Franklin Smallwood '51

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An Interview Conducted by

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Shelburne, Vermont
Hanover, NH

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INTERVIEW: Frank Smallwood

INTERVIEW BY: Mary Donin

PLACE: Home of Frank Smallwood, Shelburne, Vermont

DATES: March 11, 2003

MARY DONIN: Today is Tuesday, March 11, 2003. I am here with Frank Smallwood at his home in Shelburne, Vermont. Professor Smallwood, I would like to start out today finding out what made you go to Dartmouth as an undergraduate.

FRANK SMALLWOOD: Okay. That's a good place to start. Actually, it was a combination of things. I was born in New Jersey, northern New Jersey, and I grew up in New Jersey. I then went to Lawrenceville School for three years, which is in New Jersey down by Princeton. Then I was drafted. This is now 1945 as the war was coming to an end and I was assigned to Fort Dix, New Jersey. So I spent my entire life in New Jersey and I decided (this is a horrible thing to say) [Laughter] but I decided that I wanted to get out of New Jersey and I didn't have strong preferences. Most of my classmates from Lawrenceville went to Princeton. I just didn't think that made any sense, so my sister's husband, my older sister's husband had gone to Dartmouth and he was talking up Dartmouth. He had just gotten out of the service and he said, "You ought to go to Dartmouth. Great college." So, without ever seeing Dartmouth, I applied to Dartmouth and was accepted at Dartmouth. I think Al Dickerson [Albert Inskip "Al" Dickerson '30] was the director of admissions then and I went to Dartmouth.

MARY DONIN: What was your older sister's husband's name?

SMALLWOOD: Alec Clark [Alexander Clark '40], class of '38, but he did not graduate in '38. He finished up… He was a famous part of the Clark-McLane family. Judge McLane [John R. McLane '07] was a trustee of Dartmouth and Alec's oldest brother was a phenomenal graduate. He graduated a little after John Dickey's [John Sloan Dickey '29] class and was a newspaper editor in Claremont, New Hampshire, and John Clark [John McLane Clark '32] was out in the river with his kids in a little kind of

canoe and it sank and he was drowned. His wife, I think, Rhoda Clark, is still alive. She is in her 90s now. Alec worshipped his older brother and the whole thing was a tragic affair. He was destined, some thought, to be a governor of New Hampshire someday because the McLanes had provided governors of New Hampshire. But anyway, that's how I got to Dartmouth. It turned out to be a good choice and a good experience for me.

You have given me a couple of notes here. Let me just make a few comments. One, "memorable professors. " I majored in the government department. I was always interested in government. I don't know why, but it was the public service. I always had intended to go into public service. The department was much smaller in those days. I think it was half the size that it is now; but I got to be very close to a number of people in that department.

The individual who was my mentor really, it turned out, was Don Morrison [Donald "Don" Morrison] who became the dean of the faculty and I guess the provost. I took three courses with him. I did very well in all the courses. We were very, very close and I remember one time I was walking across the green. I was a senior and he asked me what I was going to do when I graduated. I said I thought I wanted to go to work in Washington. He said, "Well, you should get some graduate work in first." I said, "Well, I was thinking about Maxwell School at Syracuse." He said, "You should apply to the Littauer School at Harvard." I said, "Gee, I'm not sure I am that strong." I was an okay student, but I wasn't... He said, "Well, I will write some letters for you." I got in and I got a scholarship to help pay the tuition and all. So I went to Harvard. That will come later.

I was also very close to Bob Carr [Robert K. Carr '29], who later on became president of Oberlin College. He taught the constitutional law courses. Don Morrison's field was more administration, an area that I did a lot of work in, in public administration. Arthur was a very close friend of mine. Arthur Wilson [Arthur M. Wilson '40]. That was just a very good, strong department. Obviously I had friends and other faculty, people outside the department. I did okay at Dartmouth. I was not the hottest student. I really had a disastrous first term. I thought I knew everything, but I realized that it turned out that was not quite the case. I was very active in the Daily Dartmouth.

DONIN: I saw that you had written a lot of articles.

SMALLWOOD: Well, I ended up as managing editor of the paper. I spent a lot of time on that. God, we used to set the type. It was an all-night process. You know, the hot lead would pour down. It is all done with computers now. It was absolutely, totally different. I remember many times being night editor, putting the paper to bed, walking up Main Street when the sun was coming out in the morning and the paper was being printed at that time. But that was a good experience for me. It taught me how to write. It taught me how to make decisions in terms of… Maybe it was more journalistic, but I really developed a good sense of responsibility. So through that activity, I got involved in a number of student affairs. I was on Green Key and Casque & Gauntlet and some of these other undergraduate activities. I had a lot of warm friends at Dartmouth. It was a good experience.

I was one of the few, though, veterans. I mean I wasn't much of a veteran because I had not really fought in World War II, but from '45 until '46, I was in the service. Then I went to Dartmouth. John Dickey always took great pride in saying that the class of '51, which was my class and Ed Lathem's [Edward Connery "Ed" Lathem '51] class incidentally, was his first real post-war class. I mean it was an overwhelmingly non-veteran class when I arrived in the fall of '47. Dartmouth was just a mix of classes I think from maybe '38 to '51. I mean there were all these people and half of them were married and they had a bar at College Hall where you would go in. It was a pretty raunchy place at that time and very, very flavorful. Most of the people whom I became close to were not veterans. I think there was only one other member that I remember in C&G who was a veteran. I had been in the service and the rest of them, I think, were all non-veterans. So that was a transition for the college.

I lived the first two years at Topliff Hall. It was a pretty wild place. I lived on the third floor. We used to open the windows in the winter, put some water on the floor and play hockey up there. [Laughter]

I remember when my daughter, who is the only one of our…Our second daughter went to Dartmouth [Sandra Smallwood Rendall '78]. She was in the class of '78. She met a boy freshman year, and at freshman parents' weekend in the spring, she said, "Dad,

I don't want you to talk about any of your shenanigans when you were an undergraduate because Don's father is a very big businessman." Well, it turned out he was in Topliff Hall. He was a year behind me. He was the class of '52. I was class of '51. He said, "Remember the times we used to put the water in the hall and play hockey?" I said, "Yes." He said, "Remember one time we put the fireworks and blew out the telephone, the Topliff phone?" [Laughter] So it was an interesting undergraduate experience. Then the last two years, I roomed in a fraternity. It was called Delta Tau Delta, but it was abolished. Not abolished, it was transformed into Bonesgate. That was quite an active place.

But I became interested in government. I had taken the government courses and it was mainly…I was more interested in domestic policy than I was in international policy; but you would have to take courses in everything. It was a good, strong department and it was small. As a matter of fact, it was a very interesting student group in that department because two of them became trustees of the college. Berl Bernhard [Berl Bernhard '51] was a trustee. He was a classmate and Mike Heyman [Ira Michael "Mike" Heyman '51] was a trustee and he was another classmate. Bob Kreidler [Robert N. "Bob" Kreidler '51] was my roommate and he became executive director of the Sloan Foundation in New York City and he worked in the White House with [James] Killian, the former president of MIT, and Dick Barnes [Richard J.H. "Dick" Barnes '51] worked at NASA for his career. All these guys really did significant things in public service of various kinds, so we were all pretty oriented in that direction. But the class was much smaller than the current Dartmouth classes. It was about half the size. I think now they have about a thousand students. Then basically we had five hundred students. So the college was a much smaller college in those days, which became important later on when we went coeducational; but I will come to that later.

You had written a note on "memories of Great Issues Course". All positive. I think it was a terrific experience. I was very upset when I came back and worked for President Dickey and there were protests about Great Issues already. Then later on it just disintegrated, which I thought was a sad thing. I wish that had not happened, but there were all sorts of pressures. In the early '60s, the pressures were starting to build up against everything. I mean it was part of this questioning everything and the fact

that you had to take a required course senior year…A lot of students just balked against that.

DONIN: And I gather the faculty also voted against it in 1966.

SMALLWOOD: Well, finally. Finally they decided to get rid of it. Was it '66? I know Gene Lyons [Eugene "Gene" Lyons] was trying to hold the thing together. He was a professor of government who came in with me later on. He had come back…He had never been to Dartmouth as a student but had joined the faculty later and it was very, very difficult.

Did I have a job when I was a student? Yes. I had a job when I was a student, but it was not until the GI Bill started to run out, during my junior year. That was a wonderful thing. I served for a couple of years in the Army and then I got my college education paid for, which was wonderful. I worked at Lou's diner and I was in the basement filling the orders. They had an elevator and they had a mike and they would say, "An order of bacon and eggs" or "ham and eggs" or whatever. I would give the order to the cooks and then, when the thing was ready, I would put it on the elevator and press the elevator and it would come up. It was a good job, but the best or worst part of the job was that I had unlimited amounts of stuff to eat, so I was gaining weight like crazy. [Laughter]

DONIN: Back in those days, it was called "Mac's".

SMALLWOOD: Mac's. It was Mac's. That's where I worked. I worked there for a year. I am glad I did. It was very good. So I would say, overall, my undergraduate experience was very positive. I drank too much, I think. I was too much into parties. Eventually, I just decided that I would quit that. It was just not worth it. I met Ann, who was at Smith College, and we really began to date at Winter Carnival junior year and got married after we both graduated. She graduated from Smith in '51 and I graduated from Dartmouth in '51.

DONIN: Did you feel that, being a student who was on scholarship on the GI Bill, did you feel a dichotomy between the sort of image of the wealthy, preppy students that made up part of the Dartmouth population?

SMALLWOOD: No, I didn't because I was one of the preppy students. I mean I had been at Lawrenceville School and I was… That was a great preparatory school. As I said, most of the guys went to Princeton, but they had a wonderfully strong program down there. I didn't feel that at all.

I did feel though that Dartmouth was not as strong academically when I was a student there overall as it was later on when I went back to Dartmouth. They had built up the math department with John Kemeny and there was a whole faculty transition that took place just as I came back and arrived with President Dickey and the old-timers, who were good teachers.

I will tell you a story about this. It was very interesting. When I came back, I worked with President Dickey on a number of things and one of the projects that I was involved with, which I want to talk with you about, was the Committee on Trustee Organization, which I didn't mention in those notes I sent down. One of the members of that committee was President Hopkins [Ernest Martin Hopkins '01]. He was quite on in years, but we had meetings in New York City, a few meetings in New York City. We were talking about the board. Should there be more members? How should the board be reorganized or was it adequate? So I got to know him very well. We would go down together on the train usually and he said to me, "Gee, Frank, I thoroughly enjoyed meeting you and all. Tell me more about yourself." So I said, "Well, I am just finishing up my thesis to get my Ph.D. from Harvard." He said, "Oh, that's too bad." He said, "I think you would make a wonderful teacher." [Laughter] "I'm not sure you want to spend your life doing research." I said, "I'm not sure."

Hopkins had a strong feeling that teaching was the key component of the academic experience and I agree with him, quite frankly. I think at Dartmouth, teaching is the key component. I think at times we hired people in the government department, when I was there, who really wanted to do research. I said, "I don't think you are going to like Dartmouth." When they were being hired, I said, "I'm not sure this is the place you want to be because that is not the primary focus. It is an important focus, but it's not the primary focus. But, for Hopkins, teaching was the primary focus. I think the faculty, over time, a lot of them became somewhat repetitious. You know they would lecture and lecture and lecture and lecture and

some of them didn't do much research at all. I think you have to do a certain amount of research just to stay intellectually alive and viable. So I think, when Dickey -- and Morrison was the key member, my old professor -- when they started to rebuild the faculty, they put much more emphasis on research and teaching being important. So that gets me through Dartmouth.

Let me tell you how I got back to the place. I went 'round the clock for two years at Harvard. Ann worked for an art school in Cambridge, my wife, Ann. She made thirty-five bucks a week and then she got it raised to fifty bucks a week. I corrected blue books at a dollar a blue book in the large lecture courses. It gave me some impression of… You know, the whole time at Dartmouth, I always graded all my own exams. I said, "Gee, Dartmouth is really different than Harvard in this respect," because I did an awful lot of blue book correcting. I had an academic scholarship that covered tuition, so that was a good break. But I enjoyed Harvard. It was a lot of work, but I went around the clock. I went a twenty-four month span in two years, and I finished up my academic work.

But I had to write a thesis, but I wasn't going to hang around anymore. I had been in school for a long time now and I just said, "I want to get out of here." I knew what I wanted to do. I wanted to go into government and I took the civil service exam and did very well and got offered a very interesting job at the Atomic Energy Commission, which was just starting. It was in its very early years. It was mostly contractors with a very few employees. That year, 1953, they took eight interns and brought them in.

So I headed down to Washington, where we lived for the next four years and I wrote my thesis down there and had children down there. This was a nightmare. [Laughter] It was tough. We had…Well, our oldest daughter was born in 1954, Susan; in 1956, Sandra, second daughter; in 1957, David. I am now finishing my thesis and in 1959, Donald. We are now back at Dartmouth. So it was tough writing a thesis with all these kids and a full-time job and everything else. But that was a very interesting job. I spent a fair amount of time out at Los Alamos and Albuquerque, New Mexico at Sandia. It was called Sandia Base.

Then I was promoted after two years to serve as the assistant to the general manager for research and development. That was fascinating. I had an office next door to Admiral Rickover. That name might not mean anything to you. He was the guy who built the nuclear submarines. He had an appointment in the Atomic Energy Commission in charge of the submarine nuclear development program. He had a job in the Department of Defense, so he would write letters to himself and answer them. He was really quite an operator. He was very interesting. I worked for a man named Al Tammaro and he was very good. We were trying to develop, at this point, more the nuclear power. I mean power production, civilian power and research for medicine mainly, isotopes.

I was not a scientist, but a lot of my work was appearing before the Joint Committee on Atomic Energy in Congress and we would testify on different projects. They would always ask us the simplest questions. "Why do you contract the automobiles at Los Alamos instead of buying them?" or things like that. If we had a really tough project, we would bring in a Nobel Laureate and he would say, "This is absolutely necessary." They would say, "Well, he won a Nobel Prize. He must know what's necessary." Anyway, I worked there. Louis Strauss became the chair of the Atomic Energy Commission and I remember -- I was coming back to Dartmouth now -- that he called me in and said to me that he was a very good friend of Nelson Rockefeller [Nelson A. Rockefeller '30] and he was glad that I was going to be going up to Dartmouth, that it was a fine school. I did get a citation from the Atomic Energy Commission, so I could hardly say that that was a bad experience at all. I learned a lot about government and I really enjoyed what I was doing in that job.

DONIN: How did you come to be offered the Dartmouth job?

SMALLWOOD: Well that's the next thing. The Atomic Energy Commission was moving to Maryland. We were living in Virginia in a lovely little community called Holland Hills. It was all liberals. I wasn't that liberal. [Laughter] It had a nice little swimming pool in the summer and everybody was a Unitarian and a liberal and everyone was in favor of democracy, not that I was against it. Anyway, I said to Ann, "You know, I am not sure we should stay down here. Do we want to spend the rest of our lives in Washington or what?" Out of the blue, I got this letter from John Dickey, whom I had never really known as an undergraduate at

all. I had heard him give the convocation addresses and I had heard him give the commencement addresses. Later on when I was in Green Key, I stayed for commencement and, in senior year when I graduated, he gave a talk at that.

But I had been to his office once when I was an undergraduate. The only time I was in his office was when the Dartmouth editor, Ted Laskin [Franklin T. "Ted" Laskin '51], who was a classmate… He and I decided that we should do some appraisals of the different courses on the campus, evaluations of courses. These were pretty tame things. The first couple of evaluations appeared and, boy, there was an uproar about students evaluating faculty. This had never been done before and was this the proper thing to do. So President Dickey called me and Ted Laskin and Russell Dilks [Russell C. Dilks '51] into his office to talk about this. He said, "Fellows, I am not going to tell you what you can and can't do; but I want you to know that the written word is very powerful. If you are writing things about people, you had better be very sure that you know exactly what you are writing and make very sure that you are fair and that you are not prejudiced about this, that and the other thing." So we asked him. We said, "What do you think? Would it be better if we didn't do these appraisals?" He said, "Well, I think it may be premature." He didn't say you couldn't do them, but he was nervous about the impact of these and what impact they would have. So we stopped doing them.

I remember his talk about the written word, the power of the written word. This came back later on when I was… The other incident that had been very important…I should have mentioned this when I was an undergraduate. A student got killed. This was the Cirotta [Raymond "Ray" Cirotta '49] case. I was a sophomore. Are we ok on tape here?

DONIN: Yup.

SMALLWOOD: I remember I was in class Saturday morning. We used to have Saturday classes. I was in class Saturday morning in a terrible biology class. We had to cut up a pig. [Laughter] It was just terrible. Anyway, somebody said, "Did you hear that a student got killed last night?" What had happened is that a group of fraternity guys had gone over to this guy's room and they had had a shoving and pushing brawl. He was not too popular. I don't quite know why. I never quite understood all of the details;

but anyway, he hit his head against the radiator and then they left. Later on, he said to his roommate that he had a headache and they took him up to Dick's House. His roommate took him up to Dick's House and he died that night. So we had this death on our hands. Boy, the Boston press -- and even the New York press -- but the Boston press was up at that campus in no time flat. "What's going on? Murder at Dartmouth?" sort of stuff. Really sensational stuff.

John Dickey had been a lawyer. He graduated from Harvard Law School and he would not really talk about this. He said, "It is not appropriate until we know the facts." I mean he was being very legalistic, but I think fair about the thing. But the less he talked, the more they would scrounge around and get stories about Cirotta and people didn't like him and he was this, that and the other thing. So these horrible stories appeared and we almost…Dickey almost went under on this incident because it built and built and built. Finally they decided that they had to tell more about it and opened the whole thing up. But you couldn't sit on a story like that. If you didn't say anything in authority, somebody was going to dig something out.

Later, during the Vietnam War I remember it started out at Berkeley, then came to Harvard. I would get these calls when I was in the dean of the faculty office. They would say, "Anything happening up at Dartmouth yet?" I would say, "No. Nothing is happening." They would say, "As soon as something starts to happen, give us a call because we want to get somebody up there right away." So that was a real crisis for the Dickey presidency and he got through that okay; but it was a difficult thing for him to deal with. It was the same attitude when he was talking to us about the power of words and the power of the printed word to do damage. He had that legal sense, which was very strong. Anyway, he wrote me a letter and asked me if I wanted to come up and interview to be an assistant in his office.

DONIN: How did he come to know you?

SMALLWOOD: Don Morrison. Don Morrison had recommended me. I didn't know that at the time. Tom O'Connell [Thomas E. "Tom" O'Connell '50], class of '50, had been his assistant. Tom was going to work for Governor Harriman in New York state, who had been elected governor. He was going to Albany. So John Dickey was looking for a junior person to come up for two or

three years, work with him and then maybe go in educational administration. Well, I was thrilled. I mean I was really thrilled. We were thinking of not going to Maryland and, you know, we were going to have to move. But that wasn't the point. The point was to go back to Dartmouth and work for the president. That was really exciting.

My wife balked. She said, "I'm not sure we want to go back up there and get into all of that fraternity stuff and drinking and everything." I said, "Don't worry about that. We will meet different people." The second problem was that I had to take a cut in salary. He did very well by me when I got the job, but I was making more in the government than when I was working for John Dickey, but I was just absolutely captivated by this possibility. He asked me if I had done a lot of public speaking and I said I hadn't done any public speaking, but I would certainly be glad to learn. I took a course down at Lebanon College from Herb James [Herbert Lee James]. So in June of 1957, with two daughters and a pregnant wife, we headed off to Hanover, New Hampshire. That was the beginning of my career at Dartmouth College, where I stayed for thirty-five years.

DONIN: Had you finished your Ph.D. at this point?

SMALLWOOD: I was finishing my Ph.D. in 1958. I got my degree in 1958.

DONIN: What was your topic?

SMALLWOOD: My topic was "Control of the Atomic Energy Program". Was there any control of the Atomic Energy Program? It was basically focused on the Joint Committee because everybody said, "That's the congressional committee that controls everything." My thesis was that they really didn't control much of anything, nor did the advisory groups…all of whom were clientele groups. I mean there were scientists pushing for more money for their projects and that sort of thing. So I gave a paper in 1959 at the American Political Science Association, which kind of created quite a storm because I argued in this paper that it was basically an uncontrolled bureaucratic agency and nobody was really very aware of what was going on there. But I had a breeze in my orals because none of the faculty members knew anything about what was going on. [Laughter] That's not why I chose it, but I must admit that they were asking me more questions. What really was happening and all this

stuff? They never asked me anything difficult. So the thesis turned out to be…It was never printed. I did do a couple of articles on it, but it turned out to be kind of a political coup in terms of the oral examinations, which I finessed very nicely. [Laughter] Then I had my Ph.D. At that point, the government department asked me if I could come over and give some lectures because I had worked in the government and they just wanted…I was an alumnus and they all knew me. So I would go over a lecture mainly in the American government introductory course. That's how I got my initial start with the government department, which turned out to be something much bigger.

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Begin Tape 1, Side B

DONIN: I guess my first question would be, what were your impressions of him [President Dickey] as an undergraduate? How much interaction did you have with him personally?

SMALLWOOD: I had virtually none. I told you that I did have that one meeting where we were called in and talked. He wasn't balling us out, but he was giving us advice in terms of those faculty evaluations we were doing in the Daily Dartmouth.

DONIN: A lot of people….

SMALLWOOD: Later on it was hard for me to separate the two because I became so close to him when I worked with him. I felt like I had known him all my life. The reality, Mary, was that at first he was more of a figurehead to me than he was somebody I interacted with on a daily basis. Now this changed dramatically once I got into his office. The very first thing I did was just odds and ends, helping out in the 1957 commencement. We arrived in Hanover in the beginning of June and commencement was taking place. I worked with Green Key, helping them to get organized for commencement. I can't even remember who the speaker was that year.

You know, it was a wonderfully important way to start things off in his office. Initially, that first summer, I was getting myself acquainted with the kinds of things he wanted me to do. I wasn't doing a lot, but I was answering a lot of mail. I would draft letters for him to then send to alumni, which he could either

change or use my draft. I did that all through the two and a half years I worked for him. I did a lot of his correspondence and we talked a lot. I did a number of I think important things for him. He was a great delegator. I mean he decided that I was okay for the job. He decided I was a person that he wanted to work in the job and he never second-guessed me. Once in a while, I would get something completely wrong and he would say, "Frank. We don't do it this way." But basically he gave me a lot of free space. I was the only assistant he had at that point.

