Ralph N. Manuel ‘58

Former Dean of the College

An Interview Conducted by

Daniel Daily

Hanover, New Hampshire

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Dartmouth College

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DAILY: Today is June 26, 2002 and I am speaking with Mr. Ralph Manuel, Dartmouth '58, former dean of the college between 1975 and 1982, among other positions here at Dartmouth. He now lives back here in Hanover. I would like to start out by finding out why people came to Dartmouth as students.

MANUEL: Well, there were, I guess, a couple of reasons. I had read about the College first in Boy's Life magazine, and they had all the tuitions and I noticed that it was a little more expensive than the University of Maryland, but not much, and my boyhood hero had gone here…Red Rolfe [Robert A. "Red" Rolfe '31].

But probably the single most important factor for me ending up here was that the son of a superior court judge decided to apply to the Naval Academy, and I had been told that I had the nomination and the senator said, "Don't bother with others, because you will be my principal nominee." In those days, if you had a principal and met the minimal standards, then the others who fell in behind, whether they had credentials superior to yours or not, they couldn't go because it had to go to the principal. Suddenly, I was first alternate, and he was the principal. So, knowing that, I had to really scramble. He told me that in November and I had passed the physical and done everything, so I applied to Dartmouth. To his credit, he did call me the next year and said, "If you would like to go to the Naval Academy, you can go now." But I was here. I loved the place.

I really did want a liberal arts education. You didn't get that at the Naval Academy in those days, but I thought I wanted to be a

career officer, so I joined NROTC and I decided that I wouldn't go back and repeat my freshman year and move into engineering. That's how I ended up here, but it was an institution I had looked at along with the University of Maryland and a couple of schools like Gettysburg and Dickinson.

DAILY: Close to home.

MANUEL: Close to home, but far enough away. [Pause]

How do I explain it? I mean, I knew that I didn't want to go to school in the city. I came from a very rural railroad community, Brunswick, Maryland, about thirty-five miles up the Potomac River from Washington. There were forty-four kids in my high school class. I knew I couldn't have handled the city. I just would have felt very uncomfortable, so I was looking for something that was smaller, more rural. I was afraid that I was going to end up at Maryland.

DAILY: Which is huge these days. Very huge.

MANUEL: It looked huge in those days to a kid from a class of forty-four kids.

DAILY: So when and how did the connection between you and Red Rolfe begin?

MANUEL: I had been a Detroit Tigers fan since I was the level of this table. Even as a kid at the age of nine, I had heard, "First in war, first in peace and last in the American League for the Washington Senators," which was our hometown team. There were no Orioles in those days. He was the manager of the Tigers. So there was a connection and I noticed when he left that he had gone to Yale to coach basketball. I thought, "Gee." But he went to Dartmouth and the next thing I know he is the director of athletics at Dartmouth when I got here, literally the year after I got here. But I just always said, if it was good enough for Red Rolfe, it was good enough for me.

DAILY: Tony Lupien [Ulysses J. "Tony" Lupien] was the baseball coach.

MANUEL: He was my second coach.

DAILY: Who was…

MANUEL: Bob Shawkey [J. Robert "Bob" Shawkey].

DAILY: Okay.

MANUEL: Bob Shawkey was a great Yankee pitcher. He pitched the first game ever in Yankee Stadium. He won 3-1 and [Babe] Ruth hit a home run. He told us the story.

I played freshman ball for Eddie Jeremiah [Edward J. "Eddie" Jeremiah '30], who was the father of American college hockey. A great, great gentleman. I loved him. My freshman year, I didn't think all that much of him because I was an infielder and he finally put me in one of the last games of the year. I think I got three hits, but it was not lost on those of us who were riding the bench that the guys that were starting were sons of his classmates in the class of 1930. [Laughter]

So the following fall, for the first time, Dartmouth had fall practice and everybody on the freshman team was invited out. Not having started as a freshman, I went out. I didn't expect much, but I had a great fall and opening day the following spring, under Coach Shawkey, we played Howard University. I had three for four. I was batting fourth and, for the next three years, I batted either third or fourth.

DAILY: Wow.

MANUEL: Shawkey had me in left field, which shows he wasn't much of a baseball man because I didn't have the arm for it. Then Coach Lupien came and shifted me to first base.

Shawkey was a big league manager and he just tossed the ball out on the field and said, "Go play." We never practiced anything. I mean we would bat and then take infield. That was it and somebody hit balls to the outfield.

Coach Lupien came and I mean…whoa! I remember the first day he said, "This is a baseball, it has 216 stitches. This is home plate and we try to get from here all the way around the bases." He literally walked us around the field and pointed out things I just had never heard of. For instance, "You never hit the first base bag when you are rounding it with your left foot. You always hit it with your right foot because, if you hit it with the left,

your right is coming over the bag and you may trip. This is how you lead off." I mean, the man was a teacher. I can remember as we were handed our uniforms before the southern trip, he went into the locker room and sat down. He said, "This is how you put on the white sanitary sock. This is how you put the green one on and this is how you roll them together and then twist them so that they won't slide down. And this is how far you will wear these pants below the knee." An amazing man.

He is the only man I have ever met who could work the Sunday New York Times crossword puzzle in ink in about forty minutes. The guy was unbelievable. He taught me more about who you should be, how you should act than I think anybody on the Dartmouth faculty except a couple of my mentors. An amazing man. He had a wife and three daughters. He lost a wife to cancer while he was playing in the Pacific Coast League, so he had to keep the daughters together and he kept the family together. Then he married his current wife, Millie, and had two more daughters. He commuted from Springfield, Vermont, up here and then eventually moved to Norwich. I see him. I take fish that I keep to Tony and Millie. I love the man. I mean he had a great influence on my life and a joy to play for.

David Shribman [David M. Shribman '76] in his most recent book on teachers…. He asked me if I would write a piece and I said, "Gee, it is going to be a tough choice between the two." He said, "No. You can't write about Mr. Dickey [John Sloan Dickey '29] and Tony Lupien has already been taken." So I didn't bother to put a piece in. I bought about seven or eight copies of the book to send around to people. I looked in the preface and Shribman said, "I never played in any game for Tony Lupien, but he taught me more than I can explain." And I thought, "You rat. You took Tony Lupien!" [Laughter]

Baseball was a great experience here. I mean, it taught me a lot. It taught me how to organize my time. It also burst a bubble. I thought I was going to be in the major league.

DAILY: I was going to ask that.

MANUEL: Until such time as I faced a left-hander down in Norfolk, Virginia, by the name of Denny LeMasters, who went on to pitch for the Braves. He played a game that I wasn't familiar with. The first ball that went by me, I didn't even see it. The guy could throw

ninety-some miles an hour and that was just unheard of in college in those days. It made me very clear that I should seek employment in something other than major league baseball unless I was going to be in the front office. [Laughter]

DAILY: What were the typical pitching speeds for college ball, at least in the Ivy League?

MANUEL: Oh, I think it was in the seventies or eighties, but I mean LeMasters was a huge guy and he was serving his time in the military before he went on into major league baseball. Some of the guys that we pitched and played against went on to careers in the minors, if not the majors.

DAILY: [inaudible]

MANUEL: Well, Art Quirk '59 [Arthur L. Quirk, Jr. '59] was on our team. He graduated a year behind me and literally was the finest pitcher in the Ivy League. Two years later, he was pitching for the Baltimore Orioles. So that gives you some idea of the quality of the players. John Otis [John E. Otis, Jr. '58], who was on our team, played Class D ball…drafted by the Tigers. But, you know, most of us in that era, we were faced with the military obligation. So it wasn't a question of whether; it was a question of which branch of the service you wanted to be in. So John did not opt for the military. I don't know why. As it turned out, he went and played a couple of years in the minors. I guess he must have done military service somewhere, but then he went into banking. The only major leaguer I played with was Art Quirk, but there are guys that I played against that went to the majors, several down at Holy Cross. Johnny Berardino played for the Red Sox. Gordon Massa was an All-American center in football. He was a catcher for the Chicago Cubs.

DAILY: What games are most memorable when you look back on these years?

MANUEL: Well, I hit a three-run home run against Harvard to beat them in 1957. That was a pretty good game. Then the following year, it broke our hearts. A young center fielder by the name of Bill Dickson '59 [William E. Dickson '59]…We were ahead two to one, bases loaded, two outs, a routine fly ball into center field…He gives it this snapping, the glove snapped right onto the ground. The runners were off with the pitch. It was a very high

fly, but we lost the ball game. It cost us the league title. That one hurt, but we did… Interestingly enough, Harvard won the league title, but we went to the NCAAs that year and lost to Connecticut in a one-nothing game. It was a great college game. Tony says it was one of the best he ever saw and it was a pitch that Quirk threw. It bounced in front of the plate, broke too soon. It got by the catcher and we lost one to nothing. It was fun.

A great group of young men that we played with and we all, for the most part, loved Tony. Those guys that thought they were better than those who were starting, I am not sure they enjoyed Coach Lupien as much as we did. There are things that he taught us that I see major league managers using now. We had a play with men on first and second and no out. We knew that they would be bunting and we literally set up a play where the pitcher would watch the shortstop and when the shortstop broke toward second, the instant that the runner started to move toward second, he would throw the pitch. The shortstop would break to third. The third baseman, the first baseman, we came in, picked up the ball and threw it to the shortstop because the runner had started back and therefore would have more ground to cover and it worked almost every time.

I said to my sons… We were watching the Red Sox play once and Yastremski was on second, somebody on first, nobody out. We were watching one of the great major league managers for the Baltimore Orioles, Earl Weaver. He set up the same play, but the pitch was high and outside. Nobody moved. So the next play, the next pitch, with a smart base runner like Yastremski there, the pitcher came to the stop and the shortstop broke behind him. Yastremski, having seen the play previously, he said, "I know what they are going to do. I'm not moving." They picked him off. He never moved. I told Tony and he said, "You know, with Weaver, you don't know whether he set the wild pitch up purposely or not". He said, "You know, it's like a game of chess." But baseball was a lot of fun…great road trips. Some of us still reminisce about Dave Gavitt [David R. Gavitt '59]. You must have heard that name. He and I were roommates on the baseball team.

DAILY: Okay. You had mentioned other people you considered your mentors. Who would those folks be?

MANUEL: I really, in my career, had three mentors here. The first was Mr. Dickey. The second was Eddie Chamberlain [Edward T. "Eddie" Chamberlain, Jr. '36] and the third was Al Dickerson [Albert Inskip "Al" Dickerson, Jr. '30].

Mr. Dickey and I had an unusual relationship. They still have the matriculation ceremony, but in those days you walked into the 1902 Room and Mr. Dickey would sit down. He had a little card you had filled out and he looked at mine and said, "Brunswick, Maryland." He said, "Is that anywhere near Frederick?" I said, "Yes, sir. It is about fifteen miles away." He said, "Well, you must have been interviewed then by the president of Hood College, Andrew Truxal." And I said, "Yes, sir. I was." He said, "Well, he was a great professor of sociology here." I said, "Yes, sir. He told me that." And we started chatting about that. You know, we had seven hundred men in my class. I never ever encountered Mr. Dickey again that he didn't call me by my first name. I couldn't believe it. He always associated me with Maryland. The last game I played here at Dartmouth, I went to my locker and opened the locker and there was an envelope. It was a handwritten note from Mr. Dickey thanking me for my contributions to the College and Dartmouth baseball.

Literally, Sally and I had an unexpected set of twins in 1964. We had come back here and after the Navy, and I got a note with a check for one hundred dollars saying that an unexpected arrival must create some expenses. You know, "Maybe this will help a little bit. JSD." I mean, the guy was unbelievable. But he was that way. He taught me a lot about how you treat individuals. I know…I talked with a guy who worked in the powerhouse. On a snowy Christmas eve with a foot of snow on the ground, John Dickey came to the powerhouse to wish them a 'Merry Christmas' and to thank them for all they do for the College.

He became my model at Culver. I knew every one of my groundspeople, everybody who worked in the power plant. I knew them on a first-name basis. I gave Christmas presents to their kids, a party for them and never ever stopped thanking them for what they did for the school. You know that was the model that he presented to me. He also taught me to fly-fish. [Laughter] But that was when I became dean of freshmen.

Ed Chamberlain was…Anybody who has worked for Eddie, anybody, just appreciates how he taught you, how much he let you do. I mean literally my second year in the admissions office, I reorganized the whole thing. I came to him with a proposal and he put it in place. I mean it took me months to study it. I just said to…What struck me…I went one year to Tuck with a systems guy, particularly through the Navy, too. We were sorting kids by alphabet and when a letter came in, to make it easy for the secretaries, somebody did A to F; somebody did G to L; somebody did M to…There were four of us so we divided the alphabet into four parts.

I kept pointing out that this doesn't make any sense because if you get two letters, one from the kid and one from the guidance counselor at the same school, they might get different nuances in the response and we can't afford to do that. Chamberlain said, "Well, if you think that is a problem, how would you solve it?" So I took the nation and divided the states, based on the number of applicants so that we would basically share equally; but, at the same time, everybody had to take an eastern state because that's where the problems were. I mean if you turn down a kid from Keokuk, Iowa, you are not going to get much flack. If you turn one down in Newton [Massachusetts], you are going to hear about it.

So I divided the nation up geographically and Al Quirk helped and we put this thing in place. I had western Connecticut and Massachusetts…the plush circuit as they called it. I had to eat lunch in all the prep schools. [Laughter] Then I had Pennsylvania south along the Atlantic and Gulf Coast as far west as New Orleans. So I had Mississippi and Florida and so forth. Everyone thought, 'What a deal Manuel got for himself,' but it wasn't much fun traveling down there in hurricane season. We were gone for two weeks at a time and I had a wife and three kids and it was… Those were interesting days.

Eddie, you know, when he retired, and I said this…I was asked to speak at his memorial service. When he retired, he gave gifts to Dick Jaeger [Richard "Dick" Jaeger '59], Al Quirk and myself. I, by that time, was his boss. I was dean of the college and he gave me a gift. It was a pewter tankard with the symbol of the Sphinx Society on it because he was Sphinx, as was I. On the back it said (a term we learned in the Navy), "Never trust a navigator." I said, you know, it was really ironic that Eddie

would say that because those of us who worked with Eddie, those of us who knew him, those of us who respected him, those of us who loved him would have followed him anywhere. He was the one who set the tone. He and Al Dickerson. God. John Dickey said at his memorial service that this man, Al Dickerson, lies closer to the heart of what this institution is about than anybody he ever knew. Dickerson taught us all to write. You must know he wrote stuff for years and years. Have you ever read any of his….

DAILY: No, I haven't.

MANUAL: He wrote… Quite candidly, I plagiarized much of his stuff for freshman letter and freshman parents letters. He had a system. Admissions reported to him in those days and, from my earliest days, every time you wrote a letter, you had to make a pink copy. But the pink copies were put in a folder on Friday with a routing envelope on them and it was sent to every admissions officer, to Eddie Chamberlain and to Dean Dickerson and you got it back by the next Friday with red pencil. I mean, you literally, you know, you are writing fifty letters; but we all took the time to correct each other's English to say "this would be a better phrase." I mean, what a lesson it was and we did that all six years and we did it when I was dean of freshmen. I sent all of my letters to Chamberlain and to Quirk to be read by them and they sent me theirs. I guess that doesn't happen anymore because it is all form letters out of the dean's office.

I was stunned when my son was a student here. He got a letter from the dean which was obviously a form letter telling him that he was on probation. My probation letter normally was two pages and I detailed everything. It just doesn't happen anymore. I guess they don't have the time. It has really changed.

DAILY: It is a good practice.

