need any reasons.

Hopkins: Oh, no. This was more than half a century old. And it's true. Florence Whittemore tells me about her associations down at Pembroke. I don't know whether she or her husband came from Pembroke originally, but anyway, they knew a lot of people down there, possibly through the Giles, who were natives down there. And... But people who considered themselves old-time friends of hers and so forth, would call on her here and they'd get the door slammed in their face, too. It's nothing... Whatever it is, it's nothing new.

Lathem: Here's the table arrangement for the dinner.

Hopkins: [Inaudible] Richmond back again.

Lathem: These are fun, I think. These cartoons. Impressions of the Dartmouth Alumni Dinner.

Hopkins: Apparently I was talking most of the time.

Lathem: Dartmouth Dinner Unbounded Success. Elected secretary of the Dartmouth Alumni Association, Joshua B. Clark, Boston group. This was a period of cartoons, wasn't it?

Hopkins: Yeah.

Lathem: And caricatures.

- Hopkins: Some of them exceedingly good and some of them not good at all.
- Lathem: Melvin O. Adams, speaker.
- Hopkins: He was the man, I think I told you, who died without a will.
- Lathem: Oh, yes. The one who had evidently a superstition against signing it.
- Hopkins: Yeah. Well, I got tagged through two periods as a warmonger. I don't know what would have happened if there had been a third one. [Laughter] John Tuck '05 presided, that's the father of the boy who's just back from the Antarctic.
- Lathem: Oh, yes.
- Hopkins: It's some relative of Edward Tuck. I don't remember just what.
- Lathem: Here's a Worcester Academy alumni reunion, 1917. Addresses.
- Hopkins: Yeah. I certainly served an apprenticeship in public speaking during those years if I didn't do anything else.
- Lathem: You did.
- Hopkins: I didn't realize that there was such a continuity of them.
- Lathem: Traffic Club of New England annual banquet. Speaker here along with the honorable Arthur Lord.
- Hopkins: I don't remember much about that either.
- Lathem: I guess they made you an honorary member. Bankers' association, Woodstock.
- Hopkins: I probably spoke there, but I don't remember it. I don't know how you get up much enthusiasm about loyalty to Lebanon, but that one evidently did.
- Lathem: First annual banquet, Lebanon Chamber of Commerce. Entertained by celebrated speakers.
- Hopkins: That's Frank Knox after he was Secretary of the Navy. F.D.R.'s... My goodness, I hope he doesn't know what's happening to his *Manchester Union*. Isn't it terrible?
- Lathem: What a crime it is really. Here's a picture of you with Mr. Forrestal.
- Hopkins: That was one of the greatest men we've had in public life in my estimation. He... he had... this isn't particularly for the record, but we got the V-12 unit... I think the trustees quite naturally wondered whether I knew what I was doing or not because I didn't want in the last World War to have a divided loyalty which hadn't worked out well in the First World War. For instance, the SATC and the Navy

units had entirely different... One course went twelve weeks and the other one went sixteen weeks, and so forth and so on. Well, anyway, I... I felt very strongly then and I still feel that the Navy is year in and year out better administered than the Army because the Navy is always an operating group. I mean their ships are sailing whether there's a war or not, and the Army tends to just degenerate. I don't know anything more melancholy than an Army post. I've seen a lot of both. So I went down to see Jim Forrestal on the thing, and well, he says, have you talked with the Secretary? Jim Forrestal was then assistant secretary. And I said No. Well, he said, Let's go in and see him. And I'd known Frank Knox pretty intimately, and, as a matter of fact, hadn't gone to him originally because I did know him so well. I thought it would be better to come through Jim. But anyway, we went in and Frank Knox says, well, this is in your field, Jim. What do you say? Jim Forrestal says well, I would say to tell Hopkins that he's sure of something if he'll wait. But he says on the other hand, I don't want him to say anything to anybody about it because we don't want to be in a position of being investigated for [inaudible] before we make the award. So I didn't. And there was a period there when I think the trustees had every reason to feel pretty concerned about whether we were doing anything or not to take up the slack. Then we were awarded the V-12. The biggest V-12 in the country, which financially carried us through the War. And... but I had I think the most complete analogy to Captain Queeg that ever was in the man that came up here named Bullis. And he just took over and began to issue orders and paid no attention whatsoever to the college. And I said to him one night, I says, Look here, you're running this place as though we were conquered territory. And he says, why not? And he was a school man too. He runs even now the Bullis School which is the preparatory school for Annapolis, the tutoring school for Annapolis. But the thing was awfully tight here. I mean, it was just as near mutiny as you could have. The boys weren't taking to it at all. And I spent an evening with Bullis and couldn't get anywhere at all. And I went down to Washington, saw Jim Forrestal, and outlined the story to him. He says well, you don't have to come to Washington, he says, anytime you don't like the man there, why you let us know and we'll remove him. And well, I said thank god for that. But the extraordinary thing was I got home here and I don't remember train schedules or what, but I got home late in the evening and Mrs. Hopkins says Commander Bullis is almost crazy and he wants to see you no matter what time of the night you come in. And so I called him up and he came over and he said, I'm in trouble and you're the only man that can help me. And I says, what's your trouble? And he says, I've been removed.

Lathem: So soon.

Hopkins: Yeah. I never saw anything act as fast as that was, and I says, just as a matter of curiosity, why under the sun would you think that I'd help you? Why, he says, haven't we worked together in harmony? Well, I says, do you remember our last conference? He says, I don't remember anything in particular about it. Well, I says, I do. I says, you were treating this place like conquered territory and you

said, why not? And I says as a matter of fact, I've been down to Washington to ask for your removal. So that's the reason that you're being removed. But I couldn't help thinking when we read that... Captain Queeg, was it?

Lathem: Yes.

Hopkins: Captain Queeg. It was just that type of mind. But Jim Forrestal was quite wonderful. I think of him foremost every morning now. The Navy wanted us to chlorinate the reservoir and I didn't want it chlorinated and the... And they got very stuffy about it, said they might have to remove the unit from here unless we did. So I asked Jim Forrestal how serious that was. Well, he says, I don't like chlorinoids in water any better than you do, and he says, if I'd got unchlorinated, I wouldn't take it for anything. I says well I'm not going to. [Laughter] Is there a state law, or something?

Lathem: I don't know.

Hopkins: Because, as a matter of fact, the college paid out a lot of money to command that whole watershed there. There isn't anything in the watershed that could contaminate it. They went way back even and tore down...

Lathem: I suppose it's a change. I bet Freddy Parker doesn't like the idea. Here's a picture of Governor Knox.

Hopkins: Oh yes, that's a good picture of him, too.

Lathem: He certainly would be disturbed about what's happened to his newspaper.

Hopkins: His wife, as a matter of fact, was a type a good deal like Mrs. Emery. She.... Huntley Spaulding, who was one of the most public-spirited citizens New Hampshire ever had. Bob Bass and I went to her separately, not together, and pleaded with her not to let Loeb have it. Actually, it was better off made. Nelson Rockefeller was willing to back Tom Braden and John Clark. She told one of my friends, she says, as a matter of fact, the reason I'm giving this to [sound interference] is because she says [sound interference] that is that was Huntley Spaulding, Bob Bass and I. Well, Loeb got his first loan from the New York Mutual, and I called Lew Douglas up. I know Lew Douglas very well. And I says how much do you about this loan that you're making? And he says all I know about it is the paper appeared to be a good property, which it is. As a matter of fact, it's now an exceedingly good property. And he says financially it looked all right. Well, I pulled the sob stuff on him somewhat and I says as a matter of fact all the best people in New Hampshire are hoping that Loeb won't get it, and I says I don't know that it will do you any harm but I don't think it will do you any good, certainly to lend him the money. And they withdrew the loan.

Lathem: Did they?

Hopkins: Yeah. And then one of those peculiar things happened. He applied next to the Massachusetts Mutual, and I chased down to Springfield to see Perry and found out he was up in Norwich. [Laughter] He was president then of the Massachusetts Mutual, but they had themselves turned it down by that time. And then before we could find out where he was going next, he had got the loan and it stuck that time from the Connecticut General.

Lathem: Of course it's kind of inevitable that you can't follow around...

Hopkins: No, you can't, with 1200 insurance companies you couldn't cover them all. But at least it gave him two or three days of anxiety which has always pleased me.

Lathem: Well, I have been told – of course my source of information by no means is as direct as yours – that one of the factors that figured in with Mrs. Knox was that Loeb was the son of Theodore Roosevelt's secretary and that this, she thought, he would carry on the traditions that had been important in the founding of the paper under Colonel Knox.

Hopkins: Well, I think very likely that's so. The... but on the other hand, it's pretty hard to figure [sound interference] I know the president of the trustees of Albion College very well, and both Knox and she were graduates there and this fellow tells me that Knox made the definite promise to him of a bequest of a million dollars and he says it won't make any difference whether it's I or whether it's Mrs. Knox... We're both graduates and both interested, and so forth. And he died. They went up to see her to see what... whether she wanted [sound interference] whereupon she flew up and said nobody was to [sound interference] the money had come to her and she should use it as she wished and the next week she gave it to Harvard. [Sound interference]

Hopkins: Yeah. You just can't figure the thing, that's all. She's done two or three other things of less consequence but of that sort. I don't know, I used to know her very well. She wouldn't have anything to do with me. She wouldn't have anything to do with Judge McLane and he was Frank Knox's lawyer. And I don't know whether those things are psychopathic or just pure cussedness. [Laughter] Getting into the War now.

Lathem: Yes. Your country calls you – preparedness. Tonight Littleton Opera House. That's up in my home country. President Hopkins of Dartmouth and L.J. Chase of Concord give inspiring addresses.

Hopkins: Well, I remember that party very well indeed. As a matter of fact, they put on a good show up there and we had a good time. But that was the start of the denunciation that I got during the First World War of being a warmonger.

Lathem: Forum explains America's part in World War. Eloquent address by President Hopkins heard at school of patriotism. *Manchester Union*.

Hopkins: Manchester. I don't remember.

Lathem: Year around at Dartmouth. College considering new plan of courses. President Hopkins says it is no worse for students than business. Dinner of the Alumni Association of New York. In honor of Dartmouth men starting for France in the American ambulance service.

Hopkins: That was quite an emotional night, as a matter of fact. Quite an array of talent, as a matter of fact. Charles R. Miller was a.... really a great citizen. Very [inaudible] one, but...

Lathem: You say you remember that night.

Hopkins: Yes, I do remember it. I mean that was... I can't remember how many men but we had quite a quota of men that were leaving right off the next day for France. I remember the emotional content was fairly heavy.

Lathem: I'll bet it was. Dartmouth mass meeting in Boston. 679 Dartmouth men now in active service. President Hopkins tells alumni of responsibility of graduates to war call. Over half the student body in the service. May, 1917.

Hopkins: Those were about the toughest days I had in the administration. We at least in the Second World War had some idea of how to go about it. Of course, there was no precedent for anything you did in the First World War. Everything was new.

Lathem: Curriculum to be maintained at Dartmouth College. Organization to be fully preserved in wartime.

**(End of Reel#15b)**

**Reel #16a**

Hopkins: The boys had wondered whether there was anything to this thing or not, whether Captain Keene's organization would really do anything if you really tried to go through the lines or not, and Levi was about half Bill Cunningham's size and Bill was a VIP around campus for playing football and so forth. And Bill says, oh hell, he says, we're going through and what are you going to do about it? And he turned to say something to one of the other men. I've forgotten who was with him, there were three. And Levi just took his bayonet like this and cut a gash 8 inches long in his buttocks. Really quite serious. He was laid up with the thing for quite a while. That's his war wound. [Laughter]

Lathem: Then later in his own active service, nothing?

Hopkins: Nothing ever happened. He's got another story that has more to do with education. I'm afraid it has too much to do with it. He... Bill can tell stories very well when he wants to, and he got onto

Massachusetts and there was a notice posted that there would be on the basis of competitive exams --I've forgotten how many -- 25 men, I think, sent down to Hampton Roads on the basis of competitive exams in mathematics, and Bill was pretty good in mathematics, and Bill said it looked to him as though if he could serve his country studying mathematics [inaudible] And so he took the examination, went down there, and was there for three months and then they were shipped abroad. In the examinations before they went abroad, for further study in mathematics in Paris, in which Bill, again, satisfied the requirements. Eventually he got somewhere out in the neighborhood of Chateau Thierry and the Germans were making a crossing and he had this big gun unit of which he was captain, and so forth. And Bill said he had his logarithm tables and his books there, and he was figuring wind drift and all the other factors involved and this French general came out and wanted to know why the hell he wasn't firing. He said he was trying to get the range. The general says the Germans will be across the road there before long. He says stick a nose up in the air and fire and we'll tell you wrong you are. And they took what... I told Mr. Eisenhower the story later and he laughed. He said that was true of a lot of things in the Army, but I think they call it a strata maneuver. That is, they shot over, if the thing landed over, why they told them to shoot this side and then they took the lead, and so forth. But anyway, Bill tells the story very graphically and he said he'd had all this training and so forth and was so proud of trying to use it, and he said the general's only comment was stick a nose up in the air. [Laughter]. But we did as well as anybody else. None of the colleges did very well on the thing, because the Army wasn't in any position to help us. They didn't know anything about it either.

Lathem: Harold Rugg certifying you.

Hopkins: Yes. I don't know where that came about. Because Harold Rugg was later than I.

Lathem: Yes, he was '06.

Hopkins: '06.

Lathem: Must be they were just getting out certification for their chapter, I suppose.

Hopkins: Something, I guess. I don't know.

Lathem: 1917 Commencement, which must have been a... Charles Stone. Commencement address.

Hopkins: That was... That was the only thing I ever was turned down on, by the trustees. I didn't want to give Lodge a degree. [Laughter]

Lathem: How has that gone in the past? Has it been a chore to figure out?

Hopkins: Yeah. As a matter of fact, originally it was a question of the present two or three trustees sitting down and making up a slate and more

or less formally going through. I didn't like that very much, and eventually we got it...we got it fixed so that there is a joint committee--I think I'm right on that -- it's existent today. Joint committee of the trustees and the faculty, and they just go at it formally and seriously and the folder's as big as an unabridged dictionary. I mean everybody has a favorite pastor who wants a D.D. given to him, and people don't have much idea what a degree is. And the old crack about Eliot saying that Harvard was increasing its endowment by degrees, has more or less truth to it in that. A lot of colleges give degrees for that. We gave degrees to George F. Baker and Theodore Vail, but after they'd made their gifts. I don't think we ever gave a degree for the purpose of getting a gift. I'm very sure that's so. But coming back, the trustees -- or this is the way I did it -- I presume it's done the same way now. Usually at the January meeting I'd say that we were going to start in with the joint committee sessions within a month or two considering the degrees and if any of the trustees had any formal applications they wanted to make, get them in. Meanwhile the faculty committee usually asked around among its friends if they have got anybody, and you don't need to ask, you will have enough to consider, anyway, because almost every alumni association has somebody they want to give them to, and so forth and so on.

Lathem: It seems to me, has seemed to me, always very nice when the recipients are Dartmouth men but I should think that might be awfully difficult sometimes, you know, which men you can give without offending others.

Hopkins: It is. And it is a fact that as President Angell said to me, almost invariably, you get protests in regard to any degree you gave. Not necessarily animosity against the recipient, but a question in regard to the fitness as compared with somebody else. And there's always a lot of cleaning up to do after it, but I felt very proud... When I came up here, there had been and I had acquired some convictions about it before then when I was secretary of the college. We had given a lot of degrees in absentia. We'd vote the degree and then the man would say he couldn't come and we'd give the degree and put it in the... And I didn't like that very much. I thought that for the dignity of the college if no other reason we ought to do it some different way. And we adopted the principle, and I think it's trustee action, but I wouldn't be sure, but that we would give no degree except if the man was present to receive it. And under those circumstances most of them will come. And Mr. Hughes told me when we were told, or I was told, definitely that there was no use to offer Mr. Hughes a degree. He had turned down all sorts of offers. But anyway, we went ahead and proffered the degree to him and almost immediately received his acceptance. And the next winter I was sitting beside him at a dinner in Washington, and I told him, and said I'd always been curious to know why he came. And he said that he did what he had done in some other cases. He said when he got the proffer of the degree he went up to the University Club and got some of the catalogs down to see who had been receiving degrees here and decided he'd like to be in that company. I thought it was very nice. But I utilized it a lot in the years

subsequently when the general attitude would be to give the degree that seemed to me thoroughly no good. I think our degree lists have been really quite distinctive.

Lathem: Very imposing. I think by and large. When did the practice of giving honorary degrees to members of the faculty come in? That is not on degree days but... Was that something that was in practice before your presidency?

Hopkins: I think not. I think I instituted it. Whether during my period... during my term as secretary or president I'm not sure, but anyway, I know it was my idea.

Lathem: What lay behind that? What were you thinking?

Hopkins: The thought behind it was definitely to... Just an added accent on the Dartmouth connection between Dartmouth men. Of course, there are lot of incidental details in regard to that which sound picayunish, but there was the question... There was at that time a preference on football seats, for instance. And on publications, lots of little things. If the man was listed as an alumnus of the college he got them, and if he wasn't, he didn't. But fundamentally, my own thinking in regard to it was that it was well to have them associated just as close as they could be with the college. The whole game making your alumni influential.

Lathem: Snap judgments exploded like firecrackers on the old-fashioned Fourth of July when President Hopkins of Dartmouth recently opened the question of a continuous session for colleges. It does sound alarming, the custom of making but little use of great collegiate plants during a good part of the year had been so long-established that it seemed sacrosanct. What is to become of college teachers' vacations? What of the students' weeks of lingering leisure? A continuous session would surely consign them to doom, together with many and other familiar conditions of college life, many people decided that... decided within 10 seconds after the morning papers had printed President Hopkins' speech. But would it? And it goes on to speak of the *Boston Transcript* editorial.

Hopkins: Yeah. I told you the story off my backing away from that. I think though, that all those circulars are still existent in the publications office. They were when I went out of office in '45. Thousands that we had all printed up and were ready to send out to the alumni.

Lathem: Sons of old Dartmouth hard at it somewhere in New Hampshire.

Hopkins: Yeah, that was a peculiar thing. I went down... The British took over the Winchester Arms Company and then the War Department wanted a survey made in regard... There was a lot of talk that it had been inefficiently run and so forth. I don't remember how long I was down there. I think in the neighborhood of three months, making that survey. And I'd forgotten all about it until now.

- Lathem: I think there is a little bit more about it. No, I guess not. You completed the survey?
- Hopkins: Yeah, we completed the survey, and I don't know, I know some of the things... Some of the recommendations were accepted but I... We were just going into the war then and I was absorbed up here. I didn't follow up on it to find out what happened.
- Lathem: Is this... Are these pictures all right here in the Hanover area?
- Hopkins: Yeah. They are right in the middle of what's now the athletic fields.
- Lathem: There are a lot of them, aren't there.
- Hopkins: Yeah. This Capt. Keene had been three years in service with the British colonial troops and had been wounded and sent home and he really did quite a job for us. You had more sense of actually being at war with him than you would be with a man that hadn't been in it.
- Lathem: Here's the...
- Hopkins: Oh, yeah.
- Lathem: New Haven Country Club evidently at the time you were doing the survey with Winchester Repeating Arms.
- Hopkins: Funny the crossroads of the thing. That was where I discovered Nat Burleigh.
- Lathem: Oh.
- Hopkins: Nat Burleigh was the head of one of the departments down there and being a Dartmouth man, of course, I was interested in him. They thought very, very highly of him.
- Lathem: Patriotic meeting under the auspices of the men's club, Peterborough, New Hampshire. Speaking was ex-Gov. Walsh of Boston.
- Hopkins: Contacts that... We had to postpone that meeting half an hour while I tried to sober Gov. Walsh up enough to... He could speak just as well when he was tight, but he couldn't speak when he was unconscious. [Laughter]
- Lathem: He was at that point?
- Hopkins: Yes, he was at that point. He had... He'd come up from... I think he'd spoken at Fitchburg. He'd had a tough two or three days anyway, although having... He'd probably been drinking all the way up from Peterborough. He a little over did it and passed out entirely in his car. And everybody was afraid to... Anyway, they were afraid to throw cold water on him, which was really what had to be done that night. They got him up into a room, got his collar and necktie

and shirt off and so forth, and threw cold water over him. In a while he came to and made a very good speech, as a matter of fact. [Laughter] Here's a thing that I'm... I've been accused of being insane on and perhaps I am, but I think more money is being wasted on teachers' colleges than on anything else in the whole educational system.

Lathem: If something could come out of this present searching of the quality and condition of American education that would be worthwhile, it would be throwing over all this education mumbo-jumbo.

Hopkins: I think Vermont with less than the population of a Boston ward, I think she has four teachers' colleges. She's got three, I know. And every time that the question is brought up in the legislature, the lobbyists all get busy and you can't do anything about it. Can't do anything in this state. But Plymouth and Keene, I really don't think they get much education there. They get methodology but they don't get anything back of it.

Lathem: Of course the ironic thing is that you or I couldn't teach in a grade school.

Hopkins: No. No. President Dodds, almost the last time I was down there, as a matter of fact, and I was there quite a good deal. I went in one night and he was in a perfect rage. He came in talking that the valedictorian of the senior class at Princeton had been turned down for the principalship of a grammar school in Elizabeth. And, as a matter of fact, that's the only reason we've got any education courses here. We, most of the states of the union, we can get by on, if a man is taking a couple of courses labeled education, regardless of what they are. And I told Bill Geiger when he came up here, I says, I don't care what you teach so long as you call it education. And so far as I know, it's worked all right.

Lathem: Here's an address at Rochester under the auspices of the men's club, the Congregational Church.

Hopkins: That was one of those things I don't remember anything about.

Lathem: Here's a Christmas card. Did you begin the practice of sending out a Christmas card very early and continue it through?

Hopkins: Yes, I did.

Lathem: I've heard people speak so appreciatively of that at different times. We were speaking a minute ago about the honorary degrees. My saying that I'd heard appreciative comments about the Christmas cards makes me think that you certainly developed a reputation for your degree citations and I should think that must have been awful labor for you to prepare them.

Hopkins: It was. It was. And there's no way to do that. I mean you have to... Actually, this room... You were asking me, I think, about this room up in the tower. That was a godsend for me at times like that

because I could go up there and shut myself up for a day or two and nobody could get near. And it was a strange thing. That... I think I'm right in saying that other colleges pretty rapidly adopted Dartmouth's method. I'm not sure as to how general it was, but I know in... Well, Harvard today, for instance, gives only a short sentence in the citation, and George F. Baker, for instance, told me after everything was... I mean he'd given us all that he was going to, and so forth. And he says, you know one of the things that made me like Dartmouth so much? And I said no. And well, he says, I went up to Harvard and he says nobody met me, nobody told me where the commencement exercises were, and, he says, I finally found my way out there, he says, as you know no gowns are provided you, and he says and they didn't say anything about me, and he says, I wanted them to say something about me. He complained about it. And, well, anyway, I had seen that at Harvard and at Columbia and at Penn. I think those were the three institutions that at that time were on the one sentence basis, and it seemed to me if a man made the effort to come up and get a degree you at least ought to tell why you gave it to him. And I began... I began the kind of citations that are used throughout, and some of the colleges which hadn't used them began to take up that form. I felt then, and I think now, that if you are going to honor a man, you ought to at least to honor him, and not just hand him a sheepskin and say get out. But Harvard's very peculiar on it. I violated Harvard tradition and I did it knowingly and even eagerly, but you aren't supposed to wear a gown when you receive an honorary degree at Harvard unless you're a Harvard man, because from their point of view you haven't had any education. [Laughter] And you sat up there in a sack suit and I was just curious to know what they'd do about it. They don't say to you that you can't. It's just custom. And I marched with Dwight Morrow and Dwight Morrow says, my God, he says you've got your nerve. Well, I says, I don't care. I had just as good an educational opportunity as they've got at Harvard and I'm going to wear the gown. And I did. And nobody raised any question about it. They may have felt it was a great impropriety, I don't know. But John Dickey was telling me that Mr. Hull was so angry as a result of being ignored at the commencement when he received his degree that he never could hear Harvard mentioned thereafter without breaking into profanity. And John said he came up, he, knowing the Harvard way of doing and knowing that Mr. Hull was elderly and somewhat helpless, came up and himself piloted him over to the commencement proceedings and afterwards picked him up and found a taxi cab and took him back to the Parker House, but Harvard did nothing about it.

Lathem: When did the, not in terms of years, but during your own administration or before, did the practice of having the... Of course, the Green Key came in later, but this was... How did they happen to take on this responsibility? Was that part of your feeling that...

Hopkins: Yeah.

Lathem: That there ought to be...

Hopkins: Yes. It was definitely a part of that. And also I was awfully glad to give the boys a part in the proceedings, and I think through the years they liked it. They've done a splendid job at it. I mean, I've had honorary degree men write me reams about what a charming boy he was and how courteous he was, and so forth. Of course, everybody has their own ideas in regard to that sort of thing, and I may be badly overestimating the extent to which the extensive citation wasn't used, but I know... I know, as I say, in the cases of those colleges I speak of, Harvard and... On the other hand, Yale has always had... Yale has a double barrel ceremony. They have a man designated as faculty orator and he gives the factual information about you and the president... Well, Mr. Angell used to say that the president soaks it up. [Laughter] However that may be, they are not equal in length. Well, William Lyon Phelps was the faculty orator the year I received my degree down there, and I'd known him intimately and it made it a very pleasant occasion, because both he and Angell were friends of mine, and I was... I think I very definitely, like Mr. Baker, I like to have them talk about me, because I don't think that was wholly egotism, but I, as a representative of Dartmouth, I was glad to have the distinction given.

Lathem: Of course.

Hopkins: But it's a ... I don't know whether Harvard will ever change or not. They... Of course, it speeds up their proceedings very greatly. I don't think I've ever known of a citation over a sentence long.

Lathem: Quite apart from the factor of the individual liking the citation, don't you feel that the commencement audiences look upon that honorary degree citations as one of the high points of the ceremony.

Hopkins: I think they do. And I think that they...

Lathem: One that adds a great deal of interest to the ceremony.

Hopkins: And I think the audience usually wants to know, in some cases, at least, they wouldn't know why the man was getting his degree.

Lathem: Well, I... that... You're saying that makes me think of a case in point. One of the nicest things that I think has happened within my recollection of Dartmouth degrees is the giving of a degree to Mr. Storrs, and the audience wouldn't have had the vaguest idea why he was being given a degree, and I remember distinctly the prolonged applause that followed that citation because they had been told and they fell right into the spirit of knowing that here was a man who had served the community long and well, and I think that in and of itself demonstrates the validity of that feeling.

Hopkins: Well, I think so, too. And actually, while it was... took a good deal of effort in writing the citations, it was a... I always felt it was a very rewarding thing. I mean after they were written I liked it. [Laughter].

You got a lot of little byplay at the thing. Right in the middle of... Of course, Learned Hand has been a lifelong friend of... been a long-time friend of mine. And he shifted just a little so that he was about quartered to the audience and right in the middle of my citation to him, he says, you goddamned liar. [Laughter]. Periodically you'd get something like that that made it really very much worthwhile.

Lathem: I suppose that inevitably it's happened that the marshals have pulled the caps down over the eyes of the recipients once or twice.

Hopkins: Yes. Always the... Have you ever been to a Harvard commencement?

Lathem: No. I never have.

Hopkins: Well, I just can't understand it. The average man steps up in a sack suit and a hood is put over his head and it looks so incongruous, you know.

Lathem: An academic hood without any academic costume.

Hopkins: No academic costume. But then later... that the presbytery way of operating there and I guess probably they think what's lasted 300 years is good enough for the next hundred.

Lathem: I notice they are changing the color of their gowns, now. Have you heard about it?

Hopkins: No.

Lathem: Yale, you know, has adopted a blue gown instead of black. They've taken on a solid blue, Yale blue gown. And Harvard now is issuing crimson gowns.

Hopkins: That is all to the good, I think. I mean I like color and I like the Oxford Cambridge array of [inaudible].

Lathem: Of course, one wonders where this is going to stop.

Hopkins: Yes.

Lathem: These schools that don't have solid colors are going to get some strange looking gowns.

Hopkins: I was just thinking Princeton would have some difficulty. They'd really look like the tiger.

Lathem: They certainly would.

Hopkins: Well, we were the victim of good fortune, I think, that our color was picked before they were all used up. I think, well, I think of it in regards to athletic events. The dark green is a reasonable color. You take Columbia with baby blue. See baby blue sliding second base somehow is incongruous.

- Lathem: Continuing with the scrapbook...
- Hopkins: Well, there's more said about the continuous college session than I realized it then. Anyway, nobody ever raised any question as to why we didn't carry through. I never heard a word of...
- Lathem: No protest about it.
- Hopkins: No. That's Cal Heffernan, no John, I'm wrong. No, that isn't what I thought. I thought for a moment it was Cal Heffernan.
- Lathem: Here you are in Raleigh.
- Hopkins: I wonder what I was doing down there.
- Lathem: Washington Alumni Association of Dartmouth.
- Hopkins: Oh, the hotel. At the Raleigh. Yes.
- Lathem: At Raleigh, it doesn't mean. This is the announcement of you going with Goethals.
- Hopkins: [Inaudible] the game. I hope I learned it. At any rate, I learned a lot about it. Columnists are an awful pain. On your neck all the time.
- Lathem: I bet they are. Elections to the... Election to the associate membership in the Cosmos Club. That's certainly a grand institution, isn't it?
- Hopkins: Yes, it is.
- Lathem: The transcript applauding your appointment.
- Hopkins: Well, I shall always be happy that I had the association with General Goethals. He was a wonderful man. He and Gorgos were about equally responsible for the Panama Canal because Lesseps had missed out on the Nicaragua Canal because the mosquitoes had beaten him. I mean, the fatalities from malaria were so heavy there they just gave it up. And Gorgos went down and was fortunately given authority enough so that he could operate. But, as a result of the operating, he and Goethals were in conflict most all the time. Not that Goethals didn't want the malarial control, but he didn't like the way Gorgos exercised it. And Morris Cooke, who was a distinguished efficiency engineer at the time had been commissioner of public works in Philadelphia and came from an old Philadelphia family, came to me one day and he says, can you get me in to see Goethals? He says, I can't get in there. I can't get by the outer office. And I said, yeah, I thought so. And I told General Goethals about him and Goethals says, all right, he says, have him come in whenever you want to make the appointment. So I did, and Cooke was a little bit of a dandy on dress and he came around the next day, it was one of Washington's hot days, and he was immaculate in a Panama hat, and so forth. And I went in and told

General Goethals he was there, and Goethals says send him in. Well, Goethals had the capacity for inspiring awe in the biggest of them. I mean he just did, that was all. And Cooke came in and he was under the usual embarrassment and in the most cordial way possible he stuck out his hand, and he says, I've spent my life wanting to meet you, General Gorgos. [Laughter]. Goethals says, well you'll have to spend the rest of your life if you want to meet me. He says, get the hell out of here. [Laughter] He says, no man calls me Gorgos and stays here. So I don't think Cooke ever saw him again. I tried to smooth it up, but I didn't succeed.

Lathem: What sort of a personality did he have?

Hopkins: Who, Goethals?

Lathem: Yes.

Hopkins: It was perfectly charming. Excepting officially. Most of the men came down and wanted commissions, which irritated him. I irritated him because I didn't want a commission. [Laughter]. But a lot of the men came in and were commissioned as lieutenant colonels and got their suits and so forth and they didn't know how to wear them, and they'd come and step into the room and they'd have a spur on bottom side up or they'd have a button off somewhere or something, and, goodness, Goethals would go into a perfect rage, and bawl them out and throw them out. I had more fun telling him how much I regretted not being in uniform. [Laughter] He'd smile genially. These rages of his were all artificial. I mean they were... It was just a part of being a general, I guess. But he was a big, handsome man, and of course the Panama Canal was a tremendous accomplishment and he'd pushed it through in less time than it was supposed to take. And he was perfectly conscious of the fact that he'd done something and he'd expected people to recognize it, but not, from my point of view, not disagreeably at all.

Lathem: Was the nature of your work such that you saw him constantly, or did you...

Hopkins: Yeah, I was in his...As a matter of fact, I had a desk in his office.

Lathem: Oh, right in his office.

Hopkins: Yeah. I didn't use it all the time and actually I did more running around than office work, as far as that was concerned because he was trying to straighten out the Quartermaster General's office. They had warehouses in New York and Washington, Charleston, South Carolina, and so forth, and there were a lot of things he wanted... Well, in some cases he wanted men sized up. He was having to move awfully fast and he couldn't give too much consideration to the thing, and he apparently had some confidence in me and he'd send me around to see the men and give as good an appraisal as I could in regard to them.

- Lathem: Then was...Regardless of your title, your official function largely being personal representative of him.
- Hopkins: Yes. Yes. That was it. He gave me very wide authority, as far as that went, in the industrial relations field. He just told Gorgos and all the rest of the labor leaders to deal with me and he would back me. I mean I don't remember his ever reversing me in anything. Certainly there were some times when the issues were fairly important. From my point of view, he was a wonderful man to work for. But...
- Lathem: And so you had the industrial relations and these task force functions, special function besides.
- Hopkins: Yeah, yeah.
- Lathem: Did you work with the labor leaders, work directly with Gompers and Green?
- Hopkins: Yeah, I worked directly with Gompers. A rather interesting thing, too. The... He lived down in the old National Hotel, and he had a back door entrance there. You came in on an entirely different corridor that led to this so-called meeting room. And he never wanted me to come in the front door. I never did. But they were pretty interesting days. I think that... I thought then and I think more so as the years go by that Gompers was a great man. Gompers had no use at all for the politics of labor unionism. He felt that that violated all the principles for which labor insisted, and he didn't... He didn't condone it in anybody and if it became active, why he would just call it off. As a matter of fact, it's interesting in many ways to remember those days. We thought at that time and I certainly thought that the coming labor leader was John L. Lewis. He was Gompers' right hand man, really. And his word down a dark alley at midnight was better than most signatures. I mean he would tell you just what he would do or what he wouldn't do and you could go out and forget it. He'd do it. It's a very interesting speculation—Hoover wanted to make him Secretary of Labor, and Lewis wanted it very much, indeed, and the old war horses persuaded Hoover not to do it. I've oftentimes wondered what the history of the labor union movement would have been if at that time he had gone in with the desire he had, which was a constructive attitude at the time. The man who went in was absolutely no good. Didn't ever do anything and wasn't considered by labor to be representative of them and nobody else certainly considered him representative. But I don't know.
- Lathem: What sorts of problems would come up that would necessitate your getting together with Mr. Gompers and Mr. Lewis?
- Hopkins: Well, my contact with Mr. Lewis was simply as an aide of Gompers. I mean at that particular time. And, well, specifically, I guess perhaps the most conspicuous instance there was a strike on the Union Station in Chicago, which was building at that time, and they wanted very much to hurry it because it was a war effort, and there

was violence. There were four men killed on it. And Mr. Baker wanted me to go out and see what I could do about it, and I knew that whatever I tried to do I mean it would come back to Gompers and that I had better clear it with him ahead. I went up and saw him and the strike was between the plumbers and blacksmiths. A fellow named John Alfine was president of the plumbers' union, and I told Mr. Gompers what Mr. Baker had asked me to do, and I says, I just want to find out before I go out there what your attitude is going to be and Mr. Gompers thought for a few moments and he couldn't, he couldn't say goodnight without making it an oration, he'd always get up... He wouldn't sit still and talk with you. When it came his time to reply or anything, why he got up. And I can see him now—he got up behind this desk and he says we'll send for John Alfine, and he says, we'll work out a basis of cooperation because, he says the labor movement is being hurt by the thing. And John Alfine, who was the, I think it was the plumbers had brought the strike in the beginning on the ground that the blacksmiths had...it was a jurisdictional fight. And John Alfine came in and I knew most men, they were all on a first name basis by that time, and I says, John, will you clear up one thing for me? What's the difference between a blacksmith and a plumber? And John Alfine gave me a definition which stood me in good stead all through the War. He said if you bring the fire to the work it's a plumber's job. If you bring the work to the fire it's a blacksmith's job. Well, it's amazing how that simplified some of the things. But anyway, I went out and I had enough backing and I think I was given some backing that I didn't know anything about because people out there were very cordial towards me when I came and we got the thing settled up pretty soon. And then the most amusing thing I ran into was the harness makers' strike. All the allies had been getting their harnesses from the American harness manufacturers, and in the First World War harnesses were pretty essential. And the harness makers got together and decided to peg their wages regardless, and they did peg the wages at that time and then the inflation came on and everything else. They held until it got to the point where all the skilled harness makers could get more as common laborers in a shipyard than they got as skilled laborers in the harness making. And Mr. Baker asked me to do what I could on that. And Stanley King was down there at the time, and he had access to some of the union leaders that I didn't know very well, so we went out together, and we got the harness makers in the Congress Hotels, they were called in those days, I don't know what they're called now, and as I recall it, there was somewhere between three or four hundred harness makers, and we spent a day just laying down the law to them that they'd got to pay enough to get back because with the harness makers all somewhere else we didn't have the capacity to produce enough for our own army. Well, after a day of pretty hectic haranguing, why, we got them softened up to the point where they came in the next day, the harness makers did, and practically all Jewish, something like the garment trade. I mean the Jews had just segregated it. And they came in the next day and they said that they had figured out during the night and they showed us the figures that over half of them would be bankrupted, if they had to carry through the contracts that they had and raise the wages. And

so I telephoned Mr. Baker that night and told him and I says I don't see any way out of it excepting that we agree to readjust all these contracts and pay them the difference between the face of the contract and what it is going to cost them to meet the thing, and Mr. Baker said well, go ahead, if you can do it on that basis, fine. Well, I then... We made the arrangement and it was accepted in good faith, I think, by the harness makers, and Stanley King and I went back to Washington. Then I discovered an officer of the government that I didn't know existed, namely the Comptroller of the United States, who said he didn't give a damn what the Secretary of War had said or anybody else, that his business was to see that contracts were carried out, and that the contracts couldn't be amended, and so forth. Well, it wasn't only that our own influence was at stake in the thing, but also the matter of getting harnesses was at stake in it, but the harness makers had begun to call back their men by that time. And Mr. Baker... I don't remember how Franklin Roosevelt happened to come into it, but anyway he was in on the conference. Stanley King and Walter Lippmann and Frankfurter, that was it, yeah. We got together and tried to decide what to do about it. And they all thought that there must be some way of getting around the Comptroller of the United States. They didn't know much more about it than I did. But I don't know how general the knowledge is today, but certainly I'd never heard of him. He's appointed by the president, his term is 15 years, and he isn't removable. And there it was. Well, Mr. Baker says, I don't know, he says, there must be some way, and he says let's call McAdoo. He says perhaps the Treasury can change his attitude. We told the story to Mr. McAdoo and Mr. McAdoo says that's all hogwash. He says I'll call him up and tell him to O.K. it. In about an hour, Mr. McAdoo called up very humbly and said that he hadn't got anywhere at all, and he said I don't know. Well, I went around, and I never knew, I've always been very curious to know whether the comptroller intended to give me a tip or whether it was just accidental, but what he said was, he says I don't care if you pay a million dollars a set for harnesses if that's the agreement and the contract's drawn on that. But he says whatever the contract says is going to go. Well, I thought I saw a great light, and I went home and figured on the thing awhile and then went down and saw Mr. Baker and I said I think I've got it. I says, I think that we can offer every one of these men a supplementary contract and pay enough for the harnesses so that it will average out. And Mr. Baker says, do you think we can get by on that? And I told him what the comptroller had said, and I says if his word is any good, why, we'll get by on it. And then I decided to go up and see the comptroller again and I went up and told him just what I had in mind. Well, he said, I think it's a damn fool way to do it, but on the other hand, he says, it's outside my jurisdiction if you do it that way. So we made up our contracts and I sat around for five years after the War waiting to be called before the Congress because we actually, in a case of a Dallas firm, we made a contract for a hundred sets of harnesses at \$25,000 a set.

Lathem: Good Lord.

- Hopkins: Well, think what a Congressional committee could have done with that. But anyway, that's the kind of things with which we dealt.
- Lathem: In moving from General Goethals office into the immediate vicinity of Mr. Baker, your kind of activity didn't much change?
- Hopkins: Didn't much change, no.
- Lathem: What was the reason for the change? Did Mr. Baker just feel that he needed you more than having you with the General?
- Hopkins: Yes, he wanted me. I mean the same sort of problems that were arising in the Quartermaster Corps were arising everywhere else, of course, and he felt that I could do all that I had done for Goethals and Goethals granted that, too, from his office. And some other things that I couldn't have...
- Lathem: More too. Yes.
- Hopkins: And...But it was a ...I mean in the nature of self-development, it was one of the most wonderful opportunities I ever had because here were two top-flight men and they were as different as the poles are apart, but it was good fun.
- Lathem: It was certainly a turn of fate that allowed you to do that, too. The inability of these two men to see one another.
- Hopkins: Yes, that's right.
- Lathem: Or one to see the other. It was one sided really.
- Hopkins: It was one sided. But it worked out as a very interesting deal.
- Lathem: Cleveland Plain Dealer.
- Hopkins: You ought to have a ...This was where Judge McLane came in. I got him down to ...this whole thing was...became crucial.
- Lathem: Oh, the labor situation at Cleveland Skirt and Cloak factory.
- Hopkins: Yeah. That was the way things were being done, you see. I was working in the name of the secretary, appointed as referees [inaudible] Mr. E.M. Hopkins, Samuel J. Rosenthal, and John R. McLane. And this thing became so widespread and there was so much trouble there that, as a matter of fact, it became... It practically took up all of Judge McLane's time on the thing. And he reported to me and I reported to Baker. I mean that's the way the things go, yeah. That seems a long ways in the past now bit it was quite exciting at the time. Actually I don't know how long it lasted, but Judge McLane... This negotiation was carried on after the close of the War, and the machinery for arbitrating disputes and so forth, my guess would be that Judge McLane was mixed up in that for two or three years after the War.

- Lathem: This is off the subject entirely, but how in the world did Mr. McLane get the nickname Judge? People call him "Judge" thinking it's his title. When I first came, I occasionally found myself referring to him as judge, then suddenly realizing no, he wasn't a judge.
- Hopkins: No, that's the taking up by the public of a family name. He was a very serious-minded kid, and his father was an English immigrant and well educated. A self-educated, but a well-educated man. And they brought up the children, Judge's older brother went to Harvard and he came here, but that's the story of it. Very early, as a matter of fact, he came to college with the name judge. He was called judge all through college as an undergraduate. And I got curious about the thing one time and I guess I asked his father, asked somebody in the family, anyway, and they said it had come down from the fact that he was such a solemn child. They nicknamed him that and it always stuck.
- Lathem: Here publicizing your being named assistant to Mr. Baker. And here with somebody else's picture. You've written here who it is...
- Hopkins: Howard Coonley. Yeah. He was chairman of the shipping board. I'm astonished at the amount of writing that I was apparently doing in those days. I didn't remember that.
- Lathem: *Evening Transcript*. Dartmouth Club of Boston. [sound interference] Must be 1918, I think.
- Hopkins: Yeah. Gracious, it's extraordinary how these names bring back pictures of people that I haven't thought of for years. All those officers were people at the time I knew well. You will find in those letters, you will find...Mr. Parkhurst got very much disturbed at my being in Washington. He raised the question pretty definitely whether I better not give up one job or the other.
- Lathem: Oh, just let me reverse directions, here, Mr. Hopkins.

**(End of Reel#16a)**

**Reel #16b**

- Hopkins: And it's somewhere...you'll find it somewhere among those papers that I gave you the other day. And actually he was the only member of the board of trustees that raised any question at all, and I don't know where it is, but somewhere there is a telegram from Mr. Baker, who got quite disturbed about the thing, and as I recall it, telegraphed the trustees directly on the thing. And I don't know where that is.
- Lathem: That may be in here. I've seen that telegram. I guess it isn't in there.
- Hopkins: Well, anyway it's existent. That's all right. But that's the only...
- Lathem: Mr. Baker telegraphed them hoping that they wouldn't...

Hopkins: Yes, telegraphed them asking that I be allowed to continue in the thing, and so forth. And at that particular time, I should have, if Mr. Parkhurst, I mean if his attitude had been general, I think that unquestionably I would have resigned here at the college because it was right at the crucial part of the War.

Lathem: You just couldn't have left.

Hopkins: I couldn't have left. No. And I honestly don't think that the college suffered any. I know, in some respects, the college gained from having me down there, and I don't think that it suffered much, because so much of it was under the control of the army anyway, I mean matter of educational policies, all that type of thing was out. And I came back here, I tried to average back here every two weeks. It sometimes didn't work, but usually I could get back and I'd spend all day Sunday with two or three stenographers catching up on correspondence and things. And it wasn't an easy life, but it was a very rewarding one.

Lathem: I should think it would be. You were speaking of the positive aspects of this association from the standpoint of the college. Would those have been because of the contacts that you were making in Washington that...

Hopkins: I think so. I think regardless of what I did, assuming that I wasn't a complete failure, I think it was good for the college to have a representative down there. And actually... actually the course of events threw me into pretty wide contacts, which I'm sure worked out advantageously for the college in one way or another through the years, but that's the fact which you will find in some of the correspondence there that Mr. Parkhurst wanted to raise that question very definitely and the rest of the trustees said no.

Lathem: Clipping reports and informing section of education bill Vermont commissioner explains measure which resembles Vermont's statute and President Hopkins also speaks. I don't know what that reveals. Does that call anything to mind at all?

Hopkins: Yes, it calls, but not very definitely. If my memory is at all accurate on the thing, the question at that time was the setting up of a State Board of Education, which I thought needed to be done very badly.

Lathem: Here in New Hampshire?

Hopkins: Here in New Hampshire, and which the politicians didn't want. And it really... It really was a very considerable fight, but I was fortunate in that Mr. Streeter was willing to go along with me on the thing and he took all the heat of the legislative hearings on the thing.

Lathem: He's mentioned in the...

Hopkins: Yeah. Well...

Lathem: Some of the general questions arising in the course of the inquiry into the measure and its significance were reviewed and answered by Gen. Streeter.

Hopkins: Yeah. Yeah. Well, anyway, that was the fundamental issue in the thing.

Lathem: Were you, yourself, the prime mover in agitating for this?

Hopkins: Yeah.

Lathem: You were.

Hopkins: And for some reason it was a... it was... it may have been some clumsiness on my part or it may have been something else, but I discovered, as I went along in the presidency, that you are far better off if you assumed always that there was going to be trouble, but I haven't got to that point then. It seemed to me so self-evident that state aid to schools and lots of other things were involved, that the state ought to grab it avidly. Well, instead of that, the politicians took exception to the thing in the first place because it cost some money, and secondly, I think that the opposition of the University of New Hampshire was quite active, which has always been a concealed factor here in the state the bitterness of that thing has [noise interference] man after man who have come to New Hampshire state as president, and still exists as a matter of fact, that President Johnson asked me conference and wanted to know what the source of it was. Your high command has always wanted to play ball cooperatively. But down the line is the difference in salaries and the difference in prestige and the whole thing is an embittered factor. But it was triggered in the beginning by a man named Pattee, who was dean of the agricultural school at Dartmouth and when Dr. Tucker took all the first agricultural school thinking [noise interference] state [major noise interference] schoolboys [inaudible] and so forth, and Pattee went down there with a chip on his shoulder [inaudible] agreements of having been kicked out and so forth and so on, and that was just a festering sore there, and it's pretty well out now, and Johnson admitted to me, he says I don't think it's existent except among 3 or 4 of the older men. And the moving genius in the whole thing or lack of genius was Professor Pattee, who kept it alive. Ted Lewis went down there as president just after the War, as I recall it. Ted Lewis was a Williams man, had been a professional ballplayer, and then had taken a PhD in education somewhere, and went up and became president of New Hampshire State. He hadn't been in more than a month before he telephoned up and wanted to know if he could come up and teach. He says, why do I hate you, which was the beginning of the thing. Well, the only reason I'm telling this story, that has been through the years a subtle but politically a very pervasive thing, and it was here because it was generally assumed that I was the originator of the idea, why they just ex officio were opposed to it, that was all.

Lathem: What success crowned this movement?

- Hopkins: It was very successful in the beginning and still, I guess, is. I have lost track of it, but I periodically hear something about it.
- Lathem: But you did succeed in getting a commissioner appointed at this time?
- Hopkins: We got a commissioner appointed, yes.
- Lathem: I see. I know that there is a commissioner. I wondered whether this was the time.
- Hopkins: Yeah. There'd been a commissioner of education before, but there hadn't been any commission.
- Lathem: Oh, I see.
- Hopkins: And that was the point of the thing, to try to get a representation of the needs of the state in the northern country towns as well as Manchester, and so forth. Everything was out of balance at the time. They had some...
- Lathem: This is interesting to me, the minor antagonism between the university and college at the lower level. Kind of a reversal of the ordinary thing. Antagonisms, oftentimes they're at the top. But your relationships have been cordial.
- Hopkins: Always. Actually Hedsel, who was president of the University of New Hampshire when I came up here, I was the man who recommended him and sometimes I regretted it. The state, Pennsylvania state job, and he went down there, and was always very grateful. I mean we, the state, couldn't have kept him. He was [inaudible] and he was bound to go somewhere, so I didn't have any particular smittings of conscience, but there were times when I would have been glad to have him have stayed. They had a peculiar history there. It's been a pretty good training ground for men. Practically every man that's been president there has gone on to something much bigger. And I'm wondering just how long they can keep Johnson. Lawrence Whittemore, who is chairman of the board of trustees down there, tells me that he thinks that Johnson likes it and is planning to make his life's work there, which I hope is true.
- Lathem: Very good for them. There's nothing worse for an institution to get a good man and then not be able to keep him.
- Hopkins: No. No.
- Lathem: Mr. Lewis stayed on, didn't he? Did he retire there? Died there?
- Hopkins: He died there. Yeah. Yeah. And then I've forgotten who... I guess Stoke came in after him, and I developed a reputation with Stoke for being a prophet. He... I was very fond of him. He and his wife, both. And the University of Louisiana came across with what seemed to

him a very flattering offer. And I guess somebody there asked me if I wouldn't go down and talk with him anyway and I went down. I didn't make an impression. He says, but look at all they've promised me. Well, I says, you'll be still dealing with the Long machine, and I says the only reason there is a vacancy there is that your predecessor's in jail. [Laughter] Well, Harold Stoke didn't think... I know he didn't think that there was anything to it, but he went down there and he had a terrible time.