The bureaucracy at Dartmouth was really quite different then than it is now. John Meck [John F. Meck II '33] was sort of both the treasurer and the legal beagle. I worked very closely with the offices we had. Al Dickerson was there. Al had been there for a long, long time. By now, he was dean of freshmen. A professor of economics was dean of students…Joe McDonald [Joseph L. McDonald]. He will be in your records, I am sure. I think, in terms of really close-in staff…George Colton [George Colton '35] was now becoming active in development. There were about eight or nine staff members whom we met with quite regularly.

So I am plugging away at these letters and doing all of these other things and then he asked me to do a number of more major things. One…Ann and I, it turned out were liaisons for the three ROTC units that we had on campus. We had Army, Navy and Air Force. They were big units. Just prior to the commencements, they would hold a review on the green and, boy, the troops were all marching all over the place from all the different services and the gray ladies were giving out awards for the most honorable students and all the rest of this stuff. It was really big stuff. I thought about this ten years later when everything was in turmoil and eventually the units were abolished. I said, "Boy, what a change took place in those ten years."

I remember… You asked me when did I finish my Ph.D. I went down to Harvard in '58 to get my degree. I was so proud because that thing is done and I said, "I am going to commencement." The undergraduate speaker laid into his class for being lazy and not caring and not being concerned and not being active and being too passive. Ten years later I said, "What has happened over the last ten years that has flipped this whole thing the other way around?"

Anyway, we were in charge. Anytime there was a new officer, we had to entertain the new officers. Annie would have to arrange a dinner at the Hanover Inn to greet them, welcome to the college. This turned out to be a nightmare because they were all seated according to length of the service, which service started first. We could never figure out the seating order, so she finally went to Jim McFate [James T. McFate], who was the manager of the Hanover Inn, and said, "Would you please give us a round dining table so that nobody is sitting at the head of the table?" This was well before the Vietnam peace talks in Paris, where that came up. McFate was glad to cooperate and so we did that.

I remember one time, all of the new officers…When the chief officers came, this happened to be Colonel Moorman [Harold Nelson Moorman]. He came to head up the Army unit and the tradition...We were now living in a little house, a tiny little house on Valley Road, 21 Valley Road, down from the old hockey rink. These officers would stop by and drop their cards off to indicate their presence. So the doorbell rang -- it was a Sunday morning -- and I opened the door and there is Colonel Moorman and his wife. I said, "How are you?" He said, "Fine. I have come here to meet your wife and give her our card." The card said "Colonel Moorman". Ann was trying to do the diapers. [Laughter] This was priceless. So anyway, I called her to come downstairs and she greeted them.

But we spent a lot of time with the officers because they didn't really have many links with the faculty or anything. So we became sort of their…I had to preside over their graduations when the students would get their commissions. We got to be very good friends. I remember there was one officer who was…Commander Dickinson [Clarence E. Dickinson, Jr.] was his name. He was Navy. He was somewhat controversial. He was a very tough guy. When we were replacing him, I met with Arthur Jensen [Arthur Jenson '46], the dean of the faculty, and we went over the…The Navy sent up all these forms… this one or that one. We had to choose. We decided to go for Colonel Desmond Canavan [Desmond Earl Canavan]. He had been a flyer. He had been a Marine flyer and had been at Pearl Harbor. All of these guys, believe it or not, with one exception… Commander Dickinson left, but the others all stayed in Hanover. Colonel Moorman stayed here and worked in student affairs.

Colonel Canavan stayed here and worked at the Thayer School. I mean they got to Hanover and they just loved Hanover. When they retired, got out of the service, they… Canavan would fly to the football games at Princeton and the rest of the stuff and get his air hours in. He took me up in a plane a couple of times. So that was a big responsibility because I was sort of their link with the college. At times I had to go to bat for them. I mean we would get into fights over classroom space and other things. I was sort of their ombudsman who would try to present their side of the case or give them some support. That was quite interesting.

The second thing I did was I worked very closely with the Trustees' Planning Committee. Dartmouth had a small board. It was twelve members, but it was a very strong board. People who were on the board when I…I guess Nelson Rockefeller had just gotten off the board; but Beardsley Ruml [Beardsley Ruml '15] was on the board. He was the guy who invented the "pay as you go" tax plan, you know, where they took taxes out of your income so that you didn't get stuck with a big bill at the end of the year. Dudley Orr [Dudley W. "Dud" Orr '29] was a lawyer from Concord who was, I guess, one of the strongest lawyers in the state of New Hampshire. He certainly had one of the best reputations in the state of New Hampshire. Harvey Hood [Harvey P. Hood 2nd '18], Hood's Dairy Company, Ralph Lazarus [Ralph Lazarus '35].

Now these were mainly businessmen. The only totally non-businessman I knew was Ralph Hunter [Ralph Hunter '31]. He was a doctor at what was then called the Hitchcock Clinic. He lived in Hanover. I will come to that in a minute. So I was assigned to Harvey Hood, who was chairman of the Trustees' Planning Committee, to work with him. We had studies going on all over the place. All of this was in preparation for the bicentennial of the college, which was to take place in 1969. Now it is 1957-58 and we are trying to study alumni relations, student athletics, academics, all sorts of stuff. I got intensely involved in a number of these studies. One of the big studies actually I wrote and one I will give to you because I found it last night, believe it or not…This is a study on trustee organization.

DONIN: Great.

SMALLWOOD: Of all the things that I have ever written, I would say this is maybe the most important thing I ever did at Dartmouth because it changed the basic governing structure of the college. The board, under the charter, was twelve members and five of these members, under the charter, had to be from the state of New Hampshire, which really locked in and that's why… That's not why but Dudley Orr was from Concord, New Hampshire and Ralph Hunter was from Hanover. The president of the college was on the board, so he was from New Hampshire. The governor of the state was on the board, so he was from New Hampshire and you had to have a fifth New Hampshire representative. Then there were only seven others for the rest of the world. So we looked at this whole thing.

In this study, we did analyses of a lot of different colleges. Should the board be more than twelve members? Since the governor and the president were really officers of the state and the college, should there be more members who had different affiliations? Was it too oriented in one direction? What recommendations should we make? I had referred earlier to meeting President Hopkins and he was on the committee. The members of the committee are listed in that report. It was mainly trustees and some important alumni.

But I did all the research for that report and then we hired a consulting firm, Cresap, McCormick and Paget, and they did some work on the thing and did some of the analysis. I worked closely with them and we decided to make not too many changes, but a couple of important changes. One, we decided to enlarge the size of the board from twelve members to sixteen members. There was a great debate about size of the board. Some colleges had forty members and some…But the concept that the trustees had was that it was a working board and you wanted members who would be prepared to come to Hanover at least four times a year, plus serving on committees and working. It wasn't just honorific or you just floated in and floated out and didn't do anything. So they didn't want to make it too big, but they wanted to make it bigger so that they could get more diversity on the board.

The second, I think, major change was to drop the requirement for the five New Hampshire members, so we had to go to the legislature. We had to go to the state legislature and they amended the charter. We always called it the "second

Dartmouth College case." But that opened that up and you could now have fourteen members and seven of the fourteen became what were called "life members." They could be appointed for two consecutive terms and the other seven were appointed by the alumni council through the election process where the alumni elected those members. So we got some pretty good balance there. Interestingly enough, basically the president of the college was the chairman of the board, by tradition more than by fiat. I think, from Charlie Widmayer's [Charles E. Widmayer '30] book, I think from 1822 or so, the presidents had always chaired the board meetings. They decided not to change that, but they decided to change the process and decided that any member of the board could chair the board meetings.

There was a very short period of time…One of the non-president members of the board…. John Dickey had no desire to be chairman of the board, but that was the tradition. They would chair the board meeting. We also changed the executive structure of the board so that the committee structure was changed. We set up an executive committee that could meet between meetings and do all sorts of… It was really antiquated. Nobody had looked at the board for a couple of hundred, one hundred and ninety years. That report was done very quickly. The committee was appointed in the spring of 1958 and it was done in June of '59.

Once that was done, that opened up a lot of changes. I just got my ballot for electing the alumni member of the board. I mean it opened up the thing very widely in terms of the kinds of people who are now starting to be called to serve on the board. The board, though as I said, was basically all very high-powered and very smart businessmen, but very few academics or anything else. Now if you look at these elections, you have got much more diversity. You've got minorities. You have got women. Of course, we didn't have many minority or women candidates, but this opened up the way for those kinds of people to serve on the board. So I always felt proud about that report. I think it was a very important report and I think that would be nice to put in the archives.

DONIN: Absolutely.

SMALLWOOD: I would like to have that one in there. So I worked closely with the Trustees' Planning Committee. [Interruption] So I felt very, very proud of that and I felt that was a real accomplishment and I am glad I did that.

Now other things that I did when I worked for the president…Well, I got heavily involved in the Hopkins Center. It was being built as part of the Third Century Drive. Believe it or not, after much debate and agony, we decided to set a ten-year goal to raise $17 million dollars, between 1969 when we finally decided on this and 1979 for the bicentennial of the college. I remember George Colton saying, "$17 million dollars. Oh, boy. This is incredible. Can we do it?" Half the money was to go to raise faculty salaries and half of the money was basically to go to the Hopkins Center, which we built for $8 million dollars…a little over $8 million.

I was the president's liaison on the Hopkins Center committee, which was a big committee involving a lot of people who were involved in the center like Warner Bentley [Warner Bentley '14A] and all these arts people and the others. Leonard Rieser [Leonard M. Rieser '44] was on the committee and I was representing the president's office, so I had to keep him informed of everything that was going on.

A huge blow came when they started to do the borings. They were going to sink in on the granite of New Hampshire and there was no granite! There was nothing underneath there. They had to spend a year driving piles. It just took forever. That pile driver was just clanking away for a year. The building is really basically floating on piles and it was a major achievement. We didn't have any decent theater facilities. The theater was in the top room of Robinson Hall, which was this tiny little place and we didn't have very good music facilities. So this was a major step forward; but the sad part was that they had budgeted the money to build the center, but they hadn't budgeted for all these extra piles that were being driven for a year. So we ended up short in terms of the budget. The compromise was that they had to really reduce the size of Spaulding Auditorium from… Originally I think it was fourteen hundred people it was going to hold. It ended up holding nine hundred people and jammed people into that lobby. If you ever go to anything at Spaulding, if you get out in the lobby, you can hardly breathe in the lobby. I remember I said to John Dickey, "I think this is a huge mistake."

He said, "Well, Frank, I don't like it, but at least it will be large enough to hold a single Dartmouth class." Now it is not large enough to hold a single Dartmouth class. We used to hold our meetings originally there, but you can't do that any more.

DONIN: Who chose the architect for the Hopkins Center?

SMALLWOOD: That was basically the Rockefeller family. They had a lot to say about that. It was Wallace Harrison and he was the one who did the Lincoln Center. Many people pointed out that this was a prototype really for the Lincoln Center that has the same curvature. You know, the big windows. I had a wonderful experience on this one. I was now writing many, many letters for President Dickey to reply and the first, I think, color cover of the alumni magazine came out. This was in 1959 I think it was and it had a picture of the plan of the Hopkins Center with these big glass windows. Well, the letters started to pour in from outraged alumni who said, "My god, you are ruining the ambiance of the campus. This is just terrible. How can you do this? We don't want modern architecture at Dartmouth." John Dickey said to me, "You know this is a fascinating business, Frank. The alumni want us to be at the cutting edge of change, but don't try to change anything here or they will tell you it is the wrong thing to do."

One letter came in from this guy. I read this letter and I realized that there was something terribly wrong with this letter because he kept talking about the sharp and misty mornings when he was walking to class and he talked about walking in front of Baker Library and how beautiful it was in the mist. I looked at the bottom of the letter. I read it again. I looked at the bottom of the letter and this guy was in the class of, I think it was 1909 and Baker Library was built in 1929. [Laughter] I said, "Gosh, this fellow must have been to a lot of reunions or something because he has got himself really all mixed up here in terms of the dates on this one." John Dickey said, on that one, he said, "You know, some of these alumni memories are really rather lengthy in terms of what they remember when they were here after they came back twenty years after they graduated."

DONIN: So they are mixing up…

SMALLWOOD: He mixed up his undergraduate days with his reunion days or some days. I don't know what it was, but he had been back and

seen Baker Library and said this wouldn't fit with Baker Library. So that's the way it went.

So working with President Dickey was just a joy. I mean I loved it. I am going to read you something. This is…I am proud of this. Okay. When I left, he gave me a two-volume set of The Dialogues of Plato and this is the Jowett translation of the Plato books. I didn't expect anything at all, but he wrote on here and this is very nice…"For Frank Smallwood. Not because he needs these volumes, but because he is one of the rare ones who is worthy of them. May your students know and have all that I lose this day. JSD. Hanover, New Hampshire, December 31, 1959." That was the last day I worked for him.

I became extremely close to President Dickey. I mean we were really close. Later on when we got into all the trouble, he explained that this was the biggest mistake he ever made, but he wanted to stay for the bicentennial, so he planned to retire in 1969. He wrote me these words in 1959. He was planning to stay on for another ten years and retire in 1969, which was the bicentennial year. Well, that's when we had all the troubles and that's when I had to deal with all this faculty stuff.

I remember when he did retire that year, he thanked everybody who stuck by him and he looked directly at me when he was talking. I will never forget this. I was just frozen. It was very meaningful and he then went on the faculty for a while and then he had that terrible stroke. I would go up to visit him. I went up quite a bit. I didn't go as much as Gil Tanis [Gilbert "Gil" Tanis '38]. I tried to go when Chris [Christina Dickey] or somebody was there who I knew, but he would eventually…He would feel my face and then he knew who I was. He couldn't speak. It was devastating.

I hate to say this, but I am going to say it. When I went to work for him, he had just quit smoking and he had a horrible habit of sucking on the cigarettes and throwing them away. This was before Nicorette gum or anything else. I was a real smoker at that point in my life and I often thought, "Gee, I wish he had never quit smoking." When he had the stroke, he was just gone because…He was in Dick's House. David McLaughlin [David T. "Dave" McLaughlin '54] was wonderful. He put him in Dick's House, but it was a long, long time before he died. He couldn't

speak. He couldn't do anything. He was a wonderful man to work for.

So now I am going over and joining the faculty and I will tell you how that happened.

DONIN: Can we just stop and let me back up with a couple of follow-up questions?

SMALLWOOD: Sure.

DONIN: This whole plan for the Hopkins Center…I've read about Dickey's plan for his agora of the arts as it was called. How much did he talk about that to you?

SMALLWOOD: Oh, a lot. See, that was the Greek. That was having a snack bar in there really and all these notices. You know, you could put the art exhibits, the two things…Well, I can't say that he had both ideas, but he certainly was enthusiastic about pushing both ideas. To get some kind of food service or something in there that would bring students into the place and they would get their mailboxes in there, the student mailboxes. That was essential as far as he was concerned because he wanted to make sure students were getting in there and just wandering through the spaces and seeing what the thing was all about. That worked I think. That worked very well.

So his concept was, like in ancient Greek democracy, you had this marketplace or agora, which was the center of the city. Then, on the different sides, you would have the different public buildings and the store and all the rest of this. I am not a classical scholar. My oldest grandson, who is just taking Edward Bradley's [Edward M. Bradley] course this term, I think is going to major in classics, but I was not into classics. We did spend a lot of time as a family in Greece. He was very much into that. He was very anxious to make sure this wasn't going to be some arts-only type place where nobody else would ever walk in there.

I remember an interesting story. Later on, when I was in the Rockefeller Center, we had two Rockefellers in the class of '86. One of them was Nelson's son named Nelson Rockefeller [Nelson A. Rockefeller, Jr. '86] and that's the thing that may have cost him the Republican nomination for the presidency

because that was Happy's boy after he split with his wife and had the second child. The other one was his grandson, who was Rodman Rockefeller's [Rodman C. Rockefeller '54] son [Michael S. Rockefeller '86]. They were both in the same class of '86.

John French's [John French, Jr. '30] wife, Ellie French…John French was a classmate of Nelson Rockefeller's who lived in Woodstock. She died and I drove Nelson Rockefeller over to the funeral. We were talking together. He was on the crew. He spent two years on the crew. He said, "I don't know whether I am really wasting my time. I am finding this summer fascinating. I have been in the Hopkins Center. Gee, they have all of this stuff going on over there and I have become interested in going to some of the concerts and I am interested in going to this, that and the other. I have never done this before." He said, "I was always out in the river or down training for the crew." So we talked about whether he should stay in the crew or not and decided maybe he would try it another year and then if he didn't think it was…His senior year, he could spend in the Hopkins Center. But that is exactly what Dickey was interested in, making sure that these kids…

Interestingly enough, the other Rockefeller was in there all the time because he was a combination art major and interested in city planning and all that sort of stuff. So he was over in studio art and all the rest of it. He had the same name as the one who was lost in New Guinea, was it? The one who drowned over there. Nelson went over and tried but they never found him. I can't think of his first name now. Anyway, these two guys indicated the different impact of the Hopkins Center on two different students with the same last name.

DONIN: Wonderful.

SMALLWOOD: It was an interesting thing.

DONIN: And it was named after Mr. Hopkins.

SMALLWOOD: Yes.

DONIN: That was Mr. Dickey's idea.

SMALLWOOD: Yes. Okay. You had another question.

DONIN: I believe it was when you were working with Mr. Dickey that Mr. Morrison died.

SMALLWOOD: Yes.

DONIN: So suddenly.

SMALLWOOD: Oh, gosh. Yes. Yes. He was, as I say, all along my mentor. We were very close. His wife Betty was a good friend of my wife, Ann. After Don died, Betty married Dr. Hunter, who lost his wife. So they stayed in Hanover. But Don…I remember walking home with him on a Friday and I kept on walking along, but he was heading for his house. He said to me, "I am going down to Princeton to see an old friend of mine, Professor Sly." He was a professor at Harvard whom I had known and worked with. I said, "Are you going to be down there long?" He said, "No. I am just going to spend a couple of days. We are just going to catch up on some things." So he went off that weekend on the trip.

I think it was the Monday morning, I got a phone call. No. John Dickey got a phone call and he came to my office. His office was at the end of the floor. There was a big room in the middle with two secretaries and then my office was a much smaller office. It was at the end of the front corridor in the front hall of Parkhurst now, second floor. He came to my door. He was white as a sheet. He said, "Frank. Don is dead." I said, "What?" I didn't understand what he was…He said, "Don Morrison has died." I said, "When? How?" "He was at Princeton. I have just gotten a call from Professor Sly and he had a heart attack." He said, "I am going home. You call the trustees."

I didn't see him for another two or three days. He was just out of it. He had built his whole future planning on -- that next ten years coming up now, this is now the spring of 1959 -- on Don Morrison being part of the leadership.

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

DONIN: He was only forty- four years old.

SMALLWOOD: He was forty-four. Don Morrison died I think in March of 1959. He was gone. John Dickey had to reorganize everything now because there were very few, as I said, academic leaders. He had to get someone to fill in the space. This has something to do with where we are going in the next segment as a matter of fact.

Ann and I named our last son, our youngest son, Don, after Don Morrison. Betty always thought that was wonderful. You know, he was a great loss to Dartmouth College. It could have been quite different if he had stayed. You never know in human affairs how a few key individuals who weren't that well known to most people, but the impact that he had was just incredible. He re-founded -- I am talking about Don Morrison now under John Dickey -- re-founded the Dartmouth Medical School. It was going under. It looked like it was not going to work and they worked out this new two-year plan. The feeder plan, which since then is…figure the federal funding and all. But they got money to rebuild the medical school and now it is has gone down the road and it is a gigantic medical center. We would have not hung on to that.

He just did an awful lot of things for Dartmouth that nobody paid much attention to. We did name a room in the Rockefeller Center for Don Morrison. John Kemeny insisted on that because Don Morrison hired John Kemeny as well as me, really, in effect; so I had no problem with that at all. John Kemeny was very close to Don Morrison. We were just wiped out. Now that gets me, unless you have other questions about Dickey, which I will be glad to try to answer…

DONIN: No.

SMALLWOOD: That gets me to the government department. This is a strange twist of fate for me. Don Morrison dies. John Masland [John W. Masland, Jr.], who is a senior member of the government department -- I mentioned him earlier -- becomes the new provost. At the same time that he becomes the new provost of Dartmouth, Bob Carr, who is the senior member of the government department and a constitutional law professor, becomes president of Oberlin that same spring. This was all happening at the same time and the third thing…We had four or five, maybe six at the most, senior members. So half of them are being wiped out in one spring. Gordon Skilling [H. Gordon

Skilling], who was a senior professor, was asked to come back to his alma mater, the University of Toronto, and head up a new eastern studies center. So all of a sudden, we have three vacancies in the government department and they were desperate. This was before affirmative action. They had to scramble.

I had been over there lecturing and Charles McLane [Charles B. McLane '41] came to see me, the same McLane family we were talking about earlier. He was now a professor in the department. He said, "Franklin, would you be interested in joining the government department for at least a couple of years and helping us over a rough spot?" Well, quite frankly, I was kind of interested, but it was another cut in salary and we now had three kids and Ann was pregnant again and the fourth child is ready to come…Donald Smallwood. So I went home to her and said, "Annie, I know you weren't crazy about coming to Dartmouth in the first place, but now they want me to teach in the government department. What do you think?" She said, "That would be wonderful. I think if you never did this, you would never know what it was like and you will never have this chance again." So I said, "Okay." They actually stretched as far as they could to give me as much salary as they could.

I remember when John Dickey came back from one of his pep meetings for the bicentennial…this was when I was working for him and we were getting ready for ten years of planning and he said, "One of the goals of our two hundredth anniversary of Dartmouth College is to provide our top full professors with salaries of twenty-five thousand dollars a year. I said to Ann, "My god, if we stay here, we could be rich." [Laughter] This was a whole new world opening up. I was making…I think I came in at seven and I got up to eight and then I was approaching nine. I joined the government department that winter actually. He wrote me that thing I just read you…that nice inscription he put in the book. That was December 31st.

But I started teaching that winter term and we had just gone on the new three-three curriculum. That was Don Morrison again. Morrison had created the new three-three curriculum, not with the idea of using that fourth term to go coeducational, but it was a new…The impetus for that change as far as I was able to find out was to shake up the faculty and to get them to rethink how

they were teaching their courses. You had to do everything over. Well, I had to do everything from the start.