MANUEL: Oh, it was wonderful. We had a guy by the name of Stoney Jackson [Davis J. "Stoney" Jackson '36], who was Eddie's classmate, and boy he was an English major with honors. He and Dickerson…wow. They were tough. You never split an infinitive in that office. [Laughter]

So those were my three mentors and Dickerson was just a gracious, gracious gentleman. He left Chattanooga, Tennessee, in 1926 and came to Hanover, New Hampshire, and never left until the day he died in May of 1972. He was offered a position with The New York Times upon graduation but decided to stay and work for Mr. Hopkins [Ernest Martin Hopkins '01]. He was secretary to the president and then he wrote…He went into alumni affairs and wrote this newsletter, *The Bulletin Elm.* You must have it in your archives.

DAILY: We probably do.

MANUEL: It was the Elm tree that sat outside Crosby Hall.

DAILY: Among your classmates, who stands out for whatever reason, fun or closeness?

MANUEL: Well, probably my dearest friend in the class is Dave Bradley [David H. Bradley '58 TU '59], the local attorney. He and I were roommates. And some of my fraternity brothers, John Murphy [John F. Murphy '58], an attorney in Hartford. Carl McCall [H. Carl McCall '58] I knew fairly well. Hopefully he will be the next governor of New York.

Literally, I have got classmates all over the country. I am secretary of the class so it is hard for me to talk about which ones because, you know, I am in touch with half the class. I know more than half the class on a first-name basis.

I think that is something that the Dartmouth Plan has done away with. Because you are coming and going, you don't have really on-going relationships at the level that you had in those days. On the other hand, none of us had the experience of studying in a foreign country and so forth, so I think it is a tradeoff. But there are, not only my fraternity brothers, you know. I think of Dave Brock [David A. Brock '58], despite the trouble he is in, he did become the chief justice of New Hampshire, but Sphinx was a very enriching experience for me. Sphinx is very secretive. We don't blow our horn. In fact, no one outside the Society knew who all of the members were until graduation day. The outside world didn't. But I met people there that I had said "Hello" to on campus, but there were thirty-one of us and you really got to know some people you would not otherwise have known as undergraduates. I mean, you got to know them very,

very well. You know, I can think of guys from fraternities that I never would have ventured into that were in Sphinx that I just got to know very, very well. It gave me a totally new view of the world and the College and we did a lot of things. We would go play with the kids up at the hospital. We would all go and give blood and we did it to support the community and the College, but we never ever said we were Sphinx. That was one of the rules. You don't say it is for Sphinx. You are doing all these things and you are taught to do these things. It is expected, but you never take credit for it, which is a great life lesson.

The other thing is that you were tapped and there is sort of a period when you are not quite a member. You can go in to certain parts of the building. You can't go upstairs, okay. What would get you upstairs was passing an oral examination, the likes of which you wouldn't believe, on the history of Dartmouth College and you study for weeks for that exam. I mean, if you don't know where the Swift and the Dead Diamond Rivers are, if you don't know what year the College Grant was given to Dartmouth, if you don't know the depth of the senior fence, if you can't name the presidents in order or in reverse order…

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Begin Tape 1, Side 2

MANUEL: Those were the kinds of experiences that you could have in the fraternities in those days. You know, I came back to the College in '62 from the United States Navy. I couldn't believe the changes in the fraternities.

DAILY: Okay.

MANUEL: It was in four years. It was as though it was a different college. I mean there was…we used to have parties, but we would have a quarter of a keg on Saturday night for sixty-five members and that was it. [Laughter]

DAILY: Not a lot of beer for that many people.

MANUEL: You know, mid-week drinking was unheard of. Phi Gam [Phi Gamma Delta] was supposedly a jock house. We had a lot of team captains…three football captains in my four years were Phi Gams. Basketball, hockey, soccer, golf, it went on and on

and on. But we were guys who took it very seriously. I mean I never, ever took a drink between Winter Carnival and the end of the baseball season. I wouldn't have a beer. You just didn't do it. If you were playing a sport, you just had to budget your time a lot more effectively because there wasn't a lot of time.

I became friends with Al Ives [Almon Bingham Ives], a wonderful professor of speech here. When I moved up to be dean of the college, I asked him to step out of retirement and become dean of freshmen for one year, which he did for me. He and I both shared the story that our team, in my sophomore year…I took speech -- maybe it was my junior year? Yeah, I guess it was my junior year, spring. I got A's on all speeches. I got an A on both midterms and an A on the final. The grade comes and I had a B. I went to him and said, "Professor Ives, I don't understand this. Here are my speeches. Here are my two exams. Here is the final and they are all A's." He said, "Well, what did you get?" I said, "You gave me a B." "I got [inaudible]." [Laughter] He said, "Let me look at my book." So he opens his book and he says, "Oh, well, you know, you had four cuts." I said, "Professor Ives, I didn't have four cuts." He said, "Yes, you did. Here are the dates." I said, "That explains it. Those aren't cuts. They were excused cuts because I am on the varsity baseball team and we were out of town." He said, "I don't recognize excused cuts." I said, "What?" He said, "No. I told you if you have cuts, it is going to hurt your grade." I said, "I don't believe this." He said, "You know, you should be very happy that you didn't have five cuts. I would have given you a C." [Laughter] So a life lesson I carried away from here, too. But we were great friends. He used to tease me about, "I gave him a B."

DAILY: He remembered that, I take it.

MANUEL: Yeah.

DAILY: Wow. Were there other differences in fraternity life from your time here in the '50s and when you came back in the '60s, besides the drinking?

MANUEL: Well, I think the one thing that struck me was that there was less respect for property. I don't know how it happened so quickly. The Phi Gam house, I remember we used to have very nice red leather furniture in the living room. If we were going to have a dance there, which we could do three times a year, we would

pack all of the furniture into the library, roll up the rug and have the party; but, come Sunday morning, people were assigned the responsibility of putting the rug back, the furniture back and, you know, you might come in and find The New York Times scattered all over the place, but the furniture would be in place and people really sort of understood and respected that this was where eighteen people lived.

Suddenly, it was gone. My son was a Psi U here. Honest to God, the only piece of furniture they had on the ground floor was a foosball table. Psi U's in our day, we used to tease them because they were almost all prep school kids. The word was that they were the only house on campus that played Monopoly with real money. [Laughter] They were all wealthy. You would see MG's sitting outside and stuff like that. You know, that was not the case in the house I was in. A great majority of us were all on scholarship and you could tell the differences among the houses. But the loss of respect for property and the idea that the more beer you bought…I am not sure they drank it all. But there was a dramatic change between '58 and '62. I mean, they asked us to chaperone one weekend, which we did. I said to Sally, "I am not going to chaperone there ever again." They were up till all hours of the night. You know, it was just dramatically changed. Maybe I got old or something in four years.

DAILY: It is interesting because I picture that change happening by the later '60s, not so much the early '60s.

MANUEL: Well, you know, most of the characters were in "Animal House." Chris Miller [J. Christian Miller, Jr. '63 TU '64] was '63.

DAILY: Okay.

MANUEL: Or '64.

DAILY: Okay. Wow.

MANUEL: The reason for the reaction of the faculty, I think, in the '70s was "Animal House" and the fact that Chris Miller was so closely tied to it. I can remember speeches about…One member of the faculty was really offended by John Belushi chugging a fifth of Jack Daniels and, you know, they were just outraged about this.

Nobody said anything, but I could say, “I’ve never seen anybody do that.”

We used to have cocktails at our house. We had two cocktail parties a semester; no, two a year, one each semester and you invited your faculty member. Those were pretty elegant affairs. We would serve martinis, manhattans or whatever you wanted. We had a bartender and so forth and it was a chance to interact with the faculty in a setting other than the classroom and it was coat and tie. That was just understood. If you didn’t have any faculty member there, you showed up in a coat and tie. But those were gone by ’62. As dean, I was occasionally invited to those and I would go and make an appearance, have one drink and leave.

Some of the fraternities had milk punch parties on Sundays of the big weekends, but nothing like…I can’t remember whether the College regulated when you could drink at that time or not, but it is nothing like the blasts that were going on when I was dean. I never went to a Sunday event. I would go to Friday afternoon cocktails and have one drink. They would always be pushing these punches and I would say, “No, thank you.” I would have a beer or a martini. You know, kids picked up on something I said. They said, “You know, you ought to try this. It is really great.” I said, “You know, I have a rule. I never drink anything I can’t see through.” So they started calling me “Dean See-through”.

But it just became a lot more raucous than in my day. That is not to say there were not some raucous houses, but…You know, there were just some individuals who were…I remember I was at Tuck in the spring, going for a baseball trip and we had a party with AD which was the “Animal House”. It came back that…Dave Bradley and I split the social chairman’s job. We were both at Tuck School. He was quarterback on the football team. I was first baseman so we couldn’t do it during our seasons so he had it in the spring and I got back from a baseball trip on Sunday night and he said, “We’ve got a problem. The farmer just called where we had this party and somebody apparently tore the doors off the bathrooms and it was an AD who had been the catcher for Bob Shawkey and didn’t make the team under Lupien and he was sort of frustrated the rest of the way and he had gone on a rampage. He said the farmer was demanding that we pay. I said, “I think we had

better take it to the dean and the dean can deal with the individual and make the individual pay. Not us. Not our fraternity brother. You just happened to make the call to rent the place. I guess we are responsible and liable, but I don't think we should pay." And that's how it worked out.

My son became the summer president of Psi U. He called me and said, "Dad, we have really got a problem." I said, "What's the problem?" He said, "The graduating seniors had a clam bake for their parents with a tent and it was catered by Blood's and it was a couple of thousand bucks and they didn't pay and now Blood's wants the money." He said, "We don't have any money." So I said, "Well, there is a place called the office of the dean. Those people can get things done" which is what we used to do. We were, in a sense, watched more carefully. But, you know, there were parietals in my day and they were gone by '62, which had a lot to do with that.

DAILY: Are there other memories from your undergraduate years that stand out, whether it is in the classroom or baseball field or elsewhere?

MANUEL: Well, I think probably the greatest moment I had in the classroom was The Great Issues [course] my senior year. Professor Henry Terrie [Henry L. Terrie, Jr.] gave me distinction on my last set of journals, which gave me an A in the course. It was an interesting thing.

I had gone to Tuck because I really didn't know what I was going to do. If the Navy didn't work out, what would I do? It was a double-edged sword. In terms of my life, it was one of the best decisions I made because it proved to me that I could never, ever go into business. I could not reconcile having my life turn out to always improve the bottom line. I just knew I was not cut out for that. I didn't know what else I was cut out for, but I knew I couldn't finish Tuck.

What happened was, in Great Issues, you heard a speaker and you had to write a journal, five hundred-word minimum. Robert Frost spoke. He talked about the curse of the graduate schools so immersed in their own minutia that they don't really see life and understand life and live it. It struck such a cord with me that I wrote and wrote and wrote about Tuck. Henry Terrie called me from the English department and said, "Would you be agreeable

to letting me publish your paper and distribute it to the faculty?" I said, "Well, under certain conditions." He said, "What are those?" I said, "First of all, that you will not distribute it until such time as my grades have been recorded and I was out of here." He said, "Well, that won't be a problem." So we agreed to that and then, two weeks before final exams, I got a copy of the thing in the mail and I called him very excitedly and said, "Professor Terrie, is this an advance copy?" He said, "Advance copy of what?" I said, "My paper." He said, "What are you talking about?" I said, "I just got it in the mail." He said, "Oh, my god." And he went to the secretary of the English department, who had forgotten all about it and distributed it to every member of the faculty.

I was called into the dean's office, not Dean Karl Hill ['38], who was a great gentleman and Phi Gam, but the other dean who informed me that I wasn't graduating. I just sort of laughed and said, "Wait a minute. I have never failed anything at Dartmouth. My grades are mediocre here I know this year, but I've gotten more than one hundred and thirty hours. You can't stop me." He said, "Oh, yes, we can. One of the conditions of graduation is that you be recommended by the faculty and we are not prepared to recommend you." This was on Friday morning before commencement. He said, "However, there are certain conditions under which we might permit it." I said, "Well, what are they?" He said, "Are you coming back to Tuck?" I said, "You couldn't pay me to come back." He said, "Will you ever ask for a recommendation from anyone from Tuck?" I said, "I don't think I could get one; therefore, I don't think I will ask for one." He said, "If you promise to those two things, we will let you graduate" and they did.

DAILY: Now he was trying to hold up your actual Dartmouth -- not the Tuck -- graduation?

MANUEL: Yes. I mean, this was…

DAILY: This was spring of '58?

MANUEL: '58. Yes.

DAILY: Wow.

MANUEL: Yup. He is still alive. Then it went on…Everybody thinks he is the greatest thing since sliced bread. He taught me that -- if I ever was a dean -- how I would not act. It was clear the second semester that I was not coming back. I made that clear that I was going into the Navy, but, you know, they were greatly offended. And, you know, I suspect in my youthful worldly experience, I was too tough on them.

I look back now and think some of the things that I learned at Tuck were very, very beneficial to me as dean of the college and particularly as head of a school, particularly the budgeting and the finance, all of that. But much of it was just Mickey Mouse. I mean… Dave Bradley and I still talk about the night that…We had just had an exam in marketing and these weren't announced exams at Tuck. I don't know whether you are aware of that. You walked in in the morning at eight o'clock and, if there was a yellow sheet, it meant that you had an examination. "Go to this room and this is what it is on." So we had a marketing exam which meant that the hour exams were starting. We studied accounting and production and administration and Dave and I were both carrying ROTC. We both had Great Issues. I mean we carried twenty-four hours senior year. Dave said, "God, I have got to go to bed. We are off to Harvard this weekend. I'm the quarterback. I have got to get some rest." I said, "I'm going to stay up, Dave. I have not been called on in marketing and this is a big case." It was a fifty-page case. It took a lot of analysis. You had to do all the math to figure out how you were going to solve this case.

I never slept that night. I got up and went to Tuck the next morning and bang. There is a yellow sheet on the paper. Was it accounting? No. Administrative? Marketing? I checked the date and it was an examination on that case. We had one hundred and twenty people in Tuck. I think there were one hundred and sixteen "F's" and four "A's". I mean, people were so psyched for the next exam that they didn't read the case.

But that is the way they played it down there. [Laughter] You would walk into a class there and they would say "Good morning, Mr. Manuel" and it was your turn in the barrel. If it was finance, you had to get up and draw a diagram and explain to the class. If it was marketing, you were going to be hit with question after question. It was a Socratic method, but I mean, literally you were carrying so many hours down there and two

courses at the College, a five-hour course in Naval Science and Great Issues which met three times a week and had two journal entries every single week. So, fortunately they cut the three-two program. Tuck was good for me in one sense. I knew I didn't want to go into business ever again.

DAILY: Wow. That was rough.

MANUEL: Yeah, it was… Well, you know, now you can do anything you want down there. This kind of clothing is perfectly acceptable. I know of guys who were called in because, while they were wearing coat and tie, they would wear a flannel shirt and a necktie. We were told the first day, "These are not classes. These are business appointments. One, you never miss one and, two, you are never late for a business appointment." That's the way the place was run. So…interesting.

DAILY: Yeah. Very interesting. A rude awakening, I would say, almost.

MANUEL: I'm not sure it's that way now. I am sure it isn't that way now, but that was the old method.

DAILY: When you came back to Dartmouth from the Navy and went into admissions, I know in the '60s, Dartmouth was trying to recruit minorities as well as disadvantaged students. How did you do with that and what were the experiences that you had with that?

MANUEL: I was responsible for minority recruiting the last four years I was in admissions. I was on the, I was a charter member of the Trustee Committee on Equal Opportunity. It was something that I was interested in. I was raised in Maryland and couldn't understand why we didn't go to school together. I went to Boys' State in Annapolis and that was the year they integrated and the integration was one African-American. He happened to be from my hometown. I roomed with him, which was really unheard of, but I knew Joe Brown and he was a great young man. I think because of it they elected me Senior United States Senator, so I went to Boys' Nation and met the president and all of that kind of stuff.