Lathem: Did he?

Hopkins: Yeah. He is now a dean at New York University. But the last time I saw him he says if anybody ever is skeptical about there being prophets in the present day, he says, I can tell them the contrary. Very frank at admitting it. It's an extraordinary story, that whole thing there. One of the things that makes it hard to figure out just what democracy is, in spite of all of the corruption and in spite of all the graft and everything else, I think Louisiana today is a much better state than it would have been without Huey Long. I mean he outside of his own personal interests of grafting and so forth, he was broad-minded and he was imaginative. Louisiana's got about the best road system in the United States.

Lathem: Has it?

Hopkins: Yeah. And the University of Louisiana is someday going to be a great educational institution. It's got the plan but I'm afraid not until the Longs have disappeared, but at least I get to speculating on whether there is any providence involved in these things at all or not, because from the first time I went to Louisiana till the close of Huey Long's administration until he was murdered, the improvement was just gigantic in everything in the state. The schools were improved, the roads were improved. But, meanwhile, the grafting and racketeering were enormous.

Lathem: The next clipping deals with the same subject. The reform sees the end of our life of leisure. Time will be of the essence in adjustment says President Hopkins.

Hopkins: Fighting [inaudible] old reunions.

Lathem: Victory dinner held by Sons of Dartmouth, cooperative service keynote a series of stirring addresses. Challenge of future must be met by nation. President Hopkins makes [inaudible] address at victory service. War Department work commended by President Hopkins.

Hopkins: This scrapbook must be Mable Seavey's work, I think. I think she was secretary at the time.

Lathem: Was she your secretary then?

Hopkins: Yeah, I think that... She was my secretary, I know, and I think she was at that time.

Lathem: That would be an interesting side note. When you came back, who helped you with the office affairs?

Hopkins: Well, when I came back the... I think, I'm a little hazy about the chronology, but I think Cotty Larmon came into the office just about that time, and he was invaluable. I mean I never could pay enough tribute to the work that he did for me. Well, I was fortunate, anyway, in the boys that surrounded me, and Miss Cleaveland, who was, I think, the world's greatest secretary. She just simply...

Lathem: I have unbounded respect and admiration for her memory.

Hopkins: She... Did I tell you the embarrassment she saved me on the Bill Remington case?

Lathem: No.

Hopkins: Well, this is illustration of hundreds, if not thousands, of things that I owe her, to her work, but I told... I told the lawyers if anything in the way of personal testimony would be useful in Bill Remington's trial, why I would be glad to be down there and to do it because he wasn't a communist, and never had been, and I was somewhat responsible, I felt for the trouble he was in because I told him to go out and learn something about the realities of life. And, well, they were very grateful and they were going to put me on the stand first thing in the trial. About a week before the trial is coming in, Ms. Cleaveland called up and she says I wonder if you recall a letter you wrote the Rhodes scholarship committee about Bill Remington? I said no, I didn't. And she says I will bring it up to you or you can come in. I says I'm coming down, I'll come in. And I had written to the Rhodes scholarship committee. Off course, the applications had to be made sometime before the appointments. And I had written to them, and I said that unquestionably Bill Remington was one of the most brilliant men of his time in any undergraduate body, but that I thought it full frankness I ought to say to them because I knew the international connotations of this thing demanded a little fuller statement, perhaps than would be otherwise that though I thought he was entirely over it that Bill Remington was easily the most radical man that we'd had in Dartmouth in my time. And Miss Cleaveland says I got to thinking about the thing and she says I think it's inevitable that our records will be subpoenaed and she said I just thought that perhaps it would save you some embarrassment if you knew about this. I called up the counsel that night, told them about the letter. He says oh dear, he says, I guess we don't want you. And only three days later all the files were subpoenaed and it would have been, of course, a terribly embarrassing situation, though I still would have liked to have been some use to Bill in it, but I wouldn't have been any use to him, of course, with that in the record.

Lathem: No. No. In fact I don't think they've returned those files yet. The last I knew they hadn't.

Hopkins: I don't know. That's one of the great tragedies of my time. I feel terribly sorry for everybody excepting the bitch he married. She... she was just that. I mean that isn't... He was... Judge Hand dissented in the Court of Appeals and rather extraordinary dissent because he and his cousin Augustus were two of the three, and he and his cousin Augustus, who were pretty much in agreement always on their decisions, but they violently disagreed on that, and Judge Hand dissented from the thing, and... But Judge Hand told me, he says, there is no question at all in my mind but what his wife set out to get him jailed and succeeded. He brought her up to see me. I guess they were engaged, I don't know. Anyway, she was up here from Bennington that senior year, and I didn't think much of her then and I think nothing at all of her now.

Lathem: What do we have here? U.S. safe from Bolshevism menace view President Ernest M. Hop...Dr. Ernest M. Hopkins, president of Dartmouth College, sees no great danger.

Hopkins: That's one of the extraordinary things. I mean people didn't seem to remember at all and nobody seemed to remind them, but we had just as bad a time after the First World War on this anti-communism or whatever you would choose to call it as we did in the McCarthy era, excepting it was government officials were doing it then – Mitchell Palmer, particularly, and 'twas being done all through the Department of Justice offices, but men were piling in. A woman died of the shock in their invading her house down in Nashua, a man died in prison at Hartford where they were sweating him out over the steam pipes, and I... I did quite a lot of talking and I didn't quite buy it at the time with some of the people, but we apparently have to go through that periodically. But that's what... that had means there, I mean I don't think we were in any danger at the time.

Lathem: Throw a searchlight on Russ says Hopkins. Same sort of thing in your Minneapolis paper there. Dartmouth president urges correction of Bolshevik false ideas.

Hopkins: That doesn't sound so antiquated even today, does it? [Laughter]

Lathem: No, it doesn't. It certainly doesn't.

Hopkins: I did a lot of that convocation speaking in those days. I don't know whether it did the college any good or not. It was an awful chore, I know that.

Lathem: Anniversary and welcome home meeting and dinner of Dartmouth Alumni Association of Boston and vicinity. Honorary degree from Brown.

Hopkins: Yeah. They did it better than a good many of them because they gave me those directions and what was expected, and so forth. Who was the other man at that time? I've forgotten.

Lathem: Worthington C. Ford, the great historical editor.

Hopkins: Heavens, I don't know anything about it. Houston became secretary of the Treasury, and I guess had been, yeah, that...

Lathem: No. It doesn't indicate that he had. Oh yes, I guess...Present place [inaudible] vast resources hidden down in the soil of America.

Hopkins: Well, that was the evolution he was, I know. Secretary of Agriculture and then later. But I always... He was a very able man and he was fully cognizant of the fact that he was able, and he was very jealous of his prerogatives, and so forth. He later became Treasurer, as a matter of fact, in the American Telephone and Telegraph Company, but I never see his name but what I think of Dwight Morrow. I went down to Mr. Baker's funeral, and Dwight Morrow and I were seated together at it and Houston was across the isle, and when we went out I said How do you do, Mr. Secretary, and he just grunted, and then Dwight Morrow came along and he treated him just the same. And we got outside, I says, what's with Sam Houston, anyway? Why don't you know, Dwight Morrow says, he's jealous of all the attention being given to the corpse. [Laughter] I never see his name as I occasionally run into it in history or something, I always think of that. Crowley was an exceedingly able man. And it was...Roscoe Pound was.

Lathem: I guess he still is. He's still bumming around the country speaking and...

Hopkins: He must be...I was trying to figure out the other day, and I don't know but I should think he must be over 90.

Lathem: I wonder.

Hopkins: At least I always thought of him as quite a little older than myself.

Lathem: Did we ever give him an honorary degree?

Hopkins: Yeah.

Lathem: We can tell how old he is.

Hopkins: I think we did.

Lathem: Here we are. I wonder if you'd care to speak about your association with Mr. Morrow. How did you come to know him?

Hopkins: I'd just as soon speak if I ...I was trying to think when I came...

Lathem: No, we didn't give one to Mr. Pound.

Hopkins: We didn't. Oh, I know...he was up here lecturing. We had a series of lectures here. Well, I'm not entirely sure, but I think that I met Dwight Morrow first when I was getting my honorary degree down there. He was chairman of the board of trustees at Amherst, and, at any rate, that was the time when I first became acquainted with

him, whether it was as that particular occasion or not. And then gradually as time went on through association with other Amherst men, I saw him more and more, and then they got into a great row down there between Meiklejohn as President and Dwight Morrow, who, as I say, was chairman of the board of trustees, and I was acting as a consultant for both of them. [Laughter]. They both knew I was talking with the other, but...and then I was in Paris... I know I was in Paris and due to come home on the Samaria, which would get me home just in time for the opening of college, and the Samaria was one of the White Star liners. And she broke down, and I was traveling around Paris trying to get something. It was practically impossible because the whole returning crowd at the end of summer were booked up anyway, and then the Samaria list was piled on top of it because she was withdrawn. Anyway, I was in the White Star offices, and Dwight Morrow came along. He was the director of the White Star then, and he said what are you doing? I says I'm trying to do something, I guess you're the only man in the world that can help me to. Well, he says, I can help you because as a matter of fact I've got a suite going back, I think on the [inaudible] but I couldn't be sure about that. And he says one of my friends that was coming with us has just decided to stay over here until Christmas and he says you can have the room if you want to. So, actually I was in his suite on that, and we...and that was right at the height of the so-called Meiklejohn issue down there, and we talked it morning, noon, and night, and from that time on, I'd known him casually before, but from that time on, why I used to go to dinner with him when I went to New York, and Mrs. Morrow, you know, became really the top trustee in influence at Smith.

Lathem: Yes.

Hopkins: And I knew her very well and the Morrows were all tied up with the George Rublers down here at Cornish, and with Judge Hand and his wife, and of course one of the interlocking things where I kept meeting him for one reason or another. He was a wonderful person. It was a great loss, I think, to the country that he died so soon after going into the Senate. I think he would have been a great senator. He only lived, you see, to serve through one session.

Lathem: One session?

Hopkins: Yeah.

Lathem: I know that it was not much.

Hopkins: Mrs. Morrow used to tell the story about Ann Lindberg when she was a little girl. Mrs. Morrow said that Mr. Morrow had just been taken into the Morgan firm but felt very much a junior and so forth and they were going to have Mr. Morgan out to tea. And Mr. Morgan had a bulbous nose, and it was really quite shocking when you...awfully hard to ignore when you saw him. You kept shifting your eyes away not to see the thing. And Mrs. Morrow was so worried that Ann would express childish wonder that she kept warning her and warning her on the thing, and Mr. Morgan came to

tea, and Mrs. Morrow was pouring tea for him and Ann appeared at the door and in the association of ideas, Mrs. Morrow says Mr. Morgan will you have some tea in your nose? [Laughter] Unquestionably, Mr. Morgan had a pretty good sense of humor, and he said, no he preferred to have it in his cup if that was just the same. But...

Lathem: Morrow, of course, is the man who believed in Coolidge, wasn't he?

Hopkins: Yeah. He believed in Coolidge. And I've always thought that college loyalty was pretty well mixed up with that. I don't think if Coolidge had been a Dartmouth man he would have thought much of him. But these men are all...the thing that impresses me as I go along through life and have gone all along through life is how different these people are from the stereotypes that you get of them in the public estimation. I was thinking while I was speaking of Mr. Morgan, who was...the stereotype of him, of course, was hard fisted and callous sort of man. He was super-emotional. He...you could...you could get his backing of any cause if by any way you could get into his emotions at all and I spoke the year that I got my degree down at Harvard, I spoke at the alumni meeting afterwards and I bore down a little on my father's being a Harvard graduate and his disappointment that I didn't go there to the extent of which that would have been the happiest day of his life if he'd lived, and the first thing when the luncheon was over, Mr. Morgan came up to me with tears streaming down his cheeks, and he says that was the most beautiful speech I ever heard. It just touched on his sentiments about Harvard.

Lathem: We've exhausted that book along with you, probably.

Hopkins: No. How about you? My goodness, it's half past five.

Lathem: Is it really? Well, we'll break off for certain.

Hopkins: All right.

Lathem: Do you want to give the house a ring?

Hopkins: Yes, I'll give the house a ring. What number did you say I...

Lathem: Nine.

Hopkins: Nine.

Lathem: Nine give you the outside operator.

Hopkins: Seven hundred, please. Hello Alice, will you ask Ray to come down for me? Thank you.

Lathem: I don't want to burden your daughter with photographs, but I thought you might like to send this one more set to her.

Hopkins: Yeah, I would like to very much.

- Lathem: This last one is a very good one of you, its expression is very characteristic.
- Hopkins: That's very kind of you. I'd love to send them. She likes to get them. I don't know whether this is ever going to be of any benefit anybody, but I'm having a good time doing it.
- Lathem: Well, I wonder. You get busy next week, don't you with your...
- Hopkins: Yeah.
- Lathem: And we'll have to call a halt, but I hope we can pick up again in the...
- Hopkins: Well, I'll be very glad to, as a matter of fact.
- Lathem: I don't know what your summer plans are. You're probably not going to be here this summer.
- Hopkins: I won't be here in the summer, but when will you be back?
- Lathem: I'll be back by the first of July.
- Hopkins; Well, it will probably go over until fall, then. There are things that I have to...
- Lathem: I'd very much like to carry on. This has been most worthwhile. I wrote to Mr. Leavens to the other day saying that [inaudible] something that I conceived as important as anything I had had association with since coming to the college, but also it was a pleasant chore that I brought great personal enthusiasm to because of the opportunity of getting together with you.
- Hopkins: Well, I can say that, too. And I have said that to him, so I hope he'll believe us both. I, as a matter of fact, I suppose I never would have recalled a lot of these things that are coming up.
- Lathem: Well, I think we've, between us, hit upon a way of going at it. We've not tried to make it a job or an interview or to be too much organized in our meetings. It's been, at least from my standpoint, pleasant conversation, and the...
- Hopkins: Al Dickerson asked me the other day when we were going to get up to him and told him in a year or two from now. [Laughter]
- Lathem: I'll walk out with you, Mr. Hopkins.

**(End of Reel #16b)**

**Reel #17a**

- Hopkins: Are you still abstemious on cigarettes?

Robert Jackson: I don't smoke or drink.

Hopkins: I used to. I don't know but as you grow older you might...

Jackson: My daughters say they bring up this slogan that a man is a fool if he drinks before he is forty and a fool if he doesn't drink after he's forty.

Hopkins: Well, I don't know.

Lathem: To go on a little bit with what we've been doing, we've been having these informal chats, and the purpose of them is to get as painlessly as possible information about Mr. Hopkins' career, and of course along with it historical material about the college, and the machine turns off very readily and we resort to that on frequent occasion if there's something that doesn't seem to fit in for posterity and, on the other hand, it comes off later if it seems on more mature reflection that it doesn't belong, and I thought this afternoon in the little while we're going to be together I might see if you wouldn't talk with one another about your earliest recollections of one another in a Dartmouth setting and then your associations over the years, the things that both of you remember about the college, not necessarily about one another's career, and your contacts with one another in later years, things that each of you have done with a college connection.

Jackson: Well, I remember him from almost the first day he arrived in Hanover because he lived in number one Sanborn Hall with Tubby Underhill and I was in number three with a fellow named Doc Chandler. Remember him at all? He's been dead many years.

Hopkins: I remember him.

Jackson: But one thing about Hoppy I always remember, he was extremely modest, even from his very first days, and he hasn't changed any that I can detect, but of course you've changed somewhat in appearance.

Hopkins: Yes, slightly.

Jackson: You were sort of a matinee idol type in those days.

Hopkins: My grandson is greatly interested in the last copy of the alumni magazine where they've got a picture of me as the first editor, and he says, my gracious, Granddad, you once had some hair, didn't you. [Laughter]

Jackson: But you remember Pete Adams, we called him Pete Adams, but his name was Walter Sidney Adams, and he became one of the great astronomers of the world, in charge of that observatory in California, Mount [inaudible] was it?

Hopkins: Yeah, Mount Wilson.

Jackson: Yes. Mount Wilson. And he was a ... he lived in number five, I think.

Hopkins: I wouldn't know any... I wouldn't remember the numbers, but I knew he was around. As a matter of fact, I went up to see him twice and of course I didn't know anything about what he was talking about. I mean he might just as well have been talking in Greek, and finally I said that, and he laughed and he said he never expected anybody to understand him but these were all monologues. But he said I think you might like to see something and he took me out into a dark room and showed me what to me was simply a blob of light on the lens. And, well, I said, I see it, but what of it? Well, he says, that's light from a star that started for the earth 100 years before the birth of Christ. He said I thought you might like to see. Traveling 178 miles a second, all that time. But he was a very brilliant fellow.

Jackson: Oh, he was brilliant, and you know he wrote excellent poetry too, and I can even remember one line. "The flight of white-winged triremes cross the blue."

Hopkins: I didn't know that.

Jackson: Well, he was a... He was an all-around versatile intellect.

Hopkins: I think that one real contribution that Bob could make would be to add to your reminiscences of Dr. Tucker. You see, I think it's a very important thing that Dartmouth get a pretty full record of the impressions that men had of Dr. Tucker because there isn't very much. I don't know what became of the files, I'm sure, but anyway, they've disappeared.

Jackson: Well, Dr. Tucker, it's the old story of a personality that was vivid and created a powerful impression on those who saw him and heard him as it did on me. In fact, this is a little test I have of superb oratory. When I can feel the pulse in my throat listening to someone, I think he is good. And Dr. Tucker used to do that to me, and I can only remember one other man that's done it was Bull Cochran. Do you remember Bull Cochran?

Hopkins: Yeah.

Jackson: And I was interested to read in one of Churchill's short articles that the most interesting talker he had ever met in his life was Cochran, and that was interesting to me because in 1920 when the League of Nations was a big issue and all the Irish went off the Democratic reservation, and I thought we might get them back here in New Hampshire by having a great Irish orator address them, so I brought [inaudible] Cochran up and he stayed with me about a week, and I took him up to Daniel Webster's birthplace because he was extremely, deeply interested in Daniel Webster, and then I had a dinner for him and I had George Rublee there and Joe Cotton, and Ray Stevens and Gordon Woodbury, and I remember that George Rublee said as we left, he says well, that was the greatest one-man dinner party I ever attended.

Hopkins: It was quite a party.

Jackson: But you know, President Tucker, I used to... those talks, those Sunday night talks, you know, were wonderful, and I can still remember little phrases, you know. I remember his reference to Mount Ascutney. Ascutney, filling the southern horizon. He's describing the Hanover in his day and if you ever stop to think, we were -- 1897, you came, wasn't it -- 1896 I came. Now it's '60... what, 61 or two years since, but if in 1897 you roll back those 61 years, you're back, what, that's the time that Andrew Jackson was president, and another 61 and it's the revolution.

Hopkins: The last *Time* has got an article on what's happened to people during the lives of people 80 years old, and in it there's one thing that I didn't realize, and that was that the transcontinental railroad was only 10 years old when we were born.

Jackson: Yes, that's right. It was a new thing.

Hopkins: Yeah. And my father was a minister down at Hopkinton.

Jackson: Outside of Concord?

Hopkins: Yeah. Baptist minister, and the parsonage was right opposite and almost on the road, and one day we were standing out there and a galloping horse came along all lathered and a man shouting something and he got opposite and he yelled at my father and he says Garfield's been shot. That's the first vivid recollection I have. And I was telling...

Jackson: That was '81.

Hopkins: That's '81, yeah.

Jackson: Second day of July.

Hopkins: You're more accurate than I could be, but...

Jackson: I've got to confess -- I happened to read it this morning in the paper. [Laughter]

Hopkins: Well, that's one of the coincidences. Well, I had quite a talk with my grandson. I was down at my daughter's in Darien last week, and he was home from Exeter, and he said speculatively, says, you must have seen quite a lot in your life. I started in to tell him. But the thing that impressed him most was my story of going into Concord to see the grand Army parade, and I says they weren't as far out of the Civil War as the veterans of the last World War are back of you.

Jackson: Well, that's right.

Hopkins: And he scratched his head on that and began to think and he says that's so, isn't it.

Jackson: Yeah, just think of it. But I lived in Littleton, and my father was, they called him the historiographer, and I think I was telling you of this incident. When I was about five years old I remember his taking me behind the horse in a horse and buggy to North Littleton to interview an old lady, a very old lady, a Mrs. Bishop, I believe it was. I might want to correct that name, but she was in her 90s, and I, as a child, I can remember because the name was somewhat familiar to me, I remember her saying that she remembered her father coming back from the center of Littleton and saying to her mother very solemnly, Gen. Washington died last week. Now there's the whole story of America compressed into two lives, mine and hers, and that... You were born in Dunbarton.

Hopkins: I was born in Dunbarton, that's right.

Jackson: Well, I want to tell you something about Dunbarton that you might not know. You know Robert Rogers, the ranger, lived in Dunbarton, and his father came there from Methuen, Massachusetts, and in the '20s there was a Miss Rogers, who was a lineal descendent of Robert Rogers and she was writing a book on her ancestors and she came to Concord, came to me, sent to me by Otis Hammond, and I gave her some money to arrange for the publication, and she took me over to Dunbarton and showed me the cellar hole filled up with debris that was where her ancestors' home had stood in the old days, and the father of Robert Rogers was killed in Dunbarton in a rain, and he had a bearskin coat and a bearskin hat and he put them on for protection against the rain and went hunting, and during the... Then it rained harder and he sought refuge in the mouth of a cave, and he was standing there when another hunter saw him from a distance, thought he was a bear, and shot him. And she showed me that cave, and you can still see... You know there was a settlement there, and it was destroyed by the Indians -- burned to the ground by the Indians, and they never built it up again, and you can still see the old vegetable beds about the size of this room stand up about three feet. They hadn't been eroded completely. You can see that today with pine trees growing out of them two or three feet through.

Hopkins: Well, that's awfully interesting. I didn't know that at all.

Jackson: Well, you didn't live there very long.

Hopkins: No, as a matter of fact, I don't remember Dunbarton at all.

Jackson: You don't.

Hopkins: No, you see, being a minister's son, why we were peripatetic and moved from Dunbarton to Hopkinton and that's where my first memory begins, and then to Franklin Falls, where I made my first contact with George Moses.

Jackson: Oh, really.

- Hopkins: Yeah. George Moses was the leader of the big boys gang and I was the very small boy who stood around and watched them.
- Jackson: What was George like in those days?
- Hopkins: Just the same.
- Jackson: Just the same?
- Hopkins: Yes.
- Jackson: Well, he lived next door to me you know in Concord.
- Hopkins: I know he did.
- Jackson: And of course I fought him politically very... as hard as I could, but I must say he was a very genial neighbor.
- Hopkins: He was a genial neighbor.
- Jackson: But his code you know didn't exactly coincide with that of a lot of other people.
- Hopkins: I know it.
- Jackson: But Dr. Tucker, you know, was a... Something about him... Of course he had a magnificent face. And those chapel talks of his were gems.
- Hopkins: We were very fortunate, I think, in the small size of the college because we sat right under the desk there and could see him plainly and hear him and he...
- Jackson: You know I sat next... you sat alphabetically, and I sat next to a Chinook Indian. One Archie Isaacs. Do you remember him?
- Hopkins: I remember him, yeah.
- Jackson: And he was a pretty good student, too. All the way from the state of Washington.
- Hopkins: I don't think I've thought of him since I left college but I remember him perfectly well now that you mention him.
- Jackson: But I remember you from the very first because you were rooming there in that number one, but you were pretty serious, you know, you didn't fool around very much in those days, and...
- Lathem: This doesn't coincide with our first information about Mr. Hopkins coming to... no, it was really about Bradlee Watson's coming, wasn't it?
- Hopkins: Yeah.

Jackson: Well, I don't...

Hopkins: I nearly got expelled for hazing Bradlee Watson.

Jackson: You did?

Hopkins: Yeah.

Jackson: Well, you know, there is a saying, I don't know whether it's Romanian or what it is, but I read it somewhere. Beat your wife every morning. You don't know why you're doing it, but she does. [Laughter] So it may be in your case. I don't know about these things but you would.

Hopkins: Well, I didn't know, I tell you, a classmate of yours was involved. D.B. Rich came around. And he was a cousin of Bradlee Watson's and I didn't know him excepting very casually through Charles Proctor, and D.B. Rich came in and said one night, Howard Hall was there, he says I want you fellows to do something for me. He said, I've got a cousin in the freshman class and he says I don't think he knows where he is or why he's here or what he wants to do or anything, and he says he's sort of an oddball [Laughter] and he feels neglected. And he says why don't you fellows go over and just give him a going over so he won't feel neglected. Well, there wasn't anything that we were more pleased to do. And that was the beginning of a very warm friendship. But that's the way...

Jackson: Where did Bradlee room?

Hopkins: He roomed, as I recall it, in Reed, I'm not sure about it, but he roomed over there in one of those buildings. Perhaps in Dartmouth I'm not certain, and...

Jackson: Well, I was, in those days I was avoiding... I was very young, you know. I was the youngest man in the class, and of course the youngest man in college for a time and I was chiefly concerned with avoiding being hazed even when I was a sophomore because they mistook me for a freshman. There was... you know in that Sanborn Hall, and I was telling Mr. Lathem, we had characters in those days that we don't have today. Now, where is there another Hoskins or Johnson, people like that.

Hopkins: You wouldn't want too many of them.

Jackson: No. We had about as many... I think our tolerance was about exhausted.

Hopkins: Yeah.

Lathem: Who were Hoskins and Johnson?

Jackson: Well, Hoskins came from Sugar Hill. His father owned the Sunset Hill House, and he used to wear a frock coat made of billiard cloth with red facing, do you remember? He wore it into his classes all

the time. And Johnson was from Manchester. And they were the comedians of the college in those days.

Hopkins: Well, Hoskins as a matter of fact, I don't know for how many years after graduation, but knocked off professional work every summer to travel with the circus.

Jackson: As a clown, probably.

Hopkins: Yes, that was just what he did. And...

Jackson: But it was made of green billiard cloth and cut in the fashion of the frock coat clear to the... the skirts clear to the knees, and with red lapels here, and he wore it with a very dignified air all over the campus and to class and everywhere else.

Hopkins: Hoskins had a trick that I never have seen anybody else do and perfectly marvelous the way it would work. I happened to be on the train one time. I haven't any idea why I was on it or anything, but anyway, he and Bob Johnson and some others were going to Boston, and they decided before they did anything else, they had to go through the waiting room, and Hoskins would get in front of the bench that was right up against the wall. The people sitting on the bench knew they were against the wall. Hoskins would come along and stop and look over their shoulder and then bow very low, and everybody there knew there wasn't anybody back of them, but all of a sudden everybody would look over his shoulder. Well, he was full of those things.

Jackson: I wonder, do you remember when the hypnotist came and gave an exhibition down here. And he had a subject that was laid out in one of the windows down in one of the shops, you know, stores. He had him in a catatonic trance all day and then he had this exhibition at night. And they took Johnson and Wilder, do you remember Wilder, the pole vaulter?

Hopkins: The pole vaulter, yeah.

Jackson: And they got them up on the stage with perhaps one or two others and they pretended to yield to this hypnotic spell, you know, and this hypnotist took a rope and said it's a snake and you know they began to jump away and recoil and shriek and so forth. Finally Johnson picked up a chair and began smashing. They had probably a dozen chairs there and one after another those fellas took those chairs and smashed them and the fellow was trying to bring them out, you know. They wouldn't come out until they had smashed the last chair.

Hopkins: That was down in old South Hall, wasn't it?

Jackson: That's right.

Hopkins: I haven't thought of that for years. Wasn't that the night that they served raw potatoes to somebody?

- Jackson: Yes.
- Hopkins: What things you remember.
- Lathem: What was that about raw potatoes?
- Jackson: Well, the young hyp... He put these fellows under a hypnotic spell, you know. And what did he tell them those potatoes were? He told them they were something. Ice cream or one thing or another.
- Hopkins: Yeah. Some delicacy.
- Jackson: They pretended to believe him, I think, or some of them may have.
- Hopkins: Yeah, I think one of the men had... I may have this wrong, but my remembrance is that this fellow had boasted quite widely that he was going to pretend to be hypnotized but really wouldn't, and the hypnotist heard about it and he got him under for fair, and he actually was under, and then he fed him these raw potatoes and told him they were fruit from the tropics or something.
- Jackson: Yes. I always remember his consternation, the hypnotist's consternation when those fellows began to smash those chairs and he tried to bring them out, and he kept, "Hey, come out, you're all right."
- Hopkins: Well, it was a great time. I don't think we always lived up to the dignity of Dr. Tucker.
- Jackson: Oh, no. Although I wonder if Dr. Tucker didn't have a great sense of humor.
- Hopkins: He did.
- Jackson: He must have had. Off course, I never knew him well. My contacts were very limited.
- Hopkins: Oh, he had a wonderful sense of humor. And of course, Dr. Tucker, more than any man I ever knew, was a patrician.
- Jackson: Yes.
- Hopkins: In every way.
- Jackson: True aristocrat in the true meaning of the word.
- Hopkins: Yes, that's right. And he enjoyed and was amused by a lot of things that he didn't admit.
- Jackson: No, I'm sure. Well...

- Hopkins: But it'll always be one of the greatest, most puzzling things of my life that Dr. Tucker was ever induced to come back here, because Dartmouth was pretty nearly dead in '93.
- Jackson: Oh, yes. It must have been.
- Hopkins: And of course it had only begun to show signs of a little life when you entered, and those were the critical years... Well, it took about 10 years before I think he had any feeling of satisfaction on the thing. But I went into his office in 1901 and things were beginning to jell then and I think... I guess that's nobody... I think he began to feel that results were improving, but up to that time I think he'd had a pretty tough time, satisfying himself, at least.
- Jackson: Well, I can remember the night he announced the gift from Mr. Tuck. I can remember this... I can remember a contact with you and I can't tell you where it was, but I was in Paris, probably in the middle '20s, and I went to call on Mr. Tuck and he asked me for luncheon at Mal Maison and I went there. It was a beautiful home. I think in its setting it was as attractive a house as I can recall, and then he told me about Mr. George F. Baker, you know. Then I came back and I saw you somewhere and you told me of an incident that probably shouldn't be tape-recorded about the Folies Bergère. About, do you remember?
- Hopkins: Yeah. [Laughter] That was... I don't mind this being recorded.
- Jackson: Well, I don't remember the circumstances except that they saluted Mr. Tuck didn't they? The chorus?
- Hopkins: Yeah. Of course Mr. Tuck had been... he had... he had a very hard time placing me for a time. I went over... went over right after the War, and well, I didn't conform to any stereotype he had of a college president, and he wasn't quite sure whether he thought it was good or bad for while, and eventually accepted it. But that particular incident was... He said hesitantly one time, he says, do you want to go into the Folies Bergère, and I said, yes I did. And he says, well I've got tickets for tonight and he says I've got a box so that we can screen you off because there might be some Dartmouth men there. Well, I says, I don't care if there are Dartmouth men there or not. And he says, you don't? I says, no, I don't. Well, then, he says I'd rather sit down in the orchestra because I can hear better. And I says, well, that's all right with me. Well, the first thing that happened, when we went in we started up the aisle and there were three or four Dartmouth men up in the gallery and they gave a Wah-Hoo-Wah. [Laughter]
- Jackson: I remember your telling me about that.
- Hopkins: Yes. And then they had a stunt in the thing, and Mr. Tuck was really fussed about this thing. I think his explanation, which I'll give later, was probably right, but these girls swung out over the audience laterally just high enough so they could kick prominent people with their toes as they went over. This girl came over to Mr. Tuck and

she says, well, where have you been, Eddy? I haven't seen you for a long while. Which flustered Mr. Tuck very much indeed, and he explained, and I think probably correctly afterwards, that they spotted prominent people in the audience beforehand and did this, but he went at great lengths to explain that he had never seen her before.

Lathem: How was this they swung out, Mr. Hopkins?

Hopkins: It was one of the mechanisms that they had.

Jackson: They had some wire.

Hopkins: It was a wire proposition, but the beauty of the thing from the effect was that instead of swinging in an arc they swung out laterally, so they'd swing out over perhaps 10 rows, and anybody conspicuously prominent in the lot, why they could nail that way.

Lathem: How would they be suspended in this way?

Hopkins: They were seated in a swing.

Lathem: I see, yes.

Hopkins: And this girl was actually, in my youthful imagination, at least, very attractive. She just ticked him on the head as she went over and says, where have you been, Eddy? I haven't seen you for a long time. So it ended up, at any rate, rather to my delight in his being embarrassed instead of my being.

Lathem: Was this during your first visit to him?

Hopkins: Yeah. First visit to him. That was an interesting thing, too, which I think there's no reason for not telling now. The... Of course, even when I first came in, the college hadn't got far enough along so but what income was awfully important to it, and I looked over our balance sheet. All bonds, bonds, bonds. And I wanted some common stocks in there just for income. And a pretty militant minority on the board were horrified at the thought of it, and every time I'd bring up the subject they'd say, but think what Mr. Tuck would feel in regards to this? Well, I finally decided one way to find out how he'd feel would be go ask him. And that was the basis of my first visit to him.

Jackson: Oh, really?

Hopkins: Yeah. And I went over, and as I say, he was a little bewildered by me and I, of course, was very much under the spell of his presence because he was a pretty impressive man.

Jackson: Yes, he certainly was.

Hopkins: And well, we spent two or three days getting acquainted with each other, and one night I says, well, I'm going to tell you why I came

over here. And I told him the whole story. And he says, they don't want you to have any common stocks? I says, no. Every time I say anything about common stocks, they say, what would Mr. Tuck think? Well, now, he says, I'll tell you what you can tell them when you get back. He says I never owned a goddamned bond in my life and I never intend to.

Jackson: He made all his money on the railroad.

Hopkins: Speculator.

Jackson: Yes, that's where the big fortunes have all been made.

Hopkins: That was where we got the green light on going ahead in the common stocks.

Jackson: But he was a very attractive man and a very attractive looking man, too.

Hopkins: And he was a very important man in Paris.

Jackson: Oh, he was the great American there.

Hopkins: Great American. Yeah. And he was... well, I... It's easy to say you've never seen the like of a man, but I've never seen his like, and I have never seen a place that impressed me as being as graciously beautiful as Mal Maison.

Jackson: Oh, it... I haven't seen anything like it. You know some of these great houses that they have built in the 1890s and the early 1900s, you take Whitmarsh, that Stotesbury built out there, I spent two or three days there as the guest of the Stotesburys. It's grand and impressive but not so beautiful. Mal Maison... the flowerbeds there... You remember those arrangements and magnificent lawns?

Hopkins: The lawns and the... I went over there two years ago and I ... I mean, I went over to Paris and I went out with Lawrence Whittemore. That was one thing I wanted to do, and I went out. I almost wish I hadn't, because the place is all run down.

Jackson: Well, you know it's like Rufus Choate said when he went to Paris the first time. He found Paris but he'd lost Paris.

Hopkins: Well, that would be exactly the feeling I'd have about that. Weeds growing where that manicured lawn was. All the hothouses were smashed. Doors hanging by one hinge.

Jackson: They don't keep it up?

Hopkins: No. They had just sold it. And I'm very curious to know... The housekeeper didn't know the name of the organization, but they had just sold it to some international organization, that was going to

rehabilitate it in part. Of course, they can never get it as it was before.

Jackson: In the middle '20s that couldn't be beaten. You know Mr. Lathem, I was telling him this noontime about your becoming the first president of the Woodrow Wilson Foundation, and I don't think I ever told you the whole story on that.

Hopkins: I'd like to hear it.

Jackson: Well, I was the representative of New Hampshire. I don't know what they call it, whether it was a national committee or trustee, or what, but in any event I went down to the organization meeting at the Biltmore. Frank Roosevelt was going to preside, and he called me aside and said, when the proper time arrives, I wish you would nominate A. Lawrence Lowell for president of the foundation. I said I will not. He recoiled a little bit and said, why not? I said because I went to the Lodge-Lowell debate, and Mr. Lowell, in effect, scuttled Mr. Wilson's cause. He was not only inadequate, but he seemed almost cowardly in facing Sen. Lodge. And I said I don't think that a man who has that temperament should be the first president of the Woodrow Wilson Foundation. He said, Well, who can we get? I said, Ernest Martin Hopkins. He said, a very good man. A good idea. You nominate him. And so, when the time came, I nominated you and you were elected. I don't know how soon you learned about it. Did we call you on the phone?

Hopkins: He called me on the phone.

Jackson: Yeah.

Hopkins: I'm very much interested because I never knew the story before.

Jackson: Well, that was the way it happened and Roosevelt... You know, Roosevelt had a very high opinion of you and he always expressed it, too, on a number of occasions. And two or three times I remember that he asked me if I had seen you or heard from you and what you were doing, and so forth, and of course you know the time that I came to you and that he wanted you to go into the administration.

Hopkins: I remember.

Jackson: I think we had you slated for Secretary of War, as I remember it.

Hopkins: Well, I don't know. It never got...

Jackson: Well, you rejected the idea at once. And I don't know what your real reason was, but the reason you gave me was that Dartmouth College was in the midst of a depression and you felt an obligation to stick by it.

Hopkins: That was the real reason.

- Jackson: Well, I'm sorry to have said something that might call in question your motives.
- Hopkins: Well, no, you don't need to be because I've been asked a good many times since the New York dinner. That note of yours was read there. What I was offered, when I was offered it, who said what...
- Jackson: Well, I tell you. I can tell you just how that originated. As you know, I'd known Roosevelt many, many years, and I knew him quite intimately and, in fact, he had asked me to sort of look after his campaign for the nomination in New England and, of course, I resorted to a few shenanigans in New Hampshire by loading up the opposition ticket with about twenty-four or five men for twelve places and keeping our own down to twelve. So they didn't know all that, but in New York they thought it was some sort of magic, so they got me down there, and I remained down there. And Roosevelt said many things to me in confidence that probably I don't know when the statute of limitations would run on them so that they could be disclosed. But the...along in...One time he asked me...He evidently thought there was a possibility that you might support him in that '32 campaign, and I never talked with you about it, and I don't know that there was ever any chance of it because, after all, Hoover was a pretty good president, you know.
- Hopkins: I voted for Roosevelt.
- Jackson: You did.
- Hopkins: Yeah.
- Jackson: Well, he may have ...He asked me how you...How you felt, and it was at a time when he was reaching out for support, and then from time to time he would ask about you. You must have been associated with him in the World War some way.
- Hopkins: We had offices next to each other.
- Jackson: Was that it? Well, because he...Well, I wouldn't undertake to say how many times, you know, but very often he referred to you, and then...It's difficult for me now to pinpoint the time when this happened, but one day he asked me if I thought that you would consent to come into the administration as a member of the Cabinet. I said the only way I know is to ask him. And he said, well, will you ask him? Could it have been in December?
- Hopkins: Yeah. I think that was just when it was.
- Jackson: And...
- Hopkins: ...yeah, 'twas right after the election.
- Jackson: And I asked you and you stepped on it right then and there. Nothing doing. And he was very much disappointed. But he would have...He told me at one time...I've got it in my memory that he

said something about your becoming Secretary of War because he felt there was a job to be done in the War Department.

Hopkins: Of course, I'd been assistant to Mr. Baker. That was probably...

Jackson: Yes, and you knew about it. That may have been what prompted the idea in his mind. But you wouldn't have any part of it.

Hopkins: Well, I think I was right on the thing. I mean I didn't think it was any time to leave Dartmouth. I wasn't awfully fascinated by a political future, either.

Jackson: No. No.

Hopkins: But it's always been one of the regrets in my life that he and I pulled apart, but I couldn't help it. I mean, as you know he didn't.... He wouldn't accept partial loyalty.

Jackson: Oh, no, no. It was one hundred percent.

Hopkins: One hundred percent. And it's odd the things on which friendships begin to break up. He asked me to go down... You remember the strike in the University of Puerto Rico?

Jackson: Yes.

Hopkins: Well, the thing was getting progressively worse, and he asked me to go down there not only to look at the educational system, but keep an eye on anything I saw. And I went down and the governor was... He didn't know anything about Puerto Rico or didn't care anything about Puerto Rico.

Jackson: Gore, Robert Gore?

Hopkins: Yeah. Is he a friend of yours?

Jackson: I knew him. I knew him very well. He was a strange fellow, you know.

Hopkins: I know he is. But I kept sending back reports for oh, I guess 10 days down there, and every one of them practically was, the cure-all for the particular problem was to get Gore out. Finally I got this message through the Army post down there to get back to Washington as soon as I could. And I went back and... Well, I'm trying to think of the date, but it doesn't make any difference. And I went in to see him. And he says, well now, he says, I've got pretty well fed up with your volunteered opinions on Gov. Gore. Well, I says, I thought that's what you wanted to know about. Well, he says, why would any man such as he get an appointment from me if he was as you say he was? Well, I was trying to think, my memory is bad, really. Louis Howe was his right-hand man at that time...

Jackson: Yes.

Hopkins: ...and finally he says, why do people think I appointed him? Well, I said, do you want it straight, Frank? Why sure, he says, I want it straight. Well, I says, everybody that I've seen thinks you appointed him because he was your heaviest campaign contributor. And Roosevelt went right into the air. And he says, well that's the goddamnest notion I ever heard. And he started it and got about half way through his valediction and Louis Howe put his hand on his arm and he says, pipe down, Frank, pipe down. You know goddamned well it's true. [Laughter]

Jackson: It was, too. It was true. He had charge of the small contributions, and while he personally didn't make a huge contribution, but he was responsible for, I suppose, the largest single contribution that was made. And I knew him very well because he was right there. His office in the Biltmore was very near mine, and he wanted to be... have an undersecretary's job, but that couldn't be. He ran a few small papers down there in Florida, a string of them. And finally, somebody I guess Louis Howe hit on the idea of governor of Puerto Rico. So he was made the governor of Puerto Rico. And I don't believe that Roosevelt saw Bob Gore more than two or three times in his life. He didn't know anything about his character or his abilities. He's a competent businessman, but he's not diplomatic, you know, and he was thrown down there with a lot of Latin Americans that he didn't understand and there was a very curious incident in connection with his inauguration. I decided... I was invited to his inauguration. He asked me to come down. I couldn't go, but I decided I'd send him some flowers. Well, I never thought that Puerto Rico was in the tropical zone and flowers are more than a dime a... less than a dime a dozen, you know, so I wired through a florist in Washington, I wired \$25 for some sort of a floral piece. Well, I got a photograph of Bob Gore standing under a triumphal arch of flowers as big as a house. [Laughter] I was the only person connected with the administration or the party that remembered his inauguration, and he told me of that several times. And then one day I got a hat... we'd call that a Panama hat, but it was a Puerto Rican hat of straw, but in the rough state, not finished. A huge sombrero of straw. And I took it into Cavanaugh to finish it up, fix it up. And they asked me where I got it. And I told him. They said that's a very valuable hat. We sell that hat for a couple of hundred dollars. So my \$25 brought back a \$200 hat. [Laughter] But Bob Gore didn't like the job. He was dissatisfied with it. And you know he's one of the greatest developers of orchids in the world?

Hopkins: I didn't know that, no.

Jackson: Tremendous collection of orchids down there in Fort Lauderdale. And he's become immensely wealthy, too. I saw him about two years ago. But I remember that strike, and they were worried. But Roosevelt changed right under your eye. Now when... you know when he was stricken, he deflated. I suppose, you can't say he was spiritually deflated, because he had great courage, and overcame his handicaps. But in almost every other way, all the future, the ambition, you know, collapsed. He couldn't think about the future.

And then they got him back into the game. Al Smith wanted him to run and he was elected governor, barely squeaked in, you know. And then of course the next time the tide had turned as it always does in this country and he got in by the largest majority that any governor ever received. So then he began naturally, he got his eye on the presidency. And while he was... While he was campaigning for the nomination, he was a very, very reasonable and... But as he became president and listened to all the adulation and the flattery that showered on any man in power, it seemed to gradually do something to his character. You know there's a story about the German expert on lethal gas that Mussolini got down to Italy during the War. And he asked this German if such and such gas was the most devastating, and the scientist said, no sir, and he said what is? And the German said incense. [Laughter].

Hopkins: So, well... It certainly was true. I mean by the time Roosevelt had been in two or three years he'd divested himself of practically every old-time friend he'd had.

Jackson: Oh, yes. It... You know, I spent election night of his first election... He asked me to take care of his mother, who was a grand old lady. Imperial, you know, in presence and in thinking as well. And she told me some of the incidents of his boyhood, and one I remember was this. She said, Franklin was a good boy, but he was very bossy, and she said he always used to appoint himself to be king or the general when they were playing and she said he used to play with Ogden Mills, who apparently lived in an adjoining estate. And she said, one time I said to Franklin, "Franklin, you let little Ogden be king now for while." And he said, "But Mother, he doesn't know and I do."

Hopkins: Yeah.

Jackson: He... you knew Hugh Johnson, didn't you? Did you ever...

Hopkins: Yeah. I think I knew Hugh Johnson.

Jackson: Well, there is a fellow. You know he wrote a book about himself, and on the fly leaf there was a quotation taken from the earliest school notebook of Huey Johnson, down in Oklahoma, in the intermediate school, we used to call it in Littleton. I don't know what they call it now, probably fourth or fifth grade, and it was this. Everybody's a rink stink but Huey Johnson, and he's all right. [Laughter]. And you know, he never changed, either.

Hopkins: No. He never changed. No, he never did. Well, those were pretty interesting days. Did you ever know Riggs, who was the chief of police?

Jackson: I'm responsible for his death. Well, I'll tell you why. He was down and shot by somebody from the sidewalk.

Hopkins: Yeah.

- Jackson: Were you down there?
- Hopkins: No, it was just after I left.
- Jackson: You might have been shot.
- Hopkins: Yeah. And I was shadowed all the way over, and that was one thing I tried to tell Roosevelt when I came back, that the nationalists couldn't be ignored as completely as everybody was doing, but he didn't take any stock in that at all. But this country owes Riggs a debt of gratitude. This happens to be in the academic field, but you know that the students struck. Gore's appointments to the regents were terrible.
- Jackson: Yes.
- Hopkins: And finally the students and the faculty said they couldn't take anymore of that, so they struck. Then Gore ordered a lockout and told Riggs to put a patrol around the university grounds and arm them with ball cartridges and shoot anybody that came on. Well, Riggs knew too much about the thing to do that, and he didn't obey. He gave them blanks. And the next day the faculty and the students lined up and marched onto the campus and the police fired, and they would have had one of the worst massacres in history.
- Jackson: Oh, it would have been terrible if it hadn't...
- Hopkins: And I've always said that among the unsung heroes of this country Riggs was one of the greatest.
- Jackson: Yes, well now I want to tell you something about Riggs. How he happened to be there. Riggs was the grandson of the founder of the Riggs Bank and an old wealthy family in Washington, and he lived in an ancient mansion outside, on a hilltop outside of Washington, and Cissy Patterson took me out there and introduced me to Mr. and Mrs. Riggs, and I got in the habit of going out there for supper. They used to... I remember they had this old slave quarters intact still, and we... It didn't... Cissy Patterson and Mrs. Riggs and a girl who was Rose Naneau, she was the wife of Frederick Naneau, who was a councilor of the Romanian Embassy. She was a very attractive woman. And they would cook supper. And on one of those occasions, Cissy Patterson set to me, what was his name -- Francis? Riggs, was it Francis? Well, I can't remember his first name.
- Hopkins: I would have said Frank, but I don't know.
- Jackson: She said he needs a job. Now can't you get him a job in the administration? And I said I'd be glad to try but what does he want? What is he fitted for? And he told me about his Army service. I believe he'd served in the War.
- Hopkins: Siberia, I think.

Jackson: What?

Hopkins: I think he was in Siberia.

Jackson: Yes. And he thought... I said look over the situation and see what you think there is vacant and that you can fill. Well, the first thing I knew he came up with this job in Puerto Rico. He was practically chief of police in a sense, but more than a chief of police. He was in charge of law and order.

Hopkins: Law and order, that's right.

Jackson: And so I spoke to Louis Howe about it and Louis said it's okay, so I don't know that Roosevelt even knew him, I don't know. But in any event, he appointed him and I have a letter somewhere in which he thanked me for what I'd done. But, of course, he went down and went to his death.

Hopkins: Yeah. But in my book he was a great man and...

Jackson: Oh, he was a splendid fellow.

