

**2007–08 Annual Report to  
the Dartmouth College  
Board of Trustees**

Alumni Liaison Committee of the Dartmouth Alumni Council

August 1, 2008

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# Introduction

For nearly a century, the Alumni Council has served as the representative voice of Dartmouth alumni. Once termed the “senate” of the alumni body, alternatively viewed as simply a “forum” for alumni sentiment, the council has for years offered Dartmouth alumni an opportunity to know the College long after their tenure as students in Hanover has ended. A 2007 subcommittee of the council, reviewing council history to craft a new mission statement for the council, found that a 1958 report on the council identified effective communication as a primary key to the council’s perpetual success. Nearly fifty years later, that 2007 subcommittee reaffirmed the council’s commitment, crafting a mission statement grounded in the concept that an informed alumni body, when given the opportunity to exchange ideas with the true governors of the College—the board of trustees—and the true managers of the College—the College administration—will fervently initiate and support activities that enhance Dartmouth’s provision of the finest undergraduate education in the world:

*To sustain a fully informed, representative, and engaged exchange of information and sentiment between alumni and their College, and to enhance and inspire alumni involvement that furthers the mission of the College.*

The commitment to that “engaged exchange” is the fuel that fires the council’s introspection and self-assessment. As part of its constant efforts to improve and refocus its activities, the council has completed a year replete with change. In 2007–08 the council continued to recognize that a segment of the alumni population continues to know little of the council’s existence or purpose, while another segment knows only enough to confuse the council with the Dartmouth Association of Alumni (“AoA”). Accordingly, many of the changes introduced this past year have tried to reintroduce the council to the Dartmouth community as being more active, more evident, and more relevant than it has ever been in the past. One specific component necessary to achieve this goal is to record the council’s activities so there can be no confusion or misinterpretation of what the council does and why.

To that end, the council, through its Alumni Liaison Committee (ALC) has decided to report its activities to the board of trustees annually in the form of this report. We hope to present a report that routinely offers the following structure, with the actual content differing as the circumstances of each year dictate:

- Executive Summary
- Summary of Alumni Council Activities
- Summary of ALC–Trustee Interaction
- Overview of ALC Communications by Category
- Recommendations/Expectations

The report will be delivered to the board’s Alumni Relations Committee to be distributed among the board or elsewhere as the board deems appropriate. Electronic copies will be also distributed to the individual members of the council, with hard copies delivered to the members of the ALC of the council, and the Dartmouth Office of Alumni Relations.

The ALC welcomes this opportunity to provide tangible, relevant information every year to the board regarding true alumni sentiment.

Respectfully Submitted,

**The 2007–08 Alumni Liaison Committee**

Martha Beattie '76, *Chair and Past President of the Alumni Council*

Janine Avner '80

John (J.B.) Daukas '84, *Alumni Council President-Elect*

Todd Hemphill '78

Andy Horne '87

Bill Hutchinson '76, *President of the Association of Alumni*

Bill Mitchell '79

Rick Silverman '81, *President of the Alumni Council*

Douglas Tyson '81

Jim Wooster '59, '60Tu, '60Th

# Executive Summary

This was a year of significant change for the Alumni Council. In keeping with its efforts in recent years to analyze and to criticize its internal structures and operations in order to improve its effectiveness and relevance, 2007–08 served as a culmination. Specifically, the council established a new structure for itself, and created a new culture of communication between its members and their constituencies. In summary, the highlights included:

## Council Activity

The council

- Participated in a conference call on September 10, 2007, with trustees Christine Bucklin and Ed Haldeman to discuss the Dartmouth College Board of Trustees' Governance Committee report;
- Held two meetings as it has for many years in December and May—the 195th and 196th council meetings, respectively;
- Adopted a new constitution, enacting changes concerning the council's membership, its committee structure, and its commitment to the new council mission which was approved in May 2007;
- Introduced a reemphasis on communication, including new tools and added resources, designed to insure that every councilor communicates with his or her constituency at least four times each year; that a new committee—the Alumni Liaison Committee—receives copies of every responsive communication sent by a councilor to that constituency, as well as any other alumni communications exchanged between alumni and councilors; and that the board of trustees receives a report detailing the substance and sentiment of those communications;
- Filed an amicus brief in support of the College's motion to dismiss the lawsuit brought by members of the Association of Alumni Executive Committee;
- Testified, through its president and president-elect, in opposition to House Bill 1292 in the New Hampshire State Legislature.

## ALC/Trustee Interaction

The ALC

- Joined a breakfast meeting with trustees and President Wright during each of the December and May council meetings;
- Participated in two conference calls with members of the board regarding the board's Alumni Relations Committee and the Presidential Search Committee, respectively;
- Saw the board of trustees select the ALC's committee chair, Martha Beattie, to serve on its Presidential Search Committee.

## Councilor/Constituency Communications

Upon its creation in December 2007, midway through the year, the ALC embarked on its defined course to record and report tangible examples of alumni sentiment. This inaugural effort for one half of a year yielded

- 153 reports sent by councilors to their constituencies relating to the council meetings;
- 295 additional contacts received from alumni offering comments, criticisms, musings and other thoughts on a variety of topics;
- A breakdown of 247 of those 295 into six defined categories, with the remaining 48 comprising a seventh “other” category;
- A breakdown by disposition of those 247 contacts:114 supportive of the respective category; 100 critical of the respective category; and 33 neutral;
- A categorical breakdown of those 247 contacts as follows.

Category	Total	Positive	Negative	Neutral
Academics	2		2	
Admissions	5	3	1	1
Athletics	1		1	
Alumni Governance	201	103	69	29
Administration	34	8	23	3
Student Affairs	4		4	

The council president issued another six separate communications to groups of alumni or the alumni body as a whole, yielding 441 responses, with 219 supportive, 112 negative, and 110 that were neutral.

In total, the council initiated 159 communications to alumni which resulted in 736 responses.

## Recommendations and Expectations:

The council and the ALC will strive in the next year to

- Continue to mandate that its members and committees engage in purposeful action designed to further the council’s mission to communicate regularly with alumni and to support alumni activities;
- Continue to reach out to the large segment of the alumni that has yet to be heard;
- Show by its actions that the council takes alumni sentiment seriously and presents it to the board of trustees and the administration in a timely manner;
- Clearly define the purpose and operations of the ALC as an effective conduit and reporting agency of communications between alumni and councilors on one hand and the board and administration of the College on the other;
- Expand the interaction between the ALC and the board;
- Expand the interaction between the ALC and the Office of Alumni Relations.

# Summary of Alumni Council Activities

## Governance Committee

On September 10, 2007, the council as a whole participated with trustees Ed Haldeman and Christine Bucklin on a conference call in which the trustees addressed the conclusions of the board's Governance Committee and answered any questions identified by councilors or their constituents.

## Two Meetings

The council, as it has for years, held two meetings of its entire membership in Hanover. The 195th meeting of the council took place from November 29–December 1, 2007, and the 196th meeting of the council occurred from May 15–17, 2008. The agendas for each meeting are attached at Exhibits 1–2. The summary reports for each meeting generated by the council's Communications Committee are attached at Exhibits 3–4. The resolutions adopted throughout the year are attached at Exhibits 5–9. A list of councilors and their constituencies is attached at Exhibit 10.

## A New Constitution

Having adopted its new mission statement in May, 2007, the council set out immediately in the New Year to ensure that its basic operating structure and operational mechanisms were best suited to implement that mission. The Ad Hoc Committee on Council Structure (ACCS) was launched in June 2007, and met repeatedly from July through November 2007 to craft a new constitution for the council.

The impetus for a new constitution stemmed from the ACCS's conclusion that the council's effectiveness could be significantly increased if many of the changes originally proposed in the Association of Alumni's constitutional discussion—other than changes to the trustee selection process—were enacted. The changes identified by the ACCS included changes relating to the council's membership, committee structure, and commitment to mission, as follows.

## Council Membership

- Continue term length of three years except for undergraduate representatives and specified holdovers for leadership roles or committee assignments;
- Maintain succession from president-elect to president to past president;
- Nominating Committee to select two candidates for president-elect of council;
- Increase total council to 120 voting members (includes holdovers from ALC, Nominating Committee, etc.), an increase from the current level of 98.

### *Class Representatives*

- One representative for every class through 55 years
- Three representatives for classes past 55 years
- Ad hoc committee to examine election/selection process for all members of council

### *Club Representatives*

- Keep same 10 large metro club representatives
- Form 10 regions (geographic groups of clubs) that will elect one representative each, instead of randomly selecting 10 reps from the smaller clubs as has been done in the past.

### *Affiliated Group Representatives*

- Increase from one for each of five affiliated groups to two for each of the affiliated groups.
- Alumni Council to approve representation of newly created affiliated groups

### *District Enrollment Director Representative*

- Keep one representative.
- Admissions Office, with assistance of outgoing DED representative, to suggest candidates and to submit name/s to the council's Nominating Committee

### *At-Large Representatives*

- Reduce from 21 to six.
- Retain six for balanced representation on council and the recruitment of specific skill sets.

### *AoA Representatives*

- The president of the Association of Alumni, elected by all alumni, shall simultaneously begin a three-year term as a full council member.
- At any one time, two past presidents of the AoA, along with the then-current president, will be on the Council.

### *Graduate Schools Representatives*

- Increase from one to two representatives from each of the graduate school programs (Thayer, Tuck, DMS, and Graduate Arts and Sciences),

### *Alumni Organization Representatives*

- The seven previous representatives from class organizations: president, secretary, newsletter editor, treasurer, head agent, planned giving, and mini-reunions will be restructured as follows:
  - One representative for presidents
  - One representative for treasurers
  - One representative for Webmasters
  - One representative for the secretaries and the newsletter editors combined
  - One representative for the head agents and the gift planning chairs
  - There will not be a separate representative for the mini-reunion chairs. The class president representative to council will now also report to the mini-reunion chairs and the reunion chairs, in addition to the class presidents.

### *Nonvoting Representatives*

- Four students
- One faculty member

## Committee Structure

- Establish clarity of purpose among committees specifically in support of the council's mission.
- Maintain the following committees:
  - Alumni Awards
  - Nominating
  - Honorary Degrees
  - Academic Affairs
  - Executive
  - Admissions and Enrollment
  - Communications
  - Student Affairs (merger of Student Life and Athletics)
  - Orientation
  - Alumni Liaison (formerly College Relations Group [CRG])
  - Young Alumni
- Eliminate the following committees:
  - Alumni Organizations
  - Alumni Continuing Education

## Commitment to Mission

- Each committee must focus on specific purposeful acts designed to further the council's mission:
  - Academic Affairs should 1) move away from receiving presentations itself and focus on presentations to be made to full council, and 2) work towards a consistent and regular report to all alumni as to the current state of the academic programs at Dartmouth.
  - Communications should 1) mentor roles for all councilors, 2) reinforce and facilitate regular communications from all councilors, and 3) establish process of communicating alumni sentiment back to the College in conjunction with the Alumni Liaison Committee.
  - Student Affairs should consider "focus positions" for topics such as athletics, residential life, Greek system, diversity, community service, and spiritual life. Primary responsibility will be 1) to set agendas for plenary sessions in conjunction with the Executive Committee, 2) to continue contact with the Student Assembly and any student athletic leadership, and 3) to moderate round table discussions with students at council meetings, etc.
  - Orientation should 1) mentor roles with incoming councilors, 2) update orientation materials and methods, and 3) provide a lengthy orientation at the fall meeting to introduce incoming councilors to all aspects of the council, thereby leading them to join committees of their choice in the spring.
  - Alumni Liaison Committee (ALC) will be comprised of 12 members : (3) the president, president-elect and past president of the Alumni Council; (3) the president and two immediate past presidents of the Association of Alumni; (3) current councilors elected by the council itself (one each year from a nominated slate of three candidates) and (3) members of the Association of Alumni to be nominated broadly with the help of the AoA Executive Committee and the

Alumni Council and to be appointed by the nominating committee of the Alumni Council and approved by the full council. The choice of members will depend heavily on the skill sets of volunteers and the needs of the council. A heavy dose of marketing research, survey expertise, technology, and communication skills will be needed. Neither ideology nor affiliation will be the selection criterion. Such a composition should enhance the ALC's effectiveness as an interface between alumni, the administration, and the trustees.

- Young Alumni should develop a particular emphasis on engaging contact with seniors before graduation and immediate contact upon graduation with the Alumni Life 101 handbook. Key responsibilities will be to update, to revise and to distribute handbooks each year and make a presentation of its contents to seniors during the spring term, working in conjunction with the spring term Webster dinners. All graduates need to know exactly what the council is and does before they leave Hanover.
- Impact of changes in committee structure:
  - Agendas for full council meetings fall primarily within "Student Affairs" and "Academic Affairs" as they will have to have a finger on the pulse of the College.
  - Student, faculty, administrator, coach presentations should be made to full council instead of informative presentations made to committees only.
  - More time is needed for plenary sessions during full council meetings, reducing time for committee meetings so that much of the committee work will be carried out throughout the year outside of full council meetings.
  - The ALC will work closely with the newly formed Dartmouth Board of Trustees Alumni Relations Committee to effectively discover and disseminate alumni sentiment on a yearly basis.

The ACCS presented the new constitution to the council prior to its December meeting, where it was approved by a nearly unanimous vote. At the May meeting, three amendments were similarly voted into effect

- To give the council flexibility to follow a different process to nominate candidates for trustee based on the rules (as yet undetermined) that will apply to the next election;
- To clarify that those members of the ALC elected from the council and from the AoA will serve three-year terms, in staggered fashion, and;
- To extend the term of the faculty representative from two years to three years.

A copy of the constitution, as approved and fully amended, is attached at Exhibit 11.

## **An Emphasis on Communication**

In the last two years, the council has worked diligently to improve the overall communication between its councilors and their constituents—collectively, the alumni body as a whole. With the help of the Office of Alumni Relations, councilors now receive current, defined contact information for their respective constituencies, and the Communications Committee created templates for councilors to use both before and after each semi-annual meeting, together with a written summary of each meeting for general distribution. All councilors are now advised to contact their constituents prior to each meeting to solicit comments and topics of interest, and again after the meeting with a report of the council's activities and discussions.

This effort is clearly working. In response to a survey conducted after the December 2006 council meeting, 28 (of 98) councilors responded affirmatively when asked if they corresponded with their respective

constituency. In the next six months, between January and June 2007, 38 councilors sent 54 communications to their constituencies. In total, during the 2006–07 year, approximately one-third of the council communicated with their constituencies.

In contrast, between July and December 2007, 40 councilors again sent 54 communications, and from January to June, those numbers increased to 51 councilors sending 99 reports. Thus, council communications have increased by more than 50 percent in the last year, and additional growth is expected.

In addition to the individual councilors' efforts, the council's president directed numerous communications to current and former alumni councilors, including one directed to the Class of 1981 (in conjunction with other former and current '81 council representatives), and several sent to the general alumni body.

Furthermore, the new constitution created the ALC to replace the former College Relations Group. The ALC will continue to fulfill the CRG's charge to provide a communications channel between the alumni and the College, but with a significantly more proactive approach. The ALC immediately advanced this emphasis on communication with the creation of its own email address: [ALC@alum.dartmouth.org](mailto:ALC@alum.dartmouth.org). The account is used to receive, record, and respond to alumni sentiment. In addition to the four communications each councilor sends to his/her constituency each year, each councilor is also expected to respond to every communication he or she receives from a member of that constituency. The ALC established the email address to enable councilors to copy the ALC on every response they send. The ALC then categorizes those responses and reviews them. In some instances, the ALC chair (the former council president) provides an additional response to the alumni inquiry. In others, the ALC will refer the communication to the vice president or director of Alumni Leadership in the Office of Alumni Relations who will direct the inquiry to the appropriate College office for informational purposes and, where appropriate, a more fulsome response.