My father was a very unusual guy. He was not active in civil rights, but he was in business and he was very conscious of the inequalities and made me very conscious of them. When his funeral came, half the congregation was African-American in

this supposedly southern town. So it was something that really…The only time I ever remember my father hitting me was when I had said that Marion, who was a boy who lived down behind us, I called this young man… I said the "N" word. Bang. It was fast. I hadn't even gotten it out of my mouth. I was told, "Don't you ever, ever say that word again!"

So it was something that I was committed to and interested in. We did a lot of things. Dartmouth had started the ABC [A Better Chance] Program here. We had a lot of contact with ABC and there were alumni throughout my region, which was heavily African-American, who were very anxious to do this sort of work, too.

For instance, Dick Lipman [Richard W. Lipman '42], class of '42, was district enrollment director in Philadelphia and he and I would visit these street-front social clubs and talk to the people there and they would give us names. Literally, I would go to heavily African-American schools, Central High School in Philadelphia and literally what I did in my region was pick out those schools that were heavily African-American… Woodrow Wilson High School in DC, a great school. I just made it a point to visit those schools on a regular and continuing basis. It was tough going.

I can remember one, Dave Richards '59 [David W. Richards '59]. We were teammates. I was visiting a school in Mississippi and he said, "Ralph, whatever you do, when you land at the airport, if it is a day that I can't pick you up and you rent a car, you have to have Mississippi plates." He said, "Because, if they see a white guy coming out of these schools and you've got Illinois tags or something like that, I can't promise you what will happen." So we just…it was the best advice I guess I ever got.

We just worked the schools. The thing was that nobody trusted you at that point, '64 or '66, because we had never shown any interest before and so it took years to build these relationships. Fortunately, some of our alumni stepped forward. Some I won't mention were not at all enthused about this.

I mean, there were just cities that where, you know… Chattanooga comes to mind. I went down there and faced just outraged alumnus that we had taken an African-American from

this school and "You turned down these kids at McCallie School. You turned down these kids at Baylor and sons of our friends." I said, "Look, that's the way it is. If these kids had had the opportunity to go to McCallie or Baylor -- both of which were pure white -- they would have made it with those same numbers. But the fact that they have a 600 in math, given where they went, is a lot more impressive to me than a 650 coming out of these posh white prep schools." Eddie had to come down with me the next year to sort of calm them down. [Laughter]

Most of the alumni did respond very positively and helped us and, over time, we built up relationships with guidance counselors and with social agencies, many of which I used for Culver. When I arrived there in '82, we had 5% African-Americans. When I left, we had 35% students of color. But I used the same social agencies and so forth that I had used before in Chicago and Cleveland and North Carolina and places like that. It was very rewarding.

At the same time, it was frustrating because you would find these kids and somehow or other, so would Harvard, so would Yale. It has a long southern tradition. It took Princeton a long time to figure it out because everybody from Baltimore and all those prep schools went to Princeton. Every southern boarding school had kids going but there was a reaction against the northeast. I remember once in Mississippi talking to an African-American guidance counselor. She was a wonderful lady and I said, "Do you ever send any boys up north?" She said, "Land sakes, yes. We sent a boy to Washington and Lee last year." [Laughter] I'm thinking, "Boy, do we have a problem."

DAILY: That's right.

MANUEL: If W & L is north…

DAILY: Dartmouth is at the North Pole. [Laughter]

MANUEL: But, you know, we just kept working at it. I would travel at least four weeks a year to the south. Eventually we made some progress, but it was, you know…The ABC Program was very beneficial to us, particularly when it moved into secondary schools as it did here in Hanover and Woodstock and some other places. Our first group of Hanover ABC students

produced a Rhodes Scholar. Actually, there were three or four Rhodes Scholars that we got that came out of the ABC Program, one of whom had to decide between a Rhodes and playing for the Baltimore Colts. He took the Rhodes, came back and played for the Colts and then went on to Yale Law School [Willie C. Bogan '71]. Eventually, you know, we did make a lot of progress. I remember Stuart Simms [Stuart O. Simms '72] from Baltimore, who was captain of lacrosse and captain of football at the great Baltimore school -- I am blocking the name of it. That's awful. But, his next door neighbor…

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

DAILY: … down South.

MANUEL: I remembered Stuart Simms because he was a great student at this private school and he was a great athlete. He went on to be all Ivy and captain of the football team here. The day he left the campus, I asked the students who had shown him around if we had a shot. They said, "Oh, we are pretty sure he is coming." I said, "Calvin Hill is his next door neighbor and Yale is in the picture." This student said, "He will look pretty funny at Yale wearing the Dartmouth jacket he bought." [Laughter] So you remember those successes and just some wonderful kids that came here and just beyond the expectations that you could hope for.

You know that was one of the things. The SATs were not second nature to these students. I mean they hadn't been geared for those kinds of tests. They hadn't even been geared for college and suddenly new doors were opening, but you had to look at them differently.

You know, it is fascinating. There was a study…John Kemeny [John G. Kemeny '22A], God love him, he liked numbers and he liked numbers that correlated. So one of the studies that we did when the trustees were debating what it meant that those students admitted to Dartmouth should have "a significant positive impact on society." We undertook a study and we took a class twenty years out and they picked the class of '58. We took a random sample of one hundred individuals and we wrote them and told them, "We are doing a survey." We got about a 90% response from them. We asked for a copy of their resume

and what they had done since leaving Dartmouth. We then gave it to a panel of five people -- faculty and a couple of administrators -- and we asked them to grade on a nine to one scale, 1-3-5-7-9, those who had made the most significant impact, 9 to the least. Every one graded the ninety-plus folders that we had and in no case, which to me having studied measurement, was remarkable, they never disagreed by more than one. In other words, if someone gave someone a nine, nobody had him below seven. It was never three-seven or five-nine. They never had that kind of disagreement. So there was a real correlation in terms of how they were seen as having contributed to society. We took those people and then ran correlations -- on SATs, achievement tests, rank in class in high school, rank in class at Dartmouth, parental income, size of hometown, admissions office academic prediction -- and there was no correlation.

DAILY: Really?

MANUEL: But there was one correlation. In those days, the admissions office would give, put A, W or R, admit, wait list, reject and then they put the academic predictor in the numerator along with a denominator. The denominator on a one to nine scale was the admissions officer's prediction of this person's contribution to the life of the College -- what kind of person would they be in terms of contribution -- and that correlated. The study was immediately buried.

DAILY: I was going to ask when this was. I want to look at the study. [Laughter]

MANUEL: '78.

DAILY: '78. Okay.

MANUEL: I mean this was not what John had in mind. John felt that if we just could take people and correlate the SATs, we don't need all this other stuff. Of course, it didn't work that way, but I mean whether it would happen again or whether this was just a unique group of either people who responded or the raters, you don't know.

DAILY: Right.

MANUEL: But it was interesting that that's how it came out. I mean, you know, we would take -- we did the one to nine, the stanine system -- and we would plot the class on these two scales and nine over nine was admitted. We would take a nine over one, nine academic versus a one personal qualities. I don't ever recall us taking a one over nine because you weren't certain the person could do it. A one meant that they were going to be in the bottom half percent of the class. But some of them fooled us. Occasionally you would take a two over a seven or something like that because of the background and, you know, I guess I am convinced that's how I got in. [Laughter]

DAILY: I want to fast-forward a little bit out of the '60s and into when you were dean of freshmen and you had some of the minority students here on campus at that point. How do I phrase this? What were your findings (that sounds too scientific), but how did you find their experience? Were they coming in talking to you and what were they telling you?

MANUEL: When I became dean of freshmen, the first thing I did was I hired a woman, Britta McNemar, who was working for Carroll Brewster. Britta was a very, very unusual woman. Gosh, at the age of thirty-something, she was chairman of the board of her alma mater, Connecticut College, which eventually went coeducational.

I also went out and hired an African-American, saying, "This is the office for everybody." We had a goal of sitting down with every single member of the freshman class by the time the year was over. There were some kids that, despite getting an invitation or two or three invitations, were dedicated dean-dodgers. [Laughter] That's what we called them. They wouldn't come in, but for the most part, all the kids did.

You know, it ran the gamut. There were some African-American students who were very angry, very hostile, very suspicious and there were others who were very forthcoming. They came in for help. I got to be close, personal friends with them. I still visit with many of them. They call me and talk. So it was a set just like the white population set here. They were made up of all kinds. I really upset some alumni on the road who said, "Well, we understand that the blacks all sit together." I said, "Yup. You know, these groups that sit together at meals really bother me. I think it strikes at the heart of what we are trying to do at

Dartmouth. Nothing upsets me more than watching the whole hockey team eat together or the baseball team eat together." It's natural and eventually I think it has broken down, but if you are coming here…

I remember being overwhelmed by these guys from Andover and Exeter and, you know, Walnut Hills High School in Cincinnati and New Trier. We had twenty-five guys from New Trier and I am from Brunswick, Maryland, the first kid ever to come to the Ivy League from my school, maybe the first in Frederick County. I understood what these kids were doing. I understood how they felt. I was overwhelmed, you know, but there were a couple of faculty members that I got to know and were very helpful and supportive.

The church was very important to me, the Episcopal church. I can remember going to holy communion at eight o'clock and then going to have breakfast with Father and Mrs. Hodder, who always had us all over. There were guys who went to the eight o'clock service just to get the home-cooked breakfast. [Laughter]

In those days, there was a real, almost a stigma attached to being a scholarship student. Bob Hage [Robert K. "Bob" Hage '35]… I knew Bob. I loved him -- a great financial aid director -- but he had bad policy. If you were on financial aid, you couldn't drive or own a car. Okay. So that sets you apart immediately. You know, you would go around almost begging for rides home during the holidays because, if you shared the gas, it was ten bucks. If I took the train, it was forty. Yet, this policy was because if I could afford a car, I could afford to pay my tuition. Well, if I could have afforded the car, it would have been about a one hundred-dollar piece of junk that would have gotten me back and forth. So, you know, they had policies that set us apart. The only people who worked in the dining hall were the ones on scholarship. I worked there three years. So, in a sense, I understood where -- as much as any Caucasian could understand -- what these kids were coming to. In a sense, I fit in because I was white and they couldn't.

I got to play baseball. I knew that group of people and I knew the people in my dorm, but it was a tough, tough experience. We must have had a dozen African-Americans in my class. I knew them all. You know, there were guys we looked up to.

Some of them had very distinguished careers. Archie Whitehead [Archie S. Whitehead, Jr. ‘58] is a doctor in Los Angeles. I already mentioned Chet McGuire [Chester C. McGuire, Jr. ‘58], undersecretary of HUD in the Carter administration. Mickey McGuire [Robert Grayson "Mick" McGuire III '58] was head of African-American Studies here and was tragically killed in an automobile accident in the ‘70s. Carl McCall I already mentioned.

Archie Whitehead, when I think about him… [Laughter] Do you know what his claim to fame was as an undergraduate? He was the Dartmouth Indian. [Laughter] He painted his body red. That’s the kind of place it was. Those guys all had a hard time, I know. I got to know a ’57 by the name of Gene Booth [Eugene L. Booth ‘57]. He was one of Dartmouth’s great basketball players. He was in Sphinx. He talked about it quite a bit, about coming here and how hard it was from Massachusetts where he had lived in a black community. You know, Carl McCall had a single-parent mother, lived in Roxbury with something like ten siblings and, you know, for him to come here and excel and go on to…He went to seminary, then worked in New York as a preacher, then school board president for the City of New York. He is now comptroller of the state. It is just remarkable. I don’t think there is a single African-American in my class that hasn’t had that -- maybe not running for governor -- but they have all had very, very distinguished careers. It was just a great group. Archie Whitehead’s son just had a book that was really acclaimed recently. I can’t think of the name of it.

You know, these kids that were coming in were pretty much a sub-set of what the rest of the population would have been except that they were carrying a much heavier load. These were explosive days with Vietnam and the whole thing. I remember ’67 -- or the spring of ’68 -- when Governor [George] Wallace spoke here. The place went nuts. They tried to overturn his car. Yet, you can understand why. At least I could.

DAILY: I have heard one story about the Wallace visit that he was such a good speaker that, even though you didn’t believe in anything he said, he could hold the group just in a trance. It was kind of like coming out of hypnosis almost after the speech.

MANUEL: Yeah, but they were waiting for him outside. That was the issue.

DAILY: Is there a year in the '60s that you thought was a turning point at Dartmouth in terms of kind of student…I will use the word "student radicalism" just to…

MANUEL: I guess it would have had to have been after the Wallace visit. I was in Illinois by then. It was probably '68 or '69. They took over Parkhurst in '70…

DAILY: '69. The spring of '69.

MANUEL: Yeah. That's right. That had to be it. I talked to Thaddeus [Thaddeus "Thad" Seymour '49] about it. In fact, I was with Carroll Brewster two weeks ago and he and Dave Bradley were reminiscing about it because Bradley was attorney for the College and faced off against William Kunstler who, after two days knew he was beaten and didn't show up in court.

Those were really tragic days. They were tough days, too. I was working for the dean of the college of liberal art in Illinois and we had some riots that you wouldn't have believed. Just frightening experiences. Our campus police there were armed and drew a gun on a kid. I tried to stand between them, but, you know, I was afraid that somebody was going to get shot. It was really tough everywhere…right after Kent State. Phew. One of the assignments that you had in Illinois was an opportunity to review various aspects of higher education. I got Roosevelt University and Parkland Junior College. I also got, right after the Democratic convention in Chicago, one of my assignments was Malcolm X Junior College. Fortunately, they sent me with another student who was an ex-Green Bay Packer football player, an African-American. Man, I stood as close to him… I was in his hip pocket! [Laughter] I really then had a much greater appreciation of what our students here had come to when I was the only white person in that school right after that Democratic Convention. That was September of '68. I mean, it was frightening because you just sensed the hostility.

DAILY: When you headed out to Illinois for your doctorate, did you know you were…Were you planning on coming back to Dartmouth?

MANUEL: No.

DAILY: Okay.

MANUEL: No. I wasn't planning on it in '71. I was trying to decide between two jobs. I had just come back from a visit to a small college in Wisconsin on Sunday night and I said to Sally, "Well, I promised that I would give them an answer by Thursday, so we have got to sit down and talk about this." Then the phone rang and it was Carroll Brewster saying, "We would like you to come out. We've got an opening." I said, "Well, I am sorry. I can't do it." He said, "Why not?" I said, "Well, I have two job offers on the table and I can't extend the period. I promised each I would give them an answer by Thursday and I will." He said, "What's the problem?" I said, "Well, there isn't enough time." He said, "Certainly there is. You get on a plane tomorrow morning and fly here. We can meet Monday and Tuesday and, if it works out, we will give you an offer on Tuesday. Then you have until Thursday to figure which of the three you might want."

You know, at first my wife was fit to be tied because I came at a lot less money here than I would have gotten there; but I saw it as the opportunity to work at a premiere institution. My wife saw it as mother calling. [Laughter] She admits that maybe it was, in the long run, a good deal. So we came back to Dartmouth, but I had literally no intentions of coming back, you know, and that was one of the things that, you know, Mr. Dickey had often talked about. He had said to me once, "You have to make a decision, Ralph. Is your career Dartmouth or is your career education?" That is one of the reasons I went to Culver. When I left in '68, I remember taking the van that we were following out of town and looking at Dartmouth Row and thinking "Well, that is the last time I will see that until maybe some reunion sometime in the future." As it turned out, I was back before the next reunion.

DAILY: Now, did you report to Carroll Brewster?

MANUEL: No.

DAILY: No. Okay.

MANUEL: I reported to Don Kreider [Donald "Don" Kreider].

DAILY: That's right. He was the VP for student affairs at that point.

MANUEL: Right.

DAILY: Okay. Let me take this tack then. I know the VP -- the vice presidents -- was kind of an experiment under Kemeny. What's your take on how successful the experiment was and…?

MANUEL: It was a disaster.

DAILY: Okay.

MANUEL: You know, there was a gift from an alumnus who was one of the principals at Cresap, McCormick and Paget. Katherine Brock, who was a secretary in the dean of freshmen office… I remember one day she said, "Those initials are absolutely perfect." I said, "What do you mean, Kay?" She said, "Well, they stand for 'Christ, more paperwork.'"