Hopkins: And under another chief of police, that would have been an awful tragedy.

Jackson: Well, you know, you make me tremble when you tell me that you were down there at that time because they were ready to take the life of any American that was associated with Gore.

Lathem: You were followed, sir, by the Nationalists?

Hopkins: Yeah.

Lathem: Trailed?

Hopkins: Shadowed every minute. It's my only experience in life of being shadowed, and I didn't know I was being shadowed for two or three days. The superintendent of education asked me if I knew and told me to keep off dark streets, and so forth.

Lathem: Were you accorded any protection? Did they send anyone with you?

Hopkins: No. No. I was accorded the protection of the warning and so forth, and I was damn sure that when I went anywhere it was bright sunlight. But it was a pretty precarious position that all the government was in at that time and I still think that if the nationalists had been stepped on then...

Jackson: Strongly.

Hopkins: Yeah. It would have been much better. And Riggs would have done it. I mean Riggs knew the whole situation.

Jackson: Yes. Yeah. Well, you know, so many of those attempts at assassination have missed. Seems too bad that... You know, when I was about 23 years old, I got a part-time... I was a secretary to Judge Edgar Aldrich. Do you remember him?

Hopkins: I remember him very well, up the Connecticut Lakes.

Jackson: Yes. [Laughter]. Well, I was his secretary. And one summer, I think it was 1903, I spent at the Balsams in Dixville Notch, and there came from Moosehead or someplace in Maine, Rangeley, one day, a short stocky, but very famous senator of the United States named Albert J. Beveridge. You remember him?

Hopkins: Yeah. I had him up here for a lecture one time.

Jackson: Really?

Hopkins: Yeah.

Jackson: Well, Beveridge stopped for luncheon and the judge had him at his table and I sat there. And I remember Beveridge said that he had a book in mind, that he'd only gone as far as the title, but the title was provocative... Immortality by Assassination. Think how many fellows have become immortal just by assassination. I doubt if Lincoln would be the demigod that he is today if he hadn't been assassinated. But a man like Riggs, who had the character... You know, it's the old story, some village Hampden, here may rest. But...

Hopkins: Of course Roosevelt didn't miss assassination by very much.

Jackson: No. But Roosevelt had courage, you know. He had physical and his intellectual courage was bordered on recklessness. It certainly didn't border on audacity -- it was audacity.

Hopkins: It was audacity, yes.

Jackson: But you know Frank Streeter, I've been telling Mr. Lathem, I gave him some written reminiscences about Churchill, and I refer to Mr. Streeter in that, who was a very superior individual, and would have made his mark in any society. But I can remember Frank Streeter saying to me one time, you know every man has his plus signs and his minus signs. What you've got to do is add up the two columns and see which one is on top. And Roosevelt had these deficiencies, of course, but he also had some very, very strong qualities. And you know, you take Harry Truman, who is probably in some respects a... well, a very different kind of a president, but in the great moments, the great crises, he was a pretty big man.

Hopkins: That's right.

Jackson: And I think he will grow with time. His reputation will grow. But you know, I was trying to find out, here is one thing, about the Spaulding

pool, which happened out of the blue sky, I think you'll remember, and... But when was that?

Hopkins: That was 1916.

Jackson: 1916. Well, Rolland was governor?

Hopkins: He was governor.

Jackson: Yeah. He was... You know, he was an usher at my wedding, and I'd known him many years. In fact, I was an attorney for him a long time there. He was staying with me, and I happened to discover that he had about four or \$500,000 on deposit in cash and he didn't know quite what to do. He wasn't married, and didn't know quite what to do with it. And I suggested that he do something for Dartmouth. And he said, what? Well, I was stumped. So I called you on the telephone, and you... I've forgotten, you may remember now. You suggested the swimming pool, I think, didn't you?

Hopkins: I did. That's right.

Jackson: And... Well, was he on... Was he sitting beside me at the time, do you think? Anyway, I said that to him and he said, okay. How much? Well, I said you will have to find out from Hoppy. And anyway there was the swimming pool.

Hopkins: That's the story. That's the way we happened to have a pool.

Jackson: And it came right out of a blue sky to me and it must have to you, too.

Hopkins: It did. It did.

Jackson: And it took very little persuasion, if any. He was ripe and ready and did.

Hopkins: Well, the Spaulding brothers were god's gift to New Hampshire.

Jackson: No question about it. And when I was... When I first started to practice law, our firm represented them, and we brought in a man that was not particularly famous at the time –Louis Dembitz Brandeis. And he made me his water boy. I ran his errands, and one of them was to present him every night with the Wall Street – with the Boston News Bureau, and he would sit down and carefully note the price of every stock. He had quite a lot of them at the time. But he was a very shrewd fellow.

**(End of Reel #17a)**

**Reel #17b**

Jackson: ... try to get some of the senators to vote to confirm him for the... There was quite a struggle. They wanted to make him attorney

general first, and he was rejected. But the Spaulding brothers certainly were a great gift to New Hampshire.

Hopkins: They certainly were.

Jackson: And Huntley left a very large estate.

Hopkins: Well, Huntley, of course, was the sweeter-natured of the two.

Jackson: Oh, yes. Rollin... Rollin was a very good fellow, and of course, my relation with him was very pleasant, but there was a little inclination to be bitter, you know, toward... in sizing up some people. But Rollin, of course, died much earlier than Huntley. And Leon, the other brother, whom you probably never knew...

Hopkins: I never knew him, no.

Jackson: Some people think he was by far the ablest of the three, but he died much earlier than any of them.

Hopkins: He was an alcoholic, wasn't he?

Jackson: Yes. Yes, he was. He... I'll never forget seeing him in a rainstorm, in a terrible rainstorm, carrying a great steak. It wasn't wrapped up in anything. He had this huge steak. He was looking for someplace where he could cook it, you know, on the street in Rochester. He'd been drinking, you know.

Hopkins: Yeah. I never did know him, but Huntley one time... I've forgotten what the occasion was... Anyway, I wanted a drink, and Huntley very generously provided it, but explained why he didn't join me.

Jackson: Oh, it was on account of his brother. Rollin, I don't think Rollin drank at all, either.

Hopkins: No. Neither of them drank.

Jackson: But Huntley was... had... Huntley was the ablest, had the broader vision, you know. How much of an estate did he leave, do you know?

Hopkins: Who, Huntley?

Jackson: Yes.

Hopkins: I don't know. It's up in the millions.

Jackson: Yes, many millions.

Lathem: It's a vast trust that they've been trying, with difficulty, to give away.

Jackson: Really with difficulty?

- Lathem: He very generously made it a provision for primarily New Hampshire benefaction and I think they've executed it very, very wisely, don't you?
- Hopkins: I think so, yeah.
- Lathem: Able trust.
- Jackson: Well, are they giving away the principle or just the income?
- Lathem: Yes. Yes. They are to deplete the entire trust.
- Jackson: Really?
- Lathem: As I understand it. Is that true?
- Hopkins: That's right. As I understand it. Yes. I haven't seen the documents and only know what I've been told, but that's what I understand.
- Jackson: Well, Huntley was a very close friend of Herbert Hoover, you know.
- Hopkins: I know he was. There's a picture around somewhere of... and I can't associate anything with it, but it's a picture of Herbert Hoover and Huntley Spaulding and me, and I think Huntley's sitting at a desk and Hoover and I are standing, as I recall it, I don't remember. Anyway, I remember trying to identify it for somebody and I couldn't do it.
- Lathem: Would it have been some sort of food commission?
- Hopkins: Yes, it was.
- Jackson: In connection with the food.
- Hopkins: In connection with the Belgian relief.
- Jackson: Yes, and Huntley was Hoover's representative in New Hampshire.
- Hopkins: That's right. That's right.
- Jackson: And my wife was the woman in charge of the women in that connection.
- Hopkins: I remember that.
- Jackson: And you know, I got the idea, and with some slight confirmation on Mr. Hoover's part, that he might become a Democrat in 1920, so I started... I filed as a delegate, pledged to vote for Herbert Hoover, and I got Ray Stevens to do that also, and Gordon Woodbury, and we were elected. We had a fight, but we were elected. Three days after we were elected, Huntley Spaulding called me on the phone and said he wanted to see me so I went to see him, and Huntley said, I've just been talking with the chief – that's what he called him, meaning Hoover – and he says he's decided to become a

Republican. He's very sorry that he didn't let you know earlier. But you know, under the law at that time you had to vote for that man up to a certain point. Until he had no chance of nomination – I've forgotten just how it read. It might have been until he was released, but I know I was very much embarrassed because I was a delegate to that convention in Chicago. That's when Frank Roosevelt was made the candidate for vice-president, and my two friends, Gordon Woodbury and Ray Stevens, were very much embarrassed also. He pulled the rug out from under us.

Hopkins: I don't think he had the faintest idea when he started...

Jackson: ... what he was.

Hopkins: What he was.

Jackson: No.

Hopkins: He'd been out of the country for years.

Jackson: Yes, yes.

Hopkins: Well, there's a pretty rugged individual, too, when you go back.

Jackson: Oh, no question about it. But, you know, he just for some reason he must have been stubborn on the prohibition issue, because I think that did more to defeat him, and that, of course, plus the depression. I don't know what... what gives rise to these tides.

Hopkins: He certainly was stubborn on prohibition. I had... I got to the point eventually where I thought that somebody in an academic position ought to say what it was doing to the colleges and college men, the prohibition amendment, and I made a statement to the effect that I thought it was very bad, and it was taken up by radio and motion pictures and so forth, and I got this telegram from Hoover. I didn't link the two together at all until I got down in Washington, but this telegram from Hoover asking me down for the weekend. Well, I didn't know what it was all about, but of course when the president says come, you come. And I went and I hadn't any more than got through the front door before Mr. Hoover came out of the living room or wherever he was there and started right off, without even shaking hands, he said you had no business to make a statement like that. And, well...

Jackson: Pleasant greeting.

Hopkins: Yeah. Well, he was sore. He was just as sore as he could be on the thing, and he says, we've known each other a long while and he says I just felt that I'm being deserted on the thing. He said do you realize that 85% of the population of the United States wants prohibition, and I says, well, Mr. President, I don't want to be too inquisitive, but whoever gave you that figure? And, well, we went on from there, and he was having a dinner party that night. I remember Charlie Hughes... I've forgotten who the rest of them

were, and we suspended hostilities during the dinner, but quick as the guests were gone, he says come up to the blue room. And then he went at me hammer and tongs on the thing. Finally I began to lose sight of the fact that he was president of the United States. I was getting irritated on it, too. He says, moreover, he says you have no business to let your trustees down this way. Well, I happened to know I wasn't letting the trustees down but anyway I says you leave the trustees and me to ourselves. I says that's our business. Well, he says, think what a position you put them in. Well, I says, none of them have remonstrated with me as yet in regard to the thing. And he says, then you absolutely refuse to make any retraction on the thing? I says, yes. I'm not going to retract on the thing. I'm going to say some more on it. Well, he says, you're very, very disappointing to me. As a matter of fact, I don't think that for ten years any place that we were together he'd speak to me. And it's got softened up now so that at least he's very gracious. But he had that conviction so strongly that he thought... He just believed in the omniscience of his own information.

Jackson: Well, of course, that is the great danger of... that hangs over the presidency. And that's what the Greeks call hubris you know. That drunk with power. And Hoover did not understand the American temperament at that time. He had lived in Europe and he'd been out of this country for a long time. As a matter of fact, he was educated in California, and I think he'd been away from America practically all the time after his graduation.

Hopkins: Practically all the time.

Jackson: He went to China and he just didn't... he wasn't on a rapport with the American people. I think he's a very able administrator, but a president's got to be something much more than an administrator. In fact, he's got to be something much more than a president. And I don't believe... What I'm afraid of is that the office is becoming so complex and its responsibilities so vast and scattered that no one man is ever going to give us a satisfactory administration. For example, Benjamin Harrison did pretty well. What happened, you know, there's been a lot of presidents who got by.

Hopkins: Well, I lived... During the First World War I lived next to a Mrs. Cummings, who was the widow of a president of the telephone company in the District of Columbia, and he was a Dartmouth man, and she was an elderly woman and I went into see her one time simply as the widow of a Dartmouth man, and she was very gracious, and we became quite intimate. She seemed to like to have me drop in and I liked to drop in. And she began to tell these stories about... This was Cleveland's time. About Cleveland walking over after dinner at night and sitting with her husband on the front stoop and smoking cigars and talking over the events of the day. Perfectly inconceivable. She said there was one telephone in the White House at that time and it was cut off at nine o'clock so nobody would be waked up.

- Jackson: Well, Robert Lincoln O'Brien, whom you knew very well, was secretary. He was a stenographer. And he worked with Grover Cleveland you know.
- Hopkins: Yes, I know he did.
- Jackson: And he used to tell me about that one telephone and a very, very simple life that they lived in the White House in those days.
- Hopkins: Well, I fortunately am never going to take much responsibility about anything, but I think our form of government has got to undergo a radical revision within the next century. I don't... For one thing, I think a parliamentary form is a good deal better than ours.
- Jackson: I'm almost sure of it. We elect a man on the issues of today in a world that is changing overnight. And he takes office for four years. And he doesn't take office until next January, we'll say. And then he's in there for four years, and he may be all wrong on the issues and may be completely out of step with the popular sentiment, and if, of course the British form of government... There is no form of government that is one hundred percent. This fellow, De Gaulle, has done a lot for France, and will probably do a lot more.
- Hopkins: Will do a lot more, I think.
- Jackson: But you know the great trouble of the world today is the increase of population. The world's a wonderful place if it wasn't for the people in it. And there's too many of them.
- Hopkins: And something's got to be done damned soon or else they'll be depleted by starvation.
- Jackson: Well, that's right. Because the means of subsistence didn't keep pace. And, furthermore, I think that the Catholic church has got to readjust in some of its teachings. You take birth control, which they abhor officially, if they keep on, you take a country like Italy... Have you been in Italy recently?
- Hopkins: No, I haven't.
- Jackson: Well, there's a peninsula the size of California, and I wouldn't want to be held to these figures, but I think that there's... In California there's about, not over six or eight or ten people to the mile, and in Italy it is ten or twelve times that, you know. It's just jammed, and still it's increasing very rapidly. We've got a hundred and seventy five million people, I see, in this country now, and we'll have two hundred million within five or six years the way they're going.
- Hopkins: I think over the long future, I think the population bomb is a lot more dangerous than the atom bomb.
- Jackson: Oh, no doubt of it. And it increases the stressed and strains of nations and the hungry people of the world are the people that are going to create the wars.

Hopkins: That's right.

Jackson: So I'm trying now to start a chain of fertilizer plants. [Laughter]

Hopkins: Good for you. I'm glad one of our age is doing something constructive.

Jackson: Well, we've got three of them planned down in Florida. Liquid fertilizer. Did you ever work on a farm?

Hopkins: No, I never did, no.

Jackson: I used to milk cows. I'm one of the few surviving people that milked a cow with his own hands. They've got a... Now they take this liquid fertilizer and they drive a machine along over the ground and it injects the fertilizer right down to the root of the plant and you can stay there for a few minutes and you see the plant perk up. You know the greatest thing that ever happened to the human race was when it became mobile. It probably was attached to the land at one time, somebody broke away and got moving around, developed feet.

Hopkins: Well, of course, I was on the Rockefeller board for fifteen years and had a lot of queries arise in my mind then. We were spending millions in China to enable the Chinese to live longer and then floods would come along and they'd starve to death because there were so many. I just couldn't figure that ring around... I couldn't get any solution in my own mind that seemed good on it, and... But I'm perfectly certain, coming back for a minute, I'm perfectly certain that something needs to start pretty soon about revising the government, because it's way beyond what the present form of government can handle.

Jackson: Oh, yes. Yes. But the fundamental trouble of course, is the size of the United States and the conflict of interest between or among the various sections. You take the interests of New England are opposed to the southwest, and the west, the northwest, the south, the deep south, and then you've got New York and the eastern states, you've got New England. Now I don't know how New England, I don't want to be too pessimistic about it, but it seems to me New England has practically reached a point of saturation so far as business and industry is concerned.

Hopkins: Well, your sectionalism comes in there because you take a state like New Hampshire or Vermont, or even Maine, but to a less extent, and they cannot carry through in the social legislation of a state like Vermont and finance it.

Jackson: No.

Hopkins: It just... It isn't a question of whether you're humanitarian or not. It's just simply a question of where the money is coming from.

Jackson: Exactly. And furthermore, the government is... to get elected the demagogues will promise almost anything, and the listening audience will believe the promise, and of course you take a man like Hoover, who is not a demagogue and I doubt if he was out of step, but he's a strong man and I don't think in order to get elected he would say something he didn't mean. But what chance would he have of being elected. You know, under our system, it is the second-rate man that wins out. And I don't know how you're going to correct that.

Hopkins: Well, the problem is thrown at you from every side. I mean I have no sympathy at all with this idea of raising the intellectual level of the country by educating more people. I think you'd need to do a better job on those you're working on.

Jackson: Well, isn't this a menace? You were born, what – '79?

Hopkins: '77

Jackson: '77. Well, I was born in '80 and when I was a boy and when you were a boy there were a lot of brave men around who spoke out and you knew where they stood, and they developed as individuals. Now children come home at 7:00 or 6:00 and turn on their television set, and there's *Wyatt Earp* and *Gunsmoke* and a lot of comedians, Jackie Gleason. They listen to the radio, they go to the movies, they become stereotypes. Unified. And the old individual is lost in the shuffle. We don't have them any more. And that's the kind of fellow that went his own way, did his own thinking, blazed his own path, that made America what it has become. And I don't know.

Hopkins: I don't either. Sometimes I'm glad I'm not going to be responsible.

Jackson: Well, I've always tried to avoid responsibility. [Laughter] Especially when the result was foreseen.

Hopkins: Yeah, that's the point.

Jackson: Or not favorable.

Hopkins: Well...

Jackson: Were you... Weren't you manager of the football team in your senior year?

Hopkins: I was on the Athletic Council, but I wasn't manager of the team. No. But afterwards, at Dr. Tucker's request, I took the graduate managership.

Jackson: I know you were a graduate manager.

Hopkins: Yeah, in 1903 we were in an awful hole then financially.

Jackson: Yes.

Hopkins: And I was awfully lucky on that thing because really our only way out was to get something from Harvard. And Harvard had been paying us \$500 a year to come down, and I went down and made myself as persuasive as possible and then as disagreeable as possible, and finally I think they just got sick of me, but they says well, what do you want? And I said I don't care. I says, I just want to establish the principle of a percentage agreement. We'll talk about the amounts later. And rather hesitatingly, they said, would ten per cent do? And I thought I'd try the limit on it and I said I wanted fifteen and they gave it to me. And that first year stepped up our income to somewhere 6 or 7,000 as against 500. And then we were in a position to get almost anything from them because we were outdrawing Yale.

Jackson: Yes, yes I know we were.

Hopkins: And so we pushed it up pretty fast on that. But that's the... That's the way the percentage arrangement with the Ivy Leaguers started.

Jackson: Well, now what is it? A division after the expenses?

Hopkins: Forty and sixty.

Jackson: Forty and sixty.

Hopkins: Yeah. The home team sixty.

Jackson: After expenses?

Hopkins: Hm?

Jackson: The home team pays the expenses of the game?

Hopkins: Yeah, they do all the... they take all the overhead. But the... I've always been perfectly conscious of the fact that I was a child of good fortune in having some reasonable people to deal with on the Harvard end of it at the time, because...

Jackson: Who were they then?

Hopkins: Well, Roger Ernst was the man with whom I did most of the dealing. He later became a somewhat well-known lawyer in Boston.

Jackson: Yes.

Hopkins: And I've forgotten who the...

Jackson: What about Fred Moore?

Hopkins: I never knew him.

Jackson: He was a great friend. He was a manager at one time, and he was a great friend of Huntley Spaulding's. I met him through Huntley. But... You remember Henry Hooper, don't you?

Hopkins: I certainly do.

Jackson: Wasn't he a sturdy specimen?

Hopkins: I sometimes wish when I was down at a football team that Henry Hooper could play in a modern game.

Jackson: Oh.

Hopkins: Take Henry Hooper and Joe Gilman, they were the fastest men on their feet on the team and the heaviest men.

Jackson: You know Joe became a very good friend of mine, and he had a great collection of Cruikshank drawings, and I had bought at a sale in New York a lot of Cruikshank and he stayed overnight with me in Concord one time and admired those, and I said, they're yours, Joe. They mean nothing to me. I just happen to have them. You take them. Well Joe also was the bad... he did me an ill turn once without ... Unconsciously. You remember when he was playing guard, that was 1903 and '04, wasn't it?

Hopkins: Yes, that's right.

Jackson: Well, I had managed some way to scrape together about \$100 and I decided I would double it by betting it on Dartmouth in 1904, which I did, and Jimmy Borne was a halfback. Jimmy got through the line and in the clear with Joe Gilman ahead of him, which bears out your statement that he was a fast man. And Joe was going down the field and this little Dilman Starr was the quarterback on Harvard, and the quarterback in those days played way, way back to receive punts, you know, and he weighed about a hundred and fifty, and I think he was later killed in the First World War. But Joe, six feet two or three and weighing about two-fifty came down and spread out like some great bird of prey, you know, and overwhelmed Starr, and there was Jimmy. The trouble was, Jimmy was only about five feet behind Joe, and when Joe went sprawling he stuck one foot out and tripped Jimmy, and by the time... We couldn't score; it was nothing to nothing. Well, I still had my \$100 anyway, but I never got the hundred that I counted on.

Hopkins: Well, there was quite a crowd of boys on the team at that time. You take Henry Hooper and...

Jackson: Philip Patterson was a very fast runner.

Hopkins: Very fast runner.

Jackson: Yes. Of course I went to a game at the fiftieth anniversary at Cambridge and I sat next to some of that team, Myron Witham, and Turner. You remember Turner. They were a powerful team, and, as you say, today in this modern game, Hooper was really fast.

Hopkins: He was fast.

- Jackson: He'd make a wonderful tackle today, or a guard, either one.
- Hopkins: Either one. I ran the other day, going back for a minute to guarantees, I ran across a letter – I'm going to turn it over to you sometime – from Mr. Rockefeller, as manager of the Brown team, arguing that five hundred dollars was more than Brown could pay us and offering us three hundred to come down and play in Providence.
- Jackson: He was manager of the football...
- Hopkins: He was manager of the football team, yes.
- Lathem: I've let you be late now to your appointment, Mr. Jackson.
- Jackson: Oh, I didn't know it was going to be in the... I thought it was going to be the forenoon that I was going to sit down with you, and I unfortunately made an appointment to... My brother was coming down with another gentleman, going to meet a gentleman here, and I told him I'd see him this afternoon.
- Hopkins: Well, it's awfully good to see you Bob, and I....

**(End of Reel#17b)**

**Reel #18a**

- Lathem: All ready. This apparently is when you went on the board of the Boston & Maine.
- Hopkins: Yeah. Yeah. This may be purely a personal opinion but I think it was a better road then than it is now.
- Lathem: I don't think it is personal opinion.
- Hopkins: That's the society I was speaking of... Yeah. That was the original scientific [inaudible] society. Taylor was the first man in the world to make...
- Lathem: In that field, yes.
- Hopkins: Yeah. And Morris Cooke was one of the founders of it. I'd forgotten entirely that I ever spoke before it, though.
- Lathem: What are you doing here? Opening Amherst's three million dollar drive. You spoke at the dinner. You've heard that story of Amherst having a great dinner when Mr. Coolidge was in the White House and how the toastmaster of the evening built up to a climax of reading the president's telegram? He kept reading one and then there would be a speaker, then he'd read one from some other prominent man and then there be a speaker. Building up to the crescendo of Mr. Coolidge's telegram, and finally, he, having reached its high point, said, "And now, ladies and gentlemen, it's

my pleasure to read to you a message from the president of the United States," and to increase the tension, the anticipation, he hadn't even opened the telegram, so he reached down to the table and picked up the dinner knife and slit open the envelope and pulled it out and looked at the telegram and gasped, and then in a moment recovered himself and said, the president's message is "Greetings. Calvin Coolidge." [Laughter]

Hopkins: No, I never heard that before.

Lathem: Apparently another murder.

Hopkins: Wasn't murdered here.

Lathem: No. [Pause] There's that picture. We looked at that last year and neither of us knew where it came from.

Hopkins: Yeah.

Lathem: President Hoover -- Mr. Hoover then, President Hopkins of Dartmouth, and Huntley N. Spaulding pose especially for the *Union Leader* at Mr. Spaulding's relief headquarters. Mr. Hoover's characteristic smile appears on the right. Well, you presumed that it has something to do with relief.

Hopkins: Yeah. That's right, it did.

Lathem: This must be the dinner that tied in with that.

Hopkins: Yeah. Unquestionably.

Lathem: Inauguration of Channing Cox. Hopkins takes real vacation. Dartmouth College President Going to North Carolina Resort.

Hopkins: That was the place where I met up with Coolidge.

Lathem: Oh.

Hopkins: He came on from the convention, and... No, that can't be right...

Lathem: Well, probably just after the election, before the inauguration.

Hopkins: Yeah. He was a vice president then, wasn't he?

Lathem: Uh, let's see.

Hopkins: Yeah. I know he was. I... because he spent most of his time damning Henry Cabot Lodge for having defeated him for the presidency.

Lathem: Yes. Yes. I guess he would have been vice president-elect then. Yeah. Probably going there in preparation for the inauguration in which was in March. An advertisement for *Redbook*. That's gone out of existence, hasn't it?

- Hopkins: Yeah.
- Lathem: That was so many years ago. Annual dinner given by the trustees.
- Hopkins: I wonder if I've got a golf score in here.
- Lathem: Apparently you won the tourney.
- Hopkins: Yeah. I did win it. I didn't play very good golf either.
- Lathem: Henry Westal won the men's handicap golf tournament at the Asheville Country Club, yesterday by defeating Dr. E. M. Hopkins by a score of six up and four to play.
- Hopkins: He was a tournament player.
- Lathem: Oh, was he?
- Hopkins: Yeah.
- Lathem: Apparently it must have been a qualifying thing, though. You were in the semifinals.
- Hopkins: Yeah, I went through to the finals on that. Incidentally, the toughest match I had in the thing up until then was with Fred Longhurst...
- Lathem: Really?
- Hopkins: ...who started this down there then.
- Lathem: Was he a good golfer?
- Hopkins: Oh, yes. He was an excellent golfer.
- Lathem: Did you see him this time when you were south?
- Hopkins: Yeah.
- Lathem: Did you find out about the current status of glockenspiels?
- Hopkins: No, but I... As a matter of fact I had a very special reason for wanting to see him. He... And not even his wife knows whether he knows or not, but he's got cancer of the prostate, and... His doctor, I talked with his doctor, and his doctor says, well I think it's better just as it is. He says he's an escapist, and I know that is true. He says he may know it and just be ignoring it or he may not, but he says of course if he asks I have to tell him, but he says he shows no curiosity. And the... Do you know Palm Beach at all? Have you ever been there?
- Lathem: No, I don't.

Hopkins: Well, I think it is... I think the church he is in is one of the most beautiful architectural structures in the United States. It's beautifully landscaped. It's right on the shore of the ocean, Bethesda by the Sea, and green lawns around it, and Gothic parish house and everything, and he's very happy there. And although Mrs. Longhurst told me a story typical of him. And I don't know but it's typical of anybody. He had applied for the position immediately upon retiring here, and had not been successful in getting it. And Mrs. Longhurst said that they used to periodically drive up from Miami to Palm Beach, and when the bells would ring, he would say I could listen to those bells all day long. And she said now that he was responsible for playing them two or three times a day, said he'd get up with a sigh and say, I've got to go and ring those goddamned bells. [Laughter] But, as I say, he seems to be very happy in the position and they are happy with him. I talked with the rector of the church and he's a very understanding sort of man, and he says I hope this may be a very slow development. He says, we certainly shall never raise any question about his retirement as long as he can...

Lathem: Is the prognosis of the thing known, do you know?

Hopkins: No. She told me, I guess she wanted to talk with somebody, and she told me all of the details in regard to the thing, but she said he'd never shown the slightest interest in any doctor's diagnosis in regard to it. He'd go and take the examinations and didn't raise any inquiry at all.

Lathem: This apparently is some political versifying that you figure in. Lyford was a governor wasn't he of the state at one time? At the least a political figure here in New Hampshire.

Hopkins: Yeah, he is a political figure. I'm not sure whether he's governor or not. Don't remember a thing about that.

Lathem: Probably nonsense that you got into without being a part of. What is this about the Edison tests failing? I'm not clear on that.

Hopkins: Well, Edison devised this questionnaire and because he devised it, I suppose, it's got great publicity, and the question arose as to whether the colleges weren't remiss in view of the fact that most of the college men couldn't answer the questions? Well, it was just a quiz program in written form. I mean it didn't have anything to with... well, here are the questions. What do we import from India, Arabia, North Africa, California, Arizona. And from where do we get domestic sardines? What railroad is the longest in the world? Where is Tallahassee? Where is Kenosha? And yet the papers lapped it up and began to go after the colleges because the men couldn't answer it, and so forth. I tried to say that that wasn't what education was all about, but...

Lathem: You can see them picking up anything that he proposed.

Hopkins: He himself took great exception to this. I... I guess this was in 1934. I said that as a matter of fact my own belief is that the presumption would be against the man's mental capacity whose mind was encumbered with a litter of such detailed information as that which Mr. Edison asked, and Edison himself got sore at that.

Nathan: Did he?

Hopkins: Yeah. Yeah. I suppose that letter is around somewhere, I don't know.

Lathem: Probably is in the files. Here you are getting an honorary degree at Penn; you were the commencement speaker as well.

Hopkins: Yeah, I gave the commencement address that year.

Lathem: I should think it might have been hard arranging for honorary degrees sometimes with your own commencement and so on.

Hopkins: It was. I suppose one gets acquisitive about that sort of thing. I don't know -- I've sometimes wondered why I took some of them. On the other hand if you have been awarded some and then say to some other college, no thank you, why it's a sort of reflection on...

Lathem: Yes, that's so.

Hopkins: So you keep going. I got where I was rather glad when they did conflict with commencement and I couldn't go. I'll say one thing for myself. My range of subjects wasn't restricted. That was in Hanover, I guess. Yeah.

Lathem: Who were you with here, sir?

Hopkins: Jigger Pender.

Lathem: Oh, who was he?

Hopkins: He was, at that time, graduate manager of athletics.

Lathem: I see.

Hopkins: I think he was the class of '97.

Lathem: This is your commission as...

Hopkins: Justice of the Peace?

Lathem: No, no, chairman of the commission in regards to employers' liability and workman's compensation. 1921.

Hopkins: I haven't the faintest recollection. That was the period in which we were on the defensive in regards to the selective process and everyone else was attacking it. We got vindicated on that faster than you do on some things.

Lathem: This is Mr. Lambuth, isn't it?

Hopkins: Yes. That's Mr. Lambuth. Did you ever hear the story of the Marines' comment on him? His writing... This was just after the '39 program came in here and we had a crowd of, I don't know -- three or 400 Marines, who had just come in, most of them from Brooklyn and I heard this myself. Lambuth was riding up on his bicycle smoking a long drooping pipe, and one group of three Marines walking ahead of me, one of them looked at him and they all turned around as he rode past, and one of them said, my God, Jesus Christ riding on a bicycle smoking a pipe. [Laughter]

Lathem: Who is this, sir?

Hopkins: Charles D. Adams.

Lathem: Oh, Miss Adams...

Hopkins: Ellen Adams' father.

Lathem: Yes.

Hopkins: Yeah. He was one of the greatest teachers that I ever set under. You just went out of there wanting to know all the Greek there was in the world. One of those that had the inspiration.

Lathem: And who was this?

Hopkins: That's Bill Gray. He was one of the finest men that ever graduated. He was dean of the Tuck School for several years and he was a trustee of the college two. Wonderful fellow.

Lathem: You're speaking of Mr. Lambuth makes me think of going after the evening we spent together over at Larry Bankhart's, Mr. Frost, Betty and I went down the next morning to take him to Cambridge, and that evening, by prearrangement, I tape recorded his reminiscences of his undergraduate days, and in a number of places he referred to things that you had talked about the night before. For example, he said that he had taken part of his examinations for Harvard his junior year, he said just like Mr. Hopkins did. You had told him that the night before. He, talking about how the college was at a very low ebb when he was there, and he went on to say a very low ebb, as Mr. Hopkins said last night. Just before Dr. Tucker. In fact, Mr. Frost left college just at the time they were announcing Dr. Tucker's appointment, but he got to talking about coming back to college to read. Came back first in 1916, and Harold Rugg invited him that time to talk at the arts. He said then later on he met with George Nichols of Browne Nichols School, David Lambuth, and he began having him up to the college, and he got very friendly with the Lambuths until he said, I insulted her. Gosh darn me I shouldn't have done that. Apparently -- you'd know this, of course, better than I -- she was much given to making unhappy comparisons between New England and Virginia and she did this to the extent that Mr.

Frost couldn't bear it, and one night she was saying how New Englanders were so crude and the Virginians were so considerate and thoughtful and gracious. Mr. Frost spoke up and said, "And I suppose we're getting an example of this right now." [Laughter]. She never spoke to him again.

Hopkins: Did you know her?

Lathem: No, no. I... She was alive. Both of them were alive when I first came to college and I'd seen them both, but...

Hopkins: I never had the faintest idea what was going to happen. Celia, she was very friendly as far as that was concerned, and very friendly to Mrs. Hopkins after we moved up onto Rope Ferry Road, but I know that almost the first night we were up there we were invited over to their house, and we went over and David Lambuth was in a cavalier suit and she was in... They were celebrating Sir Walter Raleigh's birthday. [Laughter] Mrs. Hopkins used to tell me that my breadth of understanding gave out with Mrs. Lambuth. I guess that's true, because Mrs. Hopkins could take it all as a joke, but I got so that I was bored to extinction by it. You never knew what was going to happen.

Lathem: Well, of course, the town was, when I came, full of Lambuth stories, and they tell of her calling up Tanzi's and ordering grapefruit, and they mustn't be just ordinary grapefruit, these are for the table of Professor David Lambuth, they must be grapefruit that are suitable for this table. You know the Tanzis, what they say to that.

Hopkins: I was interested when the Dartmouth boys got together in Palm Beach while I was down there. Just in the middle of it in walks Harry Tanzi, which I thought was one of the most appropriate things I ever knew. Yes. Mr. Frost is having a ball, isn't he?

Lathem: He is, yes.

Hopkins: I was just reading, I guess last night, in the last Look, they've got a ...

Lathem: Oh, have they? I haven't seen that.

Hopkins: ... a long spread.

Lathem: I didn't know. I'll have to see it. Yes he is. He's retiring from the post at the Library of Congress, and I can't quite make out whether the Library is delighted or sorry.

Hopkins: I can't make out, either.

Lathem: They say they haven't had anyone that's caused them so much attention in a good many years in that post.

Hopkins: I don't know where that comes in, gets in on the Senate. I went to luncheon with Senator Aiken, and he asked me if I knew Mr. Frost. I

said yes I knew him. Well, he says tell me about him. Well, I said, it's pretty difficult to give you a thumbnail sketch in regard to him. Well, he says he kicked up quite a rumpus down here, I said I don't think that probably hurt his feelings at all.

Lathem: And you know he plans this ahead. He's saying to me that night in Cambridge, now, I've got to go back down there to the Library. I'm going to tell them. And he had got it all worked out.

Hopkins: Can you tell me – this is in the gossip range – but just what ... Does Mrs. Morrison have a husband?

Lathem: Yes, yeah and they ... Her husband is Ted Morrison who for years and years has been head of the English A at Harvard. They have done away with English A now but he is a teacher of English there, and has a couple of novels. They live in Cambridge, oh, a five minute walk from his house and she, he says, quite correctly, Kay runs me, and she does. She either answers or doesn't answer his mail whichever she thinks is appropriate. I think people are kind of annoyed sometimes but I can tell you how she came into the picture. After Mrs. Frost's death, Frost went all to pieces and he didn't read his mail, he didn't do anything, he didn't take care of himself. They had been friendly ... the Morrises. Ted was a poet, he'd wanted to be a poet himself, and Frost was interested in him and interested in Kay and she as a friend, took over and began putting his business affairs in some sort of order. She is not a secretary, she doesn't have any secretarial training, but she just gradually has taken over doing everything that a family would do for him.

Hopkins: Well, I have had great admiration for what she did for him and the way she did it and so forth but I just never knew what... Well, I didn't know whether she was married or not.

Lathem: Yes. She is and very much so. They own, the Morrises and Frosts own the farm together in Ripton.

Hopkins: I see...

Lathem: They own their car together because he uses it. She works for him on a regular business arrangement. She works all her mornings, when he is in Cambridge are his. He dictates to her, she gets his things in order and she makes his engagements for him, he never makes his own engagements.

Hopkins: That is wonderful that there is somebody to do it for him. You don't get that combination very often.

Lathem: But as I say, I am sure a great many people are put off by her. Harold Rugg was frightened to death of her, thought she didn't like him or didn't like college or something, and she was very careful about conserving his energies.

Hopkins: It's nice to know that I wasn't entirely idle during these years.

- Lathem: You certainly weren't entirely.
- Hopkins: Five years old. For some reason she isn't very fond of those childhood pictures.
- Lathem: As long as you don't have pictures of her sprawled on a bear rug.
- Hopkins: Did you happen to see Dave Bradley's stories in the ski magazine?
- Lathem: No, I don't see that.
- Hopkins: Well, I think somebody here ought to get track of it, the last two issues and he is just putting on the record there what I've always been awfully anxious should be on the record by somebody, the fact that skiing really started at Dartmouth. That's what it really amounts to and I was particularly happy about them because Charles Proctor of whom I am very fond and who as a matter of fact devised the scoring and has been one of the principal contributors to the development of skiing and has never been given any recognition until this article does.
- Lathem: Well, that is nice then. How is Mr. Proctor?
- Hopkins: He is pretty frail. He is. I don't think there is anything chronically the matter with him except that he just gets frailer and frailer all the time.
- Lathem: Is he still annoyed by his inability to recall things?
- Hopkins: Yes, he is. That's not particularly his monopoly though. I feel it about as strongly. That was one of the most futile things there ever was. When I came up here the Congregational church thought they owned Dartmouth and I spent quite a lot of time disabusing them of that idea and then all of a sudden the Baptists came in merely because I had been a member of the Baptist church and they expected me to do something in their behalf apparently. I don't know. I guess they got all mixed up.
- Lathem: This relates to all Dartmouth with Hopkins in rejection denominational rule.
- Hopkins: Funny things...the controversies you can get into.
- Lathem: This relates to the formation of the Woodrow Wilson Foundation. Did your association with that go on for many years?
- Hopkins: No, it went on as a matter of fact I took it very reluctantly in the beginning at Frank Roosevelt's solicitation. He was the logical man for it but he was actively in the presidential canvas at the time and felt he ought not to take it and he asked me if I would take it until he knew whether he was free or not and I did, but that was the – it never was a major interest of mine.

Lathem: You were critical of prohibition, with good reason.

Hopkins: I certainly was. I don't remember that I ever did anything about the Historical Society except attend one meeting. Maybe I did. I don't know. [inaudible]

Did you ever have any interest in extra-sensory perception?

Lathem: No.

Hopkins: Well, John Palmer Gavitt... This is one of the strangest stories I know and as a matter of fact it is authenticated at very point. He was a hard-boiled newspaperman, he was on the Associated Desk in London for years and he came back and married the sister of Tom Lamont, and they had a son that went to Exeter. He went to Harvard and was going to war and died of typhoid before he got into the War and I got a letter back from... Dick Hall, our man died... and I got a letter back from somebody in Iowa, a Methodist preacher as I remember it. Saying that for reasons which he would explain later he would like to know who Dick Hall was and what he did, who apparently figured largely in Dartmouth records and did I know a boy named somebody Gavitt. And at that time I had never met John Gavitt and I wrote back and said that I knew nothing about the Gavitt boy but that I did know Dick Hall well. Well, what had happened he had had a parishioner who had given some evidence of extra-sensory perception in one way or another and as a joke some of the people in his parish had presented him at Christmas with a Ouija board. Well, Ouija boards were quite the rage at that time and she had placed her hands on it and it had begun to write and this was rather a hysterical note to the effect that the medium was a friend of Dick Hall's named Gavitt and I forgotten the sequences there but anyway, and was the only medium by the name of Gavitt could talk to his father and mother and this minister wanted to know whether there had been anybody named Dick Hall here and so forth and so on. This has been written up in a book called the "Unseen Desk" and I wrote back, as I say, that I never knew anything about Gavitt but I did know Dick Hall and so forth. Well, it went on to where the woman was frightened at what was happening and didn't want to have anything more to do with it. The minister was appealed to by the parishioners to keep her at it and so forth and I got a letter from the woman's husband eventually in regard to the thing wanting more details and he apparently was very much puzzled by it all, and this was subsequent, all this publicity. I had met John Gavitt in connection with this when he was surveying the colleges and he came to Hanover with his wife and eventually they became quite intimate friends of ours up until his death, but he sat down and told this story. The minister eventually got in touch with him. He and Mrs. Gavitt went out to Iowa to this little country town and got in touch with this woman with the Ouija board and Mrs. Gavitt became a confirmed spiritualist and it all ended up anyway, their bringing the couple back to New York and got a job for him in New York and Mrs. Gavitt was just as convinced that she was in touch with her son day by day. She said it never failed on a detail in regard to his life.

Lathem: Strange. Amazing.

Hopkins: There's just quite a lot of things in the land of fantasy that you throw up your hands and say you don't know anything about it, but knowing Dick Hall and them and so forth, I had a very great interest in it of course. I would say.... I mean if I... If somebody was to tell me the story that I would have to tell if anybody was interested in it. I would think that they were imagining it because it's full of insoluble things, that you just can't give any answer to. There wasn't anybody in the lot apparently that had known Dick Hall -- I mean you think of thought transference but there wasn't anybody in that community that knew anything about him. He had identified himself in this Ouija board writing. He says, I can be identified by the president of Dartmouth College and he stated that he died on such and such a night and in the ambulance service of the United States. I mean they had his biography just as I could read it. I could...

Lathem: Mr. Gavitt then came here while doing his series on colleges.

Hopkins: Yeah.

Lathem: Is this Hibben? Did he succeed Mr. Wilson at Princeton or...

Hopkins: Yeah. Strange story. Hibben and Wilson were intimate friends and Hibben sat in front of his fireplace with tears running down his cheeks and told me he didn't understand. Wilson wouldn't attend his inauguration and never spoke to him after he was elected president.

Lathem: My goodness.

Hopkins: Human nature is one of the most peculiar things, one of the marvels of the earth.

Lathem: He did quite a series on the college, didn't he?

Hopkins: Yes. He did. I'd forgotten he did so much. He, as a matter of fact, after his wife died, he went down...he must have been close to seventy, and was made professor at Rollins College. Spent the rest of his life down with the [inaudible].

Lathem: Are you friendly from years back with Mr. Grover? Was he a friend of yours in particular?

Hopkins: No. Not in particular. I mean just to me another Dartmouth alumnus.

Lathem: Yes. Those are the Tucks, aren't they?

Hopkins: Yeah. Yeah. That's Amos Tuck French, that's Mrs. Tuck, that's Martha so called, Amos Tuck French's wife. That's a nurse. That's Henry Stevens of...

Lathem: The bookseller in London?

Hopkins: No.

Lathem: Oh, a different one.

Hopkins: No. He's from Concord. I'd forgotten those pictures were in existence. There's another turmoil over that phrase which...

Lathem: Aristocracy of brain. This came out of one of your speeches?

Hopkins: Yeah. As a matter of fact it was almost accidental that it appeared in a speech. I think the only emphasis placed on it originally if I remember was that I carried out the statement that there was such a thing as an aristocracy of brains. It was taken up all over the country.

Lathem: There's more of it here.

Hopkins: Yeah but I ...They gave up immediately. Ivy League presidents waylaid me on that. Undemocratic, snobbish and so forth.

Lathem: What was your position, Mr. Hopkins? This just came out as incidental to your remarks, obviously.

Hopkins: Yes. I was arguing for the intellectual, there's not question about that. That was the paragraph that the Ivy League were disturbed about. The statement which I made here before that. That a standardized group is a mediocre group and that a conventional civilization is a dying civilization. They didn't like that. It's somewhere buried in some one of these paragraphs. Just that sentence. There is such a thing as an aristocracy of brains. The press with their usual facility picked it out. I didn't object, as a matter of fact. I was glad they did, but I was interested that they did, too.

Lathem: Did you have heavy correspondence?

Hopkins: Yes. I had heavy correspondence.

Lathem: To make your position clear?

Hopkins: Yeah. I had about three balls in the air at that time. One was for restriction, which was undemocratic. That was a ...Another one was a statement which I'm not quite sure about but anyway it served as a basis of discussion. I said too many men were going to college, and then this aristocracy of brains thing. I don't know whether you get intoxicated with ideas of your own oratory or what, but you get up a momentum on this thing. Oh, I was trying to think. That was apropos of the call to Chicago.

Lathem: Oh.

Hopkins: I wasn't to blame for that publicity. They gave it publicity. They made the flat-footed statement that I was coming there.

Lathem: Did they really?

Hopkins: They made life miserable for me, as a matter of fact. They...I... Harold Swift came up here and moved in on us. That isn't quite fair. I asked him to. I didn't know what he was after. And he tendered the presidency of the University of Chicago and I told him that I wasn't a professional college president. That even if I was, the fact that I hadn't fallen on my face at Dartmouth had nothing to do with whether I'd be successful at Chicago or not. But he pressed on it pretty hard and then I went abroad to see Mr. Tuck and I unfortunately told Harold Swift I was going and when I got on the [inaudible] to go, why Prof. Tufts of Chicago had the next stateroom to mine and he talked Chicago all the way over.

Lathem: That must have made your trip pleasant.

Hopkins: Yeah. And the last night I was in Chicago, Mr. Tuck says, what does Harold Swift want of you? I hadn't said anything to Mr. Tuck about it at all. Well, I says, why do you ask? And he says, he is in at the Maurice and he wants to come out to dinner and eventually he came out to dinner and he had a suite on the Mauritania going back and I was supposed to occupy one room in that which I didn't do. But I've always been very curious about one thing. They had... Burton was eventually elected as an interim president and then I got a letter that Burton ... I guess Burton had died or something and that they would like my advice in regard to the list of candidates for the new one. Well, I'd become very suspicious by that time. There had been about a four year interval on the thing. And at the old Copley Plaza in Boston, I said yes I'd meet the trustees on the condition that we started with the assumption that I wasn't interested and couldn't be interested. I'd be glad to help them in any other way. And Eliason, who was at that time chairman of the board, comes in as the head of the committee of three and he says you have been elected president of the University of Chicago and we have come out simply to ask you when you will take office. I don't believe it. I mean, I'd give a good deal to get at the records of the trustees of the University of Chicago because I don't believe any board of trustees would do that sort of thing but that was the tack they took anyway. But college trustees in the main—I think ours are the exceptions—but in the main they don't have much to offer in the way of knowledge in regard to what the job would be. They're just after a president. I had that experience with several of them.

Lathem: This is a great argument for not having any life trustees, isn't it?

Hopkins: Yeah.

Lathem: Here is a telegram from Mr. Tuck apparently.

Hopkins: [inaudible]

Lathem: Here apparently as part of that is who should go to college. A symposium. Whoever wrote the headline for this didn't go into journalism professionally I don't think. Not much of a headline. [Laughter] More like an obituary. Who is this with you, sir, do you remember?

Hopkins: Yeah, that's a fellow named Jack MacEvoy. Was a football halfback.

Lathem: Oh. Looks like the '20s, doesn't it?

Hopkins: Yes.

Lathem: Overshoes. Short coat.

Hopkins: Doesn't it seem strange at the present time that anybody should have had to spend time defending a selective process.

Lathem: I know. I know. Incredible. A good many of these things.

Hopkins: Yeah. Here's an ominous statement that the president ought to take office in January.

Lathem: What's this all about, I wonder?

Hopkins: I don't remember ever having met the lady.

Lathem: Probably she 's written to you.

Hopkins: Yeah, that's what it says here.

Lathem: Does it?

Hopkins: Um. [inaudible] august man of learning [inaudible] tossed into his wastebasket. He did not.... [Laughter] Ask Kenneth Robinson. I passed the buck to him, according to that.

Lathem: Relating to your...

Hopkins: Yeah.

Lathem: Is that John Drew, do you suppose? Tie-in between the squib and the...

Hopkins: I don't think so. I guess it is though.

Lathem: He doesn't have a moustache, though. He does in the cartoon. Let's see who got honorary degrees that year. Gov. Brown, Chauncey Corbin Adams, Myron W. Adams, president at Atlanta, John Drew, actor, Fred Lewis Pattee, Prof. Nathaniel W. Stevenson, Louis Bell, scientist, William Hood, railroad builder, Channing Cox, John W. Davis, former ambassador to Great Britain, Charles Evans Hughes that year.

Hopkins: That man [inaudible] he was the engineer of the Southern Pacific.

Lathem: Oh.

Hopkins: And he told me one day that he had walked every inch of the way from Portland, Oregon, to New Orleans in his life. That was the stretch of the railroad and he'd been over every inch of it. He was a Dartmouth man.

Lathem: That evidently relates to Memorial Field.