So I said, "I would be glad to teach in the government department. What do you want me to teach?" They said, "Introductory government. We are planning a new political theory introductory course and we would like you to teach that; but your main field will be state and local government." That's a big draw because a lot of students like to take those courses. So I had to really start scrambling to do my homework here.

So I went home to Ann and she said, "What are you going to teach?" I said, "Well, the introductory American government course. I am not going to teach international relations, because I don't know anything about that really. That's not my sphere at all. We are going to have a new theory course, but my main sphere would be state and local government." She said, "State and local government? Why do you want to teach that? We will never go anywhere." [Laughter] She thought all of her friends had been taking these trips to go to this place and that place in Europe…like you going to France. I said, "What do you mean? There are state and local governments all over the world. Where do you want to go?" So when I got a faculty fellowship, the first place we went was six months in London and six months in Toronto because I was studying metropolitan government and I was writing about the reorganization in London government and the abolition of the London County Council. Toronto had the first metropolitan government in the United States.

I remember when I showed up in Toronto. We spent the first part of that leave and then came home. What a terrible journey across the Atlantic. I will never forget that. All David wanted was a hamburger. We were on the France. You would have loved it. They were serving soufflés all the time and everybody was getting sick. Anyway, then we drove up to Toronto. They couldn't believe I was studying the Toronto government because they were all studying Southeast Asia or Indonesia or somewhere. They said, "What are you doing in Toronto? Nobody in Toronto studies Toronto." Anyway, I did then do…I got two publications out of that which was important, I think, in terms of…I did the first study of how metropolitan Toronto was working, which was good experience, and I did a study of the politics of creating the new London government, which was very

political. Both of those, you know, they weren't best sellers or anything, but they helped me establish that I could just do something besides teach these courses.

DONIN: But that was probably required, wasn't it?

SMALLWOOD: Yeah. You had it right. I remember Marty Segal [Martin Segal], who was the wonderful economics professor, said to me, "Frank, get one or two books out and you will be set." I was immediately grabbed when I went into the government department and this is something very interesting. I never served as chairman of the government department and the reason I never served as chairman of the government department…I was always asked to chair other things and I immediately, almost as soon as I came, based on my experience with President Dickey…I really knew Dartmouth College pretty well by then, you know, and all its facets. Not all, but an awful lot of its facets and I very early on became chairman of the executive committee of the faculty's agenda committee in terms of reorganizing courses and all this other stuff.

So I was always being pulled back into administration or somewhere to start a new program or to be a dean or to be something. So I chaired the Rockefeller Center, but I never chaired the government department. So I started teaching and I was an assistant professor. I had my Ph.D. I had all this stuff and I became an associate professor in 1966 and then I was promoted to full professor.

Orvil Dryfoos [Orvil Dryfoos '34] had died. He was one of the trustees who was actually publisher of The New York Times and he was a good friend, a wonderful man, and Nelson Rockefeller gave…I think it was a million dollars. I don't know how much money, but he gave a lot of money to set up a chair for him and I was appointed the first Orvil Dryfoos professor of government. So I had a name chair. Having a name chair doesn't mean that much, incidentally. I mean it is a nice thing to have. It gives you a nice title and all the rest of it. I think you got a thousand bucks or something to do some research or go to some meetings; but it was a very nice honor and I was crazy about Orvil. I was proud to have his name. So I served in the government department pretty solidly until Leonard Rieser pulled me out and

brought me into, made me an associate dean of the faculty for the social sciences.

DONIN: You didn't teach when you were dean?

SMALLWOOD: I was teaching half time. You always taught half time. That's a good system at Dartmouth. I think that was a good system. A lot of people get experience in administration, get some idea of what it is like to be an administrator and then go back to the faculty and can explain to their colleagues that it's not quite as simple as it looks from this side or they are not all bad over there. I have been in that office myself, so it provides an interesting liaison. But this is now…we are approaching the bicentennial.

In the interim, the second committee that I had been asked to chair was the Bicentennial Celebration Committee and this was Mike McGean [J. Michael "Mike" McGean '49] and a lot of different people. We were all working together on this. We were trying to figure out what we could do to have, you know, some intellectual things. One of the big pushes that everybody insisted…we had to have a postage stamp and that was getting to be very tough; but we pulled off the anniversary of the Dartmouth College case which was perfect. One hundred and fifty years. So we had the Dartmouth… I've got a lot of those stamps. If you want a stamp, I will give you one. We got that through and then we were trying to plan intellectual themes, etc. But then I was pulled off by Leonard Rieser into this faculty deanship, so I couldn't teach and chair the bicentennial. So I think Gil Tanis took over. As far as I remember, it was Gil Tanis who took over the bicentennial stuff.

I just want to say something before I get into the faculty thing about the campus at this point. The pressure is now really building up on Vietnam and it was a very, very difficult period because more and more students were frustrated. I think more and more students were, to a certain extent, feeling guilt that they were in college and a lot of people who didn't have college exemptions were over there fighting and they were mainly lower income and minority kids. It was just a bad situation. They wanted to do something, just like a lot of people now may feel frustrated about this whole Iraq business. You want to do something, you know.

So they were building up and the SDS was starting to move in…The Students for a Democratic Society. One of the targets was ROTC. This is when this really started to hit hard. The students were starting to protest and picket and everything else. So we had to deal with this issue.

I remember I got up and gave a talk defending ROTC at the faculty. I was kind of lonely. [Laughter] The reason I defended it was Dartmouth is part of the real world and the more we cut it off from the real things that happen in the world and the more cloistered we become, the less relevant our education is going to be for many students who are going to have to live in the real world and deal with these kinds of dilemmas. I used to argue with Peter Bien [Peter A. Bien] about this. We had wonderful arguments in these alumni seminars where they bring people up to try -- fundraising seminars… Peter would take the position, "No. The more pure we are, the better we are." and I would take the position, "No. The more involved we are, the better we are." We would battle it out with each other. We had wonderful discussions. He is a wonderful professor.

But anyway, the faculty was just fed up with the ROTC and with everything, with the Vietnam War and everything, so the faculty voted to get this out. It was a pretty decisive vote. I mean there were very few people who bought my line. There were a couple of other people who argued different arguments, but it was overwhelmingly obvious that we were going to lose ROTC.

Then, a couple of years later, just to finish this whole sequence of things, when John Kemeny had now become president, the whole Kent State thing busted out and we were back in the middle of a huge turmoil again. The faculty voted whether or not they would let students leave Hanover. This is now the beginning of May I guess. It was not the end of the spring term; they certainly hadn't finished the spring term courses. I lost on this one, too. They voted to give them course credits, even though they didn't finish their courses; that they could leave the campus and go do political things in Washington to try to get this Vietnam War over with and, you know, be activists. I think a lot of them might have gone to play golf. I am not sure what they did, but anyway, I argued that they should not get course credit. We should just reduce the graduation requirements by three courses because I said, "I think we are setting a bad precedent

here to give them credit for courses they don't really actually complete and then later on…"

Boy, I heard later on that a lot of the chemists in Chemistry 51, 52 said, "You were right. We should have listened on that one." Because we gave them credit and they didn't have their work done. It was a nightmare when we had to pick things up and half of them were in one place; half of them were in another place. So for the sequential courses…But I just thought it would be better to just say, "We are going to reduce the graduation requirement for this group from 36 to 33 courses and let them graduate with 33 courses, but not say they completed courses that they hadn't completed." But anyway, that was voted through.

So I was having a miserable time here trying to convince the faculty of my wisdom, which was being consistently rejected. [Laughter] I now was ending up in the dean's office and I was dean of the social sciences and I was getting an awful lot of…a full plate of things to deal with. For example, the black students -- that's what they called themselves in those days -- walked into a faculty meeting and demanded that they have a Black Studies program and that was the name of the program. So the faculty voted unanimously for this program and I voted for it. When we got back to the office, Leonard said, "Frank, it is up to you to start the Black Studies program." This stuff was going on all over the place. I remember that one.

I hired a person named Mick McGuire [Robert Grayson "Mick" McGuire], a very important name. It may have never shown up in your records. I still get a Christmas card every year from his widow. He came down from Franconia College in northern New Hampshire. He was a minority and started this program. He said he would do this for me for two years and I said, "Mick, I am not sure how much cooperation you are going to get, but you're certainly going to get all my cooperation. I will see what I can do." I tried to get him an appointment in the government department and I couldn't get him an appointment in the government department. He was a political scientist but, at this point, they just said they were full or something. I don't know. That was kind of sad. But he stayed for two years, which he said he would do, and then Bill Cook [William "Bill" Cook] and some others were now coming in. I will tell you about that one. He then went down to Washington and, unfortunately, he was in

an accident and died. But most people would never know that name, but he was terrific. He was bringing in speakers. He had to improvise everything because we didn't have enough black faculty to really have a Black Studies program, but he was pulling this thing through.

DONIN: It was one of these interdisciplinary programs.

SMALLWOOD: It was an interdisciplinary program. I had to do the same thing with the Native American studies, which came in with John Kemeny. So this was a full plate and we were going through this struggle to see if we could start a MALS program, which was another nightmare.

You had asked a question of me earlier. "How come sciences had these programs?" Well, the faculty voted fairly early on as part of this whole bicentennial buildup in the 1970s that they wanted to start some graduate programs, but none of the social sciences or humanities were super interested in this. They were more interested in sticking with undergraduate work. I remember in the government department, we were talking about, planning, trying to plan a graduate program; but I was one of the people arguing, "Look, we've got first-rate undergraduates. Do we really want to go for a second-rate graduate program? Unless we can really do this thing well and have something unique to offer, why should we do it at all?"

So the sciences were the ones who were starting to get the graduate programs. None of the social sciences or humanities were originally protesting this. We seemed to be okay where we were. Sciences, though, really wanted them, so they started to build them quite rapidly. Chemistry had a very strong department. Math had a very strong department. That then veered off into computer science. So you are starting to build these things and finally at the end…I remember the last science program left to fill and the argument for it was that this was the only department without a program. I remember getting up at that faculty meeting and saying, "Hey, wait a minute. When we started these programs, they were supposed to be super, super. This is not a very good reason to start a graduate program. If you only went with that one, maybe you shouldn't have one." Oh, John Kemeny and the people loved me for that, because they didn't want just a program. They voted to hold off. They eventually got a program.

By now a number of people in the social sciences and the humanities began to say, "We want something. You know, we want to work with some graduate students. Maybe not have each department have their own programs but we want some kind of a masters program and they voted to consider creating some kind of a master of arts, liberal studies program. That ended up on my desk. I had no idea what to do with these things, so fortunately we had just hired a new political scientist named Donald McNemar [Donald "Don" McNemar]. You probably have come across his name before. A wonderful guy and his wife, Britta. He later became the headmaster of Phillips Andover Academy and left Dartmouth to become headmaster. The last I heard, he was down in some Quaker college in North Carolina. I can't remember the name of it. Anyway, I hired Britta. I said, "Britta, you have to come up with some idea of what we can do for a master of arts in liberal studies. She drew up a plan for this thing, which has been modified since; but at least we had something. I mean I was busy as hell and I was trying to teach courses and I was trying to get these other things going.

So I was very grateful to her and that's when I had to get this thing through Leonard, who was very good. He was absolutely unconvinced that we needed to do anything more. He said, "Why should we become the gas station of the Upper Valley?" That was the phrase. We would go to these long meetings and debate these things. He said, "I am not convinced we should become the gas station of the Upper Valley." So finally, we were in this meeting and this came out of nowhere. I never….I said, "Leonard, there is a very important reason that we should be doing this particular program." He said, "Why is that?" I said, "Because our faculty's and staff's children go to these schools. If the school teachers get this master's degree, they will be able to get better salaries and stay here long and teach more students, our students, our kid's students." He said, "Gee, that's what we need." That's all I had to say. Within a month, the trustees had approved that initial program.

DONIN: So the target students…

SMALLWOOD: The target students were basically teachers. Now a lot of other students have poured in there and I guess it has been very successful. I never was involved in the administration of that

program, so I can't really speak on how it worked inside; but they had mentors and they had all sorts of wonderful things. They got a lot of faculty involved in it, so you had faculty from the sciences and the social sciences…even the sciences, but the social sciences and the humanities taught in the program. Bob McGrath [Robert "Bob" McGrath] and people like that taught a lot in the program so they had something in it and they often taught in the summer. So we would fill up a summer term for them if they were teaching the other three terms. A lot of students just came here from all over the place to get a master's degree from Dartmouth College in liberal studies. A lot of people came from local schools to get a master's of art or from Vermont schools. So that wasn't the only group that took advantage of the program, but it turned out to be a very good program I think. I am very grateful to Britta because I would have never been able to think that thing up by myself. I think I sent you something on this.

DONIN: Yes, you did. It is in the notes.

SMALLWOOD: So you have some idea of where it started out, but it has been changed quite a bit since them.

DONIN: What was Mr. Dickey's take on this?

SMALLWOOD: He had no objection to this at all. He was not opposed to graduate work, but he was worried like Hopkins had been that it not get totally out of control, that every department didn't turn into a graduate department and start using teaching assistants to teach the undergraduates and all.

As a matter of fact, one of the proposals…I am glad you asked that question because one of the proposals that was considered for the bicentennial was to change the name of Dartmouth College to Dartmouth University. Boy, that didn't get any support at all. It just died on the vine. I asked John Dickey what he thought. He was not crazy about that idea at all. I think he was not opposed to some graduate work and we had the three associated schools you know, medicine and Tuck and engineering. So, you know, we had a tradition with graduate work, but he felt this was a good outlet for those people who had no opportunity to teach graduate students who now might have some opportunity because the graduate students had so many different topics they were interested in. They were drawing

them from all over the place, including faculty from all over the place. It was a very fortuitous thing. I had very little to do with it except for my idea to Leonard.

DONIN: And that was what he used to sell it to the trustees?

SMALLWOOD: Yes. And it was a legitimate sale. I mean he had to say to them, "Why are we doing this? Is this going to lead Dartmouth to become Harvard?" That was sort of a threat. [Laughter] He said, "No. No. No. This is basically for our own reasons. We have our own faculty who want their students here to, our own faculty to have students who are going to the good schools in Hanover and environs and staff. If the teachers in these schools can help create themselves through a program that Dartmouth offers, let's give them the opportunity." That's why originally it was the whole summer, so the teachers could take advantage of it. Then it became anyone who wanted to come could take advantage of it.

DONIN: And it is all year around at this point.

SMALLWOOD: Everything goes all year around. Okay.

DONIN: Now that we are on the topic of graduate studies, didn't Kemeny make a move to introduce another graduate degree…a doctor of letters or a doctor of arts?

SMALLWOOD: That one I don't remember. He might have. I don't remember that. I was out of sync for a while here because I am going to be leaving shortly and going into the state legislature.

DONIN: Right.

SMALLWOOD: Then I rejoin John, so he might have had this as an early initiative. I remember his first initiative was to strengthen the Native American program. I will come to that in a minute, but I want to finish the spring of ….Okay, I will just make a couple of observations. Leonard said -- we were leaving a faculty meeting -- Leonard said, "I've got to go to Chicago. I have got important meetings out there. Things are really starting to build up here."

It was obvious by now that something was going to happen because the pressure was really mounting from the SDS and they were meeting and planning all sorts of things, but nobody

knew what they were planning. They had a kind of incredibly annoying non-hierarchical way of deciding things. They would say, "We never vote" or "we never…" It's group think sort of stuff. You couldn't bargain with them because you never knew what the hell their position was on an issue, which was kind of annoying. But anyway, Leonard said, "Frank, would you be willing to be acting dean of the faculty for the rest of this term? I will pick it up then when I get back and have more time." So I said, "Sure." That was on a Monday. The faculty meetings are on Mondays. The first thing I did…Leonard left. He was out of town. We had a celebration for him when he finally did retire and I remember everyone was asked to say something and I told this story that Leonard left town…

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

SMALLWOOD: Leonard Rieser leaves town to go to Chicago, flies to Chicago. I told this story at his retirement. He's gone. I called the four senior faculty members to meet in my office. Walter Stockmayer [Walter H. Stockmayer '25] was one; Lou Morton [Louis "Lou" Morton"] was another one; a couple of humanities professors. I can't remember their names right now, but anyway, I said to them, "We've got to do something. We have got to get on the radio, WDCR or something to see if we can try to help quiet things down." I remember Walter Stockmayer walked to the window and all these students were pouring into Parkhurst. He said, "Frank, I think it is too late." They had taken over Parkhurst Hall and ejected Al Dickerson and John Dickey and everybody else who was in Parkhurst Hall.

I had met the previous weekend...Leonard and I had met the previous weekend with Walter Peterson [Walter Peterson, Jr. '47], who was the governor of New Hampshire, and with the state police chiefs of Vermont and New Hampshire to talk about an injunction. John Dickey had decided, if we got into trouble, rather than having a bashing take place, you know, with everybody there, that he would have the sheriff of Grafton County nail an injunction on the door like Martin Luther, okay, and give these students x number of hours to vacate the building. If they didn't vacate the building, then the police could go in and take them. So basically, once the hall is taken over, the students had nailed the door shut. They pulled all of the people out of the building or they left the people to their own

volition. Thad Seymour [Thaddeus "Thad" Seymour '49A] I think left on his own volition and some of the others. But Al Dickerson told me he was carried out, wrote me that he was carried out and they had taken over the building. So at 3:00 in the morning, the state police came in and they arrested everybody who was in the building. Nobody was around at that point, so it turned out the injunction was a humane way to deal with this thing so there wasn't a lot of rioting or anything. There was a big crowd in front of the building once it was taken over; but most people eventually went home. It was sort of an abandoned site. There were a few people outside it maybe. They were hustled off to jail. These students were hustled off to jail.

The next morning I got a letter from Al Dickerson saying that he had been forcefully evicted from his office by two faculty members and he wondered what I was going to do about this as the dean of the faculty under the rules of the faculty. So the first thing I did is I contacted Chief Goudreau to see if they had any evidence other than Al's letter. I mean I accepted Al's letter, but is there any other indication and he printed up all these pictures and here are these two faculty members leaning out the windows and everything else and they were in there. So it is pretty obvious that they had to do something. So now we are entering uncharted territory. I had to use the organization of the faculty of Dartmouth College to try to deal with how to procedurally handle this situation. All it said…I don't know whether we should. Can we read that thing in?

DONIN: You can read that line that you just read to me.

SMALLWOOD: Okay. "Organization of the Faculty. It is recognized that matters of unsatisfactory service should, if possible, be adjusted initially by mutual arrangement between the individual and appropriate officer of the college. If the matter is not satisfactorily adjusted by agreement, the Committee Advisory to the President shall be consulted." So what I decided as the appropriate officer being acting dean of the faculty was to call in these two faculty members and see if we could reach some kind of an understanding of mutual arrangement, whatever that meant… Trying to interpret this thing as to what we might do about this situation. They immediately requested that the whole affair be tape-recorded and I agreed to that. I said, "That's okay with me." But I said, "I insist that you not use these tapes to further whatever case you may want to make. I don't want to be

reading them in The Dartmouth or something." They agreed to that and they held to their agreement, so we had a pretty honorable series of discussions.

We met for two different sessions. The first was on May 15, 1969. The second was on May 20, 1969 and the first session was sort of just getting our way into this thing. Paul Knapp [Paul S. Knapp] was the name of the professor of chemistry and Dona Strauss [Dona P. Strauss] was the professor of mathematics and they both were assistant professors. Paul was a little worried and I tried to assure him. "Why am I talking with you when I don't have my lawyer here?" and this, that and the other thing. I said, "Well, we are just trying to find out if there is anything that we can do to agree on some facts even. Were you in the building and that sort of thing." They said, "Yes. We were in the building." Then they got into a moral argument, which I quite frankly felt was pretty strong. I had opposed the Vietnam War for a long time, so I had no problem with being against the Vietnam War. But I said, "I don't think this is the appropriate way to protest something. I don't think doing something like taking over a building and evicting people in Hanover, New Hampshire, is going to end the Vietnam War and I am not sure that you should have done this."

So we met the second time and they reiterated their different arguments. I concluded that there was no way that I could get them to agree that they had done anything but take the high moral ground and that they had really violated some of the rules of the college to the extent that they had physically taken over a building and seized the building and evicted the people who were trying to work in the building. I advised the Committee Advisory to the President that the matter...I could not satisfactorily adjust the matter and they would have to decide what they wanted to do. Paul…oh, what was his name? He was a chemist.

DONIN: Paul Knapp?

SMALLWOOD: No. He was the head of the Committee Advisory to the President [Paul R. "Dick" Shafer]. Anyway, he agreed that the Committee Advisory to the President would take over and decide what they should do in this case. So they decided to arrange a hearing -- a two-day hearing, it turned out -- on my birthday. The first day was my birthday. June 24, 1969. They

made the 1902 Room of Baker Library into sort of a mini-court room. The Committee Advisory to the President was sitting up at this table. I was down at one table and the two…Dona and Paul Knapp had hired William Kunstler to be their lawyer. This was going to be a standoff because I knew quite a bit about the facts of the case; but he was a real hot shot and he was going to try the case in court. He found out to his astonishment and amazement and annoyance that no press were going to be admitted to these proceedings, so he was furious.

So we started in and basically he started to challenge me. "Did they really know these rules? Did they know that there was the organization of faculty? Had it been distributed to all faculty members?" Fortunately I had information that yes, it had. Then we would have a break and he would go out and talk to the press in the lobby of Baker Library. I remember it was my birthday because the next day -- the second day of the trial -- in the Boston Globe, there was a headline that I had been compared to Adolph Eichmann because I was a bureaucrat simply following orders. [Laughter] I found that kind of tough to take.

The nice thing about this whole trial…This is really…This is just a little vignette but Dona Strauss' mother was sitting in a chair behind me. There was an audience there. The audience could listen to all of this. She kept encouraging me. She said, "You did the right thing. Dona did the wrong thing." [Laugher] So I had this little pocket, a miniscule pocket of support.

Finally the committee held these hearings and they went on for two days. The committee then issued a report. I've got the press…did I give you the press releases on those things? They basically decided…Here's the report. You can put that in the minutes and here are the major press releases on the thing. What they basically decided was that they suspended the two faculty members. Paul was pretty well finished, although he was going to teach in summer session. I was never clear whether he did or not; but Dona then left the math department. She was a non-tenured member, so I don't know if she was ever going to be appointed if she had stayed or not. But I thought the thing went as well as it could.

I told you that, when President Dickey said his farewell to the faculty in his last faculty meeting, he thanked the people who

had hung in there during these difficult days. That's when he looked at me. The whole time he was looking at me. That was one of the most chilling things in my life.