Moreover, the ALC shall provide a written report to the board of trustees (this report) which will include a summary of all of the communications delivered to the ALC.

## Litigation and Legislation

On November 5, 2007, the council approved the filing of an amicus brief in support of the College's motion to dismiss the lawsuit initiated by members of the Association of Alumni's Executive Committee. On November 6, 2007, the council filed this amicus brief in the Grafton County Superior Court of the State of New Hampshire. A copy of the brief is attached at Exhibit 12.

Furthermore, on January 15, 2008, the council approved a resolution opposing New Hampshire House Bill 1292 of the 2008 legislative session and instructing council leadership to transmit a copy of this resolution to the House Commerce Committee of the New Hampshire legislature and to other committees with jurisdiction over HB 1292. On January 17, 2008, council president Rick Silverman and president-elect J.B. Daukus testified before the New Hampshire legislature in opposition to HB 1292, which was presented by Representative Maureen Mooney, R-Merrimack. The bill would have repealed a 2003 law that gave the College complete control over its charter, and it was ultimately defeated. A copy of an article summarizing the various testimonials is attached at Exhibit 13.

# Summary of ALC/Trustee Interaction

The ALC considers one of its primary purposes to be its service as a bridge between the Alumni Council and the board of trustees. With the help of both the board and the Office of Alumni Relations, the ALC (and its predecessor, the CRG) has tried in the last two years to ensure direct contact between its members and the board. To that end, it has become a welcome routine for the ALC to meet with trustees who have been able to visit Hanover for a breakfast meeting on the Saturday of both the December and May council meetings.

This year, the ALC met on December 1, 2007, with trustees Jose Fernandez, and Al Mulley, together with President Wright. The agenda is attached at Exhibit 14.

On May 17, 2008, the ALC met again with Al Mulley and President Wright. The agenda is attached at Exhibit 15.

In addition to our meetings, the board scheduled a series of conference calls at different times throughout the year to address alumni relations in general and to update the ALC, among others, regarding governance issues and the Presidential Search Committee. Specifically, the ALC participated in a conference call with trustees John Donahoe and Peter Robinson on December 13, 2007, to respond to the board's request for a list of the most pressing issues facing alumni at present. A copy of the ALC's feedback from an informal poll of its members is attached at Exhibit 16.

On May 8, 2008, the ALC participated in a second conference call, this time with trustees Ed Haldeman and Al Mulley, to discuss the board's activities with respect to establishing a committee and other efforts to begin the search for President Wright's replacement.

The ALC welcomes these opportunities to speak directly with members of the board in hopes that we can better serve as a conduit between the alumni body and the true governors of the College.

# Communications to ALC by Category

As described above, the council has tried diligently to improve its communication to and from alumni in recent years, with significant success in 2007-08. Council president Rick Silverman and the newly created ALC, however, embarked on a significantly more aggressive effort to establish and to entrench the council's commitment to sustaining "a fully informed, representative, and engaged exchange of information and sentiment between alumni and their College" as the new mission requires. The council president authored six communications to be sent directly to alumni throughout the year. During the last six months, however, the ALC established a procedure where communications between councilors and alumni are both welcomed and acknowledged. In addition, the ALC recorded alumni responses and unsolicited communications to councilors. These communications were then reviewed, categorized, and tallied for the purpose of providing the board of trustees with firsthand alumni "sentiment" on a host of topics. The entire procedure itself is outlined in Martha Beattie's February 13, 2008, letter to councilors, attached at Exhibit 17.

The ALC identified 7 categories into which the alumni correspondence was divided:

- Academics
- Admissions
- Athletics
- Alumni Governance
- Administration
- Student Affairs
- Other

Within each category, the messages (it is worth noting that all of the correspondence received was electronic mail) were then divided into three subcategories: those that were supportive of the College's actions with respect to the topic, those that were negatively disposed toward the College's actions and those that were essentially neutral. The correspondence that fell into the "Other" category was more difficult to divide based on the variety of topics addressed.

In the event that one message initiated a series of replies between the councilor and the constituent, the entire discussion was counted as only a single contact.

The ALC will continue to monitor and record this communication between alumni and the council, and it will report the data each year to the board of trustees.

## Metrics: Total Contacts: Positive, Negative, and Neutral

With regard to direct communications from president Rick Silverman, response was generous and mostly thoughtful, as alumni sent 441 total responses. In keeping with a classification system of positive (favoring the Alumni Council's activity or the College policies), negative (supporting the lawsuit or arguing against positions taken by the Alumni Council, the administration or the board of trustees), and neutral, the 441 total responses were assessed as 219 positive responses, 112 negative responses and 110 neutral responses.

Several trends emerged from this “presidential correspondence”:

- Most of the positive responses were brief sighs of relief acknowledging shared support of the trustee action with regard to changes made in board size and composition. Many of these were from active alumni who have served in various alumni volunteer positions with a better understanding of the issues. Additionally, a significant number were notes of thanks for providing clarity on the issues that have frequently been clouded by aggressive and excessive mailing and email campaigns.
- On the negative side, many responses were brief condemnations of the actions of the board of trustees, the administration, or the Alumni Council, and sometimes all of the above. While it may be tempting to consider many of these as “lost causes,” alumni who have been unhappy with the College for a long time and who are unlikely to be re-engaged without a drastic swing back toward a pre-1972 vision of Dartmouth, some of these responses also came from alumni who graduated in the '80s and '90s.
- Alternatively, there were many responses that expressed skepticism on both sides of the current debate. These alumni seemed, in many cases, upset with board and administration actions, while acknowledging that the College itself is doing well. Overriding themes included:
  - Discontent that alumni voices were not being heard
  - Concern that alumni were considered to be sources of donations but no other input was really desired, and
  - Suspicion over the actions the board took to change its composition despite the general desire of alumni to maintain parity (in other words, they didn't buy the explanation provided for the changes, even in cases where they had read the entire report).

Further email dialogue with people in the “Neutral” category revealed a certain flexibility, but generally, some action by the board recognizing alumni discontent was a top priority for many in this group.

In addition to the communications from the president, as noted above, councilors sent 153 reports to their constituencies in 2007-08. In response to those communications, the ALC received 295 additional contacts. Of those contacts, 247 could be classified in one of the six topical groups identified above, while 48 fell into the “Other” category.

Of the 247 categorized contacts, 114 of those were generally supportive of the topical category, 100 were negatively disposed toward the topical category, and 33 were neutral. By category, the breakdown was as follows:

Category	Total	Positive	Negative	Neutral
Academics	2		2	
Admissions	5	3	1	1
Athletics	1		1	
Alumni Governance	201	103	69	29
Administration	34	8	23	3
Student Affairs	4		4	
Other	48			

The data illustrates that the councilors themselves can affect the metrics of these categories, since many councilors included questions regarding alumni views on the various governance issues that were debated this year. Clearly, if the council asks for feedback on a particular topic, it will receive more communications addressing that topic.

In sum, in just over six months, the council authored 159 separate communications, and received and categorized 736 responsive communications from Dartmouth alumni.

## Brief Discussion/Unedited Examples by Category

The following paragraphs include actual emails exchanged between councilors and individual constituents. All names and identifying information has been removed, and the text is unedited with the exception of obvious typographical spelling errors.

### Academics

The ALC received two comments relating to academics at the College, both of which reflected unhappiness with the current state of affairs:

*1/15/08*

*My views about this situation are no different that my responses of a few years ago, copied below. I did graduate from Dartmouth, I have returned to Dartmouth over the years, and I have stayed informed about Dartmouth, including reading Todd Z's speech. Thank you for seeking my views about Dartmouth. I trust that you will try your best to represent all the voices of Dartmouth—increasingly a Voice Crying in the Wilderness, not a voice which matters enough in the mainstream of the USA because it has gone its own, very different, and very wayward way. I trust you will read and respond to my views, as I have done with yours. Thanks.*

*“Please do anything you can to reverse the indoctrination of liberalism at Dartmouth and to revive conservatism that has been repressed by the Dartmouth Administration and Faculty for decades. During the past quarter of a century, ultraliberalism has been forced into Dartmouth, and conservatives and conservative thinking have been discriminated against and repressed at Dartmouth. The Wall Street Journal even featured some of the most egregious, undemocratic acts—some of which were illegal and reversed by the courts. Freedom of the press, freedom of assembly, and other individual freedoms have been routinely violated at Dartmouth. I witnessed Friedman's callous, narrow-minded liberalism in his speech at my 25th reunion. Several years ago, when the Administration solicited all points of view about Dartmouth and about the Administration's proposals, I read the entire document, analyzed it in painstaking detail (a full day's work), and found the entire document to be another massive quest to force liberalism over conservatism at Dartmouth. I was appalled by the lack of any values statement that included any respect for individual freedoms and democracy. I responded in detail with revisions and recommended actions that respected basic freedoms. However, the ultraliberals at Dartmouth were bent to depriving conservatives of their rights and socially engineering Dartmouth. The horrible fact of the matter is liberals leading Dartmouth mistakenly view themselves as reliably open-minded, moderate, and progressive. Ann Coulter's Treason should be required reading during orientation at Dartmouth, so all Dartmouth students could approach their college education aware of a half century of compellingly documented facts about liberal failures. If that's not possible, then Treason should be required reading in political science, government, and history courses at Dartmouth. Her other book, Slander, should be required in political science. Dartmouth students would then know that liberalism has often been a horribly wrong mindset. Dartmouth students*

*should also be informed that their professors are overwhelming registered Democrat (per the Dartmouth Review's research of public records in Vermont, as I recall), so they can be skeptical of the natural flow of liberal distortion/ignorance/lies and conservative repression. In a variety of ways, the majority opinion in the USA has revolted against liberalism: e.g., Republican majorities in the House, Senate, and a Republican president, Fox News (esp. The O'Reilly Factor), radio talk shows, etc. The whole world is going away from the liberal left: Communism has failed, socialism is failing to create jobs, health, education, and welfare for the world. Free enterprise—clearly superior but imperfect—is spreading in their places. Dartmouth is late in reversing ultraliberalism and late in rediscovering and fostering the merits of freedom and conservatism. Will it be last? Start with Dartmouth's Trustees: a balance rather than imbalance of liberals and conservatives should be the first priority. If the President of the College does not have balanced values, the President should be replaced.*

## Admissions

The ALC received five communications regarding admissions at the College. An example of the three positively disposed messages is:

*Take this with you to the Alumni Council meeting. The high school seniors applying for early decision are some of the best in recent memory from [this district]. How admissions can pick and choose from these wonderful kids I really don't know. My own reflection on recent events is; to the Association of Alumni . . . please don't screw up what is working so well. That these very bright and eager young people are so in love with the idea of going to Dartmouth is testimony to what the College is doing right.*

An alternative perspective is as follows:

*The biggest concern that i have is the lack of communication with the admissions office. i-trak, at least for me, was not up and running until early november. i had emailed the college to ask for an update when i-trak was loaded. i received no such communication. thus, i probably missed, by a week or so, the loading of applicants. while this is not critical for regular decision candidates, it does make the job that much tougher for the ed candidates. . . . Our region got 5–6 more ED candidate to interview last Monday (only a week to get everything completed). That's not enough time with no heads up. If they at least had them in i-track as pending, I could have had interviewers lined up. Also, Itrack needs to track it when interviews are assigned to non van users. Now it just leaves them blank as if they're unassigned.*

## Athletics

The ALC received only one communication regarding athletics at the College, specifically football, which also carried a negative perspective, as follows:

*5/08*

*On another subject, in the last 9 years (not counting this year), the Dartmouth football team has a cumulative record of 15 wins and 48 losses, with only one winning season. How ridiculous!!!! This is not due to poor coaching or poor athletic facilities, both of which have been, and continue to be, more than adequate. It is due to the admissions policies of this Administration. They clearly have de-emphasized varsity football, to such an extent that we can not even compete with the other Ivy League schools. I believe the Board and the Administration are short-sighted in their vision of Dartmouth's priorities. I believe varsity football at Dartmouth has (or had) a special place in its ability to build undergraduate and alumni loyalty, pride, and love for the college.*

## Alumni Governance

It is probably no surprise that this category generated the significant majority of communications directed to the council this year. This category includes communications relating to several topics, including the roles of the Association of Alumni and the Alumni Council, the trustees' decision to expand the board, the lawsuit filed against the College by members of the AoA Executive Committee, trustee elections and general commentary regarding the current state of the College. As noted above, the majority of communications were in favor of the College's current governance. An example of these communications is:

8/21/07

*I've put off sending along my thoughts for a number of reasons—frustration, weariness stemming from three years on the Task Force and endless communication with friend and foe alike following the defeat of the new constitution, and the knowledge that your committee is being swamped with more input (mostly trash) than you'll be able to process effectively. However, a review of the governance process is of such vital importance that I feel compelled to share some suggestions:*

*1—Do what you think is right for Dartmouth. There's no way to please everyone and avoid catching hell, so take a deep breath and get on with it.*

*2—Your efforts should probably focus on Board composition and the manner in which the Board conducts its business rather than attempting to set rules for electing Alumni Trustees. That's probably the purview of the AC and AoA, and, even though the current system is a mess, the Board's legal and moral right to impose itself in this area is questionable, I believe.*

*3—Having said that, I think the Board has the right—and obligation!—to establish whatever composition it deems will best serve its needs in its efforts to exercise its fiduciary responsibility of ensuring the strongest possible Dartmouth for current and future generations of students. To go forward on the hope that alumni will somehow go back to electing Alumni Trustees capable of pulling their weight and making a real contribution on the Board is wishful—and foolish—thinking. Add however many Charter seats you need to get the work done and ensure there will always be a significant majority of Board members willing to work together in Dartmouth's behalf. Diversity in thinking and honest debate should always be welcomed. Divisiveness should be met with steely resolve to eradicate it.*

*4—Start holding the divisive members of the Board accountable for their actions. If you can somehow find a way to do that privately, that would be fine, but the chance of that happening has to be somewhere between slim and none. If the "petition" members persist—and they will—they must be called upon publicly to state, with real specificity, what problems they see at Dartmouth and what actions they propose be taken to correct those problems. If that means changing Board guidelines on communication, so be it. Anything would be better than allowing the current one-sided campaign of misinformation and innuendo to continue unchallenged.*

*(As a sidebar, if the "petition" members are not pulling their weight on the Board and not contributing as they might reasonably be expected to, they should not be elected for a second term. Obviously, such a drastic step could only be taken if there are clearly defined performance guidelines, a clear and well-documented failure to meet those guidelines and a willingness to make all this public.)*

*5—Begin now planning to defend your actions successfully in front of the U.S. Supreme Court. There is no question in my mind that's where this will end up. In fact, the "petition" members of the Board and certain of their supporters seem committed to ensuring this will happen. It's almost as if they're determined to eclipse Daniel Webster as Dartmouth's foremost saviors.*

6—Finally, at the same time you announce whatever changes are to be made in Board governance, announce that the Board intends to work with the AC and AoA (no matter how screwed up at present) with highest priority to establish something very close to the Alumni Liaison Board called for in the failed new constitution.