Hopkins: The old athletic field ought to have...let's see. Yeah, the further... the old athletic field ended just about where the further side of the gridiron is at the present time. I persuaded the trustees... Beyond that was all state college farm which had been bought by various people and was at the last in the hands of Steve Chase and extended from there... Well, Park Street was existent then. It tied up I guess down lower with what we now call Chase Field and went clear to the top of the hill.

Lathem: This is Steve Chase '96 that owned it?

Hopkins: Yeah. Grantland Rice was a wonderful friend. I spent a good many nights with him.

Lathem: Oh. How did you come first in touch with him, do you remember?

Hopkins: Yeah, I can remember very distinctly. My classmate, Howard Hall, went with the Western Electric Company after graduation and was assigned to Atlanta and Grantland Rice had just graduated, I've forgotten where, from one of the southern colleges, from Vanderbilt, they were rooming together and I went down there to see Howard Hall and met Grantland Rice and that began one of the very satisfactory friendships in my life. He was just starting out then as I think a sports writer on the *Atlanta Constitution*. I always remember him... He came up here... We had a very successful season and the Cornell game was going to determine who was what and so forth. He came up here and 'twas.... I can't seem to get this right. According to the season and I guess I've got the wrong game but anyway, it was at the height of the foliage and after the game was over, Grantland Rice was up to the house for dinner and some other man whom I can't remember was there, and he says, well, Grantland what did you think of the game today and Grantland said I didn't see it. The man says what do you mean? Grantland says, I mean just that. I was looking at Balch Hill. He was really a poet at heart.

Lathem: Was he?

Hopkins: Yeah.

Lathem: We change direction here.

**(End of Reel #18a)**

**Reel #18b**

Lathem: I want to ask you about Mr. Blaik, whether you know what his plans are now?

Hopkins: Yes, I saw him as a matter of fact, I don't know whether you know or not, I went down and spoke at the Touchdown dinner.

Lathem: Oh! Yes.

Hopkins: And it was an extraordinary occasion. There were 13 or 14 hundred men present there and they had voted the award to him as a coach of the year before they knew he was retiring and that came afterwards and there were about as many Dartmouth men there as there were West Point and Earl was very cordial in his appreciation of Dartmouth and he said flatly that he considered that some of the happiest years of his life were spent here and then in addressing the crowd he ... He addressed them as West Point and Dartmouth friends I mean that was the way he began the address. Well, anyway, I was down in Washington here two weeks ago at these Senate hearings and I came down one morning to breakfast and I was sitting there reading the paper and somebody clapped me on the shoulder and it was, 'twas Earl and he sat down and he's with Avco, which is a... I mean, I think this is pretty apparent. Avco's living on government contracts but it's got I don't know how many plants. Earl's got his own private plane anyway and he's traveling around Eastern China. At the present time he's working on personnel and is very happy about it.

Lathem: I'd wondered what he was doing, and hadn't heard.

Hopkins: He had quite a ... He told me it was quite a wrench to pull out of coaching and yet he said he knew perfectly well that it was time.

Lathem: Oh. Yes.

Hopkins: I was delighted to see that he was so interested in and so happy about his new job.

Lathem: Yes. Yes. He might have been miserable or something. This is a Gridiron Club dinner in 1923. Mr. Coolidge as the Sphinx.

Hopkins: I went to those for a good many years. [inaudible] O'Brien was one of the inner circle of the Gridiron Club. I think he'd been one of the founders and he was very kind. He would ride up every year and would want to know if I wanted to go or not. I almost always did.

Lathem: Yes, yes you would. Seating chart. Those must be very interesting affairs.

Hopkins: They are very interesting.

Lathem: Oh, yes, here is Mr. O'Brien and here are you.

Hopkins: Oh, yeah. They're quite a lot of fun and one of the things I always valued, I mean, you can get a bird's eye view on national policies and so forth that you never could get any other way.

Lathem: I'm sure that must be the case. Apparently you're leading the state in the poll of...

Hopkins: That was a distinction I had forgotten. I don't remember it now. [Pause] There was a tragedy. That boy committed suicide about two months ago.

Lathem: A.W. Edson?

Hopkins: Perfectly inconceivable. I don't know what was the matter. He was one of the most brilliant men here. He was very prominent in outing club, etc. He went into the State Department and something went wrong there. I don't know what and he became an alcoholic. I thought he had pulled out of it and I rather think he had. He married a beautiful girl, in fact I just got a letter from her a couple of days ago but I think he must have gone crazy. I was trying to understand his doing the thing any other way. Her name was Genevieve Slater I think, and anyway, he wrote a thesis, and decided to take a doctorate degree at George Washington, wrote a thesis, thought it hadn't been accepted. He was wrong on that. It had been but he thought it hadn't been and he sat down and drank heavily and then he went to the roof and he said he was going to commit suicide and his wife called the police and he carried on a running argument with them for about two hours there and he was standing right on the edge of the roof and finally he jumped off. I can't imagine anybody's objecting to life and what was involved. He was in the country club. I had forgotten he was a ski runner.

Lathem: Quite a ski jump isn't it?

Hopkins: I think this is where I got in trouble with the *Chicago Tribune* saying that if Trotsky and Lenin were available I'd have them up here.

Lathem: Yes, I could imagine that would get you in trouble with them. It must be 24. Yes, 24.

Hopkins: *The Tribune* article doesn't seem to be here but the *Boston Globe* said it makes a good story to tell that the president of Dartmouth College said he would bring in Lenin and Trotsky as instructors if they were available, especially as he said it in retort to a disgruntled objector to one of the faculty members, whom he did bring in. As a good story it got blazoned down front pages of newspapers but out of all proportion to the much better one of what he went on to say. I know of no man nor interest I would not present if it would stir up the minds of the undergraduates. That's what I did say. *Herald Tribune, Times*.

Lathem: Won't you have some coffee?

- Girl: Well, I am pretty busy right now, thank you any way.
- Lathem: She brought us some water so we could have either instant coffee or a cup of tea before we break off.
- Hopkins: All right.
- Lathem: Which would you like?
- Hopkins: I think I would like the tea.
- Lathem: Good that is what I have.
- Hopkins: This is the most succinct statement Dartmouth's head explains that if Leon Trotsky were available he would make him a member of the faculty. I never did say that. But the *Syracuse Journal* says there is no accounting for taste as the woman who kissed a cow remarked to her.
- I didn't know that I got as much defense in the press as I did apparently.
- Well the [inaudible] didn't like it. That would be expected.
- Lathem: Yes, tell me a little about him. He, of course, was somewhat before my time except as a figure of reputation.
- Hopkins: Well, I think he was a pretty good man as a matter of fact but I don't think I'm wholly bigoted on the thing but I think practically all the Catholics are close-minded on that sort of thing.
- Lathem: Do you take milk in your tea or not?
- Hopkins: No, no, I don't. I just take sugar. This is an illustration of how wrong you can be. I mean my general remembrance was that nobody defended it in [inaudible]. It was more defended than attacked.
- Lathem: Well, that...probably whoever made up the book was more interested....
- Hopkins: Yeah, that's what I think.
- Lathem: Because the *Globe* article in itself would lend credence to that view. Attract so much attention the other way.
- Hopkins: Let's see – that was, what year was that?
- Lathem: 1924.
- Hopkins: Oh, yes I see. What happened was I had a letter from a Harvard friend of mine who had sent his son up here who took violent objection to some of the people that had been speaking here. And he said I would as soon have my son listen to Lenin and Trotsky as

these people, and I wrote him back and said if Lenin and Trotsky were available why I'd have them here, that I would much rather that the students would learn what they were saying from them than through the biased and garbled reports of the press. And somebody raised the question at the Pow Wow. I don't remember how it had got to their knowledge at all that this had been, and wanted to know what I'd really did say. So I explained there what I did say and the *Chicago Tribune* came out the next day. I was quite proud of the Dartmouth graduates, though. There were about 500 at that Pow Wow and there was a moment or two of hesitancy after I told what I had said and then the applause began and so far as I could see it was pretty unanimous. I never had any complaints from the alumni in regard to the statement at all.

Lathem: It is astounding what the press can do with the terrifying power they have, isn't it?

Hopkins: Yes, 'tis.

Lathem: I'm afraid there are too many papers that use it irresponsibly.

Hopkins: On the other hand, it is surprising sometimes to me with what they can't do or don't seem to be able to do. I mean I see what seems to be a pretty unanimous attitude of the press on something and then it turns out that the people haven't been particularly beguiled by it.

Lathem: Um. Hum. Yes.

Hopkins: I mean you can get surprised about as much one way as the other.

Lathem: Did you happen to see, oh, it must be two years ago now, an article in *Harper's* magazine about public relations and it was – I've got it somewhere if you didn't see it, I think you might be, some time at your leisure interested in glancing over it but it was talking about this great thing that's been built around this field that has come into being in public relations and how it has its limitations but certainly it's positive abilities and it made an observation -- the author of the article made an observation that ties in with what you've just said. He says that some Midwestern city, I have forgotten which one now, they decided that -- they had a poll to find out how many people knew what about the United Nations organization and they found that there was an appalling lack of information -- public information -- on the U.N. and so they got in some public relations people and propagandists for the United Nations and for a week or two they had a very intensive campaign, spot announcements on the radio, the press playing up the U.N. telling what its aims were and what its organization was and all the factors of it and then after the passage of this week or two weeks of intensive campaign they had the survey, the poll over again and they found out that fewer people knew anything about the U.N. and the conclusion most that the people of Cleveland or wherever it was didn't give a damn about the U.N. and couldn't be made to.

Hopkins: Well, that -- my observation is that you... what really promotes or induces or whatever the word is interest in the thing is pretty obscure. I think this discussion that's going on in regard to television is quite astonishing and personally I don't think these ratings are valid but apparently they are being accepted by everybody. But I'm in no position to -- I had better... When Arthur [inaudible] was up here he told me the last thing before he went away -- he told Ort Hicks and me together. He says I want you two men to do something for me he says. I am told "The Horse's Mouth" is going to be here and he says that's the greatest moving picture I think ever made and I want you to be sure to go see it. Well, apparently I'm at odds with everybody in creation. I thought it was a terrible bore. Did you?

Lathem: I did.

Hopkins: Oh, good for you. I really feel a lot better.

Lathem: I am a poor one to be in company with. My critical standards aren't the kind that you would like to be associated with probably.

Hopkins: I am very delighted. And I... but... The aftermath of it is.... Well, there's quite a lot of aftermath. To begin with, what I didn't realize was that when Ort Hicks and I were expressing our complete lack of interest in, it Johnny Masland was listening interestedly behind and rather horrified at our barbarian instincts. That's what Cotty Larmon told me yesterday.

Lathem: Oh, really. [Laughter]

Hopkins: But in the meanwhile, Ann had called me up and she said, "Dad, I know you don't go to the movies very much but the greatest movie I've ever seen is on now and if it shows up I want you to go to it," and I said, "Just a minute, don't tell me this is 'The Horse's Mouth.'" And she says, "How did you know what I was going to say? Sure that's what it is. I was so thrilled. I've just been to it and I want you to go the first minute." Well, I says, "I went last Sunday night. If you want my unbiased opinion I think it's a bore." She got so irritated at me she banged the telephone up. [Laughter] Then Nancy Heyl, whose opinion on dramatics I really have a lot of respect for tried to tell me I should go to see "The Horse's Mouth". I've decided that just in self-protection I wouldn't tell what I think of the "Horse's Mouth" anymore. I like... But it's the first play I've ever seen Guinness in that I didn't like him.

Lathem: I think Betty liked it. I didn't. I just didn't think it came off.

Hopkins: Well, that is just exactly the same feeling I had in regard to it. Perhaps because I am a happy ending individual anyway. If that [inaudible] becomes a world masterpiece [inaudible] why I could have seen some sense to it.

Lathem: But I don't know. I find myself I think very contrary about entertainment. I was saying to Mr. Morin shortly after that that I had

felt then, as I generally do when I go to the movies, that this is an awful waste of my time and not because I have anything I particularly want to be doing at the same... Well, it isn't taking me from anything. I have work I could be doing but I'm not pressed for work but it is just such feeble entertainment.

Hopkins: Most of it. On the other hand I presume the critics wouldn't rank it at all with it. I thought "The Captain's Paradise" was perfectly marvelous. Did you see that?

Lathem: I didn't see that, no. That recent?

Hopkins: No, no it's three or four years old. It's a one of Guinness's early ones. But he ran this ferry service between Gibraltar and Morocco and in Gibraltar he had a pretty stuffy English wife, but in Morocco he had quite the reverse. Did you see it?

Lathem: No, I didn't, but I know that there was such a picture. Yes.

Hopkins: Well, it was just charming all through the thing. The...

Lathem: His...the "Lavender Hill Mob." I don't know whether you saw that.

Hopkins: Yes, I did

Lathem: I enjoyed that very much.

Hopkins: I enjoyed that, very much.

Lathem: Betty and I took Mrs. Landauer, Bella Landauer, to dinner in New York the last time we were down. She was saying she had seen the "Horse's Mouth" and we must see it. It hadn't yet come here. Because they had just knighted Guinness for this.

Hopkins: Well.

Lathem: I don't think it was done on the basis of that.

Hopkins: I don't think I know the basis of criticism in regard to art. I... I can't... I don't know enough about art even to tell the story, but two weeks ago all the people of intellectual acumen that I knew in Washington were exclaiming over a nude who was painted by some artist I'd never heard of, there being an exhibition at the National Gallery. And things were going pretty slow in the insurance building one afternoon, and I said to Mrs. Davis, of whom I'm very fond, I said how would you feel about getting out of this, and getting intellectual down at the National Gallery? She said I'd love to. So we decided to go down and see this famous nude. Well, to begin with I wouldn't know it was a human being, and secondly I wouldn't know it was a nude. I wasn't anything that... Actually, as far as I was concerned it was a blob of paint and yet there were crowds in there.

Lathem: Well, I find that I'm old-fashioned in my appreciation of art. I find with modern things that often times -- perhaps not often times, but

occasionally -- I'm very much struck by the color combination and some of the forms, but when they name the damn things... If they'd just leave them as a kind of pleasing arrangement of colors...

Hopkins: Well, on this one, Mrs. Davis, who knows a great deal more about art than I, she says, well, she says, I object to the name. She says if they'd left it unnamed I'd be quite impressed with it because she says I've never seen such browns. Maybe so, I have remembrance of a lot of brown. I was looking so hard for some symbol of sex, I guess, I don't know.

Lathem: I, speaking of the arts, this college is certainly unendingly in your debt for bringing Warner Bentley here. My goodness, I think he's one of the finest things that was ever around this institution.

Hopkins: He's... I think he's one of the most extraordinary men we've ever had here. I... I don't know whether I gave him bad advice or not. I'm not sure it was welcome advice. He's been offered the managership of the Hopkins Center and he wanted to talk with me about it. And I told him for God's sake not to take it. And...

Lathem: He'd wind up being a manager.

Hopkins: He'd wind up being a manager. I says to be sure I've got an interest in it and to be sure I'd like to have it as well managed as I know you'd manage it, but I says, on the other hand there are a lot of people in the country that could manage a proposition of that sort and here at length you're going to have a theater all your own.

Lathem: Which is something he's waited for.

Hopkins: Something you've waited for, and something you are qualified for. Not that you're not qualified for the other, but that you are particularly qualified for. And I haven't any idea what he's going to do and I had the feeling when he went out that it wasn't quite what he'd wanted me to say, but I feel it very strongly. I think that...

Lathem: Oh, I do, too. My goodness, we'd lose him to that. He'd probably do it very well, but we would not find someone else that could do what he now does so superbly.

Hopkins: I don't think so.

Lathem: No. I'm glad that you advised him that way and I hope he turns that way.

Hopkins: Well, he is a very unusual combination of talent and he's a man whose artistic judgment I would accept whether I understood it or not.

Lathem: There's the integrity to it.

- Hopkins: I can be certain of the integrity of it. But I have a feeling that... I have a feeling which may not be justified but that there's an awful lot of posing in this whole art game.
- Lathem: Awful lot of jargon... That's part of it, isn't it?
- Hopkins: It gets so in music, too. I mean I was saying to a group down in Darien that I wasn't especially fond of rock 'n roll but that if I had to choose between rock 'n roll and some of the modern music, I'd take rock 'n roll. [Laughter] One man remarked sourly that I evidently possessed a very elementary intelligence.
- Lathem: This must have been -- this kind of thing -- a problem. I don't know... going back to your administration, I don't know what your own competence is in the musical or artistic fields, but if, as I judge, you may not have a professional level of these things, how do you form judgments on people like Warner, getting him here, and how do you decide in whom you can entrust the development of certain things.
- Hopkins: Well, it's partly relying on judgment of others. It's partly hunch, with a lot of good luck.
- Lathem: But there's so much to this kind of an operation, keeping going of an educational institution where there are numberless specialized fields in which a president can't have competence. The problem of making with some degree of certainty valid judgments and decisions.
- Hopkins: I think two of the best man that came in during my term in office -- I brought in over the objection of the departments concerned. One of them was Sidney Cox, the other was Mecklin. And in both cases the testimonies were very dubious. This is where the hunch comes in. That's why I am speaking of it. I knew a couple of people at Montana where Sidney Cox was and both of them said let him alone.
- Lathem: Did they?
- Hopkins: And said nobody can handle him and you can't end well. My reaction to that was, I didn't want to, so what? And with Mecklin, he'd been in Michigan and I went to see the head of the department there who happened to be a personal friend of Mecklin's and he says I'd like to say yes, but he says he's a troublemaker congenitally. And he says he would just upset your faculty and everybody around. Well, I went down... Mecklin had left Michigan, I judge under some coercion and was down at Pittsburgh, and I went down and saw Bowman the president, first, and Bowman says by God, I'll get a vote of thanks for you if you'll take him off our hands. And well I met Mecklin and there seemed to me to be nothing to be afraid of in him and that he obviously was a dedicated man. And the department of sociology finally said well, we won't oppose it, but neither will we favor it. And we brought him on and certainly in the

case of neither of those men did we ever have reason to regret their being here.

Lathem: No, no, indeed. Part of the difficulty, I should think, would be the colleagues of men like this. Those brought up in the strict academic line of ascent and with an inability to see what a person like Sidney or like Mr. Mecklin had to offer to the students that had nothing at all to do with academic background, nothing at all to do with the letters after his name or ability to get along with his colleagues.

Hopkins: Well, I would go to almost any extent to get a good teacher. That's really the fundamental basis on which I operated. I think insofar as I was successful at all I had the greatest success in trying to build a faculty. And I don't think... I don't know, you didn't see that interview in *Look* with Mr. Frost?

Lathem: No. No.

Hopkins: Well, I was amused at the sternness [inaudible] in Cambridge. He said he refers quite disparagingly to Kittredge.

Lathem: Oh, Lord, he is a God in Cambridge, isn't he?

Hopkins: Yes. He said a single chamber in his mind or something of that sort which I think was perfectly fair but I don't think it was taken well.

Lathem: Mr. Frost said in this evening talk that we had in Cambridge after going down last fall from here. He spoke of, as I said he was speaking of Lambuth, and he spoke inevitably of Sidney and said that Mr. Hopkins was a man who would take a chance on people like that. And he said that neither of them was appealing. That even Lambuth had no long... had no academic distinction, as such. Is that so?

Hopkins: Yes, that's so.

Lathem: And had only an A.B. degree, I think. And Sidney was a rebel but he said that Mr. Hopkins could take on people like that. It meant a good deal to him in thinking about an institution.

Hopkins: Well, I suppose it was partially in friendliness to protect me, but I didn't get much support from Mr. Frost, as a matter of fact, at the time.

Lathem: Really.

Hopkins: He says I know him and I like him, but he says I'm afraid he'll cause you trouble.

Lathem: Maybe this was part of his reverie, realizing that he'd been proved wrong.

Hopkins: Well, I don't know. I think as a matter of fact that... I think the strangest thing ever said to me came from a man from whom I'd

least expect it, and that was in talk with Dr. Tucker, the last talk I had with him, not the last talk I had with him but the last talk I had with him before making a decision to come up here. And I says I... I had up until that time not intended to come, but I... I don't remember just how I phrased the question, but anyway, what I asked him was that I really wanted to know what he thought I had that qualified me for the position, and he says you're a gambler. And he says Dartmouth's at the stage where it needs gambling.

Lathem: That is surprising, coming from him, what little I know of Dr. Tucker.

Hopkins: Yes. Well, with all that I know it was one of the most surprising things ever made, and sometimes I try to cogitate and analyze the thing myself. I never was quite sure whether I was living up to it or over-living it or what. [Laughter] But on the other hand, I think, that regardless of the... Well regardless of the validity of that judgment on his part, I think a lot of the colleges suffer from leadership of men who won't to take a chance. I think educational progress is a gamble. I think you've got to gamble. You'll make some mistakes. I mean, I know perfectly well I made them and I think anybody would make them, but I think the net of it all is that if you exclude the element of chance on the thing why you're going to lose something. You have to ...you've got to take the hazard of that, and I don't know, I... I didn't... I didn't foresee. I don't think it would have made any difference if I had. I didn't foresee the row the Orozco murals would kick up, but on the other hand, I knew there were a lot of people who wouldn't like it. And well... I presume there are a lot of people that think now that it was a mistake but I don't happen to.

Lathem: No, I think you are very right in that.

Hopkins: I think you look the colleges over though and you'll see...see a lot of people plodding along in their conventional grooves and I think those colleges aren't going anywhere temporarily. I don't think they can.

Lathem: It seems to me going on, back again to the matter of a faculty, it seems to me that one of the things needed in a faculty is diversity of ability, a diversity of temperament, a diversity of personality. I can tell of two or three men who meant more to me in college than any of the rest of the teachers and they're people that I'll bet not one in a hundred would—Wayne Stevens, for example, whom I think probably quite frankly is not considered a successful teacher by most of his students, but he meant more to me than anyone else I had in almost any of my college work because he was a quiet person and a person of scholarly disposition. He is not a productive scholar or anything of the sort. He is not a stimulating lecturer. But there was just something there that clicked between me and him and you need that sort of thing.

Hopkins: I think you do, too. I think... I'm surer of that than almost anything that a good college is going to have a faculty of varied types.

Lathem: Yes.

- Hopkins: Because the recipients of the educational process are variegated.
- Lathem: Yes.
- Hopkins: And the thing they'll be responsive to like your being responsive to him for instance... I had the same experience in college, a man that people in general didn't think was any good at all and yet I got an awful lot from him.
- Lathem: One of the other, kind of a counterpart of that, something that annoys me is students contemporaneously, temporarily passing judgments on their teachers. They have no more idea when they leave college who are going to be the ones that have influenced them most than nothing at all. Some you can tell, but I've heard so often from other people accounts of this man, remembering something that he said in class that's been with them always, you know, and it doesn't have anything to do with current popularity or... I, one of the few things that I'm convinced about in the fundamental structure of a college is the necessity of diversity of competence, appeal and interest. That's what a college ought to be.
- Hopkins: I am, too. I got into trouble one time. *The Dartmouth* had been running some sort of campaign along late in the '20s, I've forgotten what it was, and finally they took me to task for not having expressed myself on it. I've forgotten entirely the issue involved on the thing, but anyway I sent for *The Dartmouth*, sent for the editor, and I said, you organize your party and I'll come to it. And they made quite a play of it, as a matter of fact. A mass meeting and so forth. And I made the statement in there which was something of an overstatement but not as much as it might seem. I was irritated, I'll acknowledge that. I'd got kind of fed up with it. And I says, I have very little interest in what any of you think about Dartmouth College at the present day, but what I'm interested in is what you'll think of it in ten years from now. And well strangely enough, *The Dartmouth* board took that all right. And the thing died down, but some of the individual students were quite offended by the thing. Felt that their capacity for understanding was being underestimated.
- Lathem: 'Twas ever thus with students, I suppose.
- Hopkins: I mean, going back to the very beginnings, it was ever thus. And probably, probably it's a good thing that it's so.
- Lathem: I expect that's the thing you tell yourself, try to convince yourself.
- Hopkins: Yeah. Try to convince yourself.
- Lathem: Some morning when you pick up *The Dartmouth*.
- Hopkins: Yeah. I had quite a lot of trouble with *The Dartmouth* along the way, sometimes out of casual statements and sometimes out of serious ones. There was a crowd of boys up one night and they got to asking me why I did various things. I always went to the office out

the Tuck Drive door. It's peculiar the things they pick up and are interested in. One of the boys says, we are interested, Mr. Hopkins, do you ever use the front door? And I tried to think and I said not very much. Well, he says, why is that? And I says, I guess it's actuated by my desire not to have to step over *The Dartmouth* in the morning. [Laughter] [inaudible] *The Dartmouth* editors were up to see what I meant by that. But whoever it was who said that youth was too valuable a thing to waste on the young had quite a...

Lathem: Yes. Yes. Mark Twain. Well, we should break off.

Hopkins: I don't know that I'm doing this the way you want it at all.

Lathem: Yes. Well so much of this is reporting alumni talks that wouldn't bring back any particular recollections, but I think it's valid going through and picking up a few things that do remind you of something.

Hopkins: Well, I'll be available to you any time.

Lathem: Well, could we set up another session for some time...

Hopkins: Let's see. Well, I'd rather do it this week if I do it, because next week is pretty largely occupied.

Lathem: Is Saturday a bad day for you?

Hopkins: No.

Lathem: I'm going to be out of town on Wednesday, Thursday and Friday. We could pick up for a while tomorrow if you like or Saturday any time during the day. This is twenty-third...

Hopkins: Well, I'll be in Montpelier Wednesday and perhaps Thursday. No, I ...Saturday would be...Saturday would be a good day for me if it is for you.

Lathem: All right, yes.

Hopkins: What time?

Lathem: Whatever time you say.

Hopkins: Well, 1:30 is all right with me.

Lathem: One-thirty is fine. Do you want to do it here or do you want me to bring the things up to the house?

Hopkins: Oh, no you needn't bring them. I can come here.

Lathem: I'm afraid that these scrapbook sessions are rather dull for you, but...

Hopkins: No, they aren't. As a matter of fact, I've been tremendously interested today in reviving memories that I haven't had for a good many years.

Lathem: I'm glad that's one of the pleasing by-products, perhaps the only pleasing by product of the...

Hopkins: Well, it would be worth much more time than I'm taking to know where that telegraph from Mr. Baker is. I got to thinking about it one day and I went hysterically through my files and couldn't find it...

Lathem: No. That is nice to have there right at the beginning of this volume. I wonder who started this volume? I suppose whoever your secretary was.

Hopkins: I guess probably Miss Seavey. I think that was her time.

Lathem: Can I run you up to the house? That would save Ray coming down.

Hopkins: Well, are you naturally going out now?

Lathem: Yes. Uh huh.

Hopkins: All right, thank you.

Lathem: You'll have to fold up into Betty's small English Ford.

**(End of Reel #18b)**

**Reel #19a**

Lathem: This recording is being made on Monday afternoon, March 23, in Baker Library. Present are Mr. Hopkins and Mr. Lathem. The session is to be primarily concerned with going through Mr. Hopkins' scrapbook, volume three, covering the years 1919 to 1928. [Pause] I thought we might go back to something we did in the past, that is, leafing through a scrapbook again. This one picks up approximately where the last one left off. This is apparently the official scrapbook of the president's office that was kept for many years.

Hopkins: That depends on my secretary, although...

Lathem: Who would have been with you when you first came back in the office?

Hopkins: Mabel Seavey.

Lathem: Oh, yes. Was she back that far?

Hopkins: Yup. I think I'm right on that. The... Yes, I'm very sure.

Lathem: Do you remember, was she with you for some years?

Hopkins: Yes. She was with me for, oh, I'm very hazy about those things, but I should think for five or six years. Then there was an interval where we were trying out, without any very great satisfaction, a sequence of girls, and then – one of the greatest good fortunes of my life, I got hold of Dorothy Cleaveland and she was perfectly wonderful. She was with me for over twenty years.

Lathem: She was a grand person.

Hopkins: She was a grand person. She was very much more than a secretary.

Lathem: I've been interested in that because I have occasion to see the correspondence, the back files from time to time. It always makes it more interesting if you can put people together like that with what's going on.

Hopkins: Yeah, I think so, too. I don't know whether I ever told you about what the ...'twas illustrative of the protective care she had in regard to everything in regard to the Remington case. Did I tell you the work she saved me on that? Well, I felt very strongly about the Remington case. I felt very critical in regard to the way it was handled, and I told his lawyers that I'd be glad to go on the stand and so much more than give a testimonial. I'd like to tell what I thought about the thing, and so forth. And somehow it came about and I told Miss Cleaveland sometime I was going to do it which she thoroughly approved of and about two weeks before I was due to go on the stand, she says I wonder if you remember a letter you wrote to the Rhodes Scholarship committee in regard to Bill Remington. And I said no, I didn't. And she says well I wish you'd come down to the office and look it over. She says I got to thinking about it and she says I looked it up. Well, I went down and in the letter, as you know, the committee on the Rhodes awards ask for a very detailed information and your impression in regard to personality and so forth. I went on and gave my tribute to Bill Remington as an intellectual and said that I thought all in all he was perhaps the most intelligent man in his class, reckoned in terms of intellectual capacity, and I said I had only one reservation and I didn't know to what extent that would effect his being chosen as a Rhodes Scholar, that I thought without any question that he was the wildest radical that there ever has been. [Laughter]

Lathem: That wouldn't go very well in court, would it?

Hopkins: Well, I read the thing and called the Stinson firm right from the president's office, and read them the letter. Oh, well, he says, they...he said I guess probably we'd better forgo you as a witness because I don't think you can do us any good at all. And two days later the government subpoenaed the files.

Lathem: Did they?

Hopkins: Yeah, well...

Lathem: That was a wonderful catch on her part.

Hopkins: Oh, gee, yes. It would have been embarrassing beyond measure if [inaudible]. I had no recollection of it at all. But it was so typical of the protection along with everything else that she gave all along the way.

Lathem: How did she happen to come to you? I don't know anything about her career before that. Her father was a Dartmouth man, was he?

Hopkins: Her father was a Dartmouth man, and his widow... Life's so full of coincidence that sometimes you wonder whether they are coincidences or not. But her father was a Dartmouth man. She graduated at Simmons and went to work for the Rockefeller board. Well, I was on the Rockefeller board and one day Ray Fosdick says we've got a New Hampshire girl working in here, pricked up my ears immediately and then I knew her father. At least I knew him casually. And the minute that they said she came from Lancaster, why I felt sure who it was. And I told Ray Fosdick, I says, you're going to lose one of your secretaries if I can do anything about it. And I've forgotten whether I wrote her or saw her or what, but at any rate she came from there.

Lathem: I see. She certainly was a very able person with a marvelously warm and kindly and helpful personality.

Hopkins: Yeah. You rarely get one of her sprit and her practical perfection together. I mean you get a lot of good will from people that aren't very capable and so forth, but she had both, and oh I think, I haven't seen...without being in any way a gossip she was... her ears were open for any gossip that might be valuable to the office. So...so I tried to make plain to her from time to time how valuable I thought she was to the college and to me and I hope she understood.

Lathem: I'm sure she did.

Hopkins: Knowing her, you may be interested in one final episode. She ...she was in the hospital and was obviously not going to live very long. Ann was up here staying with me and I raised the question with somebody, I've forgotten whom, and I, at that time, was having a rather bad time with my heart and I didn't want to go onto the platform with the possibility that I'd have to get off if it, so they said that I could sit in the wing and watch the thing. But I got to thinking about it and I wondered if Dorothy Cleaveland couldn't be wheeled from the hospital over. I raised the question and this thing was more remarkable to me because among her many qualities I never did think... She was too serious to ever have any very keen sense of humor, and... But at any rate, Ann and I came into this room this day and she was sitting in a wheelchair and she looked so pitifully frail and so forth. I walked up behind her and leaned over and kissed her. And she looked up and says, Tut, tut, she says, after twenty-five years. [Laughter] This amused Ann very much and, as a

matter of fact, it did me, too. I thought it was... I was kind of touched by it, as a matter of fact.

Lathem: Was this on the occasion of your alumni award, that first...?

Hopkins: No, no. It was a year or two before that, I think. Yeah, I think... I know it was. Yes, I know it was. It was three years before that. But she was... she had all sorts of courage along with the rest of the thing. The way she took her final illness was typical of her courage because she knew just what was happening. I think, as a matter of fact, her greatest single concern during that was whether John Dickey was going to find a capable substitute.

Lathem: Tell me about your trip a little bit. I haven't seen you since you got back.

Hopkins: Oh, I ... Well, I went down...

Lathem: You went to Florida first?

Hopkins: I went to Florida first. And I had a good time because I was in good company. It was with Mrs. Davis and her sister. And we drove down taking turns. It was very easy indeed, doing that. Deane Davis is always joshingly reflecting on the fact that every time I turn around I find a Dartmouth man, and so forth. And when we started out, he says of course if you people ever decide where you're going to stay, he says, it would be nice to know up in Montpelier. And we didn't know. I mean we were just drifting along, thought we'd find something somewhere. Got to Vero Beach and I said to Mrs. Davis, I says I know the people over here at the Treadway Inn and they might have some suggestion. And so I went over and John [inaudible] a Dartmouth graduate, was their general manager, was there and I told him that we didn't know how long we were going to stay and we didn't know where we were going or anything but asked him if he had any suggestions. Well, he says, we're just opening a new inn down at Fort Worth. And he said it's really in Palm Beach but it's the southern end of it. He said you might look in and see what you thought of that. Well, as a matter of fact, it was just exactly what we wanted – it was a glorified motel. But with very comfortable quarters and a fine eating place and everything so we settled right down there and we telephoned Mr. Davis that night where we were and Mrs. Davis put a little emphasis on how we happened to be there. He says, my god, he says, will you please file an application for me at Dartmouth College. Well, anyway, as I was saying we found very comfortable quarters there and then she went on up later up to Cape Canaveral where her son... who is as a matter of fact he's [inaudible] Brown 's assistant up there. He is a West Point graduate and so forth and I flew to Washington because all the National Life legal corps were down there in connection with this bill for taxing the insurance company.

Lathem: Oh, yes.

Hopkins: Which, as it stands, we pay \$1,900,000 a year now in taxes and with this new bill it will be four million one hundred thousand dollars a year.

Lathem: Good heavens.

Hopkins: And this is an illustration, at least it seems to me an illustration of how a word can build up things. If you apply for an insurance policy a year's rates are based on the assumption that the worst could happen in every possible way. You'd have a flu epidemic with numerous deaths and so forth, and in order that the company shall come out of the thing solvent why that's the way the actuarial figures are set up. Well, when it doesn't happen, the mutual companies pay back the difference between the actual cost of the insurance and the things that didn't happen. Somebody tacked the word dividends on that in years past, it isn't dividends, it's your own money being held in escrow which is returned to you. And somebody tacked the word dividends on to it years ago. And the great Treasury Department of the United States and the Senate Finance Committee, no matter what you say to them, said why did you call it dividends? And I guess that's the way the bill's going to be set up, finally. As a matter of fact a mutual life insurance company is just as much a cooperative as a farm cooperative is.

Lathem: Yes, I would think so.

Hopkins: Because nobody gets any money out of it excepting their salaries. But anyway I went back to Washington for the early hearings on that and then they adjourned for a time and Deane Davis and I decided we wanted some warmth and he needed some rest because he'd been working on this thing pretty hard and he went out to Arizona.

Lathem: I wondered how you got out there.

Hopkins: Well, that was the way. We went out there and went on to a dude ranch. I'd never been on a ranch of any kind before. I like Arizona but I had never been to Tucson before -- I had been to Phoenix -- I don't know how long I'd like ranch life. There's a little bit too much togetherness in it. The recreation director came around one day and she says to me she says I want to ask a very pointed question of you and I says what? She says well, you don't ride, you don't play shuffleboard, you don't play bridge, she says you don't go to the movies, she says, just what do you do? I said, I lie on my back and read the *Saturday Evening Post*. [Laughter] She was very much discouraged. I think she thought Dartmouth did well to stagger through three decades with me.

Lathem: That would be terribly upsetting to a recreation director to have anybody who fell out of the pattern.

Hopkins: Yes, that's it exactly. All the subtle pressures you know, on you get into this, that and the other thing. But they finally learned, I mean after four or five days they let me alone. We rode around quite a

little and I had a peculiar experience there in Phoenix, one I should have foreseen, but I didn't. The Dartmouth boys in both places wanted me to come to meetings, so we set them up for the last two nights before I came away. Well, I went into the meeting in Tucson - - about 50 of the boys there. And I looked them over and I said, my goodness I don't know what's happened to me. I says, I don't remember ever having seen about half of these fellows and then I began to get myself together. I had never seen them. They were boys of the era since I was in office.

Lathem: Oh, yes.

Hopkins: And it's an illustration of how fast time passes.

Lathem: You had never had that sort of realization before?

Hopkins: No. Never in that way.

Lathem: A bulk of the alumni body. That must have been quite a revelation.

Hopkins: It really was quite a shock. I... The presiding officer and apparently one of the oncoming boys in Tucson, I can't think of his name, anyway, he graduated in the class of '52. You learn something all the time. I had practically the same experience the next night up at Phoenix.

Lathem: It has its amusing aspects, but it must have been quite a jolt to you.

Hopkins: It was. It was very definitely a jolt. But it was an illustration of another thing that I think is all to the good. I... John Dickey is getting his own group. I mean, as the years go on, it's going to be very valuable to him, I think.

Lathem: Yes, I'm sure that's so. He's never had any difficulty with your group by and large.

Hopkins: No. No. But I think it's a little different. I think the boys who have graduated under him probably feel somewhat different.

Lathem: It's a strange thing for him and you. Your situation coming to the presidency wasn't quite like this. Dr. Tucker in the background, but Nichols didn't create any era of devotion and dedication.

Hopkins: No. That was one of the worst miscalculations a board of trustees ever made, and they made it in desperation, as a matter of fact. They'd offered the presidency to pretty nearly everybody in the country, and when they found a man that would consider it, why they decided to elect him. But it was a tragedy, too, because at the time Dr. Nichols came here, he was on the threshold, at least, of being one of the great scientists of the world, and he had no interest in or aptitude for administrative work. I had him as an instructor in college and he was a wonderful teacher.

Lathem: Was he?

Hopkins: Yeah. Wonderful.

Lathem: That interests me. I'd not heard that before.

Hopkins: Yeah. He lifted the teaching of physics onto a plain way above where it had ever been before. And I don't think the undergraduates in the main I know and I at the time didn't appreciate it, but nevertheless he did it. Then he went to Columbia and was doing distinctive work there. But he told me within two months after he came on to the job, he said you know this thing isn't right, he says, I've been brought up in a laboratory, and he says a problem I've taken into the laboratory and I've stayed with that one problem whether it was five minutes or five years. And he says I take something home from the office and think I'll think that out, and he says by the time I get back to the office there are a dozen more. He says I can't adjust myself to it.

Lathem: And he couldn't have carried on his work in physics at all, could he?

Hopkins: No. He thought he was going to. But of course, he didn't get any chance to. And the result of it was that when he tried to go back into the field, why he was in the second echelon rather than the first.

Lathem: Yes. I turned up something the other day. The treasurer's office is turning over to the archives some of its files and here is a letter dated 18 May 1910 written to William L. Chase, the clerk of the Board of Trustees, from you, submitting your resignation.

Hopkins: Oh, yes? [Pause] Reminiscent of a lot of things.

Lathem: I thought it would interest you.

Hopkins: One of the wonderful things it's reminiscent of was it's the kind of thing that an administrator always runs into, I suppose. Judge Chase had been chief justice of the supreme court of the state, and he was a very kindly old gentleman, but very technical as a lawyer.

Lathem: Oh, yes.

Hopkins: And very insistent that nothing should be done illegally or extra-legally. I came back here in 1916 and I don't think I'd been here a week when Judge Chase, who was then a pretty old man, I really don't know how old, but he was pretty well along. He telephoned up and says I'm only going to ask one favor of you, but he says I feel very strongly about that. Can I come up? I said yes, certainly, I'd be happy to see him. He came up, we had dinner together, and then with a good deal of emotion -- he said in the study afterwards -- he says I have always felt very uneasy about the fact that the college was in the timber business. And he says, I think the college grant is a great hazard around our neck, and he says at last I've been able to do something about it. And he says I've got a bona fide offer of \$250,000 on the college grant, and he says that's the only favor thing I'm ever going to ask of you, that you will accept

and endorse that. Well it was one of the things that I couldn't possibly do, and it was really very painful but I told him that as a laymen that I thought Dartmouth had a right to be in anything it wanted and that offered any prospects of a financial yield aside from other possibilities of it, and that I wouldn't have anything to do with it. But he brought it before the trustees at the next meeting, made quite an emotional appeal on the thing, and I think there was one other man voted with him. It was the type of thing that makes administration difficult sometimes.

Lathem: Yes, I should think that would be a constant difficulty.

Hopkins: It is.

Lathem: Saying no to people that you would like to say yes to but can't.

Hopkins: And no to propositions that you know yourself they feel very strongly in regard to. Well, he was a wonderful man. He served Dartmouth loyally for years in that position.

Lathem: There's apparently a record of long tenure in the clerkship, is there?

Hopkins: Yes. There has been.

Lathem: Mr. McLane certainly was there for a good many years.

Hopkins: I'm in a very irritated frame of mind at present about this firm of Cresap, Paget and McCormick, whatever it is. They've been examining the college with a view to recommendations and so forth for Harvey Hood's committee.

Lathem: Oh, yes.

Hopkins: And they have come up with... I think that it's probably bound to happen with a concern of that sort because on the basis of their examination of other institutions. They find something common practice and assume therefore that it is desirable for everybody, and I told Harvey Hood Saturday up here I wasn't having any of the report. He kind of laughed and he said I didn't think you probably would have. But I always figured and figure still that if something's good that it's a little extra advantageous to the college if it's different from other people. And their whole report is based on the thesis which they don't enunciate but which is obviously there, that you want to be like everybody else. Well, I don't know what will become of it. I'm somewhat skeptical not only in regard to academic work but a lot of other things about that sort of reports anyway from these examining groups, because they are bound to work that way. I mean they wouldn't have any basis for...

Lathem: No.

Hopkins: ...being.

Lathem: No, that's so.

Hopkins: If they didn't work that way. But well, for instance, one of the criticisms they make which I don't think is a valid criticism at all is in regard to the long tenure of clerkships in the...

Lathem: Oh, really.

Hopkins: Yeah. And...

Lathem: I should think just on the face of it, that it was eminently desirable in an institution like this.

Hopkins: Yeah. They criticize the life trustees. They think all terms should be limited. I know Dartmouth...

Lathem: Gee, I should think you could cite chapter and verse on that over and over again.

Hopkins: I expect to, but I don't know how much impression it would make on the committee. It goes through just that way, and then one of the criticisms was, they said that the, that the liaison between the trustees and the Alumni Council was lacking -- practically nonexistent. I picked up the last account of the meeting of the Council and I think there were four trustees appeared before the Council explaining what they were doing. And, well, I recognize the fact that probably I'm arguing for things that have been, but I think some of them are worth keeping.

Lathem: I'm sure that's the case. Well, the early part of this book, the early page of it, at least, is material that we've covered. It's a larger book and more unwieldy than the one we've been using. This tells your, announces your resignation that you've just been reading here. This first one -- May 1916. Then the period of preparedness which we've talked over. This one interests me. It tells of your endorsement of the suffrage movement, women's suffrage.

Hopkins: Well, that was one of those formal things. I mean I never saw any reason why suffrage shouldn't exist. On the other hand, I never felt it was up to me to inaugurate it. And we had a very militant group of suffragettes in the state at the time, and I can't remember the woman's name. I know she came from Dover. That's all I can remember about her. She came around and very militantly said one day, she said, you haven't declared yourself on this. Nobody knows where you stand, and so forth. I said well I don't feel any particular compulsion to. I am and always have been in favor of suffrage but I don't see but what you're doing all right without me. But, anyway, before she got done she forced me into a declaration of [inaudible].

Lathem: I see. This must have been somewhat of a burning issue locally, too.

Hopkins: It was.

Lathem: In Hanover.

Hopkins: Yeah.

Lathem: I think... Was Mrs. Fred Lord a great suffragette, I would have expected Mrs. Skinner to be, was she?

Hopkins: I guess if she ever knew it existed she was. [Laughter] I don't remember. My relationship with the Skinners was a little sketchy. I don't know...

Lathem: Well, this announces your coming back as president. I think these are things we've treated before. Here are things that we've referred to before.

Hopkins: Gracious, I've wondered where that was. I looked all through my files for it.

Lathem: Did you?

Hopkins: Well, I'm awfully glad to see it. He was one of the great men of the country in my estimation. [Pause]

Lathem: That might do it. I ought to identify what we've talking about for the benefit of the tape I suppose. It's a telegram from Mr. Baker relating to your leaving the service of the department.

Hopkins: That's another interesting... When I went down there, I went down as assistant to General Goethals and he was very insistent that I take a commission. I suppose he was the greatest individualist of his time. And I don't remember how much I've talked with you about this, but he... He kept talking commission to me all the time and I said no thank you, I wasn't going to tie myself up on the thing, and these big captains of industry would come in, would have a spur bottom side up or a button off or something and Goethals would bawl them out. You could have heard them in Boston, all right. [Laughter] And I'd sit there and when they went out, say I wish I had a commission. He became one of the best friends I've ever had.

Lathem: Did he really?

Hopkins: He was a perfectly wonderful friend. Yeah. I'll tell you one more thing about him – if I hadn't... Did I ever tell you about my introducing Morris Cooke of Philadelphia to him?

Lathem: No, I am sure you haven't.

Hopkins: Morris Cooke was a multi-millionaire who went in with [inaudible] when he went in for the reform administration and I was in Philadelphia at the time and I'd organized the Employment Managers Association and the so-called Taylor group of scientific managers were very much interested in that at the time and I saw a lot of Morris Cooke and liked him very much. But he was one of these men that was sartorially perfect at every moment and so

forth, and he came to me in Washington, and he says I've got something very important – he was an engineer – says I've got something very important to take up with General Goethals. And he says I can't get at him and he says people tell me that you're the only one that can get me to him. Well, I said, I'll see what I can do [inaudible.] I shall never forget: Morris Cooke showed up with a gold-headed cane and a floppy Panama hat and in those days we had no air conditioning in Washington and it was one of the hot days. He came in very buoyantly. For some reason Goethals was always... Everyone was always embarrassed when they first met him. I mean, he was a commanding figure of a man. I brought Morris Cooke in and I says, Mr. Cooke I want to introduce you to Gen. Goethals. And Morris Cooke made the one unforgivable blunder as far as dealing with Goethals went. He said Gen. Gorgas he says I have always wanted to meet you. Goethals says, get the hell out of here. He says, no man stays in here and calls me Gorgas. He never would see Cooke again.

Lathem: [Laughter] Wonderful.

Hopkins: Well, actually, due to his idiosyncrasies if you want to call it that -- I guess it's nothing else -- that was how I came in contact with Mr. Baker because I went in with General Goethals and General Sharpe had been the quartermaster general and he was just not up to the job, equipping the new army, he wasn't up to it in any way. And President Wilson decided that they had to get a new quartermaster general and Mr. Baker told him he said the man best qualified for it and the man who would get the quickest action on it is unquestionably General Goethals, who when he had come back from the Panama Canal had resigned from the army and had his own engineering concern. Well he had roasted... The papers had been full of his denunciations of Wilson for building wooden ships which Goethals said that defense group right on the thing would never be of any use to anybody. For years afterward I used to see them up in Puget Sound rotting away but anyway, at the time nobody knew. And Baker went to General Goethals, told him of the need and proffered the request that he come back into service and accept the quartermaster generalship. Goethals said no I can't do it and Mr. Baker says why? And General Goethals' reply was, because of the goddamned president. He says I won't work for him. Well, Mr. Baker went back and I never knew of course what was said in that conversation but I suspect very strongly that what was said was that Mr. Baker advised that Mr. Wilson overlook the thing and take him because he was necessary to the situation. But along with the thing Goethals said to Baker, he said, and I don't think so much of you either. [Laughter] Which made it a little embarrassing, to have him as a subordinate in the department. So it was set up... Actually set up -- I was liaison man between Mr. Baker and General Goethals. That was how I came into contact with Mr. Baker. The funniest things happen in this world.

Well I'm delighted to know where this telegram is. I'd forgotten that it was in here.

Lathem: I'm glad that we have it safely preserved.

Hopkins: Mr. Parkhurst didn't think that I ought to stay in Washington or he thought if I were going to stay in Washington I ought to resign here.

Lathem: Oh.

Hopkins: And that was one of the minor complications in the thing because Mr. Parkhurst was one of the most active of the trustees. But he was the only trustee who felt that way, so I stayed. [Laughter]

Lathem: He took it in good grace did he?

Hopkins: Yes. He was all right.

**(End of Reel #19a)**

**Reel #19b**

Hopkins: By the way, I didn't realize the machine was running. I'm pretty doubtful whether that ...what I told you about that interview with Mr. Baker ought to be perpetuated.

Lathem: About Goethals?

Hopkins: No, I don't care about that. What I told you about the meeting when...

Lathem: Oh, all right, I'll take it off.

Hopkins: You will take it off. I'll be very much obliged. That's just one of the confidential things that nobody could ever prove or disprove it as far as that goes, but I'd rather it wouldn't be on the record.