DONIN: Where was he during these proceedings and during the takeover?

SMALLWOOD: He was strictly over in Parkhurst and I didn't talk to him at all.

DONIN: Was that on purpose?

SMALLWOOD: Yes. I just felt it would not be good to talk to the president of the college about a matter in which I was a participant and I didn't want to feel that I was prompting him or briefing him. I told Leonard. I said, "I am going to stay out of this now. I will testify and I will give my side of the case and I will try to answer Kunstler's questions, but I just don't think it would be good for me to be going over the Parkhurst and telling…" Leonard reported to the president. Leonard was sitting there in the Committee Advisory to the President because he was a member of the Committee Advisory to the President and he told John Dickey, I guess, that Frank Smallwood was hanging in there at that point.

I was really all alone at this stage. There was a lawyer who came up from Concord. He was one of the college's lawyers to help, I guess to help Cary Clark [Cary P. Clark '62] and some of the college lawyers who were here and they hired some outside counsel. They were from a Manchester law firm. I can't remember his name, but anyway he came up and he interviewed me and gave me some advice. I mean I was getting some help from him as to what to do and legally what my rights were. He said, "How can you be so calm?" I said, "Well, I don't know." He said, "Everybody around here is so jittery." I will tell you why I was calm, but it came later.

The next year his class had their class reunion. He was a Dartmouth guy and he invited me to be the speaker to his class reunion. [Laughter] I thought that was nice. It was the only payola I got. They gave me a photo album that I could put pictures of my family in. [Laughter]

What happened then…Let me just finish this story. Two things… We had the bicentennial commencement and I

remember Lady Dartmouth was invited and John Dickey had me sitting next to her, but she had been involved with the London County Council and I had written this book about the London County Council. She was quite a woman. I am telling you she was marvelous. She was related somehow to Diana Spencer. She was Diana Spencer's mother or stepmother or something. I don't know. I guess she married Diana Spencer's father. I don't know. But she was very opinionated. I remember she got up in front of the Hopkins Center and she said, "Two hundred years ago, we had everything and you had nothing. Now you have everything and we have nothing." [Laughter] It was a wonderful line. I will never forget that line.

But what I remember the most was I was sitting in the faculty stands and they came down there and they started to play that graduation music and you could see people marching in. I knew Dartmouth College was going to be around for more than another two hundred years. There was such a sense of…I mean you just knew that it was so solid and that the college wasn't going to be destroyed by somebody taking over Parkhurst Hall or anything else.

Later on when Leonard retired, I was asked to make a couple of remarks and I talked about this period. I said, "Leonard left for Chicago. I was stuck back here with this mess." When Leonard finally got back I said, "Leonard, you should have been here. You would have never believed what happened." Leonard looked at me and said, "If I had been here, this never would have happened." [Laughter] Everybody loved that line. But Leonard was that way.

That spring, I had a wonderful time, believe it or not, except for this incident because John Meck came to me and said, "Frank, we have got an awful lot of unfilled chairs, faculty chairs. Leonard just likes to think an awful long time about these." I said, "Well, how many chairs are there?" He said, "Well, it's approaching seventeen." I said, "Oh, boy. Well, let me see what I can do about this." So I started to fill these chairs, left, right and nowhere. I figured what the heck. Leonard sort of figured if he left stuff in the box long enough…I loved Leonard, but somehow some of these things would solve themselves and sometimes they never did solve themselves.

So I am appointing all these different faculty chairs. Some of them were older faculty who had never been recognized. I think Professor Vance [Thomas H. "Tom" Vance], I gave some chair in English, you know. He was retiring, getting ready to retire. I remember one faculty chair which John Meck was terribly anxious to have filled was the professor of theology. He said it was one of the oldest chairs at the college. It was one of the original chairs given out, so I said, "Well, Hans Penner [Hans H. Penner] would be good for that chair." So I called Hans. I said, "I've got some good news for you…no bad news. I want to appoint you as a Professor of Theology at Dartmouth College." He said, "I won't accept it." I said, "What?" He said, "I don't teach theology. I'm not in theology. That's not my field." I said, "Well, what shall we call the chair?" I think it was the Phillips Professor of Theology. He said, "Could you call it Professor of Religion?" I said, "Well, maybe we can." So I took it to the board and got them to change the name to Professor of Religion and he became the Phillips Professor of Religion. [Laughter] I will never forget it.

But the real thing I did, I brought in…By now we were building up some black faculty. Bill Cook was here and black administrators were here as well. The administration was moving faster than the faculty. I called some of those people in and we really put on an aggressive recruitment campaign and we hired quite a few faculty members, not loads of them, but also I was trying to hire more women at this point, anticipating maybe. So more faculty were starting to come in.

The key one that I am proudest of -- this story is going to end this weekend -- was Ray Hall [Raymond "Ray" Hall]. Actually, I hired him in 1971, so it was a little bit later. I was dean of the social sciences; but I got a call from the dean of the Maxwell School at Syracuse University. He told me about him. He said he was very good. So I called him. He was down at Bishop College in Texas, outside of Dallas, Texas. I said, "Ray, I would like to offer you a position at Dartmouth" and this, that and the other thing. So he came up and visited. He was all set to come. He had had offers from two other colleges, but he thought this looked pretty good. Then he found out that he had signed an agreement, which he had forgotten about, when he went to Syracuse. He had to go back to Bishop and teach for at least two years before he could go to another institution.

So I talked to John Meck about this and I said, "Gee, this is really terrible. I think the agreement is a crazy sort of servitude. Could I give him an extended offer, which would become available a year from now?" John said, "Absolutely." He gave me the authority to do that. So I called back and said, "Ray, if you want to come and you can't come this year, how about next year." And he said, "You mean you would wait a year for me?" I said, "Yes. We will wait a year for you. Scotty Campbell, who was the dean at Maxwell, thinks you are terrific and I think you are very, very strong." So Ray then was able to somehow get Bishop to agree to break that contract and he came that fall. He came in the fall of '71.

His daughter, Morgan -- this is where the story ends -- is a star of the University of Vermont's basketball team. They are going to the tournament this weekend. They won twenty games again this year and she is a wonderful young woman. If they are going to make it, if they are going to make it to the NCAA, she is the one who is going to put them there. But Ray said to me…Ray has gone to all of the games and Ann and I have gone to the games with him. Ray said to me, "We planned this 31 years ago, Frank." [Laughter] I said, "It wasn't quite 31 years ago. She is only 21 years old." [Laughter] He is so proud of her. Morgan Hall is her name. She played for Hanover High and then came up here and has been a phenomenal player up here. She has gotten over 1600 points up here, which is... That was a nice story.

I hired some other black faculty, but not that many stayed. Mick McGuire left. I had hired him to start that Afro-American program. One fellow named Jay Walker [Samuel Jay Walker] was killed -- a black fellow -- was killed in a motorcycle accident in Greece, I think it was. He was on a tour of some kind. But we got things moving. We really got more movement. From then on, it really began to move big time and affirmative action really began to kick in big time. The McLane Report had been issued prior to that; but it took a while before all of this stuff really started to move. It was not an inertia period, but you know the Black Studies program was the first of those.

Earlier on, I had started an urban studies program -- way back in the '60s when I was in the government department and I got two nice grants from the Mellon Foundation to finance that program.

That was one of the early interdisciplinary programs. So we had started the model.

Then I became very active in interdisciplinary programs. I served on the Council of Interdisciplinary Programs and was responsible for them until Greg Prince [Gregory S. "Greg" Prince, Jr. '63A] came in and then he took that segment. Greg Prince was really the associate dean for fundraising and for interdisciplinary studies. Then with Dana Meadows [Donella "Dana" Meadows] and some others, we started the policy studies program. That was a big favorite of John Kemeny's. He really wanted that. That's later now. So I spent those two years in the dean's office.

I stayed on and took another term and then, in 1972, I said, "I have had enough of this stuff." I had a sabbatical coming up. I was tired. This was really getting to me. So, instead of deciding to do more scholarship writing another book, I found out that two senators from Vermont, Windsor County where I was living in Norwich, were retiring and I decided I would run for the Senate and find out something about how to run for office. I had been teaching this stuff. There were eight of us running, which was hilarious. The first meeting I ever went to of our candidates… There were eight candidates and fourteen people in the audience, all of whom were related to candidates from Damon Hall, Hartland. I wrote a book about that. "Free and Independent." If you want a copy, I will give you a copy.

DONIN: Great.

SMALLWOOD: It is a fun book. It's a lot of fun. Then, the more I got into it, the more I decided I really would like to win this primary. There were three open seats. One incumbent was in, but the other seven, we were running for two open seats. I came in third of the three and then went on and served for just one term in the Senate. It was wonderful. That's what the book is about. It was a wonderful experience, but I couldn't be up there when everything would be breaking and I would have to go back up to Montpelier. I lived up there the first winter, but oh, boy. Although there were three faculty members, one from UVM and one from Johnson State College and one from Lyndon State College. Dartmouth was different. You had to be at Dartmouth.

So what I did was… The first year I was on sabbatical. It was wonderful, a breeze. The second year I arranged my teaching schedule so that I taught spring, summer, fall and had the winter off because the legislature in Montpelier meets in the winter. But nothing happened, nothing happened, nothing happened and then finally, as the spring term is starting, everything starts to bust loose and we are in there for another month. I am trying to be down here and up there and down here and up there. Ann said, "Buster, if you want to do this, it is okay with me; but you are on your own. I'm not going." The other thing that I found out was that there are 24 towns in Windsor County where I was living and every one of them wanted you to come every weekend to speak: the League of Women Voters, the gun club or the farm bureau or whatever it was. I was running myself ragged, so I just served one term and that was the end of that.

So I am back at Dartmouth and starting to teach again and now working with Dana Meadows and her husband, Dennis, and down at the Thayer School with Jonathan Brownell [Jonathan N. Brownell] and some other people, seeing if we could plan a new program, which we were going to call policy studies…a new interdisciplinary program. The only big thing that had come up during the earlier part of Kemeny's term now, when I was still in the dean's office, was the Native American Studies program. John, in his inauguration in the gym, in the gymnasium, the old gymnasium, had called for this program. This was a new one to me. I had not realized that he called for this, but he was absolutely on target because he said, "You know, we talk this game about these Native American students, but we don't have Native American students. We either ought to do something or…" "Fish or cut bait" is what he was really saying. So we got going on a Native American program. My strange tangent…I was involved in helping to hire Mike Dorris [Michael A. "Mike" Dorris] and helping set up the academic program and Mike was very strong. Louise [Karen Louise Erdrich '76], you know, was one of his students early on. She has just got a new book out, Louise Erdrich.

Anyway, my major role was not starting the curriculum since Greg was here now. Greg Prince was more in charge of that, getting it going. I had to get the Black Studies program going all alone and that was now being changed to the Afro-American Studies program. Then we were going to eventually get into the

Women's Studies program and the Policy Studies program. A lot of studies here.

Anyway, my experience came because I was at a football game and a bunch of people in Indian dress were out on the track and they were stumbling all over the place. They had big D's on their chest. The next thing I knew – I was the faculty representative at this point on the Alumni Council – they came to me and said, "You are on the Alumni Council. We feel we are being insulted. If we are going to be invited here, we don't want to be caricatured as savages, drunk and all the rest of this stuff." I said, "You know, I've got an idea. Every Alumni Council meeting, they call on me for ten to fifteen minutes to talk about something and to answer questions. Just, you know, 'What's happening on the faculty?' I will be glad to give you my time so that you can talk to the Alumni Council about this, but I want to warn you to be careful. Just don't go overboard because these guys are all big Dartmouth alums and they love the college. So don't insult them. Just talk about the incident and the behavior and how you feel about it." So these two guys got up and talked. Boy, they were terrific. I wish I could remember their names. But they were really terrific. The Alumni Council, led by Sandy McCulloch [Norman E. "Sandy" McCulloch, Jr. '50] and Bob Kilmarx [Robert Dudley "Bob" Kilmarx '50] -- both of whom were destined to become trustees -- voted to appoint a committee to look at the Dartmouth Indian symbol.

John Kemeny was really very nervous about this. Of course, he had just pushed through coeducation. The last thing he wanted was to open up another new front. He never blamed me, but, "How did this happen?" He is now beginning to take all the flack for this thing. It was very unfair. So, guess what? I was appointed to be on the committee for the Indian symbol. We met quite a bit. We worked very hard. My pitch on that one…I don't want to sound like I know all the answers but I said, "Look. If we are going to get rid of this thing, we had better have some substitute. We had better call this team something." Stanford was going through this thing and they had had a student referendum and had voted to call…The students had voted to call them the "Robber Barons" because Leon Stanford was one of the early railroad guys. The trustees said, "No way you are going to be called the 'Cardinals'." Within one generation, that's four years…

Well, nobody at Dartmouth could agree on anything. I suggested "The Pioneers", but nobody liked that. So finally they had a student referendum and they voted "The Mad Dogs" and nobody liked that. So we are "The Big Green". I remember the alumni just…In a way… It turned out and maybe it will be fortunate because those alumni who were really upset burned up all their calories. I remember one guy came to one of the meetings of the Alumni Council. He talked about being on the ski team. He was finishing the cross-country race and he thought he was going to collapse. Then he thought of the noble Indians and it got him through the finish line. [Laughter] He couldn't understand. It was a whole different mindset. To them, this was a glorious thing. The interesting thing about the Indian symbol was that it was invented by the Boston sportswriters in the 1920s. It wasn't some old thing that had been here for two hundred years; but, boy, oh boy, the Dartmouth Indians…wow. So we got our way through that and finally the trustees issued their order and that was Berl Bernhard, who was the trustee who really was behind that and just said, "We have spent enough time on this thing. Let's just forget it."

DONIN: As I understand it though, since it was never formally adopted, it could never…

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

DONIN: Okay. So the Indian symbol really just didn't die easily.

SMALLWOOD: No.

DONIN: In your work on the Alumni Council, can you talk about their reaction to it?

SMALLWOOD: Well, the [Native American] students were the ones who were the leaders in trying to do something about it. I have got to give them credit. I was absolutely flabbergasted. These students were very powerful when they talked about trying to adjust to this…Here they were picked to come to Dartmouth. There was a new program. John Kemeny pushed the whole concept. They get here and they see this… You know, they didn't feel comfortable here. They didn't feel welcome here.

My wife had a bad incident with a Native American student. She had an advisee, a young woman who came from the state of Washington, from a tribe out there. She was a wonderful girl…Debbie. She got reported for plagiarism. My wife, Ann, defended her before the College Committee on Standing and Conduct [CCSC] or whatever. She was in the dean's office. She was her representative because she was her advisor. Her argument was very simple. She said, "Ye gods, this woman has never had any education in footnoting or attributions or anything else at all. If we are going to invite these students to come here, we have got to prep them so that they can deal with the situations they are going to have at Dartmouth." Well, they actually voted to send her away for a year, suspend her for a year. But she came back and finished up and went into the Peace Corps. She is a tough girl. She turned out to be okay.

But these young men had a real case. I mean, god, they are going to a football game to enjoy themselves and here are these drunken or phony drunken people. So, when they presented their case and then told how they felt about this, "Why did you invite us here?" The Alumni Council really caved in and said, "This is wrong. We should do something about this. We have really got to try to do something." But, as you pointed out -- it is absolutely true -- this symbol had never been adopted, so it could never be unadopted. So basically, what the trustees decided to do was to say that it shouldn't be used anymore. That's what they were trying to do. But it was a tough one.

DONIN: It died a very slow death.

SMALLWOOD: Yeah. Well, I am sure some people…There are still…There is a guy from the class of '52 who goes to the football games, who still wears all of this stuff on his head. [Laughter] I'm telling you. There are some wackos here.

DONIN: Just to follow up on this Native American question…How did they go about recruiting Native Americans to come here when John Kemeny issued this plan?

SMALLWOOD: The admissions office worked very hard on this. They went out and contacted a lot of people. We had an interesting experience. This was a year ago. We were out in New Mexico and we went to Taos and Pueblo. Ann and I went up to Taos to see a friend. We were mainly in Albuquerque. It is beautiful. I

don't know if you have ever been out there, but it is absolutely gorgeous. It was a Saturday morning. There were very few people there. It was just opening, but there was a little shop there. So we walked in through this little door and this woman had made this pottery. It wasn't terribly fancy, but it was nice. I bought a piece for a souvenir. She asked me where we were from and we said we were from Vermont. She said, "I have never been to Vermont, but I have been in New Hampshire twice." We said, "Really? Why did you go to New Hampshire?" She said, "Well, I took my son there to go to college at Dartmouth." We said, "Really?" So I told her I had taught at Dartmouth. Ann said that she was a dean at Dartmouth. You know, this is pretty exciting stuff. She said, "Then I went up again for his graduation, which was one of the proudest moments of my life." So I said, "Can I ask you…Would you mind if I asked you what your son is doing now?" She said, "Oh, yes. That's fine. He came back to the Pueblo and he was a teacher for many years. He taught the children here; but he has now gone for graduate work and he is getting his master's degree because he wants to upgrade himself so he can teach more." I said to Ann, "Boy, what a small world." She said, "My other son never went anywhere. He has had a lot of problems, but this boy has done very well."

But, you know, we pushed really hard to get those students because, when we were on the Indian Symbol Study Committee -- there is a report for that. You can get the report for that -- we were tracking enrollments and how were we doing. We were really concerned about this in trying to get them. Dartmouth has a few myths; one of which was that we educate a lot of Indians, which was not true…Native Americans. Another was that anyone from Wheelock can get a scholarship for nothing -- Wheelock, Vermont -- which is also not quite true. [Laughter] We haven't given any of them out, I will tell you that. Wheelock, Vermont, was given Eleazar Wheelock's name because Eleazar Wheelock wrote the Vermont legislature and they gave him the first grant for education in Vermont before they founded the University of Vermont. They'd given Dartmouth… Did you know that Dartmouth was part of Vermont? Dresden, it was called. The Dresden District.

DONIN: Really? Oh, Dresden. Yes.

SMALLWOOD: And they went over. The original librarian was the leader of that movement to get Dartmouth…ask Ed Lathem. Ed Lathem knows all about this.

DONIN: I am sure he does.

SMALLWOOD: Bezaleel Woodward. Anyway, he got them into Vermont and it was a big deal in the Vermont legislature until they all got booted out because Vermont could never become a state if they had these New Hampshire towns. I wrote a book about that. Thomas Chittenden was the first governor of Vermont. Okay.

DONIN: We have that book in the catalogue.

SMALLWOOD: Let me mention a few other things because I hope we can cover them at some point, but we certainly don't have to cover everything today. I have tried to say something about associate deans. I tried to tell you about the graduate studies situation.

DONIN: Can I just do one follow-up question?

SMALLWOOD: Absolutely.

DONIN: I know you weren't able to complete your time on the Bicentennial Planning Committee because you were called over to the dean of the faculty's office. How difficult was it working during the '60s with the turmoil and the unrest and the protests to try to plan this celebration of this college that was under attack?

SMALLWOOD: It was very difficult. I remember visiting with John Dickey after he retired. We were over to his house together before John Kemeny moved in. He was still over by the fraternities there…Fraternity Row, I call it. He said, "You know, I made a big mistake. I don't think there are going to be many more 25-year presidents, because this was tough." He was really burned out at the end. I was younger. I mean I was in my 30s and 40s, and I was burned out. I, quite frankly, got out of here and went into the legislature just to do something totally different. I needed a change of scenery. It was very difficult and I didn't agree with a lot of the things that were happening, but you had to deal with reality and accept the kinds of things that were happening. We will come to this point later on about David bringing back the ROTC.

Interestingly enough, the biggest decision of the decade and, if not the biggest, but the Women's Studies…the women's admissions decision I think was handled beautifully until stage two. If you want to go into that, fine. Then probably it will be almost three hours. We should take a break for lunch and finish this thing up down there. I have got a great big notebook I will let you look at for a few minutes that I was given when I retired as director of the Rockefeller Center…A lot of pictures and stuff there.

DONIN: Great.

SMALLWOOD: Let me tell you a little bit about John Kemeny or should we start on that? How do you feel?

DONIN: It is your decision.

SMALLWOOD: Well, let's take a break for a minute. All right?

DONIN: That's fine.

[Interruption]

DONIN: Okay. We are back on.

SMALLWOOD: Okay. I think we should turn to the Kemeny initiative on coeducation. I think, when all is said and done, John did an awful lot for Dartmouth in many different ways; but this was a huge…Pulling this one off was a huge accomplishment because it wasn't clear quite how we were going to do this.

Personally, I was in favor of coeducation from very early on because our second daughter, who happened to go to Dartmouth and she was in the class of '78, Sandy…She and her two brothers were at a football welcoming at the top of the Hopkins Center. The football team had just won the Ivy League championship. They came back from Princeton. There had been an early snowfall. People were out on the green throwing snowballs at each other, and the football team was all standing up there and we were lauding them for their achievements. They had a microphone and were telling about someone did this and someone else did that. Sandy said to me -- my daughter -- "Daddy, can women go to Dartmouth?" I said, "Well, I'm afraid

not." She said, "Well, I don't think that's fair. I think someday I may want to go to Dartmouth and I think you ought to do something about that." [Laughter] So I had my marching orders from very early on.

But I honestly felt that Dartmouth had missed the boat by being the last of the Ivy colleges. I thought we should have been the first of the Ivy League colleges. Quite frankly, although we didn't want to turn the bicentennial into a slaughter, that should have been the issue that we should have considered then because everybody was moving and very rapidly and we were... John Dickey, understandably, didn't want to take this up at the end of his term. He wanted to get through the bicentennial and that was on the plate when John Kemeny became president.

DONIN: And he knew that? Kemeny knew that?

SMALLWOOD: I think he planned that. I mean I think he made it very clear when he indicated that he was interested in becoming president that this was something he wanted to work on as part of a major initiative for Dartmouth College. As I said earlier, I never heard about the Native American initiative, but I talked with John quite a bit.

Let me just say something about John and me. I am talking too much about myself. Well, I guess you have to in an interview. That's what it is all about, isn't it? I don't want to sound like I know everything now. I mean, as I indicated earlier, the fact that they did vote against a lot of the things…

We met each other when I audited his class. He was teaching a philosophy class really and it was on the philosophy of science. I couldn't stay up with it completely, but he had enough insights that I found this quite fascinating. I was the only social scientist in the class. I don't think there were any humanists in the class, so he was quite intrigued that I was sitting in on his class. Then it turned out that Jennifer, his daughter [Jennifer M. "Jenny" Kemeny '76], and Susan, our daughter , became very good friends. They graduated from high school together. They both graduated a year early and Robbie, his son [Robert A. "Robbie" Kemeny '77], became a very good friend of David, our son. So the kids grew up together. I remember when John was running for the Hanover school board, Jean [Jean Alexander Kemeny] came to me and asked me if I would be his campaign manager.

