Appendices

Communications to ALC by Category (Appendix A)

Academics

In the 102 emails received by the ALC in the category of “academics,” no strong or persistent narrative lines emerge. Indeed, it would be difficult to bundle more than a handful of these emails under a single thematic heading. Perhaps this is an indication that fewer alumni are expressing concern regarding specific academic questions that persisted in years past, such as “are the College’s offerings too liberal, or not liberal enough?” or “How is Western culture addressed in the modern curriculum?”

As alumni of the College reflect on the current state of Dartmouth academics, they often ask that the College offer more courses – or concentrations of courses – in subjects that are of personal or professional interest: ethics, leadership, global issues, the Korean language and, in one instance, actuarial studies. Alumni also have thoughts about beefing up the role of technology in the delivery of a Dartmouth education, eliminating the scheduling of exams on weekends (especially Green Key weekend), and strengthening the utility of career services.

The administration’s emphasis on experiential learning appears to be resonating with some alumni. As one member of the Class of 1962 wrote: “I’m particularly interested in how experiential learning opportunities will be devised, implemented, and evaluated. I knew virtually nothing about the subject until I became part of a leadership institute where we used experiential activities in most of our classes. Learning by doing makes a lot of sense.”

Similarly, the College’s efforts to organize and elevate the status of its graduate programs also caught the attention of recipients of bachelor’s, master’s, and doctoral degrees alike. As one MALS ’14 graduate put it: “Currently, Dartmouth is the only Ivy League school with no Ph.D. options in humanities or social sciences. Dartmouth has only two master’s programs outside of sciences (MALS and AM in comparative literature) and both have no direct option for further study at Dartmouth, creating a situation of interrupted research or truncated work that is limited in scope to the master’s level.”

To the extent there is a thread running through some of the comments in this category, it is anxiety about whether the College might be losing elements of its identity. As one alumnus put it: “This question of what school we want to be never seems to be resolved in spite of rhetoric over the many years since I graduated in 1968. We seem to be on some kind of hellish merry-go-round on this issue, but I am convinced over the years and looking at the budget...that a fundamental reason we cannot do better with this cost issue is because we keep slipping and sliding along trying to be something of everything.” This alumnus added: “If we want to be Harvard in the North Woods, then let’s have an honest decision to have a plan and get the money to do so.”
Administration/Operations

Alumni sent 41 emails regarding college administration and operations. This is double the number of emails on this topic compared to the prior year.

By far the most contentious topic (25 emails) pertained to the Dartmouth Alumni Magazine article on college tuition and cost. Alumni expressed dismay at the continued growth in tuition and administrative cost. Representative comments on the issue include: “The cost of Dartmouth is rising, as is every other college. Yet the rate of rise is unsustainable. One area I must question is the growth of administrators that has outpaced the growth of the College by any measure, such as student population, number of faculty, etc.;” “I am overwhelmed by the plethora of new deans that are created each year;” and “It would be ludicrous to think the College can go back to a single dean as in my era. However, how many deans and people functioning as deans (regardless of official title) with claimed-to-be-needed assistants are there on staff?”

One alum offered a suggestion for addressing the situation: “I’d be in support of a working group composed of interested stakeholders (administrators, alumni, educators) looking at the issue and attempting to create a long-term plan.” Another suggests the “Immediate appointment of an experienced external Fiscal Responsibility Officer (CFO function) tasked to cut 25 percent or more of spending over the next 12-24 months without firing a single professor … then commit 20 percent of the savings to tuition reduction.”

Alumni also commented on topics ranging from future housing options for students to the Ledyard/Moosilauke renovations to the future vision for the Geisel School of Medicine and whether Dartmouth should try to compete with the likes of Harvard, Princeton, and Yale (who have much larger endowments).
Communications to ALC by Category (Appendix A) continued

Administration/Policy

This category received 160 emails. Appeals for the divestment of fossil fuels was the biggest source of the correspondence from alumni within this topic.

- Appeal for divestment in fossil fuels (40 emails)

Calls for divestment in fossil fuels are becoming an increasing part of the conversation with alumni. Energized by a national movement that is gaining traction as well as an "open letter" that was sent to several members of the administration, alumni sent a number of emails on this topic:

- “financially and morally prudent”
- “advisory committee on Investor Responsibility report has been greatly delayed”
- “Harvard Heat Week kicked off the Harvard divestment drive...time to step up”
- “I will not give money to an institution that makes money off destroying our planet”

In addition, a variety of other topics pertaining to administrative policy generated emails from alumni:

- High cost of tuition (response to Dartmouth Alumni Magazine cover story)
- Administrative “bloat” (“control cost by controlling headcount”)
- College communications and reputation management (inadequate messaging, “pollyannish”)
- ROTC (Call to bring Navy ROTC back to campus)
- Handling of sexual-assault incidents (concern regarding protection for the accused; concern about “the abuse of extrajudicial powers and disciplinary procedures that makes being a student on campus, male and female, a dicey legal proposition, fraught with legal liability, and lacking in due process.”)
- Day of Service (“congratulations”)
- Sunday testing (concern about academic scheduling interfering with extra-curricular activities/commitments – i.e. club sports)
- Homogenizing alumni clubs by imposing “best practices” and guidelines (“heavy handed”)
- Fossil fuel reliance (several calls for transitioning campus energy source from No. 6 fuel oil)
- Greek System (call for community-wide referendum to abolish or continue)
Communications to ALC by Category (Appendix A) continued

Admissions

The total number of alumni emails focused on admissions was 81, which was a slight increase from last year’s 74 emails.

There was no single take-away from this year’s communications from alumni. The emails covered a variety of topics including diversity, alumni interviews, need-blind admissions, the concern about the cost of a Dartmouth education, and the legacy acceptance rate.

The most important message that was communicated to the alumni body over the past year by the Office of Admissions is its goal to significantly increase the number of alumni interviewers. The Offices of Admissions and Alumni Relations (which included the Alumni Council and the ALC) formed a partnership to “increase the number of interviews that are conducted; improve training and communication; broaden volunteer roles and opportunities; enhance stewardship; and increase the level of satisfaction.”

With those goals in mind all alumni councilors were encouraged to become interviewers. Additionally, councilors were asked to communicate to their alumni constituents the value of the alumni interview.

Also, the ALC used one of its Moosilauke Forum survey opportunities to gather alumni sentiment on issues important to the Office of Admissions. There were several key take-ways. Alumni cite providing information to the Office of Admissions about the applicant as the top benefit of interviewing. “Helping the applicant get to know Dartmouth” is a concept which resonates with many graduates. Almost everyone believes Dartmouth should conduct interviews. The top reasons alumni don’t volunteer to interview are awareness and perception of time involved. Their motivation to volunteer is to promote positive perceptions of Dartmouth and help applicants choose Dartmouth (being “ambassadors”). They want to understand the time commitment (what does the interview report look like?) and how the Office of Admissions uses the feedback. The experience for existing volunteers can be improved through understanding how the office is using their feedback. The “ambassador” concept (an idea designed to reimagine alumni as representatives in their communities) was well received and alumni are interested in getting involved in ways other than conducting interviews. This is a gateway for engagement for our youngest alumni.