We had operated the College for years and years without a vice president and suddenly now we had one with several assistants who were looking for something to do. It was a bad situation all the way and I felt sorry for Don Kreider who was thrust into it because he had no administrative experience, you know. He didn't know how to operate…It was really something. Sometimes he would interfere in what you were doing and, you know, you get to the point of frustration where, you know, you just say, "Look." I once went to him. He wanted room changes made and the student hadn't talked to me. I just went in and said, "Don, here they are. Here are the students. You want to assign them rooms? You go ahead and do it, but, you know, that's my job. Either I do it or you do it; but one of us is superfluous. You can tell me what to do, but don't second-guess me." These were things that he didn't understand; that you give somebody a job…You tell them to do it, then you don't come and mess with it…

DAILY: Right.

MANUEL: …when the job is almost done. So it didn't work and Frank Smallwood [Franklin "Frank" Smallwood '51] followed him in '75. Frank's job was to dismantle it, which he did and then all those functions came back to the dean of the college which was one of my frustrations toward the end because suddenly I am on eighteen different committees.

I got into this realm of higher education because I like working with students. I like young people and I could get to know them and I could help them. I could help them to see either the wisdom or the error of their ways and I had a lot of very close, personal relationships. I still do. I mean, many student that I have had still call me and I still get wedding invitations, birth announcements, all this kind of stuff. But, by the end, I was wrapped up in all of these committees so that I was having little, if any, contact at all with the undergraduates on a one-on-one basis. Other people were doing it because I was now on a policy level and that is not why I came into the business. I enjoyed…

The best job I ever had was dean of freshmen, but I knew I couldn't do it until age sixty-five because I had gotten the job when I was thirty-five and I became dean of the college and I enjoyed that the first two years. Then, in '77, I was vice president and dean of the college and my role changed and it got progressively worse as I was on the Facilities Planning Board, the Council on Budgets and Priorities…All the committees Frank was on suddenly became mine and the other committees I was on, I couldn't get off of. So it was really overwhelming.

I can remember scheduling interviews. In those days, the law schools wanted a letter of recommendation from the dean. That was required. It hit me that, in the earlier classes, I could sit down and talk with the student for fifteen minutes, referring to a dean's card which had eight or nine entries I had made about the student. Now there were none and the interviews took an hour. I still didn't feel I knew the student and I would have to go and write, you know…

It was a ritual of a sort in my house. We were closed for Thanksgiving and Friday and Saturday and we started back on Monday. Our lake cottage was not winterized, but I would go out and put the fire on and sit there and dictate all day Friday, all day Saturday and all day Sunday. Then I would come back and hand those to my secretary. But my kids saw me Thanksgiving Day, but they never saw me the rest of the weekend every year because the recommendations had to be in by December 1st or the 15th or whatever. It was much harder to write those recommendations in 1980, '81, '82, than you can imagine

because I didn't know these kids, whereas, in the other days, I knew them all.

I remember Lloyd K. Neidlinger [Lloyd K. "Pudge" Neidlinger '23]…his granddaughter Annie McLane [Ann McLane Kuster '78] graduated in '78. He came into my office afterwards. I said, "Dean, I hope you enjoyed the commencement." He said, "Yeah, I did. It was great to see my granddaughter graduate." I said, "I hope I ran it…one that was suitable to you." He said, "Well, I will be god-damned if any of my students ever kissed me." All the girls kissed me as I handed them the diploma. [Laughter] I just knew them that well. Sally used to say, "I don't mind them kissing you when you hand them the diploma, but those that are being handed a diploma by the president or by the dean of freshmen who come across and kiss you really bother me." [Laughter]

There were so many of them that I knew and there are classes that I am really close to. I mean '76 and '78…'78 never had another dean. I was their dean of freshmen and the next fall I was their dean of the college, so I had them all the way through and there were a great many of them. You know, I was stunned by the loss of some of them in the World Trade Center. '82 was a very close class and my last. But those were great years, fun years.

But I knew I didn't want to be a college president and couldn't see myself doing this, particularly with the transition. I think every president deserves the opportunity to choose his or her own dean. Interestingly enough, I had been called about other prep schools in the past and had never, ever thought I would do it. Then I made this the one.

DAILY: Let's back up a little bit and talk about what it was like to work with Carroll Brewster. I know this can be touchy.

MANUEL: No. It isn't. Carroll and I are good friends. Literally, when I said I saw him two weeks ago, we were fishing together up in the Grant. I invited him to join my group. This was my thirty-first consecutive year of making the trip. Over the years, I developed a group and I asked Carroll if he would be interested in coming. He hadn't been in the Grant in twenty-five years. He is a great outdoorsman. Carroll went to Yale out of Exeter. Had wanted to apply at Dartmouth, but he was told he couldn't. He

was too good a student to go to Dartmouth. That was the impression they had of us at Exeter. So he came to the place with a pre-conceived notion…

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

MANUEL: …who does he serve. He made some terrible mistakes. I remember I was furious with him when he was re-establishing the Hums. He was the one who was the judge. First of all, he judged it alone, which he never should have. There should have been other people judging with him. Then he chose the winner. This was the group that sang the song that they made up to "This Old Man" – "Our Cohogs"….Cohogs….and he came back and announced it. I didn't go because I thought it was going to be bad. The spring of '73, I just went into his office and shut the door and I said, "What the hell have you done?" He said, "What do you mean?" I said, "What have you done to my college?" I said, "You know, we have women here. What you just did was outrageous. It was insensitive." I said, "Carroll, you have got to get a grip. We are serving everybody here, not just those obnoxious seniors from Theta Delta Chi." I guess he got a little of it, but not all of it.

DAILY: Yeah.

MANUEL: You know, there were other things. I remember when he had announced his departure for Hollins. They needed somebody to bridge the gap with the Ivy deans, so I was invited to the dinner that the Ivy deans were having at his house. In fact, he said, "I would like to give them an outdoors dinner." He had a guy go out and shoot a deer. This dinner was in May. [Laughter]

DAILY: You wouldn't want to eat the venison.

MANUEL: Interestingly enough, I went out and caught the trout, all legal. I took some Dartmouth students and we caught the fish and everybody had trout as an hors d'oeuvre, but here we are sitting there around this table -- all the deans of the Ivy League -- and his wife serves the dinner and that's it. We don't see her. She is not at the table. I mean, if I had ever done something like that, which I never would have, I mean I would have had to seek a divorce lawyer. But it was understood that he was the man of the house and her role was to serve.

I just never understood that, but I guess he came from a different time and era. He is now supposedly retired, but he is on the farm where he was born down in Connecticut and it is right near New Canaan and he owns a couple hundred acres down there. So obviously money is not an issue for Carroll. I guess the way he was brought up had some impact on this, too. He went to Yale when it was all male. I went to Dartmouth when it was all male, but this is a better place and it is a better education. I don't think Carroll ever, ever understood that. But I love the man. I loved his wife.

DAILY: Do you know how he was brought to Dartmouth? Did John Dickey hand pick him?

MANUEL: Yes. He picked him and he was introduced to John Dickey by F. William Andres, Bill Andres [F. William "Bill" Andres, '29], class of '29, chairman of the board. Bill Andres was chairman of the board at Exeter and Carroll was on the board. That's where the connection is. Thaddeus [Seymour], I knew, was very fond of Carroll. He thought he was just what was needed at Dartmouth and, in some respects, he was. I mean, he came in at the height of the drug thing. He dealt with that and he dealt with it in a very professional and creative way and saved a lot of kids. But, at the same time, he wasn't ready for coeducation. You know, I don't think it is a secret; he was asked to leave.

DAILY: To pick up…you said he had worked with the drug situation. Were there other things that Carroll Brewster did very well?

MANUEL: I think for a certain kind of student, he really was…How can I say it? He defined their Dartmouth experience, but they had to be basically rugged, outdoorsy, athletic and expressive. Full of joie de vivre.

I mean, he loved the rugby players, a pretty raucous group. He was always invited to their things. Interestingly enough, I played rugby in England for the U.S. Naval Forces. We had a team and played all the English teams. They never did what our rugby team did. After we played, we showered and had a reception together and drank beer and ate together with our wives all there and it was a very fun thing to do. It gave me an opportunity to meet many Englishmen and Welshmen, Scots and so forth, but we never would have done what those guys

were doing. But Carroll never grasped that. You know, I was invited. I wouldn't go. I said, "I don't want to be associated with that. I know what rugby is really like." [Laughter] But he saw that as we were pulling people together and so forth.

You know, he had his favorites. A couple of things… A guy by the name of Joel Zylberberg [Joel Zylberberg Hyatt '72] apparently broke into the post office his senior year and pulled some prank in the last week and Zylberberg was graduating with honors. Suddenly the problem disappeared and, not only did Zylberberg graduate, but we, at Carroll's insistence… That was the only year in the history of the College that we graduated people in reverse alphabetical order.

DAILY: Wow.

MANUEL: So Zylberberg was first. And he had just gone and said, "Dean, I have never been first. I have always been last. I want to be first. How about letting me go first?" In order to do that, he reversed the order. But, you know, that was Carroll's idea of … "That's really neat. Let's do that," without thinking of the implications of…

DAILY: Of tradition.

MANUEL: Of tradition. You know, you can't do things just because one kid asks you. But, you know, that was the way he was and I suspect that got him in trouble at Hollins. He was there just a short time. You know, I couldn't believe he was going to a women's college. [Laughter] He and John [Kemeny] just never hit it off.

DAILY: Did he ever share with you his views on Kemeny? I know they had their differences.

MANUEL: Yeah. He was not fond of John. He felt that, you know, that John didn't have any backbone, didn't really stand for anything. His idol was John Dickey. You know, Mr. Dickey is one of my idols, too; but so is John Kemeny because John had a vision. I had the privilege of meeting Ernest Martin Hopkins. Hopkins and Dickey transformed this institution. When I got here, half the buildings were here and the endowment was twenty-five million. When Mr. Dickey stepped down, the endowment was five hundred million and we had the Hopkins Center and Kiewit

and a lot of things that we hadn't had. John took that and even went further: African-Americans, Native Americans, women and bringing in more and more distinguished scholars. Those three in combination put this institution where it is today. There is just no doubt in my mind, as a student of higher education. I mean, this is one of the distinguished institutions of higher education not only in this country, but, you know, it is world famous now. My god, when Ernest Martin Hopkins left the job as vice president of personnel at Filene's in Boston, it was a back-water New England college. You know, they transformed it. I have immense respect for John Kemeny and what he did. He had a lot of moral fiber and he had…I think he understood what it was to be a minority, to be looked down on and the man was absolutely so brilliant that it was unbelievable.

DAILY: Now did he…Did John Kemeny hand-pick you to be dean of the college or how did that come about?

MANUEL: He hand-picked me to be dean of freshmen, but there was a major national search. I said I would not apply and I didn't. I said the only way that I would be willing to be considered was if I was nominated by a member of the faculty and students. I was nominated. I went through the national search and it came down to two of us. John Hanson '59 [John E. Hanson '59], who was dean of students at a college in Oregon. I had known John slightly as an undergraduate. He's now dean of admissions at Middlebury. It came down to the two of us and I was chosen.

You know, I considered myself John's dean. I reported directly to him and, you know, I have many fond memories of working with John. He was very, very supportive. We met once a week and we had staff meetings once a week and John always… He would sit at the head; he had me sit at his left hand and Leonard [Leonard Rieser '44] at his right. When he was at Three Mile Island, Leonard and I ran the College. I don't think we did a bad job that year. It was a real team effort. That was one of the difficult things about the transition between John and Dave [David T. McLaughlin "Dave" '54 TU '55]. John really wanted your opinion and he might debate you and ask you questions and probe, but he did want to know when he was not wearing any clothes. I remember the incident of the Indian skaters and, you know, I took shots in the national press for this. Two kids dressed up as Indians and skated on the ice. You have heard about that?

DAILY: Yes.

MANUEL: John went berserk. Jean [Jean Kemeny] went berserk. They demanded that these kids be thrown out. You know, I had to sit down and said, "John, wait a minute. These are two freshmen. They were put up to it by upperclassmen on the hockey team. You know, they were, in a sense, made to do it. Now do you really want to throw them out of college for two years for this? It was a personal insult to Native Americans, but it was not a personal insult to you." He said, "Yes, it was." I said, "I don't understand how." I mean, we talked about it and finally I said, "Look. Let's let them stay under the conditions that they meet with Native Americans, talk with Native Americans, keep journals and talk to other groups about whether they view what they did as a mistake." We agreed that that would happen and they were not dismissed from the school. The two kids learned a lot, but one of their brothers…One of the kids had an older brother who went to the press and the next thing you know, I am in Buckley's [William F. Buckley, Jr.] column and "Take an Indian to Lunch" and all this kind of stuff. But John was willing to hear another side of the story. We had wonderful staff meetings and great debates. You could disagree and maybe your disagreement didn't carry any water, but at least you were heard.

With Dave, you weren't. I remember that we had just gone through a series of very significant budget cuts and I carried the load. It was agreed that we shouldn't cut the academic departments, but I had cut some of my people. I took over ten percent out of the budget and so I've got all of these people who are now working with fewer colleagues and no reduction in terms of what we were trying to accomplish. Dave comes into the next meeting and says -- looks at the staff and says -- "We have just gotten a wonderful grant from this foundation, the Fairchild Foundation. It is a wasting asset, so we can spend a portion of it each year. So we are going to give very significant increases this year, apportion that to the teaching faculty." And he finishes describing it and I said, "Excuse me, Dave. Didn't you mean the faculty and staff?" He said, "No. I didn't. I think I was very clear." I said, "Well, with all due respect, I don't think that is fair." He said, "What do you mean?" I said, "Well, we just went through a very significant series of cuts. My area carried a heavier load than Leonard's, than over in development," and I

went around the table. He said, “So what?” I said, “Dave, I have fewer people doing the same thing and you are telling me there are not going to be any increases for them, but the faculty is going to get ten or twelve percent. I think it is going to destroy morale. It is going to have people looking elsewhere and it is not fair.” He said, “Okay. Anybody else share that opinion?” He said it in such a way that there was dead silence. Okay.

So the next week we meet and he said, “Before we make the public announcement on the Fairchild gift, I would like to go around the table just to see if there are any concerns or questions about it.” And he is sitting there and I am here and Leonard is there and he said, “Let’s go around the table. We don’t have to hear from Ralph. We know how he feels. He hasn’t agreed with anything that I have said since I became president of the College.”

DAILY: My word.

MANUEL: That evening, I was having a meeting with the search committee from Culver Academy and I wasn’t sure that I was going to take it, but there was a meeting that they asked for, not I. You know, it was clear that I could not have worked in that kind of an environment. And this was in February or March of 1982. David just…Dave came from the corporate world and he as much as admitted that in a speech he gave to the Dartmouth Club of the Upper Valley; that he came from a culture where you made decisions…You made them quickly after you analyzed them personally and then you implemented them. That was not the way John worked. So it was night and day for me.

DAILY: That’s tough. There were a lot of stories like that. It shows the difference between the two men -- the two presidents -- so clearly.

MANUEL: Well, you know, John…I always gave him a birthday present and one year I gave him a case of "Green Hungarian" wine. [Laughter] It was by a California outfit. I said, “John, you are the only green Hungarian that I know.” [Laughter] He was delighted with that. But you couldn’t do that stuff with Dave. He was just too serious.

I was an early riser from my Navy days. I mean, I’d be in the office before seven most mornings. The first day Dave was on

the job, I was there at seven. His light was on so the next morning, it was six forty-five. He was still there. I couldn't believe it…That this guy…I guess he went to work at five o'clock. I was always the first one in Parkhurst until he became the president, but not after that.