[Laughter] I said, "I don't quite know what to do." She said, "Well, you teach politics. You know how to do this." [Laughter] So I told him not to use BASIC [Beginner's Algebraic Symbolic Instruction Code] on his license plates. [Laughter] I will tell you the story about that one later.

Okay. So we knew each other very well. We liked each other. John was a very interesting mix of a shy person, who pushed himself to do a lot of public things, public speaking and all. This did not come easily for John. But, in a funny way, he had a strong ego. It was more an academic ego. I mean he was very confident about himself as a mathematician and what he could do in BASIC. He always had acronyms for everything and the wonderful words he would think of for everything. But I remember at times he would...

He asked me, for instance… I mentioned earlier that I worked for the Atomic Energy Commission when I was in Washington. Well, when the president asked him to come down to Washington and head up the Three Mile Island Commission, he immediately called me. He said, "Frank, I want you to come over to the house as soon as you can this afternoon." When I got to the house, he said, "I have just been appointed to head up the most important presidential commission in history." [Laughter] I mean that was John. This is the other side of John. "And I want to know your advice." So my basic advice was, "John, I think you should take a very hard look at the people who are involved in operating this station." He said, "No. This is not about people. This is about the system. It's about science and why did this thing melt and all the rest of this stuff." People had something to do with it because there were miscommunications just like these accidents that we are having now in NASA. I mean, you know, science is fine.

But anyway, John was a wonderful mix of that touch of "the most important presidential commission in history," but also a very basic shyness about being too aggressive, being too this, being too that. I remember one time, Jean, who was wonderful… I was sorry to see that Jean went, but she came to this… I was vice president for student affairs. Ralph Manuel [Ralph N. Manuel '58 TU '59] was the dean of the college. We were sitting there with John at his table. At the far end of the presidential…You've been in the president's office. There is a big table down at the far end. The door burst open. She sees

me and she points to me. She points to me and says, "Damn it, Smallwood. They have stolen our license plate again." John says, "Calm down, dear. Calm down. Everything is going to be all right." [Laughter] I said, "What do you mean they stole your license plate?" She said, "It's gone. I've been down with the chief of police in Hanover and they don't know where it is and they can never recover the license plate." So she is carrying on and on and he is trying to quiet her down and get her out of the office. [Laughter] Ralph, after we left, says, "God, if they would just get rid of that BASIC license plate." I said, "I told them that long ago when he was running for the school board." [Laughter] BASIC -- Beginner's Algebraic Symbolic Instruction Code.

So that was John. He was wonderful. But anyway, he knew in his own mind that he was going to want to do something about that whole women's studies and women at Dartmouth issue. The question was how to do it and he really devised that plan, the Dartmouth Plan. He got a lot of advice. I think a lot of people, Leonard Rieser, Greg Prince, mathematical colleagues, all sorts of people played a role in figuring out the logistics of this thing and getting students on and off campus and all the rest of it. But I think it had Kemeny's stamp on it as his year-round operation plan.

It had an unexpected thing. Once we got that plan in effect, you didn't have to worry much more about long… You had problems with The Dartmouth Review and other on-going organizations; but, short term things, students were in and out of there in ten weeks. So, if you could hang on for the last few weeks of a difficult term, they would be gone and a new group would come in and you could start all over again. [Laughter] I will tell you a story when we get to David McLaughlin later about the things on the green. The students who put… I remember meeting with David over Christmas week. "We have got to do something."

Well, anyway…So John was the guy who really devised this plan and I think it was a brilliant plan. I think he not only managed…I guess we lost some things in that plan. We lost, you know, a cohesive senior year and some other things. You can never do anything that doesn't have some cost to it. But I think it had a lot of intellectual advantages. It was beautifully built on what Don Morrison had done earlier with the three-three curriculum. So he had taken that earlier innovation. If that had not been there, I don't think we would have had the Dartmouth

Plan. We might have had a different plan, but I don't think it would have been that plan. So I think the increase in off-campus studies and the whole emphasis put on off-campus…So I had no problems at all with the plan.

My problems with John came once we reach one thousand women. I am now in the administration. John had asked me…Carroll Brewster [Carroll W. Brewster '75A] had left. It was not a pleasant relationship because Carroll Brewster had problems with coeducation. Have you interviewed Carroll?

DONIN: We are still trying.

SMALLWOOD: Well, he became so rah, rah Dartmouth that it was unbelievable. I mean it was like the guy in the class of '07 or whatever he was…the "misty mornings" guy. He just never…He couldn't get over the Dartmouth experience which is a very powerful experience; but he became greener than the greenest Dartmouth green.

John was having real problems with him and so was Don Kreider [Donald "Don" Kreider]. So I guess I should say this. The trustees were quite upset with this whole situation. John couldn't get along with Carroll. Carroll couldn't get along with John. Some of the trustees were very strong supporters of Carroll Brewster. One of them -- actually the chairman of the board -- came to see me and Ann with his wife. We were living in Norwich. He asked me, he said, "Carroll Brewster is leaving and the board really wants a Dartmouth person to take over as vice president of student affairs. You are a Dartmouth person and it would be a real help to John Kemeny if you would be willing to do this because you have had administrative experience and this, that and the other thing. Would you go talk with John about this?"

So I talked with John and I said I would do it for a year. I said, "John, I really don't want to." We were now pushing for the Policy Studies program and I thought then we would have to hire a new dean because Carroll had left and it took a year to hire a new dean, so I had to stand for two years. At the end of two years, I got out. Don Kreider had left. He was just worn out. You were asking about "wear out". I had no idea what I was getting into when I took that job, but we can talk about that later.

Anyway, the issue in terms of coeducation, which we are talking about now, was I was now in the administration. We now had our first 1000 women and John said we were obligated to reopen the whole issue for alumni approval. I said, "John, this is crazy. It is rolling. All we have to do from now on is just say we are going to accept the best student applicants we've got, regardless of anything -- whether they are minorities or whatever, sex or anything else -- and roll with it." John said, "Oh, no, no. We have made a commitment that this would be reviewed after the student body reached 1000 women and 3000 men and that we wouldn't admit more women." So it was a different interpretation of what we had agreed on.

The reason I felt that this was not an issue… Interestingly enough, when I went to Dartmouth, I think there were at the most 550 in my class, maybe 600, but I don't think so. We had 2400 men basically or 2300 men and we were doing fine in the Ivy League; but there was this fear that, if Dartmouth went below 3000 men, we would lose all of our games. We wouldn't have any athletes anymore. So I never bought that argument in the first place.

So, against my advice, John got the Alumni Council to appoint a committee to restudy the issue of "what shall we do about coeducation, phase two?" By now my daughter was into college incidentally. She had made it. She was in the class of '78. But that wasn't the issue. The issue was how big is this thing going to become, you know, and the committee balked. They just couldn't get anybody to agree on anything and all these old arguments about whether or not we were going to lose all the games in the Ivy League and all the rest of this stuff started to reappear again and all. So we had a board of trustees meeting and I was sitting…I went to the board meetings with Leonard. Leonard asked me to come along because he said, "We have got to deal with this phase two coeducation. Where are we going from here? I really want you to be with me on this one." I was vice president for student affairs at this point, so I was doing both things. I mean I guess this was my responsibility as much as it was anybody else's responsibility.

So we were sitting next to Bill Andres [F. William "Bill" Andres '29] and I wrote a note to Leonard. I said, "Can't we just say something about what I talked about earlier? Dartmouth's board

is committed to admitting their most qualified students. You know, some sugar and cream type thing." They were going to do the right thing sort of a statement. Leonard looked at it and gave it to Bill. Bill called a recess. He said, "I think we are on to something here. Why don't we write something about the board policy with respect to admission and not talk about the miracle quotas." I had been to meetings with John where we were going to admit fifteen more women a year for god knows how many years and, by 1996, we would have so many women. His mathematics at this point I think had overpowered him. That is a terrible thing to say, but I think he was so caught up in the process that he was losing sight of the real argument. The real argument was that we should take the best students, the most qualified students you could find, whoever they are.

DONIN: Wasn't he also getting pressure from other groups that did want to see increasing numbers of women until it was going to be 50-50?

SMALLWOOD: Oh, yes. Yes. Absolutely. No question about it. But the question was just tricky. It was the same problem; but how do you phrase the problem so that you can get the results you really want to get? If you go for the most qualified students, you can probably get pretty close to 50-50. I guess, on occasions, we have gone over 50-50. I think it went 52 or 53% one time. But the point is that you are using the same criteria. So the board wrote this statement that they approved at that meeting when they said, "The policy of Dartmouth's Board of Trustees is to admit students who are the best qualified students."

Once we did that, it was over. It was completely over. There were no more arguments. Nobody could argue against that. How could anybody get upset, even the most avid alumni? I mean there was no problem left solve. But it was how do you make this thing politically acceptable without opening up the whole Pandora's box and getting everybody fighting with each other again. I don't think there would have been a lot of fighting, but there wasn't enough consensus in the Alumni Council to know what to do with this thing, so that I why I am glad we went that alternative route.

So once we were over that hump, the issue resolved itself and I have never heard…I don't think that is an issue at all. I don't

know what it is now, but by the time I left Dartmouth it was pretty clearcut.

As a matter of fact, I know a lot of alumni are more interested in the women's teams than they are in the men's teams. Dartmouth has had some very good women's teams. The tough part for me in those two years as vice president for student affairs was the ghastly number of people I had reporting to me. After John appointed me, he gave me the DCAC, which was a nightmare because they were all trying to transition into women's athletics. It was a very complicated thing and I had Kiewit Computation Center and I had the library in your area and I had Dick's House, which was a major fight. I mean I had about 300 or 400 employees reporting to me. It was just a killer of a job. Just getting the DCAC added about 100 employees, maybe more than that. I don't know. There are a lot of people down there and they felt alienated, just like the old ROTCers did. A lot of them felt that they didn't really belong and I had to work really hard to try to get them involved in things. It was a very, very difficult job.

DONIN: Can you talk a little bit about…What was Kemeny's thinking in accepting this management consulting firm's recommendation that he move to this model with these six or seven vice presidents?

SMALLWOOD: Yes. That's a good question. He got himself into a lot of trouble on that one. He decided that he wanted to bring in experts in certain areas and give them the authority. He was trying to consolidate to a certain extent under these different vice presidents. It made sense in some areas; although once you get into the vice presidents business, they are going to tell you in a minute that you're asking for a certain amount of trouble. For instance, there were all sorts of different buildings and grounds things. That was all pulled together under Rodney Morgan [Rodney A. "Rod" '44 TH '45 TU '45] and to pull that together under somebody made a hell of a lot of sense because you need all these separate organizations. His concept was that this was going to be administratively more efficient. That was the rationale. This consulting firm said "You need a more efficient, streamlined organization." He was going to do it.

Where he got into trouble was when he appointed Ruth Adams [Ruth M. Adams] as vice president for women. He didn't get in

trouble over Ruth Adams. She is a delightful person and very bright. She had been president of Wellesley College. You know, if you had a good reputation and all the rest of it, she immediately…

Immediately we had the Black students and the Afro-American students in there demanding their vice president and the whole thing started to open up like Pandora's box. Then there was a question, "Well, maybe we should have a Black heading up athletics." All this stuff started. Everybody wanted…Once you start appointing a vice president for women as well as for all these functional areas, then we've got seven vice presidents and that's one too many unless you are going to do something else. I think he just bought it because John was a very logical, reasonable kind of a guy and this sounded like a very logical, reasonable way to streamline an organization.

But his plan had political implications that he underestimated. I mean anybody knew damn well if you had any experience in the political arena or in the public arena, knew that this was going to create more demands.

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

DONIN: Today is Tuesday, April 22, 2003, and this is part two of our interview with Professor Frank Smallwood. We are speaking in Rauner Library at Dartmouth College this morning. Okay, Professor Smallwood, at the end of our last session, we were beginning to touch on John Kemeny's administration, so I think I would like to pick up there. First of all, I would like to sort of back up and ask you about his election as president of Dartmouth College. Did you know him well, when he was in the math department before he was elected?

SMALLWOOD: Yes. John and I were very good friends. When I first got here to work for President Dickey, I audited John's class in science, the history of science type course. It was a very broad course and we got to know each other. He was very pleased, quite frankly, that I was in there as a social scientist. He thought that was very interesting.

Then it so happened that his daughter and our oldest daughter were very close friends. That was Jennie. His son was a friend of one of our sons, so there was a family tie in there.

So I first met John big time when he was running for the school board and Jean Kemeny, his wife, was very upset that he wasn't running a very good campaign. [Laughter] So she came over and said, "You are a political scientist, so I want you to take charge of this campaign. What should he do?" So I helped him. It wasn't much of a campaign, but I helped him maybe making some mistakes. I remember one time at a meeting, he said…he was arguing about the fact that we had increased the school budget…he said, "Why, we all buy license plates with our mottoes. This is no more expensive than buying a license plate." This didn't go over very well, but he won the election. He got on the school board. Actually, that was the time we were instituting the new math, so you know he really played a role there. I'm not sure I ever understood the new math, but it was an innovative approach to teaching mathematics.

So I knew John and we had interacted in the faculty. I had wrecked the computer one time when he was trying to force all the faculty to use it. He was just horrified. We were eating up the memory, by mistake, of course. But anyway, I turned it off before I should have turned it off and he was very upset with that. It was obvious that he wanted to be the next president. He was getting rather frustrated because it is a long process. If you know about the selection of a president, it just doesn't happen overnight. He apparently had an offer from some other school. I think it was NYU. I'm not sure of that, but some large urban school; but he loved Dartmouth and he really wanted to be president here. Jean came up to me and said, "If they can't make up their minds pretty soon, we are not going to be around much longer."

DONIN: How big a role did President Dickey play in his election?

SMALLWOOD: He stayed out of it. I think they asked for his opinion and I think he was very high on John because John had been hired by Don Morrison, who was Dickey's chief assistant to come up from Princeton and it was a coup. The mathematics department had Robin Robinson [Robin Robinson '24] and then it was really not much else. John rebuilt the whole department, so Dickey had a high regard for what he did in the department. I don't know what

Dickey thought about John being president, but I would think he would have been certainly not unfavorable and probably favorable to it. I am sure they must have consulted Dickey. They would naturally consult any former president. Dickey was the only one there because Hoppie [Ernest Martin Hopkins '01] had died, you know, just to get his opinion on the whole thing.

DONIN: Why did it take so long to make the decision about Kemeny?

SMALLWOOD: I don't know. I was not involved in that deliberation. I know there was controversy among the board as to whether John was the appropriate guy to be president of Dartmouth College. He was not a Dartmouth graduate and we had had Hopkins and we had had Dickey and, you know, we had a long tradition of graduates. He was…I guess there had been maybe one mathematician who had been president. He didn't fit the more traditional mold, so I think there was probably some argument over that. I never heard of any of the alternative candidates, so I don't think that was an issue here; but there might have been people off campus who they might have been interested in trying to get to come here. There was one rumor that the person who ended up as president of Stanford had been in that pool; but whether that is true or not, I just don't know. Anyway, it didn't take that long really. Jean was an impatient person. Jean Kemeny…She said, "Why don't they make up their minds, Frank? What is the matter with these people?"

He was absolutely delighted when they took him and he went out of his way in his inauguration…One of the first things he did…He gave an honorary degree to Chris Dickey [Christina Dickey] for what she had done for the college, which was a very good move. Also, it was his inaugural address where he announced the Native American program. That was really…We had talked about this for years, but nothing had ever happened. Also he talked about equality in a broader sense and it was pretty obvious that he was going to move towards getting women admitted to Dartmouth. By this time, all the other Ivies, I believe, had done it and we were the last. I thought we should be the first, but we were the last. So this was going to make it, in a way, a little bit more difficult probably for those holdouts who didn't want to change anything at all. I think I quoted in that earlier interview that John Dickey said, "The fact is that the alumni are wonderful, Frank. They want us to be at the cutting edge of everything, but they don't want to change anything at

all." Here we go again. John, I remember… The inauguration was held in the gymnasium, in the old gymnasium, not the new one.

John went out of his way to be nice to the Dickeys. I don't think there was any problem with the relationship between John Dickey and John Kemeny at all. John Dickey was a very forward-looking guy. John Kemeny was, you know, a new scientist and a new cutting edge and all the rest of this stuff. Maybe some of the more traditional people were worried about that. That's all I remember about that. I was not on the inside of those deliberations at all. I was in the next one…on McLaughlin. I was pretty close to the inside on that one; but we will get to that later.

DONIN: You brought up Jean Kemeny. It has been observed that she was a different kind of presidential spouse.

SMALLWOOD: That's right. The original title of her book was "Two for the Price of One". John said, "Jean, that's really not quite what you want to put on there." So it ended up, It's Different at Dartmouth. But she was a very energetic, very bright… I'm not sure she finished Smith. She went to Smith and my wife, Annie, had gone to Smith; but they met at a World Federalists conference. John worshipped Jean. I mean, she could do no wrong. She basically…I really enjoyed Jean although…I thought I had told you this story where she…One time I was meeting with John and Ralph Manuel, who was dean. I was vice president at this point for student affairs. John was president of the college. We were in the president's office at the far table. The door burst open and Jean pointed to me and started yelling at me about the stolen license plate that had BASIC on it. So that was Jean. I remember the dean of freshmen, what was her name?

DONIN: Margaret Bonz?

SMALLWOOD: No. The one just before Margaret Bonz [Karen J. Blank]. Anyway, she met Jean and she was just overwhelmed. She said, "My god. I met Jean Kemeny. She is so incredible." Jean was just wonderful.

I have a very poignant little story. Jean had a problem with cancer. She got ill and John was frantic. He was president now. He called me over to the house and we sat there until

about three o'clock in the morning and he was just unloading. "What will I do if Jean…" I mean it was just really very moving. So finally, you know, I left. It was so late that I left. She was okay. It turned out that she was okay. She was going to be okay. As you know, she just died this past winter. He never spoke to me about that again. He never mentioned it once again. But he just unloaded. He just needed someone to cry on their shoulder. I will never forget that night. It was very, very powerful, very moving, how close he was to her and how much he depended on her. It was just incomprehensible to him to think that she might not be there and how would he carry out his presidency without her being there next to him.

So she was an unusual woman and a very, very bright woman. She didn't, quite frankly, get the credit she deserved. I mean she was extremely important to a lot of initiatives. She did all sorts of entertaining as any president's wife does; but, you know, you never get any credit for that. I mean she was an unsung hero. Heroine I guess is the right word.

DONIN: Right. So right after his election, what was the reaction among faculty? You said there were some alums that had problems; but how did the faculty feel?

SMALLWOOD: I'm not sure the alums had problems, but he was different for some alums. You know, he wasn't in the traditional lock-step. Now there had been other presidents who had come from elsewhere, but that had been long ago. So the succession really in a way…

John Dickey had said to me, "I am the last of the twenty-five year presidents." He hung on for the bicentennial, which he later felt had been a mistake. Hopkins had been longer than that so we had had about fifty years with two Dartmouth presidents. So anybody who came in was going to be…You know, people would ask questions, "Is this the right one?" The faculty, on the other hand, were very positive overall. Even the faculty who were not in the sciences, they knew that John knew the faculty and they knew that he was broad enough that he wasn't going to pick on any one group and favor another group. He knew how the faculty worked. I think that the overwhelming reaction of the faculty was that they felt comfortable with that choice. So I never heard any major complaints at all. Once in a while, they would complain when they didn't agree with a

decision that he had made, but that's part of being president of a college. The fact that he was elected president, I think…I think the faculty was more worried that they were going to bring in some PR guy or somebody that, you know, not anti-intellectual, but who wasn't terribly interested in the academic programs and that's what the faculty cared about. So he went over very well. There was no problem.

DONIN: Did he maintain a good relationship generally with the faculty during his time?

SMALLWOOD: Yes. I told you I think again in the last interview, his only major crisis that I remember was reading that the faculty had voted that no one could smoke in the executive committee meeting. [Laughter] He stayed up all night. I had a call first thing. I was dean of the faculty at that point. He said, "What are we going to do?" So we finally cordoned off a corner. I was smoking at that time, too. But the faculty was upset…well, not upset because he was very supportive.

I am thinking of some of the major things that came up externally. Kent State… Basically the students left after that incident and didn't finish out their spring term. I was opposed to that because I thought they should get… I wanted to reduce the graduation requirements by three courses, rather than give them credit for courses they were only half way through. But John went along with that. I guess there were some other big external things. The ROTC thing, it was being resolved now. I mean they were going. It was David who worked that one out to get that one army unit back. So I don't remember John being in any big trouble externally. I think there was some trouble later on over the number of graduate programs that were moving pretty rapidly into the science division and nothing else moving anywhere else. That's when we had to work out something for the MALS program and give something to the humanists, social scientists; but, over all, I would say his relations with the faculty were consistently pretty good, very good.

DONIN: How would you describe his style of leadership?

SMALLWOOD: Mathematical. I mean literally trying to solve some problems very logically and the whole concept of expanding coeducation for women, he was trying to work out formulas and all this on the blackboard. We disagreed on that, on his approach to that. I

think he made a mistake when he was bringing in vice presidents and assumed that he could cut it off with Ruth Adams, who was very good and very qualified. She had been president of Wellesley. She was certainly a first-rate person; but immediately we had a lot of black people…Errol Hill and Ray Hall and the rest of them were all saying, "What about *our* vice president?" That was so predictable. I mean, good god. It was obvious that, if you had a vice president for women, then you are going to have a vice president for everybody. John hadn't thought of it that way. He thought more formally about just, "We need somebody because we are getting more and more women now, so we will find a strong woman and she will lead that sector of the college and that will take care of that."

We were into affirmative action. We actually had started that earlier. It had started back with the McLane report, back before John had become president; but there weren't that many black students coming in. But now we were really starting to build up the population of women. Some of them were black. So the women now had a symbolic presence in the front office and the other groups wanted a symbolic presence in the president's office. That never was worked out very satisfactorily.