The Office of Admissions found this survey information to be most beneficial and the Alumni Councilors efforts invaluable. The partnership between the Offices of Alumni Relations and Admissions helped produce the following results:

<table>
<thead>
<tr>
<th>Number of interviews conducted:</th>
<th>Number of active interviewers:</th>
<th>Number of young alumni interviewers:</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015: 13,075</td>
<td>2015: 5,100</td>
<td>2015: 1,829 (classes of 2004-2014)</td>
</tr>
<tr>
<td>17 percent increase</td>
<td>16 percent increase</td>
<td>28 percent increase</td>
</tr>
</tbody>
</table>
Communications to ALC by Category (Appendix A) continued

Athletics

Only 10 emails were received regarding athletics this year, compared to an average of 26 from the years 2008-2012. The few emails addressed the following topics:

Improving the timeliness and quality of Dartmouth Athletics’ Twitter and Facebook communications, the success of Harvard’s football program and its benefits of recruiting a diverse student body, Dartmouth Athletics’ concussion policy, and increased investment in facilities for the Nordic ski teams.
General Response

During 2014-2015, the ALC received 352 emails from alumni in the “general response” category. Most of the emails were messages of appreciation, personal greetings, and positive support to councilors for their service and meeting reports.

Excerpts include:

- An excellent report! This has given me a better grasp on the changes being made at Dartmouth than anything else I have read.

- Just wanted to say, thank you for the time, effort, and care you are putting into representing our class. It takes a village to run one of the best colleges in the world, especially one so uniquely special and dear to our hearts, and you are an appreciated part of our ‘village.’

- Many thanks once again for an outstanding and comprehensive report. Looks like things in Hanover are moving forward in the right way.

- Thanks for sending this 'super easy to read' summary. We all have busy days and it was a pleasure to get the synopsis, rather than a much longer read...And thanks for your ongoing contributions.

- I appreciate your articulate and informative update on key goings-on at Dartmouth. Hope you are well and happy.
Governance

The ALC received 12 emails concerning alumni governance issues, far fewer than last year’s 66 responses. As in prior years, the main theme was uncontested elections for members of the Association of Alumni Executive Committee.

Below are two representative comments received on governance:

“I would like to see a return to having at least two candidates with differing views running for each office and having true Alumni voting.”

“Is it really an election if the incumbents choose their own successors, who then run unopposed?”
Communications to ALC by Category (Appendix A) continued

Moving Dartmouth Forward

The decision of President Hanlon and the Board of Trustees to adopt and implement key provisions of the written recommendations of the Presidential Steering Committee on Moving Dartmouth Forward was an important moment in the College’s history. Notwithstanding some overlap with other subject areas covered by this report, the ALC found merit in tracking correspondence regarding Moving Dartmouth Forward separately from other categories.

Our communication tracking followed alumni-wide communications from President Hanlon ’77, Board of Trustees Chair Bill Helman ’80, and Alumni Council President Lou Spelios ’95 and President-Elect Jennifer Avellino ’89, during the last week of January 2015. This trio of messages yielded 101 emails from alumni to the ALC. We do not know the number of emails sent directly to President Hanlon or Board Chair Helman.

The majority of the correspondence we received was positive, and heralded the concept of change on campus explicit in President Hanlon’s plan, most particularly reducing high-risk drinking, sexual-violence prevention, and strengthening the residential experience. Examples include:

- “Fantastic move forward by Pres. Hanlon.”
- “Just want to say that I was impressed with the plan outlined by Hanlon and hope it is accepted widely so that it can be implemented as described.”
- “Great first step. Personally I would have gone further but alas I don’t have to deal with the fallout.”
- “I hope the current students embrace the three steps he outlined and our fellow alumni support them in the coming months and years.”
- “I strongly urge you to congratulate Phil for these initiatives in open forum; AND to articulate a motion along the lines of this note whereby the council will endorse Phil’s actions, pledge Alumni support and ask his advise [sic] re anything the Alumni body can do to help bring both initiatives to – and beyond – fruition.”
- “It seems to be responsive to the basic need for more responsible behavior on all fronts and probably should have been attacked more diligently years ago. Is it perfect? Certainly not, but, of greatest importance, it did not dissolve the basic social structure, whether you call it a Greek system or by some other name. And it was nice to see Dartmouth get some favorable national publicity for a change.”

That said, there was dissent among many alumni, who questioned the wisdom of top-down policies which govern individual behavior, such as:

- “So when will politically incorrect, namely free speech be banned?”
- “When will students be forced to join and pledge allegiance [sic] to the Dartmouth Liberal Party, namely the minority who will define politically correct free speech and determine appropriate courses.”
• “Tougher rules? The current rules are not enforced. How will tougher rules be enforced? What about due process under state and federal law? What if a student is expelled for alleged sexual predation, and that student is never charged with a crime or convicted by a jury of his or her peers?”

• “It is time to stop threatening students to appease the faculty and lead the charge to what is really right to fix the culture forever!!”

As President Hanlon’s plan is implemented, the ALC will continue to seek alumni opinion, and will include additional commentary and feedback in future reports.
New Topics

During this past year, we asked alumni councilors to pose two questions to their constituents during their communications following our Council meetings. In the fall, we asked for reaction to the Living/Learning Communities.

We received 151 emails on this topic. The majority of the emails were critical of the Living/Learning Communities and the points made were largely similar. Many said they enjoyed associating with a wide range of people in the dorms, which they believe would disappear in these communities. Some cited the dangers of having a more fragmented community. Many said that connections with students in similar clubs, teams, majors, and other groups already occur naturally and don’t need to be forced. Several said they spent quite enough time with their fellow athletes or fellow majors and that dorm life is a welcome break from other activities. In the view of one writer, living with like-minded students would have narrowed his interests. Many criticized the idea of affinity dorms and said the only common thread among students in dorms should be the College. Some of the same writers did promote the idea of dorm continuity.

Among the comments:

“The Dartmouth experience, as with all experience at this transformative time in our lives, flourishes with exposure to all aspects of life. Being sequestered into a group of one’s own demographics – be it intellectual, geographic, or athletic – takes away that experience and promotes a narrow mindedness, if only from lack of exposure to the alternatives.”

“...one of the great things about my Dartmouth experience was living in dormitories with people of diverse interests. That broadened my horizons, exposed me to new ideas and differing viewpoints, allowed me to meet people I would otherwise not have met, and helped round out my education. I mean “education” in the whole sense of the word, not just a classroom education.”

Following the spring Alumni Council meeting, Councilors asked alumni a second question: “How would you describe to someone who had never visited Dartmouth – such as a prospective applicant – what differentiates Dartmouth’s sense of community, and its sense of place, and the role they play in the educational experience?

We received 57 email responses to this question. Most were positive and contained similar themes. A number cited Dartmouth’s remote location and physical beauty as a distinct entity and as something that contributes to a sense of closeness among students. Many cited the College’s welcoming, supportive atmosphere and the camaraderie of the student body.