Lathem: It would be nice to record the – well maybe not – I was going to say I think it is significant to record that there was a group that was interested in getting him to run.

Hopkins: That would be all right. I mean ...I don't know just where in the thing I'd cut it, but...

Lathem: What's the part you want out Mr. Hopkins? I'll be sure...

Hopkins: I guess I'd like to have it all out excepting just the statement that...

Lathem: A group of you tried to persuade him to run.

Hopkins: Yes.

Lathem: In fact, we'll let it stand just as that. That's the part we want recorded as of now and we'll take all the preceding out. Have you any other reminiscences connected with the sesquicentennial?

Hopkins: I'm in sort of a blur. Get no sleep and had a house full of guests and so on.

Lathem: Oh dear, maybe you don't want to go over this, this afternoon...

Hopkins: Oh, no. I'm glad to go over it, as a matter of fact.

Lathem: My knowledge of the sesquicentennial planning, I'm afraid, is not very extensive. You might get more out of the big program possibly.

Hopkins: This was a... Louis Abbott, who was the presiding officer at that dinner and who I had every reason I think, to suppose would be a good one, was the most influenced one imaginable because what I didn't know was that he disliked Dr. Nichols very definitely and Dr. Nichols was against him and I'm trying to think what his introduction of Dr. Nichols was. I can't get it but I had to do with the old sandwich story. Well it was something to the effect that he used a piece of stale meat between two pieces of bread. Not quite as small as that, but the implications were that. I can't get it just as it was. I remember my discomfort, that's all.

Lathem: I should think you would have been uncomfortable. Apparently the delegates are on this program on the page before.

Hopkins: I wonder... Have we in something here...Are the delegates listed in anything?

Lathem: The delegates from other colleges?

Hopkins: Yeah.

Lathem: They ought to be, certainly.

Hopkins: Well, I guess not. I guess perhaps that wasn't. No, I was mixed up in my mind between the inauguration proceedings and this. I think at the inauguration proceedings Wilson and Elliot had a verbal knock down at the dinner. They always struck fire whenever they get anywhere near each other. No, I haven't very much in the way of remembrance about that.

Lathem: When you go over it is seems to be pretty well documented in itself. Nice picture of you, Mrs. Hopkins and Ann.

Hopkins: There's Ann. She was two years old then. An academic procession looks about the same in one year as it does in another.

Lathem: The story of the men who made Dartmouth. This is apparently a publicity item published at that time.

Hopkins: Gabe Farrell was afterwards president of Perkins Institute.

Lathem: Oh, was he?

Hopkins: Yeah.

- Lathem: Someone with whom you were quite friendly?
- Hopkins: Yeah. As a matter of fact, he was in the office for a few months. I don't think it was more than that. Then he went to the Episcopal Divinity School and went into the Episcopal ministry and from there he was chosen president of the Perkins Institute... Oh, yeah. I remember that now.
- Lathem: I'm surprised. There are so many of them. This still all relates to the sesquicentennial.
- Hopkins: It's an odd thing. I was so absorbed in the day by day administration of the college then that these special events didn't make any special impact. We certainly got some publicity there.
- Lathem: Yes, you did. Whole page on the *Boston Sunday Advertiser*. Who are these people? Above reading down Richard M. Hall, Dick Hall. Fifteen. The Reverend John E. Johnson. The Outing Club.
- Hopkins: The Outing Club. A very strange man. I...Did I ever tell you about the real estate he gave us in Tacoma, Washington?
- Lathem: No.
- Hopkins: You better turn that thing off.  
(Recorder turned off)
- Hopkins: He was a very interesting man and he was very devoted to the college.
- Lathem: Did he have any connection with Littleton – that cabin up there just named in his honor? The Outing Club has a cabin, I believe.
- Hopkins: Yes. I think he did. I think he came from Littleton originally.
- Lathem: Did he?
- Hopkins: I think so. I'd want to check that though.
- Lathem: I can check it without any difficulty. It just occurred to me.
- Hopkins: [Inaudible] Sanborn. I never was as interested in anybody's health as I was his. [Laughter]
- Lathem: I can imagine your solicitation.
- Hopkins: Kate Sanborn... I don't ...I can't remember what I have told you in times past, but Kate Sanborn was his sister.
- Lathem: Oh, yes.
- Hopkins: And there was an older... The oldest one of the family was named Mary, and she married Babcock who was treasurer of the AT & T.

She died and she left some money and that was divided equally between Edwin Webster Sanborn and Kate Sanborn. Well, Kate Sanborn was writing books and for that time was getting reasonable royalties on them. Edwin Webster had a very profitable law practice and was getting plenty of money and so forth, and he told me frankly, he says as a matter of fact, he says, it's dependent on whether Kate or I live longer, he says, we have a joint agreement that the money goes to the last survivor, whoever it may be. And if it goes to her, why it'll go to Wellesley and if she dies first, why it will go to Dartmouth. Well, I don't think the Wellesley authorities ever knew of my solicitude in inquiring about Kate Sanborn [Laughter]... But I must confess that I wasn't filled with grief when her end finally came.

Lathem: I'd not heard that. Old Professor Sanborn had passed on before your coming to the college.

Hopkins: Yes, I never saw him and only knew of him through his sons. His son had a very ... I've forgotten the name of the disease but it's the disease where you have to decide four or five years before you die what position you're going to be in the rest of your life and it's a terrible thing. I mean you're just locked in whatever position you take and he had chosen the sitting up position in bed and so for the last two or three years they were pretty painful and of course they had another painful phase to that because he was outraged when they took the money from Mr. Baker for the building. But we finally got out of those difficulties and so forth, and fortunately he died very happy at the idea of the Sanborn House and so forth.

Lathem: That was just an idea at his passing, of course, because the money hadn't come.

Hopkins: No, the money hadn't come.

Lathem: But he knew what was to be done.

Hopkins: Yeah. And we had the drafts, the architect's drafts of the building and so forth.

Lathem: I was very much amused, as you must have been yourself, in your telling earlier about convincing him that a library wasn't a building, it was books and he said, why didn't you say that in the first place.

Hopkins: Well, not all things work out as well as that did.

Lathem: How far back did your acquaintance with him go?

Hopkins: It went back to Dr. Tucker's...to my term with Dr. Tucker.

Lathem: Did it?

Hopkins: Yeah. I'd become...and I've got a fishing rod to which I attach a good deal of sentimental interest. I don't whether I've told you with regard to that or not...

Lathem: No.

Hopkins: ...but he was a great fisherman. He was a game conservationist. Anyway, and after I went up to St. Bernard I discovered that that was the place that he had referred to frequently with me promising to take me there sometime, but never telling where it was. And I found he'd been a member up there since the mid-eighties sometime. And I don't know whether it's on record now or not but now certainly when I joined there thirty years ago they had a record of a string of fish which he caught there which I assume are the fish that are over in the museum. Well, he left everything, I mean his will left everything—money, personal effects and everything—to the college. And there was some rare china in the thing, glasses and so forth and Halsey set up a – Halsey Edgerton set up a bargain store down in the basement of Parkhurst and most of it sold off pretty fast. And I went down one day and here was this old fishing rod there. The tip on it was broken and it generally had broken down and so forth but obviously had been a good [inaudible] rod in its early time and I asked Halsey, I says, how much is your price on this and Halsey says, I don't know, but nobody else is interested in it. He says, take it if you want it. So finally I paid him five dollars for the thing and took it. And I sent it down to Thomas. I don't know whether you're a fisherman or not but...

Lathem: Not enough to know the refinements.

Hopkins: There are three... there are three fishing concerns -- fishing rod manufacturers in the country of outstanding distinction. One of them is Leonard, one of them is Paine and one of them is Thomas at Bangor, and Thomas... It's a very interesting industry and it's dying out, as a matter of fact, because Leonard came to this country early in the 1800s and set up a hand proposition, handicraft experts, and he trained both Paine and Thomas and then later they left him and set up their own shops. So I sent this rod down to Thomas and asked him if he could restore it. And I got a letter back from him almost immediately. He said to the effect that they could restore it and he says I'm very anxious to know where you got this rod because he says the man who made that rod is working for me here now and sold it to a man named Sanborn in 1888.

Lathem: Oh my goodness. Records back to that.

Hopkins: That was the first time I ever knew that those high priced rods were coded but they are.

Lathem: Right on them?

Hopkins: Right on them. Yes.

Lathem: Just like a watch.

Hopkins: Yeah. That's it exactly. So I went in next summer and this old boy, he was pretty nearly 80 then, and he told me all of his

reminiscences. He had done all of Sanborn's work... repaired his rods and advised him in regard to length and weight of flies, and so forth. But I... I used that rod right along up at... As a matter of fact I gave it last year to Cotty Larmon, told him that... Told him the story. Cotty said he didn't think he'd ever dare to use it. He was one of the best after-dinner speakers in America.

Lathem: Was he?

Hopkins: Yeah. He gave a speech before the Boston Alumni Association one year in which everybody was absorbed and it was a travelogue through an old New England cellar. He started right at the head of the cellar stairs, took you down by the pork barrels, to the cider barrels, described what was on the right, what was on the left, and did it in travelogue style. He held that audience right in the palm of his hand for three quarters of an hour or so.

Lathem: My goodness.

Hopkins: He was always interesting and he was always bright. Great maker... Great maker of aphorisms.

Lathem: State leaders for up-building Americanism. I wonder how... You apparently were present at this. President Ernest Martin Hopkins of Dartmouth presided at the meeting. You very definitely were present and after the luncheon you proceeded to outline the purpose of the conference.

Hopkins: I don't have any recollection at all of that.

Lathem: Not surprising. It's nearly 30 years ago.

Hopkins: Judge McLane.

Lathem: Yes.

Hopkins: Henry Spaulding.

Lathem: Rosecrans W. Pillsbury.

Hopkins: Probably one of those organizations that did nothing but talk. I don't remember that anything was ever accomplished.

Lathem: This is reporting another of your addressees. Dartmouth president speaks on topic factors of social unrest. January 1920.

Hopkins: I certainly was spreading myself pretty thin. That got me into as much trouble as I ever got in to on any speech.

Lathem: This... Dartmouth Head Calls Extradition of Reds Political By-play.

Hopkins: Yeah. People forget awfully soon but as a matter of fact anything that McCarthy ever did was, in my estimation, mild to what Mitchell Palmer did after the First World War. And they had raided... that

was the Department of Justice. His representatives had raided a place in Manchester and they'd gone through the foreign colony in Nashua pretty brutally in some cases. And they had thrown a man into a cell in Hartford as a way of trying to soften him up and get him to talk by putting him over the steam pipes and he died there as a result of it. I thought it was time somebody said something about it and I spoke the day before I went to Hartford, I think this is from... Yeah, this is from the *Hartford Times*. I spoke at the boot and shoe, the national boot and shoe convention in Boston, and I felt pretty strongly on the whole thing and didn't try to conceal it at all. As a matter of fact had expected to find an antagonistic audience and instead of that, when I got done I got one off the greatest ovations I ever got in my life from the thing and that speech got a lot of publicity. So the next night at Hartford some of the younger boys came around. They said they wanted to hear about the college and all that but in view of all the talk about your speech in Boston yesterday won't you give us that. And I says, no I don't talk about those things when I'm on a trip. I'm going to talk about the college, and then they said...

Lathem: Did you make that a matter of policy when you were traveling on a circuit?

Hopkins: Yes. I did. When I was on the circuit I talked only about the college. And I declined again then to talk about public affairs in the alumni speech. I would at other times, and so forth. Well, anyway, when I got done in Hartford that night the same boys who'd talked with me before says, we engaged a room downstairs in the hotel and how about coming down there and we'll have some highballs and you tell us what you said yesterday at Boston. I said all right. Well, the reporters followed us and they didn't make any distinction, you see... I mean, they just ignored the fact that that wasn't an alumni meeting and the Connecticut papers were particularly outraged by it because I used the illustration of that man that they killed in the penitentiary as one of the evidences of what Mitchell Palmer was doing. Well an aside of that thing that I never talked about to anybody, but I got a great deal of amusement out of it. We had made considerable progress in setting up states against states in a competition for the number of men they were sending to Dartmouth and Connecticut and New Jersey had been skimming right along pretty even on the thing. And some of my best friends in Hartford, Morris Sherman and a man named Wilson whom I'd known for years.

Lathem: Al B. Wilson?

Hopkins: Yes. Al B. Wilson. That's right.

Lathem: I know his widow.

Hopkins: Well, he came almost with tears in his eyes after that evening and begged me not to say anything more about it because [inaudible] the college and so forth and then I got an official notice later from the Connecticut alumni that it was useless for them to try to send

anybody to Dartmouth with the president talking that way, and that they weren't going to try. Well, I didn't think I necessarily failed the college, but I put in an awful lot of time in New Jersey the next year. And the next year the New Jersey delegation was about twice that of Connecticut and gradually the whole thing faded out but it's just one of those interesting reminiscences. For some reason, that particular address aroused the ire of the public. I got threats, telephone threats. Mrs. Hopkins did and so forth. I suppose, as a matter of fact, that... Well, I guess there's no question but what it was the beginning of the communist agitation in the country. I think there were... there was a situation that probably demanded action on the part of the Department of Justice but that's not the kind of thing they were doing.

- Latham: Sounds brutal. This apparently reports of a speech of yours at an alumni meeting.
- Hopkins: Yeah. You'll probably find a good deal of similarity between those.
- Latham: Annual meeting of the Keene Commercial Club at which you were the speaker. What's this one? Program of the annual meeting of the National Boot and Shoe Manufacturers.
- Hopkins: Yes. That's it.
- Latham: Yes. I didn't realize. Survey and discussion of ways and means of meeting the labor situation illustrated by graphic charts.
- Hopkins: Yeah. That was it.
- Latham: Fine to have. This apparently relates to a proffer of the presidency of the Massachusetts Institute of Technology.
- Hopkins: The man who was called to that was one of the inexplicable things of history. They called Dr. Nichols.
- Latham: Oh, yes. Yes.
- Hopkins: ...for it. And strangely enough, he accepted but he never served. He died right after the inauguration.
- Latham: It's astounding that he should have accepted.
- Hopkins: Yeah. Well, Mrs. Hopkins used to say I always blamed it on the women but his wife was very ambitious and I think, as a matter of fact, that's the story of his life. She felt very vindictive about the college. The actual facts in regard to that, when I went in to see Mr. Streeter the day he sent for me and told me that I was to come up here whether I wanted to or not, I says, well why did Dr. Nichols resign? Mr. Streeter looked at me a minute and he says, [inaudible] [Laughter] which is the strangest reason I ever heard of. But Mrs. Nichols was very vindictive about it, and I think she unquestionably looked on it as an answer to Dartmouth when he got called to Tech. At least, that's my story.

- Lathem: This apparently reports... This is your address from that meeting in Boston, which is good to have.
- Hopkins: Yeah. I'm glad to have that too. Let's see how much time I gave them.
- Lathem: I see they are reporting it in full, apparently. Quite a talk. Here it reports, Coolidge at Dartmouth banquet warns Labor government must rule. This was apparently in Boston on January 1920, at the annual meeting of the Dartmouth Alumni Association of Boston.
- Hopkins: I'm very hazy. I remember he was there.
- Lathem: Requirements are changed. Dartmouth moves to eight ambitious men seeking college education. 1920. That's still before the selective process.
- Hopkins: I've always said that educational progress was in a cycle and I think it is. You go around and you hope you're a little higher the next time you get around, round and round and round. I went through two piles of *The Dartmouth* one time and it was very impressive the recurring crises in the undergraduate body. Incidentally, I was in New York this week and happened to run into a gang of Yale men who wanted to pry some statement out of me in regard to the... putting the whole Yale undergraduate body on probation. Apparently there is a good deal of confused thinking at least. I think probably it was the only thing that Yale could do and maintain anything like amicable relations with the city.
- Lathem: Yes.
- Hopkins: Well, I certainly wasn't impressing the public with my silence in these days. [Laughter]
- Lathem: Voice crying in the wilderness... Period of knickers...
- Hopkins: Yeah. I'm simply astonished at some of this... That answers... I was asked the other day by a California man, when I first came to California and I didn't know, 1920 apparently.
- Lathem: It would have been on that occasion.
- Hopkins: Yeah, that...
- Lathem: Here's the program of it. President Barrows of the University of California.
- Hopkins: He sent his son to Dartmouth and then the boy transferred his senior year to California to get his father's signature on his diploma and then he became president of Lawrence College.
- Lathem: My goodness.

Hopkins: That was... That was one of the biggest crowds I ever addressed. I thought I was going to talk to 100 or hundred and 50 people and there was something over 2000 people there in the big auditorium. I wish I could remember. I didn't know I was on the air that day, and it wasn't very bad but I told a story that I wouldn't have told if I'd had known it was going to be broadcast all over the Pacific coast. I discovered afterwards it was. I was speaking down at Stanford the next day and I remember Wilbur saying originally we were going to broadcast your address but after having heard your address in San Francisco yesterday we decided not to. [Laughter] I can't remember what the story was at all.

Lathem: Almost all of these relate to the circuit or to...

Hopkins: Yeah. Yeah.

Lathem: ... talks tying in. What's this picture, Mr. Hopkins?

Hopkins: Oh, that's an interesting thing. I was in Butte, Montana and the manager of the mine... I can't remember his name. He was a Tuck graduate. He came around to me and he said, would you be willing to go down into the Steward shaft? That was their deepest shaft. And he said there was an awful lot of uneasiness among those men, and he says, I can't find out and none of the officers can find out what it's all about and he says, I had come out there with some pretty wonderful, some pretty lurid publicity about me as a defender of the down and outers and so forth. He says... he says, with your reputation down there they'd probably talk to you, and he says, we really want to know what their grievance is. So Mr. Parkhurst was with me and we went down into the Steward shaft the next day. One of the most terrifying experiences I ever had getting down in there. I've always thought that the men were probably having a good time with us but anyway we stepped into this barrel-like contraption and they dropped us 3000 and some feet just apparently without anybody on the brakes at all till the last few minutes... the last few seconds of it. But I had a very interesting day. I heard a story that day that infuriated me because I had previously... This was before I came back to the college when I was living in Chicago. I had a class at the Hull House and [inaudible] was living at the Hull House at the time, and he kept complaining about the terrible conditions in the mines and I didn't know anything about it one way or another. But I came to this old fellow sitting at... The mines were air-conditioned perfectly, there was no dust of any sort and electric lights and no difference between working in a skyscraper and working there apparently. And I saw this old fellow chugging away... picking up pieces of ore and pinching the slag off it, and somebody had told me that he had been out of the mines for five years and had just come back. And I think he was about 80 years old. And I sat down and talked with him for quite a while. And in the course of it I said I understood he'd been out and had a farm up in [inaudible], how had he happened to come back? Oh, he said, I got awful sick of having the goddamn sun shine in my eyes all the time. [Laughter] I took that story back to Chicago and told it to

[inaudible] and he was perfectly furious about it. But that's my only experience in a mine. It was a very interesting day.

Lathem: That's the same trip then that you and Mr. Parkhurst...

Hopkins: Yes. That's the same trip. [Pause] Well, I don't know.

Lathem: You certainly did some traveling in 1920.

Hopkins: Yes, that was...

Lathem: Atlanta... New chemistry building apparently built that year.

Hopkins: This was one of our sad periods.

Lathem: Student quarrel at Dartmouth fatal to senior.

Hopkins: Hank Maroney was the best man in the dramatic club. He was really a genius. This was a quarrel over bootlegged liquor. I got called up... It was one o'clock, two o'clock in the morning and they said he'd just been shot [inaudible] house. I went down there and everything was in chaos. I mean the story had spread around, students were coming in in force, and I knew just what would happen. I knew that the reporters would be up just as fast as they could get up and we got every bit of information there was about both boys, and a sworn statement as to what happened. I mean I did that. I put it up as an exhibit down in the police room and when the reporters came in why we just said, there it is, nothing more that we can tell you, and so forth. And every paper in the country carried it the next day and then dropped it.

Lathem: Certainly demonstrates the wisdom of it.

Hopkins: Well, for two or three days it was pretty tough going but...

Lathem: What's this business about the father? Is that something you remember?

Hopkins: Yeah. I remember that very well. The Chicago papers played that up pretty well.

Lathem: On what grounds was he angry with you?

Hopkins: That I hadn't controlled the bootlegging. He claimed it was universal which was an overstatement but it was pretty widespread.

Lathem: Apparently here you are answering the charge. That is amazing though. This bears that out. There is no continuation of the publicity on that... That's all. It played its course in that one...

Hopkins: I'll never forget what I took as a great compliment. I went into the Union Club in Boston two or three days later and one of the men, Mike Farley, who's just died as a matter of fact, last week, was there and he said, I'll be darned, he says, I don't know how

Dartmouth gets away with these things. He says, he gets more publicity out of a murder than we can get out of a commencement. But that was really the way it worked. I mean there wasn't anything more to say, the reporters knew there wasn't, so they just dropped it.

Lathem: What happened to him? Apparently according to the headlines, Meads got 15 to 20 years ...

Hopkins: He ended up in the psychiatric... psychopathic ward down there. I never knew what the personal hazard in the thing was, but John Winant did a very kindly thing as governor. Meads escaped and John Winant called up one night and wanted to warn me. He said he was sending up state patrolmen to stake out the house, because he said, Meads was out and was headed toward Hanover. At that time he was being classified as criminally insane and I've forgotten where they captured him. They captured him somewhere half way up here. He never got here. But I thought that John Winant was very thoughtful...

Lathem: Yes.

Hopkins: ...for what he did.

Lathem: These relate to commencement in 1920. I'm just going to turn over the reel here.

**(End of Reel #19b)**

**Reel #20a**

Lathem: I do get a signal, so I'm going to start the record. This is a recording made on March 28, Saturday, March twenty-eighth in Baker Library, present are Mr. Hopkins and Mr. Lathem. The purpose of the recording session is to continue our examination of Mr. Hopkins' scrapbook. We are now working on volume 3, 1919 to 1928. We're about half way through the scrapbook continuing from last time in the year 1924, March 1924.

Hopkins: Yeah. I just got a card in this mail from Ned French's daughter. She and her husband are in Switzerland skiing.

Lathem: My goodness.

Hopkins: Things move fast these days. I saw her... Let's see, I saw her last Tuesday.

Lathem: Incredible.

Hopkins: Yeah. Just saw her in passing and I knew she was going over there sometime this spring but I didn't know when, but it was kind of a surprise to pick up this. She said they'd been skiing for two days.

Lathem: Over and skiing two days and a letter back. Gee.

- Hopkins: Yeah. Things move awfully fast. I confess I don't get used to it. I know it exists and all of that but I am nonetheless surprised constantly.
- Lathem: I'm going to take off this coat. It seems hot up here to be. If you want to later on...
- Hopkins: Yes. All right. Just for the moment I don't.
- Lathem: I've turned down the heat. It gets hot with everything closed up.
- Hopkins: The Darien community is quite pervasive. I don't quite understand why so many people emanate from a town of that population there. I meet them everywhere.
- Lathem: This was a very attractive young fellow and I don't like ever to ask them questions. From what I can piece together, however, his dad must be in the paper business. Because he told about having to give a talk on paper in Europe last summer and he said that his father had his trip paid for both ways by the company. It's a great thing to him.
- Hopkins: The community is very largely an advertising community.
- Lathem: Oh, is it?
- Hopkins: Yeah, it is. I never saw such a concentration as there is there. I would think literally among Ann's friends and when I go out with them to cocktail parties and so forth I think that three-quarters of them are in the advertising business.
- Lathem: My goodness.
- Hopkins: And actually it gets a little oppressive. I haven't anything against the advertising business, but you want to meet somebody else once in a while. But there are some others... There's a young -- comparatively young -- Yale fellow named Ben Cutler who... He has 12 orchestras, I think, and he was head of the Whiffenpoofs when he was in Yale and he loves music and so he decided to go into the business. And it's quite interesting to get the details of all the rigmarole there is and their relations with Petrillo on the one hand and the red tape of it all, and then the details of the thing. The orchestras are graded according to the people playing in them. He gets twice as much for the orchestra which he leads as he does for any of the others, and he's got two or three coming stars, that he thinks... who, leading orchestras, if they want one of those, they pay more than the usual rates and so forth. It's a very carefully graded business. I never realized how intricate it was.
- Lathem: Tying in with this, Warner Bentley was telling me something interesting to me recently. He said that the glee club is going to sing at the Radio City Music Hall this summer and the... not the whole club, of course, but I think 30 of them -- quite a group -- they are

being... They have to join the union. They're taking care of that down there. But the thing that rather surprised me was that I said to Warner, "How long will they be there? How long is the engagement?" And he says well, you can't tell because the musical program is tied in with the picture. Every time the picture changes, so does the musical program. And the picture stays so long as it grosses a certain amount. This is the arrangement the theater has with the distributors that when the picture falls below a certain point in its gross then out it goes and in comes something else, so of course in comes another musical program. He said now if the picture before the one that the glee club is supposed to sing with or be on the same bill with, doesn't carry along as well as it's supposed to, then they may just be done out of this engagement because of course, they couldn't leave college early to do that. And I had no idea that they handled it that way. It seems uncertain. They wouldn't know one day to the next how... I suppose they must finish a week undoubtedly. Even so, your artists would be on the anxious seat waiting.

Hopkins: I wonder if they pick their pictures now as they did in the beginning. I knew the first manager at the Music Hall and I used to, when I was going down there, I would quite deliberately look him up. He said he was glad to have me and then I'd go backstage and see the thing and at that time they chose their pictures on the basis of a poll of their employees. They'd pick a certain time as the picture was running out, they picked some certain time and have half a dozen pictures, perhaps, and they'd have the Rockettes and all the vaudeville stars and everybody else in and then polled them as to the picture that they liked the best. I guess I told you that I got in very badly with my daughter on *The Horse's Mouth*.

Lathem: You did. Yes. I was telling Betty about it. She was amused.

Hopkins: Did she happen to see the picture?

Lathem: Yes, we saw it together. As I said, I didn't care for it and she liked it alright. She thought it was a good one and I didn't.

Hopkins: Well, I am certainly off Ann's list of dramatic critics but... As between that and having forecast that the new Rodgers and Hammerstein show would be a failure in New York...

Lathem: [Laughter] I'm afraid your stock isn't very high.

Hopkins: No, it isn't very. I think they must have changed it. I know they changed it considerably from when I saw it in Boston.

Lathem: Did you see it in Boston? Would you say so? We wanted to, but couldn't get tickets.

Hopkins: They've put in two new songs and they are very popular and have changed some of the lines and shortened it up a little. I thought it was much too long.

- Lathem: Oh.
- Hopkins: Of course there were individual parts in it that I liked very much indeed, but as a...
- Lathem: Had it just begun there?
- Hopkins: No, it had been there a couple of weeks when I saw it. I think it was there a month altogether.
- Lathem: What I meant was, had it just opened there or had it been somewhere else?
- Hopkins: No. It opened there.
- Lathem: I had the impression that was where it had begun.
- Hopkins: I still don't think whatever they do to it, that it compares with *South Pacific*, for instance, or *Oklahoma*, but apparently it's going along all right. Although they said... I think I'm right in saying that they had at the time it left Boston sold out for this whole season.
- Lathem: Good Lord. It's a fickle business. Apparently Budd Schulberg's play had trouble in Boston. They rewrote a good deal of it, rearranged it. But it seems to be going alright.
- Hopkins: It seems to be going in New York, yes.
- Lathem: I suppose that may be typical. I don't know enough about these early tryouts to know but what they frequently do do that.
- Hopkins: Well, somebody was telling me... I'm not sure who. This was a number of years ago. But I was speaking about the tryouts and he laughed and he says, well, he says, we change these things on the basis of how they go in New Haven or somewhere else. He says, actually what happens is we change them on the basis of what we think ourselves, seeing them. And he said, we lay it on the local constituency always. But...
- Lathem: One wonders sometimes how the things that go to Broadway and close after a night or two, how they ever get that far? Something in the *Times* magazine recently about some times that being a necessity... Something about contracts and of course the hope that this will...
- Hopkins: Well, I had a very interesting illustration of what may be the fallacy on that sort of judgment. We were living in LeGrange, which is just outside of Chicago, and George Arliss came to Chicago to open *Disraeli*.
- Lathem: Oh, yes.
- Hopkins: And Mrs. Hopkins and I went to see it, and the night we went to see it there were actually just 44 persons in the audience. And the

announcement came out the next day that it would close Saturday night. And George Arliss made a plea for its going along for longer, I've forgotten how much longer, and put all the money that he had and two or three friends came in and they agreed to hold it for two weeks longer. And I think it ran for six years. But if it hadn't been for his own confidence in the show, it would have been closed up and lost for all time. And I wonder sometimes how many of these shows would go if they had a little longer run.

Lathem: Yes.

Hopkins: I'm very anxious to see the *Music Master*. I haven't been able to get tickets yet. I'm going to go after some of my friends to see if they will go along.

Lathem: I thought we might go on with the scrapbook this afternoon.

Hopkins: All right.

Lathem: I think we've covered the left-hand page, stopping here, and it's evident that a good part of this relates to a trip you made to Europe in 1924 in the spring, early spring, March 10, this clipping is dated.

Hopkins: I remember now. My friend [inaudible]. I didn't quite understand that.

Lathem: This is interesting to me. It says Dr. Ernest M. Hopkins, president of Dartmouth College, said to be the youngest head, college head in the country. That's still so in 1924? You had been in the presidency since '16 then.

Hopkins: I don't think so... I don't think it could have been. I...

Lathem: Do you think they are just perpetuating the kind of statement they would have been making in 1916?

Hopkins: I think so. I mean I don't know. I was trying to think. Well, I don't think it would apply to the country at large. I guess perhaps the Ivy League... It might have been true then.

Lathem: Here's a telegram from R.W. Husband...

Hopkins: Yeah. He... His boy, his son I think he's at Pittsburgh... I'm not [inaudible] doing a very good job.

Lathem: Oh. I met in New York the night before last the son of Mr. Clark.

Hopkins: Gene Clark?

Lathem: Gene Clark's son.

Hopkins: He's a... I'm looking for a poem written by his mother. I think she had the makings of a good deal of a poetess. Martha Clark was her name. Her father was William E. Clark, I should say Haskell. Martha

Haskell was her name and her father was William E. Haskell and was at that time owner and editor of the *Boston Herald*. They'd come from Minneapolis. And there never was a marriage that looked on the face of it to be as doomed to uncertainties or that ever worked out better. She was a... I guess flighty is the term although the connotations of that aren't quite right. She was a wonderful girl in a good many ways. But anyway, she'd think for instance in the middle of church services of something she'd like to do and she'd get right up and walk out of church and go do it. And she... she was a terror socially because she'd say anything she thought and sometimes the thoughts weren't wholly agreeable to the person with whom she was talking. But she was bright as she could be. And I wanted very much to find and send to the *Gazette* a poem of hers, "The Friendly Town" that she wrote after somebody's death here in Hanover, and I think that was the title of it. And I always thought and I still think that it's a beautiful poem.

Lathem: Was it published at that time?

Hopkins: It was published later in a little booklet that I've got somewhere.

Lathem: Let me see if I can't find it for you. I think maybe I can dig that sort of thing out more easily.

Hopkins: Well, don't let it be a lot of trouble to you, but I would be very glad to find it because I think it's applicable to this community in a good many cases here, and I forget just what the occasion was, but it was some occasion where the community [inaudible] and she just sat down and dashed this thing off, and it's really very good. I see, by the way, that Mr. Frost is going into politics. [Laughter]

Lathem: Yes. My goodness. Prophesied on both sides.

Hopkins: Yeah.

Lathem: [inaudible] and Kennedy...

Hopkins: I wish I had kept a diary. I'm trying to think. I don't know whether this was my first trip abroad or not. I guess it was.

Lathem: Twenty-four.

Hopkins: Twenty-four. No, I'd made one before that.

Lathem: Had you?

Hopkins: Yeah.

Lathem: This is some sort of spoof. Someone drew that up. This is an interesting clipping. It relates to your being with a group of people who gathered together, apparently with Franklin Roosevelt as the instrumentality or at least central to it, to propose that a school for the study of international relations be set up at Johns Hopkins.

Hopkins: Yeah. I wonder if that was the... There was quite a little pressure put on me somewhere about that time to go to Johns Hopkins... I was wondering whether... I guess it was after this, though. I told you about Mr. Baker. Mr. Baker was a graduate of Johns Hopkins and on the trustees there. And this committee of the trustees came up to invite me to the presidency down there. Mr. Baker didn't say very much [inaudible] And I sang the old refrain that I wasn't a professional and so forth, and the other two went and Mr. Baker remained and he always smoked a big pipe and it was quite a ritual getting the pipe filled up with tobacco and so forth. He got up and leaned against the mantelpiece and filled the pipe. He says I'd just like to get the record clear on this. He says I hadn't any idea you'd accept it, but he says I thought it would be a pleasant way to take a trip to Hanover. Well, I have some faint remembrance of that, but nothing very definite. I don't think anything came of it.

Lathem: This is your valedictory in 1924. Stern things you would have been saying to Dick Morin that year, that's his class.

Hopkins: I'm afraid I'm out of tune with a lot of the educational theory of the present time. The last time my grandsons came up to see me, Rusty had as required reading in some course at Exeter Plato's *Republic* and *The Organization Man*, neither one of which I think a 17-year-old kid could get anything out of.

Lathem: It rather spoils it for later on.

Hopkins: Yeah. It does spoil it for later on.

Lathem: It's not just that it's over his head, but it spoils it.

Hopkins: I think every... In my day in prep school there was a long list of books prescribed by the colleges which you had to read, on which you'd be examined. I don't think any of them I've ever looked at since or wanted to. Defoe's *Plague in London*, for instance.  
[Laughter]

Lathem: Good heavens. I suppose this might be your return voyage. It took me a long time to puzzle out what this word was. I try to read it. All sorts of things instead of mid-ocean. Looks more like mid o-ce-an.

Hopkins: Yes, it does.

Lathem: I didn't know what that meant.

Hopkins: Strange how many of these things drop out of your mind.

Lathem: This relates to the Klan, this little clipping. A committee of prominent Americans representing many denominations and professions today announced it will lay before the resolutions committee of all national political conventions a memorial asking for anti-Ku Klux Klan plank. Apparently you were a part of that.

Hopkins: Yeah. I remember that because of... my surprise at the, not storm of protests, but the number of protests that came in in regards to the thing. I mean I had no idea that the Klan was anything excepting a Southern organization, and... I don't know. Do you know the coast of Maine, at all?

Lathem: Just slightly. I've been along it once.

Hopkins: Well, it's quite interesting to me. That year they had on the bridge that connects the Mount Desert Island with the mainland, they had a convention of Klansmen with over 15,000 robed Klansmen there.

Lathem: Really? Good heavens.

Hopkins: And I had... Miss Seavey was my secretary and she wanted to go to a Catholic church over at Northeast Harbor and I had to carry her over because no taxicab would carry her, no boat would carry her. The short way is for a boat just to go across there. And the boatmen told me quite frankly that they were afraid to, that they'd be afraid of the boat people.... And it was with a good deal of joy, even as a Republican, that I saw Muskie elected. He... Gov. Democrat. At least not a Native American. A Catholic. [Pause] Well, I don't know about most of those things. I remember that very well.

Lathem: College heads express friendship to Japan.

Hopkins: Yeah. And I'm quite sure that if somewhere along that time we had got rid of the anti-Oriental bias in this country we never would have had the war with Japan. I mean it was... On the coast... It's unbelievable in the present day, but the anti-Negro sentiment in the south, bad as it is, is mild compared with the anti-Oriental sentiment out there in those days.

Lathem: Really.

Hopkins: This was another one of those things where there was a lot of dissent. I'd forgotten that I ever used the Leopold Loeb case for anything. Do you... Have you read at all this book *Only in America*?

Lathem: No. No, I haven't read it.

Hopkins: Well, I got inside it a bit. I read 4 or 5 pages at night in it and... But what interested me about it, I read last night... You know about him, don't you, Henry Golden?

Lathem: Yes.

Hopkins: And he has this article on Clarence Darrow. And I came to know Darrow pretty well. His son was here. Graduated here. And Darrow was very devoted to the boy. He came up here not infrequently. And he used to come up to the house and we'd sit up until one or two o'clock discussing things, and so forth. And the picture he gives of Darrow in that thing is the best thing I have ever seen on Darrow.

Lathem: Really

Hopkins: It's written sympathetically and understandingly and so forth. Dick McCormack's father was Darrow's assistant for three or four years. The biggest single case in which he worked was the Hale and [inaudible] case which you wouldn't know anything about but it was a labor case very nasty case, [inaudible] and so forth. And I had heard a great deal about Darrow through McCormack, and then when the boy came up here why, as I say, I used to see his father, and I considered it quite a privilege as a matter of fact. And he had the theory about which I've never been quite sure, I guess it's right, that no matter what was the offense, the defense had the right to the best counsel that could be secured and that once you'd accepted that responsibility why you went all out on it and...

Lathem: I find it a little difficult to see how a lawyer can defend someone he knew was guilty.

Hopkins: Well, Darrow made quite plain that he never knew anybody was guilty. I think he made plain, too, although he didn't spell it out quite so specifically that he took a good deal of pains not to know, but anyway he was thoroughly dedicated to that belief.

Lathem: I wonder when the son would have been in college?

Hopkins: Well, I would think it was sometime in the mid-'20s, but... Paul was his name. I have an impression he died during the past year but...

Lathem: Let's just look him up for fun. Paul E. Darrow, 1904, that couldn't be.

Hopkins: Well, I guess perhaps it was. That's a lot earlier than I realized. That was during the time I was with Dr. Tucker.

Lathem: Yes.

Hopkins: Yeah. Yeah.

Lathem: The reason I wonder, Mr. Morin remembers that when he was in college just before this time, he'd be getting out in '24 as I said, that Bryan came and I wondered whether the son was in college at that time.

Hopkins: No. No, he wasn't. And I'm getting oriented now. I remember that was much earlier yeah, Bryan stayed. Frank Janeway, who was a Princeton man, was a minister at the White Church. And I took a house, which was the old Lord house up on College Street, and we used periodically to ask to entertain anybody we thought would be interesting. We entertained Bryan that time and -- this is a very small thing but it's an illustration of what to me was miraculous -- Bryant of course, met hundreds and thousands of people all the time. He stayed at our house, I think only one night, but anyway he was there. And somewhere in the next decade but pretty nearly a decade later, I was in Lincoln, Nebraska, going down the street and I saw Bryan coming up the street and I had no faintest idea he'd

recall me or anything, and he stopped me and asked about Dartmouth and so forth.

Lathem: Did he?

Hopkins: Yes, I suppose it's the politician's sense, but it's entirely beyond my comprehension. I saw Bryan with some frequency. He was... that's another essay, I think of, Golden's.

Lathem: I think that's so, yes.

Hopkins: And in which he says in spite of the fact that Bryan in the public mind is the Bryan of his older age that really Bryan was responsible for a social revolution in this country, and I can remember just as plainly as though it was yesterday the headlines in the papers the day after his cross of gold speech which won him the Democratic nomination. That made a tremendous impression on the country even on people that had no confidence in it. But I've always thought if Bryan hadn't tied himself up to free silver he would have been overwhelmingly elected at that time because I've never known any man running for the presidency within my time that had the appeal to the public imagination that he had at that time. But the Republicans were successful with tagging that issue on him to the exclusion of everything else, and so...

Lathem: What sort of a personality was Bryan?

Hopkins: Well, I think the best way to answer that is to tell a story which really doesn't answer it except obliquely. But after I went down to Washington, for some reason I was invited into a conference one day, the cabinet ministers and some others... I suppose I was representing Mr. Baker, but I don't remember that. But Bryan was secretary of state and it was a crucial period of the War, and before it seemed to me that the discussion had got started anywhere, Bryan looked at his watch and he says well mother will be having tea about this time. I'll have to go, and got up and left. Their European war would go to hell as far as he was concerned, he was going to have tea with mother.

Lathem: My goodness.

Hopkins: And he was... Henry Van Dyke told me one of the strangest stories. Henry Van Dyke in later years was... actually he was down at Mount Desert Island before I was. He had a place over at Seal Harbor and gradually, in the course of time, I saw a good deal of him, and we got talking about those days and he said that Bryan tried every maneuver he could make to defeat his being appointed as ambassador to the Netherlands and by and by Bryan sent for him and he says that Wilson wanted to appoint him, Wilson had known him at Princeton, and so forth, and I'm quoting Van Dyke in this. He sent... Bryan sent for him and says why are you so anxious to go to the Netherlands. And Van Dyke says, well, he says it's a mixture of reasons. He says for one reason, he says, my ancestry all dates back to there. But he says, moreover, he says, I'm

tremendously interested in Java and the Netherlands Pacific empire. And he says, Bryan says, Pacific empire, he says, what do you mean? And Van Dyke says I mean just that. And he said Bryan called a clerk and he says, have we got an atlas in the secretary of state's office? And the clerk went out and came back in a little while and said no. [Laughter] And that was... I mean Bryan was a complete isolationist. He didn't know and he didn't care that there was any other part of the world anywhere. But I've... I suspect that that was the one good thing that came out of that sinking of the Lusitania. I mean I think the country was in a pretty precarious state, with Bryan as secretary of state, but Wilson stuck by him until the Lusitania. And Bryan just washed that off as none of our business -- after all, it happened out at sea. And that was too much for Wilson. He asked for his resignation then. But it's unbelievable... From that side it's unbelievable that he should be secretary of state. On the other hand from Wilson's side I think it's quite obvious why he was appointed because Wilson wouldn't have been nominated without Bryan's backing.

Lathem: A debt to be paid, yes. I... You said at one time you had the old Lord house. That was during your days with Dr. Tucker?

Hopkins: Yeah. Yes. That was during that period. During... I am not at all sure about the dates but it was the last three or four years that I was here and I would say roughly 1905 to 1910.

Lathem: And Bryan had been here at that time as well.

Hopkins: Yes. Yes.

Lathem: He came back perhaps several times.

Hopkins: You see, at that day the college club was quite a thriving organization.

Lathem: Oh.

Hopkins: And Dr. Tucker turned over to me as secretary of the college the whole matter of invitation of speakers here, and it was quite an interesting assignment. Of course, you ran up against the old hazard of never knowing when a man was going to take and when he wasn't, but Bryan did a -- this was long before he got interested in evolution or anything of that sort. He came here in the twilight years of his life and to a packed Webster Hall, attacked the course in evolution here and Dr. Patton and the rest of it and made a rather tragic about [inaudible] the Scopes trial as a matter of fact. But in those days he was different. He was a young man, entirely unlike anybody I ever saw. One peculiarity, I never knew how long it lasted -- at that time -- others tell me the same experience -- he always carried a small bottle of pickled onions in his hip pocket and no matter where he went he'd pull these out and put them on the side of his place for dinner. We had a cook, Lisa Gerry, a Hanover woman who lived and died here, but she was a wonderful cook. An Irish girl -- Irish woman, and a temper that flared. I think Bryan was

in greater hazard for a few seconds. One of her prized dishes was frozen pudding that she pretty liberally spiked and which we all liked, and she served it -- and I can see her now -- with the after dinner coffee on a tray standing behind Bryan. Bryan gave one taste to this thing and pushed it right into the middle of the table and says I never eat anything with liquor in it and I thought Bryan was going to get that tray of coffee cups right over the head because she was standing there. I saw Frank Janeway last year. He... I roomed with him. He says, do you remember Bryan and Lisa Gerry and I said I certainly do. But he was a... I think that he was pretty representative of the Midwest sentiment of the time. Of course one has to speak with a good deal of caution with regards to anything of that sort, but what I knew of the men in the Midwest not nearly as prominent as he but whose attitude was just the same. It was prime isolationism. But I had quite an interesting experience in that secretaryship. Various things. Elbert Hubbard, for instance, I became quite intimate with and became very fond of.

Lathem: Yes, tell me about him.

Hopkins: Well, he had at that time, after various [inaudible] had come into his own and *The Philistine* had fully as great an influence at that time certainly in the colleges and I think outside as *The Mercury* did later under Mencken. And you'd hardly see a college man when *The Philistine* came out... It was a tabloid fitted right in your pocket easily and I can remember going across the campus and noticing the number of them in boy's pockets and so forth. And he was a thoroughgoing crank. He... As a matter of fact, these meetings, these College Hall Sunday evening talks -- in those days you couldn't get out of town Saturdays and so the whole college was here, and they generally had the auditorium pretty well filled and they were in the form of smokers. And the first time, and I don't know but the only time, that Elbert Hubbard was up here, he went in there and was immediately outraged and spent an hour denouncing smoking and smokers. [Laughter] But of course I've been interested a good many times wishing I'd known him beforehand but my impression is that the *Message to Garcia* was responsible for his fame. I doubt if he was very well known before that, but goodness everybody read that.

Lathem: Fantastic, wasn't it the way that was broadcast everywhere.

Hopkins: Yeah, everywhere. And he wrote exceedingly well. Was not a... Not a good public speaker, but as I think back on it now, I think a good deal of a poseur as he...

Lathem: He had the big bow tie...

Hopkins: The big bowtie and long hair and so forth. And yet his furniture and his handiwork craft up there I think were exceedingly successful.

Lathem: At East Aurora, yes.

Hopkins: And the Roycroft books I've got, it's old and yellowed and apparently wasn't on as good paper as I thought at the time, but I've got a Bible somewhere that was published by the East Aurora Press and at the time I got it it was a beautiful thing. He introduced that, I think, and I'd have to check this too, but I think he rather stimulated at least the use of new typefaces and that sort of thing.

Lathem: Yes. I'm sure that's the case. I see you're in safe ground up here.

Hopkins: [Laughter] Yeah.

Lathem: Dartmouth head declares he will vote for Coolidge.

Hopkins: I'd known Coolidge ever since he was lieutenant governor of Massachusetts. As a matter of fact I was handling the public relations for the New England Telephone Company at the time, and the Massachusetts legislature was engaged in what was at that time and I think probably still is its annual argument that the telephone company ought to be investigated.

Lathem: Annually?

Hopkins: Yeah. Actually. It comes up again and again. And I'd rather think that was before there was any Public Service Commission though I'm not sure about that. But however it be, the fact was that it cost the telephone company in the neighborhood of \$400,000 a year to prepare the material for those investigations and there was a bill before the Senate and according to our political experts there was likely to be a tie vote in the Senate in which case Coolidge would cast the deciding vote. This was my first contact with him. Well, I went up to the Adams house where he was staying at the time, and got in under one guise or another and I don't know just what that was. But I didn't attempt to camouflage it at all. I told him that it meant nearly half \$1 million to us if we could know whether or not to break up the organization which was existent there and so forth, and he says it won't pass. And I says thank you very much. And he says don't thank me. He says your coming here as representative of the telephone company hasn't anything to do with it at all, he says, but I just don't want to waste the state's money. Which, as a matter of fact, commanded my admiration. I thought it was a very frank and a very reasonable statement in regard to the thing and from then on as often times happens when you meet somebody. We seemed to meet much more often, here and there and so forth, and so as a matter of fact by the time he became a candidate for the presidency we were on terms of personal friendship where issues not being too important as why I would vote for him. It's interesting how a legend grows. He... this legend about his taciturnity... that was a professional pose. My goodness, he was garrulous as he could be in private conversation. And yet the public has this picture of the strong silent man.

Lathem: Yes. Just so.

Hopkins: But...

Lathem: It seems odd to me that we never gave him an honorary degree. Is there reason for that or just didn't it come right.

Hopkins: I guess the answer is it didn't come right. I think... I remember raising the question a couple of times and I... Well, I know what happened the last time -- I imagine it was the same the first time -- but it was the dissent of the faculty committee that the trustees didn't think it was worthwhile to try to overcome.

Lathem: I see.

Hopkins: He was not... Coolidge was not popular with the election. And... But he wasn't... That picture of him wasn't nearer right than that of his fondest admirers was. I mean Coolidge was very far from being anybody's fool. Or, as a matter of fact, was very far from being... lacking in intelligence. He just... was brought up in Plymouth, Vermont and continued to be a Plymouth native.

Lathem: Yes. I've heard it said of him that he lived exactly in the White House the way he would have lived in Northampton or Plymouth. It made no difference to him the surroundings.

Hopkins: She told me one time half laughingly but I don't think it was all laughingly at all, she said it was a little embarrassing just as your guests were getting seated to have your husband get up and say he was going to bed. [Laughter] But I haven't any reason... I have every personal reason to remember him with affection because he was always very considerate of me in every way. I'll tell you a story I don't think I've ever told. Have I ever told you the story about his being in favor of a secretary of education for the cabinet?

Lathem: No. No.

Hopkins: I haven't told this I guess to anybody but -- well, that isn't true because I told it to Ann and one or two others. But anyway, he sent for me and he was disturbed about, it was one of these periodical discussions in regard to the level of education in the country and he had come rather to the conclusion in thinking it out that the only way to meet that was to have a secretary of education, and it didn't seem to me that that was the way to have it. So we argued this thing in the White House for some time. I don't know how long, half an hour to one hour perhaps. Finally he got up and stretched himself and he says alright then. You've argued yourself out of a job.

Lathem: He was going to make you secretary, then?

Hopkins: I suppose so. But the... T'was his typical approach to anything, little oblique, but...

Lathem: Do you know anything about the way he and Lodge would have regarded one another?

Hopkins: Hated each other.

Lathem: Did they?