So I would say he was fairly formal, but he was also very creative. The Dartmouth Plan was a very creative plan and he basically did the heavy-duty work on it. There were the committees who helped. Charlie Wood [Charles T. "Charlie" Wood] had played a role in that and others, but John was the one who pushed it through and implemented it. I am not at all sure that would have worked if somebody else hadn't really….Because they added things to it. They added the off-campus options. They added all this other stuff that made it a richer educational experience, or at least could be sold as a richer educational experience and that had a lot of attraction to a lot of students who started to apply to Dartmouth because they liked these options and they could put together different terms.

I had dinner last night with our oldest grandson who is a freshman this year and he is talking about the Dartmouth Plan. What he is going to do is he is going to take off this summer. Then he thinks he may go four terms in a row. He wants to go to Argentina to study Spanish. He is a Spanish instructor and tutor now over at the Rassias [Foundation]. He is very much into languages. So I think that appealed to a lot of kids who

liked that kind of an option. You could go to France, go to Florence and study art. You could go to study philosophy at Edinburgh University. It is very good stuff. So John really developed a very, very good plan I think for Dartmouth.

We had talked about changing. During the bicentennial, I had been involved in the planning of that. We talked about calling it Dartmouth University. Well, that went nowhere. But I think the Dartmouth Plan went very far in making Dartmouth a more attractive institution. Besides bringing in women, which was essential, we were really out in the end of the Ivy League at this point. It would have been disastrous, I think.

DONIN: It's been said that he had a problem firing people in the upper layers of his administration and, instead of firing them, he sort of shuffled them around.

SMALLWOOD: I'm not sure. Now that I think of it, I certainly don't remember him firing a lot of people. David McLaughlin did fire people or certainly severely demoted people. John, I think, was kind of soft-hearted in that sense. He stuck with some people for a long time. He brought in a number of people. Rodney Morgan had come in as his vice president for administration, buildings, grounds and all that business. He had about six or seven vice presidents, maybe more than that. I think Ruth was the seventh vice president.

At that point, I came in for only two years as a vice president for student affairs and I got everything every other vice president didn't get. They dumped on me, including the DCAC, which he added at the end, which was a big operation. It was all the athletic stuff. Seaver Peters [Seaver "Pete" Peters '54] had reported directly to John and John didn't do anything with Seaver Peters except have him report to me. So I was the guy who worked with Seaver Peters; but he didn't fire Seaver or anything. Actually, Seaver was very good. He pushed coeducation. He knew we were going to have to move into women's sports and he went out and did it.

The only person…Boy, it is hard for me to think of anyone he fired outright. Well, he had a terrible relationship -- I have got to be honest with you -- with Carroll Brewster, the dean of the college. The reason it was a terrible relationship was that, once we went coeducational, everybody else that I can remember,

including Seaver Peters who originally thought this was going to hurt us in athletics and everything else; but once we went, he bought into it. You know, he started to push women's sports and get coaches and all the rest of that stuff. Carroll never changed his mind about coeducation. It was very difficult. Carroll didn't think it was the right move for Dartmouth. Carroll fell in love with the image of the old Dartmouth and going up to, climbing Mt. Moosilauke and going on trips and singing all these songs, the "sharp and misty mornings" and all this sort of stuff. He was from Yale and became totally converted. They just didn't get along and, at times, Carroll would balk and create real problems.

That's when John had to get rid of Carroll. It created a crisis on the board because the board insisted, the board of trustees insisted that they get a Dartmouth person and that's when John came to me and said he wanted me to take this job. I said, "John. I really don't want to be vice president for student affairs." Don Krieder had just left. He was fed up. He just didn't…He was trying the best he could, but he couldn't do it all. But I ended…I agreed to take that job because the board said he had to hire somebody who knew the college and was here.

So there might have been some friction at the board level at that point. I remember Bill Andres and his wife came over to visit. Bill Andres was chairman of the board at that point. He came over to visit with Ann and me over at our house in Norwich and pleaded with me to do this. I said, "I will do it, but I am not going to do it for very long. I mean I will do it to get us over the hump until we can get this straightened out." So I agreed to do it for a year and then I ended up, because we were still hiring a dean… It took two years to hire a dean.

DONIN: Why did it take so long to hire a dean? This is the dean of the college?

SMALLWOOD: Yes. God knows. The one who got it was Ralph Manuel, who had been here the whole time. John Hanson [John E. Hanson '59] was the other candidate. He came in later in a different capacity I guess. Or maybe he came in [inaudible]. So I don't know, but we had an Indian woman…I mean we were all over the country looking for different candidates for that dean's job and it took a long, long time. It was a very controversial appointment.

DONIN: Why?

SMALLWOOD: Because it was a holdover from the earlier…The Blacks wanted a dean and different groups wanted a dean to represent them. This was a symbolic appointment. Nobody objected much to me because I had made it clear that I wasn't going to stay in the job.

Errol Hill, at that point, was the affirmative action officer. I went to him and said, "Errol, we have got to get this dean thing figured out. Would you mind if I stayed an extra year? I said I was going to stay for one year, but I want to get this thing done." He said, "No, as long as you agree that you will resign at the end of the second year." I said, "I will resign at the end of the second year and they can figure out what they want to do about a vice president." I resigned at the end of the second year.

So it just took a long time. It was a national search that went on and on and on and on. We weren't balking. I mean we were trying to get it done, but it was consultation with every group on the campus. It became sort of a figurehead appointment and, whether or not Ralph was the most popular appointment and I don't know if he was the most experienced appointment. So that was the only time I remember John ever really getting rid of somebody and that was Carroll Brewster. I mean they just couldn't work together. I don't think he wanted to, but I mean it was a hopeless situation.

DONIN: What was the relationship that Kemeny had with the trustees over this issue?

SMALLWOOD: Well, a lot of the trustees liked Carroll Brewster. I don't know how many, but certainly there was a group on the board that I think sided more with Carroll…the old Dartmouth. It was the old Dartmouth versus the new Dartmouth. I mean that is a simple way to put it, but I mean there were two different visions of where Dartmouth was going and what it stood for and both had some merit. I mean tradition is very important here and the old college is very important here, but we were moving into new territory and starting all new curriculum programs, moving into interdisciplinary studies and all this other stuff. A lot of the trustees didn't relate as well to that as they did to the old Dartmouth where they had…

Bill Andres, who was a wonderful man, but he was class of '29. He was in John Dickey's class. John Dickey was class of '29 and I remember when Bill was appointed to the board, he was so excited. It was like going to heaven. I mean he told me. He said, "Frank, this is the greatest day of my life." This was not as chairman. He later worked his way up and became chairman, but being appointed to the board of Dartmouth College was huge. He was more on that old Dartmouth side than the new.

There were a number of board members who, you know, said, "We have got to move ahead. We have got a new world now. We are dealing with all new issues." Certainly one of the issues that you had to deal with and you couldn't fool around with was coeducation. All these women were here by then you know. More and more were coming all the time.

So it was a hopeless situation for John really. He could not have continued to function effectively. This is my opinion. I think he would have had a very difficult job functioning effectively as president if he didn't have a dean who was backing him up -- dean of students -- who was backing him up on everything he was trying to do, because we were now heading into phase two and that was, "Should we add more women." That's when John reopened the whole thing. I told you this. I thought it was stupid. "Just admit the best students, John, and nobody is going to argue anymore. Their daughters and granddaughters are coming. They will be glad to see their daughter in there and their granddaughter there." That issue was resolved. So finally at the board meeting we just said, "Dartmouth's policy is to admit the most qualified students." It was over. It worked.

I think it was '75 when I became vice president for two years. I resigned in '77. It was right in the middle of… We were just reaching that stage where we had to decide what we were going to do about coeducation. Were we going to admit just a certain number of women each year in addition to the ones we had? It was a difficult period. It was interesting, but difficult.

DONIN: I assume the same things were happening with hiring for faculty as well. More diversity…

SMALLWOOD: But every department was trying to hire minorities and women. I mean there was a real push on. We had hired a fair number. I mentioned again in the last interview that we had hired Ray Hall and Bill Cook was here. Bill Cook was here. Errol Hill was here. Jay Walker who was here was black. Mick Maguire only stayed to get the Black Studies program started and then he left. But you know we were starting to build up more women. We were hiring much more rapidly now.

When we started, my wife, Ann, had just finished her graduate work at UVM. She had raised four kids and the kids were grown up and she decided to get a degree in educational administration at UVM. She was gobbled up for the dean's office in no time flat in 1972 as soon as she finished her master's work because they were desperate to have women role models. I mean women to talk to women students. So our house was loaded with women because our daughter was here. She was in the class of '78, so she was admitted in '74.

By then it was still very rough. I mean the women were a very small minority and her young women friends would come over to relax. I mean they were being pressured by men who were lonely and wanted to talk to them all the time, and they were trying to get some homework done or something. So it was sort of a retreat over there in Norwich. They would come over and just hang around and do nothing. [Laughter] So it really was a critical time for all this movement that was taking place, all the change in the student constituency and change in the faculty constituency. By the end of John's term, by 1979-80, things were much calmer than they had been during that whole '70s. You know we still had the residue of the Vietnam era at that time.

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

DONIN: Leonard Rieser spent time as both provost and dean of the faculty?

SMALLWOOD: Well, Leonard was an awfully good friend. Funny thing…the first time I ever interacted with Leonard, he had done something in the dean's office. He was dean of the faculty at the time and we thought it was outrageous. He turned down an appointment we tried to make in the government department. I can't even

remember the details, but I remember Vincent Starzinger and I got on the phone with him and just were shouting at him. [Laughter] We were outraged. But over time, I came to know Leonard well because he asked me to come in the dean's office and be dean of social sciences.

Leonard had a rather funny working style. He was a procrastinator. Literally, his in-box would pile up with stuff and, by the time he got to some of it, the problem had been solved, which was part of his modus operandi. That was the way he worked on things. [Laughter] When I went in there, I went in for one spring. Anyway, Bill Durant [William B. "Bill" Durant, Jr.] said, "You will wreck this place in one spring." [Laughter]

Leonard was very deliberate, very slow and all. Leonard I think felt more comfortable as an administrator than he did as a faculty member. He was an intellectual guy. He was a physicist. You know he had good qualifications. He never really wrote much. He wrote a book on science at Dartmouth; but he liked where he was. He worked well with John, and John relied a lot on Leonard for advice. They had a good working relationship. Leonard never wanted to give up any of these jobs. So the big issue became was, could he be both provost and dean of the faculty at the same time or was that really a conflict of interest? Should the provost be separate from the dean? So he was always moving back and forth within the hierarchy, but he never wanted to leave the hierarchy, and no one ever told him he had to get out of the hierarchy. By the end, he just I guess decided he had had enough of it and stepped down.

Just let me back up a minute and tell you how Leonard got that job, because that was important. Don Morrison was set to take over. He had a heart attack at age forty-four. This was back in 1959. So John Dickey was just wrecked because he thought, "I was counting on this guy to carry me through and I am going to be president…." He was planning to be president from 1959 to 1969. It was now '59, so he had ten more years to go. So he didn't know what to do. He was just distraught. I mean he came in and said, "Oh, my god. Don Morrison." I mentioned when we were talking about Dickey. He went home and I didn't see him for three days. He was just out of it. He told me to call the trustees and tell them that Don was dead.

So he appointed John Masland, who was a government professor. Mary Masland is still here. She is over in Kendall now I think. John, I knew very well because we taught in the same department. He was a senior member of the department; but, you know, you get to know your… It just didn't work out well with John. John was a good man and a bright man, but he wasn't as facile, he wasn't as political. It is a tough job. He left and joined the Ford Foundation and actually unexpectedly died in India. This was in the mid-1960s. Leonard had come in as sort of John's, as an associate to John, the number two person.

Arthur Jensen was the dean of the faculty. He was an English professor. I think Arthur died a few years ago; but, boy, he sure lived a long time. Anyway, so then it became Leonard and Arthur. John Masland leaves and it becomes Leonard and Arthur. Then Arthur Jensen left and Leonard took over. This is now the mid-60s under John Dickey and he stayed all through the '60s and got through the bicentennial when Dickey left. John comes in and John immediately picks up Leonard and Leonard goes all through that era. I think John Kemeny felt very comfortable with Leonard, maybe in part because they were both scientists. I mean Leonard was a physicist and John was a mathematician, but they understood each other very well.

Leonard was a very astute political leader. I used to argue with Leonard all the time, but he was set to win. When I took over athletics, I would get all this junk from the Greeks about the virtue of athleticism and all this stuff. He wouldn't buy any of it at all. [Laughter] Leonard was just a very, very astute academic politician.

Now, by the end, a lot of people were upset. A lot of faculty were upset with Leonard. He sort of wore out his welcome, but I think it was more a factor of time than anything else. Leonard had been in there from the early '60s until you know, now we are well moving into the '80s and then David went through all this rigmarole as to how to get a new provost. I will tell you that story, but we will get to that later. That's a really interesting story.

DONIN: Just finishing up with Kemeny, do you remember when he left the campus and went to serve on the Three Mile Island Commission?

SMALLWOOD: I sure do.

DONIN: We did talk about the night that he told you that he had been asked by the president to serve during our last session.

SMALLWOOD: "It was the most important commission in the history of the United States."

DONIN: Right.

SMALLWOOD: Yes.

DONIN: How did the campus function when he was gone?

SMALLWOOD: It didn't really. I mean it was a hiatus. Leonard, I think, was holding things together. Wasn't Leonard still there? He was more or less holding things together at that point, but it was just a blank period. Not much was happening at that time. I was very heavily involved at that point trying to start a new program in policy studies, which John Kemeny loved. He really wanted that program to succeed. I was working very heavily on the creation of the Rockefeller Center. So people were doing their job, but there was no major coherent leadership at the top.

John, quite frankly, was exhausted. He got more and more tired. He and Jean would go down and stay at this ritzy hotel down in Washington, but these trips were just killing him. John was a very committed guy; not in the greatest physical shape in the world because he smoked too much, like me, and never exercised regularly or anything else. He was just worn out, so I would say we just got through on the basis that most people did whatever they were doing and there weren't many major controversies to really mess things up at that point. We didn't really have strong leadership when John wasn't here, outside of what Leonard provided for the faculty; but that's only one segment of the institution.

DONIN: Were you surprised when he announced his retirement?

SMALLWOOD: John? No. He had done what he wanted to do. The one I had not expected -- he never mentioned it to me and I had never heard of it -- was the Native American program. He wanted to do that plus the women. Those were the two things, huge

things. He knew that he had left his legacy. I mean he didn't need to prove anything himself.

He then was going to start a True BASIC company. Did you hear about that one? Well, he had invented BASIC. He and Tom Kurtz [Thomas E. Kurtz] had invented BASIC, "Beginner's Algebraic Symbolic Instruction Code". That's what it stands for. He was "Mr. Acronym." I mean John had acronyms for everything and he loved that. He figured out some way to fiddle around with beginning letters so that he could have a new acronym. BASIC was given away. That became really the thing that Bill Gates took west with him when he left Harvard in his freshman year and it eventually developed into Microsoft. But anyway, it wasn't patented or anything else. The idea was that it would be given to education and be used to disseminate this new symbiotic relationship between man and the computer. That's wonderful. It was like the spreadsheet at Harvard. You know, they gave that one away, too. There goes another couple of billion dollars.

Anyway, John decided when he was going back to the faculty -- he wanted to go back and teach, he loved to teach, he really missed teaching -- that he would set up a new company, and Kurtz and the rest of them would work on this and they would create True BASIC, which would be an enhanced or better version of BASIC, than the existing one. But it never took off. BASIC, itself, took off big time because it was the original. He started selling this stuff. John was ready to do that. He wanted a different kind of stimulation, an intellectual stimulation. Then, of course, within another decade John was dead. So he died fairly young, at least by my standards. We were the same age.

DONIN: Before moving on to David McLaughlin, is there anything else you want to say?

SMALLWOOD: No. I think we covered quite a bit last time. I can't remember where we left off and where we started; but John was fun to work with. I used to get mad at him and that was against the rules; but we did all right. He was upset when I left, actually. But there was no way. One, I had made all these agreements that I wasn't going to stay and, two, it was a terrible job because you were in charge of everything that nobody else wanted to do.

DONIN: When you say you left, you mean when you stopped being student affairs vice president?

SMALLWOOD: Yes. Although he wanted me to go on and start the policy studies program. He had a lot of faith in Dana and Dennis Meadows. Dana, of course, has died now. Dennis went down to UNH. He thought we could make a go of it. I was very hesitant. I said to him, "John, I don't think this can be a major because there's not enough faculty involved. You have got to have a core and we have got an awful lot of part-time people." You know Dana was always flying on airplanes to Budapest or somewhere and Dennis was all over the place. Jonathan Brownell was in and out with his law practice, so I was very worried about it. David Bradley [David J. Bradley '38] was in there, but he was part-time. I really became extremely resentful because I had to do all of the front work, you know, arrange the courses, exams, the class rooms, the whole thing. We just didn't have enough of a core. What they have done now I think makes sense. They have made it a minor. You can major in government or economics or something else, and then do four courses in this area. That's what I wanted from the beginning, but I was talked out of it mainly by Kemeny. We could never pull it off.

DONIN: He wanted it to be a major?

SMALLWOOD: Yes. He thought it was the future. An important key component in the future of Dartmouth was this whole interdisciplinary policy approach, which, you know, as a program was… The other thing that was very difficult with that program was what was the core, because it was a lot of different things. It was methods. You know, you had to teach students how to use the new technology and new information. The final exam for the introductory course was an oral. I mean we did an oral tape, a videotape. We created a videotape because you had to learn how to speak and you had to learn how to defend your positions. So it was very, very ambitious; but we would need a lot more people to do it and a lot of the faculty said, "What the hell is this stuff? Policy studies? We have never heard of it! What's the core? What's it built around?" You would say, "Well, it's part of communications and part of this and part of that and part is logic and problem-solving." It didn't really have an easily explained body of knowledge. So it went well as an interdisciplinary program, but not as an interdisciplinary major.

But he had high hopes for that. I may have let him down. I don't know, but I couldn't pull it off. I was worn out. I was just glad to get out of there. I got an appointment with Oxford and I took off and went for a year. [Laughter] We had hired somebody to come up from Yale, but he couldn't. It was very difficult to get that going.

DONIN: So it ended up being a program rather than a major.

SMALLWOOD: A program. That's what it is now. Yes. When the new director of the Rockefeller Center came in, she wanted it to be a program. She was right and I think it is doing okay. It's working okay I hope.

DONIN: Now how aware were you of what was happening with the search for John Kemeny's successor?

SMALLWOOD: This is now where David comes in. This was a …I don't know. I was not on the search committee. I met with the search committee over at the Minary Center. An awful lot of people were pushing me to apply for this job. I, quite frankly, had had it up to here with this and Ann was just totally uninterested. She had watched Jean Kemeny and she said, "Frank, if you do this, you are on your own." She made it damned clear that she was just…And that's very important. I just was not that interested.

So the guy who was really in charge of the search committee was Walter Burke [Walter Burke '44]. He was chairman of the board, I think, at the time or at least he was running the search at the time. He asked me if I could meet with him off campus. So we met down in Manchester, New Hampshire, at that nice restaurant which is on this side of the Merrimack River. I can't remember the name of the restaurant, but I remember meeting there. He asked me if I wanted to be president of Dartmouth and I said, "No. I do not." He asked me what I thought about David. I said, "Well, I think David would have two problems. One problem is, I'm not sure how the faculty would buy into this. It might be a problem in terms of chairman of the board, no academic experience, business, stepping in." That did prove to be a problem. "The second problem…I don't know what David really knows about the academic workings of Dartmouth College. But," I said, "if you choose David and David would like me to be provost, because Leonard is now stepping out, I would

be glad to serve as provost under David; but that is his decision."

Burke was just ecstatic. He was really ecstatic. He is a funny man actually, a hard man to meet, very tight. So I guess he must have gone back; but shortly after this, they announced that David was going to be their choice. Now who else they had looked at, I don't know. I don't think they looked at many people here outside of my name. They must have looked at people at other institutions; but I wasn't involved in the inner workings of the committee.

I got a really warm reception after that meeting at Minary and a number of them came up to me and said they hoped I would consider this and this, that and the other thing. It just wasn't in the cards at that point.

So David got the job. As soon as he got the job, there was an uproar among a number of the faculty. Very quick I mean. It wasn't ten minutes and people were… I remember when he came to speak to the faculty, his very first meeting. I really felt sorry for him at that point because there was a lot of hostility. I mean there certainly wasn't any cheering and yelling, "This is wonderful." Kemeny didn't…In fact, he was sort of relieved.

I remember Bill Cole [William "Bill" Cole], for one, got up. I don't know if you remember Bill Cole, but he was in the music department. He just spouted off about this was a conflict of interest and he had never heard of anything like the chairman of the board then getting himself appointed by the board as the president of a college. It was really very, very rough stuff.

So it wasn't a glorious acclamation, okay. You could tell that David was going to have some problems with this job and the problems multiplied as he went through the job. I will be glad to tell you what some of them were. If you want me to continue, I will continue right now. Okay. Well, one, David didn't have much competence in terms of his academic, his lack of academic background, so he was sort of not leading from strength on that. Two, he had a huge mistake…and I kept telling him this. He did not…he was afraid of the faculty. He did not really understand the faculty.

I remember going, within a short period of time after David became president, I was appointed to head up the Rockefeller Center, which I will talk with you about later. I saw David a lot because we had a lot of public figures coming in, a lot of events that I had asked him to come over and maybe introduce someone or meet with them or have dinner with them or this sort of thing. So this was sort of his social outlet. Although David was not a great speaker and was not, I don't think, great with large groups, he was very good in small groups. He was a master in small groups. He could get a small group…He was a great conversationalist. It's funny. It's like there were two sides.

So I would go see him. I would go over to his office and I would tell him, "David, don't worry about the faculty." I remember clearly saying this many times. I said, "The faculty as individuals are bright. They are fascinating. They are interesting people. The faculty as a group is usually a disaster. At least in my experience, it is usually a disaster. They go off on tangents. You never know what the hell they are going to do. I've disagreed with them most of my life. You know, they would get rid of ROTC. I think we should keep ROTC. I mean I have been arguing with the faculty for a long time. Don't try to make everybody on the faculty happy as a group. It is just not going to happen. Deal with them individually and you've got some real strength in that area." So I don't know whether it helped or not, but he never seemed to pick up that message.

He was always worried about the faculty, and he took two tacks in terms of trying to establish himself at Dartmouth. One was micromanagement. He literally would get into the smallest little things. This would happen with my wife. He would go down. He would say, "I just got a call from some student's parents. They are upset about something. I want you to do this, that or the other thing." He liked Ann. He felt comfortable with her. She would say, "God, I got another request from David." Two, he went on a building spree. We called it the "edifice complex." He was tearing apart dormitories and putting in social rooms and all this other stuff. Again, he was micromanaging the building. When he rebuilt Thayer Hall, he would go in there and he would argue with them about the salt and pepper shakers and all this other stuff. So those were both problems.