*The days of the Board being able to go quietly about its business, sharing only an occasional pronouncement with the outside world are over. That outside world (students, faculty, administrators and alumni) must be offered a clearer, more specific insight as to what the Board views as Dartmouth's challenges and opportunities, the objectives it has set for dealing with those challenges and opportunities and (broadly) the steps it intends taking to accomplish its goals. Alumni input should be welcomed—with the clear understanding that it is the Board that governs and that the Board's responsibility to the alumni body is superseded by its responsibility to Dartmouth's students, faculty and administrators. There's more, but those are my salient thoughts, and this is already lengthy. Again, do what you think is right for Dartmouth. We've come to Yogi's fork in the road—take it! With thanks for all you do,*

In contrast, an example of a negatively disposed communication is:

2/8/08

*I've got a better idea. Why doesn't the college just quit trying to exclude the conservative alumni voices that made the petition candidates NECESSARY in the first place? If the college would quit trying to spin its way around the original parity agreement, and the spirit behind it, there would be no lawsuit, and no—shudder—“costly distraction” from its core mission, which right now seems to be the elimination of any conservative voices in the governance of the college. It takes two to sue, to coin a phrase. Dartmouth is playing the bully, and I don't like it.*

## Administration

The ALC received 34 communications relating to the College's current administration, two-thirds of which were not supportive of the status quo. An example of these communications is:

1. *Construction*
  - a. *Too much money at the college is being spent on buildings rather than on reducing tuition which routinely goes up at least twice the rate of inflation;*
  - b. *Luxury dormitories, with private bathrooms, cause more student isolation, because walking to and from and socializing in communal restrooms is the major way to meet people in a dormitory;*
  - c. *Large atria waste energy resources;*
  - d. *Open space is being eaten up, destroying the rural nature of the college;*
  - e. *Extreme architectural uniformity is making the college look boring.*
2. *Students who go deeply into debt to go to college are constrained to seek out very high paying jobs rather than jobs that might serve the public. Diversion of highly qualified candidates from lower paid public service jobs, such as teaching, ministry, municipal government, low income counseling centers, and the like is undermining the nation's chance for success.*
3. *Too much priority on government funded research is not really helping educate students, but rather cultivating an ivory tower atmosphere at the college.*

4. *More effort should be spent on educating students on life skills: individual and corporate ethics, collaborative rather than individual projects, how to main lifetime physical fitness (rather than just freshman PE), how to maintain successful marriages and raise successful children; how to be useful rather than egg-headed.*

Alternatively, an example of a supportive message is the following:

*Thanks for this timely and clear communication. Much appreciated. You did a nice job of highlighting issues but not 'taking sides.' I just spent the last two weekends in Hanover and it has never looked better. So I am taking sides: I think the Board decision was correct. That doesn't mean, of course, that I agree with every Board or Administration policy or action.*

## Student Affairs

The ALC received four communications regarding student affairs, all of which offered a negative perspective. Specifically, the emails expressed dissatisfaction/unhappiness with the Greek system, the anti-Native American events that occurred on campus in October, the fact that there is no course credit for internships in the business world, and Career Services' lack of awareness regarding scheduling (discussed below).

## Other

The communications categorized as "Other" include comments that could easily cross over into the more defined categories, but they offer some unique perspective or content that either did not fit those categories or deserved to be highlighted individually. The comments were often general responses addressing the work of the council. These topics, together with examples of the communications, are as follows:

### **Todd Zywicki's Speech (21 total—13 critical of the comments, four in support, four neutral):**

12/20/07

*In my humble opinion, a reprimand is not enough of a penalty for Zywicki. I think he should have been voted off the Board of Trustees, but I guess there is no provision for doing so. I wonder what actions by a Board member constitutes grounds for dismissal from the Board. Does the Board have any way to take an action greater than a reprimand? You can share this opinion with whomever you would like.*

1/16/08

*I feel Dartmouth is using all of its power to smear Trustee Todd Zywicki who is only trying to say what he thinks, and act in what he believes is the best interest of the College. I have read his speech and I found nothing offensive. The "evil man" comment taken in context, was obviously meant to be a light hearted exaggeration and only another way of saying that he disagreed with the policies of the former President of Dartmouth College. There was no malice in his speech. Disagree with his comments if you will. There may be lots to disagree with, but I find the College's reaction offensive. Dartmouth's reaction reminds me of the backlash in the press from Mrs. Clinton giving a President some credit for the Civil Rights Act. Somehow Mrs. Clinton's comments were offensive to someone? They clearly were not meant to be. My daughter used to be a reporter. She would tell me the story is the off the wall reaction, not the original comments. I feel the same about Todd Zywicki's comments. I commend you for your commitment to Tuck and Dartmouth and for taking on the extra duties. But before you put your name to something like this again, ask yourself whether there is still room for free speech or even free thought in Hanover. I graduated from Washington University in St. Louis in 1969 and there was no free speech. I found Dartmouth a breath of fresh air when I came to Hanover. As long as you were not hateful, you could say what you felt in a spirit of free debate. I fear that freedom to disagree may have vanished from Hanover.*

## The Current Alumni Debate Is Healthy

(Six total—two believe it is, four believe it is not)

1/17/08

*Thanks for the update. Personally, I think the debate is healthy and that the issues raised by these more recently elected, non-proffered trustees are critical to the college's future.*

## The "Issues" Are Not That Important

(Four total, all suggesting the recent attention is misplaced)

8/7/07

*Can you tell us more about the latest round of rocking and rolling with the Alumni Council and the Trustee nominations? It just seems like we continue to be inundated by mail and surveys and voting and, honestly, junk that takes time. I so wish as a body we were engaged in something more important to the state of the world.... Thanks for sharing what you can and what you know.*

10/07

*There is only one question for the council: Have you all lost your minds and perspective? Suing the college? Provoking a suit by behaving in such an imperious manner? I'm embarrassed by the childish behavior and total lack of perspective on the importance of these issues. Is this really life or death? (And I apologize if I'm getting the alumni groups mixed up, I still can't tell why there are two.)*

1/15/08

*As stated in your last sentence I want to unsubscribe to this email list. I've "had it" with all the back-and-forth about Governance, and furthermore I am an old guy who's perfectly happy with dial-up modem service and don't like having to download long attachments. That doesn't mean I don't want to get just "routine" email that is necessary to supplement the DAM and "Dartmouth Life". Perhaps there isn't any such material and e-mail is all about "causes, blogs, etc." in which case count me out. I have a granddaughter who is a freshman and loves it, I agree with what the Trustees decided last fall to further increase the good directions D is going in, although my main complaint is directed to America, the many colleges that are very liberally-bent, but including teaching at all levels from grade 1 up, too PC and not enough emphasis on the traditional hard-work, free-to-act principles that used to make us strong. But that's a cultural thing for the country and messing up the D experience for the current and future students isn't the way to do it.*

## "My Side" Is Right, "Your Side" Is Wrong

(11 total)

1/15/08

*Please remove me from your list. Dartmouth has become a disappointment to me and the rest of the alumni in my family. You and your associates are on the wrong track.*

12/13/07

*I appreciate the reply... but if your side wants to stop losing these elections by landslide, you need to reassess your own positions rather than attack the opposition. I'm rather neutral on all this stuff, except I do agree that certain cliques try to run the College and Alumni affairs, and they do not take well to opposition.*

## **Topics Requiring Response from Either the Board or the College**

As recounted in the “Student Affairs” category, the ALC received a communication relating to the Career Services department. Specifically, the writer described how networking and career counseling events are frequently scheduled in the afternoon, in complete conflict with varsity athletics team practices. The ALC considered this message to be an ideal example of an instance where the College should be aware of the concern. This message will be shared with the Dartmouth Office of Alumni Relations to be forwarded to the Career Services department for a direct response.

This is the type of service the ALC wants to provide to a much greater degree in the future.

# Recommendations/Expectations

It is not difficult to see that alumni sentiment continues to span a spectrum from those who are pleased and supportive of Dartmouth, its trustees, the Wright administration, etc., to those who are wholly dissatisfied with the direction of the College and openly hostile towards both the trustees and the administration. Obviously, this should come as no surprise to the board or any alumnus as it reflects the divisiveness and rancor that has permeated the alumni body for several years.

The ALC, however, sees the recent Association of Alumni elections as a more important indicator of alumni sentiment than any of the emails directed to the council, online blogs or newspaper editorials. The voices of those who have written to the council—or to the editors—belong to those who are informed enough, active enough, angry enough or motivated enough to have an opinion and to choose to speak/act/vote. Based on the voting totals of the last several elections, this group of alumni amounts to somewhere between 20–30 percent of the entire alumni body, split fairly evenly between the happy and the unhappy, with a slight majority in the latter. The clamor for “greater democracy” rings somewhat hollow when only a tiny fraction of an electorate votes, or where many who vote are either uninformed or misinformed. The most recent election saw an increase in participation to nearly 40 percent, creating a significant majority that was, if not openly supportive of the current state of the College, at least convinced that lawsuits against the College by alumni are wasteful and counterproductive.

There remain 60 percent of Dartmouth’s alumni who have not spoken.

The council is striving in the coming year to penetrate that significant majority of alumni. The successful efforts to enhance two-way communication between the council and alumni will continue, hopefully expanding to the point where all councilors correspond routinely with large segments of their respective constituencies, where alumni feel confident that a sentiment passed along to a councilor will be acknowledged and taken seriously and, where appropriate, debated/ redirected until a suitable response can be generated. The ALC’s continued efforts to record this level of communication will hopefully translate into greater numbers of communications to be reported to the board next year and thereafter, and more importantly, greater numbers of topics and opinions.

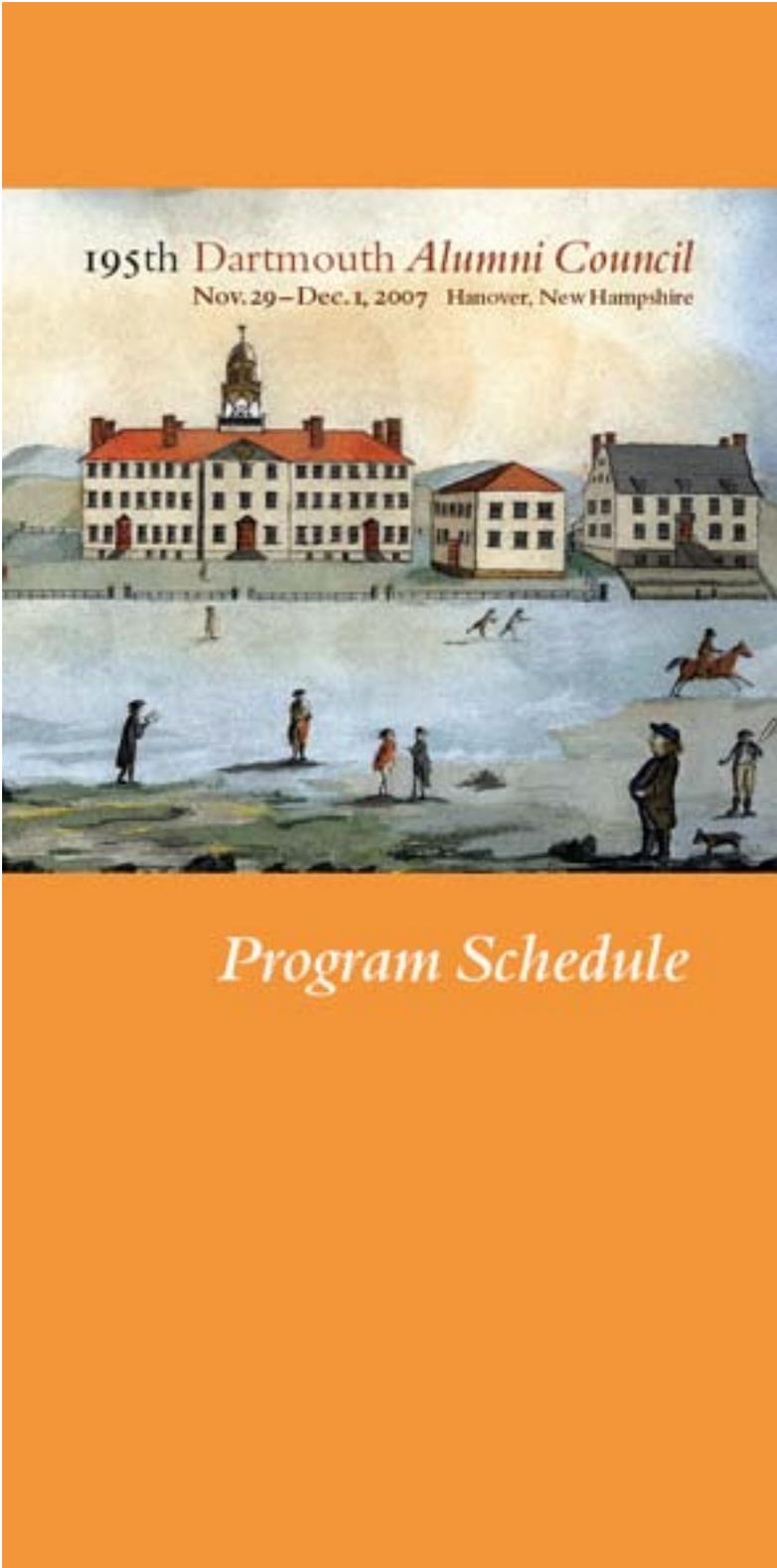
In addition, the ALC hopes both to continue its contact and interaction with the board, but also to expand it. The conference calls that occurred in 2007–08 can hopefully serve as harbingers of additional discussions in the coming years as well. The ALC would welcome a series of scheduled calls throughout the year, in addition to the in-person breakfasts during Council meetings, as long as the board sees a benefit to addressing a particular topic upon which it has deliberated, or a topic on which it can use alumni contributions or feedback. The ALC seeks to be a resource to alumni, to the council and to the board. It will continue its efforts to improve in that realm.

The council, through the ALC, also hopes to serve as a more direct link between alumni and the College itself (through the Office of Alumni Relations) when specific recommendations require the College’s attention. The example of the Career Services scheduling issue will hopefully be multiplied across many topics and departments, where the ALC can proactively elicit such concerns from alumni and direct them to the appropriate areas of the College where a response can be made.

Finally, the council will continue to strive to emphasize committees that undertake actions that support the new council mission. Specifically, council meetings should follow agendas driven by the then-current state of the College, with frequent interactions between councilors, students, and faculty. The council will increase discussion and debate among its own members, and minimize presentations and lectures.

To achieve its purpose, the council must help Dartmouth alumni, including the 60 percent who have, as yet, chosen to be less active than the more vocal and divided minority, to better know the College and its students in their present state. Whether that status quo includes awards and recognition or examples of contentious decisions and actions, success depends on relentless communication and transparent operations. By achieving and sustaining its stated purpose to provide an “informed exchange” between alumni and the College by which alumni continue to know Dartmouth, the council’s most immediate efforts must be to foster alumni understanding through constructive debate and true representation. This report is a step toward that goal, and we welcome the board’s and the administration’s commitment to our mutual success.