Hopkins: Just a violent hatred. As a matter of fact, I can't get the chronology of this thing straight in my own mind, but I was down at Asheville. Ann was in the hospital with acidosis and her mother was spending most of the time there. And Coolidge and his wife came in there and Coolidge saw me in the lobby and he came over and he says I'm in no mood to talk to the newspaper reporters and they are hounding me everywhere. He says, I want an appointment which I can't break. He says, will you be it? And I said yes, very gladly. Well, the net result of that -- this was right after, and this is where I... I think it was right after the nomination.

Lathem: I think I... It came up, you just mentioned it in passing last time and I've checked on it since then. Mr. Coolidge, after he had been elected vice president, went to Asheville in January or February of 1921, before he took office.

Hopkins: That would be it. That would be it. And I'm awfully much obliged to you for straightening it out. But at any rate, this was in recapitulation of the past. Because there are a lot of trails on Mount Mitchell around there and Coolidge was quite a walker and in those days I did some walking and practically every forenoon we went out and we'd walk on one of those trails hither and yon and the minute we got started, Coolidge would begin to tell me about Lodge's doing him out of the nomination for the presidency. Lodge presided at the convention when Coolidge was nominated for vice president, but he just despised Lodge and there was no uncertainty about it -- included all the profanity which he'd acquired at [inaudible] and all the rest of it. And I wish I could tell you but I can't but Lodge had some pet phrase with which he referred to Coolidge which was a very derogatory but rather amusing. But at any rate the fundamental fact is that they hated each other. [Pause] I don't help you very much with this thing. I'm sorry for interrupting you so often.

Lathem: No, that's what this is for to jog us into the realm of reverie.

Hopkins: What's this all about?

Lathem: This apparently is a reading list for... Psychiatrist at Dartmouth has given marked service says President Hopkins.

Hopkins: Does it say there who he was?

Lathem: Let's see. No.

Hopkins: I guess it would have... I think it was... Yeah... it was probably Arthur Ruggles at that time, Judge McLane's father-in-law, Dr. Bancroft who was one of the leaders in the psychiatric movement at that time came up here on half time for I think twice a week after the War. Then Arthur Ruggles came up on part-time then we went on to full-time...

Lathem: Now this I am very interested to find because this must have been the dinner at which you sat next to Mr. Baker because here is he at the head table and you were one of the principal speakers. Do you see your name there?

Hopkins: Right there. Well, I'm very interested, too. That was '24. Yeah. I see.

Lathem: This apparently is the program as opposed to the seating list. Toastmaster Dean Crain. Now that would, I think be the occasion...

Hopkins: Yes.

Lathem: When you first talked about the library.

Hopkins: Yeah. Unquestionably November 14, 1924. You can spot that. Well, it was very fortunate for me and perhaps for Dartmouth College that he approved of what I said that night because he invited me up to his room. Otherwise I wouldn't have any chance to proposition... I think I sat beside him at the dinner.

Lathem: Yes. Arranged in ... The speakers table arranged in order of seating. The president of Cornell apparently was between you. You undoubtedly could talk back and forth.

Hopkins: Yes.

Lathem: Across him.

Hopkins: Well, that was it. I remember now. I was very fond of President Farrand and after it was, over why he asked me up to his room and that was where the library project started. Well, that's very interesting.

Lathem: Isn't it nice to come on that.

Hopkins: Yeah. Very. That was a big dinner. I don't know... it seemed to be at the time.

Lathem: From the seating list it does look huge.

Hopkins: Yeah. Commodore Hotel, I think. No, the Roosevelt.

Lathem: I don't know what this weekly letter is about. Must be a

Hopkins: It was put in because I or somebody else thought was complimentary.

Lathem: Must be the White River Junction alumni organization. White River Junction Rotary, I guess, perhaps.

Hopkins: Yes. That's right.

- Lathem: Did you belong down there? Or did they have a club here?
- Hopkins: No. They had... No, they didn't have a club here at that time. I did belong at that time as an honorary member at Lebanon.
- Lathem: Oh.
- Hopkins: Funny how things come back to you. They had a time limit as I guess they always do at the Rotary meetings -- half an hour for speaking. Jess Harley spoke for 15 minutes and then I spoke and the man who -- I can't think of his name -- the man who ran the Junction House at the time. I remember this perfectly well. After I'd been speaking about 12 or 13 minutes he went over and got up in a chair and pushed the clock hand way back which was the most eloquent testimony I ever had. And, as a matter of fact, I used up the extra time they gave me because they seemed to be interested and I was particularly interested to have them know what the college was all about.
- Lathem: Yes.
- Hopkins: Goodness, did I do all that talking at the Harvard Union?
- Lathem: Here is an article about it. Hopkins speaks on college and life. Dartmouth president addresses 500 in vocational talk.
- Hopkins: I would have said it before we came to this if you'd asked me if I ever spoke for the Harvard Union. I would have said no. I have no recollection whatever on it.
- Lathem: You made quite a stir. Picked up in the alumni bulletin as well, *The Union*, the Providence paper, the Augusta paper... Dinner tendered to Owen D. Young in recognition of his service to American citizens...
- Hopkins: He was a very wonderful man.
- Lathem: Herbert Hoover was one of the speakers.
- Hopkins: I was thinking in connection with this talk about graft and so forth. Mr. French and I and Thomas Nelson Perkins, who was head of Ropes Gray in Boston and it must have been about this time, went out to Chandler, Arizona.
- Lathem: Oh!
- Hopkins: And Owen D. Young had a cottage out there and...

**(End of Reel #20a)**

**Reel #20b**

- Hopkins: We hadn't ... Nelson Perkins was a director of the Southern Pacific. We went down on... Why I remember it was because I had one of

the most wonderful times in my life and I don't think it cost me a cent. We went to New York on the... in the president's car of the Boston and Maine and we shifted to the Southern Pacific president's car which had been put at the disposal of Mr. Perkins and we left Owen D. Young's cottage out in [inaudible] and we came back the same way. You'd think none of us were in public office. [Laughter] But I think of some things of that sort which were done without any particular thinking one way or another and how very likely a lot of these politicians get immersed in the same sort of thing just from not thinking.

Lathem: Yes. Yes. Union says world has changed, so has function of education—view of President Hopkins. December 1924.

Hopkins: It seems to me that at this particular time in life that I was over talking.

Lathem: This is a reception that Judge Perkins arranged by a Chamber of Commerce.

Hopkins: Yeah. He was a remarkable [inaudible].

Lathem: Was he?

Hopkins: Um. He was Chief Justice of the Supreme Court. I went down to see him one time. I don't know that this thing should go into history at all or even that it should go on the tape. But you can't take it off if it oughtn't to, but I have never during my time with Dr. Tucker seen anything excepting a waste of time with his meeting periodically with the ex-officio members of the board of trustees, the New Hampshire ones.

Lathem: Yes.

Hopkins: And I wanted to know how serious it was to not meet with them. And I went down to see Judge Parsons. He was one of them as a matter of fact. And I told him I didn't see that the meetings did any good to anybody and they gave occasionally some crackpot a chance to take a shot at the college. My inclination was to forget that they existed unless they made themselves obvious in some particular way. I'd got about through with presenting this question, I was going to put it up to him and he stopped me and he says, young man, he says I don't want you to ask the question which you are headed for because he says, as a matter of fact, it'd be contempt of court and I would have to throw you in jail. [Laughter] He says, there are some things in life you have to decide for yourself, and he says, I've got confidence in you. You make your own decision. He says, I think it will be all right. As a matter of fact I never met with them in 30 years. And none of them apparently ever felt very badly about it because I never heard a word from them.

Lathem: What about the role of the governor in it all? He, now, is a member of the board itself. What historically has been his position?

- Hopkins: Well, it depends altogether on the governor. Sometimes, strangely enough it's just about been my experience breaks even. You... It's inconceivable to me that Powell, for instance, will have anything to do with the board of trustees or they with him... I may be mistaken on that but on the other hand, of course, Sherman Adams was not only loyal but a hard-working member of the board, and going way back, Roland Spaulding was. He never missed a meeting while he was a member of the board.
- Lathem: Do the ones that come tend to take a pretty active interest or part in the deliberations or...
- Hopkins: Of the non-Dartmouth I was trying to think of the non-Dartmouth men.
- Lathem: Yes.
- Hopkins: Well, I think John Winant probably was the most interested. He always came and he always took a very active part in the discussions.
- Lathem: Let me just see who they were, would have been, the governors from that period. I have a book here that will tell me.
- Hopkins: I think... I think when I came into office that Roland Spaulding was governor, if I remember it. Yes, I know he was. Of course, he was the man that...
- Lathem: Man who saluted the millstone.
- Hopkins: Yes, saluted the millstone. I always shrink a little bit from telling that story because I don't think I've had many better friends than he was and he was an awfully good friend of the college too. He gave the swimming pool.
- Lathem: Was Mr. Jackson's recollection of that correct? You remember his saying that he played a prominent part in getting Spaulding to make that gift.
- Hopkins: Yeah. Well, I... I wondered at the time. I just don't know. I never knew that he was in it at all but he may well have been.
- Lathem: Let's go back here and see. This conveniently ends at 1945. 1916—Roland Spaulding, governor.
- Hopkins: He was very active.
- Lathem: He was followed by Henry W. Keyes.
- Hopkins: He was a complete a non-entity as... almost as [inaudible] as his wife. [Laughter] I never have seen anybody I disliked as much as I do her. It goes so far that... Ann thinks I'm very small about it but I refuse to read her books.

- Lathem: She keeps them coming, doesn't she?
- Hopkins: She keeps them coming.
- Lathem: And he was succeeded by John H. Bartlett. He was a Dartmouth man.
- Hopkins: He was a Dartmouth man. And he came.
- Lathem: Then Albert O. Brown.
- Hopkins: He was a trustee.
- Lathem: Yes. Then Fred H. Brown.
- Hopkins: He never did come and... That's one of the saddest political stories I know. He... Fred Brown was the college... He was the best all-around athlete in Dartmouth. And he was a Deke brother of mine. And...
- Lathem: Contemporary as well?
- Hopkins: And he was fired for cribbing... Well, my first conflict over that was the first time George Moses ran. I don't know whether it was the first time. Anyway, it may have been that very campaign. The Republican National Committee was very eager to get the data on Fred Brown, and I wouldn't give it to them. I just refused to commit myself either way. Well, why did he leave Dartmouth and so forth and... But John Winant did one of the things I've always shrank from recognizing. He double-crossed George Moses who was, in my book, a very valuable member of the Senate. And I was interested the other day in talking with Sen. Aiken two or three weeks ago, whenever it was, and I said something about George Moses. And he said very simply, he said, well, it was a great loss for the Senate when Moses was defeated. But Fred Brown at John Winant's solicitude ran against George Moses and Governor Winant used all of his influence to defeat Moses. And Fred Brown was elected senator. Nobody ever knew he was in the Senate. I always thought that probably it was the turning point in his career when he was fired from here because up to that time I think he probably would have been characterized as one of the most popular men in college. And it just soured him on the college. He never had anything to do with the college.
- Lathem: He wouldn't come when he was governor?
- Hopkins: No, he wouldn't come when he was governor.
- Lathem: He didn't take his degree or anything, honorary degree. Then he himself was succeeded by Winant, wasn't he?
- Hopkins: Yes, he was succeeded by Winant.
- Lathem: Then Huntley Spaulding became governor.

- Hopkins: Well, Huntley... Huntley wasn't as active as Roland. On the other hand, Huntley was interested. I did... I can't remember whether Huntley... He certainly wasn't a regular attendant. Whether he came or not I'm not sure.
- Lathem: What about Mr. Tobey?
- Hopkins: Tobey didn't.
- Lathem: Tobey was succeeded again by Winant, of course, and then Sen. Bridges became governor.
- Hopkins: He was a...
- Lathem: Francis P. Murphy came next.
- Hopkins: He was up here, if I recall it, for one meeting. He was a complete washout in every way.
- Lathem: I would have imagined that as a matter of fact. Then Dr. Blood became governor.
- Hopkins: He used to come.
- Lathem: He...let's see. Had he been to the medical school here?
- Hopkins: Yeah. He went to the medical school here and he came... I think he came from West Lebanon. I think he lived in West Lebanon if I remember rightly. He... Blood carried on as an aside, cattle-raising, and still does. He has a very distinguished herd down there, the old Shaker headquarters.
- Lathem: Canterbury?
- Hopkins: Yeah. Canterbury. Or right on the edge of Canterbury at least. I never hear his name without thinking of Ted Gile, who hasn't ever withheld frank opinion in regard to anybody that I know of and Jean Gile and I were talking one day about the political prospects of Dr. Blood and she said, you mean that cow doctor? She always referred to him as a cow doctor, even when he was governor.
- Lathem: Then Blood was succeeded by Dale, but I think probably after...
- Hopkins: No, it was...
- Lathem: The same year.
- Hopkins: The same year. But I don't think Dale ever came.
- Lathem: Then it does go about half and half, as you say.
- Hopkins: That's my impression, at least.

- Lathem: What do we have now in the book? Dartmouth gets \$100,000 gift, from George Baker.
- Hopkins: That was the first installment.
- Lathem: Oh, yes. It came in installments then, yeah.
- Hopkins: Well, he didn't mean it to be an installment.
- Lathem: Oh, I see. I remember now. Yes. Yes. Interesting to read through that clipping.
- Hopkins: Yeah. That was the... That was the opening of the door that led onto a greater gift.
- Lathem: Dartmouth meeting...
- Hopkins: That was an interesting thing. Fred Child is Jack Bowler's most intimate friend. And he went into professional singing for a time after he got out and then he found... I guess probably he found that his talent wasn't up to the demands of the concerts and anyway after two or three years he went into banking and he was very successful in that.
- Lathem: Here's a report of that Dartmouth meeting. 600 loyal sons...
- Hopkins: That was one of the greatest tragedies ever.
- Lathem: Was it? Franklin McDuffee?
- Hopkins: Yeah. He came up to my house one night and... I'd been very fond of him as a matter of fact, and I thought the faculty made a great mistake when they refused to recommend him for the... or refused enthusiasm with which I thought he ought to be recommended for a Rhodes scholarship and I raised and got the money from two or three of the alumni to give him the equivalent of a Rhodes scholarship and he went to Oxford. And I went over there twice while he was there. I remember one time and always was when he was in college very fond of him and became more so afterwards. He came up to the house one night and he was all torn to pieces. And he says, you know I'm just not worthy of teaching these boys. And I says what do you mean? And I couldn't talk it out of him. He just went on telling me how remarkable... what a remarkable class he had and [inaudible] and so forth. And then he stated flat-footedly that he just wasn't going to be hypocritical in continuing the thing and that he wasn't qualified for anything else and therefore there was nothing left for him but to commit suicide. And there was no signs of mental unbalance or anything. I mean I never had a more cold-blooded discussion on anything. And finally I got so worried about it... I says well let's stop it right now and we'll take it up in daylight tomorrow and things will look different. I said will you forget it until tomorrow noon and have lunch with me and he says yes and made arrangements for him to come up to the house and so forth. Two hours later they called me up and he'd shut himself up in the

garage and turned on the monoxide. Strange. I never had any understanding of it, excepting that on the basis of his being a very sensitive person and something had apparently upset him that day. I don't know what.

Lathem: It's remarkable that he would have taken that attitude about his students. He obviously was brilliant.

Hopkins: Yes. But he was brilliant and humble at the same time. He... He was at that time, said to be – I'd put that in quotes – the ablest American who had ever come to Oxford as an undergraduate.

Lathem: On the other side of that I've just had a very unhappy experience in realizing that one of our boys from here was put out over there. He was working, just as it happened, with my good friend the reader in Syriology there. His interest was Egyptology in that particular field and he was doing some work with Oliver Gurney, and he got into debt and was drinking and all sorts of things. They sent him down as a result of it. I wrote to Oliver and said this made me feel very bad indeed, not alone because of the college, because it gave us a black eye, but it made it increasingly difficult to get any Americans in over there. I had a letter from him that came this morning saying that he didn't really like to say it but that was so. His faculty was just disgusted by this. They'd had two Americans do just about the same thing. Might... It wasn't, they knew, characteristic of them, but they didn't like taking chances on this, keeping their own boys out of Oxford to make room for... It gave us an awful black eye.

Hopkins: Well, I don't know. I don't know what ails some of these boys. I... It seems to me absurd, but as near as I can make out we've got this theory of the beat generation more acutely in America than anywhere else with less reason.

Lathem: Yes.

Hopkins: Well, he was a wonderful fellow. He gave Dartmouth, among other things, I think the best college song in America.

Lathem: He apparently brought that up to you and read it to you before anything was done with it.

Hopkins: Yeah. He was, as always, very modest. He was of two minds whether or not to go through with the thing. [Pause] The editors certainly treated me kindly all these years.

Lathem: Speech before the annual banquet of the trust companies of the United States. It must have been hard for you to agree to make many of these addresses outside the college, knowing how little you fancied the idea of making major addresses anyway and then have this intrude on your schedule besides.

Hopkins: At the present time I am amazed at my presumption but...

- Lathem: Well, I'm amazed at your industry. I don't think there's much presumption. Celebration of Rally Day at Smith College. President Hopkins of Dartmouth delivered Washington address.
- Hopkins: That must have been when Ann was there.
- Lathem: Oh.
- Hopkins: No, it wasn't either. She was only eight years old then.
- Lathem: She was thinking of going. You were preparing them.
- Hopkins: She wasn't even thinking of going at that time. As a matter of fact, I entered her the first year of her life at Vassar purely on the theory that it was farther away from Hanover than Northampton and I don't know what would have happened if she hadn't gone abroad that year before. But we went over to visit her. She was in school in Florence. And along about the first week in May, we were coming home, and just before the train started out, both her mother and I somewhat emotionally supercharged, and she said, "Oh by the way Dad, I don't want to go to Vassar, I want to go to Smith. Will you change my application?" Well, there wasn't any time to argue the thing. She'd timed it perfectly and I didn't answer. The train started along and she ran along the platform and she said, "Will you Dad? Will you Dad?" I finally said yes. [Laughter] I came home and had to overturn the whole entrance requirements at Smith to get the change through. [Pause] I'm perfectly astonished at the number of subjects on which I ventured opinions.
- Lathem: Well, certainly you knew both sides of this subject thoroughly—education and business. That's a good picture of you.
- Hopkins: If my grandson was here, he would remark on the fact that I had some hair. [Laughter]
- Lathem: This is a very interesting one, too. These men began their career with Western Electric.
- Hopkins: His son came to Dartmouth. Gerry Swope.
- Lathem: Oh.
- Hopkins: I never saw such a high-pressured man as he in business or anywhere else. I went down, we were having a sales conference in Atlantic City. I'd never been to Atlantic City. This was a three-day sales conference. I figured I was going to see the queens and everything else down there. I walked into the hotel one morning and I walked out three nights later and I never even saw the ocean. [Laughter]
- Lathem: Good lord. He was driving all the time.
- Hopkins: Yeah, he was driving. At that time he was sales manager with the Western Electric Company. I told him that when he was up here

getting an honorary degree, I said I was glad I was in charge instead of him at this meeting.

Lathem: Here you are getting an honorary degree at McGill.

Hopkins: I have one unfulfilled academic desire and that is to appear somewhere in the McGill regalia. Did you ever see it?

Lathem: No.

Hopkins: It's a scarlet robe, reaches below the knees, pretty nearly to the ankles as a matter of fact, trimmed with white ermine. A hood, a white silk coat trimmed with black ermine and a velvet cavalier cap. I told Bob Hutchins I was coming out to his inauguration in it and he says, my God! They'll think you're being inaugurated. [Laughter] So, actually I didn't go because I was sick eventually, but I had every intention of wearing it.

Lathem: Here's the installation banquet at Sigma Alpha. Anniversary dinner at Dartmouth. What is the matter with our schools? Head of the college which Bryan called anti-religious says boys are better. Oh my God, look who's writing it. Drew Pearson.

Hopkins: Yes. I was about to speak on that. He's a very strange fellow. He came up here... He was editor of the daily at Swarthmore. He came up here his senior year to see how *The Dartmouth* was run and find out what the administration attitude was and so forth and I've known him socially and politically both ever since then. He's a Quaker. In his home, he's one of the most gracious hosts that I ever hope to see: considerate, thoughtful, courteous. I just... I don't go there anymore but I have in the past and sat there and wondered how it would seem to get up every morning and figure out who you were going to smear that day. And yet there it is. He is... Peculiarly, he's not only a Quaker; he's a very devout Quaker.

Lathem: The two don't go together.

Hopkins: No. They don't go together at all. I got in some trouble on that because at that time none of our [inaudible] was isolationist.

Lathem: Oh. Head of Dartmouth College assails US policy of isolation.

Hopkins: This is the old aristocracy of [inaudible]

Lathem: Dartmouth bans loafing. [Inaudible] generation. Who were you with here in this photograph?

Hopkins: I don't know.

Lathem: It isn't Bobby Jones?

Hopkins: No. No one of that distinction. I don't know.

Lathem: What ...You were in Washington were you? No. Were you... No... it was while Mr. Nichols was president and Wilson used to come and play golf here, wasn't it, after you had gone.

Hopkins: Yes. Yes.

Lathem: I was trying to think...

Hopkins: I was up here at the time. I got very indignant one afternoon when I been shooed off the golf course. They wouldn't.... They wouldn't let anybody play within three holes ahead or behind him.

Lathem: Oh.

Hopkins: Secret servicemen scattered all over. [Pause] That was an interesting... Sir Arthur Curry was the commander of the Canadian Corps in the First World War and a very successful... great big man, 6 feet two or three... The War ended and the McGill boys came back and they had been in the War for four years or thereabouts and college was just creampuff stuff to them. They just really terrorized Montréal for a while and meanwhile the government was trying to figure out what to do with Curry. And logically it seemed one of the most illogical things in the world, but he was made president of McGill and I think he had never gone beyond the ninth grade in school and great sense of shock all over the academic world but it did what they were after. I mean he took over that crowd as members of the Canadian Corps rather than as undergraduates. He straightened that thing out in a very short time and he went on to become a very successful president. But I happened to be the nearest, I guess that was the reason. And he'd come down here or I would go up there. I think the first year we had something like four meetings. He was just getting oriented and he wanted to check on what he was doing. He did a fine job.

Lathem: Here you are with him I guess. There's your exotic gown.

Hopkins: Yeah.

Lathem: Black and white.

Hopkins: Actually, it's red.

Lathem: Very striking.

Hopkins: It's a very striking thing.

Lathem: Fiftieth anniversary of Smith College.

Hopkins: I guess I was just a visitor that day. I think that was when Ann was in college. What year was that?

Lathem: 1925. You were a delegate.

Hopkins: Just a delegate. It seems impossible today that there could have been all of the antagonism aroused that that course in evolution did. I don't know how much of it is in the files, but we were just deluged with denunciations from church people.

Lathem: My goodness. Here you're getting an honorary degree from Yale, apparently. Doctor of Laws.

Hopkins: I think I told you the incident of the Yale... I'm sure I have. Jim Angell's comment on the degree?

Lathem: I don't remember.

Hopkins: Well, stop me if I have because I've talked with you so much I don't want to repeat myself. But it was a very hot day. The ceremonies were very long. I was last on the list and they have a double-barreled ceremony down there. Faculty orator tells what he's read in *Who's Who* or somewhere else about you and then the president takes over the more personal part of it. And William Lyon Phelps had just finished with his and Angell was about to go on and one of the alumni threw the most violent fit I have ever seen, and frothed at the mouth, yelled and so forth. And...

Lathem: In the audience?

Hopkins: In the audience. Of course the students helpfully joined in to get him out, but while everything was suspended while it was on and I said to Angell, I apologize for being responsible for the death of one of your prominent alumni. He says, oh that's all right, he says, don't think of it again. He says, invariably we get protests in regard to any degree we give. He says, we've never had one so immediate and emphatic he says. [Laughter]

Lathem: My goodness. Class of 1925. The Tavern Club in Boston, isn't it?

Hopkins: Yeah, in Boston. I haven't been up there. I think... It's a peculiar thing. I just wrote Lewis Perry. Lewis Perry wrote... he's just retired from the presidency, but he said he wanted to take me up there sometime and I'm going up.

Lathem: I have a friend who belongs. Larry Winship, the editor of the *Boston Globe*. I've been told that he was years getting in there because although he is of the Winship family of Massachusetts Bay, he's a newspaper man and that of course wouldn't have been...

Hopkins: They're very choosy. I... As a matter of fact... '25. Was that when I became...

Lathem: It must have been... elected as a nonresident member.

Hopkins: Well, I've got a friend I've been trying to get in there ever since and they say fine, he's qualified and so forth but he's got to wait his turn.

- Lathem: [Laughter] Since 1925? Good Lord. This is your address at the opening of college in 1925. Better relations with China is conference's aim.
- Hopkins: I was doing better than I knew. [Laughter] Maud Park's named as president of Bryn Mawr. You never knew Nielsen, did you?
- Lathem: No. No, he's just a name to me.
- Hopkins: Well, of course, he's pretty nearly a demigod with the Smith crowd and... But he was at Bryn Mawr first and this thing has just come out within the year, a biography of it, which today... friends have tried to shut up for years. But Bryn Mawr has... Carrie Thomas was president and she was a very masterful dame and very managerial in every way. And Nielsen always insisted that she double-crossed him and induced him to come there as against an offer somewhere else and then didn't live up to the agreement. I know nothing about that. But when Maud Parker was inaugurated she, knowing nothing about this previous history, asked to have Nielsen give the address. And this has all been published in the biography of Nielsen this past year and he closed his address with, "and at last, thank God, Bryn Mawr has an honest president."
- Lathem: [Laughter] Oh, my. The man that I work under at Oxford is the man who succeeded him for very unhappy tenure I think. Herbert Davis at Smith.
- Hopkins: Oh, yes.
- Lathem: I think it was... I gather, of course, I know nothing about it, personally, but I gather it was with mutual satisfaction that his connection with Smith was severed.
- Hopkins: I know that's so. Yeah. Yeah. My niece was a student at Smith during that time and she has always thought that he wasn't given a show. She wasn't at all sure that he would have made good if he had been given one, but on the other hand she thought that the shadow of Nielsen was so over everything that... Well, I asked her what did she mean by that. Well, she said, as a matter of fact, she says, I had just assumed from the way you acted that Nielsen didn't act right. Well, I said that wasn't a very good idea. Well, she says, what happened is this. She says, every time there was a public occasion, why Nielsen would wait until just about the time it was to get under way and then he'd walk in and she said there'd be this tremendous ovation for him and everybody would stand up, especially if it was an alumni occasion, and holler and clap their hands and so forth, and she said poor Professor Davis would come in and nobody would lift a finger. But anyway, it was useful to me because I knew a great deal about the thing and made up my mind I'd never put myself in that position if I could help it.
- Lathem: That was among the things in you were thinking then?

Hopkins: Very definitely. I thought if anybody was kind enough to think kindly of me that I'd rather they wouldn't express it at that time. Well, I'm glad to know that in 1925 I was in favor of terms with China. I still am.

Lathem: Dartmouth swamps Harvard with brilliant attack, 30 to 9.

Hopkins: That really was a wonderful game.

Lathem: Was it?

Hopkins: Yes, it was. Things would go along a while and then some Dartmouth man would run the length of the field for a touchdown. That's the kind of game I like.

Lathem: Oberlander. He was one of the big figures in Dartmouth football.

Hopkins: He certainly was. He is a wonderful fellow still.

Lathem: Oh.

Hopkins: He was, when I went up to National Life he was medical director of the National Life Insurance Company.

Lathem: Oh.

Hopkins: And...But...and I think he was sorry to leave and I was awfully sorry to have him go. But he had this offer from the Prudential and he did not like the making of decisions. The medical director in most companies determines finally whether you can have a policy or not. And a general agent works for months on a man and then gets him where he's willing to take the insurance, and then the medical director turns them down and it's a period of tough going for both of them for a while. Well, finally this job with the Prudential came along where, under their decentralized organization, Oberlander could just give the results and the decision was made in Newark. He told me, he says, if you will set up that kind of organization here, why I'd like to stay, but I'd give anything to get out of making the final decision. Well, under our organization we couldn't fix it that way, so he went. But I hear from him frequently and he's gone fishing with me up in Canada a couple of times. He's in just about as good shape as he was in college. I don't think he weighs a pound more.

Lathem: Here you are speaking to the Alumni Council at Amherst in 1925. Along with Sir Robert Alexander Faulkner.

Hopkins: Hawkes sent his son here. Hawkes gave me one of the best stories on progressive education I know. He... somehow he came... something about Teachers College came up one day and I said to Hawkes...Hawkes was having dinner at the house... and I says, well, in valuing your presence, I don't want to talk about Teachers College. I'm not very much in favor of it. And it turned out that he wasn't either and in fact he felt more strongly against it than I. And

then he told me this story which he declared happened to the son of a friend of his on the Columbia faculty whose boy was at one of the progressive schools came down one morning and his mother said, what's the matter with you anyway? And that little kid scowled at her and he says, have I got to do what I want to all day long? I always felt I owed Hawkes a good deal for that story.

Lathem: Here's a picture of you together.

Hopkins: Yeah. This... I... Why I was hesitating on that, an illustration of how headlines can mislead you. I was replying to Hawkes and Faulkner who argued that the city colleges were better off because you could have broader education [inaudible]...

Lathem: Here's a fifteenth anniversary of Robert Lincoln O'Brien's editorship of the *Boston Herald*, a dinner apparently. Here you are, Mr. Filene, Kent Cooper, I don't know who he is.

Hopkins: I think he was the president of the Associated Press at the time.

Lathem: Oh. Mayor-elect Malcolm E. Nichols of Boston, Sen. William M. Butler, William Endicott. I don't know who he is.

Hopkins: Butler was... He was senator. He was one of the pet antipathies of Robert Lincoln O'Brien's.

Lathem: Here's Albert Beveridge.

Hopkins: Yeah. Beveridge had just published his... a

Lathem: Life of Marshall. Did he?

Hopkins: Yeah.

Lathem: That's a wonderful book.

Hopkins: Yeah. He was quite an extraordinary man.

Lathem: I don't know who Preston is. Do you?

Hopkins: Yeah. He was president of the United Food Company.

Lathem: Oh. Governor Fuller.

Hopkins: Yes. Charles F. Choate. He was the head of Choate, Hall and Stewart.

Lathem: Oh, yes.

Hopkins: Law firm.

Lathem: They must... I think the editor of the *Herald* today is named Choate. I wonder if it's the same family.

- Hopkins: Yes. It's not his son. I know Bobby Choate very well and I don't know just what the relationship is, but it's terribly remote.
- Lathem: Is it?
- Hopkins: Yeah.
- Lathem: Mr. O'Brien. Warrenburg, Felix Warrenburg.
- Hopkins: I made that statement... Have you got a *Who's Who* here?
- Lathem: I haven't right handy, but I'll see if I can get it.
- Hopkins: I'm not at all sure I should have spoken so positively. I'm not at all sure what Bobby Choate's relationship is. He may be a son. I don't know why I felt so strongly that he wasn't.
- Lathem: I'll check on that and see.
- Hopkins: I think I'm almost ready to say this positively, he is, yet it seemed to me he wasn't. You can put whichever one of them seems more reasonable to you. You knew O'Brien didn't you?
- Lathem: I... As an undergraduate I used to see him on the, you'd see him on the porch of the Inn summers when I'd be around here and...
- Hopkins: Well, it's a very interesting thing. I... I don't know when I became acquainted with him, but I know when I... When I came back from the World War, First World War, he was at that time I think not very long in the editorship and I can't remember just how our relations became as intimate as they did. But anyway, when I went to Boston, I used to... He would always sit up until the first edition came out, and I could spend all the afternoon and lots more in reminiscences. Seeing Butler, Sen. Butler's picture there. Butler was running for the Senate and O'Brien didn't like him, but the management of the *Herald* was strongly Republican and he had to ostensibly support him at least. I was up there visiting with him one night and Tom [inaudible] was the political man on the *Herald* at that time and Butler was to have spoken in Williamstown, somewhere... North Adams. And Tom [inaudible] was supposed to have telephoned in the purport or the import of his speech. Well, you know how when you are sitting near a telephone you can hear just about as well as the man listening to the thing and O'Brien was holding the presses, waiting to hear in regard to this Butler cavalcade from Tom [inaudible] and he had this piece of yellow paper in front of him and he had the story all about the first part of the trip. It was just to add a paragraph. Tom [inaudible] called him and he says I don't know what to do Bob about this thing. He says the Butler cavalcade has just arrived in North Adams two hours late. He says it's pouring here. He says there's nobody in the square excepting one buck nigger and he says that's the whole story, make whatever you can of it. O'Brien says alright, I'll handle it and he grabs this piece of paper and sticks on the end of this thing, which appeared in the *Herald* the next day—"On arrival in

North Adams, Senator Butler's party was greeted by a square black with people." [Laughter] Well, the aftermath of it was very funny because Butler got very sore about it, and they had a great discussion as to whether O'Brien should publicly apologize or not. Everybody that knew about it thought the thing was a scream. But one other thing I remember in regard to those days and this must have been sometime within the year following. O'Brien says there may be a big piece of news in the making, and I says what about? And he says, there is a fellow got a little black box in New York and he says he can talk into that and he says somebody the other side of the city can hear it, and he says they call it radio. All of a sudden it blossomed within a few weeks. It's hard to realize how recent some of those things were because that, you see, was early in the '20s.

Lathem: Football story.

Hopkins: I... You know Lampe, the end coach of the football team?

Lathem: Yes.

Hopkins: The first time he came up here and I met him, he says I'm glad to meet you again and I says, well, what do you mean again? And he says, I met you first when I was being initiated into DKE at the University of Chicago. He says, you came out with the football team.

Lathem: This would have been 1925.

Hopkins: Yes.

Lathem: Who was this with you? November 14, 1925.

Hopkins: That's Max Mason, the president of the University of Chicago at the time. He incidentally is here in town periodically. He's got a son around here doing something, not in Hanover, but somewhere up in Vermont. I don't know. He's quite a remarkable fellow. He's one of the greatest physicists in the country, was in his prime. As an undergraduate at Wisconsin he was champion high jumper of the United States. He was later president of the Rockefeller board for a while.

Lathem: Here you're off again to Europe. 1925.

Hopkins: Those were trips usually to get in touch with Mr. Tuck.

Lathem: Oh. What's this?

Hopkins: Mason was one of the speakers.

Lathem: Harold H....

Hopkins: Tufts is the man who went abroad with me to talk the University of Chicago...

Lathem: Would that have been this trip?

Hopkins: No. No. It was later.

Lathem: What are all these checks? From shipboard... Monte Carlo here.

Hopkins: Those are probably bets on which I didn't win.

Lathem: [Laughter] Oh, yes. This is the race course, isn't it?

Hopkins: Yeah. That was... Mr. Tuck was very much amused at minor things. We went out to the... We went out to the races. He says, do you know anything about horse racing? I said, not a thing. Well, he says, you better bet on it just the same. And he says adds to the satisfaction of the thing. I don't know, 100 Francs or something of the sort. I went down and bet and he apparently didn't know what he was doing. I had no idea. So I bet on a horse with green collars. And the horse came in last. Mr. Tuck referred to that always thereafter as illustration of being led astray by loyalty.

Lathem: View of college athletics... president of Dartmouth.

Hopkins: Is that National Athletic Association?

Lathem: Yes. National Collegiate Athletic Association.

Hopkins: That was one of those times where you get something you don't expect. I went after several of the sacred cows of athletics in that thing and Earl Blaik referred to it as a matter of fact the night of the meeting in New York. But I said that all else could be adjusted between the colleges and the sports departments if it was recognized that the first purpose of college was to get an education. We decided that and elaborated it somewhat on the thing. I thought that I was speaking to an unfriendly audience and when I got done I got one of the most cordial ovations I ever got in my life, four or five hundred of the sports directors all over the country. Had a lot of publicity on that from sportswriters. [Pause] This was...

Lathem: *Christian Register?*

Hopkins: Did you ever read that paragraph before?

Lathem: No. [inaudible] idea that a college president must say something snappy and put his college over with a bang on the type and no man knows not long ago he sometimes suspects it originated in its present potency in Hanover, in New Hampshire. They say Dartmouth is "the best pre-agented school in the country. At any rate, Ernest M. Hopkins, a gifted leader, manages to keep out front and in the center and in the newspaper offices he is a darling. But does it help Dartmouth in the dignified and highly serious problems of education? Would more assiduous collaboration on the academic problems and less press notices of the publicity man's album be good advice for colleges in general?" [Laughter]

Hopkins: I remember that very well because the... Whoever made up the scrapbook then didn't get the letters that came in. They... The *Christian Register* got a deluge of correspondence on the thing. You see, the editorial... Before they got done, they took Glenn Frank, president of Wisconsin...

**(End of reel #20b)**

**Reel #21a**

Lathem: I guess we're ready. If I do this much longer I'll be a professional at making those changes. I've got some water downstairs. Why don't we have a cup of tea?

Hopkins: All right. That would be very nice.

Lathem: I'll bring it up. [Pause] Not quite at the boil; we'll give it a minute or two. The problem of education at Dartmouth. [Pause] I notice the thing on the preceding page. The broadside appears printed at the Elm Tree Press, would that have been by Dana?

Hopkins: It must have been, yeah. He was a very interesting man.

Lathem: Was he?

Hopkins: Um. He did a great deal, as a matter of fact, opening the libraries of America. He did a great deal of speaking. He attacked almost all of the sacred cows of the professionals at the time and I think... The bulk of his work I think was done at Newark.

Lathem: Yeah. He was a public librarian there for many, many years.

Hopkins: He was...I talked... I owe him a great deal. Along in the formative years, when I was trying to come to some conclusion as to what a college library all ought to be about. I talked with him a great deal about his own ideas in regard to the thing. I think he influenced a great many people. He's very dogmatic. I guess perhaps you have to be to be as effective as he was. Anyway, I think that's unquestionably the source of that.

Lathem: Was he quite interested in college affairs?

Hopkins: He was interested to the extent that they were in the realm of the librarian.

Lathem: Oh.

Hopkins: He was a very highly specialized thinker and didn't waste his time or thought on anything else. But he was a very... he was a very devoted alumnus, but as I say, it was within that realm.

Lathem: Yes. Yes. Interesting about the areas of alumni interest, isn't it? Many alumni are very specialized, you might almost say, in their interest in the college.

Hopkins: Yes, I had... I had 10 or 15 years that were pretty nearly antagonistic in discussion with a man whom I liked very much indeed – George Champion, who is the president of the Chase Bank.

Lathem: Oh, yes.

Hopkins: Arguing just against this, that he would let himself become fully blinded to everything except banking and so forth and he resented the opinion very much, and strangely enough within two years the thing has turned over completely and he now is not only friendly but devoted and friendly. But his boy was killed in the service in an automobile accident and he went almost to pieces in the thing, and I think would have, but he had been a parishioner of Don Aldrich. I don't know whether you know Don Aldrich. Don Aldrich graduated in the class of '17 I think and became one of the principal men in the Episcopal Church, became Bishop of Michigan. Then his health broke and he became chaplain at Princeton, and he had formerly been at the Grace Church in New York and George Champion had been a parishioner of his. He was one of the sweetest men alive. And the minute he heard about this thing he went right up and settled in at the Champion home and just stayed with George until he came out of the thing. Whether he ever would have come out of it or not, I don't know, but anyway... and it softened his whole approach to life in every way. He was the... as a matter of fact, much to my surprise at least, he became chairman of the Billy Graham campaign in New York, and he's gone back to the basis of friendship on which we were 20 years ago. And... But he had, he just locked himself within that field to the exclusion of everything else, which I guess the ordinary person would say worked because he's at the top of the heap now. But he's a much bigger man than he was. But you think over... You think over the men of accomplishment and it's a very interesting thing how evenly they divide between men who just simply are specialists in their field and those who aren't. I mean, you try to draw any moral from it and it's impossible.

Lathem: I became increasingly aware of the different levels of interest and devotion to the college a few years ago when I went on a trip West for the college and most every place I would meet men who were tremendously interested in what the football team was doing. I got into Tacoma, Washington and met an alumnus there named Haley who is in the candy business—Fred Haley—and he just didn't want to hear anything about this. He wasn't disdainful of the sports side of it all, but he wanted to hear about what was going on in the academic side, and particularly in the areas of history and government and literature. And he was very sensitive to those concerned. He wanted to hear as much as he could about them. He... don't know whether you know him or not, do you? He was to me a very interesting person, apparently quite successful in business there. I

imagine it's a family business. And... But... set up a lectureship at the College of Puget Sound. Walks to work five or 6 miles every morning and back, with a great many intellectual interests, that don't always stay with a businessmen of that sort.

Hopkins: I had a very interesting discussion. I was trying to think of who it was. Well, for the moment I can't think, but one of the Chicago alumni who himself was an intellectual of the first order interested in intellectual things and so forth. But who argued with me quite strenuously, that it was a good thing that the alumni kept their interests within the bounds of athletics and that type of thing because they might become such an un-mitigated nuisance [inaudible] intellectual life of the college. He made quite a convincing case of it, as a matter of fact, more so than I acknowledged to him. [Laughter] But I don't think it's any sign that an alumni body hasn't a fundamental interest in the college that they are interested in the athletics and so forth because those are such obvious things.

Lathem: They can manifest an interest in them, yes.

Hopkins: Yeah.

Lathem: I hear our water boiling. I'll go down. [Pause]

Hopkins: I'd forgotten how good this *Christian Register* editorial is. The last paragraph is "We make no [inaudible] of the college presidents productions. We do not believe they are capable of constantly saying things that are at once clever and sound. Very rarely and always by inspiration rather than by studying the psychology of the newspapers crowd a man may speak memorably. The best work in the world does not lend itself to such high-powered descriptions as will win the lusty approbation of the multitudes. Since the colleges are all saying they have more students than they can teach there is another good reason why the president should go into a [inaudible] retreat. Reserving their crowd giving us for news after a great idea is born and put into operation. That would really be news, and news rather than opinion is the real justification for publicity." [Laughter]

Lathem: Oh, dear.

Hopkins: You know... You said you didn't know O'Brien intimately?

Lathem: No. No. Never even been introduced.

Hopkins: Well, he was the most thoroughgoing cynic I ever knew in regard to everything. You see, he started in life as Cleveland's secretary...

Lathem: Oh, yes.

Hopkins: And then he became the Washington correspondent to the *New York Evening Post* under the name Lincoln, and came from there to the *Boston Transcript* and then from the *Transcript* went to the editorship of the *Herald*.

Lathem: Oh.

Hopkins: That's the evolution. And he... I don't know whether he believed in anything or not, but I'm a little doubtful about it. But one... One night after a Dartmouth dinner at which I think he spoke, but at any rate he was on the platform, he asked me up to his... Said come on up to his offices, as I'd often done. We sat down. And I was going the next night to hear him speak as president of the Merchants Club, he being inaugurated for the third time as president of the club. He said I wanted to see you tonight because I want to illustrate tomorrow night what a damn fool you are. And I says, all right, how are you going to illustrate it? Well, he says of course, I always take shorthand notes, he says it's my avocation and I know it doesn't make any difference whether I go through life taking notes of it. And he says I've taken notes on your speeches before the Alumni Association for the last several years. And he says you vary it every time. And he says that's a great waste of effort. Nobody knows if it's the same speech and he says it must take a lot of effort. And he says tomorrow night I am going to speak for the third time as the incoming president of the Merchants Club. He said the first year I worked quite hard and prepared what I thought was an excellent speech. He says this was in shorthand. He says last year I made the same speech deliberately. And he says members of the club came to me and they said you were good last year but you are wonderful this year. And he says tomorrow night I'm going to give them the same speech the third time and he says I don't want to enjoy the results of it alone so I want you to know what I'm doing. [Laughter] Well, as far as proving his point went, he proved it all right. It was a good speech. I hadn't heard it the previous two times, but it was an excellent speech and he was letter perfect on it, of course. And they flocked up to the table afterwards and they told him they'd like his speeches the two years before but this beat them and so forth. And every chance he got he turned and winked at me. But it was a very typical performance on his part.

Lathem: He must have been a fascinating person.

Hopkins: *The Herald* was owned by Sidney Winslow. I guess it still is. The president of the United Shoe and Machinery Company, and pretty much of a stuffed shirt. And he... And he was very, very dogmatic in his demands at the Republican... In the *Herald's* supporting all the Republican candidates and is speaking approvingly of every Republican elected. Lodge actually... I should say O'Brien actually hated Lodge. It went beyond mere dislike. He just despised him. And when he was running for the Senate he wrote these apparently adulatory editorials which were absolutely damning as a matter of fact. Lodge eventually wrote and begged him to lay off on the thing. So... They passed by Winslow all right. He thought they were fine.

Lathem: Too bad Mr. O'Brien didn't write his reminiscences.

Hopkins: Oh, yeah. He had a very brilliant daughter. His son...

Lathem: Do you use sugar?

Hopkins: Yes, I'll have a couple of lumps please. His son is quite an indifferent newspaperman. Originally I think owned and edited the *Claremont Eagle* and then he sold that out to the Clarkes and went west. O'Brien made some sort of a caustic comment to me one time that he thought he'd lose less money in Arizona than he had in New Hampshire. But he has a daughter that is thirty second degree mathematician and I imagine she's working somewhere in this nuclear fission game but I don't know where.

Lathem: Al Foley tells some stories about O'Brien. He thought he was a very interesting character. One of them centers on a man named Rogers who used to edit the *White River Junction Landmark* and was always called "Scoop" Rogers apparently. And O'Brien in Al's presence one time greeted the man Rogers on the front porch of the Inn and talked to him in flowing language about the importance of names and I've forgotten—do you remember what Roger's real name was?

Hopkins: I don't remember him by anything excepting as "Scoop."

Lathem: Well, at any rate, it was a name that would lend itself to disappearance and O'Brien told him that if he changed his name, if he used an initial in the name or something of the sort that he might have gone far and ended up as editor of a distinguished metropolitan daily. Think of what would have happened to Grover Cleveland if he'd gone through life as Stephen G. Cleveland. Think what would have happened to Woodrow Wilson if he'd been Thomas W. Wilson, or Calvin Coolidge if he'd been John C. Coolidge. He went on and on like this. I gather he could be a spellbinder if he wanted to without any effort.

Hopkins: Yeah. He could. And he had the most remarkable memory of any man I've ever known. He could tell you just who voted how on the 32<sup>nd</sup> ballot of the Republican convention in 1876 and people wrote to him from all over the country constantly, other editors, and so forth, verifying dates or getting statistical information. And he could be... He could be biting caustic, too. He wasn't always dictated by kindness.

Lathem: Would you see him when he'd summer here regularly?

Hopkins: I'd see him.

Lathem: Carried on your friendship over the years.

Hopkins: Yeah. I... I used to come back three or four or five times a summer as according to the demands, drive back from Southwest and stay here for two or three days and O'Brien would most always be at the Inn. We'd have a chance to get together. And then as I say I went away regularly, went to Boston and went and sat up until the first edition came out. But he could be very embarrassing to you, too, sometimes. There was some... Can't tell this story without seeming

egotistical. I don't mean it that way, but he told... There was some talk about my running for the Senate here in... not among my friends but among others and I don't remember how Bridges happened to get in the thing, but Bridges was... Oh, I know. The *Concord Monitor* was having a party and I was down at that, and O'Brien came along with the utmost appearance of paternalistic kindness and put his hand on my shoulder, and he says to Styles Bridges, he says, why don't you insist on this man's running for the Senate? And well, Styles says, why should I if he doesn't want to? Well, O'Brien says I think... I think it would be a great patriotic service for New Hampshire. He says, with his brains and your knowledge of political savvy, he says, I think New Hampshire... Well, what do I say in a place like that? [Laughter] And certainly Styles couldn't say anything so we just left it a verbal void there. But he intended it as an insult to Bridges who [inaudible].

Lathem: When was this that they were actively trying to get you to run for the Senate? When Mr. Bridges himself was about to?

Hopkins: Yes, I think that's... No. Bridges was... Bridges was in the Senate. It must have been... It must have been at the time that Tobey was eventually nominated.

Lathem: Oh, yes.

Hopkins: That this talk must have been.

Lathem: Um hum.

Hopkins: I'm pretty sure it was then.

Lathem: It would have been... Tobey became senator in 1939.

Hopkins: Oh, well, it was before that.

Lathem: Bridges became senator in '37.

Hopkins: Well then, it wasn't... No, that's it. That's...

Lathem: Let's see when he was governor. He may have been governor at the time.

Hopkins: Well, I know it was for the election after Bridges had become senator, so it would have been Tobey.

Lathem: '39. He succeeded Brown when Brown's term ran out.