Said one member of the class of ’93, “I will always esteem the sense of community I forged with a diverse group of some of the brightest minds I think I shall ever know. My all-too-brief returns to campus have all served as an instant reminder of that unique atmosphere – an ‘electricity’, even – of young people pursuing excellence side by side in a highly conducive environment. A hothouse in the snow, as it were...”

A large number of the emails, from a wide range of decades, cited the commitment to undergraduate teaching – the quality and dedication of Dartmouth’s professors and the opportunities to interact with them outside the classroom, in addition to
encouragement from them regarding academic pursuits. Several even cited the opportunity to meet a Dartmouth professor as a visiting high school student as the reason they chose the College over another institution.

Others cited the prevalence of international study opportunities, the summer study options along with the “D” plan, the common values of intellectual flexibility, lifelong learning, an interest in the world and a tendency toward independent thinking.

One alumna cited the College’s “adventurous spirit” and called it a place “where strong and lasting friendships are created” and which “generates in its alumni an outspoken loyalty, a passion rare among schools of its caliber.”

Others cited Dartmouth’s sense of tradition and its entrepreneurial spirit. Many described it as a family or as a home, and as one filled with outstanding individuals.

One member of the Class of 2014, a self-described Vietnamese immigrant, who survived a refugee camp, said “Dartmouth was a singularity of time for me in my development into full adulthood. There was a smell to the air, a warmth in the wind (despite those brutally cold winters), and a fervent energy that bonded all who crossed the green college on the hill. Given Dartmouth's remote location, I found it enchanting to be one of the many loud voices booming out of the wilderness as I worked through my four years in scholarship, service, fun, and transformative change that shook the very foundations of my soul.”
Communications to ALC by Category (Appendix A) continued

Student Life

Student life was once again a very important topic for alumni this year – the ALC received approximately 220 emails on this subject in fiscal 2015, down 21 percent from last year’s 266 emails. The key themes in alumni correspondence were:

- Views on the social changes implied by Moving Dartmouth Forward, both positive and negative
- Reactions to Alpha Delta (AD) de-recognition, mostly opposed to the actions taken
- Comments on sexual assault policies, including praise for recent changes and urges for stronger ones on the one hand, as well as concerns about procedure and legality on the other hand
- Questions and requests for information on key student-life topics such as those listed above, e.g. progress on Moving Dartmouth Forward, data on sexual assaults, and the administration’s stance on social issues such as the Greek system
- Lastly, as usual there was a long tail of individual comments and suggestions on varied topics which are likely not representative of larger trends

Views on social changes implied by Moving Dartmouth Forward were cited most frequently: 69 emails (32 percent of student-life correspondence) weighed in either positively or negatively on this subject.

The de-recognition of AD was the second-most cited topic despite being triggered by events near the end of the fiscal year. 25 percent of student-life emails (53) were focused here, and approximately 90 percent of those commenters were upset with how the administration handled the situation (largely AD alumni). A small number of individuals were mixed on the topic or expressed their support for de-recognition.

The third-most cited individual topic was sexual assault on campus, with 20 emails. Twelve commentators expressed their support for College policies and/or urged even greater changes; on the other hand eight commenters expressed reservations about College policies from a legal and/or procedural standpoint, suggesting that, “incidents of alleged sexual assault are not appropriate matters for the College to deal with.”

There were a notable number of inquiries about the above topics (and others). These 20 inquiries demonstrate a segment of engaged and curious alumni who want updates as well as accountability from the College.

Lastly there was a long list of other topics mentioned by smaller numbers of alumni, most notably support for residential clusters (to establish community, support intramurals, etc.) and comments on the importance of maintaining diversity of experience in light of themed housing such as Living/Learning Communities, each mentioned by a handful of alumni.
THURSDAY, OCTOBER 23

11:30 a.m.–2:30 p.m. Nominating and Alumni Trustee Search Committee Luncheon Meeting
Winship Conference Room, Blunt Alumni Center

1–6 p.m. Registration
Zimmerman Business Center, Blunt Alumni Center

2:45–4:15 p.m. Alumni Liaison Committee Meeting
Winship Conference Room, Blunt Alumni Center

3:15–4:15 p.m. Campus Tour for New Councilors
Meet in front of Hanover Inn

4:30–5:30 p.m. Orientation for New Councilors
Grand Ballroom East, Hanover Inn

6–7 p.m. Opening Reception
DEN Innovation Center, 4 Currier Place

7:15–9:15 p.m. Dinner and Program
Collis Common Ground, Collis Student Center
Moving Dartmouth Forward Update
Barbara Will, A. and R. Newbury Professor of English, and Sue Fireman ’85

10:15 a.m.–12:15 p.m. Plenary Session 1
Hood Auditorium, Hood Museum

10:15–10:30 a.m. Opening Remarks by Alumni Council President Lou Spelios ’95

10:30–11:30 a.m. Remarks by President Philip J. Hanlon ’77

11:30 a.m.–12 p.m. Entrepreneurship & Dartmouth
Jaime Coughlin, Director, New Venture Incubator Programs and Director, DEN Innovation Center and New Venture Incubator, Office of Entrepreneurship and Technology Transfer

12–12:15 p.m. Nominating and Alumni Trustee Search Committee Report
David Edelson ’81, Chair, Nominating and Alumni Trustee Search Committee

12:30–1:45 p.m. Alumni Council Luncheon with Living Learning Community Students
Alumni Hall, Hopkins Center
Student and Faculty Panel Presentation
Moderator, Mike Woolen, Senior Assistant Dean of Residential Life and Director of Residential Education

1:45–3:30 p.m. Plenary Session 2
Room 105, Dartmouth Hall

1:45–2:15 p.m. Advancing Academic Excellence: Investing in Dartmouth’s Future
Carolyn Dewer, Provost

2:15–2:45 p.m. Transition at Tucker: An Invitation to Help Shape the Future of Service and Religious and Spiritual Life
Theresa M. Ellis ’77, Interim Dean of the Tucker Foundation

2:45–3:15 p.m. Student Affairs Update
Inge-Lise Ameier, Interim Dean of the College

3:15–3:50 p.m. Advancement Update
Bob Lasser ’88, Senior Vice President for Advancement

3:00–5:30 p.m. Alumni Awards Committee Meeting
Duke, Hanover Inn

3:45–4:45 p.m. Career Networking Session with First-Year Students
Alumni Hall, Hopkins Center

3:45–5:15 p.m. Honorary Degrees Committee Meeting
Foot Sage/Brewster, Hanover Inn

FRIDAY, OCTOBER 24

8–10 a.m. Committee Breakfast Meetings

- Academic Affairs, Faculty Lounge, Hopkins Center
- Alumni Service, Duke Room, Hanover Inn
- Athletics, Rooms 332A and 332B, flown Vanity House
- Communications, Foot Sage/Brewster, Hanover Inn
- Enrollment and Admissions, Class of 1930 Room, Rockefeller Center
- Professional Development, Collis 101, Collis Student Center
- Student Affairs, Grand Ballroom West, Hanover Inn