# Exhibit 1



## Committees

### Academic Affairs

**J.B. Daukas Jr. '84, Chair**  
Albright Jr. '89; Arner '80; Bailey '96;  
Bose '04AS; Busch '95; Bustamante '01;  
Cannon-Spaudling '98Tu; Carroll; Chit-  
tim '01; Ditchfield; Dookeeram '99; Folt;  
Hoit '88; Kull '88; Lewicki '64; Manaras  
'67; Miranda '01; Ostrow '67; Paula; Rob-  
bins '85; Shea '95; West '77; Wybourne;  
Donovan '85a (Secretary)

### Alumni Awards

**Ralph Manuel '58, '59Tu, Chair**  
Attridge '77; Boes '61; Cholnosky '77;  
Harty '73; Love '76; Schram '64;  
Spalding '76; Gaudet '81 (Secretary)

### Alumni Organizations

**David Eichman '82, Chair**  
Abraham '58; Anderson '89; Balch '62,  
'63Tu; Bates '69, '74Tu; Bose '04DMS;  
Bustamante '01; Chittim '01; Chiu '98;  
Clark '78; Engelman '68; Epstein '47;  
Fair '53, '54Th; Herring '95; Lopez '97,  
Ostrow '67; Palakurthy '02; Rich '61,  
'62Tu; Rockenmacher, MD '60, '61M;  
Ryan '81; Taylor, MD '57;  
Barrera-Vasquez '98 (Secretary)

### Athletics

**Burr Gray '79, Chair**  
Amon III '65; Berniker '03; Brace '85;  
Bradley '58, '59Tu; Bryant '91;  
Callahan '84; Dowd III '79; Eliot '93;  
Engelman '68; Fair '53, '54Th;  
Gerhan '83; Haak '49; Marshall '85; Mc-  
Dowell '88; Otis '58; Roby '79;  
White '89; Harper '47a (Secretary)

### College Relations Group

**Martha Beattie '76, Chair**  
Arner '80; Daukas '84; Hemphill '78;  
Horne '87; Mitchell '79; Silverman, MD  
'81; Spalding '76; Tyson '81; Wooster '59,  
'60Tu, '60Th; Gaudet '81 (Secretary)

### Communications

**Andrew Koh '96, Chair**  
Abraham '58; Balch '62, '63Tu;  
Clark '78; Friedman '94; Kadin '77;  
Knight '76; Kuan '03; Murchinson '91;  
Palakurthy '02; Feisch '70; Robinson '86;  
Sehgal '05; Taylor, MD '57; Weinstein '56;  
West '78; Wooster '59, '60Tu, '60Th;  
Lawrence (Secretary)

### Enrollment and Admissions

**Cynthia Shannon '76, Chair**  
Allen '75; Carter '77; Chiu '98;  
Collins '83; Daniels '82; Epstein '47;  
Herring '95; Hoskins '79; King '73;  
Laskaris '84; Lemberger '67; Lopez '97;  
Luria '89; Miller '74; Moscarino '82;  
Rich '61, '62Tu; Ryan '81; Weinberg '78;  
Parish '89 (Secretary)

### Executive

**Rick Silverman, MD '81, Chair**  
Beattie '76; Daukas '84; Eichman '82;  
Gray '79; Kadin '77; Koh '96;  
Manuel '58, '59Tu; Salmon-Smith '87;  
Shannon '76; Silverman, MD '81;  
Spalding '76; Weiss '86;  
Gaudet '81 (Secretary)

### Honorary Degrees

**Liz Kadin '77, Chair**  
Carter '77; Daniels '82; Guthrie '79;  
King '73; Lemberger '67; Manaras '67;  
Roby '79; West '78; Young '77  
(Secretary)

### Nominating

**Jeff Weiss '86, Chair**  
Anderson '89; Daukas Jr. '84;  
Drescher '87; Engelman '68; Hartfiel '83;  
Luria '89; Ryan '81; Silverman, MD '81;  
Spalding '76; Gaudet '81 (Secretary)

### Student Life

**David Eichman '82, Chair**  
Anderson '89; Bates '69; Bleyler '61;  
Buhannic '07; Danziger '64, '65Tu;  
Edmonson '05; Egan '98; Fanning '90;  
Guthrie '79; Hadzima '06; Hartfiel '83;  
Henry '97; Palakurthy '09; Pepper '91,  
'97Tu; Richardson '09; Rockenmacher,  
MD '60, '61DMS; Ross '08;  
Sargent, MD '75; Siporen '08;  
Springer '53; White III '82; Yadley '72;  
Morey '99; Cassidy (Secretary)

### Young Alumni

**Matt Bailey '96, Cochair,**  
**Libby Hadzima '06, Cochair**  
Abraham '58; Berniker '03;  
Buhannic '07; Busch '95;  
Bustamante '01; Chittim '01;  
Chiu '98; Dookeeram '99;  
Edmonson '05; Egan '98; Eliot '93;  
Friedman '94; Goulet '07; Hadzima '06;  
Henry '97; Herring '95; Koh '96;  
Kuan '03; Lopez '97; Morey '99;  
Nelson '00; Palakurthy '02; Pepper '91,  
'97Tu; Richardson '09; Ross '08;  
Sehgal '05; Siporen '08;  
Morey '99 (Secretary)

### Young Alumni Distinguished

#### Service Award

**Tracey Salmon-Smith '87, Chair**  
Anderson '89; Brown '93; Kim '90;  
Fickes '95; Lordan '89; Loughlin '89;  
Morey '99; Mullen Jr. '91;  
Gaudet '81 (Secretary)

195th *Dartmouth Alumni Council*  
Nov. 29–Dec. 1, 2007 Hanover, New Hampshire

29 THURSDAY

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- |             |  |
|-------------|--|
| 11am–2pm    | Nominating Committee, Lunch Meeting<br><i>Room 107, Hanover Inn</i>  |
| 2–5pm       | Registration<br><i>Lobby, Hanover Inn</i>  |
| 2:30–4pm    | College Relations Group<br><i>Room 112, Hanover Inn</i>  |
| 3–4:45pm    | Committee on Alumni Organizations<br><i>Room 107, Hanover Inn</i>  |
| 4:30–6pm    | Orientation for New Councilors<br><i>Wheelock Room, Hanover Inn</i>  |
| 6–6:30pm    | Tours of the Hood Museum<br><i>Kim Gallery, Hood Museum of Art</i>   |
| 6:30–7:30pm | Reception<br><i>Kim Gallery, Hood Museum of Art</i><br>Remarks by Brian Kennedy,<br><i>Director, Hood Museum of Art</i>                |
| 7:45–9:30pm | Dinner and Program<br><i>Daniel Webster Room, Hanover Inn</i><br>Remarks by Rick Silverman, MD '81,<br><i>Alumni Council President</i> |

## 30 FRIDAY

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7:30–9:30am	<b>Committee Breakfast Meetings</b> —Academic Affairs <i>Room 116, Hanover Inn</i> —Athletics <i>Room 332 A and B, Floren Varsity House</i> —Communications <i>Hayward Lounge, Hanover Inn</i> —Enrollment and Admissions <i>Room 107, Hanover Inn</i> —Student Life <i>Faculty Lounge, Hopkins Center</i>
10am–noon	<b>Plenary Session 1</b> <i>Alumni Hall, Hopkins Center</i> Ad Hoc Committee on Council Structure, Presentation and Discussion
noon–1:30pm	<b>Lunch on Your Own</b> <i>(Except for councilors attending the Young Alumni and Honorary Degrees Committee meetings)</i>  Young Alumni Committee <i>(Lunch provided)</i> <i>Faculty Lounge, Hopkins Center</i>  Honorary Degrees Committee <i>(Lunch provided)</i> <i>Room 116, Hanover Inn</i>
1:30–5pm	<b>Plenary Session 2</b> <i>Alumni Hall, Hopkins Center</i>
1:30–2:30pm	<b>Senior Administrative Panel</b> JoAnn (Josie) Harper '47a, <i>Director of Athletics and Recreation</i> ; Carolyn Pelzel '54a, <i>Vice President for Development</i> ; Adam Keller, <i>Executive Vice President for Finance and Administration</i> ; Barry Scherr, <i>Provost</i> ; Carol Folt, <i>Dean of the Faculty of Arts and Sciences</i>
2:30–3pm	'Round the Googled Earth: Dartmouth in 3D Presentation with Lorie Loeb, <i>Research Assistant Professor of Computer Science</i> , and students Jessica Glago '08, Gemma Ross '08, and Jennifer Huang '09
3–3:15pm	Coffee Break
3:15–3:45pm	<b>Making Good Decisions</b> Maria Laskaris '84, <i>Dean of Admissions and Financial Aid</i>
3:45–4:30pm	<b>Building Leadership Capacity across Student Communities</b> Presentation by Sylvia Spears, <i>Director, Office of Pluralism and Leadership, and Associate Dean of Student Life</i> ; Cara Wallace '03, <i>Acting Director, Native American Program, Office of Pluralism and Leadership</i> ; Joe Brewer, <i>Assistant Director, Native American Program, Office of Pluralism and Leadership</i> ; and students
4:30–5pm	<b>Online Election Presentation</b> Sam Reiser '02 and Bill Mitchell '79

- 6–7pm **Reception**  
*Top of the Hop, Hopkins Center*
- 7–9pm **Dinner and Program**  
*Alumni Hall, Hopkins Center*  
—Alumni Award presentations to Leo McKenna '56, '57Tu  
and Peter Fahey '68, '70Th  
—Address by President James Wright '64a  
—Entertainment by the Dartmouth Gospel Choir

## I SATURDAY

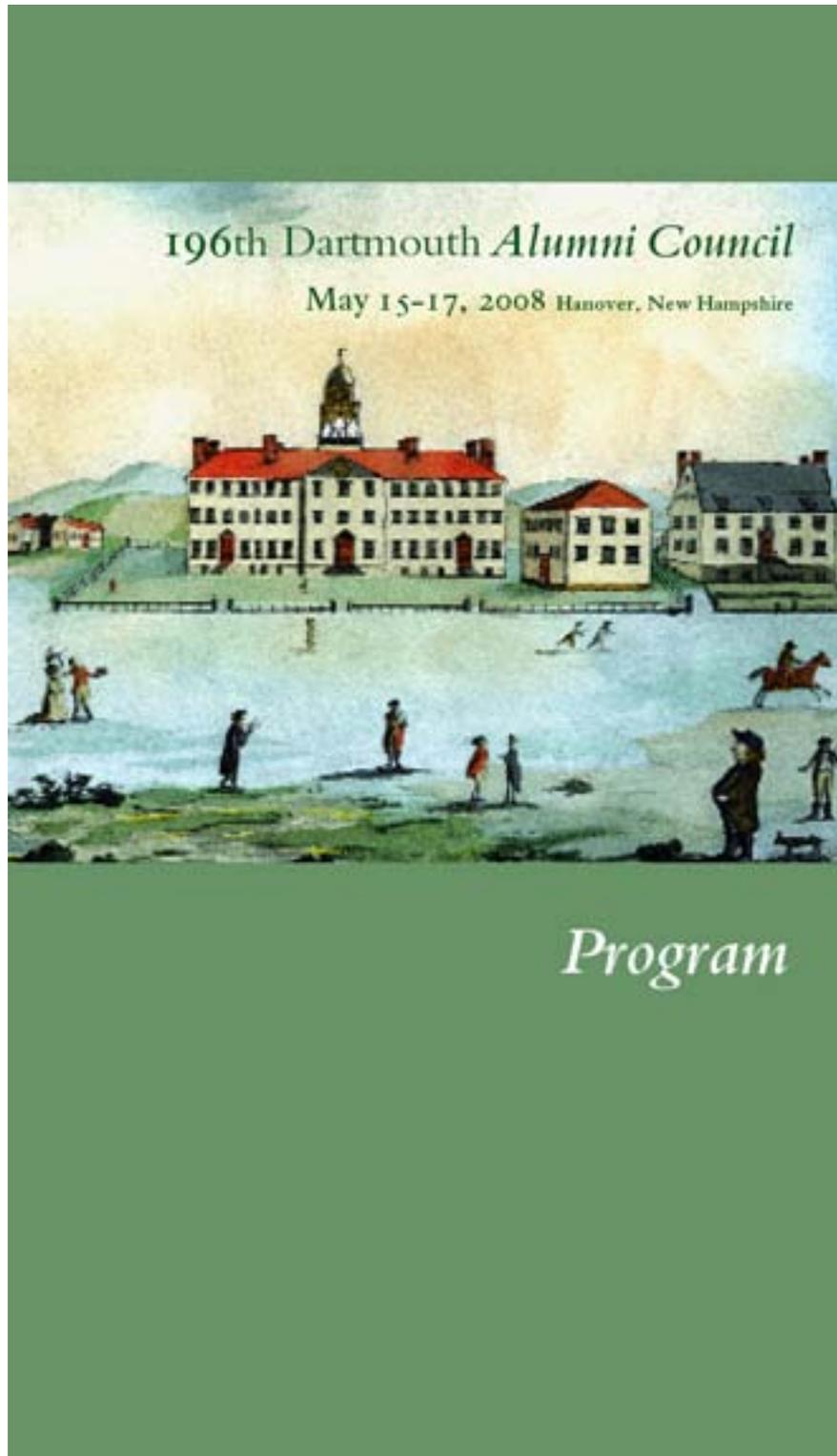
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- 7–8:15am **College Relations Group Breakfast Meeting**  
*Room 112, Hanover Inn*
- 8am **Continental Breakfast**  
*South Lobby (lower level), Dartmouth Hall*
- 8:30am–12:30pm **Plenary Session 3**  
*Room 105, Dartmouth Hall*
- 8:30–9am **Explore with Dartmouth: Alumni Learning  
and Travel Opportunities**  
*Roberta Moore, Director of Alumni  
Continuing Education and Travel*
- 9–9:45am **Trustee Report**
- 9:45–11:45am **Open Forum**  
**Nominating Committee Report**  
—“Burning Issues” Committee Reports  
—Ad Hoc Committee on Council Structure, Continued  
Discussion and Vote  
—Constituency Feedback  
—Other Topics
- 11:45am **Alumni Relations Today**  
*David Spalding '76, Vice President for Alumni Relations*
- 12:15pm **Old/New Business**
- 12:30pm **Adjournment**
- 1–2pm **Lunch and Debriefing, Executive Committee**  
*Hayward Lounge, Hanover Inn*

*Note: Councilors, if you wish to introduce new business, please present your request in writing to President Rick Silverman or to President-Elect JB Dankas before dinner Friday.*

*Plenary sessions are open to all alumni. Committee meetings may be attended with the chairs' permission only.*

# Exhibit 2



## Committees

### Academic Affairs

John Daukas Jr. '84, Chair  
Albright Jr. '89, Avner '80, Bailey '96,  
Bose '04/5, Busch '95, Bustamante '01,  
Cannon-Spaulding '98/9, Carroll,  
Chittim '01, Ditchfield, Dookeeram '99,  
Folt, Hoit '88, Kull '88, Lewicki '64,  
Manana '67, Miranda '01, Ostrow '67,  
Pauls, Robbin '85, Shea '95, West '77,  
Wybourne, Moore (sec)

### Alumni Awards

Ralph Manuel '58, '59/9, Chair  
Attridge '77, Bosz '61, Cholsky '77,  
Haety '73, Love '76, Schram '64,  
Spalding '76, Gaudet '81 (sec)

### Alumni Liaison Committee

Martha Beattie '76, Chair; Avner '80,  
Daukas '84, Hemphill '78, Home '87,  
Mitchell '79, Silverman '81, Spalding '76,  
Tyson '81, Wooster '59, '60/9, '60/8,  
Gaudet '81 (sec)

### Communications

Andrew Koh '96, Chair  
Abraham '58, Balch '62, '63/9, Clark '78,  
Friedman '94, Kadin '77, Knight '76,  
Kuan '03, Murchinson '91, Palakurthy '02,  
Preisich '70, Robinson '86, Sehgal '05,  
Taylor '57, Weinstein '56, West '78,  
Wooster '59, '60/9, '60/8, Lawrence (sec)

### Enrollment and Admissions

Cynthia Shannon '76, Chair  
Allen '75, Carter '77, Chiu '98,  
Collins '83, Daniels '82, Epstein '47,  
Herring '95, Hoikas '79, King '73,  
Laskaia '84, Lemberger '67, Lopez '97,  
Luria '89, Miller '74, Moscarino '82,  
Rich '61, '62/9, Ryan '81, Weinberg '78,  
Parish '89 (sec)