Hopkins: Interesting thing in that connection. The... I don't think any of the Dartmouth men or any of my real friends wanted me to... Well, I wouldn't say that because men like Bob Bass and Huntley Spaulding and so forth were as good friends as I had and they wanted me to, but in general I don't think there was any demand on the thing. But anyway, the group pushing it pushed it to the point where I asked George Gallup one day, I says how much does it

cost to take a spot poll as you call it. I says, I don't mean one of your thorough going ones, but I mean just a spot poll. Well, he says, we are enough interested in the New Hampshire situation so if you want one made, we will make it. And I says, I'd be very much interested just to check up on my own standing in the state. And George says, all right we'll make it. And in about two weeks he telephoned up and he says, when are you going to be in New York next? And I says, I'm so interested in this thing I'll come down anytime. Well, he says come down; I'd like to see you. So I went down. It was very interesting. He says, as of today and on the basis of their respective standings in the state Tobey is the better-known man and Tobey would probably win two to one. He says, on the basis of President Hopkins being willing to get out and really make a campaign of it on the Tobey basis, it would be an even thing. Which wasn't very different from what I had expected. But I was very much interested at their being able to get it so quickly, and I hadn't any reason to think that it wasn't accurate... It's perfectly amazing how this handshaking and personal contact figures in the present day elections. Tobey wouldn't wait for an invitation. He'd go in... If he heard there was a church convention he'd... I was over at Plymouth and these were the days along the latter part of the period when I was trying to get it through the heads of the Congregationalists that they didn't run the college. And I was on the program to speak at the Congregational State Convention at Hubbard. The middle of the morning session, I was sitting on the platform, they brought up to the presiding officer a piece of paper, and he looks at it sort of puzzled and hands it over to me and it just said Sen. Tobey is in the foyer and says that he is willing to tell the congregation about affairs in Washington if you so desire. Well, he didn't know what to do about it and so they did so desire. Tobey comes in amid a loud applause, talks for three quarters of an hour and knocks the schedule all down [inaudible] and says that he'd come to Plymouth because he realized how much they would want to hear about it which may or may not have been so, but he's happy to have made this great effort in their behalf. Gets uproarious applause, standing applause, goes out and I guess signs up everybody in the crowd as a voter. And I happen to know in that particular case, that evening he did the same thing at the State Policemen's convention in Concord. [Laughter] I suppose made the same speech he'd had. But they elected him.

Lathem: Astounding what they will do, isn't it? Were you at all inclined to run for the Senate?

Hopkins: No. No. As a matter of fact, I don't know of any reason why I shouldn't tell you – Gregg offered me an appointment to the Senate.

Lathem: Oh, did he? When Upton went?

Hopkins: When Upton went. Yeah. No, I never had any... I was neither inclined to go or to leave. Of course that was after... I mean Gregg's offer was after I retired.

Lathem: Your retirement.

Hopkins: Yeah. So it didn't apply then. But I figured when I came to Dartmouth that I cast my die for my life and I never deviated from that. I never had any inclination to. I think that's where the presidencies of most of the Ivy League colleges for instance have it on a great many others because you look over the average terms of presidents of Dartmouth, even with one or two very short terms, they average... they average pretty long.

Lathem: That's right. Even with Dana and Tyler thrown in they're long tenure. It's too bad that this element of loyal dedication is so supremely important in a college. Witness what happened here during the periods of the two long tenures in recent decades, and the poorer school like the University of New Hampshire gets the man and the first thing you know, if he isn't running around with someone else's wife, he's called off to the University of something else and then they've got to find a new president.

Hopkins: The University of Vermont more markedly than New Hampshire. I think they've had four presidents there in the last ten years.

Lathem: Mr. Lewis was a long time, wasn't he, at New Hampshire?

Hopkins: Well, comparatively long time. He was there a decade or so.

Lathem: Oh, is that all? I thought it was longer than that, but Vermont you say has been even worse?

Hopkins: Yeah. They are worse. I don't understand why anybody, even a Vermont man, would take the presidency of the University of Vermont. It's a terrible job. You see, half state university and half private institution. Where one leaves off and the other begins is almost impossible to define. Dr. Tucker used to say, and I think... I think I would agree with that, that nobody's qualified for full usefulness as a college president in less than half a decade. I think it takes a long time to know the ramifications and all the rest. There's a great advantage, I think in a long-term. We are having quite a violent discussion at the present time. This committee that's been appointed by the trustees to, well, really to examine and give an accounting as to their opinion in regards to the government of the college. Harvey Hood is the chairman of it—you may know him—the professionals, whom as a matter of fact I didn't have any enthusiasm about engaging but they did engage somebody, Cresap, McCormick and somebody. Well, they've made their report. One of their reports says that there is no reason at all for that limitation by custom of electing only Dartmouth men to the board of trustees. That the board might be greatly advantaged if they had some outside men. Well I just don't believe it, that's all.

Lathem: I don't either. We're too much of an alumni college.

Hopkins: Yeah. I think so... The whole... They approach it on the basis... They've made investigations in regard to 20 or more different colleges in the country, but the thing I object to in the report... I

telephoned Harvey Hood last night after reading it. I says, this report is drawn on the basis that we want to be like everybody else, and I says, as a matter of fact, the whole theory, my whole theory regarding administration is we want to be as different as we can. And I still believe that's sound.

Lathem: It doesn't make sense to pull the top people down to the average, does it? That's what this amounts to.

Hopkins: That's what it amounts to. Yeah.

Lathem: Cast in the mold of the average. How fully informed do you keep yourself, or are you kept, Mr. Hopkins, now on the policy level affairs of the college?

Hopkins: I try to know just as little about it as I can.

Lathem: Do you?

Hopkins: Yes. And John Dickey is very understanding in regard to that. We talk very little about it and it's only in the occasional emergency when he feels perhaps my experience will be helpful that he brings up anything.

Lathem: All of us are well aware that you ostensibly stay out of it completely and I wondered whether you...

Hopkins: That's not just simply a gesture on the thing... It's actual... And it's really the... If you know about things, you can't help having opinions. If you have opinions, you're awfully likely to express them. So I found it, as a matter of fact, I found it a great safeguard to be able to say quite truthfully that I don't know. And it is a fact that I think perhaps that more than anything else is why I engrossed myself so completely up in Montpelier because I figured if I sat around here doing nothing I was bound to be given to having opinions.

Lathem: Did that come along just about concurrently with your leaving the presidency?

Hopkins: It came about two years later.

Nathan: Two years later.

Hopkins: Yeah. I had quite a number of directorates and semi-official appointments and one thing and another and one in which I was very much interested, the Continental Can Company, in New York. And they got into a [inaudible] up there in Montpelier in the National Life and it got pretty acute as between two exceedingly good men and the directors didn't feel that they were in any position to decide among them and finally in the... entirely out of the blue, I hadn't known it was coming at all or anything, the proposition was made that I take over the presidency such time as was needed to come to a decision and tell the directors what to do. And...

- Lathem: Were you with that time on the board?
- Hopkins: Yes, I was on the board. I've been on the board since '33, so I knew the history pretty well. So I was injected into the thing and... It was a very interesting time, but fortunately we were able to get through it without any overt rows of one sort and another and when the decision was made, why everybody accepted it and then Mr. Davis who was elected said he wanted me to stay on as chairman of the board so I've done that and it kept me just about busy enough. Very much interested in it.
- Lathem: Was it part of your concern as president to make the decision about who was to succeed... to be in it to find out.
- Hopkins: Well, I didn't know enough about insurance and I couldn't have learned in that time to have my ideas of any particular importance at all. So I just devoted myself wholly to trying to heal breaches in the thing and getting the people to understand why whatever decision eventually made should be made and so forth. It worked out very well. I don't suppose the man who didn't make it was ever enthusiastic but on the other hand...
- Lathem: He stayed with the firm?
- Hopkins: He stayed with the firm.
- Lathem: That tells a good deal about it, doesn't it? The arrangement.
- Hopkins: He's very friendly. But those things... That wasn't in any original plan I had at all.
- Lathem: Did you have to take up residence in Montpelier?
- Hopkins: Had to take up theoretical residence, yeah. The president, under the charter, has to be a resident of Vermont.
- Lathem: Oh, really! A legal resident.
- Hopkins: Yeah. So for two years I was.
- Lathem: Did you buy there or rent?
- Hopkins: Just rented. It was quite an interesting period. I don't know that I'd want to tackle it now, but at that particular time it was all right. But I think everybody is very friendly at the present time. They certainly are outwardly and in my relationship with the president and the other man under consideration is, under the arrangement, the executive vice president at the present time. Everybody seems to be happy.
- Lathem: It must have been and be a particularly stimulating time to be both president and chairman of that company when it had this great – as I see it from the outside – a great soul-searching about staying in

Montpelier and where it would be best located and then building this magnificent new building.

Hopkins: I wasn't originally in favor of staying in Montpelier. I think I... I think the uproar about that can be pretty largely ascribed to me. We bought one of the most beautiful locations I've ever seen in South Burlington.

Lathem: Oh.

Hopkins: And my theory in regard to it was... Montpelier had come just to accept the National Life, as a matter of fact, and every time any question about taxation arose, why they said, there's the National Life [inaudible] national institution. And they were sticking us right and left with taxes and so forth. I felt whatever we did eventually it would be a good thing for the community to reflect a little whether they wanted to be without it or not. And it did result, as you say, in soul-searching and originally I felt quite sincerely that it might be better for us to leave. I changed my mind gradually on it. And anyway, we're there now.

Lathem: When do you actually get into the new building?

Hopkins: We have to get in early in '61 because the state will own it. And I think we will. I... As a matter of fact, more than any building I ever was connected with at Dartmouth or anywhere, it's running on schedule. We are right on... The [inaudible] Brothers Construction Company who are building it, they're quite remarkable, I think. They've taken all the snow and everything else and the wind and so forth, they've kept right up to date. When it developed as they felt that it was evident it was going to be a particularly cold winter and snow and so forth, they enclosed the whole building with—I don't know what kind of pane—it isn't cellophane, but it's something else... it's a non-conductor of heat. As a matter of fact the building has been pretty warm all winter and people have been able to work all winter within it.

Lathem: Why don't we attack the scrapbook for little while longer and then break off?

Hopkins: Yeah. Finish up this thing. I don't feel I'm helping you very much on this thing.

Lathem: You are a great deal. A good deal of it is.

Hopkins: Like reading about somebody else.

Lathem: A lot of this inevitably won't bring back anything but there are some things we see that are important. This seems to be about carnivals or the carnival, 1926. There's more... Hockey... Skiing... President Hopkins analyzes college's organization.

Hopkins: Yeah, that was after quite an active faculty campaign for representatives on the board of trustees for one thing and another.

And so I accepted the invitation. As a matter of fact, I gave them... I gave *The Dartmouth* this abstract of what I was going to say because I didn't want to report on what I was going to say. And... But it was one of the best-attended meetings they ever had in Hanover; the whole faculty was there. There's a comment on the French government. I don't know what led me to that.

Lathem: Former students welcome prexy at Denver.

Hopkins: I was looking over one of my old date books which is the nearest I ever came to any diary and I couldn't help thinking that I could have made those trips much easier if they had had the airplanes then. Because practically all of them involved night sleepers from place to place. What was I doing at the [inaudible]. I'll tell you an interesting thing about... I don't know why that's in there. I haven't any idea and I don't see anything here that would explain it, but I... I was telling Sen. Aiken and Sen. Cotton in Washington two weeks ago, George Moses said he wanted me to come up. He says there's a new man that's just come up to the Senate from Georgia and he says I think he's going to be a humdinger, and he says I'd like you to meet him. I went up and he introduced me to Sen. George.

Lathem: My goodness.

Hopkins: Rather interesting. See if Sen. George is in that group. I think he must be.

Lathem: Yes, Walter F. George from Georgia.

Hopkins: Yeah. That was the occasion.

Lathem: Distinguished Dartmouth men call on president. Assistant Postmaster Gen. John H. Bartlett... respects at the White House recently. Alumnus of the college accompanied President E.M. Hopkins and family when they paid their respects at the White House recently. 1926. Mr. Coolidge would have been there.

Hopkins: Yeah. Well...

Lathem: College's embodiment...men's contributions.... Dartmouth.

Hopkins: May 17<sup>th</sup>, '26, that was the first announcement of Mr. Baker's gift and announced as an anonymous gift.

Lathem: Oh. Oh, yes. Million-dollar gift from an anonymous friend. Here's Mr. Strong... Alumni fund... Here you are with the new library plans ready. Dartmouth begins new library with gift of \$1 million, June 26th, the cornerstone to the infirmary, for Dick's House. I've often thought, I may have said this to you before, that it would have been exciting to be around here when all these buildings were going up. Your last two or three years when they have been doing so much work around the campus, I realize it is also pretty messy.

Hopkins: Yeah. That's right. My brother, as a matter of fact, who was at that time president of Wabash, spent his summers here. He wrote to me down at the shore and he said he was just learning to drive a car but he said it was no fun in Hanover because he said every time I start down the street I meet a building being moved out. [Laughter] I don't remember anything about this.

Lathem: Man and his fellows?

Hopkins: Yeah. University Press. Oh, that's on the [inaudible] Foundation. I see.

Lathem: Oh.

Hopkins: That was in Philadelphia.

Lathem: This is about it too.

Hopkins: That was quite an education to have an opportunity of talking with Hopkinson every day of the week.

Lathem: Yes, tell me a little bit about that. This was in 1926.

Hopkins: Yeah. While, he was... At the time he was reputed to be the foremost portrait painter in the country and he'd painted almost everybody. And his recollections of them and his comments on life and all the rest of it. I mean, he had about the degree of responsibility that Robert Frost has. [Laughter] He had just painted a portrait of Bishop Lawrence.

Lathem: Oh.

Hopkins: And it had been criticized quite widely by Bishop Lawrence's friends particularly, saying that there wasn't any personality character shown in the face. And Hopkinson was working away and he says, you ever heard these criticisms about my Lawrence portrait? And I said yes. And he says, it's been on exhibition out at Harvard, and says, that's the criticism in regard to it. And he says, God damn it, I can't paint into a face something that never was there. [Laughter] Which was the general tenor of his comments in regard to life and man and so forth. Rather amusing. Actually, I think it's an exceedingly good portrait. Some of my friends take exception to it.

Lathem: Oh, really? I think it's good.

Hopkins: I think it's good.

Lathem: Of course, I'm not one who could judge from the standpoint of contemporary.

Hopkins: Well, I... There seems to be a code in regard to this matter of art criticism. The only portrait I ever saw, somebody said the hands weren't right and that's one criticism in regard to this, and I think it's the ... One of my artistic friends says the hands [inaudible] to

anything. Well, maybe they're right. They looked all right to me though and...

Lathem: Who was... Oh, I know. Arthur Chivers said he modeled the hands for Craven Laycock's picture. There was something about Mr. Laycock not being able to sit as long as the artist wanted and got Arthur in to do it.... Had his hands painted.

Hopkins: Well, it's a peculiar game.

Lathem: He did you here in Hanover?

Hopkins: Yes. He did it over in the administration building.

Lathem: Did he?

Hopkins: Did it in the old faculty room.

Lathem: How did you happen to sit at that time for him?

Hopkins: I don't know just what you mean.

Lathem: Well, why was that particular time decided upon to have your portrait done? I remember hearing that the one of Mr. Dickey was done because somebody on the board thought that it shouldn't wait until he was toward the end of his tenure to have a portrait of him.

Hopkins: Well, this was the 25<sup>th</sup> reunion of the class of 1901.

Lathem: Oh, I see. I see. I didn't read the caption, you see. I'd have known that if I'd read the caption. That's very nice. Commencement 1926. Alumni Fund. Coming out for Governor Bass.

Hopkins: One of the very unfortunate things... Governor Bass brought... Styles Bridges was originally on the faculty at the University of Maine, an extension lecturer.

Lathem: Oh.

Hopkins: For Hancock County. And Gov. Bass, who was a very wealthy man, brought him... When Bass went into politics, he brought Styles Bridges on to manage his personal affairs.

Lathem: Oh, really?

Hopkins: While he was in politics. And from that, Styles himself jumped in at the end of the Bass activity. Bass I think would have been one of the foremost politicians the state ever had but his wife unfortunately came down with TB and they went to Arizona and it proved eventually he had to spend most of his time out there, so he had to withdraw from any senatorial canvass or anything else and Bridges stepped in as candidate for governor and made it and then a senator. But that's the source of.... [Pause]

Lathem: Apparently going back to your 1925 speech.

Hopkins: I went down; contrary to every intention and most things I went down and spoke at the dinner for Earl Blaik.

Lathem: Oh.

Hopkins: And ...the touchdown dinner. It was quite an interesting occasion. There were 13 or 1400 men there, and I think nearly half of them were Dartmouth men. And they had voted... The touchdown award committee had voted the award to Earl before they knew he was retiring at West Point, and so I finally anyway said that I would go down and the net result of the whole thing was not because of my presence but I was very much interested. Earl spent about as much time on Dartmouth...on his career at Dartmouth as he did at West Point. And in closing, expressing appreciation for all the joy he'd had in life and so forth. He made really quite an elegant statement in regard to his obligations to Dartmouth. It was very, very nice.

Lathem: Work to begin soon on new Davis Field House, more about the field house dedicated before a game, September 1926. That was built in a hurry, wasn't it? Began work in March and dedicated it in September.

Hopkins: Did you ever know Shorty Davis who gave that?

Lathem: No.

Hopkins: Well, Shorty had a story which was an exaggerated story but nevertheless it had so much in it. He said that he offered to give the field house with a set of stipulations and he said that when he got done the only thing in the stipulations that remained was that he should give the money. [Laughter] Well, [inaudible] was very anxious for a field house, and Shorty Davis sent around to the different colleges to find out what they had and most of his information came from Western institutions. So they came up to see me one night and I knew Shorty in college. He was back in my time. He says they are just a few things he says I'm a little vain about. He said I wanted to do something like this for a long time but he says I'd like to have my own architect build the house and he says I'd like to choose the site and he says I want dormitory facilities so the athletic teams can live in the house. Well, I said the only thing the matter with that proposition is that no field house is going to be built here as a shed for the livestock. I said nobody's going to live in the house. Well, he thought on that a while and we argued it and he says all right. And I says, the second thing is nobody's going to pick a site for any building here because we're working on a master plan in regard to the college. And he thought that and then I says we're using our own college architect on all the buildings. [Laughter]

Lathem: There is some basis for his statement then.

Hopkins: There was a little basis, but he made quite a story of it and even I could laugh heartily at it because it was pretty nearly the fact. He was very generous. He... [Pause] [inaudible]

Lathem: Passing of President Tucker, September 30, 1926.

Hopkins: Mrs. Tucker telephoned to me that afternoon. I was up at Whitefield and she telephoned, afraid he wasn't going to live very long and could I get home. Mrs. Hopkins and I drove down that night and I never in my life have seen such a fog. We were in first or second speed all the way down, and I was leaning out of the car looking at the side of the road because you couldn't see far enough ahead to see anything. I've thought of it with a shudder every time. Anything might have happened because you could see nothing at all.

Lathem: Did you arrive in time?

Hopkins: Yes. No. I didn't arrive. He had died. Ann got smashed up in Boston the night that the doctor got killed here.

Lathem: Did she?

Hopkins: Yeah.

Lathem: Those horrible snow squalls.

Hopkins: Yeah. And apparently the same sort of thing hit there. She started from Exeter in what she thought was good weather. She'd been out visiting the boys, and got on route 128 and got about 20 miles beyond Boston and they had closed the road there were so many accidents on it. And they gave her a very involved directions as how to get around this, running way out into the country something like 15 miles then taken across wood, and so forth, and she decided she'd better go back to Boston. She turned around and went back and the snow but thicker and thicker. She got to the corner of Dartmouth and Marlborough Streets and she said she had no idea and nobody else had any idea where crossings were, you couldn't see the crossing lights or anything else. And all of a sudden a car loomed up out of the...coming across on Dartmouth Street. Largely demolished both cars and neither of individuals badly hurt. Which is very, very fortunate. A very understanding fellow in the other car, because he was willing to assume all the blame for the thing but Ann said...

Lathem: A horrible experience for her though.

Hopkins: She was pretty badly bruised.

**(End of Reel #21a)**

**Reel #21b**

Lathem: This is your tribute to President Tucker. It must have been an overwhelmingly sad time for you.

Hopkins: Well, it was and it wasn't. I mean I don't think that today any doctor... Doctor Shattuck was the foremost heart specialist of his time and he put Dr. Tucker to bed and kept him there for nearly 10 years. And I am perfectly certain Dr. Tucker would have been happier to shorten his life very greatly and be able to get around.

Lathem: Yeah.

Hopkins: I felt somehow it was only a living death. But there was the satisfaction of seeing him two or three times a week.

Lathem: You did that regularly.

Hopkins: Yes, I did that regularly.

Lathem: There it's revealed that Mr. Baker is the donor of the library, November 1926.

Hopkins: I don't think there was any question about that.

Lathem: Your brother. What had been his career prior to...?

Hopkins: Well, he left Dartmouth I think at the end of his junior year and that was wholly a financial pressure. I had been helping him up till that time but my family expenses had got to where I couldn't do as much as I had and some of his opportunities here gave out and he went to work for the General Electric Company in Pittsfield, Massachusetts. Then when the War came on he was appointed to the Committee on Classification of War Personnel for which [inaudible] Clark was chairman, Beardsley Ruml, Bob Clothier, afterwards president of Rutgers and the man who was afterwards director of admissions at Harvard whose name I can't think... Anyway, that was the Committee on Classification of War Personnel. They were really a scientific management group. They devised the test for instance for motor corps and all that sort of thing. He went from there to the deanship of Northwestern University. And I thought then and I think now that it was a mistake to leave there for Wabash, but...

Lathem: Had he picked up his baccalaureate degree?

Hopkins: No.

Lathem: No? He went without? That's remarkable, isn't it?

Hopkins: And ... He was very happy at Northwestern. I don't know quite what activated him. But anyway, he went to Wabash and the year before Wabash had held the University of Michigan in football to three to nothing which was proclaimed over the country as a miracle. He discovered when he got to Wabash that seven of the football team had never been to a class. Disqualified them which ruined any chance he had of any alumni support. Things never got smoothed

out. He was very popular with the faculty and I think he did an exceedingly good job.

Lathem: How long was he president?

Hopkins: Well, it was... I can't tell you. See, he went there in...

Lathem: '26.

Hopkins: '26. And let's see when he died. He died in Hanover. He died in Fred Larsen's house.

Lathem: Did he?

Hopkins: Yeah. He was a... Fred Larsen and he had birthdays on succeeding days and they had established... some years earlier had established a procedure of a birthday party on each day. And... Well, he... Well, I don't know when he died.

Lathem: Would it be between these two books?

Hopkins: Yeah. I have an impression that it was '41 but I'm not sure.

Lathem: You were still in the presidency?

Hopkins: Um hum. Yeah.

Lathem: Had you been especially close over the years?

Hopkins: Yes, we had been. We had been very close. And as a matter of fact, his going to Wabash was a sort of a damper on that closeness because I was afraid that, I was afraid if I appeared around there too much they'd think I was doing something.

Lathem: Oh, yeah. It was very hard for you. For him too.

Hopkins: Yeah. So I kept pretty largely away and I only saw him usually in the summer. I saw him some little but otherwise not.

Lathem: When had your father passed on? Before this time?

Hopkins: Oh, yes. Much before that. Early in the '20s.

Lathem: I see.

Hopkins: Yeah.

Lathem: You were well supplied with passes. [Laughter] Winston Churchill wouldn't have looked in favor on you.

Hopkins: No. He certainly wouldn't. [Laughter]

Lathem: College suicide related to religion.

- Hopkins: Well, I don't know what that's about.
- Lathem: Probably a period of suicide.
- Hopkins: Had to get that dated. Man elected didn't finish six.
- Lathem: Here's a picture that... We had occasion to put a picture of you and Mr. Frost on the cover of the alumni magazine of that month. Didn't realize it had been published. My goodness, what's this?
- Hopkins: [Laughter] This was one of the things I did with my turning my cheek and it fell away from me.
- Lathem: Dartmouth opens war on football.
- Hopkins: I had this fanciful dream, sort of a fantasy, and the more I thought about it the more I wondered why it wasn't reasonable. There was lots of feeling at the time and a lot of quarreling among the colleges about schedules and I made this proposition—I don't know where I made it.
- Lathem: *Boston Post* is reporting it.
- Hopkins: Yeah. Anyway, I espoused this as a theory that each college should have two teams in that each college should play at home on the same day. I didn't think it... I didn't even then think it was very practical but it aroused an enormous amount of discussion.
- Lathem: Bill Cunningham didn't agree with it.
- Hopkins: No. Bill has done a wonderful good job in accepting his fate, I think.
- Lathem: Has he?
- Hopkins: Yeah.
- Lathem: It's a shame.
- Hopkins: I've got an invitation which I can't accept and I'm glad I'm in a position of not being able to accept it, because I don't think I would have wanted to anyway, but they're giving a big dinner for Bill April 10 in Boston and they want me to make the principal speech there and my associates would be Cardinal Cushing, Rocky Marciano, Louie Perini of the Milwaukee Braves, and Frank Leahy, former coach of Notre Dame.
- Lathem: I wouldn't dare to go into that company without a prayer book.  
[Laughter]
- Hopkins: I should say not.
- Lathem: Good heavens.

- Hopkins: Well, Bill had it perfectly right there [inaudible] so self-defeating they'd die of starvation and I don't think this discussion lasted more than 10 days.
- Lathem: Dartmouth plan has its dangers.
- Hopkins: Yeah. I wouldn't say that was one of my most successful plunges in...
- Lathem: Apparently this came at a time when there was a general recognition of a problem in the status of college football, though.
- Hopkins: They kept at it. I'd forgotten they kept at it so long.
- Lathem: Sports writers devote a lot of space to something like that.
- Hopkins: Yeah.
- Lathem: Here Michigan is ratifying your two team suggestion. Western university first country to incorporate new departure.
- Hopkins: Supported from the *Harvard Crimson*.
- Lathem: Makes me think of a saying of Samuel Johnson that no matter what side of an argument you take, you always find there are people you wish were on the other side.
- Hopkins: Right.
- Lathem: *Chicago Tribune*...
- Hopkins: Secretary of State of what...Oh... Connecticut. Said it's a concealed plan to kill football. Oh, my goodness.
- Lathem: You don't remember where this first came out? What the occasion was?
- Hopkins: Yeah, I think...
- Lathem: I suppose we can tell from these clippings. There is a long printing of a letter of yours there to the president of the football association. Oh yes, it is. It says here. A plan which would revolutionize football essentially for the purpose of removing its menace to academic achievement has been advanced by Ernest M. Hopkins, president of Dartmouth College, in a letter to Lemuel G. Hodgkins.
- Hopkins: Yeah. I remember now. Hodgkins had been at Worcester Academy with me and he was in college with me and so forth and he was chairman of the [inaudible] one night about football and he really got kind of interested in it. He says, why don't you put this, write this out? I thought it over a while and decided I would write it out and send it to him as an official letter. He immediately made that public.
- Lathem: Which you hadn't intended.

- Hopkins: Well, I didn't care. I mean I... I thought it was a good antidote to some of the things that were being suggested at the time anyway. Well... I'm glad we got past it anyway.
- Lathem: Convocation.
- Hopkins: Which was stimulating.
- Lathem: President Ernest M. Hopkins of Dartmouth has seized the opportunity presented by the opening of the college season to utter an unusually stimulating thought. The time has come he told the new students he was welcoming for us to say in our colleges what many of us acknowledge to ourselves that there is fully as much need for a constituency educated to choose its leaders as there is for educated leaders themselves.
- Hopkins: Oh, yeah. Never did anybody any harm.
- Lathem: One of the things that recurs in all of these clippings from time to time is your conviction that the youth of the particular period isn't as bad as everybody else seems to be fond of saying it is. Aren't you conscious of that? Defending your position?
- Hopkins: Yes, I'm very conscious of it and very willing to do it. I still am, as far as that goes. I think in spite of all the beat generation argument and everything else, I think the college constituency is far better today than it was 20 years ago.
- Lathem: It's strange how general a desire there is to maintain the opposite, though, isn't there?
- Hopkins: Yeah. Always, in every...
- Lathem: It comes home fresh to me looking back here beginning in 1960 and you see it coming on and on. What you're saying obviously is in contradiction to what is generally being said. \$10,000 set for total of college chest. College function education not business, says Hopkins.
- Hopkins: Well, I think right today that you've got very obvious weaknesses in the situation which are perfectly easily explainable—the automobile, various other things. But in spite of it all I think that there's more potentiality in the generation, the college generation, of the present day than there was 10 years ago, 20 years ago. In other words, I'm an optimist to that extent. I think the race improves gradually.
- Lathem: Judge Thayer praised for Sacco stand.
- Hopkins: Well, I never would praise him for it but neither would I condemn him as completely as he was. I think the growth of a legend, I happen personally to think that you can find it all around you, but I mean I'm perfectly certain that history is going to record that Sacco and Vanzetti were unjustly executed. And I don't think that anybody

would have paid any attention to the thing if it hadn't been for Judge Thayer's desire for publicity in the thing. He wanted a big trial and he got it. And I think I know—of course, you never can know finally—but for instance, Mr. Rockefeller got disturbed about all the agitation on the thing and he hired, through some agency, he hired some ballistic experts to go into the thing. And they, they reported categorically without any reservation at all that the bullets that killed that paymaster were fired from a gun which was jointly owned by Sacco and Vanzetti on the day that the gun was later found in their possession. Well, there were lots of things of that sort, but... and then President Lowell really nearly killed himself. He spent a year with Gov. Fuller and I've forgotten the third person on.... And President Lowell was fundamentally a lawyer and I know he talked with me two or three times about it, I know the seriousness of purpose he had. And he just wanted to know the truth, and he became convinced that there was no.... That there were improprieties in Judge Thayer's attempts to publicize the thing, yes. But as far as the guilt of the men went, no. And I was told within a month by a lawyer in whom I held a good deal of confidence that however much you might criticize the conduct of the trial, that so far as the law was concerned that there was no violation of legal principles at any point in the thing. Well, anyway, however that may be, I'm perfectly certain of what the legend is going to say and there are a number of things of that sort. I think myself, and this may be a very partisan statement, but I think myself that history is going to ascribe an importance to the Roosevelt administration or to Roosevelt's part in the administration that I don't think is justified. That's a personal opinion.

Lathem: Um hum.

Hopkins: But I don't personally think that Roosevelt was a great man, that's what I'm trying to say, and I think history is going to record him as such.

Lathem: Oh. It all ties in with the publicity phase, based on that, isn't it?

Hopkins: Yeah. Based on that.

Lathem: Fundamentally so.

Hopkins: But I, I was... I started on that just three weeks ago in talking with Lew Douglas. Well, Roosevelt asked Lew Douglas to come in as his budget director, on the assurance that he wanted to reduce the budget and wanted to reduce taxation. Then Lew found out the way things were headed, he went to Roosevelt and asked him what about those things. Well, Roosevelt said he'd changed his mind. Which isn't incriminating but nevertheless it's a... You take Lew Douglas and Raymond Morley and well, there were half a dozen men that were intimate associates of Roosevelt, and he discarded them just casually as could be. He played it as a game. And I just don't think.... I think that things happened during his administration and I think perhaps his sense of publicity and his golden voice and the rest of it had something to do with it. But I think that things were

going to happen anyway and I don't think... I don't think they all were due to him.

Lathem: Well, of course, a good deal... Some of the things that well started with Mr. Hoover that we are asked to applaud Mr. Roosevelt for accomplishing.

Hopkins: I suppose my own beginning of doubt in regards to him and unwillingness to accord what some call due credit to him began with my certain knowledge that he was appropriating Mr. Hoover's ideas and claiming them as his own. And meanwhile, abusing Mr. Hoover. His treatment of whom was simply abominable in the time between the election and inauguration and it was very unfair. At least I think it was.

Lathem: I should think so. You're traveling again, according to this. [Pause]

Hopkins: Well, I guess that's the building you were talking about.

Lathem: Yes. Yes, it is. College built.

Hopkins: Oh, that's just a program.

Lathem: Here's your guest tickets.

Hopkins: Yeah.

Lathem: Tour of San Francisco and the coast, 1928, honors convocation at the University of Michigan.

Hopkins: Did I speak at the University of Michigan?

Lathem: Let's see.

Hopkins: It says so here.

Lathem: Oh, does it say so? Yes. I didn't see that. You are a speaker.

Hopkins: I have no recollection whatever of that. I would have said if you'd asked me that I was never at a convocation there.

Lathem: Here we were building... the architects sketch for the DOC House. Mr. Strong accompanied you.

Hopkins: Well, I hope I did well.

Lathem: Dartmouth head outlines big building program... Million and a half dollars for developing the honors courses.

Hopkins: Yes, that was from Mr. Rockefeller. It was rather an interesting thing. I was chairman of the education board at the time, and I wanted this money very much for the honors course, and I knew the rules of the general education board...that they were only giving money when it would be matched and I said to the board, I says I

want this money very much and I don't know where I'm going to get it, but I'm not passing up any opportunity, so in spite of the fact that it's contrary to the general policies of the board, I want to submit it for consideration. And then I stated what I wanted and so forth and then I retired from the meeting. I came in after luncheon to the meeting and Ray Fosdick made the statement to me very graciously. He said that there wasn't anybody on the board but what would like to give it but that it was contrary to everything they were doing and obviously they couldn't do it, and so forth. But in order to show their willingness to help where they could they would leave the offer open to matched gifts. I had argued that I was crowding the alumni fund just as far as I could and I...

Lathem: Program that you had... my goodness

Hopkins: ...Yes, and I couldn't take on two programs at once and they then said that they would like to leave the offer open, that they would give 750,000 if I could find the other 750,000. Mr. Rockefeller was sitting just about the same relationship to me that you are there and he says they [inaudible]. So I thanked them and said that I was very much obliged and that I would.... I'd do what I could but that I didn't know what I could do. And after the thing was over and Mr. Rockefeller came to me and said, at such time as you want the million and a half, he says, I will give the other 750,000. So a month from then I told the general education board I'd got the promise of the other \$750,000.

Lathem: Pretty quick work for a man who was destitute of sources.  
[Laughter]

Hopkins: Yeah. But that is the sort of kindness Mr. Rockefeller always showed to me. He was wonderful.

Lathem: The admirable part of it too is the anonymity of the gift.

Hopkins: Yeah.

Lathem: Features large in it. Here you are dedicating the library in June 1928.

Hopkins: I have always been sorry we didn't have a tape recording of Mr. Baker's address. He had a carefully prepared address when he came up here. He told me the night before he says I don't think this thing is right. And he was the easiest extemporaneous speaker I've ever known, and I didn't want him to read the address anyway, and I told him so. And he gave me the address to read and it didn't sound like him and wasn't. And I says, you know I wish you'd just stand up there and talk and he did and it was one of the most eloquent things I ever heard but there's no record of it.

Lathem: This is when you and Mr. Coolidge were both at Andover. I remember seeing a picture of you in academic procession together. Hundred and 50<sup>th</sup> anniversary. Ability ignored in picking presidents.

Dr. Hopkins Dartmouth head sees finish of corporations should they follow the motion of practice of political parties.

Hopkins: I don't know but what I agree with the *Christian Register* that I was talking too much.

Lathem: Is that your Harvard degree? Let's see... yes.

Hopkins: Yeah. That was a very pleasant time because both Dwight Morrow and Al Stearns were intimate friends of mine.

Lathem: Oh, yes. Here you were with Mr. Parkhurst.

Hopkins: There's my McGill hat. I always liked it. [Laughter]

Lathem: It's a handsome one. Oh, here is Mr. Baker's degree. Trustee of college to receive.... Mr. Baker, Dr. Thayer, 1928. Commencement day for the alumni association. Relates to the Harvard degree. Garfield was a son, was he, of President Garfield?

Hopkins: Yes, he and his brother Jimmy who was in politics. I think there was a third son, I'm not certain on that... Jimmy was in politics all his life.

Lathem: Oh.

Hopkins: Garfield told me a very peculiar story and one I think has never been published and probably never will. He had been assistant to, no he'd been [inaudible] and then czar of the coal industry during the War under Wilson and they were very intimate. Wilson thought a great deal of him and Garfield thought a good deal of Wilson and something happened and... no overt break but obviously a cooling in their relationship and so forth. I asked Garfield one time about it, I was down to his house in Williamstown. He says well that's a very peculiar story and he says I may be wrong in the thing, he says it may not be what I think. But he says we were both to speak at the St. Paul's School and he says Mr. Wilson and I went for a walk in the afternoon, and he said Mr. Wilson said that he hadn't had any chance to think very much about it and what was I going to say. And Garfield said I had thought a great deal about it as a graduate at St. Paul's and so forth, felt a responsibility about it and he says I outlined pretty nearly verbatim what I was going to say and he says Mr. Wilson spoke just before me and he says I don't think he varied a syllable from what I'd said to him. And he says of course it may have been unconscious but he says it never seemed to me that it could have been. He says I just... I've never been able to feel the same respect for him that I had before. He says he left me in a horrible position because he says I literally had nothing to say. My speech had been delivered.

Lathem: Yes.

Hopkins: Strange story.

- Lathem: Exceedingly strange. Well, we've finished the book.
- Hopkins: Well, I'm afraid I haven't helped you at all on it but it's been very interesting to look it over with you.
- Lathem: You've helped me a great deal.
- Hopkins: I got reminded of things I haven't thought of for years.
- Lathem: Pleasant byproduct of it. The necessary prodding.
- Hopkins: Well, I'm just amazed myself. I don't.... I just don't understand how I kept talking as much as I did. Anybody wants to argue that it was too much, why I shouldn't feel bad at all.
- Lathem: Not at all.
- Hopkins: But I... I'll say this in defense of it. I think at that particular time the representation of the college was useful.
- Lathem: I'm sure it was, yes.
- Hopkins: But it was hard work.
- Lathem: I bet, it was. I still remember you telling about carrying two dinner jackets with you.
- Hopkins: Yes.
- Lathem: Must have been hard work.
- Hopkins: And the travel was hard. It literally was almost a matter of night stops.
- Lathem: I suppose you get trammeled up with entertainment besides.
- Hopkins: That's the hard work. You know, I was talking with John Dickey about that recently and I said the difficulties I had always found speaking, the trouble with the alumni meetings was that you were being welcomed anew in every place. And the hour and a half of standing around and being greeted was the tough thing. He said it was the hardest part for him. Of course, he has the thing that I never did have; this phlebitis must be terribly painful for him.
- Lathem: Yes, I should think so.
- Hopkins: I don't know that I would have asked for any better life than I had. It's kind of wonderful to be working in a cause where you've got so many collaborators.
- Lathem: Of course, from the standpoint of those of us that are collaborating, we can't dignify our activity without the man who's directing it all. It makes the principle difference. If I didn't have complete devotion to

President Dickey, I wouldn't be nearly so happy about serving this institution.

Hopkins: No.

Lathem: It's not a matter of drawing a paycheck from it at all.

Hopkins: No, I think that's the whole answer of Dartmouth in the present day. A paycheck is pretty incidental and of course an awful lot of people put in a lot of work without any paycheck. Take a man like Harvey Hood, for instance...

Lathem: Yeah. Running a business enterprise of his own.

Hopkins: Running a business enterprise and... I said to him last fall, I says Harvey, you are getting pretty immersed in this thing, and he says, yeah, he says I've reckoned it up. It's taking about two days a week.

Lathem: My gracious.

Hopkins: Of course, there is no financial reward for him.

Lathem: No. Just the opposite. It costs him a good deal I'll bet however you want to figure it.

Hopkins: Then you take this... I get every... They send me the committee reports still and in some cases I welcome them very much and especially the committee on investments. That committee meets every four weeks in Boston. Dudley Orr, Harvey Hood... no, Harvey isn't on that. Dudley Orr and Beardsley Ruml, Jock Brace, and they give up pretty nearly a day a month on that. But I think people like to be... I think people like to be associated with a growing enterprise. I mean I think... I think there's a good deal more joy in the work if you feel that it's a growing enterprise.

Lathem: Yes, I'm sure that's so.

Hopkins: Yeah. And I think that's where Dartmouth has been perhaps fortunate because the foundations that Dr. Tucker laid and everybody tried to build on is why it is and it will continue to be a growing concern.

Lathem: Yes, very definitely. Would you like to call Ray?

Hopkins: Yeah, I...

Lathem: I don't have my car here today.

Hopkins: Yeah, I'd like to call Ray.

Lathem: Dial 9, that gives you outside.

Hopkins: 700 please. Hello, Alice, would you ask Ray to come down for me? Yes. Thank you. Can't I take you somewhere?

Lathem: Betty will come over for me. I'll give her a ring.

Hopkins: You still living over at Norwich?

Lathem: Yes. We'll be there until the end of next month, then I'll be going back to Oxford for eight weeks. I don't know what we'll do. We hope this year to settle into something permanent. It's difficult.

Hopkins: Hanover's a hard place to...

Lathem: Isn't it?

Hopkins: Yeah, it is.

Lathem: Awfully hard. You were fortunate to find a place to live when you retired.

Hopkins: That was a strange thing. You see, I made up my mind on the basis of my own experience with a year's discussion among the alumni and so forth and no good was conserved by having the discussion and therefore I hoped we'd be able to announce my resignation and the election the same day. But to do that, of course, it was absolutely necessary that nobody know I was going to move.

Lathem: Hard to buy a house.

Hopkins: Fortunately the Jenkins house had just been left by... I've forgotten now what it was, but anyway had come into possession of the college.

Lathem: Just at the time?

Hopkins: Just at the time. And I said to Mrs. Hopkins, we're going to live in the Jenkins house. Well, she says, is it a good house? And I says, I haven't any idea. [Laughter] But that was how we happened to be living there.

Lathem: It turned out to be a good house, hasn't it?

Hopkins: Yes. Yes, it has.

**(End of Reel #21b)**

**Reel #22a**

Lathem: This recording is being made on a Saturday afternoon, April fourth, in Baker Library. Present are Mr. Hopkins and Mr. Lathem, continuing with President Hopkins' scrapbooks, beginning with volume 4, the period 1928 to 1937.

Hopkins: How have you been?

Lathem: Very well. Saw someone yesterday that interested me and I think might interest you in hearing about. A group of us, Dick Morin and quite a number of others, help out the admissions office this time of year by interviewing the candidates that appear on the local scene when Eddie Chamberlain and his crew are tremendously busy with paperwork of the new class. Oftentimes the fellows, as you know, that come up are the ones that have the least chance of getting in and they're making a final, frantic effort to impress the admissions committee. So we frequently see some pretty uninteresting people. But I... It isn't so, of course, with juniors in high school, who come shopping around this season in preparation for next year. A very attractive young fellow came in with his dad who was also a fine looking man and very interesting, and turned out to be the son and grandson of President McCracken of Vassar.

Hopkins: Is that so?

Lathem: Yes.

Hopkins: Well, that's very interesting.

Lathem: The son, who went to Princeton, and the boy rather thinks he might not like to go there. He might rather come here or one or two other places.

Hopkins: That might work out an even swap. I think... I think my older grandson has definitely decided to go to Princeton. He wants to go somewhere where nobody ever heard of his family, which I told him would be just as complete here as anywhere. However, I think it's a good deal better for him to go. I told him I'd rather have him at Princeton speculating on whether he wouldn't be happier at Dartmouth than at Dartmouth speculating on whether he wouldn't be happier at Princeton.

Lathem: Oh, dear.

Hopkins: McCracken came up to... Funny thing that happens. McCracken came up to the college to see me I guess the first year I was in here. He says I'm in trouble. And I says, kind of trouble? And he says, the trustees of Vassar have got very much discouraged about me, feeling that I'm too much of a radical and he says they have demanded my resignation. I says, what can I do about it? He says, you can advise me. Well, I says, this isn't so much advising you as a matter of speculation on my part. I'm interested to know what the trustees can do in a case like this. Why don't you put the letter in the file and not answer it and see what happens? [Laughter] And he did. Nothing ever happened.

Lathem: My goodness.

Hawkins: As a matter of fact, he told me three or four years later that nobody ever referred to it again. It would be interesting to know what happened behind the scenes, though.

Lathem: Yes, it certainly would.

Hopkins: But...

Lathem: The son said that his father was very active in his retirement. He had always, of course, been concerned with history and he had done a lot of historical work on that region, Dutchess County and the valley, Hudson Valley, and had published a couple of books himself and selling them himself. He's a great entrepreneur now. Been giving radio broadcasts on the history of the region. All wrapped up in historical regional activity.

Hopkins: Ann embarrassed me very much on that particular visit, as a matter of fact. She couldn't have been more than four or five years old and she came in. And we had from the beginning included her in the family on anything as long as she behaved herself. I says, Ann I'd like to have you meet President McCracken of Vassar. And instead of doing her usual courteous thing, she put her hand up to her mouth and began to laugh. And he says, what is so amusing Ann? She says, a man president of a girls' college. [Laughter] I think it lasted with her all her life because as a matter of fact I had entered her at Vassar on the general theory that its farther away than Smith.

Lathem: Oh.

Hopkins: But she never wanted to go there.

Lathem: I thought you'd be interested in hearing about it.

Hopkins: I'm very much interested. Yeah. I should be very much interested to learn whether the boy eventually comes or not.

Lathem: I hope that he will. Well, we'll get on with the scrapbook.

Hopkins: Yeah. These seasonal addressees I don't think there's much to say about.

Lathem: No... Referring to the campaign in 1928 apparently, fundamentals of the campaign. Dartmouth head criticizes cynics.

Hopkins: ....condemning sin and other iniquities.

Lathem: Here's a note about Mr. Baker inspecting the library. September 19, 1928.

Hopkins: That must have been when he came up and we closed the library and wheeled him around in a wheelchair.

Lathem: Oh, yes.

Hopkins: Yeah.

Lathem: Clippings showing you and Mr. Heneage and Coach Hawley. President Hopkins opposes return to first year pledging.

Hopkins: That's still bothering John Dickey. I rag him somewhat. He wants to find a legal basis for everything. There never was any legal basis on that. In some ways it's quite a handicap in administrative work to be a lawyer, I think.

Lathem: Yes.

Hopkins: I wonder what brought that [inaudible] on Brown.

Lathem: Here's Tuss McLaughry, who must at that time have been at Brown. Pleased by President Hopkins' letter...

Hopkins: That was his famous [inaudible].

Lathem: Oh.

Hopkins: They were very anxious about this game. They felt that it would make or break the season and it really did make it, I think.

Lathem: What is the background of that, sir, the electoral college?

Hopkins: Oh, I remember. Huntley Spaulding was the...was managing the campaign that year and he was very anxious for me to do it and thought that my name on the list of electors might make some difference to somebody and that was how I happened to be on it.

Lathem: I see.

Hopkins: I'd forgotten entirely.

Lathem: Here's a picture of you, four electors apparently going over the votes, certifying them.

Hopkins: Yes, I remember. Both Mr. Hoover and Mr. Spaulding asked me to do it, so I did. I don't know of anything that's more futile in the world than being an elector.

Lathem: A picture of you and Sen. Moses.

Hopkins: That's an interesting thing. He was... His father was at Ambassador Free Will Baptist Church in Franklin Falls when my father was pastor of the Baptist Church and George Moses was the top man in the Big Boys, and I had all the reverence in the world for him at the time.

Lathem: He'd be about 10 years or so older than you...

Hopkins: Yeah, he was about 10 years older than I, and he was in high school and dominated things around and so at that time I knew nothing about his father's connections and didn't care. And then in later years from 1900 on I was very much interested. George Moses was one of the real intellectuals that graduated this college although that was pretty much camouflaged in his political career.

But he for instance I mean this was done without any ostentation and I never was [inaudible] but he always had a Greek text in his pocket and on a train or anywhere where the ordinary man would read a detective story or something he'd get out one of those and read them. On the other hand, he [inaudible] when it was read [inaudible] one of the funniest things. As he grew older, in his later years, he... I don't think he was an alcoholic but he drank a lot and he was a man who didn't carry his liquor very well. One of the funniest things I ever saw, as a matter of fact, Ms. Pendergrast was president of Wellesley at the time and a very stiff spinster type and we had a Phi Beta Kappa celebration up here and George Moses went to two or three cocktail parties before -- they were giving them all around -- and he ended up at Dean Bill's. And in the middle of speaking, sleep overcame him and he simply rested his head on Ms. Pendergrast's shoulder and left it there all the rest of the evening. [Laughter] She used to get perfectly furious at me because whenever I'd meet her I'd ask her who was using her shoulder at the present time. But he was a very extraordinarily good man. He was the victim of what I always thought was an unjustified double crossing, but John Winant, who disliked him exceedingly and used all his influence as a Republican to get votes for Fred Brown. And he would have been a very useful man in the Senate whether you agreed with him or not during those coming years which were the Roosevelt years. Peculiar how things gets tacked onto a man though. In the Senate debate he referred to Sens. Norris and some of the rest from the West as the wild jackasses of the west. [Laughter] From that time on the newspapers never dropped it. I mean they always stuck that on every reference to him. A very peculiar thing happened, and I suppose it's just physical degeneracy that accounts for it [inaudible]. But he had a flair for writing. He wrote some of the best letters I ever saw in my life, and he spent his last two years writing an autobiography, and after he died his wife asked me to go over the copy, and of course it was absolutely impossible. I mean it'd have been a terrible tragedy to publish it.

Lathem: Really?

Hopkins: Yeah. It almost seemed to me that [inaudible] and so forth. I don't know whether he was tight or whether his mind was impaired or what but anyway...

Lathem: Astounding.

Hopkins: Yeah.

Lathem: I wonder what this gift is that's referred to here—\$100,000. Oh, William Pierce Johnson, yes.

Hopkins: Oh, that was to me personally a very interesting thing. William Pierce Johnson, who was one of the wealthy men on the coast, hadn't had very much to do with the college. He had a degree from the college, and at the time of my election was highly outraged at it and so forth. And one of the purely incidental things... But he went

to a Dartmouth dinner where I spoke and changed his mind fortunately and from then on he was one of the heartiest supporters I had anywhere at all. When he died he left that bequest to the college much to our interest and surprise.