10:15 a.m.–12:15 p.m. Plenary Session 3
Hood Auditorium, Hood Museum

10:15–10:30 a.m. Opening Remarks by Alumni Council President Lou Spelios ’95

10:30–11:30 a.m. Remarks by President Philip J. Hanlon ’77

11:30 a.m.–12 p.m. Entrepreneurship & Dartmouth
Jaime Coughlin, Director, New Venture Incubator Programs and Director, DEN Innovation Center and New Venture Incubator, Office of Entrepreneurship and Technology Transfer

12–12:15 p.m. Nominating and Alumni Trustee Search Committee Report
David Edelson ’81, Chair, Nominating and Alumni Trustee Search Committee

12:30–1:45 p.m. Alumni Council Luncheon with Living Learning Community Students
Alumni Hall, Hopkins Center
Student and Faculty Panel Presentation
Moderator, Mike Woolen, Senior Assistant Dean of Residential Life and Director of Residential Education

1:45–3:30 p.m. Plenary Session 4
Room 105, Dartmouth Hall

1:45–2:15 p.m. Advancing Academic Excellence: Investing in Dartmouth’s Future
Carolyn Dewer, Provost

2:15–2:45 p.m. Transition at Tucker: An Invitation to Help Shape the Future of Service and Religious and Spiritual Life
Theresa M. Ellis ’77, Interim Dean of the Tucker Foundation

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Duke, Hanover Inn

3:45–4:45 p.m. Career Networking Session with First-Year Students
Alumni Hall, Hopkins Center

3:45–5:15 p.m. Honorary Degrees Committee Meeting
Foot Sage/Brewster, Hanover Inn
4:45–6:15 p.m. **Young Alumni Committee Meeting**  
*Faculty Lounge, Hopkins Center*

6:15–7:15 p.m. **Alumni Awards 60th Anniversary Reception**  
*West Gym, Alumni Gym*

7:30–10:15 p.m. **Alumni Awards 60th Anniversary Dinner**  
*West Gym, Alumni Gym*  
- Student Entertainment: *The Dartmouth Aires*  
- Remarks by President Philip J. Hatfield ’77  
- Presentations of the Dartmouth Alumni Award to Douglas A. Dougher, Jr. ’73, Tracey Salomone-Smith ’87, and Danielle A. Dyer ’81, ’91Tu  
- Presentations of the Young Alumni Distinguished Service Award to Jamie J. Amstel ’00, Deborah J. Atkin ’04Tu, and Greg Cutrin ’01, ’02Tu, ’03Th

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**SATURDAY, OCTOBER 25**

7–8:15 a.m. **Alumni Liaison Committee Breakfast Meeting**  
*Ford Sayre/Beverly, Hanover Inn*

8 a.m. **Continental Breakfast**  
*Lobby of Oopik Auditorium, Class of 1978 Life Sciences Center*

8:30 a.m.–12:30 p.m. **Plenary Session 3**  
*Oopik Auditorium, Class of 1978 Life Sciences Center*  
- **8:30–9:15 a.m. Committee Reports**
- **9:15–10:15 a.m. Update from the Board of Trustees**  
  - Bill Holman ’80, Chair, and Emily Balsaner ’82
- **10:15–10:30 a.m. Coffee Break**
- **10:30–11:20 a.m. A Faculty Perspective on Digital Learning Initiatives**  
  - F. Jon Kull ’88, Rodgers Professor of Chemistry and Dean of Graduate Studies, and Joshua Kim, Director of Digital Learning Initiatives
- **11:20–11:50 a.m. Presentation by the Alumni Liaison Committee**  
  - Mark Davis ’81, ’84Tu, Chair, Alumni Liaison Committee
- **11:50 a.m.–12:30 p.m. Open Forum**  
  - Open Discussion Period for Councilors
  - Open Microphone
- **12:30 p.m. Adjournment**
When we return as Alumni Councilors to Dartmouth (http://www.dartmouth.edu/) each fall and spring, our primary responsibilities include serving as the eyes and ears of our classmates and other constituents. During those two days on campus, we are fortunate to have access to senior administrators, faculty, and most importantly, students, all in an effort to take the pulse of the Dartmouth community and to ask questions – sometimes pointed ones.

And so it was in that spirit, and with that mandate, that the Dartmouth Alumni Council (http://alumni.dartmouth.edu/leadership/council/) convened its 209th Meeting in late October.

To the extent there was a headline for our fall session, it was the activity surrounding President Phil Hanlon ’77’s initiative known as Moving Dartmouth Forward (http://forward.dartmouth.edu/).

For those not familiar with this initiative, it began with a plea by President Hanlon last spring, in which he asked “everyone at Dartmouth to work together to end high-risk and harmful behavior on campus that is hurting students, diverting the community, distracting the College from its core mission, and compromising its vision for the future.” Specifically, a Presidential Steering Committee was charged with recommending actions “to end high-risk and harmful behavior in the following three critical areas: sexual assault, high-risk drinking, and lack of inclusivity.”

During the dinner that opened our fall convening, we heard from Barbara Will, the A. and R. Newbury Professor of English; and Sue Finegan ’85, president of the Association of Alumni, about the wide net the committee has been casting – in terms of the feedback it has solicited and the ideas it is considering. Barbara and Sue explained that the committee has engaged with people across the Dartmouth community, consulted extensively with experts, and carefully examined best practices. We were told that comments and suggestions continue to be considered and evaluated – below are instructions on how alumni can still have their voices heard – and that the final recommendations of the Steering Committee will be made to President Hanlon in January.

Following the Alumni Council meeting, the Steering Committee provided an update to the Board of Trustees at its early November meeting.

Here are some key links:

- For an overview of the initiative and a video featuring President Hanlon, click here (http://forward.dartmouth.edu/about/).
- For a recent update on the work of the committee, click here (http://now.dartmouth.edu/2014/11/moving-dartmouth-forward-committee-chair-describes-process/).
- And to share your own thoughts and ideas with the committee, click here (http://forward.dartmouth.edu/get-involved/).

What follows are some other highlights from the 209th Alumni Council Weekend:
• The Admissions Office is encouraging more alumni to sign up to serve as alumni interviewers. Interested alumni should use the following link (http://tinyurl.com/interview-for-dartmouth).

• In a lengthy Q&A session with Alumni Councilors, President Hanlon showed himself to be first and foremost a teacher. He had come to us directly from teaching Math 11, his voice admittedly raspy from chalk dust (no PowerPoint for him, at least not this day). Among the points he made to us was the importance of Dartmouth students graduating not only with “critical-thinking and analytical skills” but the ability to think “creatively.” He also spoke of his ongoing “Cluster Initiative,” which will pull together interdisciplinary teams of faculty (http://now.dartmouth.edu/2014/04/100-million-gift-hailed-by-community-as-transformative/) – in part by drawing on roughly half of a record $100 million anonymous donation announced last spring.

• Those alumni who believe Dartmouth should be in the forefront of graduating budding entrepreneurs would do well to visit the DEN (Dartmouth Entrepreneurial Network) Innovation Center, if only virtually (http://www.den.dartmouth.edu/). Our opening reception was set at the new, brick-and-mortar headquarters of this exciting effort, and we later heard from Jamie Coughlin, director, New Venture Incubator Programs and director, DEN Innovation Center.