Then he had a third problem, which I never understood. He could be extremely mean with some people. If they got on the

wrong side of him, sometimes…Dennis Dinan [Dennis A. Dinan '61], as I had mentioned, somehow got on the wrong side of him. He could have some very mean streaks. [Text deleted at narrator's request.]

After I retired from the Rockefeller Center, this was now '86, so it is getting to be late in David's term. I had known Berl Bernhard very well and I knew Mike Heyman very well. They were both classmates and they both were involved with the board. I had mentioned to Mike I guess that I really had problems with this hospital thing for two reasons. Building a new hospital…David was very proud that Paul Paganucci [Paul Paganucci '53 TU '54] had worked out a way to build a new hospital. I was wrong on this incidentally.

I was worried about the fact that a lot of the medical school up here were now working with the undergraduate faculty and joint programs. You know, technology and bio-programs. They were working with the Thayer School. A lot of them didn't want to move down there; but they didn't know what to do. They either all wanted to move at once. The plan was to not have them all move at once; that half of them were going to move and half of them were going to stay and I think half of them -- maybe a third of them -- were still up at community medicine. Some are still up here; but they are not down there. Two, I really wondered whether we should get involved with a $218 million hospital. We called it our "Seabrook Project". I mean this was very ambitious, but David was very ambitious. What he was trying to do…I didn't realize it at that time.

What he was trying to do was to build another research triangle like they have down in North Carolina. He was going to have a park across the street and all these new high-tech industries would come up here. Of course, it never quite worked out that way. But they built the hospital. I guess it is a superb hospital from everything I hear. It probably has worked out very, very well. I have got to say Burlington's in terrible shape because they are now up $350 million and they still haven't got the damn thing built. So that probably turned out to be a very good bargain.

But David was very upset with me because I had talked to Mike Heyman and said I had some real questions about this hospital. He wrote me a really terrible note. They had dedicated a room

to me over at the Rockefeller Center. There was a little leftover room and they called it the "Frank Smallwood Room" up on the second floor. David wrote me a snotty note and said, "Maybe we should have named that the Frank Smallwood Hospital Room"…or something like that. It was just one of these really snotty notes. He has never spoken to me again. When I meet him, I mean, he is just very cool. He never forgot the fact that I didn't think this hospital was a great idea.

He never asked me to be provost. As a matter of fact, he steered away from that as much as he possibly could, which was his choice. I mean there was no reason I had to be provost and I wasn't particularly anxious to be provost; but I think that was critical in getting the trustees to agree that they would go with him. He was delighted when I… He had nothing to do with my appointment to the Rockefeller Center. That was done by Jonathan Moore [Jonathan Moore '54] and Rodman Rockefeller [Rodman C. Rockefeller '54] and all the people who were on that committee. I will tell you how that happened in a minute. But he was delighted that, once I was appointed to the Rockefeller Center, I was sort of out of the way in a safe corner. I was not going to come in there and bother him again.

So our relationship was mainly a friendly relationship. I remember he backed me up a number… Now here is the other side of David. We had this really incredible negotiation to get the 1984 Democratic Convention opening debate up here. It was a nightmare. I was working with a guy who is now the senator from New York, Charles Schumer. He was a junior congressman. He was an aggressive, bright, pain in the neck.

Finally, we thought we had everything worked out and Schumer calls me. He says, "Frank, we've got a huge problem." I said, "What's that?" He said, "We have got to have a lot of blacks in the audience because this is our first debate. What we have decided down here is that we want you to send some buses down to Hartford and ship these blacks up and put them in the Spaulding Auditorium." I said, "We can't do that." He said, "Why not?" I said, "Because there is a raffle for these tickets and all. There is no way we are going to shove bus-loads of black people in here to make it look good." It was going to be on television and it was carefully scheduled to be in the break between the Super Bowl at the end and the pre-Super Bowl at

the beginning. It was a free Sunday in January and the first debate.

So I said, "I will check with the president, but I really don't think this idea is going to fly." So I went over to David and he backed me. He said, "There is no way you should have to do this and you shouldn't do this." So I called Schumer. I said, "Look, I will do one thing for you. I will make sure there are Blacks in the audience." Because we had this lottery, what I really was saying in effect was, "I will hold some lottery tickets and make sure that some of the black faculty and students get into the place. Don't worry too much about that; but it won't be full of people. There will be, you know, some people in there."

Then David called me over just before the weekend of the debate and the weekend started and he said, "Is everything okay?" I said, "I think we have done everything I can think of doing. It's going to be okay. It's a good experience for Dartmouth." He said, "Well, you have worked hard on this, so I will back you all the way."

So there is the other side of David. He wasn't consistent; but he could be very mean or he could be very supportive. So I don't know. I remember the last major conversation I had with David was the shanties.

DONIN: Let me stop you and turn the tape over.

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

DONIN: Okay. You were going to tell us about your conversation with him about the shanties.

SMALLWOOD: Yes. Okay. What had happened was there was this big brouhaha about divestment and Native Americans. You know, it was one of these riled up times again and a group of students had constructed these shanties that they put on the green and they were out there in the shanties. Finally, it was the end of winter term. They did this late. I often argued that the greatest advantage of having a term system, rather than a semester system, was that the term would end just in time so that you would get the students out of here before the next protest broke

out and they could survive until the next term and then you could start all over again. [Laughter]

Well anyway, these things are out there and it is now Christmas. There were a couple of students guarding them or something; but they were basically deserted. I went over and I was sitting with David next to his desk. We looked out the window. I said, "You know David, if I were you, I would get rid of those shanties." He said, "Well, the faculty has supported them." That's when I gave another one of my pep talks about, "Don't worry about the faculty as a group. You know, worry about the faculty as individuals. The faculty often does things and they don't really know quite what they are doing. So I don't really believe that if everybody comes back and those shanties aren't there, there is going to be a huge protest about what happened to the shanties."

But he didn't do anything. He just left them there all through the vacation break. Then the students come back and the shanties are still out there. I thought at that point, if the…This is a vicious thought. But I thought if The Review kids who were the big opponents, you know, the conservatives, had just built teepees, that the whole thing would have dissolved into a nothing. I think if they were doing this for the Native Americans… But that didn't happen. Instead they went out there with sledgehammers and smashed them all down. My god.

Well that was the beginning of the end of David. I mean there is no question about it. They rescued some of the remnants of the shanties and put them over by the Hood Museum as artifacts. But I knew right then and there that David was…His time was limited in terms of how much longer he was going to stay, because this was… The PR on that was just awful. I mean the worst face of Dartmouth had turned up. Instead of being a triumph for moderation and civility, it turned out to be a massacre, you know a disaster. Sledgehammers, for god's sake…if they even used just regular hammers and take out some nails or something. They were smashing in these things.

DONIN: How did the incident actually…Were you around for the actual incident?

SMALLWOOD: They just went out there and started whacking away. I didn't see it. I didn't see them actually doing it.

DONIN: What did McLaughlin do? What was his reaction?

SMALLWOOD: Well, then he panicked. He was calling all sorts of emergency meetings. I was out of it by that time though. It was a police matter and this, that and the other thing. They got this request and made these arrangements. I knew that because Ann had now left the dean's office and was working over at the Hood Museum. She talked to me about it, the arrangement to get them moved over in the yard of the Hood. It was in the middle of winter. [Text deleted at narrator's request.]

DONIN: '86.

SMALLWOOD: '86.

DONIN: It was Martin Luther King's Day in January of 1986.

SMALLWOOD: Well, that made it even worse. Okay. God, now we are really in trouble. I had forgotten that quite frankly.

I had my farewell dinner and that was…I said I would stay three years in that job to get the Rockefeller Center going. We can go back to that for a minute, if you want. They had a lovely dinner for me and everybody came. All my family were there. It was in the courtyard of the Rockefeller Center. David came there. We were still on good terms then. This was before I got that note about the hospital. He said nice things about me, and my brother said nice things about me. The kids were all there. The trustees gave me a citation, a big plaque. It was really lovely.

I was off to Oxford. By the time I got back, David was no longer president of the college. Sandy McCulloch was now in charge of the search and Sandy had written me at Oxford a number of times for suggestions about what we needed for a president. Sandy and I were very close. He was class of '50 and I was class of '51. There were two trustees from '51, Berl and Mike. Mike became chairman of the board and then Sandy McCulloch and Bob Kilmarx, who was another one from '50, so there were four trustees all together there. So anyway, Sandy said that we should go for an academic and quality. That's what he wanted. I said I thought this would be fine.

He ended up with Jim Freedman [James O. Freedman] and I think Jim did a lot of good things for Dartmouth. But I was not tied in with Jim at all. I mean I came back and taught for a few more years and took an early retirement option. We knew we wanted to go up to Burlington because three of our kids and now eight of our grandchildren were up there. So we were going to get out of here and go up there. I went up and taught at UVM when I was up there and that was fun. That was graduate students. That was fun.

So the only other thing I can tell you about David was that he had a really awkward time as president. He had won the class of what was it? The class of something award. It is an outstanding student of the class of '54. I will tell you about '54. There were a lot of '54s who were very active. He wanted to come back to Dartmouth, but it was a bad fit.

I guess he was a very good chairman of the board to the extent that he had this ability, as I told you earlier, with a small group of people to really get them to work together; but he was not good on the front stage. He just wasn't comfortable with chairing a faculty meeting. It was very hard for him. A lot of it got eaten away with sort of this backlash with defensiveness. He would become overly defensive about his stuff and I don't think he was a very successful president. Of the presidents I worked with, he was the least successful. I will say that.

Although there were a lot of things about David that…He was very good to me and I liked him in many ways. But it was sort of sad. I am not sure he ever…When he left Toro, it was in bad shape. That was a really close call. I'm never sure. The Red Cross was a disaster. I don't know what it was with David, but he just had a tough time with leadership.

Do you want to talk about the Rockefeller Center at all? Shall we start that now or do you have questions about David?

DONIN: Well, I have some follow-up questions, but let's hear you keep going.

SMALLWOOD: Okay. Well, let me just mention this. Nelson Rockefeller died in rather dramatic circumstances. Steven Rockefeller wanted to investigate the thing. He was the dean over at Middlebury. Everybody in the family said, "No. No. Just leave it alone.

Leave it alone." [Laughter] So Rodman shows up. Rodman was class of '54, David's class. Rodman said he wanted to have a meeting with David. I had met Rodman once or twice, but I had never really known him very well. He wasn't a close friend or anything because I graduated in '51, so they, you know, were freshmen. Rodman showed up with Leonard and John Kemeny. No. Where are we? Was it John or David? No. Leonard was involved in this. This must have been…Yes, Nelson must have died. I don't know what the date was[·] but it was late, when Kemeny was still president. I would say that it was…

DONIN: '70s. Late '70s?

SMALLWOOD: '78, I think. Anyway, Rodman showed up. He talked with John Kemeny and Leonard and said, "I have noticed that the Rockefeller name is not prominent on this campus and we would like you to come up with a few ideas as to how we might memorialize my father and do something significant to put his name on campus. So they came up with three ideas. One idea was to do something for the art museum, but it had just been named the Hood Museum. That might have been the first choice and a logical choice. Nelson had given a Picasso to the museum, but that's all he had ever really done for the museum, although he was a lover of art. There is no question. Second big idea was to do something with the medical school and they had these plans to do this, that, and the other thing; but Rodman didn't think that related. The third was to do something with economics, government, policy studies and create some kind of a policy studies center, in which these departments would work together, which was a long shot because the economists rarely spoke with political scientists and the government people rarely spoke with the economists. So you see that was not going to be easy to pull off.

Anyway, to make a long story short, Rodman liked the third idea. He said, "That would be very appropriate for my father, for his memory." So could we find a site? The first site we looked at was this place, Webster Hall. This was the original plan, to get a plan for Webster Hall so that we all would be on different floors, but we would all be interacting in some space.

[·] January 26, 1979.

Rodman wanted his classmate Lo Yi Chan [Lo Yi Chan '54] to be the architect, so here is another '54. Now we have got two '54's working on this. He also wanted his classmate Jonathan Moore, class of '54. I don't know whether you have interviewed Jonathan. He is a fascinating guy if you want some insights into David McLaughlin, because he was a classmate of David McLaughlin's.

So we are really piling up the '54's by the bushel out here who were all getting involved in this project. What was the problem with Webster Hall? Besides the fact that the departments didn't like each other and wouldn't talk with each other, I guess architecturally there was some problem with the space and it just wouldn't work to integrate. So what they decided to do was to do something over in Silsby, in the Silsby area. A huge architectural challenge for Lo Yi Chan, who is a very good architect and was doing the master planning for the college. But his problem was that this was to be at the back. This was going to be like Berry, but they wanted it to have a graciousness and a presence of its own like the front of the library.

So Lo Yi Chan is going to work and Jonathan Moore, at that time, was the director of politics at the Kennedy School at Harvard University. So we would go down to Harvard and that's where we would meet. We had a committee set up. Don Price was on the committee. He was a senior academic faculty member at the Kennedy School, which used to be the Littauer School at Harvard. Cary Brown was an economist from MIT. He was on the committee. I was on the committee. Rodman was on the committee. A number of faculty members from here were on the committee. Jim Wright [James E. Wright] was on the committee because he was dean of the social sciences.

So we would go down and we were spending all of our time. I don't know whether you have ever been to the Kennedy School at Harvard, but it's got an atrium and the whole works. So we were looking hard at this to see what we could do really in a way to imitate this concept, but put it in a different setting. But we are spending no time at all on program. We are spending all of our time on architecture and architectural plans. Lo Yi Chan is going to Silsby and making sure we are using the offices right and he is doing this and doing that, and then he comes up with this design with a huge atrium, which the economists said was totally waste efficient. [Laughter] They didn't go for a glass

room at all. This was an outrageous waste of space; but as long as they could be shuffled off on the third floor, they didn't care much about it. We were already set on the second floor, so they had to be moved over. They were coming over, but we had to get psychology out of there and then build a building for psychology. You know, when I saw the new history building, I said, "This is a beautiful building over there. Now they are going to move them over here and put them into this concrete block place."

Well anyway, so we are getting all this movement going on all over the place. We still have no director and we have no program. We haven't even talked about what we were going to do with this place. What's going to happen there? Well, we are going to have speeches and visitors and this, that and the other thing; but it is all very vague. No budget.

DONIN: Let me just interrupt and ask what was your role in this planning committee?

SMALLWOOD: I was just a member of the planning committee.

DONIN: Okay.

SMALLWOOD: I was a pretty forceful member of the planning committee; but Jim Wright was technically the chair of the committee. I kept saying to Jim, "You know, we have got to get some program here."

So anyway, we then said, "What we will do instead of having a program is we will go and interview people and we will let them have a major role," which was a stupid idea. What kind of a program makes the most sense from their perspective? What would they like to do? That would be one of the tests to see…

So we started to interview people. I can't remember all of the people. I remember one was an economist. One was… I do remember we interviewed Bob Reich [Robert "Bob" Reich '68], who was a trustee and later became Clinton's, joined the Clinton cabinet and later ran for governor. I just sent him some money. I remember…I was on the interview committee. I think I chaired the interview committee because Jim was so tied up here, so I organized these interviews.

We usually went down to Boston and interviewed people there because it was easier. We interviewed him, I remember. He said, "Frank, I don't understand this at all." He said, "You know, this is really going to be awful hard for an outsider with no background, no knowledge of the individual faculty, no feel for the strengths and weaknesses of the people who are going to be involved here. It is going to take that person two or three years to figure the terrain and how is this person supposed to have, you know, a program and know whether anybody is interested in the program?" He was absolutely right. He said, "Somebody local", looking at me, "should do this job. I am flattered and I appreciate the invitation, but I don't think I am the kind of person you want at all. It just doesn't make any sense. I don't think you are going to find anybody that makes any sense."

So now we are getting into a big jam because we can't find a director. We don't have a budget and the building is getting completed. As a matter of fact, we are going to have a dedication. We scheduled the dedication, which was going to be in September and it is now spring. It's early spring and we haven't gotten anything at this point. So Jim Wright came down to Washington and took my wife to lunch.

DONIN: Why were you in Washington?

SMALLWOOD: Ann and I were down there for the spring term with the government department program, running the program. We had eighteen students down there. Jim said he wanted to talk with Ann. I had to meet with some of the students, so I said, "Fine. Why don't you take her to lunch." After he took Ann to lunch, Ann came back and she said, "Jim talked to me a lot about you being the director of the Center." So I said, "Do you think this makes any sense?" She's always rejected everything. She's said, "If you want to go into politics, you are on your own. If you want to be president, you are on your own." So she said, "Let's take a walk."

So we were living over in Georgetown and we walked up through that park area over there. She said, "You know, this is going to be your last hurrah at Dartmouth. It might be a nice way to do this thing, get this thing going and see how it works out." I said, "God, there are a lot of problems here. There is no money and I've got to hire somebody to help me run the place. I

don't know anything about all the detail of running a place like this."

So, to make a long story short, she agreed. She got me to agree to do this thing. I think I did it because, quite frankly, I had so much invested in it emotionally by this point that it was really a difficult thing to say "I'm not going to have anything to do with it anymore."

Incidentally, I never chaired the government department. All the time I was in the government department, I was always doing something else, running this program or that program, urban studies, policy studies. I was even chairman of environmental studies at one point. That was just to get the programs…the first year. Bill Reiner's [William A. "Bill" Reiners] biology… I chaired that program.

So anyway, it was Leonard who talked me into that. So I said, "Okay. I will do it, but I have got to find somebody good." I found a wonderful person. I don't think you ever met her. Her name was Anne Nelson [Anne E. Nelson]. She was over at the Hopkins Center and she was managing all the arrangements for all the stuff that took place at the Hop. She was kind of bored over there. She wanted a new challenge. We were very good personal friends. Her father had been proctor at Dartmouth and he had died of cancer. She had stayed on and worked her way up. She had no formal higher education, but she went to Johnson State College and got a degree from Johnson State College, almost a correspondence-type thing in taking courses. She was dynamite. She really knew how to run something. Then we hired a secretary, so there were three of us.

Then I went over to see Paul Paganucci. I said, "Paul, we've got a real problem here. We've got the Center opening up and we have no money." He said, "What do you mean, you have no money? I thought the Rockefeller family…." I said, "They put the money up for the building. There's no money for a program over here." He said, "What are you going to do?" I said, "I am going to talk to Paul Paganucci and find out…" [Laughter] So he gave me 20,000 bucks. Then I told Rodman. I said, "Rodman, we have got to have some money and we've got to get these departments in the social sciences. This is called the Nelson A. Rockefeller Social Science Center. We've got to get

these departments involved." He said, "Put a grant into the Rockefeller Brothers Fund and I will go to work."

What I discovered, to my delight, was what they do in the Rockefeller family is they all have their own individual projects and then they all pressure each other. "If you support this, I'll support that." It's a wonderful system. He got me a $50,000 grant for the Rockefeller Center. There were eight social science departments. I put 10,000 aside and I gave each of the departments $5,000. I gave $40,000 and I said, "I want each of you to have a program in here. I don't care what you do, but invite some distinguished member or members. Use this for an honorarium or whatever you want for visitors. Get them in here and put on a program about what you are doing."

Everybody got into the program. Everybody got into the Center the first year, which was what I was trying to do. I was trying to get each department to get involved in the place and, you know, see it and know it was there. It had nice classrooms and all the rest of this stuff. The physical plant was pretty obvious.

We had the dedication in the fall. It was wonderful because Henry Kissinger was supposed to come. Unfortunately, at the last minute, and the protesters were all lining up to carry signs and protest about his role in Cambodia and the Vietnam War and everything else. That was the last thing I wanted. But he got called off on some commission in Central America to do something. I forget what it was. So he didn't show up.

Lady Bird Johnson was the keynote speaker. She was lovely. She called me from Texas. In her Texas accent, she said she wanted to check out this speech. She said, "It is about Eleazar Wheelock and the Indians." I said, "I'm not sure this is quite the theme we want to push at this dedication." "Oh," she said, "Aren't you interested in the Indians anymore?" I said, "Well, it is kind of a touchy issue." So she changed her speech. She is a lovely lady, I must say. She was really wonderful. So it was not too high key. It was very nice. She spoke. Walter Burke spoke. Rodman spoke very fashionably. Laurance [Rockefeller] was there. He didn't speak, but we sat together. No, I guess I was up on the stage with David McLaughlin. David spoke. It was very, very nice. I was the emcee and introduced all these people.

So we got going and we just winged it. Anytime something like that Democratic convention came along, we grabbed it. The first debate…That was a natural if we could get it to fit in and work out the logistics. We invited a lot of people. We used the $20,000 mainly for honoraria.

When I say that we didn't have any money, that was a lie…not a lie. We did have money for Anne Nelson and for a secretary, but we didn't have any money for program. That's what I was trying to say. They just lopped off part of my salary and charged it to the Center, so they didn't pay me any more; but they didn't pay me any less than what I was making. So that was a wash. We just got a lot of things going. We got some wonderful visitors to come. Sandra Day O'Connor came. All sorts of people came in. It just started to take off.

An interesting sideline on this whole thing… There were two Rockefellers here at the time that the Center started. One of them was Nelson Rockefeller's son, Nelson Rockefeller, Jr. He was Happy Rockefeller's child. Remember when he lost the Republican presidential nomination because he divorced his wife and had a second child? This was the one. Nelson also had a grandson who was Rodman's son. Rodman had been in the class of '54. So Michael and Nelson Jr. were cousins, uncles…I don't know what they were. Nephews? Can you imagine this?

But anyway, I knew Michael very well because he was a policies study/art guy and then went into urban planning and development. I did get to meet Nelson a couple of times. He was in on the crew. He was a big strapping guy; but it was nice to have both of them. They both graduated in '86 and they both came to the banquet at the end when I was getting out. So it was nice.