I remember one day…Al Quirk and I had breakfast with him at six o'clock at his house to talk about admissions and I won't go into the details of it, but it was a difficult meeting for Al and me because Dave said, "I want this many football players. I want this many African-Americans. I want this many of this. I want this many of that." Quirk is standing. He says, "Mr. President, there is just one little problem here." He said, "What's that?" He said, "Well, these numbers come to more than a thousand fifty and that's all that we have room for." He said, "That's what I want." But anyway, I am at his house at six in the morning. I got home about seven o'clock and I said to Sally, "You know, I am sorry I am late but, you know, it was just an awful day. I just couldn't get away." I said, "You know, let me just sit for five minutes before you warm up the dinner…just to calm down." At that moment the phone rings. She said, "Oh, I'll get it." She comes back in and says, "It's for you. It's Mona Chamberlain" (Dave's secretary). And she said, "Ralph, just a minute for the president." I said, "Yes, Dave. This is Ralph." He said, "Well, I tried to call your office, but apparently you left early today." It was seven o'clock at night. The guy was a machine. So…

DAILY: You had mentioned -- going back to John Kemeny -- debates in the staff meetings. Do you recall any of the subjects of those debates and how it went?

MANUEL: Oh, yes. Literally, anybody could have their input. I can remember when we were discussing making the move from the number of women we had to begin to move forward and, you know, there were serious implications for development, serious implications for athletics and so forth, but everybody sat around and said what they felt. You never had a fear or concern that you wouldn't be heard as long as you could explain logically why you were taking the position you were. That's the way he ran the meetings, but the guy was an academic and that's the way he ran his classes. You know, everybody was fair game in the room. Everybody's word counted just as much as we all struggled to reach a consensus on what was best for the institution and the vision that John had for it.

DAILY: Okay.

MANUEL: But those were some lively and long discussions. You could tell that John really relished leading the school when he would come back from his trips and talk about what he had talked with the alumni about and where we needed to go in order to deal with some of these issues. I mean he had immense support from some folks.

I remember one meeting when Leonard was in charge of the Montgomery Fellowships and Ken Montgomery [Kenneth "Ken" Montgomery '25] whom I had met because I was part of the team that admitted his nephew, Bill Pollock [C. William Pollock '72] from Nacogdoches, Texas. Number one in the class, didn't have six hundreds on the board, but was number one in the class. That is the best correlation there is for success in college. He went on to be a pretty fair student. He was graduated Phi Beta and he was captain of football and was the most valuable player in the Ivy League. [Laughter] So it was a pretty good deal.

Ken became very concerned that the Montgomery Fellowships were being taken over by the faculty for their use rather than the original intent, which was to give students the opportunity to be with these individuals that were brought to campus. So suddenly I am thrown into the mix and, again, there was some pretty significant discussions about that, sitting around that table. It finally came down to Leonard agreeing to it. I don't think he was thrilled with it, but it was what was best for the College in the long term, given the capacity of Ken Montgomery, Dartmouth '25, Culver '21. [Laughter]

DAILY: That is interesting…

MANUEL: What he could do for the College. So I was put into it after several meetings about it and, as it turned out then, when speakers came, they always…I guess…I am trying to think…The former prime minister of Great Britain who was here. I can't think of his name. Oh. Heath. Douglas Heath. Edward, I guess it is. I had a luncheon for him at the house. He was a yachtsman so I had him meet with the yacht club. We put on a lunch for them, so suddenly students were involved with these

great names and great thinkers that were coming to the campus.

I remember when Linda Byrd Johnson came. Her name is Robb now, it was Robb then. We had a luncheon for the outstanding women in the senior and junior classes at the dean's house so that she could sit and talk with students. Those were the kinds of issues that we flushed out in those staff meetings to change the directions of programs and things of that nature.

John kept a pretty good tab on what was happening in each of our departments as we went around the table every Monday. He was the exact opposite of Dave. He would sometimes… That meeting was usually at eleven o'clock and John had just gotten there, but he would be there until eight or nine o'clock at night. He was a real night owl, whereas Dave, you know, crack of dawn. That was a dramatic shift for a lot of people.

For me, the most dramatic thing was, you know, the corporate mentality. I remember it was in the winter of his first year, Dave got up and apologized to the faculty for having made decisions without inviting their input or listening to them and so forth. He left the meeting very chagrined, I think, because he had taken some shots and Leonard and I walked up the street and he said, "Do you think he has learned anything?" I said, "Yeah. He has to have." Leonard said, "I don't know."

The next morning, there is a memo from the president announcing the creation of a position of the vice president of public relations. A search committee formed and not a single member of the faculty was on it. I went upstairs and said, "Dave. You have done it again." He said, "What do you mean?" I said, "You just told the faculty yesterday at the meeting on Monday afternoon that you weren't going to do this kind of stuff anymore." He said, "This has nothing to do with the faculty. This is administration, it is public relations and they don't have anything to do with this." And they were in orbit. He just didn't get it. I have a friend who shall be nameless on the faculty who said, "He is the dumbest Phi Beta I have ever met in my life." He wasn't dumb. He was just not used to the culture.

DAILY: Right. Right.

MANUEL: I was wrong. When he was appointed, I thought this was going to be great. This is going to be just what we need because we were facing some real financial issues. He could raise the money. He was a god when I arrived here. There were two names that every student heard: Paul Paganucci [Paul Paganucci '53 TU '54] and Dave McLaughlin. They were legends. Did you ever meet Paul?

DAILY: No. I never did.

MANUEL: The greatest financial genius that I have ever met and a great, great Dartmouth graduate and servant of the College for many, many years.

DAILY: Let's change topics with the Dartmouth Plan. It had been in place when you stepped in the dean's office for about three years at that point. I know there is a lot of debate all through the '70s on the merits of it and the problems with it…

MANUEL: Literally, when the Plan was put into place, Barney Hoisington [Harland W. Hoisington "Barney" '48 TU '49] was the coordinator of the Dartmouth Plan. It was John's concept and Barney implemented it.

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

DAILY: … transfer to the freshmen [inaudible].

MANUEL: It was working in concept, but whether it worked in reality was the issue for us. I don't think he has ever gotten the credit that he deserved. The real mastermind who carried out John's concept was Robin Robinson [Robin Robinson '24]. He would sit at the computer in our freshman office and work it out. There were some kinks in it that we had to deal with and we had a committee that oversaw the exceptions that we were going to make. For instance, athletes who played in the fall and the spring had to have their summer excused because they had to be here fall, winter, spring. So there were issues like that. Something I don't think we had foreseen was that some people come from an agricultural environment and they go home to work on the farms in the summer and you can't go home and harvest in the winter in order to come in the summer [Laughter]. So we had all kinds of really tricky things like that. It was difficult

because you had to have the numbers fit the beds, but at the same time John's concept was right on. He had said, "It works mathematically, therefore it must work." [Laughter]

DAILY: Life is math.

MANUEL: He was right, but it did take a lot of twisting of the knobs and so forth before you could make any exceptions. You know, it did change the life of the school. There is no doubt about it. Classes, I think, aren't as unified as my own was; but, at the same time, they have had a much richer educational experience.

I think there are some disciplines though that suffered. I think it was wonderful for mathematics. I think it was wonderful for the foreign languages where, you know, you take the course five days a week, not three days, over two semesters. At the same time, how do you write a long research paper for Shakespeare in ten weeks? I think there are some disciplines that wish we were back in the old days, but it was the price of becoming coeducational. And it was the price of broadening the educational experience so that you could go abroad or you could study wherever, you know, at the University of California Santa Barbara and many other places. But I never studied under the three-term system. It was implemented in the fall of '58. That's when they moved to a three-terms, three-courses. So I have never studied under it, but I suspect that it was a little more rushed than the two-semester system although I have to say anything that put exams before major holidays is a great idea. I remember carrying books home for Christmas and never doing what I had intended and carrying them back and waiting three weeks and then taking exams. It just didn't make any sense. There aren't too many universities that still do that I don't think.

DAILY: I had a friend of mine from high school who went to Harvard. I remember the first year he had to come back and do that and it just sounded dreadful. I don't know if Harvard has switched since then or not.

MANUEL: I don't think they have.

DAILY: They are still doing it.

MANUEL: The Dartmouth Plan required a lot of cooperation among all kinds of areas. For instance, Leonard had to be absolutely certain that we had sufficient off-campus programs to entice people -- FSP, not just language study abroad, but foreign study programs -- and they had to be attractive and they had to be something that our students were willing to do or it wouldn't work.

I think the other thing…And we had resistance from some departments. There had to be courses required for the majors in the summer. Without it, it wouldn't work. In other words, you couldn't put a course required for the major by the junior year in the winter and only the winter. You had to put it someplace else because calendars were built around other issues so that you had to spread those required courses. We had trouble with some departments. I can remember finally going to John and Leonard and saying, "You know, this department has no courses available and I can't get students to…They are now petitioning to get out of the summer requirement because there are no courses they can take." The answer couldn't be "Well, tell them to take some distribution courses." If it wasn't in their major, they didn't want to come. So we had to hammer those issues out.

DAILY: What disciplines were those?

MANUEL: Well, engineering science was very tough. Finally they put one of their required courses in the summer. I don't think they liked being told, but Carl [Carl F. Long] finally did it. There were a couple of other departments like that; but for the most part, everybody was cooperative once they understood that this was absolutely essential for us to increase the student body and add women. It worked eventually.

DAILY: Was there ever a point where there was, where you felt there was enough of a debate about getting rid of the Dartmouth Plan or was it…I know it was tweaked, but was there ever a debate about actually just kind of going back and leaving it behind?

MANUEL: Those discussions came up. I sat on a committee -- a blue ribbon committee, they call it -- to evaluate the year-round operation. After a year of study, they came in with about forty recommendations, all of which were pushed aside by the faculty. Eventually a lot of them were put in place, but that was

after I left. Even then there were people who wanted to go back to two semesters or to three terms and no summer. You know, it wasn't possible physically. We did not have the facilities, which I don't think some people grasped. We increased the size of the student body by over one-third and we didn't have any capital outlay, no dorms.

You know some people said, "Well, you did it with smoke and mirrors." No. We didn't do it with smoke and mirrors. We dealt with the reality of, "This is how many beds we have and, in order to increase the population, what we need to do is create programs that have them somewhere else, even though they are studying at Dartmouth. There are Dartmouth students in Washington. There are Dartmouth students in France and Germany and Scotland. You name it, we've got them." That became the issue.

I think Dave did accomplish one thing and that is that seniors have to be here three consecutive terms just like the freshmen. I think that brought some sense of shared experience back for the seniors. I mean, in my own undergraduate days, we had three shared experiences. Every Dartmouth student in the freshman year, you had a course called "The Individual and the College." They met twice a week in the first semester, the first eight, nine weeks. Every single student at Dartmouth read "Paradise Lost." Okay. I can remember discussions about it in the dorms, but it was a shared intellectual experience even though we didn't comprehend that at the time.

In your senior year, you had Great Issues. Every Dartmouth student took Great Issues three times a week and you heard a lecture and occasionally, if you were one of the lucky ones, you got invited to coffee with the speaker afterward. You know, you had to read The New York Times because you were tested on it. You not only had to know the editorial stance, you had to know who won the World Series, who was the most valuable player. You had to know the reviews of various Broadway plays. I mean you had to read the paper.

You know, it is a habit that I still have. If I don't have The New York Times…I mean literally I had it delivered to the dorms in Culver free of charge because I needed enough copies delivered so that I could get mine. [Laughter] So it became required reading at Culver. Those shared experiences are now,

in a sense, shared experiences with smaller groups. If my group went to LSA and my group did foreign studies and it's not in a sense done as a class, but it is done as subsets that have unique experiences. I know my son's freshman trip -- I guess they call it outdoor trips now -- they had spaghetti dinners together once a month throughout their entire careers. Those that were in town, you know, fifteen kids on a canoe trip. But they got to know each other and it was a shared bonding experience. In a sense, it is different; but, at the same time, it's what college is about.

DAILY: I want to pick up on the freshman trips a bit. That was one of the programs basically that you had to boost up. What was the status of the freshmen trips when you stepped into the dean of freshmen's office?

MANUEL: We were sending about two to three hundred. In my own undergraduate days, I didn't go. I worked right up until the day I came. I think only thirty-five or forty people made the trips in those days. But it seemed to me that I could see the difference between those students who had made the trips and those who had not.

I viewed it as an opportunity for students to be successful in their first Dartmouth experience. I mean for kids from every walk of life to be able to say, "Gee, I hiked," even if it was being dumped in Lyme Center and walking to Hinman Cabin, which is six miles. Okay. They made it and the next day they walked another flat road. We did it based on what they had done and had told us in the surveys, so we knew we could make them successful. They accomplished it and they did it as a group and suddenly they had people they knew and it just seemed to me that it was a…If you are successful at this, it is a self-fulfilling prophecy. "I will be successful at Dartmouth." It brought them all together so they knew one hundred of their classmates from the Ravine Lodge and we would go up every night.

Carroll when he was dean and I went as dean of freshmen. I would take the president. John Dickey spoke every year. So did John Kemeny. To me it was an opportunity to bring together the kids and make them successful and, at the same time, explain to them in the clearest possible terms that the central purpose of this institution was learning. The life of the mind is preeminent here and that's what I wanted to get across to them.

So I thought the more I could get into that program, the better off we would be.

By the time I left, we were nine hundred to one thousand of the one thousand fifty. We added all kinds of things. It wasn't just hiking. It was fly-fishing and biking and canoeing, anything you could think of. We even tried an urban experience once, but we couldn't get any takers. [Laughter]

You know, I came here and I was scared to death and I didn't know a single, solitary soul. It was tough going. If it hadn't been for my roommates, I would have been afraid to go out of the room. I didn't think that was a good way to start college. So I pushed the program as hard as I could. I got great cooperation from John Kemeny and from the DOC. They were spectacular, wonderful, wonderful kids that had involved themselves in the outdoors. Literally, you know, I was not an outdoorsman until 1972.

DAILY: Oh, really?

MANUEL: I had been named dean of freshmen. Mr. Dickey called to congratulate me and said, "You know, if you are going to get into this deaning business, you need something to relax you." He said, "I would like you to join Carroll and me and some friends at a place called The College Grant." So he took me up and introduced me. He literally took me fly-casting. He taught me how to fly-cast and so forth. Literally this is the first year since 1972 that I haven't been in that spot, but I am going back in August, so I will get there to that spot where he taught me. The river was over its banks this time so we didn't fish.

DAILY: Did you catch anything that first time out?

MANUEL: Yeah, I did. Right in that spot. That's why I remember it. He was a great teacher. I just thought that one of the great assets this institution has is it's environment and the faster you know it, I think the better off you will be and the more appreciative you will be of this.

There is a wonderful quote by Ernest Martin Hopkins "that the individual who comes to this college and has never heard the rush of babbling brooks, has never seen the fiery color of the hill, has never stood on top of Moosilauke on a moonlit night,

has missed some of the greatest educational advantages that Dartmouth offered." That is not the exact way he said it. He was much more eloquent, but he was saying, "Learn the north country." I have learned to love it. My boys did, too. That's who I am going fishing with, my '93 son and one of his brothers who went to Wabash.

DAILY: I think that is a good breaking point right there.

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

DAILY: Today is July 24, 2002 and I am speaking with Dr. Ralph Manuel. I wanted to start off today with kind of going back to the beginning of your time as dean of the college. When you were hired, did John Kemeny give you any specific kind of mandate or vision for what he wanted you to do?

MANUEL: Well, we were well into coeducation. The first class of women who matriculated as freshmen were in their senior year. It was John's thought that, while we were making progress, we weren't making it as fast as we should or, indeed, needed to. That really was the first priority as he and I saw it: to establish coeducation as really Dartmouth and some of that was really more easily accomplished starting in '75 than it had been before because the residual of men who had come here anticipating a four-year male undergraduate experience were now gone. But there were many things to work on and we did start out.