• On a similarly progressive note, we heard from F. Jon Kull ’88, Rodgers Professor of Chemistry and dean of graduate studies, and Joshua Kim, director of digital learning initiatives, who gave a faculty perspective on digital learning initiatives. You can learn more about professional development for Dartmouth faculty here (http://www.dartmouth.edu/~dcal/about/mission.html).

• As has been conveyed earlier, there are changes afoot at the Tucker Foundation – which is basically splitting into two: the Tucker Center for Religious and Spiritual Life and the Dartmouth Center for Service. Interim Dean of the Tucker Foundation Theresa Ellis ’97 addressed the Council, and you can read more about these plans here (http://now.dartmouth.edu/2014/07/tucker-foundations-mission-to-be-served-through-two-centers/).

• The 60th Anniversary of the Alumni Awards was celebrated Friday night at a dinner presided over by Alumni Council President Lou Spelios ’95. Three alumni were honored with the Dartmouth Alumni Award: Douglas A. Donahue Jr. ’73. Danielle A. Dyer ’81 ’89Tu. and Tracey Salmon-Smith ’87. Three alumni received the Young Alumni Distinguished Service Award: Janna J. Annest ’00. Deborah Atuk ’04Tu. and Greg Chittim ’01, ’02Th, ’03Th. Video profiles of the recipients may be viewed here (http://alumni.dartmouth.edu/awards).

• On Saturday morning we heard from Bill Heiman ’80, the new chair of the Dartmouth Board of Trustees, and Emily Bakemeier ’82, a member of the board who chairs its academic affairs committee. For those who have not had a chance to hear Bill speak, he is bracingly blunt when asked what he believes Dartmouth does well, and where it might improve. And Emily’s background is unique. She serves as deputy provost of Yale and is a former president of the Dartmouth Alumni Council. You can learn more about the current Dartmouth Board of Trustees here (http://www.dartmouth.edu/~trustees/).

• Finally, Mark Davis ’81 ’84Tu, chair of the Alumni Liaison Committee (ALC), which serves as a communications conduit between the alumni body and Trustees, gave the Council an update on the work of the committee and the newly released 2013-2014 ALC Annual Report. You can read that report here (http://alumni.dartmouth.edu/leadership/council/CommitteeNews/media/mailing/2013-2014_alc_report.pdf).

• Mark Davis and Lou Spelios have asked that we end this correspondence by posing a common question to every alumnus:
During our meetings, we learned about the new Living Learning Communities
(http://www.dartmouth.edu/livinglearning/) at Dartmouth, which are opportunities for students to live in the
dorms with other students with like interests, such as a language or a co-curricular activity. What do you think of
this idea? Would this have bettered your Dartmouth experience if it was available to you?

Please send your responses via email to your alumni counselor - ideally by December 31. All responses will be
forwarded on to the ALC, which will then synthesize them in its report to the Trustees.

The link to the full meeting minutes can be found here
(http://alumni.dartmouth.edu/leadership/council/sessions/MinutesofPastSessions/209thMinutes).
210th Alumni Council Meeting Program (Appendix D)
Dartmouth Alumni Council Committees
2014–2015

Academic Affairs
Cornell ’78 (chair); Moore ’79, ’80 (vice chair); Benson ’74; Dandel ’77; Dean ’76; Gelfen ’81; McKee ’77; Mirvis ’78; Segal ’75; Toledo ’76; Wolf ’79; Williams ’76; Zajda ’77 (ex officio)

Student Life
Coates ’76 (chair); Davis ’76; Dean ’76; Garcia ’76; Mirvis ’78; Toledo ’76; Wolf ’79; Williams ’76; Zajda ’77 (ex officio)

Alumni Relations
Cochran ’76 (chair); Desai ’76; Elcock ’76; Garvey ’76; Harris ’77; Lee ’78; Luntz ’79; Mistry ’74; Nishiyama ’74; Zajda ’77 (ex officio)

Alumni Awards
Cochran ’76 (chair); Davis ’76; Elcock ’76; Garvey ’76; Harris ’77; Lee ’78; Luntz ’79; Mistry ’74; Nishiyama ’74; Zajda ’77 (ex officio)

Alumni Liason
Desai ’76 (vice chair); Aridrano ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beeler ’80; Beel...
Thursday, May 14

1-6 PM  Registration
        Hanover Inn

2-3:50 PM  Back-to-the-Classroom Experience for Counselors
           Yarmouth Inn

3-4:30 PM  Alumni Liaison Committee Meeting
           Zimmerman business center, Alumni Alumni Center

4-5 PM  Alumni Council Professional Development Panel
        Presentation: From Diverse Majors at Dartmouth to Interesting Career Paths
        Top of the Hop, Hopkins Center
        MODERATOR: Jeff House '96
        PANELISTS: Luke Anzal '98, Jim Kazem '78, Monica Claman Higgins '88, Gary Schneider '89, Andrew '94

5-7 PM  Dinner Discussion Groups with Students
        Tucker Foundation Alternative Spring Breaks
        Room 002, Rockefeller Center
        MODERATOR: Aden B. Knowlton '98
        program manager for service trips

        Rockefeller Fellows Leadership Program
        Room 047, Hauserman Center
        MODERATOR: Sadhika Pal, deputy director of the Rockefeller Center

        Student Creativity and Entrepreneurship
        Room 002, Rockefeller Center
        MODERATOR: Muta Jowbachi '98

7:30-10 PM  Nominating and Alumni Trustees
            Search Committee Dinner Meeting
            Drake Room, Hanover Inn

Friday, May 15

7:30-10 AM  Registration
            Zimmerman business center, Alumni Alumni Center

7:45-9:45 AM  Committee Meetings
           + Academic Affairs
           Faculty Lounge, Hopkins Center

           + Alumni Service
           Drake Room, Hanover Inn

           + Athletics
           Rooms 3172 and 3173, Room Variety House

           + Communications
           First Story, Hanover Inn

           + Enrollment and Admissions
           Class of 1995 Room, Rockefeller Center

           + Professional Development
           Gills 101, Gills Student Center

           + Student Affairs
           Grand Ballroom West, Hanover Inn

Plenary Session 1, 10 AM-12:20 PM
Cook Auditorium, Tuck School of Business

10:05-10:50 AM  Remarks by President Philip J. Hanlon '77

10:50-11:20 AM  A Promising Partnership:
                   Admissions and Alumni Relations
                   Maria Laskaris '94, dean of admissions and financial aid,
                   and Martha Sullivan '76, vice president for alumni relations

11:20-11:50 AM  Student Affairs Update
                   Inge-Lise Ammer, interim dean of the College

11:50 AM-12:20 PM  Great Issues and Global Citizens: The John Sloan Dickey Center for International Understanding
                   MODERATOR: Ambassador Daniel Benjamin, the Norman E.
                   McCullough Jr. Director of the Dickey Center
                   PANELISTS: Logan Brag '15, Freya Janison '17, Devika Singh '15, Carla Sising '15

12:30-1:30 PM  Alumni Council Luncheon
                   at the Tuck School of Business
                   Ayres/Baer Room, Tuck School of Business

1:45-2:45 PM  Tours of the Tuck and Thayer Schools
                   Meet at Ayres/Baer Room, Tuck School of Business