### Executive

Rick Silverman '81, Chair  
Bailey '96, Beattie '76, Daukas '84,  
Eichman '82, Gray '79, Kadin '77,  
Koh '96, Manuel '58, '59/9,  
Salmon-Smith '87, Shannon '76,  
Spalding '76, Wein '86, Gaudet '81 (sec)

### Honorary Degrees

Liz Kadin '77, Chair  
Carter '77, Daniels '82, Guthrie '79,  
King '73, Lemberger '67, Manana '67,  
Roby '79, West '78, Young '77 (sec)

### Nominating and Trustee Search

Jeff Weiss '86, Chair  
Anderson '89, Daukas '84, Dretcher '87,  
Hartfel '83, Luria '89, Ryan '81,  
Silverman '81, Spalding '76, Gaudet '81 (sec)

### Student Affairs

David Eichman '82 and Burr Gray '75,  
Co-Chairs; Amon III '65, Anderson '89,  
Bates '69, Berniker '03, Bleyler '61,  
Brace '85, Bradley '58, '59/9, Bryant '91,  
Buhannic '07, Callahan '84, Ceplikan '78,  
Danziger '64, '65/9, Donovan '85a,  
Dowd III '79, Edmonson '05, Egan '98,  
Eliot '93, Fair '53, '54/9, Fanning '90,  
Gerhan '83, Guthrie '79, Haak '49,  
Hadzima '06, Hartfel '83, Henry '97,  
Marshall '85, McDowell '88,  
Morey '99, Otis '58, Palakurthy '09,  
Pepper '91, '97/9, Richardson '09,  
Roby '79, Rocketmacher '60, '61/DMS,  
Ross '08, Sargent '73, Sporen '08,  
Springer '53, White '89, White III '82,  
Yadley '72, Cassidy and Harper '47a (secs)

### Young Alumni

Matt Bailey '96, Chair  
Abraham '58, Berniker '03, Buhannic '07,  
Busch '95, Bustamante '01, Chittim '01,  
Chiu '98, Dookeeram '99, Edmonson '05,  
Egan '98, Eliot '83, Friedman '94,  
Hadzima '06, Henry '97, Heering '95,  
Koh '96, Kuan '03, Lopez '97,  
Nelson '00, Palakurthy '02, Pepper '91,  
'97/9, Richardson '09, Ross '08, Sehgal '05,  
Sporen '08, Morey '99 (sec)

### Young Alumni Distinguished Service Award

Tracey Salmon-Smith '87, Chair  
Anderson '89, Brown '93, Fickett '95,  
Kim '90, Lordan '89, Loughlin '89,  
Morey '99, Mullen Jr. '91, Gaudet '81 (sec)

The Dartmouth Alumni Council on the Web:  
[www.alumni.dartmouth.edu/council](http://www.alumni.dartmouth.edu/council)

# 196th Dartmouth *Alumni Council*

May 15-17, 2008 Hanover, New Hampshire

## 15 THURSDAY

- 11 am-2 pm Nominating Committee Lunch Meeting  
*Winship Conference Room (213), Blunt Alumni Center*
- 2-6 pm Arrival: Sign-in and Materials Pick-Up  
*Lobby, Hanover Inn*
- 2:30-4:30 pm Alumni Liaison Committee Meeting  
*Zimmerman Conference Room, Blunt Alumni Center*
- 4:45-6:15 pm Student-Councilor Discussion Groups
- Gender Equity: Who Controls Campus Social Spaces?  
*Room 108, Kemeny Hall*
- Social Impacts of Student Economic Differences  
*Straus Seminar Room (124), Haldeman Center*
- What Makes a Great Dartmouth President?  
*Room 006, Kemeny Hall*
- Alumni-Student Interaction: Students' Perspective  
*Straus Conference Room (125), Haldeman Center*
- 6:30-7:30 pm Dine-Around with Students  
*Sigma Nu fraternity; Kappa Delta Epsilon sorority; Alpha Theta coed house; Latin American, Latino, and Caribbean affinity house; Casque & Gauntlet senior society; Oocom Commons, Goldstein Hall, McLaughlin Cluster*
- 8-9:30 pm Nightcap Gathering  
*Zimmerman Lounge, Blunt Alumni Center*

## 16 FRIDAY

- 8-8:30 am Continental Breakfast  
*Alumni Hall, Hopkins Center*
- 8:30-11 am Plenary Session 1  
*Alumni Hall, Hopkins Center*
- 8:30-9:15 am Decisions, Decisions: Update on Admissions and Financial Aid for the Class of 2012  
Maria Laskaris '84, Dean of Admissions and Financial Aid;  
Virginia Hazen, Director of Financial Aid
- 9:15-9:45 am Observations from My First Six Months as Dean  
Tom Crady, Dean of the College

- 9:45–10:30 am **Athletic Recruiting, Admissions, and the Ivy League**  
Bob Ceplikas '78, Deputy Director, Athletics; Bob Gaudet '81, Head Coach, Men's Ice Hockey; Dan Parish '89, Director of Admissions Recruitment and Communication; Amy Patton, Head Coach, Women's Lacrosse; Moderator: Josie Harper '47a, Director of Athletics and Recreation
- 10:30–11 am **Big Green Bus Rolls In**  
Visit with Dartmouth students before they depart on their fourth national tour in their veggie-oil-powered bus to spread the word about sustainable energy
- 11:15 am–  
12:20 pm **Back to the Future, Back to the Classroom**  
Councilors attend classes
- 12:30–2 pm **Lunch on Your Own**  
Exceptions: Young Alumni Committee Meeting, *Faculty Lounge, Hopkins Center* • Honorary Degrees Committee Meeting, *Zimmerman Conference Room, Blunt Alumni Center*
- 2–3:30 pm **Plenary Session 2**  
*Alumni Hall, Hopkins Center*
- 2–2:45 pm **Greek Letter Organizations at Dartmouth Today**  
Anthony Arch '09, Theta Delta Chi fraternity; Emily Eberle '09, Alpha Theta coed house; John Engelman '68, Alpha Delta Advisor; Elise Krieger '08, Alpha Phi sorority; Michael Simoni '08, Alpha Phi Alpha fraternity; Moderator: Deb Carney, Assistant Dean of Residential Life and Director of Coed, Fraternity, Sorority, Undergraduate, and Senior Society Administration
- 2:45–3:30 pm **Nominating and Trustee Search Committee Presentation**  
Jeff Weiss '86, Chair
- 3:45–5:45 pm **Committee Meetings**  
*Academic Affairs, Room 007, Kemeny Hall* • *Communications, Straus Seminar Room (124), Haldeman Center* • *Enrollment and Admissions, Straus Conference Room (125), Haldeman Center* • *Student Affairs, Kreindler Conference Hall (041), Haldeman Center*
- 6:30–7:30 pm **Garden Reception, President James Wright '64a and Susan DeBevoise Wright '69a, hosts, at President's House**  
*One Tuck Drive (rain location: Alumni Hall, Hopkins Center)*  
Student entertainment
- 7:45–9:45 pm **Dinner Program**  
*Alumni Hall, Hopkins Center* Presentation of the Dartmouth Alumni Award to James Bildner '75 and the Dartmouth Young Alumni Distinguished Service Award to Julie Cillo '92. Address by President James Wright '64a

## 17 SATURDAY

7-8:15 am	Alumni Liaison Committee Breakfast Meeting <i>Wheelock Room, Hanover Inn</i>
8 am	Continental Breakfast <i>Lower South Lobby, Dartmouth Hall</i>
8:30 am- 12:30 pm	Plenary Session 3 <i>Room 105, Dartmouth Hall</i>
8:30-9 am	Alumni Liaison Committee Report
9-10 am	What's the Purpose of a Liberal Arts Education in the 21st Century? Jon Kull '88, Associate Professor of Chemistry and Faculty Representative to the Council; James Murphy, Professor of Government; Don Pease, Professor of English, Comparative Literature, and African and African American Studies, Avalon Professorship in the Humanities, and Chair of the Master of Arts in Liberal Studies Program
10-10:45 am	Trustee Report Jose Fernandez '77; Ed Haldeman '70, Chair; Al Mulley Jr. '70
10:45- 11:45 am	Open Forum Burning Issues; Committee Reports; Vote on Constitutional Amendments; Nominating Committee Report of Voting Results; Other Topics; Open Mic
11:45 am- 12:10 pm	Update on Alumni Relations David Spalding '76, Vice President for Alumni Relations
12:10 pm	Old/New Business
12:30 pm	Adjournment
1-2 pm	Lunch Debriefing of the Executive Committee <i>Wheelock Room, Hanover Inn</i>

Current councilors who wish to introduce new business should present their request in writing to President Rick Silverman or to President-Elect JB Daukas before dinner on Friday.

Plenary sessions are open to all alumni. Committee meetings are limited to current councilors.

# Exhibit 3

## Report from the Dartmouth Alumni Council Meeting, Fall 2007

The Alumni Council Communications Committee decided to write up a general account of the meeting that other councilors may use. You are welcome to pass along any of this report to your constituents. Likewise, if you receive some of the same witty verbiage from other people, that's a good thing. It means that your other council representatives are doing their job of opening up channels of communication, through which we can engage, educate, and connect with our fellow alumni.

## Report from the Nov. 28-Dec. 1 Alumni Council Meeting

This was the 195th meeting of the Dartmouth Alumni Council. It was founded by Ernest Martin Hopkins in 1913 to guide and support Dartmouth Alumni Relations, and meets twice a year.

The mission of the Alumni Council is to sustain a fully informed, representative, and engaged exchange of information and sentiment between the alumni and the College, and to enhance and inspire alumni involvement that furthers the mission of the College.

Hopefully this report will delight and inform.

But thanks to Superfabulous Web Editor Deb Klenotic, there are plenty more delights and on the Office of Alumni Relations' revamped Web site [www.alumni.dartmouth.edu](http://www.alumni.dartmouth.edu). It is a very good idea to save this address among your "favorites."

Just as an example, if you go to the home page and click on Alumni Continuing Education (ACE), you can then click on ACE on Audio, and just like that you can hear or download Faculty Chalk Talks by John Rassias on Love in 18th-Century France, as Seen through Literary Masterpieces; Richard Granger on Brainbots: Robots Like Us; Thomas Luxon on John Milton and Sex in Paradise; and Ursula Gibson '76 on Nanotechnology: Tiny Makes It Big.

If you click on Alumni Council, you can find answers to frequently asked questions (FAQs), directories of members, transcripts of speeches, and a record of council activities.

Nevertheless, here is a layman's summary of the November 28–December 1 meeting, by Brooks Clark '78, a member of the Alumni Council Communications Committee:

## A Revised Alumni Council Structure

The first order of business was to revise the Alumni Council constitution to better represent the alumni. Basically, the revisions increased the number of council members from 101 to 120. (There are also five nonvoting members, one from the faculty and four from the student body. The current student reps—Jenn Ross '08, Jaromy Siporen '08, Syam Palakurthy '09 and Laura Richardson '09—are a pleasure to get to know.)

The revised structure passed by a 96 percent vote of the council members present.

One net increase comes from **each class now having its own council representative**. Previously, there was a single representative for every two classes through the 55th reunion. Also, the revised constitution encourages classes to elect their class representatives rather than appoint them.

The new structure eliminates 15 at-large representatives and shrinks the number of class officers' representatives from seven to five. The new structure increases the representatives from each graduate school (DMS, Thayer, Tuck and Arts and Sciences graduate programs) and each affiliated group from one to two. It also adds three council members: the current president and two past presidents from the Association of Alumni.

### **What is the Association of Alumni?**

The Association of Alumni, a body that has existed since 1854, is made up of the 68,800 alumni of the College and its grad schools. The association has an 11-person executive committee that is elected once a year by an all-media vote.

(Like the Alumni Council, the association has a very informative Web site accessible from the Office of Alumni Relations home page [www.alumni.dartmouth.edu](http://www.alumni.dartmouth.edu).)

The association's chief function is to conduct the balloting for the alumni spots on the Dartmouth Board of Trustees. As you may have heard, this process has gotten somewhat complicated in recent years, culminating with six members of the Association of Alumni executive committee filing suit against the College over the composition of the Board of Trustees.

Although the association has no explicit duties beyond running elections for the board spots, the executive committee feels that it has a broad purview by virtue of Article IV 3 (i) of its Constitution: "The Executive Committee shall have charge of the general interests of the Association, including the raising of money to cover current expenses."

<http://alumni.dartmouth.edu/media/AlumniAssoc/constitution.pdf>

### **What is the Association's Relation to the Alumni Council?**

The Alumni Council was formed in 1913 to be **the representative body** for the Association of Alumni.

Four members of the Association of Alumni Executive Committee spoke with the Alumni Council in 105 Dartmouth Hall. They were Bill Hutchinson '76, president of the association; Tim Dreisbach '71; Frank Gado '58, second vice president of the association; and David Spalding '76, Dartmouth's vice president for Alumni Relations and secretary/treasurer of the association. Tim made the case that the Alumni Council exists to represent alumni as a clearinghouse for alumni sentiment, while the Association represents "the alumni in their role in the governance of the College."

According to David, neither the council nor the association has any role at all in the actual governance of the College. That role, says David, resides with the Board of Trustees.

One has to go back to the councils of Nicea to find comparable doctrinal quagmires.

In a lively discussion, many council members expressed displeasure with the lawsuit against the College pursued by six of the eleven members of the Association of Alumni Executive Committee. Many council members noted that their constituents are opposed to it.

Frank Gado said that the lawsuit is being funded by donors contributing to an account at Donor's Trust and through donations to the Hanover Institute, and he has asked not to know their identities. Several council members asked to know who is funding the lawsuit. Bill Hutchinson said he had asked the association's law firm Williams and Connolly the same question and been refused the names because he was "not the client."

If you want to know more about the positions of the association executive committee members and ongoing controversies, visit the association's blog at <http://dartmouthaoa.blogspot.com/>.

Your Alumni Council representatives would also welcome a call or an email to discuss these or any other issues. You can find their contact information on the Web site at [www.alumni.dartmouth.edu/council\\_members.aspx](http://www.alumni.dartmouth.edu/council_members.aspx)

### **The Elevator Talk**

Controversy is a consequence of an alumni body that cares as passionately about its alma mater.

The inspiring part of an Alumni Council meeting is seeing up-close examples—which I will describe below—of just how dynamic, strong, and exciting Dartmouth truly is.

Here is the 20-second summary.

Dartmouth is in great shape.

The endowment is huge.

Classes are small (more faculty hired).

Application numbers are higher than ever.

President Wright is committed to the undergraduate experience.

Students are bright, energized, and taking advantage of the amazing opportunities available to them, including the best international program in the Ivies.

And the future promises even more, starting with the Life Sciences Building and an enhanced vision for the “sophomore summer,” perhaps focusing as a class on leadership or “great issues.”

Think good thoughts about the Moose!

### **National Champions of Google Earth**

Computer Science Professor Lorie Loeb quietly introduced the representatives of her team: Jessica Glago, Danny Gobaud, Gemma Ross and Jenn Huang. Loeb, who specializes in animation, cartoon capture, and film, recounted that she had told these former students of hers that Dartmouth had no entry in Google’s national contest to use the Google Sketch-up software and Build Your Campus in 3-D, for use in Google Earth.

Jessica Glago, a cognitive science major from Cleveland Heights, Ohio, described how she took charge of the efforts, took pictures from all sides of the 225 buildings on campus, and worked for two months, 14 hours a day, to bring Dartmouth Campus into 3-D. All this while taking a full course load.

Some 350 schools entered, including all the engineering schools. Dartmouth won its category, beating Stanford, Yale, and Harvard, among many others. The team won a trip to the Googleplex in Mountain View, California.