You know, I took it as my charge to set the tone very early and my address at convocation was entitled "Instant Traditions." I compared and contrasted what students today were talking about as their traditions versus the real traditions of the College, the historic traditions of the College and pointed out that, where there was a difference, I felt it was my job to set the record straight and that any tradition that didn't serve the historic purposes of this institution wasn't going to be around very long. That put me at odds with some people, particularly in the fraternities even though I was as supportive of them as I could be. But clearly what we were trying to do was create something like the student life initiative although on a different scale than we are doing it today, simply because we had already made that transition to coeducation.

We had already gone to the Dartmouth Plan and we had done it without any capital expenditures at all. So it really…Some people said it was with smoke and mirrors that we had done this and I guess it was; but we did then begin to move in a much stronger and more…I don't want to say more forceful, but in a more positive way of changing the social life on campus. We created kitchens. We created social areas in the dormitories. We created areas where the faculty moved into dormitories in apartments and so forth and we just tried to make it a more humane place. I won't say less masculine, but a place where everyone felt welcome. That was the charge. The one thing…I left in '82 so it was seven years.

I remember the editorial in The Dartmouth when I announced I was leaving. The editorial said I was everybody's dean, which I took as a high compliment because we tried to make it that way. You know I immediately put more women in the dean's office. I brought in African-Americans, worked on the Native American Council. I just felt that we had to have a much more inclusive community than we had had here before. So that was my charge and I hope I moved us in that direction.

DAILY: What were some of the traditions that you saw as "traditions" that were detrimental to student life here?

MANUEL: Well there had grown up some things like the way students behaved in athletic contests and, you know, things that were not even approaching sportsmanship. You know I had people tell me they hated -- from other teams -- they hated to come and play in our rink because, you know, fans were on them constantly. There was foul language. In fact, one Dartmouth player told me there were occasions when he was ashamed to wear the Dartmouth uniform. I told the student body that. You know, that doesn't reflect well on us or the individuals. There was a lot of the attitude that "I am paying my tuition. I can do anything I want with property of the place."

You know, to see the town plant a street of trees on one day and to walk down the street the next day and see that the fraternities there had just decided to cut them down. That was not something that was appropriate and was something that I wasn't going to put up with. I think they got the message pretty

quickly that I was more concerned about civility from my office than maybe had been the case in the past.

DAILY: What were some specific measures you took to try to kind of…in terms of discipline and changing the culture?

MANUEL: Well, I met with the students. I mean, I can remember I went to every single dormitory in the evening and sat down and we talked about these things and did it with fraternities. With the help of the college counsel, Cary Clark [Cary P. Clark '62], who was a strong supporter of the fraternities, we established a fraternity governing board and, with one hand, we extended support through large buying. In other words, they all had to have toilet paper. They all had to have cups and so forth. So we bought in grosses at a much cheaper rate than any individual unit could do. We extended those kinds of benefits to them; but, at the same time, we made it quite clear, "There are certain standards that you have to live up to or we won't recognize you."

Eventually that attitude that had come in in the '60s that, "this is ours, not yours," we just worked to overcome. We said, "We are all in this together," and the fraternities didn't quite believe it until we pointed out to them that, if they wanted to go out on their own, they would have a problem because there is an ordinance in the town of Hanover that no more than five people unrelated by blood can live in the same residence unless it is zoned apartments. The fraternities could never be zoned apartments because they are in an educational zone. So we had the hammer and, of course, that was the wake-up call for these people. But some of them, you know, wanted their independence all the way.

What really is…I have thought a lot about it…My own son in '93 was a Psi U. The only piece of furniture they had on the ground floor was a foose ball table and the Psi Us, when I was an undergraduate… We used to tease them and say, "You are the only fraternity who plays monopoly with real money." [Laughter] I mean they had an elegant home there and my own fraternity, Phi Gamma was the same thing, leather couches, leather chairs, Persian rugs and we respected it and took care of it because some other groups were coming along behind us.

But I think the key element was, in those days, in my undergraduate days there were faculty connected to that house. You know, Dean Hill was dean of the Tuck School. He came by the house. Our advisor was the director of the placement office. If you wanted a job, you had to know Don Cameron [Donald W. "Don" Cameron '35] because he could put you in touch with the banks and whatever. These people were around there all the time. The AD House, it was Professor Edmund Booth [Edmund H. Booth '18] and it was Professor Merrill [Frances E. Merrill '26] out of sociology. I mean, you just knew these people were in these houses on a constant basis.

You know, it may have come with the 'publish or perish' situation that arose in American higher education and certainly here at Dartmouth where it had never been an issue. But the faculty were involved with their own work and their governance much more than the faculty that had been here in the '30s, '40s and '50s, who were about to retire. So there wasn't that adult presence. I mean, if we broke a piece of furniture, somebody had to answer for it because Orton Hicks, Karl Hill and Don Cameron would be there and would demand an answer and these were three senior officials at the school. You know, you answered. It doesn't mean we didn't do some fun things or some silly things, but at the same time you knew that you were going to be responsible for the consequences of your action. That got lost in the '60s somewhere. That was, I think, really the root of the problem.

What is fascinating to me is that I have been to fraternities on other campuses…I had two sons at Wabash, twin sons. One was a Phi Gam and literally you could eat off the floor of that fraternity. The other was a Phi Psi, which didn't have a lot of faculty presence. It was a real cut below the one where the faculty was involved. In fact, the pledge training (my number three son, the younger twin) was that they had a study hall. When you were not in class, you were seated at a table at the fraternity, you were studying and they had your schedule and every evening at seven o'clock you appeared. You were released at eleven and they had won the academic bowl at Wabash for twenty plus consecutive years. That was their approach to it. You know, that certainly wasn't the approach here.

You know, I don't hold much hope for them now. I have been in a couple and it is just really disappointing to see the condition they are in. I know they contribute to the social life and you have the opportunity to meet people you wouldn't otherwise know. That's the good part of it, but the down side is they don't have much connection with the intellectual side of the institution or the side of the institution that teaches you responsibility.

DAILY: You mention the side of the institution that teaches responsibility. In your student days as well as your time as dean, where would you identify that locus with people or offices and where is that maybe lacking now?

MANUEL: I think one of the problems is the difference in the amount of contact. I mean, from my freshman year through my senior year, I was invited to dinner in faculty homes and you could walk to them. There are no faculty living in Hanover, New Hampshire anymore. So that we saw faculty in totally different contexts, not just at lectures, not in their seminar or during office hours. They were part of the fabric of the institution.

You know, I can remember Professor Bruce Knight when I was an economics major. He never missed a baseball game. You know, on my way to class the next day into his class, he would stop me and ask me, you know, "That pitch you hit…what was it?" I mean they were part of your being here. You know, I knew Lou Stillwell [Lewis D. Stilwell] and Al Foley [Allen R. Foley '20]. They were my friends as well as my teachers. So I hope that happens again, still. I don't think it does because it is a long walk to Thetford or White River or wherever the faculty is living; but I know they are not living on Rope Ferry Road or Allen Lane and all of these places I used to walk to. So that's what's changed. Alumni like myself come back [Laughter]….

DAILY: Yes, there is that criticism…

MANUEL: Leonard Rieser told me…I was late for lunch with him one day. I said, "You know, I can't find a place to park. It took me twenty minutes. You know, all these people that come back…" He looked at me and said, "Ralph, you are part of that problem" [Laughter]

DAILY: During your time as dean, trying to connect students…Were you actually trying to connect students with faculty and administrators?

MANUEL: Yes.

DAILY: What were some of the steps you took?

MANUEL: Well, as I said…

DAILY: You were in the dorms. How about your staff or certain faculty?

MANUEL: They were in a lot, too. There were individual faculty members who really went above and beyond the call, Jim Epperson [James A. Epperson III] being one. Don Pease [Donald E. Pease, Jr.] another. I could name a dozen folks who really were very committed to a personal relationship with undergraduates. But, you know, a young assistant professor who is facing a seven-year, you know, "up or out." It was very difficult, particularly if you are going to live fifteen or twenty miles from the campus. But we tried to do it with them. We did it with my staff and a lot of administrators.

I mean one of the things about…I presume they still have freshmen advisors or first-year student advisors. You knew who was going to volunteer every single year and the others, you had to twist the arms of. I mean, there are members of the faculty that I know continue to see their group of students as a group on a continuing basis. They have the group to dinner although it was tougher because you never knew when the whole group was going to be back in town. So you see them freshman year and beyond.

You know, I have literally just gotten a note from Nels Armstrong [Nelson Armstrong '71]. One of my advisees said he couldn't find out where I was and Nels said, "Gee, I had lunch with him yesterday. He is in Hanover, New Hampshire." So now I am back in touch with one of my advisees from the class of 1978.

DAILY: Wow.

MANUEL: And I just got a note from a '72 that I handed his diploma to. Those kinds of relationships are fun. But you know, it is interesting. I had a rule. I mean, the discipline part of the job

was hard. To see some young man or young woman being sent out for two years for violation of the honor principle was extremely difficult. But, you know, I always talked to them and said, "Look. If you need a recommendation now to get a job or go on…If you decide you want to come back, stay in touch. I will give you a recommendation and then for graduate school, I will do it." You know they would say, "How can you say that to me when you have just thrown me out?" My response was, "Because you faced it and you know the consequences and you now find yourself here. While I can't rewrite history, I have more faith in you now in terms of your integrity and your willingness to make the right decision the next time there is a test than I do in a lot of students who are walking this campus that are never going to face these kinds of things."

I never threw anyone out that I didn't hug. You know, it was as painful for me as it was for them, but they never knew that. I just tried to make as much personal contact as I could with the undergraduates and encouraged that of my staff. We did not have, I think, the system that is in place now of the class dean…a dean for each class. We had sophomores through seniors and we saw them regardless of what class. Literally, unless I was having a meeting in my office or a meeting with an individual, I never, ever shut the door. If they wanted to see me, they could see me.

I went to a lot of practices. I did that at my prep school. I tried once a week to be at practices and the coaches couldn't understand that, so we had a picnic and I said, "Look. I will be at practices. I can't be at all the games, but I am going to come to practice because I am more interested in how you are teaching than how they perform." You know, I was flattered to be asked to speak to the class of '76. I had them coming in and I had them going out. I was dean of freshmen in the fall of '72. That was my first year there and then their senior year I was dean of the college. You know I know many of them on a close personal basis. I count them as really close personal friends. I have friends in every single class like that.

DAILY: Do you think, going back, that [Lloyd] Neidlinger and Thad [Seymour] and Carroll Brewster had that same philosophy?

MANUEL: Yeah. I don't know about Pudge [Neidlinger]. I mean his reputation was that he was so tough. I can't believe it, having

met the man, but it was a different era. But Thaddeus…There is no doubt in my mind that he had that kind of relationship and Carroll did, too, with lots and lots of students. What was interesting was that I had had it with as many women as men. I just bumped into Eleanor Shannon ['79] today walking up. I said, "What, are you taking classes again?" She said, "No, I am teaching Italian for John Rassias in the ALPS Program. But, you know, she is one of the young women that I knew.

You know, some of the other things we did…Women's groups didn't have many meeting places, so they had first priority on our basement at the dean's house. I mean, it was four or five nights a week and we had a kitchen for them and a meeting area and then sort of a lounge. Fortunately, the dean's house was four stories, but we were inundated with students all of the time. The Dartmouth Aires used to rehearse in my basement.

DAILY: Oh, yes?

MANUEL: Yes.

DAILY: Wow.

MANUEL: We would have a dinner. Then there was a group called the Streeter Hall Eating Club. Once a month, they had a big dinner in Streeter Hall, so I was invited to be a member of that group and so we would have the Streeter Hall Eating Club over to the house and fix a big dinner for this group of about fifteen or twenty guys. That was the first two years when I could really concentrate on that. Then when Don Kreider had resigned and Frank Smallwood came in, Frank decided that, "We don't need a vice president. Make the dean of the college a vice presidential rank and give him all this stuff." That's when it really became much harder.

DAILY: What was some of 'the stuff' that was a lot harder? Did you inherit athletics at that point?

MANUEL: Yes.

DAILY: Okay.

MANUEL: I inherited it. One of the embarrassing things that I inherited was admissions. The director of admissions was the man who

had hired me, Edward T. Chamberlain, Jr., class of 1936 and quarterback on the first team to beat Yale. [Laughter] The people that I had grown up with here suddenly were reporting to me. Seaver Peters. Seaver was Phi Gam '54. I had known him since my undergraduate days and suddenly he and I are meeting once a week to discuss athletics. I inherited a tremendous number of committees that made it very difficult for me to maintain the kind of contacts that I would have liked. But we used the house very effectively, I think. In fact, the class of '79, '80 and '81 had their reunion recently and the women of those three classes asked women who were very important to their period at Dartmouth to come. One of them was Sally, my wife.

DAILY: That's great.

MANUEL: And they thanked her for all that she had done to make them feel welcome and all the things she provided for them.

DAILY: Wow.

MANUEL: So I mean the College really got two for the price of one.

DAILY: Like John and Jean Kemeny.

MANUEL: Yes. Well, the Wrights [James E. "Jim" and Susan DeBevoise Wright] also.

DAILY: Exactly.

MANUEL: But, you know, there were other things that I did that might, I guess, some people would object to. There is a society for women called COBRA and, having been a Sphinx, they came to me -- a couple of young women -- and said, "We would like to have a society, but we don't want it to be coeducational. We would like it to be all women." You know, we met several times. I was finally convinced that they were serious and so we gave them our basement and we said, "We will never, ever come down. We don't want to know who your membership is." So we helped found COBRA.

It was interesting. I was walking from an Ivy dean's meeting. I think it was Forty-third Street, right across from the New York Public Library. The Grace Building. W. R. Grace Building.

There was an antiquarian still in there and I look in and there is this brass cobra with its head up. So I went in and bought that. The next time they were meeting here…I can't remember her married name…Peggy…oh gosh…she was the founder. It was her idea. She wanted to tell me some of the mystic goodies and I said, "Peggy" – Epstein is her maiden name [Peggy Epstein Tanner '79]. I said, "I don't want to know. I really don't want to know." [Laughter] I said, "Then you will have to kill me." [Laughter] I don't know whether they still have it or not.

DAILY: It sounds familiar so I think they do.

MANUEL: Well, I know they have a society. Whether they have the snake or not, I don't know. It sat about that high. Merelyn Jacobs [Merelyn L. Reeve Jacobs], she was their adviser. She and I met quite a bit and became very good friends. She was in the speech department. Great lady. She really helped them. They met a lot at her house, too. She had a condo down in West Lebanon right where the old radio station building is. You turn in there.

But once I had all these committees and all these meetings -- The Facilities Planning Board, the Council of Budgets and Priorities -- it just went on and on and on. The days just got longer and it was…They were filled with things that did not relate to the position I accepted when I became dean of the college. I suspect that Jim Larimore [James A. Larimore] probably feels the same way. I think his associate deans and class deans have most of the contacts and he is in a policy position because I am sure it is even more complex now than it was. I know the staff is much larger. We didn't have a dean of student life. We didn't have a dean of residential life. We had a director of housing, period. I had an associate dean…Al Richard [Alvin L. Richard] who was African-American. I had a couple of female deans and one other young male deal. So I mean we were doing it with a staff of about five people.

DAILY: Wow. That is small compared to now.

MANUEL: Yeah.

DAILY: Very small.

MANUEL: But, you know, they all worked hard and they were all committed. We met every week. Every Friday morning we would have breakfast at the house with my office and the freshman office. That was how we kept in touch. We met twice a month. We had lunch with Sid Jackson [Raymond Sidney Jackson] and the people…and then later with Jack Turco [John H. Turco]…

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

DAILY: Did you ever talk with either John Kemeny or David McLaughlin about how the position had changed and whether there was a possibility of going back to the…

MANUEL: Yeah. We talked about it, John and I, but there was never a…There was no way it was going to go back. I think the trustees decided that the dean of the college should be the senior operating officer for this realm of the undergraduate experience and they remembered Neidlinger. Some of them remembered Craven Laycock [Craven Laycock 1896] okay? And that position had such prestige. That's what they wanted.