                   Honorary Degrees Committee Meeting
                   Hauserman Conference Room, Tuck School of Business

                   Young Alumni Committee Meeting
                   Jackson Conference Room, Tuck School of Engineering

Plenary Session 2, 3-5:15 PM
Georgianna Classroom, Tuck School of Business

3-4 PM  The Future of Professional Education at Dartmouth:
        A Conversation with the Deans
        MODERATOR: Bob LaPorte '78, interim provost for advancement
        PANELISTS: Diane Compton, interim dean of the School of Medicine;
                   Paul Davison, dean of the Tuck School of Business;
                   and Joseph Lebens, dean of the Thayer School of Engineering

4-4:30 PM  Forming a School of Graduate and Advanced Studies at Dartmouth

4:30-5 PM  Nominating and Alumni Trustees Search Committee Presentation

5-5:15 PM  Alumni Liaison Committee Presentation
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<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>6–7 PM</td>
<td>Reception</td>
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<tr>
<td>7:15–9:30 PM</td>
<td>Dinner</td>
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<tr>
<td></td>
<td>ALUMNI SPEAKER: Laurel Richie ’81, trustee, president of the Women’s National Basketball Association</td>
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<td>• Thank you for retiring counselors</td>
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</table>

**Saturday, May 16**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7:30–8:45 AM</td>
<td>Alumni Liaison Committee Breakfast Meeting</td>
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<td></td>
<td>Rod same/Proctor, Hanover Inn</td>
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<tr>
<td>8:30 AM</td>
<td>Continental Breakfast</td>
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<td>Lobby, Ara Gopik Auditorium, Class of 1978 Life Sciences Center</td>
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</tbody>
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**Plenary Session 3, 9 AM–12:30 PM**

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<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>9–9:30 AM</td>
<td>Committee Reports</td>
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<tr>
<td>9:30–10:15 AM</td>
<td>Update from the Board of Trustees</td>
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<tr>
<td></td>
<td>Bill Holman ’80, chair, and Laurel Richie ’81</td>
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<tr>
<td>10:15–11 AM</td>
<td>Setting the Course for Dartmouth Philanthropy</td>
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<td>Bob Lasher ’84, senior vice president for advancement, and Andrew Davidson, vice president for development</td>
</tr>
<tr>
<td>11–11:15 AM</td>
<td>Coffee break</td>
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<tr>
<td>11:15–11:45 AM</td>
<td>The Experiential Learning Initiative</td>
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<td></td>
<td>Government professor Lisa Halleg, director of the Art and Science of Teaching at the Dartmouth Center for the Advancement of Learning</td>
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<tr>
<td>11:45 AM–12:30 PM</td>
<td>Open Forum</td>
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<td>• Alumni Council election results</td>
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<td></td>
<td>• Open discussion period for counselors</td>
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<td></td>
<td>• Open microphones for alumni</td>
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<tr>
<td>12:30 PM</td>
<td>Adjournment</td>
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</tbody>
</table>
During the current academic year, Dartmouth has focused on ways to foster a social life on campus that is safer, healthier, and more inclusive – as exemplified by President Philip J. Hanlon ’77’s release in January of his response to the findings and recommendations of the Moving Dartmouth Forward (http://www.dartmouth.edu/~president/forward/) task force.

As energetic work continues on that front – you can find an update on where things stand here (http://forward.dartmouth.edu/wp-content/uploads/2015/05/Moving-Dartmouth-Forward-Implementation-Table.pdf) – the President has also sought to help the College “to turn a page,” as he put it in an email to the Dartmouth community (http://www.dartmouth.edu/~president/announcements/2015-0330.html) on March 30. As the 126-member Alumni Council, representing dozens of classes as well as other key constituencies, gathered on campus in mid-May for its spring meeting, President Hanlon spoke to us about the efforts he was leading to draft the next chapter in Dartmouth’s nearly 250-year-old story.

Enhancing the Academic Experience

The President made clear that a prominent theme of his tenure would be enhancing the academic experience for Dartmouth undergraduates in particular – an experience forged in a community that he described as unusually tight-knit, and grounded in a location that is almost “spiritual” in its rugged beauty.

In building upon Dartmouth’s history as a haven for “deep intellectual engagement” with “the liberal arts at its core,” Hanlon said he has sought to expand opportunities for undergraduates to pursue “experiential learning” – where hands-on work in a student’s subject of interest enhances what he or she might absorb in a more traditional classroom setting.

He spoke to us, for example, about academic enrichment grants that are awarded annually, including through the Stamps Scholars Program (http://www.dartmouth.edu/~provost/stamps.html). One Dartmouth undergraduate used a Stamps Grant to map archeological sites in Mexico by employing advanced radar technology. Another Stamps Grant recipient paired artists with nonprofit organizations; the nonprofit helps advertise the artist’s work, and then shares in the proceeds of any works that are sold.

Hanlon also described the coordinated hiring of “clusters” of faculty from various disciplines, all with a common set of interests. These and other academic initiatives are intended, he said, to buttress Dartmouth’s mission of preparing its undergraduates to rise to leadership positions in their field of expertise, as they seek to tackle the world’s most pressing problems armed not only with knowledge but with a penchant for “risk-taking and adventure.”

A Question for You

Before turning to other highlights from the weekend, the leadership of the Alumni Council – along with the Alumni Liaison Committee (ALC), which seeks to solicit and synthesize a range of alumni feedback for the Board of Trustees – has asked that we pose a common question to every alumnus/a:
How would you describe to someone who had never visited Dartmouth – such as a prospective applicant – what differentiates Dartmouth’s sense of community, and its sense of place, and the role they play in the educational experience? Are there reflections from your own time on campus that you would share?

Please send your responses to your alumni councilor – ideally by July 1. All responses will be forwarded on to the ALC, which will incorporate them into its report to the Trustees.

(Earlier this year, the Council and ALC began posing questions in a similar vein on the Dartmouth Alumni Facebook (https://www.facebook.com/dartmouthalumni) and Twitter (https://twitter.com/dartmouthalumni) channels, under the heading “Alumni Council Asks.”) I would encourage you to "like" Dartmouth Alumni on Facebook, or follow on Twitter, so that you can receive information about our Alumni Council questions and other postings that may be of interest.

Other Highlights from the Council Session

What follows are some other things we heard during the Council sessions:

• In a joint presentation entitled “A Promising Partnership: Admissions and Alumni Relations,” Maria Laskaris ’84, Dean of Admissions and Financial Aid, and Martha Beattie ’76, Vice President for Alumni Relations, spoke of various ways that the admissions office is seeking to draw on the time and talent of alumni. These include efforts to increase the numbers of alumni interviews of applicants (note: admissions officers do pay close attention to how alumni interviewers size up applicants, Laskaris emphasized), as well as the training of interviewers and communication with them. The story of one applicant for the Dartmouth Class of ’19 from the Bronx was featured prominently this year on the “Today” Show, and you can view that segment here (http://www.today.com/video/today/57263664).