Last night Ann and I went over to…We went to the new library. I said, "I wonder if the buttons that I gave to Silsby are still there." I had collected all these presidential buttons and they are still there. Then they have a picture now of all the emeriti faculty, which I thought was lovely. Larry Radway [Laurence I. "Larry" Radway] and Starzinger [Vincent E. Starzinger] and me. Then I looked at the Smallwood Room and the Smallwood Room is still there. I said, "God, that was a great college." [Laughter] So it

worked out very well. Ann was right. That was a nice job for me to end my official Dartmouth…

By the time I came back from Oxford -- I was over there for a year -- Jim Freedman was in here and I took an early retirement option because we knew we wanted to go north. I ended up teaching. The department…I looked at the names last night, and this shows you how things are in waves. A wave had come in the '50s when I was first in the government department as a student. There were a lot of new faculty members in the department…Larry Radway, Charles McLane, John Masland [John W. Masland] was basically new, Gordon Skilling [H. Gordon Skilling]. They all retired en masse and the same thing is happening now. All my colleagues…I knew three people out of the twenty people in the government department. So it has changed over. In ten years, it is just a totally different mindset. But that's the way that it works. I mean that's what it's all about. That's what makes the system great. I remember every fall, I was getting a little more tired like John Kemeny was, and the students were all getting younger and more full of zip and vigor and vim. I had a wonderful career here. I mean it was terrific.

DONIN: During your years here in the government department, how did it change?

SMALLWOOD: Well, we got more women. We blew a minority appointment, completely. I could never understand it. There was a woman named Dianne Pinderhughes, a Black woman. She was a wonderful person, a good teacher, and she was just finishing a book on Mayor Daley of Chicago. For some reason, all the members… Usually, you defer when you are voting on tenure in a department. Not usually, but often you defer to the people who are closest to the candidate you are considering. In other words, if it were somebody in international relations and the international relations faculty who were there say "This is really somebody we need to strengthen our x, y, or z," you would go along with it. Well, all the American people voted for her and the others didn't and she didn't make it. She lost by one vote and we lost her. She later became a leader in the American Political Science Association. I never understood that. Well, that was a mystery to me. Larry Radway never understood it.

That happens once in a while; but basically we had many more women even initially, I mean quickly. Lynn Mather was one of

the early ones who came in. Then Anne Sa'adah [M. Anne Sa'adah] came in and Margaret Pearson [Margaret M. Pearson]. So Dianne left.

The hard part here, Mary, is holding the people you get; because, if they are single, it is tough and, if they are married, you have got to do something about the spouse or the spouse has to commute all the time. That's tough. So that's one of Dartmouth's biggest problems, but it seems to be doing very well. So the department changed because it became much more diverse. I mean the first picture when I was in the department was all men. That was the tradition, you know. Dartmouth was a male college and that's what we had. I think Hannah Croasdale was the first woman, or one of the first women, in the sciences and there weren't many others. Betty…Ed Lathem, my classmate Edward Lathem's wife, Betty [Elizabeth French "Betty" Lathem] , who was a doctor here. The women basically were married to faculty.

DONIN: Right. Did the curriculum reflect the changes that were….

SMALLWOOD: Well, the big change in the curriculum was, the year I came, the first year I taught full time was the three-three curriculum. That was Don Morrison. Believe it or not, that was the key to coeducation.

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

SMALLWOOD: But we were trying to get the faculty members to really shake them up and rethink the way they are teaching their courses because you had to rearrange your whole syllabus so that you were handling stuff in a different time sequence. You couldn't just read from the old notes and get away with it. You had to at least revise your own notes. I think that was a smart move.

I was talking with somebody last week -- believe it or not, Ann's doctor from Fletcher Allen, which is a big hospital up in Burlington; the one they are trying to rebuild right now. She came to have dinner with us. Can you imagine? A doctor coming to have dinner? I couldn't believe it. Anyway, she was talking about revising the curriculum. I said, "Boy, when you revise a curriculum, you force everybody to rethink what they are doing. Is this the way I really want to do it? Shall I do it

differently? This is a good move. She said, "Well, it's a lot of work." I said, "That's right. It's a lot of work."

But that was ideal. The curriculum didn't change that much after. Well, it started to change in a major way in the '70s when we really started to pile on the overseas, the off-campus, all the different opportunities. Every department now I think has something off campus.

This is a wonderful story. Jon Appleton [Jon H. Appleton] in the music department, whose electronic music… John Kemeny told me this story. He said, "Frank, did I ever tell you how we got a program in Tonga?" [Laughter] I said, "No, John. You never told me how we got a program in Tonga." He said, "Well, Jon Appleton was down at the bar in the Hanover Inn." He said, "You know this three-three, this off-campus studies is wonderful stuff. You can have an off-campus study any place in the world. It's just marvelous." The guy said, "Well, you can't have it any place in the world." Jon said, "What do you mean? You can have it any place you want in the world." He said, "Well, how about Tonga?" Jon said, "I'm not sure they have got any electricity in Tonga." He said, "Well, if they don't have any electricity, you certainly would have trouble having an off-campus program in Tonga." Appleton says, "By god, we are going to have an off-campus program in Tonga." [Laughter]

So Jon went to Peter Armstrong [Peter H. Armstrong] and said, "What do I need to do to have an off-campus program in Tonga?" Peter looked up and finally he said, "You have got to take a lot of gifts to the king." [Laughter] So they gave Peter all these gifts. They approved the program. Jon goes over to talk with them, forgets about electronic music for three months and that's how we got our program. He said, "You can have a program anywhere in the world." So it really was incredible.

So we had a program in Washington. (I'm talking about the government department.) That's the one Ann and I were on. We did that three times. We had a program in London. We had a program in Budapest. We had programs all over the place. So that was a fundamental change in the way things were taught.

DONIN: Kemeny is often credited, among other things, with professionalizing the faculty or raising their level of

professionalism. Did you feel that in the government department?

SMALLWOOD: Yeah. Well I think the main thing was that, true or not, there is something to…because I talked to him about it, as a matter of fact. I think I told you about it in an earlier interview that I had met President Hopkins when we were working on that committee on the trustee reorganization report and he was disappointed when he heard I had gotten my Ph.D. from Harvard, because he thought I would have made an excellent teacher.

[Text deleted at narrator's request.]

I will be honest with you. I don't want to degrade Dartmouth when I was here. I had some wonderful teachers, mainly in the government department because that was the department I was closest to. There were some great teachers in other departments; but it was not as professional. It was not as sophisticated. It just was "clubbier". It was friendlier.

Now the downside of what happened was we often got people… I remember interviewing one guy. All he asked me about was research. I said, "Look. We do research here. Most people do quite a bit of it; but we are a teaching college. If you don't want to teach, you are not going to be happy if you come here because you have to spend quite a bit of time with students. I mean that's part of the ballgame." We hired him and he stayed for a year and got out because he wanted to do research and he didn't want to… So there is more mobility now. I think once the faculty, when I was a student…now I am talking about late '40s and early '50s, they came and they stayed. They didn't flash around in this place, that place and the other place. Now I think there is much more lateral mobility, although the faculty retention rate is still pretty good. A lot of the faculty here, when I taught, were living in Hanover.

When I first was teaching, I got tied up with a guy named Bob Wood, down at MIT. Bob was a first-rate political scientist. He is still living in Boston now. He later went on to be the second secretary of housing and urban development and then was chancellor at the University of Massachusetts system and head of the schools in Boston. He did all sorts of things. He was an up and coming younger political scientist, although he had

tenure at MIT and he came up and we were talking with Larry Radway. Bob and I were talking and I said to him -- I was teaching a course in urban government -- I said, "This is really a tough course to teach at Dartmouth because, you know, Hanover is not an urban environment in the sense of Boston or anywhere else." Bob said, "You know, this is interesting because I have been looking to get more liberal arts students to mix with my undergraduates because they are very technical. I think it would…"

So we worked out a system to set up the Dartmouth/MIT urban studies program. Each spring I would bring a group of students down to Boston and they would live in a settlement house down in the South End which, at that time, were these lovely old homes, but they were all decaying. You could buy them for a buck, you know. You had to upgrade them, up-code them. I would go down once a week. I was here, but I would go down and supervise a research project.

So they were doing research projects and I would run a class down there once a week. Sometimes I would go down more than once, but I always went down once a week. Every Wednesday night, we would have our class. They would report to me during the day what they were doing, how they were doing with the research.

They studied everything. They studied churches in the South End. They studied social organizations. Whatever they were interested in, we would work out something that they could study. They could study local government, organizations…it really gave them a rich experience. It was one of the first off-campus programs. They would get three grades for the term. There would be about fifteen students. So it was just a great experience to do something like that and it was great for them.

But you could do that with a three-term. I couldn't have pulled that off if they had been taking five courses for a semester. You just didn't have that flexibility. That flexibility was important. So I think Dartmouth today is a stronger college. There is no question about it. It had some virtues in the old days; but it wasn't… I don't think overall the teaching was as strong. The research was much more minimal. Most of the faculty didn't really do a heck of a lot of research. They were very

approachable and you could spend hours with them if you wanted to; but it was a different school.

The fact that we had no women was really awkward. Once in a while, somebody, almost by mistake, would bring a date into the dining hall and all these students start banging their… It was just a nightmare. [Laughter] The Harvard game was always played in Cambridge every year. It was an out flux. It was like the Huns coming down to Rome. I mean we would terrorize that place. It was awful. It was just awful. They would come back all hung over. It was not healthy.

DONIN: I gather the behavior at the games wasn't too great.

SMALLWOOD: Terrible. When I first came back, I told you I worked for John Dickey. The first fall that I was working for John Dickey -- this was the fall now of 1957 -- some Dartmouth students attacked the Harvard drum. This was a nightmare. We came back and the school was in turmoil. John Dickey went to Great Issues and spoke harshly to them about civility and rules and manners and all. They picketed over at his place. They had students in front of the place. They were picketing Great Issues at that point because they were so upset. It was terrible. And the letters… I told you I was in charge of responding to his letters. They just came flying in by the bucket-load. "We never did this sort of stuff when I was at Dartmouth."

DONIN: Letters from the alums.

SMALLWOOD: Of course they all did the same stuff and that convenient memory, you know.

DONIN: Selective memory.

SMALLWOOD: Selective memory. You've got it right.

DONIN: Let me ask you about another subject that we have been skirting around and that is the governance issue that was obviously important both during Kemeny's and McLaughlin's administrations. The trustees… they restructured the board, as you well know, and there was more faculty and student representation. From your perspective on the government faculty, what were your thoughts on the governance of an

academic institution such as Dartmouth? What role did you think the trustees should play?

SMALLWOOD: Well, it was interesting. As I told you, all those studies were going on for the bicentennial, the bicentennial-planning thing, twelve years. Twelve years, that's a lot of studies. They were quite different studies. One was the one I mentioned to you, the Committee on Trustee Organization. Another study was done by John Dickey alone. I don't know whether I mentioned this to you or not. It was the size of the college. It was what should we do about Dartmouth? Should it be bigger? Smaller? Stay the way it is? He was the one who pushed to move up to 3000 students. It was smaller than that. It was 2400 I think or 2500 when I was there. He thought we should get a little bit larger; but, if we went over 3000 -- that was the sacred number -- if we went over 3000, it would be a different kind of a school. You would have to break it up into colleges like Yale or Harvard or something, some sub-units. That's as large as you could go without, you know, subdividing.

Okay, the trustee's planning committee on trustee organization decided to enlarge the board, but they wanted to keep it a working board and they wanted to get rid of that New Hampshire lock that said you had to have these trustees from New Hampshire. I think that worked out very well in terms of governance because the trustees are now sixteen members, the governor being one and the president. The president should be a member of the board. I mean you can't have a board without the president on it. I think they have got room now. As you see, I just got another ballot for the next election. They are getting much more diversity on that board and the rest of it. The board basically looked to the key officers, the deans, the provost, the deans of the schools, the medical school and the deans of the faculty of arts and sciences and the sub-deans, the social sciences -- depending on what they are talking about -- and to the administrative officers. The dean of the college and the director of athletics and different people would come in and either brief them or, if they had something they were trying to do, explain what they were trying to do and have a proposal in front of them. Then they could ask a lot of questions about it. Is this really going to work or isn't it going to work? Have you thought about this or what about that?

So I may have overdone it, but I really think the board system here has worked very, very well. I think there are schools with much larger boards, but they are basically fundraising boards. This is a fundraising board, too. I mean, you know, there are guys on this board who -- men and women -- who have given a lot, a lot of money, but it is not primarily organized for fundraising. They really sweated out every step of coeducation and expansion of coeducation. I mean they spent a lot of time on this, meeting after meeting after meeting on this. So I have no objection.

I guess I could make an elitist statement and say that they used to have extremely strong members on the board. I mean they were really strong. There were the Beardsley Rumls and the Nelson Rockefellers. These were all big business guys. I am not sure you are not in better shape now with a more diverse board. Nancy Kepes [Nancy Kepes Jeton '76] is on the board. She is an old student of mine. I knew her very well. I have known a lot of the board members. They were good students and I am sure they are probably good board members. The one big problem with the Dartmouth board is that they are…Although a lot of them come in and out quite a bit, the board formally meets four times a year.

I was the agenda officer when I worked for John Dickey, which meant quite simply that I would make a list of the items that were coming up at this next meeting. I remember one time Beardsley Ruml … He was the guy who started the "pay as you go" tax plan. He was a big heavyweight economist. He came into my office and sat down. He said, "What do you do here?" I said, "Well, I do different things. I help the president with his correspondence and I make up the agenda for the board." He said, "You make up the agenda for the board?" He said, "Show me the person who makes up the agenda and I will show you the person who rules the world." I will never forget that. That was his phrase. "Show me the person who makes up the agenda and I will show you the person who rules the world."

The problem is, if they only come in four times a year, they have got to rely on the president and the officers to tell them what's going on. I think they are honest. I am not trying to say they are trying to pull the wool over their eyes; but they can get themselves into trouble sometimes as I guess we are in now to a certain extent with finances and some other things because

they are not on top of everything all the time as they would be in their own companies or activities or whatever they are doing outside of Dartmouth. It's not that they are not working hard; but it's that they are not always here.

So they are going to rely on your husband. I mean he has got to come up with some good legal advice if they are going to make legal decisions. It's not a disadvantage. It's the way most corporate boards work, but it is, as you see in the corporate sector, there has been a hell of a lot of hanky-panky if you are not really on top of what is going on in these companies. I hope it never happens here.

I personally wonder why they build so much here. I've been away for quite a while; but every time I'm here, they are building some new something. I mean it is constant. For a long while, it was the steam lines and all that stuff. That was, I think, before you got here. They dug up the whole campus. New libraries, new hospitals, they build everything. I read with great interest the article in the alumni magazine a couple of months ago about the town/gown arguments over expansion and how fast we are going to expand. I don't think myself that Dartmouth has got to go on these huge expansion-building sprees to be a first-rate college any more. It's got an awful lot of stuff going for it. Now there might be a few critical things that I don't know anything about. I'm not saying nothing should happen here, but I wish they would slow down a little bit. Every time I come here, it's a brand new project of some kind. I guess now they are going to build a new school or we are going to finance a new school.

DONIN: It sounds like it.

SMALLWOOD: High school.

DONIN: Speaking of town/gown relations -- and I don't know how related this is to Dartmouth -- were you involved when they were building the Norwich interchange there off of the interstate?

SMALLWOOD: Oh, yes. Are you kidding?

DONIN: Can you talk about that for a few minutes?

SMALLWOOD: Oh, sure. I will be glad to talk about it. Yes. The big problem was that there was a village there. Lewiston it used to be called.

It was a nice little village. Actually, we knew a woman who lived in a house in that little village and the house was going to be demolished and the interstate was coming in. The railroad was coming in. A lot of changes were taking place. A lot of us became quite concerned as to whether having an interchange slice off at Norwich was going to block everything up and make all sorts of congestion. So we were for a second bridge. That's what we were really trying to do. We were trying to get a bridge north of town. In order to get a second bridge, we said the best thing to do was to leave this bridge for local traffic and have the interchange peel off north of Norwich.

DONIN: When you say "this bridge", you are talking about the Ledyard Bridge.

SMALLWOOD: The Ledyard Bridge.

DONIN: And the "we" that you are saying is…

SMALLWOOD: The group that was trying to get the interchange moved north.

DONIN: Did the college play any role in this?

SMALLWOOD: Not much. John Dickey decided that he was not going to take a major role in this issue. It so happened that we ended up with more interchanges in this area than any other area I think in the whole interstate system. I'm not sure nationally, but… If you start down in Lebanon and start picking them off one by one and then you get to Wilder. Then you go across. I think we've got five or six interchanges up here. So the state was just not about to move this north. A lot of people in Hanover/Norwich didn't want that interchange to move north either because they thought it was wonderful that they could just shoot right off the highway and come up Main Street and that was it. We felt that it was going to create terrific congestion at the Hanover Inn as traffic moved up into the Hanover Inn corner area where we were trying to get across the street today.

DONIN: And it continues to be a problem today.

SMALLWOOD: It would be better off if it came in further north, but we didn't get much support on that. I remember going up to Montpelier though and testifying on this issue because I was teaching urban studies and I was supposed to be an expert on traffic.

[Laughter] Whether or not that ever would have worked well, I have no idea. I think you have got a real traffic problem here, as does Burlington. I mean as does any crowded area. Annie looked at the paper this morning. It said that Hanover…I think she said the Hanover population increased by 1600 in the past two years. So Hanover is really in a building boom.

It is interesting. We moved across the river because we wanted to be in a more diverse town. I mean you know this is really the college town and, to a large extent, the hospital town. By the time we left, we were the extension of the college town and the hospital town and the rich folk's town. I think Norwich has the highest per capita income in Vermont or the second highest. It is a very wealthy town. So, you know, if you consider you're working here and your husband is a lawyer at the college. Your combined income is much larger than the average New Hampshire combined income. It was the same thing when Ann and I were working at the college. But it was a big fight. They didn't give an inch and a lot of people in Norwich were very upset because they wanted it to go this way. Then the second fight was over rebuilding the bridge. I don't know why they put those crazy big round balls on the bridge. Howard Dean, I think, wanted that. He is now running for president, so I don't know.

Incidentally, what is Hanover now? Is Hanover very liberal or is it very conservative or is it very…

DONIN: In terms of …

SMALLWOOD: Is there a lot of support for this war and all or are the students against it? Is there any activity at all?

DONIN: We can talk about that off the tape. How about that?

SMALLWOOD: That's fine.

DONIN: Okay. Just in wrapping up…if you could tell me what you think are the most profound changes that took place at the college since you were, not an undergraduate here, but when you started working here.

SMALLWOOD: Well, it is considerably larger. I think it is considerably more professional in the sense we were talking about before. I am sure there are individual allegiances of all kinds; but I remember

going to the Christmas banquets and you knew virtually everybody. After the Hopkins [Center] was built, it would be up in that dining room area up there at the top of the Hop. Now of course I have been away for ten years, but now I know an awful lot of people that I read about all the time, I have no idea who they are. I went over to the government department. I didn't even know people there, so maybe it is a factor of aging; but I think it is much less of a cohesive community. Town meeting may make it cohesive or they might argue. I don't know, but it is more groups of cohesion than it is total community cohesion. We would have a play and everybody would go to the play and it would be in Webster Hall. We would be right here where we are right now. Dotty Campion [Dorothy "Dotty" Campion] would have a part. You know, you knew all the townspeople. So that's a real fundamental change. I think overall the changes are more positive than negative. I think the students get a more diversified experience from fellow students as well as from faculty. I think coeducation was a wonderful move. It should have happened long before it did happen.

DONIN: Do you think the role of the faculty has changed?

SMALLWOOD: Well I think the faculty still teaches a lot here from what I understand. Now I haven't been here for ten years, but last night there were four offices lit up when we were walking over to Silsby. The faculty were in doing something. I don't know whether it is midterms or exams or what they are doing; but they were working. This was 7:30 at night. It was after supper I think. I think you still have to spend a lot of time teaching. I think that research is much larger, particularly in the medical school and the associated schools; but even in here. I just read about four new book reviews. One was Bill Fischel [William A. "Bill" Fischel], who is an old friend of mine, has just got a new book out.. Jim Tatum [James A. "Jim" Tatum] has a new book out. You know the people are still producing here.

DONIN: What role should faculty play in governance?

SMALLWOOD: That's a tricky one. They obviously should have an awful lot to say. They should have absolutely the most to say about the strictly academic decisions. I mean, you know, what the curriculum, what the requirements should be, that sort of stuff, because I think they are closest to it and they have the most experience with it. Maybe once in a while an outsider or the

board could come up with an idea like Great Issues -- or the president -- which is innovative and new and you wouldn't get it through unless it was pushed from the outside; but, by and large, I think in most of the curricular decisions, they should have a very large say. I'm not sure they should have an overwhelming say in the governance of the institution. I don't want to think they sometimes have very good judgment, because of my own experience. My guess is that they disagreed with me, but I also don't think that's their cup of tea. I think a lot of them feel out of their level of confidence when they get in that.

I told you about the debates I used to have with Peter Bien about whether Dartmouth should be part of the world or not part of the world. He said, "We should be isolated." I said, "No. We should be involved." You know a lot of the decisions are very political. On the other hand, the way things are going today, I think we could certainly use some restraints from faculty or others in terms of some of the things we are doing. We've not seemed to learn anything.

I have strong opinions about… I was a Republican when I was in the Vermont Senate. I am appalled at what's going on today in Washington. So I wish we had had more people saying, "Slow down. You know we can't be fighting wars all over the place." The whole growth thing… Grow, grow, grow and speed up, speed up, speed up.

One thing that worries me...I was absolutely delighted last night having dinner with a Dartmouth freshman, my grandson, and he is not doing a million things at once. He is enjoying his courses. He is tutoring in Spanish and, basically, he was going to join The Dartmouth, but he didn't. He was going to try out for the ski team, but he didn't. He just decided to back off for a while. He said, "I really wanted to savor my freshman year. I wanted to see what was here and, you know, feel my way into things and make friends." When he came out of high school, he was so programmed that you could hardly ever see him. All of these kids -- we've got ten grandchildren up there now…two in Texas and eight in Vermont -- and they are all scheduled all of the time. They never lie on their backs and look at the clouds and think about big things or little things. I just am delighted. I said to him, "I am so glad that you have slowed down a little bit. Don't try to do everything at once and don't feel that you have

got to get an "A" in every course." There is this constant pressure and competition. It's all the competition.

So I think there are a lot of good things here. Overall I am very positive. I just wish they wouldn't build so much. He is looking forward to the golf season, incidentally. I said, "I hope you enjoy the flat course. It used to be tough." [Laughter] It used to have ravines and gullies and bridges and they've flattened the whole thing out.

DONIN: Have they dramatically changed it?

SMALLWOOD: Oh, yeah. They rebuilt it. That's part of the building plan.

End of Interview