Read the whole story and see a picture of these incredible students at

<http://www.cs.dartmouth.edu/DigitalArts/projects/google.pdf> .

### **Admissions**

Dean of Admissions and Financial Aid Maria Laskaris ’84 gave a full rundown of the process. “We truly believe that the students learn as much from their classmates as they do in the classroom,” says Laskaris, and so we are committed to creating as broad an array of students as possible. We look among all those extremely well qualified students for the ones who seem to really enjoy learning, and who are leaders, and we find ourselves looking for an indications of genuineness and authenticity.”

This is harder and harder in the era of the online common application, when more than ever the applications tend to look the same. So those alumni interviews can be even more helpful than ever.

And there are lots of them. With 1,430 early decision applications, an 11 percent increase from last year, they are on track to get 14,000 applications. They will turn down 85 percent and take 15 percent.

### **The State of the College**

Adam Keller, Dartmouth's EVP of Finance and Administration since 2003, toted up some of the increases in personnel that have taken place in the past several years. **Faculty is increasing** about three percent a year, which is necessary to keep classes small. Administration overall adds about 1.1 percent a year.

These include 12 positions in direct support of the faculty, eight to handle compliance (including compliance with the Patriot Act in international programs), eight in child care, and so on in health services, athletics, safety and security, the capital campaign, and in support of the Student Life Initiative.

Barry Scherr, provost since 2001, noted that, "The **undergraduate focus of Dartmouth** was there from the start, is still there, and will be there in the future." Dartmouth has around 4,100 undergraduates and around 1,600 total post-graduate students, about a third of whom are in the Tuck School. Scherr reiterated that they hire faculty members with a strong commitment to teaching.

Carol Folt, dean of the Faculty of Arts and Sciences, added, "You could not take the scholar out of the classroom or the teacher out of the scholar. Teaching is part of the advancement at Dartmouth, but we are keeping the research and teaching roles blended."

On the subject of students "shut out" of courses, Folt said there are 37,000 "enrollments" in classes each year. Of these, 1,000, or 3 percent, are closed out. The highest close-out rate is in studio art (25 percent). Government and econ have 200 out of 2,500, in part because those are such popular departments and because so many students are double-majoring in one of them.

Often students subscribe to classes and then drop them.

Harvard charges for adds and drops, but Dartmouth does not (and will not). But it happens.

Of course the toughest problem for "close-outs" is the small seminars with 16 students or fewer. And of course the most enrollments are for the most popular professors. The college is hiring more professors. The faculty ratio has gone down from 12/1 to 8/1 in recent years. Classes have to remain small.

Provost Scherr reported that 60 percent of the eligible students on campus are members of **fraternities or sororities**. They've spent a great deal of time making the system better, and emphasizing that brotherhood and sisterhood emphasize scholarship, leadership, and service. They also have a program of loans available to houses "to work in partnership with them to make the system strong."

Athletic Director Josie Harper reported on the **athletic program**. In football, she said, "Buddy Teevens is building a foundation for future success. The young men he's recruited are better citizens, more visible in other activities, and this fall committed themselves to go dry— to put everything on the table for the success of the team." The season included some close losses, but she is feeling good about football and basketball. There are 33 varsity programs and 33 club sports, which have taken the place in many cases of JV teams of the past. Club sports are a growing trend across the nation, for students who want intercollegiate sports but not the commitment of time required by varsity teams.

In **fundraising**, "dollars are up," says Carrie Pelzel, VP for Development, "and numbers are down." The Dartmouth College Fund is up \$2.2 million but down 4.3 percent in participation. Public controversy certainly plays a role. "Some people are delighted and are showing their support," said Pelzel. "Others are not happy and withholding their support." Of the \$1.3 billion goal for the Campaign for Dartmouth, they have \$975 million.

### **Check Out Continuing Education and Travel**

Roberta Moore, director of Alumni Continuing Education and Travel, talked about the pre-game Faculty Chalk Talks, which have been so popular that they've been moved to 105 Dartmouth. (And, as mentioned, they're on the Web site for you to listen to or download.)

Moore talked about "on location" lectures given by faculty members during the Dead Sea Scrolls exhibit in San Diego, the Aztec exhibit in Chicago, or the Lucy hominid show in Houston.

As always, there are about 30 trips a year that attract about 700 travelers. Check them out on the Web site.

### **Report from the Trustees**

Dr. Albert Mulley '70 and Jose Fernandez '77 talked with the Alumni Council on a broad variety of topics. Jose noted that the trustees formed three new committees—one on Alumni Affairs, one on Academic Affairs, and one on Student Affairs, "the nuts and bolts of the College."

The trustees also unanimously adopted a resolution in support of the faculty on the balance between research and teaching. "These are synergistic items at the College," said Jose, who had been pictured earlier in the week in *The Wall Street Journal* as a New York lawyer who loves his three large Rolodexes. "Our resolution supports both teaching and the students' need to do research with professors."

One interesting issue facing the College is affordable housing for faculty members in the booming real estate market of the Upper Valley.

It was noted that the Student Assembly is working on a proposal to officially adopt **the Moose** as the College mascot. Although this is the third rail of Dartmouth issues, , perhaps the Moose might not be such a bad idea.

### **Final Note: The Council Condemns the Remarks of a Trustee**

The Alumni Council had a spirited discussion about the appropriate response to a speech made in October by Dartmouth Trustee Todd Zywicki '88 at the John William Pope Center for Higher Education in Raleigh, North Carolina, which was broadcast far and wide on the Internet and in press reports.

In the end, the council voted 62-1, with one abstention, to condemn the remarks. To read all about it and get a link to a transcript of the speech itself, go to [www.alumni.dartmouth.edu/news.aspx?id=422](http://www.alumni.dartmouth.edu/news.aspx?id=422).

# Exhibit 4

Last fall the Alumni Council Communications Committee decided to provide an account of the meeting that other councilors could use to give their constituents a feel for what we saw and heard. This one was written by Brooks Clark '78. You are welcome to pass along any of this report to your constituents, adapting, cutting, pasting, or adding as appropriate to your needs. Likewise, if you receive some of the same report from other people, that's a good thing. It means that councilors are doing their job of opening up channels of communication, through which we can engage, educate, and connect with our fellow alumni.

## **Report from the May 15-17 Alumni Council Meeting By Brooks Clark '78**

This was the 196th meeting of the Dartmouth Alumni Council. It was founded by Ernest Martin Hopkins in 1913 to guide and support Dartmouth Alumni Relations, and meets twice a year.

The mission of the Alumni Council is to sustain a fully informed, representative, and engaged exchange of information and sentiment between the alumni and the College, and to enhance and inspire alumni involvement that furthers the mission of the College.

This report is meant to complement the wealth of information—about this Council meeting and alumni affairs in general—available on the Office of Alumni Relations Web site at [www.alumni.dartmouth.edu](http://www.alumni.dartmouth.edu). If you haven't already, it's a good idea to save this address among your "favorites."

## **Student-Councilor Discussion Groups**

The Council weekend began on Thursday afternoon with opportunities for councilors to sit down in classrooms and talk with groups of students on one of four topics.

1) Gender Equity: Who Controls Campus Spaces? A key point, which came up several times during the weekend, was that the seven sororities, which now have more members than the 13 fraternities, need more houses. This situation is exacerbated by Beta Theta Pi returning to campus and re-occupying its house, which has been leased to a sorority. In addition, the alcohol policy makes it difficult for students to throw parties in dormitories and other college spaces.

2) Social Impacts of Student Economic Differences. It was a thought-provoking session. Some students have unlimited resources, and some are scraping for every penny, and that's a reality that really does play into everyday life, although the campus is not segregated along economic lines.

3) Alumni-Student Interaction: Students' Perspective. The general feeling was that students value opportunities to interact and network with alumni, such as the TASTE (Take a Student to Eat) program. Some students said interaction with alumni on campus was part of what sets their experience at Dartmouth apart from the experiences of their friends at other schools. Others noted that students are not very aware of what sort of alumni resources are available to them outside of campus, say at the club level.

4) What Makes a Great Dartmouth President? Facilitator David Dowd '79 started the discussion by reading a list of Dartmouth presidents since 1916: Hopkins, Dickey, Kemeny, McLaughlin, Freedman, and Wright.

Alumni from the Dickey era described Dickey's inspiring vision for Dartmouth and the many strong qualities of his character. Those from the '70s noted that Kemeny, a mathematician, was a great humanist and an inspirational speaker, who piloted Dartmouth through that turbulent era of change, bringing about coeducation, the Dartmouth Plan, and the rededication to Native Americans.

The group decided that a great president must be an inspirational speaker; a leader who understands the complex constituencies of students, faculty, alumni, and the Board of Trustees; a great fundraiser, of course; and a visionary who understands the mission, academic spirit, and life of Dartmouth.

Students said it's important to them that the president "be around." Some students said Wright is around a lot, notably at athletic events. Others felt that he is not around enough at meetings of smaller groups around campus. A lively discussion on that and other topics, notably the inevitable tensions of balancing free expression and openness to differing points of view with civility and sensitivity to others, gave alumni a taste of the complex give and take in the campus community.

Based on this short session, what's on students' minds? They love Dartmouth and the experience they are having, and they are quick to say so. Some would like improvements in advising and class availability, particularly in the popular economics and government departments. They want their professors to be great teachers, and they are aware of the teaching vs. research debate. Many students in the group were double majors and highly motivated to pursue advanced study in their majors.

After these meetings, councilors had a "dine-around" with students at various sites around campus, including the large social areas in the new McLaughlin cluster dorms. Students are taking advantage of the Dartmouth Plan and study abroad opportunities.

### **Connections to a Tragedy**

Thursday afternoon, many members of the Dartmouth Chinese Student and Scholar Association (DCSSA) had a table outside Collis Center, where they were passing out information about the earthquake tragedy and getting signatures on a poster of support.

That evening, an even larger group from the DCSSA, an organization numbering well over 100, gathered on the center of the Green, around small candles arranged on the ground in the shape of a heart, with the date "5-12" in the center. Huanan Yang '08, a Thayer engineering student, explained that his family lives 50 miles from the epicenter (they're okay). Several other students had similar connections.

### **Admissions Update**

Dean of Admissions and Financial Aid, Maria Laskaris '84, gave a full rundown on the numbers for the class of 2012.

As any of us with high-school age children or grandchildren knows, this was the toughest year ever for getting into selective colleges, with the Echo Boom nearing its peak and the top colleges seeing more applicants than ever.

Dartmouth offered admission to 2,190 applicants from a pool of 16,536, the largest ever and a 16.6 percent increase from the year before.

As of mid-May, 1,118 had said they were coming. Laskaris noted that there are usually a few students whose plans change, so she felt that her office was on target to end up with the desired number of 1,090 entering freshman.

One new variable in 2008 was that, since Harvard and Yale had dispensed with early admissions, several hundred students were in the regular applicant pool that in a previous year might have already been accepted early by Harvard or Yale. Laskaris said her office took this into account.

The Class of 2012 is the most diverse ever, with 4 percent Native Americans, 14.6 percent Asians, 7.7 percent Latino, and 8.9 percent African-Americans, for a total of 36 percent who identified as "people of color."

Legacies make up 11.2 percent of the class, up several points from the year before.

International students make up 8.5 percent of the class, coming from 40 countries. (As is traditionally true, Canada has the most entering students of all 40 countries. One of the international students applied from a refugee camp in Iraq, where two Dartmouth alumni volunteers met and took an interest in her.)

Some 46.4 percent of the class will receive financial aid.

Laskaris described the policy changes in financial aid that have been reported in the news: no tuition will be charged to students coming from families making less than \$75,000 a year; need-blind admission has been expanded to include international students; and the financial aid packages including grants instead of loans for the Class of 2012. Laskaris did note that students can request loans for certain purposes, such as health insurance, LSA, computers, to replace summer earnings, or to replace parent contributions built into financial aid calculations.

Need-based calculations for financial aid are remarkably complicated.

The overall goal of the policy changes is to make Dartmouth more accessible to great students from all backgrounds. Laskaris noted that often it is middle-class kids who have the hardest time navigating the need-based calculations and making the choice for Dartmouth over less expensive choices.

### **New Dean Tom Crady**

One of the most pleasant surprises of the weekend was the opportunity to get to know the very down-to-earth Tom Crady, who had been Dean of the College for four months and 16 days.

Crady came to Hanover from Grinnell College in Iowa. Since his family, including school-age children, is not moving until after the school year, Crady had met with student groups every evening.

“I would go down to Collis and listen to student concerns,” he said. “Every time I met with a student group they said they love Dartmouth. That’s a very positive thing, particularly from a student life point of view. I’ve been on 50 college campuses in one capacity or another, and you just don’t hear that. But the students do have concerns.”

One concern is the Committee of Standards. “The students are scared to death of coming before the disciplinary system,” said Crady, who is going to hold open forums and look at the judicial system more closely.

Another concern is the alcohol policy. Crady, who wrote his Ph.D. dissertation on alcohol and fraternities, said the alcohol policy at every school should be reviewed regularly. He said the policy should not be punitive.

He noted that dry campuses have higher binge drinking rates (56 percent vs. 42 percent) than non-dry ones. He said a good alcohol policy should be “safe, realistic, and enforceable.”

Crady mentioned the College’s Good Samaritan Policy, under which a student in a risky situation can call for help without fear of punishment. Summarizing the issues of students and drinking, he said, “A lot more education needs to happen from the point of view of risk.”

Along similar lines, Crady mentioned that, when he was contacted about the job at Dartmouth, he heard quite a bit from his friends in academia about the *Animal House* image. “It’s out there,” he said, adding, “I have found it to be false.”

Jeff Crowe ’78, the parent of two daughters at Dartmouth, noted that the number of women rushing a limited number of sororities led to an unwieldy rush process and pledge classes of as many as 50 women. “We need more sororities,” answered Crady. “They need to be able to go local, [and thus not be “dry”]. There ought to be an equal number of sororities to fraternities.” (As noted previously: there are more women in sororities than men in fraternities.)

“Dartmouth is a space-challenged campus,” said Crady, pointing to the need for social spaces in addition to Greek houses. “The sororities want control of social spaces, and to do that they need to own social spaces.”

Crady put together a “space committee” with students asking “how do students perceive the social spaces on campus?” The result was a 70-page study concluding that the need for social space is a serious problem. A side issue is that students want to have impromptu parties, but there are rules and regulations.

Among the needs at Dartmouth is meeting space. “We need a space (similar to Alumni Hall in the Hop) where 300 students can have a formal. It needs to be flexible, with lighting and stages that students can control.”

Crady was asked about how campus controversies might affect his interactions with students. He answered that his interactions with students are constantly changing. “Students today are different from five years ago,” he said.

Asked about his response to a racist cartoon that had run in *The Dartmouth* that had targeted a particular student, Crady answered that, apart from condemning the cartoon, his most important response as dean was to be supportive of the student, being aware of what it feels like to be attacked in print, in public, and with a demeaning stereotype. He noted that it’s impossible to know what that feels like, to be a young person in that situation, so from a practical standpoint his job was to make sure she had the support she needed to deal with the situation.

### **Athletic Recruiting, Admissions, and the Ivy League**

The council heard in turn from Athletic Director Josie Harper, Deputy AD Bob Ceplikas ’78, Men’s Hockey Coach Bob Gaudet ’81, Director of Admissions Recruitment and Communication Dan Parish ’89, and Women’s Lacrosse Coach Amy Patton.

Deputy AD Bob “Cep” Ceplikas ran through some facts and figures. With 4,164 undergraduate students, Dartmouth is, of course, the smallest Ivy. (The average is 7,000.) We field 34 varsity teams that are remarkably successful.