• The affordability of a Dartmouth education remains a front-burner concern of the administration. Bill Helman ’80, Chair of the Board of Trustees, told us that Dartmouth’s undergraduate tuition increased 2.9 percent this year, the same as last year, which was the lowest increase since 1977. That said, Helman said the Trustees continue to discuss potential cost-saving measures with the administration, including those related to facilities and efficiency.

• The Interim Dean of the College, Inge-Lise Ameer, said that Dartmouth continued to move toward a reorganization of residential life in which some dormitories would be grouped as communities of houses. There will be six house communities in all – each composed of about 700 students, about half in residence at any one time – with an emphasis on continuity (sophomores, juniors, and seniors can choose to live in the same house community for all three years), faculty engagement, and academic and other programming. Learn more about this initiative (http://now.dartmouth.edu/2015/05/house-professors-named-residential-communities).

• The John Sloan Dickey Center for International Understanding has become a hub for bringing together students, faculty, undergraduates, and graduate students to address the world’s hot-button problems – with as many as one in ten first-year students participating in its Great Issues Scholars program. You can learn more about the broad offerings of the Dickey Center here (http://dickey.dartmouth.edu/).

• The three graduate schools at Dartmouth – the Geisel School of Medicine; the Tuck School of Business; the Thayer School of Engineering – continue to not only bolster their offerings to graduate students, but to create opportunities for undergraduates. In a panel with each of those schools’ deans moderated by Bob Lasher ’88, Senior Vice President for Advancement, we learned that engineering is now the third most popular major at
Dartmouth – and that 48 percent of juniors who have declared engineering as a major are women. Thayer is about to undergo a major expansion, aimed in part at an undergraduate audience.

- **F. Jon Kull ’88. Rodgers Professor of Chemistry and Dean of Graduate Studies.** discussed plans that are underway to form a School of Graduate Studies at Dartmouth. It would serve to coordinate the 17 Ph.D. programs and 12 Masters’ programs at Dartmouth – in ways that, he said, could better support faculty recruiting, retention, and research, as well as the exposure of undergraduates to graduate programming outside Geisel, Tuck, and Thayer.

- **Bob Lasher** also shared the progress made to date on fundraising intended to support the mission laid out by President Hanlon, and stressed that donations from alumni help create the margin of excellence that defines Dartmouth. Through the generosity of Dartmouth alumni, **he said, funding has been received for** four of the ten potential academic clusters. The College has also received sufficient donations to support the initial year of the new residential model of house communities. Alumni who took a freshman trip or spent time paddling the Connecticut will be pleased to learn that the **Moosilauke Ravine Lodge** and the **Ledyard Canoe Club** are being rebuilt. The **Hood Museum** is also being renovated and expanded.

**Alumni Council News**

- The first-ever, nation-wide **Alumni Day of Service**. held on May 2, was deemed a success – with hundreds of alumni, family members and friends volunteering for 24 projects in 20 communities. You can [view an article and photos from the day](http://alumni.dartmouth.edu/News.aspx?id=603), which was led by **Aly Jeddy ’93**.

- The Council leadership announced the recipients of the **2015–16 Dartmouth Alumni Award**. They are **Patricia E. Berry ’81**, **Ellie Mahoney Loughlin ’89** and **Ellis B. Rowe ’74**. The recipients of the **2015–16 Dartmouth Young Alumni Distinguished Service Award** are **S. Caroline Kerr ’05** and **Michael J. Vidmar ’03**. They will all be honored at the Fall Alumni Council meeting in October. [Read more about the recipients](http://alumni.dartmouth.edu/News.aspx?id=604).

- As it does every May, the Council elected new leadership. **Russell Wolff ’89, ’94Tu** was elected the next **President of the Alumni Council**. He will succeed **Jennifer Avellino ’89**, whose one-year term as President (following the term of outgoing President **Lou Spellos ’95**) begins on July 1.

Please take a moment to respond to our “pop-up” question above.

[Read the full minutes](http://alumni.dartmouth.edu/leadership/council/sessions/MinutesofPastSessions) of the 210th Council Session.
# Alumni Council Retirement Schedule (Appendix F)

## RETIREMENT SCHEDULE FOR ALUMNI COUNCILORS

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>Position</th>
<th>Class Year</th>
<th>Degree</th>
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</thead>
<tbody>
<tr>
<td>2015</td>
<td>Richard Akerboom '80, '82Th, '85Th (PS Thayer)</td>
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<tr>
<td></td>
<td>Missy Attridge '77 (CHR/AWS)</td>
<td>Robert Baca '04 (DALA)</td>
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<td></td>
<td>Jack Bennett '58 (C)</td>
<td>Natalie Benson '04 (C)</td>
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<td>Melody Burkina '95AS, '98AS (A&amp;S)</td>
<td>Blaire Bernard '97 (C)</td>
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<td>Bill Cahill '75 (C)</td>
<td>Pete Bleyer '61 (AOA)</td>
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<td></td>
<td>Barry Caldwell '82 (AL)</td>
<td>Kim Buresh '90 (RM)</td>
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<td></td>
<td>Bruce Coggeshall '63 (C)</td>
<td>Joe DeBonis '10 (C)</td>
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<td>Brendan Connell '87 (DGALA)</td>
<td>Bill Fay '03 (C)</td>
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<td>Bob Davidson '67 (RM)</td>
<td>Gene Gasbarro '62 (C)</td>
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<td>Mark Davis '81, '84Tu (CHR ALC)</td>
<td>Evan Hacker '16 (UGR)</td>
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<td>David Edelson '81 (C)</td>
<td>David Hillman '91 (C)</td>
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<td>Peter Elias '69 (C)</td>
<td>Jeff House '86 (RA)</td>
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<td>Greg Frank '01 (RM)</td>
<td>Jing Li '16 (UGR)</td>
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<td>Richard Hoenh '59 (C)</td>
<td>Michael Lisi '90 (RM)</td>
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<td>Matt Hoffman '82 (C)</td>
<td>Frank Logan '52 (CA)</td>
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<td>Gray Horan '82 (RA)</td>
<td>Roger McArt '51, '62Th, '62Tu (C)</td>
<td>Dave Millane '67 (C)</td>
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<td>David Imaumura '10 (DAPAAA)</td>
<td>Dave Millane '67 (C)</td>
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<td>Aly Jaddy '53 (C)</td>
<td>Luke Murphy '13 (C)</td>
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<td>Janine Leger '15 (UGR)</td>
<td>Kalina Newmark '11 (NAAD)</td>
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<td>Gary Love '76 (AOA)</td>
<td>Christine Nicholson '74 (C)</td>
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<td>Jamila Ma '12 (C)</td>
<td>Christen M. O'Connor '87 (CA)</td>
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<td>Frederick MacMillan '66, '70Tu (RA)</td>
<td>Dick Olson '68 (C)</td>
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<td>Derek McDowell '88 (C)</td>
<td>Khalid Osbourne Roberts '98 (C)</td>
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<td>Stephanie McMichael '94 (C)</td>
<td>Laura Hicks Roberts '85 (RA)</td>
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<td>Robert Mjakar '70 (C)</td>
<td>Brant Rose '92 (C)</td>
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<td>Howard Morse '81 (DED)</td>
<td>Jolin Salazar-Kish '88, '91Th (PS Thayer)</td>
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<td>Sara Potter '91 (CBA)</td>
<td>Akua Sarr '85 (C)</td>
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<td>Rodrigo Ramirez '06 (DALA)</td>
<td>Jennifer Tisdal Schorsch '87 (AL)</td>
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<td>Carrie Rook '06 (C)</td>
<td>Marie Shaffer '73 (C)</td>
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<td>Dana Rowan '76 (C)</td>
<td>Shounak Simla '05, '07Th (RM)</td>
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<td>Alan Rozyczki '61, '63SGSM (PS Geisel)</td>
<td>Jeff Solomon '91 (RA)</td>
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<td>Tom Ruggles '50 (CP55)</td>
<td>Meg Sommerfeld '90 (CBA)</td>
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<td>Nick Russell '00, '10Tu (C)</td>
<td>Louis Spolios '95 (President)</td>
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<td>Bruce Sacerdote '90 (FR)</td>
<td>Jacques Steinberg '88 (AL)</td>
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<td>Enrique Salem '87 (AL)</td>
<td>Jack Tamagni '56 (CP55)</td>
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<td>Yesuto Shaw '15 (UGR)</td>
<td>David Van Wier '79, '84Th (C)</td>
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<td>Jesse Silberberg '09 (C)</td>
<td>Pat Wadsworth '84AS (A&amp;S)</td>
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<td>Conrad Smith '87 (RM)</td>
<td>Crishuana Williams '12 (BADA)</td>
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<td>Michelle Sweetser '99 (CHR/YAADD)</td>
<td>Russell Wolff '89, '94Tu (PS Tuck)</td>
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<td>Heiyab Tessema '04, '05Th, '06Th (BADA)</td>
<td>Nancy Stein Woolf '86 (C)</td>
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<td>Allk Widge '99 (C)</td>
<td>Dan Zenkel '80 (C)</td>
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</table>