You know, I spoke with some of the trustees. They just couldn't figure out why Dartmouth needed vice presidents sitting all around the place. There was no question about it. You know, with Dave [McLaughlin], John [John Kemeny] and I did come to the point where I said, "Look, I can't keep up all that I have been doing in terms of my contacts with students on an individual basis and all these responsibilities." I mean, twenty committees I was on. So we did have a dean of students come in and that was John Hanson, class of '59 [John E. Hanson '59], who had been dean at a college in Oregon. The name escapes me…a small liberal arts college. That worked for a couple of years; but, when Dave came in, Dave said, "We don't need a dean of students".

So John left and, as it turns out, he's now dean of admissions at Middlebury and doing a fantastic job there. His wife, Ann, I had hired as an assistant dean in my office and she and John met and eventually married. She is dean of students at Middlebury now. But, you know, Dave just didn't see the need for a dean of

students and felt that one person could do it all. You know, watching Dave's model of…

DAILY: He tried to do it all?

MANUEL: Yeah. At the end of a year, I just knew…First, I knew I didn't want to be a college president and I knew I wasn't going to make it to sixty-five if I was going to work at this pace under Dave. He just sort of anticipated that, "I do it and everybody else should do it."

He and I went fishing in the Grant. He had never been there. This was the summer I left. I took him up in about late June and I was leaving in July. He had never been there. We went fishing and we fished till dark. We had had a bite to eat before we went out to fish and we got back to the management center. I was in one room and he was in the other. I wake up at about two in the morning and Dave is still up dictating. I couldn't believe it. I just couldn't believe it. You know this is his relaxation time. Two days to visit and see the Grant and this guy has got paperwork with him. I just don't know how he did it, but that was his modus operandi. So it was clear one of us was just going to die and obviously I didn't want it to be me. [Laughter]

DAILY: We kind of started off talking about traditions and coeducation and kind of really bring that into Dartmouth. I read where you spent time trying to convince the men that coeducation was a good idea. What lines of reasoning did you use and what were their reactions, both positive and negative?

MANUEL: Well, I did a lot of that when I was dean of freshmen even more than when I was dean of the college. One of the things that I used was the fact that we had had a student referendum and, "Your dormitory voted 100% for coeducation. None of you have changed dormitories; therefore, you wanted women." And the answer was, "We didn't want them in our dorm." There was a lot of that and, you know, there were some folks…Well, how can I say it? They were a man's man and they just saw this as the last bastion because we were the last Ivy to go and that we should hold out.

You know one of them is a fellow that I loved dearly and he got killed in a tragic plane crash of his own P-51 fighter in an air

show. His name was Giff Foley [Gifford T. Foley '69]. Foley came out of the Kent School. Art Perry, who was director of college placement at Kent, had worked in admissions, said, "This is a great guy. He may be a handful, but down the road you will appreciate that you've got him." Well, we had to throw him out in about '68 -- somewhere along there -- because a kid came in with long hair into his dorm. Foley grabbed him, put him in a chair, taped him into the chair and shaved his head.

He was out for two years. He stayed out about four. He went to Vietnam as a Marine. He was heavily decorated, the Silver Star, wounded three or four times, citation for picking up wounded Marines and carrying them across the field of fire to save their lives. All this kind of stuff. Well, he comes back to the College in the '70s…in the fall of '71. I remember a football game. The trustees are meeting and there is a plane that goes by dragging a sign, "Giff says no coeds." Of course, the faculty is…. And he got away with it. He said, "Gee. I didn't do that." [Laughter] Everybody knew who Giff Foley was. He was a huge guy, about six-six. He has been wounded all these times in the legs and in the arm. He comes back and plays football on an undefeated team that year. I mean he was a giant of a guy.

Literally fourteen days before graduation, he was riding his motorcycle and the guy passes another car and he went… Head on collision and he is up at Dick's House. I went up to visit him and I said, "Giff, you know, we will make arrangements to bring your diploma." He said, "Hey, if you think that after Vietnam, I am not going to walk across that stage, you don't know me." He got up those steps. I have no idea how.

DAILY: Wow.

MANUEL: He had all kinds of broken bones, but he walked across that platform. These guys were here and they were such leaders of these young impressionable eighteen to twenty-two year olds. I mean this guy is twenty-five or twenty-six, war hero and we had a lot of those guys around. They made it extremely difficult for us and all you could do was hope that they passed out of the place and then you could make your impression on the people who were coming.

I think…you know, I sat down with the people in Russell Sage and the others and we just talked about it. I said, "You know, I

went here when it was all male and I have to tell you, it wasn't the institution it is today. I mean you are going to get a better education than I got, simply because of the presence of another point of view. You know, you may not understand that now. You may not believe that now, but over time you will."

DAILY: Have any come back to you and say, "You were right"? You know, the classes that have gone on…

MANUEL: Oh, yeah. They've said, "You know, we didn't like you then, but you had a point and it did help us to be in the presence of women and to realize that…," particularly those guys that had come out of Deerfield and Hotchkiss and these places that weren't coeducational at the time. I mean, god, from the time they were…You know, their schools in New York that were single-sex, then through boarding school and then through here. They suddenly began to appreciate that it wasn't just a man's world and that they were going to meet some pretty high-powered women and they had better learn how to deal with them and not dismiss them out of hand.

I am not sure how I would have fared in a coed institution. I just have no idea. I did my Masters at B.U., Ph.D. at Illinois, but when I think back to how naive and immature I was at the age of eighteen, to have had a lot of attractive young women around would have been…[Laughter]…a real distraction. My wife talks about her undergraduate experience in a small liberal coed college and she loved it. She said she had coke dates and, you know, she had steady boyfriends for a couple of years there and so forth. I said, "That's lost on me."

It took me a long time to figure out how to deal with women. You know, I came out of a very small town and a railroad community and everybody went to work on the Baltimore & Ohio, as did I, and to meet sophisticated people was a real shock to me when I got in the Navy.

There was one other thing though that I have to say. I went on board a destroyer of the United States Navy in Pearl Harbor and we had graduates from the Naval Academy, Virginia, California, the University of California at Berkeley, Rice, one from MIT and it suddenly dawned on me that I had a superior education. I didn't realize it until I got out there and saw the other folks. I mean we would go on thirty-day patrols off the Russian Coast. I

was the only one that took books. You know, I would take an author at a time and go through his works. These guys would just either play bridge, which was a game that I didn't even know, or sleep. You had these exams that you had to take to be a qualified officer of the deck. I always got the highest score, even higher than the Naval Academy people. I couldn't believe it. That was the first realization I had -- I don't know if it was the Ivies or this institution -- that I knew how to study. I knew how to think and these other guys didn't. It was fascinating to me.

DAILY: Did they tend to be like engineering backgrounds versus liberal arts?

MANUEL: Some of them were liberal arts. But I mean the guy from Berkeley, reading a book was the farthest thing from his mind. [Laughter] The captain and I…Interestingly enough, he was a Naval Academy graduate, near the top of the class, Ph.D. from MIT, and he and I were the readers. I am talking about literature and we would exchange books and so forth and discuss them. That's why we are still in touch with each other forty years later. Some of these others just, you know… My brother-in-law was on board. He was from the University of Wisconsin. I don't think he has read a book since. [Laughter] I mean he is a salesman. I had heard of all of these great universities, but none of them -- How can I say it? -- had the habits of mind that you have when you come out of here.

You know, I remember one trip. I bought everything written by A.B. Guthrie and read it all; even these little mysteries that he wrote. I just became fascinated with "The Big Sky." So I reread that and read everything he…Every time I would take a different one. I still collect…I think I have almost everything ever written by Georges Simenon. I had discovered him in a short story *en francais* in my sophomore year and I started reading Georges Simenon. The guy wrote…He was the most prolific writer of the twentieth century. André Gide said he was the greatest narrative writer of that century. You know, psychological novels and mysteries. Every hour off the bridge or out of combat information center or working with my men, I was reading.

It's just fascinating to me that this transformation in me had occurred and I hadn't even known it. I think, you know, there were several experiences that I had that did that. One was

Great Issues. I just…To me that was a really mind-expanding experience. I think the other mind-expanding experience for me was going to Tuck School my senior year where everything was so narrow and so focused. I just couldn't wait to get away from it. That's why I thought, "If that is what business is like, I don't want anything to do with it." Well, that's a long way from…

DAILY: No. That's very good. You hear about the Dartmouth mystique, you know, and, coming from the outside like myself, going beyond all history and all of this, just trying to figure it out for myself. Little things like that kind of help…

MANUEL: Well, I worry about the Dartmouth of today because there is no unifying experience. Okay? In my freshman year, everyone read Paradise Lost. That was a unifying experience and there was a course called "The Individual in the College," which all freshmen had to attend. There were elements of it that were very important as I look back…the lectures on the history of the College and understanding what its purposes were. But then, Great Issues my senior year, I mean it...You had such fascinating speakers and such large concepts that you were dealing with that you spent hours discussing these things with your classmates. I am not sure that happens now. It may happen in this class here or with this class here, but that's…I am encouraged by Mike Gazzaniga's [Michael S. Gazzaniga '61] appointment because he believes in this cross-fertilization of ideas.

I went to the Dartmouth Institute. I guess it was about 1978 or '79 and they had someone from the humanities and someone from the sciences and someone from the social sciences, along with the leader, Dee Mook [Delo "Dee" Mook]. I mean, to look at things across disciplines was absolutely fascinating to me. That's the wave of the future.

They are dedicating a new building at Culver this fall and that school, for over one hundred years, has been a classic departmental system. Historians didn't talk to the English department and the English didn't talk to science. Well, I finally got it broken down. An English instructor was assigned to every science class to see what the writing was like and now they will dedicate this building which is math and science -- each wing -- and there is a big area in the middle where they have to cross for a lot of things. Now the historians and the English

departments will be together. The first year at Culver is entirely interdisciplinary except for whichever language you are taking, which will be required; but everything else is tied together and, you know, it is a fascinating concept. But, you know, they are doing a lot of that here and that's really the wave of the future.

DAILY: You had mentioned there were other traditions that you didn't feel belonged here. What were some of those others?

MANUEL: Well, you know, a lot of it dealt with not necessarily the traditions, but the way they were approached in terms of rowdy-ism, destructive behavior. I even quoted Ernest Martin Hopkins I guess in my second…He said, "The mark of a truly educated individual was that they would never deny the opportunity for self-respect and self-satisfaction to any other individual." That should be the way we operate here. Self-respect and self-satisfaction are the goals that each of us should teach…or should treat one another with respect and with civility. I just hammered on those things in speech after speech after speech.

I remember one that…A great compliment…Errol Hill came up to me and thanked me because I had told the story of, let's see…The archbishop of Canterbury had met the first Lord of the Admiralty and they had gone to school together and they were at the train station in London. The archbishop was in his robes and was rather portly and saw the admiral. In order to embarrass him, he went up and said, "My dear sir, could you tell me what time the next train to Oxford is? I presume you are a ticket master." He said, "Well, I am not and, madam, no one should travel in your condition." [Laughter] I said, "Unfortunately, that funny story is all too indicative of this institution. Some of you will never, ever have the courage to step across and meet somebody who is different, different color, different culture. You know our famous graduate Robert Frost said, "Something there is that doesn't love a wall and that is a truly liberally educated individual.' So I want you to break down the walls and reach out to one another."

You know I had one shot a year at the whole College and those were the things I talked about. Some of the things were so frustrating. I remember the freshmen used to run out on the field every year at half time. It was just the bane of my existence. You could never talk them out of it and now they don't even go to the games, so it is not an issue any more.

[Laughter] But those were the kinds of things that I just felt had no place here. It didn't show any respect to the visitors; but civility is a hard thing to teach when kids are between the ages of eighteen and, in the case of the first-year student, nineteen. What was it that Woodrow Wilson said about his students at Princeton? "The sap is rising, but unfortunately it hasn't reached their heads." [Laughter]

DAILY: That's a good one. To touch back on the fraternity system…the Epperson Report called for dismantling the system. The faculty voted nearly unanimously to go ahead and dismantle it. What was your reaction to that?

MANUEL: Well, I had to speak at the faculty meeting and, you know, in essence, I was stuck. The policy of the board of trustees was that we would have these things and therefore I had to stand up and say, "You know there are excesses, but it may be better than whatever we try to replace it with immediately. You know what we should do is work together to improve them and to create within that system those things that will benefit our student body and enhance their educational experience here." There was no other stance I could take. It was almost a death wish on the part of the fraternities. They had a president of the Inter-fraternity council speak and he appears disheveled, unshaved. I am trying to think of his name. It wasn't Beverage or Brew, but it was something like that. [Kenneth H. Beer '79] It just…It was the worst possible presentation that you could imagine if you were trying to save yourself or your system. But, you know, the vote was taken. I had spoken and Jim Epperson said to me, "I am sorry to put you in that position. I know you have to defend the policy." I said, "Jim, you know, if it were otherwise, I might be with you."

You know I really felt that there excesses that were just intolerable. There was no adult supervision or oversight within those buildings. That had to change and so, you know, we started pulling the plugs on some of them. You know I will say that the faculty, god love it, can be almost as immature as the students sometimes. I mean they…Do you know what this was a reaction to?

DAILY: No, I don't.

MANUEL: The movie "Animal House."

DAILY: Oh, right. Just in general.

MANUEL: Literally it was shown here and, within a week, we had this petition.

DAILY: Right.

MANUEL: People got up and reflected on various scenes in the movie and spoke passionately about these scenes. You know I am thinking, "Wait a minute. What does John Belushi chugging a fifth of Jack Daniels, which is obviously iced tea, have to do with the reality?"

DAILY: Right.

MANUEL: You know you sort of sat there and took it. It did help with the fraternity governing board because I said, "Gentlemen, this is it. You have crossed the line and now you have got the people governing the institution as the last hope for your continued existence." They did shape up for a while I guess, but I don't know what happened after I left.

I remember one night there was a fire in Heorot and it was somebody who had put a heater on -- an electric heater – and in trying to dry his towel and athletic gear, he just put them over it and forgot about them and walked away. The fire came. There wasn't much damage. Nobody was hurt. I went there with the fire engines and so forth. As I was walking out, a couple of big guys came up to me and said, "You are on private property. You have no right to be here."

DAILY: What was your reaction?

MANUEL: I just said, "Well, this is an educational facility and I represent the College and it may be private property but I came to make sure no one was injured and there is no threat of anything like this happening again." I said, "You know you guys have to understand that, if you continue to act this way, you are not going to be here."

But there were a couple of houses that were… You know, Heorot and Chi Phi or Chi Heorot or whatever it is now, they used to have a contest of hitting golf balls. They would pick a

window and shoot at the gym. Once they started getting the bills for it, it sort of changed their attitude. If you don't pay the bill, you are going to face the fraternity governing board. We shut Beta for awhile while I was here and they didn't believe it. They said, "You can't do it." I said, "Try me." But, you know, if you don't have the adult supervision and the contact with the faculty in those places…

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

MANUEL: What I was saying was that, you know, you just can't without contact with faculty and administration and adult supervision, you just can't expect these students to be responsible. I mean they are eighteen to twenty-two and this is a time of life when, as Mr. Dickey said, "You are trying to teach responsibility, but you do that by giving them the opportunity to be irresponsible, but you guide them between the two." The responsibility isn't going to come, at least not to most of them.

DAILY: One of the things that you have been credited with is kind of reviving student government. It had died or gone downhill in the '60s. What kind of steps did you take to bring back student government and what were the problems with it back in the '70s?