For those teams to be competitive, it takes a long and precise process of identifying and recruiting the student-athletes who will be “a credit to us in athletics and the classroom and a credit to you.”

The Ivy League is the only NCAA Division I conference that offers no athletic aid, which makes it hard to compete for athletes with the likes of Stanford, Duke, and Northwestern. “We have the most selective admissions policies and admissions process in the most highly regulated of any athletic conference,” said Cep, who worked in the Dartmouth admissions office before moving to the athletic department.

Coaches Bob Gaudet and Amy Patton emphasized that the recruiting process at all colleges starts earlier now than ever. Prospects are identified by their sophomore year in high school, and many are committing to schools in their junior summers.

“Before too long we’ll be identifying recruits at birth,” joked Gaudet.

This accelerated schedule is especially hard on Ivy coaches, since they can’t offer athletic scholarships, or even a guarantee of getting in.

Coach Patton described the entire process of recruiting a class of lacrosse women, starting with a field of some 300 in the sophomore years. The coaches travel to see as many as possible play at top competitive tournaments and over time narrow the field to 60 or so. “The best recruiting tool is to get them up here,” says Patton. “Either they love it or they don’t.” The very best time to do that is at Dartmouth’s summer lacrosse camp, which also gives coaches the opportunity to get to know the prospects. The final number offered admission might be five or six.

Admissions Recruitment Officer Dan Parish noted that coaches' conversations in the senior fall, when recruits are weighing offers from different schools, use the terminology, "We think it is [likely, probable, or unlikely] that you'll get in to Dartmouth." And coaches try to give an idea of what the financial package will look like.

### **The Big Green Bus**

"Twelve Dartmouth students, 1 veggie oil powered bus, 13,000 sustainable miles, all for a greener tomorrow."

Andrew Zabel '09, a Government Major and Public Policy Minor from Fairfield, Connecticut, is general manager of the Big Green Bus. He introduced the council to the Bus [<http://www.thebiggreenbus.org/>], which was founded four years ago by the Ultimate Frisbee Team. At that time, a bus was converted to run on bio-fuel, and since then it's appeared in *Newsweek*, *USA Today*, and other places. This summer the Big Green Bus embarks on its fourth tour, visiting more than 30 states and making more than 47 stops to "reach out to audiences large and small to share concepts and suggestions and promote environmentally friendly living."

### **Greek Letter Organizations Going Strong**

The council heard a panel discuss the status of the 28 Greek letter organizations (GLOs), which include 3 coeds, 7 sororities, 13 fraternities, and 5 multicultural organizations. They have a total membership of 1,035 female and 998 male for a combined total of 2,033, or 62 percent of all eligible undergraduates (i.e., sophomores and older).

The panel was made up of Assistant Dean of Residential Life Deb Carney; Alpha Delta Advisor John Engelman '68; Elise Krieger '08 of Alpha Phi sorority; Anthony Arch '09 of Theta Delta Chi fraternity; Emily Eberle '09 of Alpha Theta coed fraternity; and Michael Simoni '08 of Alpha Phi Alpha fraternity.

The students talked about constructive activities like Halloween block parties, social justice initiatives, and Easter egg hunts put on for local children, and they described their varied experiences and how these have added to their Dartmouth experiences.

Elise Krieger is an economics major from Ohio who plays on the men's club volleyball team and founded Alpha Phi sorority.

Emily Eberle, from Idaho, is in the chamber orchestra and marching band. She described going through rush and said she kept returning to Alpha Theta, a coed house, because it "felt like home," which is how she feels about it today.

Anthony Arch, the IFC president and co-captain of the rugby team, never thought he'd be in a fraternity, but joined Theta Delta and has found it to be an enriching experience.

Michael Simoni is a neuroscience major from Florida whose life in Alpha Phi Alpha, the African-American fraternity, has given him a better sense of his identity as an African American. An only child, Simoni says he is now enjoying the experience of having siblings.

GLOs have a three-pronged approach to successful organizations: 1) a supportive college, 2) organizations committed to values and principles, and 3) actively involved alumni, advisors, and national headquarters staff.

The six GLO principles are leadership, scholarship, accountability, being inclusive, service, brotherhood/sisterhood.

On the more practical side, the conversation turned to the inevitable, unanswerable question, "Why are the frat houses so dirty?"

En route to a reception on the back lawn at Jim and Susan Wright's home, councilors walked by an outdoor Green Key Weekend band in front of Phi Delt, with mobs of male and female students all over Webster Avenue enjoying a mild spring afternoon. The band played songs by Pink Floyd and other '70s-era bands, bringing smiles to 50-something alums. A table on the lawn between Beta and the empty Zeta Psi actually had cans of soft drinks on it. (Note: Zeta Psi alumni are working on a capital campaign to renovate its house and hopefully re-install a chapter on campus.)

In a dinner program, Jim Bildner '75 was presented the Dartmouth Alumni Award and Julie Cillo '92 the Dartmouth Young Alumni Distinguished Service Award.

President Wright spoke on the many things going on at Dartmouth in an address that included an arresting idea: that Dartmouth alumni from across the decades are united in a feeling that their college experiences were such that they don't want anything about the place to ever change. Wright noted that 14 percent of the entering Class of 2012 are first generation college students and 8.5 percent are international students. He mentioned the student who is coming to Hanover from a refugee camp in Iraq, where two Dartmouth alumni met and mentored her.

### **The Alumni Liaison Committee Aiming to Facilitate Communication**

Saturday morning's session began with a report from the Alumni Liaison Committee. "It is a work in progress," said co-chair Martha Beattie '76. "We want a link between the alumni and the College. Our goal is to distill and distribute alumni sentiment. The Board of Trustees wants information, and this is one tool for delivering a constant flow."

Councilors are asked to send emails to constituents before and after each Alumni Council meeting asking for input about issues, questions, or problems.

When councilors receive emails, they are asked to reply to every one, and to forward responses, with the category in the subject line, to the Alumni Liaison Committee.

These can then be reviewed and catalogued.

This input—some 700 emails last year—will be valuable.

### **Three Professors Talk about the Purpose of a Liberal Arts Education**

The minds of Alumni Councilors were expanded by the panel of **Don Pease**, professor of English, comparative literature, and African and African-American Studies, Avalon Foundation Chair of the Humanities, chair of the Master of Arts in Liberal Studies program; **F. Jon Kull** '88, associate professor of chemistry and faculty representative to the council; and **James B. Murphy**, professor of government.

They talked about the purpose of the liberal arts education.

Jim Murphy said that globalization, the end of the Cold War, and the IT revolution have brought about the need for us to rethink the purpose and function of a liberal arts education.

He sees a need for a stronger system of faculty advisers to guide students in selecting the 36 courses out of the 1,600 offered that they will take.

Murphy has also made a study of the structure of knowledge and has become an advocate of sorts for a core curriculum of foundational knowledge in humanities, social sciences, and sciences.

Jon Kull, who got his PhD in biochemistry at UCSD, then received an offer from the Max Planck Institute in Germany. One thing that made it possible for Kull to take that offer was that he had done LSA in Germany and could get by in the language.

Kull makes a persuasive argument that liberal arts are important to scientists. The world is getting smaller all the time. Scientists in Europe and the U.S. can collaborate with those in China and India. Language and

communications skills are crucial in those collaborations, as are different problem-solving skills and approaches. “You want a scientist who can look at a 300-year-old painting and write an essay about it,” says Kull “The courses that have stuck with me the most in life, like economics, English, Daoism, gave me a broader perspective on problem solving. Of course you want a physician who can relate to patients, but also who can help in setting health policy.

He left the group with three major reasons why the liberal arts are important to science in today’s world.

1. We need scientists who can communicate clearly. Topics like global warming and evolution can always use folks who can speak in nouns and verbs, lose the jargon, and let others understand what they’re up to.
2. We need nonscientists who can understand science, sort through statistical data to separate fact from fiction, avoid the “sky-is-falling” news reports, and relay important concepts to the general public.
3. The problem of ethics (stem cell research, genetic manipulation, etc.). The progress of science presents us with ethical quagmires for which we need trained, skilled minds to navigate.

Don Pease demonstrated the dramatic flair that has made him one of the most popular professors on campus over the past three decades, pointing to the “acceleration of differences” that make it essential for the education of the imagination. This is needed to absorb a range of very different subject matter and develop the faculties to be able to concentrate on a single area and achieve mastery of it.

Pease pointed to the tendency of students to adopt a vocationist mentality at the beginning of college, over-identifying with a career that will follow. Instead, the liberal arts education enables a student to discover what that individual will be profoundly interested in.

“Humanities have been downsized in the transformation of knowledge,” said Pease, in part because it is so difficult to explain to tuition-paying parents the value of literature. “Students have to learn to understand how the imagination works between cultures,” he went on, “learn the debate; learn both sides, begin to discern the assumptions that produce polarization and mindless opposition, enter into the conversation and produce more knowledge and discussion—and relation to world culture.”

In questions and answers, councilor Jim Taylor ’57, a retired doctor living on Cape Cod and an avid reader of historical fiction, added, “Let’s not forget that a liberal arts education simply enables us to enjoy life. It makes our minds curious about a lot of things.”

### **New Alumni Council Officers**

The Alumni Council elected Janine Avner ’80 of Los Angeles as president-elect. Tom Callahan ’84 of Alexandria, VA, was elected to the Alumni Liaison Committee and Rick Allen ’75 of Bethesda, MD, and Tracey Salmon-Smith ’87 of Manalapan, NJ, were elected to the council’s Nominating and Alumni Trustee Search Committee.

### **Comments from Trustee Al Mulley ’70**

Al Mulley is chairing the search committee for a replacement for President Jim Wright, who announced in February that he plans to step down in June 2009.

Mulley talked about the steps being taken in that search. The board is conducting an environmental scan of the leadership in higher education to determine what they see at Dartmouth. They have held open forums on campus and had a long discussion with the faculty committee. (They have also noted that Johns Hopkins will replace its president at the end of the calendar year and Northwestern in August of 2009.)

In two special board meetings, the trustees discussed the size and composition of the search committee and the roles they will play. They also decided to engage nonprofit executive search consultants Isaacson, Miller, which includes John Isaacson '68, a Rhodes Scholar and national debate champion who helped choose presidents for Vanderbilt and Penn.

The Board has received 500 messages from its Web site.

Al Mulley is working on the search themes, the statement of leadership, and a guiding document.

Al Mulley is posing three questions to various constituencies as he reaches out for feedback during the search process:

1. What do you see as Dartmouth's significant opportunities and challenges over the next few years that a new president must address?
2. What qualities of leadership should the next president have in order to ensure Dartmouth's continued preeminence in higher education?
3. Are there other considerations for the search that you would like to share?

The Alumni Liaison Committee is trying to gather this feedback for the Presidential Search Committee. Please send me your feedback responses to these three questions and I will forward them to the committee.

Three amendments to the Alumni Council constitution were passed unanimously, formalizing the creation of the Alumni Liaison Committee; increasing the term of the faculty representative to three years; and updating the alumni trustee nomination process to enable the council to respond to future election requirements.

An open microphone session for all alumni concluded the Open Forum, where councilors and alumni discussed the presidential search committee and the composition of the Alumni Liaison Committee.

Vice President for Alumni Relations David Spalding '76 provided an update on the current organization of the Alumni Relations staff and their goals.

Lynne Gaudet presented a resolution to thank Rick Silverman for his outstanding leadership as Alumni Council president and on that happy note we adjourned.

# Exhibit 5

## **RESOLUTION OF THE DARTMOUTH COLLEGE ALUMNI COUNCIL CONCERNING “FRIEND OF THE COURT” BRIEF**

RESOLVED: that the Alumni Council of Dartmouth College shall file a friend of the court brief in the lawsuit captioned “Association of Alumni of Dartmouth College v. Trustees of Dartmouth College, Docket No. 07-E-0289, Grafton County Superior Court” and pending in the New Hampshire Superior Court.

The friend of the court brief will:

- 1) Explain to the court the respective compositions, missions and responsibilities of the Alumni Council and the Association of Alumni Executive Committee; and
- 2) The Alumni Council will ask the court to dismiss the lawsuit on the grounds that it believes it is contrary to the best interests of Dartmouth College and her alumni.

# Exhibit 6

## **RESOLUTION OF THE DARTMOUTH COLLEGE ALUMNI COUNCIL CONCERNING NEW HAMPSHIRE HOUSE BILL 1292**

WHEREAS, the Alumni Council of Dartmouth College “serve[s] as a representative organization of Dartmouth alumni acting in the best interest of Dartmouth College,” and “serve[s] as the primary forum for the discussion of issues and concerns relative to the alumni body and Dartmouth College”; and

WHEREAS, private, non-profit organizations in New Hampshire generally have the legal right to amend their own charters and articles of incorporation without permission by the State Legislature in each instance; and

WHEREAS, House Bill 1292 would deprive Dartmouth College of this right; and

WHEREAS, House Bill 1292 constitutes an attempt to use the power of the State Legislature to intervene in a private dispute concerning the appropriate governance structure for Dartmouth College; and

WHEREAS, HB 1292 would be a dangerous precedent, threatening the academic freedom of all colleges and universities in New Hampshire and the autonomy of all private, non-profit organizations in the State;

NOW, THEREFORE, BE IT RESOLVED:

1. that the Alumni Council of Dartmouth College opposes New Hampshire House Bill 1292 of the 2008 Session, a bill that would repeal Chapter 161 of the Laws of 2003, on the grounds that it believes HB 1292 is contrary to the best interests of Dartmouth College and her alumni.
2. that the officers of the Council shall transmit a copy of this resolution to the House Commerce Committee of the New Hampshire Legislature and to other committees with jurisdiction over HB 1292.

# Exhibit 7

## Council Resolution passed on December 1, 2007

“Resolved that the Alumni Council issues the following statement concerning the public statements made by alumni-nominated trustee Todd Zywicki at the John William Pope Center on October 27, 2007:

The Alumni Council expresses disappointment and disapproval of the behavior of the alumni-nominated trustee Todd Zywicki. It is inappropriate, and contrary to Dartmouth’s best interests, for a trustee publicly to

- Criticize the motives of those alumni who donate to the College;
- Disparage a former College president by referring to him as a ‘truly evil man’;
- Promote giving to institutions other than Dartmouth, at the College’s expense;
- Accuse College faculty and administrators of godlessness and lack of patriotism; and
- Make false statements and misleading statements about Dartmouth and its history.”

# Exhibit 8

## **Council Resolution passed on May 17, 2008:**

Lynne Gaudet '81 presented the following resolution thanking Jeff Weiss '86 for his work as the chair of the Nominating and Trustee Search Committee: "Resolved, that the Alumni Council expresses its deep appreciation to Jeff Weiss '86 for his leadership as chair of the Nominating and Alumni Trustee Search Committee.

"Jeff, you guided the committee through a year of research and thought for the important process of producing candidates for alumni trustee. Although there was no trustee seat open this year, the Nominating Committee, under your guidance, developed new ways to expand the network of information about potential trustees. Next year's committee will benefit greatly from your leadership and hard work.

"We understand the great sacrifice of time and energy that your job as chair required, and we appreciate not only the sacrifice, but the enthusiasm, willingness, and constant good humor with which you made it."

# Exhibit 9

Council Resolution passed on May 17, 2008:

Lynne Gaudet presented the following resolution to thank Rick Silverman for his leadership as the Alumni Council president: “Resolved, that the Alumni Council extends its immense gratitude to Rick Silverman ’81 for his outstanding service to Dartmouth College as President of the Alumni Council.