**Key**
- **A&S** = Arts & Sciences
- **AL** = At Large
- **AGA** = Association Exec
- **BADA** = Black Alumni of Dartmouth Assoc.
- **C** = Class Rep
- **CA** = Class Association

**CP55 = Class Past 55th Reunion**
- **CBA = Club Association**
- **CHR/AWDS = Chair/Alumni Awards**
- **CHR/ALC = Chair/ALC**
- **CHR/NC = Chair/NomCom**
- **CHR/YAADD = Chair/Young Alumni Awards**
- **DAGALA = Dartmouth Gay & Lesbian Assoc.**
- **DAGALA = Dartmouth Alumni Association**
- **DAPAAA = Dartmouth Asian Pacific Am. Alum. Assoc.**
- **DGALA = Dartmouth Gay & Lesbian Assoc.**
- **NAAAD = Native American Alum Assoc.**
- **PS = Professional School**
- **RA = Regional/At-Large**
- **RA = Regional/At-Large**
- **RM = Regional/Metropolitan**
- **DED = District Enrollment Director**
- **FR = Faculty Representative**
- **DGALA = Dartmouth Gay & Lesbian Assoc.**
- **NAAAD = Native American Alum Assoc.**
- **PS = Professional School**
- **RA = Regional/At-Large**
- **RM = Regional/Metropolitan**

**Present Council Members = 126**

**37**
1. Theresa Ellis ’97, Interim Dean of the Tucker Foundation

2. Debrief the October 9th Conference Call with the Board of Trustees’ Advancement Committee

3. Professional Development Survey

4. Annual Report
   - Timeline
   - Format
   - Quarterly Update

5. Social Media

6. Communications and Listening Posts for Alumni Feedback

7. Leadership Reports
   - Alumni Council
   - Association of Alumni

8. Reports on Alumni Feedback Received to Date
ALC Meeting Agenda (October 25, 2014) (Appendix H)

Alumni Liaison Committee
Meeting
Saturday, October 25, 2014
Ford Sayre/Brewster, Hanover Inn
7 – 8:15 AM
Agenda

1. Recap of 209th Alumni Council Meeting

2. October 9th Conference Call between the ALC and the Board of Trustees' Advancement Committee

3. Communications
   • Annual Report
   • Social Media
   • Other Communications

4. Moosilauke Forum Professional Development Survey

5. Alumni Feedback Received to Date

6. Other Business
ALC and Board of Trustees’ Advancement Committee Meeting Agenda (March 5, 2015) (Appendix I)

Alumni Liaison Committee and Board of Trustees Advancement Committee Meeting
Ford Sayre/Brewster Room, Hanover Inn
Hanover, NH
Thursday, March 5, 2015
6 - 7 PM
Agenda

1. Alumni Liaison Committee's Communications Initiatives
   - Social Media, Email, Surveys, and Interim Report
   - Discussion, Questions, Comments

2. Upcoming Potential Focus Areas for ALC
   - Admissions (survey)
   - Academic Excellence
   - Others

3. Future Communications and Opportunities for Alumni Involvement
   - Results of recent Moving Dartmouth Forward survey
   - Interim Reports
   - Other

4. Alumni Feedback
1. Annual Report Format and Timeline

2. Alumni Feedback to Date

3. Social Media Update

4. Moosilauke Forum Admissions Survey Results

5. Alumni Council Meeting and ALC Breakfast
1. Insights from 210th Alumni Council Meeting

2. Moosilauke Forum Admissions Survey

3. Communications
   - Emails
   - Social Media
   - Reports
     - December Interim Report
     - March 5 Trustee Dinner
     - Annual Report

4. Alumni Feedback Received to Date

5. Other Business
Alumni Leadership Flowcharts (Appendix L)

Dartmouth Alumni Leadership
Flow Chart | Membership

Board of Trustees
26 members

Advancement Committee for Alumni Relations, Development and Communications
8 Trustee members

Alumni Liaison Committee
12 members
Alumni Council President, Past President, President-Elect, Association current and past 2 Presidents (3), Alumni Councilors (3), Alumni Body (AoA) members (3)

Alumni Council
125 members
President, President Elect, Executive Committee (Committee Chairs), Representatives (Class, Clubs/Regions, Affiliated Groups, Undergraduates, Faculty, Professional Schools, Graduate Programs, DEDs, AoA)

Association of Alumni Executive Committee
11 members
President, 1st and 2nd Vice President, Secretary, Treasurer, 7 Committee members

Association of Alumni
78,400 members

Updated June 2015
Dartmouth Alumni Leadership

Flow Chart | Functions

Board of Trustees
Ultimate responsibility for the financial, administrative, and academic affairs of the College

Advancement Committee for Alumni Relations, Development and Communications
Responsible for Alumni Relations, Development and Communications

Alumni Liaison Committee
Gathers feedback from alumni on topics of interest and shares this information with the Alumni Relations Office, the Board of Trustees, and senior administration/meets with Alumni Relations Committee

Alumni Council
Sustains a fully informed, representative, and engaged exchange of information and sentiment between alumni; inspires alumni involvement and nominates alumni trustee candidates

Association of Alumni Executive Committee
Responsible for conducting alumni nominated trustee elections and AOA Executive Committee elections

Association of Alumni
78,400 members