MANUEL: Well, it had disappeared completely. The only organization that was left was two organizations: the inter-dormitory council and the inter-fraternity council. I met with those groups quite often. I also met with other students who were concerned about this. Through a series of sessions talking about what had been in the past from my own undergraduate experience and what I had seen at the University of Illinois and at other institutions, we talked about whether or not Dartmouth should have a student government. They wondered if it would be worth their while and I said, "Look. You have no input at all at the moment. If you were to form a student government, you would at least have the opportunity to have the students' point of view submitted to me, to the president, and to the board of trustees. Believe me, it is much more effective than having an ad hoc group decide what is going to be an issue and rally in front of the board." I said, "If you don't work within the system, you don't get much accomplished in higher education."

Over a period of months, literally more than a whole academic year, we talked about these things. We met on a continual basis. Some of them went and talked with John and we sat down and started talking about how we could establish this. I let them do the whole thing…draft a charter and so forth. Eventually they came to us and we said, "All right. If you want to give it a try, we will do it."

They became the official spokespeople for the undergraduate body. They had representation by class and, you know, across the institution and it became what you see now. They were very serious-minded and very helpful; but, it had died and I think, you know, it was that '60s thing. "You don't trust anybody over thirty." I think because I and my staff met with them on a continuing basis and we showed an interest in them… I said, "You know it would be helpful to me because it is very frustrating for me to go to the trustee committee on student life and have to take different people every time that I pick off the street and say, 'You are the individual who represents the viewpoint of the students.'" I said, "I had no one to turn to other than the president of the I.D.C. and the I.F.C. You know, they are not necessarily representative. In fact, they are really two different factions on this same campus. What I need is the input that represents the broad student body." I guess suddenly after the '60s, there was this thought that, "Hey, maybe we can trust these old people and maybe they will give us an opportunity to express our views." I think it worked out pretty well. It is still in place.

DAILY: What were some of the first or early issues that this student government kind of tackled?

MANUEL: Well, one of them was, interestingly enough, some of the housing issues that were created by the Dartmouth Plan. One was that particularly the second-year students didn't like the fact that they got last choice. It went seniors, juniors, first-year students and then sophomores. That was a big issue for them and some of the issues on the Dartmouth Plan were big issues for them. The discontinuity factors. They discussed those quite a bit. There were some others that I can't think of at the moment; but I mean I met with them generally once a month and they met every Tuesday night. If they wanted me and invited me, I would go; but I tried to sit in on at least one meeting

a month just to show them that we were supportive and gave them a budget.

They worked with the council on student organizations, which I don't think exists anymore. COSO, it was called, that ran all club activities and so forth. They were interested in having representation from that into the student body so that those folks who wanted new organizations would have an opportunity to get their opinions and views. The first couple of years were really growing pains before; but, for the most part, the issues are almost always the same: those things that directly affect their lives here on campus.

Sometimes they wanted to talk about the bigger issues, our investments in South Africa and so forth, which was quite legitimate. I would bring to them people that sat on the…Gosh, I can't even remember the name of the committee and I sat on it for three years…the trustee committee on investment objectives. So I brought in the chair of that committee and tried to explain to them where we were with the Sullivan Principles and so forth. That was a much better situation than when I faced a really angry mob on the steps leading up to the Top of the Hop for a reception that the trustees were holding for people in town. You know that was pretty ugly except I had to give the students credit. I said, "Look. Give me your petition. I will take it to the board. I will personally deliver it to the president this evening. I give you my word that he will take it to them tomorrow morning; but please, if you go upstairs now and disrupt this reception, I can assure you you will not get a voice because that's not the way things happen." I said, "If you act in a civil fashion, then the board will respect your views. If you don't act in a civil fashion, you will not have your views heard." I said, "You know, that's the way of the world." A couple of people said, "Okay. We trust the dean," and they backed down. I mean if they had gone up those stairs, it would have just been "Katie bar the door," but fortunately in my three or four years, they trusted me enough to back off. But it was a tense evening.

DAILY: Yeah. That was over the South African interests?

MANUEL: Yeah. South African. Yeah. But I wasn't here for the shanties on the green. [Laughter]

DAILY: Right. That was Ed Shanahan's [Edward J. "Ed" Shanahan] ordeal.

MANUEL: And Dave left him out to dry.

DAILY: We touched upon the kind of transition from John Kemeny to Dave McLaughlin last time and how that affected your office. Are there any other things you want to, that come to mind that you want to talk about in terms of that transition in the first year or so of Dave's administration?

MANUEL: Yeah. I have to admit that when Dave was named, I thought, "Gee, this is going to be great." Here he is the hero of my undergraduate days. I mean he was gone the year I arrived or, was at the second year of Tuck. You never saw him but he was a legend on the campus and a legend in business and so forth.

As chairman of the board, I had gotten to know him. I thought he was going to be great because he could bring the financial discipline to the place that I thought it really needed. But it just wasn't going to work because Dave didn't understand how you do things in an academic community. I have to admit, I have never seen anybody that worked as hard. Honest to god. But I wonder sometimes if that wasn't his downfall because he was so bent on having a clean desk and getting problems off the table that there was never that time for reflection and consideration of other people's views that might have shed some light on another way of approaching things.

You know, Leonard Rieser…I loved Leonard Rieser. He could take a very difficult, complex issue in the facilities planning board and he would sit and listen to everybody talk and then he would stand up and go to the blackboard and all of us knew that we were about to be given a synthesis that was going to get us out of this dilemma. He was just masterful at this, but the point was that the meetings would go for hours before we could get there and it was important that everybody had to speak. But that wasn't Dave's way of operating. Dave had an issue. He thought about it. He had a solution and woe befall on the person that said, "Maybe there is another way." He just didn't grasp that that's how an academic community works. You know he admitted that in from of the Dartmouth Club of the Upper Valley, that you are not rewarded for making fast decisions.

DAILY: Right.

MANUEL: So I mean it was a totally different approach from John Kemeny and their work habits were a little different. I was an early riser. John would have meetings of his senior officers at nine o'clock at night and they would go on until eleven. You know he was just getting going and the rest of us had been there since seven in the morning and we are dying. I have to say I never, ever…I was always the first one at Parkhurst during my time. I would go early because I would get a lot of dictation done and reading finished.

I tried…Once Dave came on the job, I thought, "Well, I will get there. I will still be the first." Seven o'clock. No way. The next morning, I was there at six forty-five. He is up there…six thirty, six o'clock, I went to work. I never, ever once beat him to work. I think he slept there. [Laughter] I mean you would go there early in the morning and his light would be on in the office and he would be up there working. The guy was unbelievable. He did not sleep much I know.

DAILY: It is impressive and scary at the same time.

MANUEL: Yes, it is. You know it was just a very difficult transition. Once you have worked with someone who really wanted to know everybody's thoughts on something to come to someone who was seeking, you know, an affirmation of his solution.

DAILY: In your time as dean, were there plans or actions that you wanted to go ahead and implement, but had to leave kind of undone for Ed Shanahan? Were there things that you just had to put aside when you knew you were going to go on to Culver?

MANUEL: Oh, well, there were things that I had wanted to do that never came to fruition. In the capital campaign that we had during John Kemeny's -- his last one -- we developed the priorities of the College. I guess I wasn't persuasive enough. We had built Thompson Arena already, but the athletic facilities were absolutely the worst in the Ivy League. I mean the visiting team locker rooms downstairs in Davis Varsity Field House had two showerheads. Okay. You know…

DAILY: That would be tough for a football team.

MANUEL: Even tough for a basketball team. And the place was falling apart and, yet, when it all came out what we could go out and seek, it didn't even begin to answer the issues for the DCAC. Quite literally, six months into the campaign, we had raised all the money we needed to do the list of things that were approved. Then people came to us wanting to do other things. The response was, "No, you may not." We could have raised the money, but we were told we couldn't because there were priorities and, until those priorities were filled, "We can't have these things that we don't think are as high a priority"'. You know I can understand that discipline.

On the other hand, at Culver, we were in the middle of a capital campaign to raise forty-seven million which was a lot. We eventually raised sixty. The reason we raised sixty was that one person came to us and said, "You know, the dining hall is really in terrible shape. What would it cost to completely renovate the dining hall?" We gave him the answer. He said, "Okay, I will give you that." "That was priority. This is this campaign. This is the next campaign. These are essential immediately. These are necessary. These would be nice to have." And this was in category three, nice to have. But we took the gift and we redid the dining hall. [Laughter]

But Dartmouth wouldn't operate on that philosophy. You know I took a lot of heat six or eight years later because somebody had come to me and said they would like to put in snowmaking equipment at the Skiway and they offered twenty-five thousand. I said, "Well, two problems. One, twenty-five thousand won't do it and, secondly, I am not permitted to accept gifts that are not on this list." So it all comes out in The D after I am gone that I turned down the snowmaking equipment gift.

Athletics was really hurt and, you know, there were some other things that we could have upgraded and so forth that we didn't. You know, it was clearly important to make academics the highest priority; but, at the same time, I think one of the issues that we got ourselves into over time is the necessity for the student life initiative because we deferred those things that spoke to student life.

Let me give you an example. For Culver Academy to have a bigger fitness center than Dartmouth College does today is ludicrous. We have eight hundred students, but it is half again

the size of the one there. You know, that's either misordering your priorities or bad planning. I don't care what you want to call it. Once again, Dartmouth is at the bottom in terms of facilities, not just for the athletes, but for people who want to exercise and so forth. I mean we are the only school in the Ivy League that doesn't have a fifty-meter pool. We have one swim meet in about five or six years. The idea of having a team when you put people in competition knowing they can't win, to me is antithetical to what this place is about. I mean, if you don't want to win, then don't send those kids out there. Don't put them in a position where they can never feel good about what they have done. That's the case.

My understanding is that, in the next campaign, athletics isn't in it either. Speaking as a…I play golf occasionally, not much, it takes too long. I am just stunned that they spent all this money on this golf course when the College was looking for space downtown. What they could have done was move the golf course to Vermont. They have got property there. Why not move the football stadium up here and make it smaller because we are never going to have crowds like that again. Put that in that bowl right where number two on the golf course is and then you have all the space for the kind of athletic facility you need. But, you know, I am not in the planning anymore, so *vox clamatis in deserto*.

DAILY: Right. What would you count as your successes during your deanship? Really not just your deanship, but when you came back as an administrator and admissions officer and then dean of freshmen and then obviously during your time as dean?

MANUEL: Well, I am not very comfortable talking about successes. As I look at admissions, I did help implement -- it was my idea -- the regional concept that the admissions officers have a region in the country and that was where they operated with the understanding that we all shared the private school network. I mean I had western Massachusetts and western Connecticut, so I had prep schools there. Somebody had Andover, Exeter, so you had public/private. But it gave us an opportunity really to be in contact with those guidance counselors. They knew us. They knew we were coming back every year. They knew, if they had a question, who to call and not get a different slant on everything.

I am convinced that it got us better students. I know it did because suddenly we were a face with which they were familiar. They knew the institution. They knew the program and I can remember going to Florida once and bringing back three valedictorians, on early decision from the biggest high schools in Florida. I remember the Hill School in Pottstown, Pennsylvania one year: number one through six were admitted through early decision. I mean these were bright, bright kids.

It really helped us in terms of -- because I had the South -- it helped us in terms of equal opportunity. I was really proud to be a small part of the trustee committee on equal opportunity. I was a charter member of that committee and I think it really helped this College immensely.

As dean of freshmen, it was tough following in the shoes of a legend, but Al Dickerson was one of the most gracious people I had ever met and, you know, to be trained by Chamberlain and Dickerson was just unbelievable. I mean they taught me more than, you know, about what a college administrator is and what it means to have a positive impact on young people. Just working with Al was a pleasure.

I had one student try and slash his wrists in my office while I was on the phone. I stopped him and I never had a suicide while I was dean. Never had one while I was at Culver, either. All that credit while here goes to a guy that many people have forgotten, Frances King [Francis W. "Bud" King], who was director of psychological services. He never had a suicide while he was here. Bud King was just an unbelievable human being. And I guess as dean of the college… yeah, student government.

But I do like to think that, between '75 and '82, it was somewhat easier and more pleasant to be a woman at Dartmouth than when we started in '72. And you know, if I am right about that, then that's about as much as I could talk about in my role. But it was a great, great privilege to be here.

If anybody had told me that, when I graduated, I would be back, I just couldn't conceive of that. When I got out of the Navy, I was trying to decide between law school and going for a Ph.D. and Eddie Chamberlain called me in London. Sight unseen, he hired me.

He was a great teacher. If you look around this place, Al Quirk, Dick Jaeger, myself he mentored. He had an impact on Frank Logan [Frank A. Logan '52], dean of admissions at Antioch and director of planned giving at Dartmouth. He … About six or eight guys -- Eddie Chamberlain's admissions officers – went on to be deans of admissions at some of the major institutions in America. You know, nobody knows that unless you worked there. He was a great teacher and had integrity of steel. You just did the right thing or you didn't work for Chamberlain. It was just clearly understood.

He believed in hiring people, hiring good people, telling them what to do and then getting out of their way. You know, where else could a young squirt -- I guess I wasn't young, I had been in the Navy four years -- but I had been in the admissions office one year. Where else could someone with that lack of experience be able to present a proposal and have it heard and then have it implemented?

Al Dickerson…John Dickey said he was as close to the heart of this institution as any man he ever knew and it was true. He was such a gentleman and so wise and then Mr. Dickey, too, who took me under his wing. I was really blessed and, if I did anything to repay the College for what it gave me and what those individuals gave me, whatever I did, it couldn't be enough to repay the institution. That's why I keep working, you know, on the Tucker Foundation, the Alumni Council committee on alumni awards.

I have to admit to being flabbergasted to have received that award. It just… I knew the people who had gotten it in the past and I don't come anywhere near the contribution of those individuals. I can't wait to see who the first woman is to receive that, you know. I hope it is one of mine from '76. It may not be, but there is no doubt in my mind that the women are, now that they are twenty-five years out, they will start receiving the Dartmouth alumni award. You know, someone like Nancy Kepes Jeton '76. She was my intern.

DAILY: Oh, really?

MANUEL: My first…her senior…

End Tape 5, Side A

Begin Tape 5, Side B

MANUEL: She won the Dean's Prize and you know she has been on the alumni council, now a trustee. There are just some fascinatingly talented young women and young men. '76 is my -- I guess -- my second favorite class after '58. [Laughter] You know, they produced three trustees. They had two things that no other Dartmouth class has ever had…The Sports Illustrated "Sportsman of the Year", Reggie Williams '76 [Reginald Williams '76] and a pitcher who won a World Series game, Jim Beattie [James L. Beattie '76]. You can't beat that record I guess. It is nice to see some of them around town.

DAILY: Is there anything else you want to talk about in terms of your Dartmouth experience…any piece of it?

MANUEL: No, you know, I think back on those days. I still marvel at coming from a rural high school with forty-four kids, coming here. I guess the jump was great. It wasn't an easy first year, but well worth it. The only thing that really ever bothered me -- and Bob Hage and I used to argue about it -- was if you were on scholarship, you could not own a car, which really made it difficult for those of us on scholarship to get back and forth for vacations. You know we had to take the more expensive transportation, unless you could get a ride, and it was just a policy that made no sense at all; but you could never even convince Bob of that. He was the old school.

It was a great experience and my wife is…She has put up with the only mistress I have ever had and that is the College. [Laughter] She sometimes wonders about it and the boys tease me about it all the time, too. They grew up here and there was no way that they were going to go to college here, except Bradley [Bradley W. Manuel '93]. He was only twelve when we left, so it was a different situation for him when we came back. But you know, our son, Mark, who was head of the student government at Hanover High and very high scores and rank in class and everything, he just said, "I don't want somebody to come out of St. Thomas [Episcopal Church] at the eight o'clock service that you go to every Sunday and tell you that they saw me buy a six-pack." [Laughter] So he went to Tulane. But he didn't like cold weather either.

I could go on and on for hours about the College, but you have got more than enough. I hope if any other questions come up, you won't hesitate to give me a call.

DAILY: Oh, I won't. I really appreciate your taking the time to do this.

MANUEL: Not at all. It has been a pleasure.

DAILY: It has been really fun.

End of Interview