Lathem: Complete surprise to you?

Hawkins: Yeah.

Lathem: These are just the alumni meetings, powwow, and these are the Orr etchings. President Hopkins presents details concerning mountain tragedy.

Hopkins: The *Boston Transcript* came out and... This boy was killed or died from exposure I guess that was it and the *Boston Transcript* came out in a rather stinging editorial that the Outing Club might be a good thing and all that but it was a question whether the college was justified in supporting it when things like this happened, that was the... I afterwards saw the editor of the *Herald* and told him the instance of the fallacy in the thing but they... I read that thing at breakfast, the *Transcript* I used to have it delivered to me at breakfast time, and there'd been a sleet storm the night before. I was walking down, I always came to the office on the Tuck Drive side of the house, sort of figuring on this thing and whether to answer it or not, and so got down in back of Parkhurst Hall and looked up, heard a voice and looked up, and here on a sloping [inaudible] three stories above the concrete and ice was a boy crawling along hanging on by his fingernails to throw a snowball in the neighboring room. Well, I wondered what good it would do to keep them off Mount Washington?

Lathem: I know. Well, you've got Mr. Coolidge in here again for... Coolidge fails in attempt to aid peace pact. Petition apparently which you did sign.

Hopkins: Well, Coolidge may have been right on that. My goodness when I think of the number of peace pacts that have been signed in my life and I don't think any one of them ever did any good unless it eventually proved that the United Nations does. I stay at the Barclay Hotel in New York and quite a lot of the United Nations people apparently stay there. You see them in the dining room. I was very much interested the night before last. At the adjoining table, there were four people and, as near as I could make out, they talked four different languages. [Laughter] And they were very, very excited and gesturing and talking quite loudly and so forth. I don't know, I wondered at the time whether any of them understood the other one or not but... They were discussing, obviously discussing, this question of the summit conference but my command of language wasn't good enough to know what they thought about it.

Lathem: This is an interesting article. This apparently is the beginning of the senior fellowships program. How did that come about? What is the background of that coming into being?

Hopkins: Well, as a matter of fact, that idea in its elementary form started with Beardsley Ruml. With whom I, from the time of his graduation was pretty intimate and we had, during Washington days, as a matter of fact, when we were both in Washington, we talked a good deal about some plan by which we would give a lot more freedom of action to the undergraduates [inaudible] and I said to Beardsley Ruml and... I said as a matter of fact, I can pick out 10 or 15 men in the class that have so much better education at the end of their junior year than the average of the class will have at the end of their senior. It's just nonsense to tell them what to do their senior year. Well, he says, why do you? And, well, we talked it over and it's one plan from my point of view that has gone awry but that's neither here nor there. But the idea I had in it was that you should at the end of junior year say to whatever group you wanted to and originally I suggested that they were entirely free to use the next year any way they wanted to: go abroad and get tight, anything... It was up to them. If they wanted to utilize the college resources or the college name why good, but the college had no... They'd satisfied the college requirements and a year from then they'd received the degree. And I was very eager to keep it on that basis and have it work out, but the faculty has the insatiable desire always of course to get their hands on that sort of thing and every year the demand came up that we make a project of it and I said projects were all right and I thought in some cases exceedingly good, but I didn't want any projects on that. But they utilized the new administration with its lack of knowledge on the basis of what was set out to do and entirely changed the conception perhaps.

Lathem: I remember hearing you quoted as saying, perhaps misquoted, but in essence I... undoubtedly correctly but with the right man, if he was going to gain something by lying on Balch Hill on his back looking at the clouds, that's what he ought to be doing.

Hopkins: Yeah. I said that. And I still believe it, but I don't think very many other people do. Apparently not. But that was the evolution of the thing. As a matter of fact, Beardsley Ruml and I spent hours battling the idea around, back and forth, objections to this and objections to that....

Lathem: Apparently over a number of years.

Hopkins: Yeah. Yes, that... Yes, I would say at least half a decade and... I was very interested the night of the birthday dinner talking with Nelson Rockefeller. He brought it up, I didn't. Nelson said he had always been thankful he had gone to Dartmouth and he appreciated tremendously all that was done for him, but his senior fellowship was easily the high spot of his career, and that he got a great deal out of that year that he didn't think he would have gotten any other way. I don't know, I'm sure the... they... I think the faculty committee after the War when the question came up of renewing it and I think they made some sort of a survey or had a questionnaire, I don't know just what, and there was correspondence between the faculty committee and the senior fellows of the past, and I never knew what the results of that were or what was said or anything. As

a matter of fact, one of the... This meeting yesterday in New York, Bob Oelman... One of the interesting things, the committee was quite doubtful as to whether I was well advised or not in making Bob Oelman a senior fellow, and he's president of the National Cash Register Company now and was leaving this morning for Africa and setting up offices and so forth.

Lathem: Did you over the years of your own administration do a good deal of the picking then, yourself?

Hopkins: I did a good deal of the picking, yes. More of it than the faculty thought was good for the college. [Laughter]

Lathem: You'd think you were wrong if that weren't the case.

Hopkins: Yeah, I think so. I'm not [inaudible] the faculty as I sound sometimes, but I...

Lathem: No.

Hopkins: They're a professionalized group but I think sometimes they don't see things as large as they might.

Lathem: This all seems to be related to the senior fellows, that first year in '29.

Hopkins: Looks kind of odd now to see them objecting to... Don't know what we were raising it to—something like \$350.

Lathem: Be interesting. Doesn't give the amount.

Hopkins: No. Funny the way the aristocracy of brains... They never mention my name for years without tacking that on.

Lathem: Here you are with, on the one hand finding new religious need and on the other hand, granting a degree to Franklin Roosevelt.

Hopkins: [inaudible] ... anonymous [Laughter]

Lathem: Quite a year. Harvey Cushing in there. Here, the Northfield, Massachusetts press says you certainly have the right idea.

Hopkins: Oh, yeah, well.

Lathem: Very striking picture of you and President Lowell.

Hopkins: There's another case where tradition, legend and so forth have gone... I think it's pretty fair to say that even among Harvard men, President Lowell was thought austere and aloof and some of them thought he was something of a stuffed shirt and so forth. As a matter of fact, he was one of the sweetest-natured men I ever knew, one of the most informal men, but he just had that New England sense of restraint which kept him from showing it unless he was quite intimate with you. But he did a thing... He used to, not

frequently, but occasionally he'd come to Hanover for something and would stay at the house and Ann was a little girl and he'd sit on the floor and play blocks with her, just about her own age. In the course of that... Have I told you this story? In the course of that, he used to tell her about a secret staircase. Well, the background of that was he built a house for himself which afterwards he gave to Harvard as a president's house, and feeling the need of getting up to his own bedroom and in some cases, where he didn't want to meet the people in the living rooms, he built a circular staircase in a closet in the foyer that went right up to his own room. But that became, in the talking with Ann, the secret staircase. And the year I got my degree down there I marched with him, as a matter of fact. The academic procession was pretty nearly ready to start. It was about a half a block from his house where it started. All of a sudden he turned to me and he says, is Ann down here? And I says, yes. He said I'm going to show her that secret staircase. And I said, but President Lowell, it's almost time for the procession to start. He says it doesn't make very much difference when an academic procession starts and it makes a great deal of difference whether a little girl sees a secret staircase or not. He went over and got her and walked down to the house and she ran up and down nearly half a dozen times. You can't make her think that he was anything excepting wonderful. You can't me either. The first... The first meeting of the Eastern college presidents that I went to and somewhat affrighted at the austerity of the group and so forth, President Lowell was chairman, and he came over and took my arm and says come over and sit 'side of me. He says I'll tell you who all the stuffed shirts are. [Laughter] And he always... he was always such kindly in his relations with me and I resented very much when people talked of him any other way. [Pause] That was a case... [inaudible] had come East to become president of the Boston & Maine and he didn't know very much about New England and I became somewhat of an advisor in regard to the thing. I asked him to go to the Harvard-Yale game with me and along with the president of the New Haven, we had luncheon together and then we all went to the game. And in the middle of the last quarter, he bent over, slumped over against me and before we could get him out died there at the game.

Lathem: Startling thing.

Hopkins: Yes. It's very startling when you're right in the midst of... Well, your thoughts are about as far away from that thing as could be at a....

Lathem: On the playing field completely.

Hopkins: Yeah.

Lathem: What's this with Al Smith? Hopkins names Al Smith aide in law probe. This is Johns Hopkins that's doing the naming.

Hopkins: Yes, it's Johns Hopkins. That sort of thing creeps in all the time.

Nathan: But you were on that committee apparently.

Hopkins: Yes, I think I was. I was on some committee [inaudible]

Lathem: [Hopkins] 15 new members of the National Advisory Committee for the Institute of Law. Well, that we saw in the last scrapbook, you were trying to get that started, didn't we?

Hopkins: Yeah.

Lathem: This is the outgrowth of it then.

Hopkins: Al Smith was a very lovable... I never have known and I had a terrible time deciding for whom to vote in that election because I had this longtime friendship with Hoover which dated from the First World War and I honestly believed Hoover would make a great president. On the other hand, I was so outraged at the Republican tactics in trying to nail him with his Catholic affiliations that I wanted very much to vote for him. I told him this, afterwards, as a matter of fact, that I voted for Hoover but only after a good deal of introspection. And he said, in your place one wouldn't have done anything else. I mean he was as understanding as could be. An awfully good story has to do with Gibson, the sponsor from the Eastern Slopes Outing Club Development invited Al Smith, Winthrop Aldrich, then president of the Chase Bank, Harriman of New York, and somebody else up to the opening, and Al Smith and Winthrop Aldrich roomed together. And the nearest Catholic Church was 15 miles away. And Al Smith left word to be called early Sunday morning so he could go to early mass and he got up and there was a sleet storm on. He got about half dressed and Winthrop Aldrich was still lying in bed comfortably waiting until Al got out the room to go to sleep again. Finally Al Smith looked out, put on his overcoat, and he called to Winthrop Aldrich and he says, Winthrop it's going to be a terrible disappointment to me if on the judgment day I find I was wrong. [Laughter]

Lathem: Dr. Daniel Poling speaking at ...

Hopkins: Gene Clark's funeral. Yeah. Well, the story of that was Francis E. Clark was the father of Christian Endeavor, and in my youth, Christian Endeavor was the greatest youth movement in the country. I went in 1894 at the age of 14, let's see, what would I have been, 16, no, '91, 14 years old, I went to New York as a delegate from the Uxbridge Christian Endeavor Society and I never have seen anybody, the president of the United States or anybody else, get such an ovation as Francis E. Clark got there. There were 15,000 delegates and of course to my youthful mind the thing was tremendously impressive. Well, Francis E. Clark was a Dartmouth graduate and Gene Clark who afterwards became first professor of German and then I made him secretary soon after I came. And Poling was his father's boy. That's... I mean Francis E. Clark took Poling right down to the theological school and made him his assistant and Poling succeeded him as president of Christian Endeavor. So when Gene Clark died I was perfectly certain that he would have wanted Poling and well there really wasn't anybody

excepting Alden Clark. Of course at that time he wasn't old enough to make any real decisions, so he just said anything would be all right. I telephoned Poling and asked him if he would come up and he did come up and conducted the funeral. Poling's son, you may remember, was one of the three chaplains that went down... I've forgotten what ship they were on, but at the time there was a great deal made of it—a Jew, a Catholic, and Poling's son, a Baptist, and there weren't enough lifeboats. One of the... One of the warships sunk in the last war. And there weren't enough lifeboats to go around and they called for them to take a lifeboat. They looked at each other and shook their heads no and clasped hands and went down with the ship. It was a credit [inaudible] at the time but that's who Poling was.

Lathem: I see. Here's a dinner at the Ritz Carlton with Ramsay MacDonald... honoring him.

Hopkins: Ramsay MacDonald was an extraordinary man. I don't know whether he was a great man or not, but he was extraordinary. I became acquainted with him some years before he became prime minister.

Lathem: Oh.

Hopkins: He campaigned on... One of his campaign planks was that he would get rid of, what's the term, the guard?

Lathem: Oh, yes.

Hopkins: Changing the guard.

Lathem: Changing the guard.

Hopkins: Yeah. And during his second year as prime minister, I went and paid a courtesy call on him and was admitted although he wasn't seeing people very much in those days. Right in the middle of the thing I heard this changing of the guard bugling and I asked him what had become of that plank in his platform and he says, politics. [Laughter] I was quite fond of him but I never could make out whether I thought he was a great man or not. It's just one of those puzzles.

Lathem: How had you first come to know him? Do you remember?

Hopkins: I'm not sure, but I think I met him up at Oxford.

Lathem: Oh.

Hopkins: I think that... I know that's so. Because, as a matter of fact, he was very curious to know why Dartmouth didn't have the president of the United States come up every two or three weeks. [Laughter] Yeah, that was where it was. I've forgotten what he was before he was prime minister. Whenever I met him was before he was prime minister.

- Lathem: Colleges seek to go on educating their alumni. For some time Dartmouth has been trying to give practical expression to this idea. They are, to an unusual degree the alumni are part of the academic program, partly as a result of the personal contacts maintained by President Hopkins. Their secretaries' association is a nearly two-day educational institute. Students are admitted to the college only after careful examination by alumni committees. Book lists are sent to all alumni.
- Hopkins: Well, the attention that was given to that wasn't instigated by me. I never thought it was a very complete education, but it appealed to the editors.
- Lathem: Hopkins reticent on Baker's gift. This must be the second million dollars.
- Hopkins: Yeah, must have been.
- Lathem: Annual alumni banquet in New York.
- Hopkins: His son is the present director of admissions at Yale.
- Lathem: Arthur Howe's son?
- Hopkins: Yeah.
- Lathem: Really?
- Hopkins: He... Arthur Howe was one of the greatest athletes that Yale ever had and I later brought him up here and he taught here until he became so deaf that he couldn't, and it was the sort of deafness that hearing aids didn't do much good for.
- Lathem: Oh, yes.
- Hopkins: And then he went down to Hampton Institute as president. He had married the daughter of the founder of Hampton Institute. I think that's probably how that came about. But one boy went to Dartmouth and then this other boy, I think his name was Arthur, went to Yale. Anyway, he's the director of admissions. Al Dickerson tells me he thinks that he's the ablest one.
- Lathem: Really?
- Hopkins: I don't know whether [inaudible]. I spoke [inaudible] the *Princetonian* somewhere along [inaudible].
- Lathem: Proposing the American College. Addressing the Providence alumni.
- Hopkins: I still apparently had my voice. That was a funny thing. The... in talking to our own alumni... Let me see where this was.

Lathem: Hartford.

Hopkins: Hartford, yeah. I made the statement that there were plenty of universities in the country but it lacked colleges, whereupon the correspondence began to flow in from people who thought I was reflecting on the universities.

Lathem: Oh.

Hopkins: Which I was not and would not, but it's nevertheless the fact that in the average university the undergraduate department isn't the most important department. And...

Lathem: Or else it's on a seesaw, as it is at Harvard, I think.

Hopkins: Yes, it is.

Lathem: We've spoken of that before, one time it's up and the next time it's down.

Hopkins: That's right. But I would guess, and this is a guess, although it's rather a calculated one, but two dollars out of three in the last 25 years at Yale have gone into the graduate schools.

Lathem: Oh.

Hopkins: Hmm... very hazy.

Lathem: Here the *London Express* has demoted you to dean. [Laughter]

Hopkins: Yes. Yup. That's probably the promotion then there. [Inaudible] The dean is the man who doesn't know enough to be on the faculty but knows too much to be president. [Laughter] Haven't you heard that?

Lathem: No. I'll have to tell this to Joe McDonald. He was saying—he's one of my great admirations.

Hopkins: One of mine too.

Lathem: I had economics with him as a sophomore, I guess, and he was telling me the other day that he very nearly lost his job here the first year he was on the faculty. There was a rule then, which may be a rule now, for all I know, that the faculty must have submitted their grades to the registrar before they could leave Hanover at the end of the semester. And he filled out his grades -- this was his very first year -- and there was a little box over in the Ad building corridor marked Registrar, so he... the door was shut, and he deposited the cards in the Registrar's box and off he went. The chain of events after that was that Bob Conant called your office and said that a young instructor in the economics department had not turned in his grades and he determined that he was not currently in Hanover and so you wrote a letter to Mr. Goodhue who was then chairman of the department saying you'll have to do something about this fellow. And this excited Mr. Goodhue and made him uneasy and nervous

and he knew that Joe was in Boston. And he called Joe. And Joe said well he had put them in this box and Conant opened up the box and sure enough there they were. He still doesn't know. He says the damn box is still there and I don't know what it's for yet.

Hopkins: I... That's a piece of forgotten lore as far as I'm concerned. As a matter of fact, I was a beneficiary of that rule. It's apparently always been in existence here. And I think the only subject I ever came near flunking and I don't know how near I was on that was on chemistry. I'd been... Chemistry came very hard to me anyway. I just didn't get hold off what it was all about. And when I had malaria for three weeks in the hospital before an examination and came out of the hospital and went immediately into the chemistry examination. I haven't any idea now what I did or how good I did, but the instructor, who was a new instructor here and who didn't like Dartmouth and didn't like anybody here, and so forth, he went abroad and dumped all his examination papers overboard. [Laughter] So everybody in the class was passed. I used to tell L.B. Richardson that it was my good fortune that I didn't have to [inaudible]. Well, I'm glad I don't have to read all the speeches that I've made anyway.

Lathem: 2000 students turnout for Admiral Byrd.

Hopkins: Yeah, that was a very popular appearance here. Admiral Byrd was a longtime friend of mine. I... It's peculiar that things... Did I ever tell you the Byrd Lindbergh story?

Lathem: No, I'm sure you haven't.

Hopkins: Well, Dick Byrd was always interested in the Antarctic and in flying, and he was one of the first men to conceive the possibility of flying the ocean and John Wanamaker offered to finance a flight to Europe assuming it could be made.

Lathem: Oh.

Hopkins: And no expense was spared. And they overloaded the plane as it proved with gasoline and when it undertook to take off, why it wouldn't go up and it crashed at the end of the runway.

Lathem: Oh, I know of that, yes. I remember reading about it.

Hopkins: Byrd's arm and leg were broken in the thing. But everybody concerned felt that it would be a blow to aviation if it was known. So it was passed over at the time as mere mishap.

Lathem: I think Lindbergh must refer to it in his autobiography.

Hopkins: And Lindbergh came in the next day and they, all of them, tried to discourage his flying that night because the weather forecast wasn't good. He thought his own information was good, and apparently it was. And... But he had none of this kind of data that had been collected for Byrd. And Byrd turned it all over to him, and he spent

all night, as a matter of fact, studying the data and took some of it with him. Rather an interesting sidelight, though not particularly important.

Lathem: Yes. Very interesting.

Hopkins: I was very fond of him and he... I couldn't help thinking the other day... I don't either like or respect his brother. His brother is chairman of the committee of finance of the Senate, and I was sitting in the Senate hearing and just figured out in my own mind how unjust life was that he was still alive and Dick was dead. But Dick was a charmer. He was handsome to begin with, and he was a... Had personality plus, and a very distinguished record, of course.

Lathem: One wonders here whether the caption writer is having fun. It says Admiral Byrd, conqueror of both poles, stands between Senator Moses and President Hopkins. Didn't realize that you and Moses were poles apart. [Laughter]

Hopkins: I imagine some caption writer had a very good time for himself. The first time... The first time that Byrd came up here it was in the middle of the winter and the Hanover thermometer did itself proud that night. It went down to almost 40 below. And Byrd put up three windows in the guest room. He came down to breakfast and he turned to Mrs. Hopkins and he says, my God, what was the temperature last night? She says, nearly 40 below. And he says, that's as cold as I ever found it in the Arctic. [Laughter]

Lathem: This is the Edison [inaudible].

Hopkins: Yeah.

Lathem: In education.

Hopkins: Yeah, Edison had issued this... Could have been a good thing for one of these quiz programs because he sent it to a selected group of college men who couldn't answer all the things and he felt that that was a great indictment to the college. Had the same sort of a run-in with Clarence [inaudible]. I don't know whether it was before or afterwards Clarence [inaudible] made a speech which attracted a great deal of attention. It was aimed particularly at Harvard but it was equally applicable to any college in which he named a number of things that he had asked college men and they couldn't answer. Where did the Amazon rise and so forth. They had rather a good time on that one, as a matter of fact. The Boston Chamber of Commerce asked me down to debate [inaudible] on the thing. I've forgotten all about the thing, excepting I did go.

Lathem: Oh, did you?

Hopkins: Yeah.

- Lathem: Did you find that kind of an appearance easier than one where you had to make a set speech?
- Hopkins: Yeah, very much.
- Lathem: Would you? That's interesting.
- Hopkins: Yeah.
- Lathem: I think most people would find it a lot more difficult.
- Hopkins: Well, I quite enjoyed that, as matter of fact. I guess it's the... It's partly you're free to be combative in the thing and yet you haven't to work under any restraints at all. Who is that there?
- Lathem: The top picture John S. McElroy, President Hopkins, Dr. Milton Avramowitz, Dr. Arthur W. Elting, he's a Yale man, Joshua A. Davis, Dartmouth '27.
- Hopkins: Plans on that went badly astray. Elting was a ... Was an explorer – a big game hunter, and he either inherited or professionally amassed, and I'm not sure which, very considerable wealth.
- Lathem: Oh.
- Hopkins: And was thoroughly out of patience with Yale, which was all right with me. [Laughter] And that night, as a matter of fact, the night of that dinner, I went up to his house and with John McElroy and Dr. Avramowitz, I guess, and we sat up until nearly sunrise drinking and so forth and Elting was... At that moment, I mean I, if I, if there had been anything blank to sign I think he would have signed anything. He was certainly very friendly and very enthusiastic about Dartmouth's ideas about everything and so forth. But when he died, he left his whole fortune to Exeter. So that was a night's orgy misspent. [Laughter]
- Lathem: Here you are signing a petition favoring the World Court, 1931.
- Hopkins: Yeah. If all the petitions I signed on that subject were put end to end, the court would be very much more effective. It's a strange thing that we have never been able to get any public interest in the World Court. You can get it in the political field and you can get all sorts of interest for a League of Nations or the United Nations, but the idea of a World Court just doesn't interest people.
- Lathem: Gilbert Murray, the classical scholar at Oxford, he worked for years on the World Court without success.
- Hopkins: Yes, that's quite right. He did.
- Lathem: Here you are talking against prohibition. I bet that stirred up some...
- Hopkins: Did I ever tell you the story of my mother's response to that thing?

Lathem: No.

Hopkins: Well, my father was a Baptist minister and I think a very wise man, but I don't think his parishes were. I grew up with great affection and love for him and with everything but love for the communities in which we lived. But for the sake of... I guess it was a professional necessity but anyway, the family code was no liquor and so forth. When father died and mother was living alone down at Perkinsville, Vermont, I took down a bottle of bourbon one time and I said mother this isn't liquor in the sense that you understand it. It's medicine and the doctor said it would be good for you and I want you to use it. And she assented rather feebly on the thing but every time I'd go down and I'd go look in the closet and it was still uncorked. And when this thing broke, it was a good deal of a surprise to me, as a matter of fact, the impact of the thing. They came up and took movie shorts and they made recordings for the radios all over the country and one thing and another, and then the mail began to come in by the baskets full. And thinking it would be a little amusing, I picked out about a dozen of the most violent letters one day and told Miss Cleaveland to do them up and send them to mother and put something to the effect of the public's appraisal of your eldest son on it, and so forth. Mother didn't use the telephone very much, but very promptly, on the receipt of the letters she called up. She says I have resigned from the WCTU and she says, I have opened your bottle of bourbon and I find it very pleasant. When you come down please bring me another bottle. [Laughter] And from that day on she took her two ounces a day regularly without any hesitancy. So I thought the prohibition campaign did some good anyway. She wasn't going to have the public denouncing her son. But it was... It was a very peculiar thing. Hoover was outraged at my statement and asked me down to the White House and before I got through the door, he began to say that I had disappointed all of his assumptions in regard to me and he wouldn't let up on it. I got there late in the afternoon and after...and there were some people in to dinner, Meyer and his wife. He later, Meyer became editor of the Chicago no, of the *Washington Post* and proprietor, and Charlie Hughes, the son of the chief justice and various others and of course, during the dinner his talk was general but as quick as they left for the evening, he says, come to my office. He says, I want to continue this. And well, of course, you're a little handicapped talking with the president of the United States because, after all, he is president and so forth, and I tried to be respectful about it, but I got very much irritated, as a matter of fact. By and by, he says that... and he says, my informants have given me irrefutable evidence that eighty-five percent of the American people want prohibition. So I says, I... The only thing I can say Mr. Hoover is that you're very badly advised. And that irritated him, of course. And well, he says, leaving that subject for a minute, he says think of the position it puts you in with your trustees, how embarrassing it must be to them. Well, I says, that is between them and me. I says, I don't see that that's anything for you to worry about. And as a matter of fact, he became so irritated about the thing that he, for a whole half a decade after that was very, very cool whenever he met me. It's all right now. I mean he's... We're back on the old basis. But the

impasse came and one of the pleasantest things on it was the....  
Horace Taft, did you ever know Horace Taft?

Lathem: No.... Let me just change the record.

**(End of Reel #22a)**

**Reel #22b**

Hopkins: He was a brother of...the brother of the president. And we had been quite intimate. I was a great admirer of his, and I think he liked me. And... But he wrote me a stinging letter in regards to the thing and I put the whole educational structure of the country into an embarrassing and unfortunate position, and again this data, I don't know where it came from, but he said with a country so overwhelmingly in favor of prohibition he thought it was nothing else impolitic for me to... Well, I felt quite badly about it, because I mean, I felt badly that he felt that way.

Lathem: Of course you would.

Hopkins: And our correspondence stopped and nothing happened until four or five years afterwards. It was the year after he'd resigned at Taft. I got an invitation to go down there and speak before the undergraduate body. And Carmichael, who was the principal at Taft at the time, said when I got there, said, a little puzzled, as a matter of fact. He says, I was going to have some men in to meet you after your talk tonight but he says Mr. Taft is very insistent that you come over and be his guest and stay with him during the night, and he says to tell you that he wants to have tea with you. Well, this was late in the evening, and so I went through with the exercises whatever they were, and then Carmichael went over with me to Mr. Taft's house, kind of laughed and says I'm not invited, he says this is quite an exclusive party. So we said goodnight and he left and I went in and Mr. Taft was sitting in front of a fire and motioned to me to sit down and we talked about the inconsequential things but in a little while he asked me how the meeting had gone and he told me how he thought Taft was going and so forth. Then he rang a bell and he had a manservant and the man came in. He said with a deflection that I didn't quite get he says if you'll bring in the tea. Well, I still was thinking it's a peculiar time of day to have tea and the man comes in with two bottles of whiskey, one of Scotch and one of bourbon and glasses and he says, Mr. Taft said, what will you have?

Lathem: ... take yours with sugar and cream?

Hopkins: And we had our glasses and so forth. Taft raised his glass and he says, my apologies, which I always thought was one of the sweetest experiences of my life because it was so graciously done, un-ostentatiously. But for the time being, whatever my friends thought, they didn't write me and people who didn't like it, did. So....

Lathem: Yes. Yes. It goes on....

- Hopkins: I never did anything more that I contemplated longer and more seriously than that, but I just made up my mind that it was doing so much harm that they'd got to get somebody besides the saloon keepers to say they didn't think it was good.
- Lathem: Yeah. Was it not morally bad in the college?
- Hopkins: Oh, terrible.
- Lathem: In your own...
- Hopkins: Terrible. I don't know the... A story, as a matter of fact, a story that I didn't think anybody in the world knew anything about. A year ago commencement, Joe McDonald and I were speaking at a class reunion and he says, just that you may know the kind of president that you had. He says, I'll tell you a story on him. Well, actually the story was true. There was a fellow named Joe Pilver up the river. His house is in that... you know where the road branches off, the main road to go up to Norwich and there is a house right in the fork there. You go up the River Road about two or three miles above the bridge. That road comes down from the Norwich center.
- Lathem: Oh, yes. Yes.
- Hopkins: Well, Joe Pilver at that time was running a so-called nightclub but it was nothing but a bootlegging joint really there. We had two boys, one died here and one died at home as a result of bad liquor that they got in White River Junction and they had a lot of boys in the hospital from time to time on it and then the Maroney murder was directly connected with the thing. The conditions were terrible.... At all the colleges. Dartmouth wasn't the only one. And one day Joe Pilver came over to the office and he came in and he says, I want to see you. He said the federal officers are after me and he says, I just simply want you to tell me.... He says, if you're going to support them and try to run me out, why, he says, I'll quit right off. He says I know when I'm licked. Well, it had been... I... It had been up to that time true and remained true as a matter of fact afterwards that Joe Pilver wouldn't sell bad liquor. He was selling nothing but good. And I said, Joe, if you just accept this as confidential between yourself and me, just so long as you keep away from bad liquor and sell nothing but good liquor, the college will never join in on any prosecution of you. I says, that's not condoning you or anything of the sort, but on the other hand, I recognize the fact that according to your own idea at least that you're playing this game straight and I think it's for the advantage of Dartmouth College that there be somewhere where they can get good liquor if they're going to get anything. I haven't any idea how it resulted but Joe McDonald said at an alumni meeting in Jacksonville, Florida, a boy told this story so Joe must have told it to somebody sometime. Well, that was the kind of choice you had to make in those days and I'd make it again, I'm glad to say. But the conditions were terrible in all the colleges. They told me at Yale that every house had one bathroom set aside

in which they were distilling gin all the time. [Laughter] Bathroom gin wasn't a figment of the imagination at all.

Lathem: Did anything in particular, Mr. Hopkins, bring out your announcement at this time? Do you remember at all?

Hopkins: Yeah. The... I mean we'd had a succession of boys pretty nearly poisoned and two or three bad... And girls were all mixed up with it... Parties were ruined during that whole time because they became, even among your better boys... Anytime a group got together, why you had a drunk. It just got intolerable it seemed to me and I guess from the support that came afterwards, why it was. But it certainly made a... I think, as a matter of fact, that the thing that outraged a lot of people most was the fact that I let the movie people put it on. They put it on a movie short and even Mr. Rockefeller felt some doubt about that. [Laughter] They ran it a week in the New York theaters. I got vindication on this thing. It's still existent.

Lathem: Yes. It certainly is. [inaudible] [Pause] Ridiculous, isn't it? Tax lawyer declares [inaudible]

Hopkins: Yeah.

Lathem: A sheltered world he lived in.

Hopkins: Well, he had [inaudible] on anything. He was outraged that I had taken exception to the fact that the Congregationalists ran Dartmouth College.

Lathem: Oh, really. [Pause] Here apparently you had some support. President Hibben of Princeton.

Hopkins: He ... I shall never understand this and nobody else ever did. He was one of Wilson's most intimate friends. Wilson resigned. Hibben wasn't in any way a candidate for the presidency either before or after Wilson's resignation but from that day that he was elected president, Wilson never spoke to him. I sat with him in front of his fireplace one night, tears running down his cheeks, and he was just wanting somebody to tell him why. The damning thing in that, as far as Wilson went and a lot of people never forgave him for, was the day of Hibben's inauguration, he left word that he was unavoidably detained and the reporters... Both the *Times* and the *Herald Tribune* came out the next day with a picture taken at the Yankee ballgame showing Wilson sitting in the front row. To me it didn't even seem like Wilson, but I don't know why he had [inaudible]... [Pause]... at the present day I'm being proved wrong on that but....

Lathem: What's that sir?

Hopkins: This is a speech against subsidization of higher education by the government.

Lathem: Oh.

- Hopkins: Which I was always afraid of and I'm afraid of now.
- Lathem: Here you're lauding Hutchins on something. President Hutchins of the University of Chicago was the recipient of a splendid compliment on the courage in introducing new educational plans... President Hopkins.
- Hopkins: I think... I think that was based on a few friendly words spoken at a Chicago dinner where Hutchins was present. [Laughter]
- Lathem: I remember you weren't, and rightly so, very sure that he should have been elected president.
- Hopkins: No, I wasn't. But I've always liked him, I like him still but... You never knew Mrs. Hopkins so this story wouldn't appeal to you but Maude Hutchins, Bob Hutchins' wife, I don't know whether she was a nymph or nymph or what, anyway she was... She was on that borderline, and she's the only person I ever knew that Mrs. Hopkins didn't get along well with. And we were down... We were down at Palm Beach and Bob Hutchins was down at Boca Raton and he called up and he says Maude and I wish you and Mrs. Hopkins would come down and spend the day with us, and he says the water here is wonderful just now and bring your bathing suits. Well, we went down and Mrs. Hopkins said that she would be very restrained and so forth, which is the only time I think I ever asked her. And Bob Hutchins and I went in swimming and we came out and it was perfectly apparent something had happened. We got into the car to drive back to Palm Beach and I said, well, what was it? [Laughter] Well, Mrs. Hopkins said, of course there is about so much you can take. And she says, Maude Hutchins just went after me hammer and prong the minute you and Bob got out of sight, said that they had only discovered a month before that you had been offered the presidency of Chicago before Bob had been, and said, why in the name of friendship shouldn't you have said something before? And Mrs. Hopkins' reply was, we never thought it was important. [Laughter]
- Lathem: I can imagine the air was blue.
- Hopkins: Yeah. There was great restraint between the two families from then on as far as the wives went. Bob and I still got along all right. [inaudible] [pause] Well, I guess this is all...
- Lathem: Yes, pretty much.
- Hopkins: That's Dr. Pollard's father.
- Lathem: Oh, is it?
- Hopkins: Yeah.
- Lathem: They look a little alike, don't they?

Hopkins: Yes. He is... He was a wonderful fellow. The wife of another physician in Omaha told me one time that she thought that about half the population of Omaha had been brought into the world by Dr. Pollard. This was at a cocktail party one afternoon when three different women volunteered their information to me that they had been. That was a statement that... I... This is a true accurate account of what it said. I think that several of the eastern institutions can be thought of whose administration at the present day would give much of their predecessors who had the vision and the courage to pick up their respective church or colleges and move them out into the country. Well, that was based on... I think that was based on that Amherst discussion where Columbia and various other colleges argued that they were at great advantage over Dartmouth because they were in the city. But anyway, that statement went all around. Of course, we had lots of correspondence on that, too.

Lathem: Alumni meeting relating to Phillips Exeter's 150<sup>th</sup> anniversary.

Hopkins: You know Jerry Danzig? Did you ever meet him?

Lathem: No. No.

Hopkins: He is a vice president of National Broadcasting Company. He married Sarah Palfrey which made me think of it. Looking... In reading the history of Exeter, which I did after my grandsons went there, I saw that... Exeter asked Charles Proctor's great, great, great grandfather to come there in about 1800 and he was brought in specifically to succeed the principal at Exeter and then Dartmouth made him an offer and he decided he'd rather come here. So they got somebody else but they had this big blowout and it was really quite a party. I think in 1810. Webster was there and spoke. And looking it over, Rev. John G. Palfrey of Cambridge said grace and did the praying at various other times. And Jerry Danzig married Sarah Palfrey, the tennis player, and I knew her father and his name was John Palfrey and I began to wonder if this was an ancestor of hers. I wrote and asked and got a letter right back and said yes, he was her great, great grandfather.

Lathem: You're getting an anniversary gift. Channing Cox makes presentation....

Hopkins: A very generous gift that I never knew quite what to do with since Mrs. Hopkins died. I mean, the silver service.

Lathem: That makes me think, we received from Esther Nichols not... Well, you wouldn't remember probably, but two or three years ago, I don't know which, time goes by so quickly, I did a little pictorial feature on the Nichols' years for the alumni magazine. I've long thought it was a period that was neglected. Things did happen then that ought to be part of the history of the college. And this pleased her very much. She apparently is a friend of Dick Parkhurst's. He was that era, you see. Somehow... Oh, I know, Dick Parkhurst wanted to borrow from her for an exhibit... It was all rather... I think it was

Dick's idea, as a matter of fact, because they were having a reunion, class of '16. Of course, that was the year that Dr. Nichols finished and he wanted, he talked to me about having an exhibition here in the library and that got me started thinking that it would be nice to have for the alumni of that period, a pictorial review of the affairs of that time. So he arranged for us to borrow this coffee service and she just decided that we ought to keep it. The undergraduates had given it to her father and mother as they were leaving.

Hopkins: She's a very sweet girl. Did you meet her?

Lathem: Yes, I did. Yes.

Hopkins: I haven't seen her in years but we correspond right along. She was a very attractive young girl. I don't know how she looks now but she was very pretty.

Lathem: Here you are getting it from one of your alumni. Can you read this? A picture of you and Dwight Morrow. The same picture. He says, the booze fighting twins for booze giving a degree to each other. Why don't you head a brewery? [Laughter]

Hopkins: Yeah. That was one of the milder ones.

Lathem: Hopkins, we want you to get out. We want no booze advocate. The alumni. Funny. It could hardly have been funny at the time though.

Hopkins: Well, I... Some of it was I think.

Lathem: Apparently...

Hopkins: Just arrived that's all...

Lathem: Was this the time that Moses was fighting for his existence?

Hopkins: Yeah. Yeah. And the thing that brought me into it particularly was that George Moses had just had a near coronary and the doctors had told him that he couldn't campaign for himself at all.

Lathem: Oh, a handicap.

Hopkins: Yeah. Yeah.

Lathem: Who was this that's painting you? Julius [inaudible], I think. I, after we talked last week, I looked up and found that Mr. Hopkinson is still alive.

Hopkins: He is alive?

Lathem: Yes.

Hopkins: Well, that's very interesting. I somehow, I just generalized that he probably wasn't.

- Lathem: Yes. I...
- Hopkins: He must be close to 90 years old.
- Lathem: Well, I think he's over 90 years old. No, he is 90. It says that he'll be 90 in July. He lives in Manchester, Massachusetts and *Who's Who* gives him a studio address in Boston, so apparently he's at least keeping... He'll be 90 in July.
- Hopkins: He's a very interesting man. Was a great privilege to sit for him.
- Lathem: I thought you might be interested in knowing.
- Hopkins: Yeah. I am. I'm much obliged for the information.
- Lathem: More relates to Moses...
- Hopkins: The liberals... the professional liberals didn't like it at all.
- Lathem: This apparently is a football dinner...
- Hopkins: We've had an awful lot of wonderful men who haven't lived long enough to graduation. Al Priddis was one of them.
- Lathem: Oh.
- Hawking: As a matter of fact, he was Mr. Parkhurst's assistant when he died. But he died comparatively young.
- Lathem: ...picture...
- Hopkins: I never knew that we were choice for anybody [inaudible] ...
- Lathem: Program. This relates to a visit you made to the White House. I'll bet... do you suppose this isn't the time that you would have gone down...
- Hopkins: Yeah. Lets see. That was the time, I guess. I was there twice, but I...
- Lathem: Mrs. Hopkins was with you. Perhaps this isn't the time.
- Hopkins: Yes. Well I don't know. I never knew before what a complete scrapbook Miss Cleaveland kept.
- Lathem: She certainly did a good job didn't she?
- Hopkins: She certainly did. Always did on everything. I'd forgotten that we were having trouble back in '32 with the basketball games.
- Lathem: Formal apology made to Columbia.

Hopkins: I was very unpopular there for a few weeks with the sporting... everybody from the graduate manager down. The booing and hissing and everything else got entirely out of hand. I went to studying the basketball rules and discovered that under the rules an official can call a foul against the team that is being supported from the stands if the thing becomes unruly. So I made a public announcement to certify that I was going to instruct the officials to call those fouls. And we had a pretty good team. Going along pretty well. They began to call fouls on the booing and hissing and so forth and the team didn't like it, the students didn't like it, and so forth but nevertheless, it stopped.

Lathem: Yes.

Hopkins: I don't know that I... [Laughter]

Lathem: New York City [inaudible]. My goodness, look at the company you were in.

Hopkins: Yeah.

Lathem: Johnnie Walker, Jim Walker, rather, Nicholas Murray Butler,

Hopkins: That was an awfully good place. Glenn Frank was the president of Wisconsin at the time and he came out in support of what I had said in regard to the thing and then he made the statement which I had forgotten but honesty compels us to admit that the 18<sup>th</sup> amendment has become the Magna Carta of the underworld. It made quite an impression at the time.

Lathem: How much can be done by an apt phrase.

Hopkins: Yeah. It's wonderful if you can just string the words together in the right way.

Lathem: On the other hand, it can work the other way, too...

Hopkins: Yeah.

Lathem: Things you can never get rid of. This is all part of the...Gordon Ferrie Hull.

Hopkins: Oh, yes. [Laughter] He never was one of my strongest admirers on anything.

Lathem: This will interest you, too, I think. Another example of what is going on in the admissions office. I was having coffee this morning with Gene Hotchkiss. He's in the dean's office, as you know, and he is one of those who, like myself, will give a hand to the admissions people and I was telling him I saw some very interesting boys yesterday. He says, well by God, I saw somebody yesterday too, and I says who did you see, Gene? And he says, I saw Gordon Ferrie Hull the third and Gordon Ferrie Hull Junior and they're just like the old man. He said, as a matter of fact, in response to my

expression of the hope that the grandson was different from the father and grandfather, he says no, that just like the old man. He wanted to talk to the boy, something we always want to do, we always say, well Johnny come in and we'd like you to join us in little later. But Gordon Ferrie Hull Junior was having none of this. He said he had some questions he wanted to ask and he came in. The boy had nothing to say.  
[Pause]

Hopkins: Well, I guess we'll have to move a little faster to get through this.

Lathem: I guess we probably won't get through. Is Ray going to come down for you?

Hopkins: Yes. He's coming down for me. Somebody's coming from out of town.

Lathem: Yes, well, I'm watching the time.

Hopkins: That was the occasion when Duffield, the president of the Prudential Life Insurance Company and, at that time, acting president, personally told me that he didn't know how long it was going to take but that Dodds was going to be elected.

Lathem: At the inauguration?

Hopkins: Yeah. He took me down, as a matter of fact, drove me down, and I stayed with them overnight. Strange how you identify things by...

Lathem: I know.

Hopkins: ...incidents like that.

Lathem: Here you are apparently off to see Mr. Tuck again. Two weeks' trip to Europe.

Hopkins: That was a very courageous thing for Mr. Rockefeller to do because the [inaudible] had used him as a spearhead really in their argument.

Lathem: This was in '32.

Hopkins: Oh, I drove up to Quebec, I remember now, which is the way to go. If you're going by sea, it's perfectly wonderful taking... You're in the St. Lawrence River for three days you see and then when you come back, the customs inspectors come aboard as you come into the river and they go slowly and methodically through your stuff and when you get to Quebec why everything's all tended to, you just take your bag in hand and walk off.

Lathem: Commencement season, 1932.

Hopkins: Saw him just the other day. He and his brother Rollie are both of them rolling along very successfully.

- Lathem: Oh, what are they doing?
- Hopkins: He's in the municipal bond business in Wall Street and Rollie is the head of a printing concern. It looks...
- Lathem: Oh.
- Hopkins: Yeah. I'd forgotten I kept all this...
- Lathem: Opening of the college, 1932, fall... Hopkins ace salesman.
- Hopkins: What magazine is that from?
- Lathem: *College Humor*. Certainly [inaudible]. Aristocracy of brains coming back again. What was the background of this publicity on the bonus question?
- Hopkins: Well, it was simply a... At the time, it was in the opinion of myself and others who were in the movement.... We felt that it was so inflationary that it would inevitably set off an inflationary spiral. And we thought then and I think now that it wasn't in any way the better men among the veterans who wanted it. And we tried to make that plain but we didn't succeed. I rather think that my own prominence in it came from an entirely casual reference to the Praetorian Guard which impressed some people as a sign of high intellectualism. I'd forgotten Dick Byrd was in on this thing, too. Yeah, I, at the time thought and I think under the same circumstances I would think again that anything that can be done to head off inflation would be the greatest contribution that could be made. That was the most obvious stimulus to it and so we went after that but didn't get anywhere.
- Lathem: This must be Mr. King... No, no, that's our commencement.
- Hopkins: That's Wilbur, the president of Stanford.
- Lathem: Oh.
- Hopkins: That's Stanley King.
- Lathem: He was just inaugurated that year, '32.
- Hopkins: Yeah.
- Lathem: Relating to Wabash's centennial...
- Hopkins: Yeah. Interesting thing. Ray Wilbur was out there. I don't see it but he was one of the [inaudible]...
- Lathem: Oh, maybe there's something about it in here?
- Hopkins: Joe Ely was governor of Massachusetts. Curley was mayor of Boston and they wouldn't speak to each other. And I'd done a lot of

work on this thing because Gabe Farrell, Dartmouth man was taking the presidency and the Perkins Institute for the Blind was based on De Wolfe Powell's work with Laura Bridgman who came from Etna.

Lathem: Yeah.

Hopkins: And so I very gladly took the assignment to speak down there and had a flat tire driving down. The result was I got out at Symphony Hall just about ten minutes before the thing was supposed to begin.

Lathem: Good heavens.

Hopkins: Went into the anteroom there and here was Governor Ely looking out of one window and Curley out the other. I knew them both pretty well and I offered to introduce them which wasn't hailed with glee by either side. [Laughter] But a perfectly typical story in regard to Curley. Curley was the first speaker, speaking as the mayor of Boston and he was prepared right up to the hilt on the thing. He knew the history of the education of the blind in this country and abroad and Curley was no casualist. He worked on these things. And a Symphony Hall audience wouldn't ordinarily have been the audience to whom he would have made the most appeal but he ended up with a plea for the underprivileged and especially the handicapped, of the blind and so forth – one of the most foolish thing I ever heard and when he finished and sat down, his last words were an appeal to god and so forth. There was this hush that comes after a performance of that sort and then the sound of applause. And I was under the spell of what he had said. I was always under the spell of what he said anywhere. He was one of the greatest speakers I ever heard. He leans over and he says, you'll have to excuse me, he said, I'm getting out. He says, not even to hear you will I stay and listen to the son of a bitch that's coming on. [Laughter] Somehow that broke the spell.

Lathem: My goodness... Here you are with John Winant. New Hampshire Civic Association devoted entire time of its 1932 winter gathering to the [inaudible] last night to a discussion of the newly created New Hampshire Foundation. Stacy May of the Rockefeller Foundation...

Hopkins: Yeah. Stacy May formerly taught here.

Lathem: Oh, did he?

Hopkins: One of the men who warned me against coming up here. He said if I came up here I would be in so rural an atmosphere and shut up that I never would know what went on in the outside world. I'm impressed as I go through this that I occasionally got out.

Lathem: What's that all about?

Hopkins: There was a big...

Lathem: Cannell

Hopkins: Yeah. Jack Cannell. He was and is a tragedy from my point of view but he was one of the brightest boys of his time and he was in the class of 1920. One of the greatest football players we ever had and one of the very high ranked students. I tried to... I tried to get up the money for him to go to Oxford and he turned it down on the grounds that he got all the education he wanted. I don't know...there was a set of racial, some racial conflicts in it, his father was Italian and his mother was a Pole, I think, I don't know. Anyway, he was one of the most loveable men we ever graduated, but entirely casual about everything in life and he still is, as far as that goes, and Jess Hawley wanted him to succeed him as coach and he succeeded him and had one good year and then he had two or three bad ones. The outcry against him got pretty loud on the thing. The demand everywhere I went, practically every alumni association wanted to know when we were going to get rid of him. I said we weren't going to. But it got to the point where he himself withdrew and he has gone off and lives by himself down in some Maine town. I don't know if he's coached a football team ever since. But probably one of the best read men among our alumni. Strange combination.

Lathem: Well, why don't we break off, Mr. Hopkins?

Hopkins: Well, I've got ten minutes more.

Lathem: I don't want to crowd you. We've made a good dent on this volume.

Hopkins: Lays the world's ills to businessmen. Well that's a... Oh, yeah, that was Freddie [inaudible] attack on the college. Well, I guess the... I'm afraid I'm not helping you much because there isn't much to say beyond what's here before us.

Lathem: Well, it's very helpful. Here's a picture of you and Mr. Taft.

Hopkins: Oh, yes. That's right. Yeah, he was a wonderful fellow.

Lathem: Now, how did that school get its name that that family...

Hopkins: He founded it.

Lathem: Oh, he himself founded it. I've wondered about that a long time. Betty and I drove by recently and spoke about it again. I see.

Hopkins: And he was the father and mother and everything to it. The boys who graduated under him just worshiped him, which was very easy to do. I thought a great deal of him.

Lathem: Did you have much association with Wilbur Cross?

Hopkins: Yeah. As a matter of fact, he was a cousin of David Cross.

Lathem: Oh, yes. Our oldest living alumnus for many years.

Hopkins: Yeah. And Wilbur Cross used to tell with great amusement the... He said when he decided to go to Yale, David wrote him a letter in protest in regard to the thing and he says I thought you said you were going to college. And the strangest thing. Governor Cross who was dean of... He was dean of the graduate school there at Yale, went into politics, and became pretty close to a drunkard. He... During the last several times that I've attended dinners with him, he had a bottle of whiskey under his chair. He drank but never to an extent that he... I mean, he never made a spectacle of himself or anything. He wasn't out of control but he drank heavily. But he was a charming companion.

Lathem: And quite a scholar besides.

Hopkins: Yeah. Yeah.

Lathem: Well, why don't we break off and we'll pick up another time when we can.

**(End of Reel #22b)**