“Your volunteer service to Dartmouth began just following graduation when you joined your class fundraising effort. You continued working for your class as chair of the 15th AND 25th reunions, also taking on the roles of class president and secretary, and it was through this volunteer work that you ultimately joined the Alumni Council in 2003, representing the great class of 1981.

“As president of this body, your unstinting commitment to Dartmouth has been epic, involving untold hours traveling between Boston and Hanover, and communicating with a multitude of volunteers via telephone and email. Your initiation as president-elect came during an intense period of discussion on the future of alumni governance and the Alumni Council’s own role, leading to important amendments to the council’s constitution that strengthened and expanded alumni representation. As president, you have focused on having councilors understand all of the issues, challenges, and joys that are taking place at Dartmouth, and on making sure that councilors fulfill their responsibility of communicating effectively with constituents. You have continued the council’s positive working relationship with the Board of Trustees, and we know that this good work will continue as you chair the Alumni Liaison Committee next year.

“Your legacy to the council is leading by example the practice and ideal of volunteer participation and service to Dartmouth.

“You have dedicated yourself to maintaining good relations with alumni, students, College administrators and trustees. Your hard work between council meetings has included monthly teleconferences of the Executive Committee, meetings with the Nominating Committee, sessions with the Alumni Liaison Committee and the Board of Trustees, presentations of the Alumni Award and a key role at Homecoming Weekend. You have encouraged an air of openness, tolerance, and respect. You have done all this with enthusiasm, pleasure and good humor, while you conducted your ‘day job’ as a successful plastic and reconstructive surgeon. Now you will have more time to give to the cause you love so much—traveling to South America, repairing birth defects and literally building smiles among Ecuador’s neediest children.

“As you hand over the gavel, may our memories of your leadership continue to inspire Councilors and all alumni ‘round the girdled earth.’”

# Exhibit 10

## Executive Officers

**Richard (Rick) T. Silverman, MD '81**  
President: 2007–2008

**John (JB) B. Daukas, Jr. '84**  
President–Elect: 2007–2008  
At-Large Representative, 2005–2008

## Membership

**Gershen (Gersh) M. Abraham '58**  
Class Officers Association: Head Agents  
Representative, 2005–2008

**Robert (Rob) D. Albright Jr. '89**  
Alumni Club: Metropolitan Representative,  
2006–2009

**Charles (Rick) Richard Allen '75**  
At-Large Representative, 2007–2010

**Carl (Hank) H. Amon III '65**  
Classes of 1965 and 1966 Representative,  
2005–2008

**Antonio (Anton) D. Anderson '89**  
Club Officers Association Representative,  
2005–2008

**Janine Fate Avner '80**  
At-Large Representative, 2006–2009

**Matthew (Matt) J. Bailey '96**  
Alumni Club: Metropolitan Representative,  
2005–2008

**Charles (Charlie) A. Balch '62, '63Tu**  
Class Officers Association: Treasurers  
Representative, 2005–2008

**Stephen (Steve) W. Bates '69, '74Tu**  
Graduate and Professional Schools:  
Amos Tuck School of Business Administration  
Representative, 2007–2010

**Martha J. Beattie '76**  
College Relations Group (Chair), 2007–2008

**Abigail (Abby) V. Berniker '03**  
Classes of 2003 and 2004 Representative,  
2007–2010

**Peter (Pete) A. Bleyler '61**  
Classes of 1961 and 1962 Representative,  
2007–2010

**Niranjan Bose '04AS**  
Graduate and Professionals: Arts and Sciences  
Graduate Studies Representative, 2007–2010

**Karen Crawford Brace '85**  
Alumni Club: At-Large Regional  
Representative, 2005–2008

**David (Dave) H. Bradley '58**  
Classes of 1957 and 1958 Representative,  
2006–2009

**Daniel R. Bryant '91**  
Alumni Club: Metropolitan Representative,  
2007–2010

**Lorraine E. Buhannic '07**  
Class of 2007 Representative, 2007–2010

**Tamara L. Busch '95**  
Classes of 1995 and 1996 Representative,  
2005–2008

**Jennifer Bustamante '01**  
Affiliated Group: Dartmouth Association of  
Latino Alumni Representative, 2007–2009

**Thomas J. Callahan '84**  
At-Large Representative, 2007–2010

**Caroline Cannon-Spaulding '98Tu**  
Alumni Club: Metropolitan Representative,  
2005–2008

**Michael (Mike) A. Carter '77**  
Alumni Club: Metropolitan Representative,  
2006–2009

**Gregory (Greg) T. Chittim '01, '03Th**  
Graduate and Professional Schools: Thayer  
School Representative, 2006–2009

**Belinda H. Chiu '98**  
District Enrollment Directors Representative,  
2006–2009

**N. Brooks Clark '78**  
Class Officers Association: Newsletter Editors  
Representative, 2007–2010

**Wylie A. Collins '83**  
At-Large Representative, 2007–2010

**Thomas (Tom) T. Daniels '82**  
At-Large Representative, 2006–2009

**Sabin Danziger '64, '65Tu**  
Classes of 1963 and 1964 Representative,  
2006–2009

**Dave K. Dookeeram '99**  
At-Large Representative, 2007–2010

**David D. Dowd III '79**  
Alumni Club: At-Large Regional  
Representative, 2006–2009

**Brian A. Edmonson '05**  
Class of 2005 Representative,  
2005–2008

**J. C. (Chris) Egan '98**  
At-Large Representative, 2006–2009

**David M. Eichman '82**  
Affiliated Group: Dartmouth Gay, Lesbian,  
Bisexual and Transgender Alumni/ae Association  
Representative, 2005–2008

**John F. Eliot '93**  
At-Large Representative, 2005–2008

**John Engelman '68 (resigned)**  
Athletics Council Representative, 2006–2009

**Alan R. Epstein '47**  
Class Officers Association: Gift Planning Chairs  
Representative, 2007–2010

**Harlan W. Fair '53, '54Th**  
Class Officers Association: Mini-Reunion  
Representative, 2006–2008

**Eric K. Fanning '90**  
At-Large Representative, 2007–2010

**Jordan P. Friedman '94**  
Classes of 1993 and 1994 Representative,  
2006–2009

**Martha A. Gerhan '83**  
Alumni Club: Metropolitan Representative,  
2007–2010

**P. (Burr) B. Gray '79**  
At-Large Representative, 2005–2008

**Louisa C. Guthrie '79**  
Classes of 1979 and 1980 Representative,  
2007–2010

**Vail K. Haak Jr. '49**  
Post-55<sup>th</sup> Class Reunion Representative,  
2006–2009

**Elizabeth (Libby) A. Hadzima '06**  
Class of 2006 Representative, 2006–2009

**Martha Sundberg Hartfiel '83**  
Classes of 1983 and 1984 Representative,  
2005–2008

**Amy R. Henry '97**  
Classes of 1997 and 1998 Representative,  
2007–2010

**Natalie K. Herring '95**

Affiliated Group: Black Alumni at Dartmouth Association Representative, 2006–2009

**Sarah O. Hoit '88**

Classes of 1987 and 1988 Representative, 2006–2009

**Victorio (Victor) Hoskins '79**

At-Large Representative, 2005–2008

**Elizabeth (Liz) Epstein Kadin '77**

Classes of 1977 and 1978 Representative, 2005–2008

**Thad D. King '73**

Classes of 1973 and 1974 Representative, 2007–2010

**James (JT) T. Knight '76**

Classes of 1975 and 1976 Representative, 2006–2009

**Andrew Koh '96**

Alumni Club: Metropolitan Representative, 2005–2008

**Judy Kuan '02**

At-Large Representative, 2006–2009

**E. Jon Kull '88**

Faculty Representative, 2006–2008

**Ronald (Ron) L. Lemberger '67**

Alumni Club: At-Large Representative, 2005–2008

**Roy J. Lewicki '64**

Alumni Club: At-Large Regional Representative, 2007–2010

**Carmen Lopez '97**

Affiliated Group: Native American Alumni of Dartmouth Association Representative, 2005–2008

**Susan (Sue) S. Luria '89**

At-Large Representative, 2006–2009

**John T. Manaras '67**

Classes of 1967 and 1968 Representative, 2007–2010

**Ralph N. Manuel '58**

Alumni Awards Committee (Chair), 2005–2008

**Linda Cooper Marshall '85**

At-Large Representative, 2007–2010

**Derek A. McDowell '88**

Alumni Club: At-Large Regional Representative, 2007–2010

**Michael (Mike) P. Miller '74**

Alumni Club: Metropolitan Representative, 2006–2008

**Jorge Miranda '01**

Classes of 2001 and 2002 Representative, 2005–2008

**John M. Moscarino '82**

Classes of 1981 and 1982 Representative, 2006–2009

**Jonathan (Jon) Murchinson '91**

Classes of 1991 and 1992 Representative, 2007–2010

**Matthew K. Nelson '00**

Classes of 1999 and 2000 Representative, 2006–2009

**Samuel (Sam) Ostrow '67**

Class Officers Association: Class Presidents Representative, 2005–2008

**John E. Otis Jr. '58**

Alumni Club: At-Large Regional Representative, 2006–2009

**Arun R. Palakurthy '02**

Affiliated Group: Dartmouth Asian Pacific American Alumni Association Representative, 2006–2009

**Syam Palakurthy '09**

Undergraduate Representative, 2007–2009

**Thomas E. Peisch '70**

Classes of 1969 and 1970 Representative,  
2006–2009

**John S. Pepper '91**

At-Large Representative, 2005–2008

**Victor (Vic) S. Rich '61**

Class Officers Association: Class Secretaries  
Representative, 2006–2009

**Laura E. Richardson '09**

Undergraduate Representative, 2007–2009

**Kathryn (Katie) Harris Robbins '85**

Classes of 1985 and 1986 Representative,  
2007–2010

**Christopher (Chris) Robinson '86**

Alumni Club: Metropolitan Representative,  
2006–2009

**Peter P. Roby '79**

At-Large Representative, 2007–2010

**Sol Rockenmacher, MD, '60, '61DMS**

Graduate and Professional Schools:  
Dartmouth Medical School Representative,  
2006–2009

**Jennifer (Jenn) F. Ross '08**

Undergraduate Representative, 2006–2008

**Dennis M. Ryan '81**

Club Officers Association Representative,  
2006–2009

**Tracey Salmon-Smith '87**

Young Alumni Distinguished Service Award  
Committee (Chair), 2007–2009

**Steven (Steve) K. Sargent, MD, '75**

At-Large Representative, 2005–2008

**Kabir G. Sehgal '05**

At-Large Representative, 2006–2009

**Cynthia (Cindy) M. Shannon '76**

Alumni Club: At-Large Regional Representative,  
2005–2008

**Steven (Steve) M. Shea '75**

Alumni Club: At-Large Regional  
Representative, 2006–2009

**Jaromy R. Siporen '08**

Undergraduate Representative, 2006–2008

**John K. Springer '53**

Classes of 1953 and 1954 Representative,  
2006–2009

**James (Jim) Z. Taylor, MD, '57**

Club Officers Association Representative,  
2007–2010

**Harvey Weinberg '78**

At-Large Representative, 2005–2008

**Elliott G. Weinstein '56, '57Tu**

Classes of 1955 and 1956 Representative,  
2007–2010

**Jeff Weiss '86**

Nominating and Trustee Search Committee,  
(Chair), 2007–2008

**Stanley (Stan) T. West Jr. '78**

Alumni Club: Metropolitan Representative,  
2007–2010

**Thomas (Tom) B. West, MD, '77**

Alumni Club: At-Large Regional  
Representative, 2007–2010

**James T. White '89**

Classes of 1989 and 1990 Representative,  
2005–2008

**William (Bill) T. White III '82**

At-Large Representative, 2006–2009

**James (Jim) Wooster '59, '60Tu, '60Th**

Classes of 1959 and 1960 Representative,  
2005–2009

**Gregory (Greg) C. Yadley '72**

Classes of 1971 and 1972 Representative,  
2005–2008

# Exhibit 11

## CONSTITUTION OF THE ALUMNI COUNCIL OF DARTMOUTH COLLEGE

*(As Amended and Approved May 17, 2008)*

### ARTICLE I

#### NAME AND MISSION

This body shall be called the ALUMNI COUNCIL OF DARTMOUTH COLLEGE (“the Council”), with the following mission:

To sustain a fully informed, representative, and engaged exchange of information and sentiment between alumni and their College, and to enhance and inspire alumni involvement that furthers the mission of the College.

### ARTICLE II

#### PURPOSES

The purposes of the Alumni Council shall be:

1. To carry out the Mission and Core Responsibilities of the Council (“Core Responsibilities” attached hereto).
2. To serve as a representative organization of Dartmouth alumni acting in the best interest of Dartmouth College;
3. To serve as the primary forum for the discussion of issues and concerns relative to the alumni body and Dartmouth College.
4. To carry out the responsibility assigned to it under the Constitution of the Association of Alumni of Dartmouth College with respect to the nomination of Alumni Trustees for positions on the Board of Trustees of the College.
5. To act as a clearing house for, and principal spokesperson of, alumni sentiment to the administration and as an avenue of approach by which the administration may have access to the alumni collectively.
6. To act as a resource for alumni providing service and talents to Dartmouth College.
7. To encourage and maintain a relationship with the Board of Trustees of the College, providing regular expression of alumni concerns and assisting the Board in evaluating and assessing programs and policies.
8. To communicate effectively information about the College and the Council to the alumni body.
9. To initiate projects and carry on such other undertakings as are reasonably within the province of alumni activity, or to provide for their being pursued.

## ARTICLE III

### OFFICERS

1. The Officers of the Council shall be a President and a President-elect.
2. The President-elect shall be elected annually by the Council for a term of one year and shall automatically become President the following year. At the time of his or her election, the President-elect shall be a Council member who has served at least two years. The President or President-elect shall carry over as a full member of the Council as long as necessary to serve a full term in the office of President. If the President-elect is unable to serve as President, the vacancy in that office shall be filled in accordance with the regular procedure for filling vacancies.
3. The duties of the officers shall be such as usually appertain to the respective offices.

## ARTICLE IV

### COMMITTEES

1. Executive Committee.
  - A. There shall be an Executive Committee consisting of the President, the President-elect, and the Chairs of the other standing committees of the Council. The Executive Committee shall be chaired by the President of the Council or the President's designee.
  - B. The Executive Committee shall set the agenda for the Council and plan and design Council meetings in consultation with the Alumni Relations Office. It will be responsible for regularly reviewing the effectiveness of Council operations and this Constitution and recommending changes where appropriate. In addition, during intervals between meetings of the Council, the Executive Committee shall exercise the powers of the Council, except that it shall not have the right to amend this Constitution.
2. Nominating and Alumni Trustee Search Committee.
  - A. There shall be a Nominating and Alumni Trustee Search Committee (hereinafter "The Nominating Committee") consisting of the President, the President-elect, the immediate past chairman of the Nominating Committee, a Council member appointed by the Committee for a term of three (3) years, and six other Council members to be elected for terms of three years by the Council, two per year, from a slate of at least four candidates. These candidates shall be nominated by the Nominating Committee from Council members who have served no more than two years of their current terms on the Council. The elected members of the Committee shall serve three-year terms and shall, if their terms as Council members expire after one or two year(s) on the Nominating Committee, carry over for one or two year(s) as a Nominating Committee member but not as a Council member.
  - B. The Nominating Committee shall make: (i) two nominations for the President-elect; (ii) one nomination for each vacancy for at-large Council membership; and (iii) one nomination for each vacancy for representatives of Tuck School Alumni, Arts & Sciences Graduate Alumni Association at Dartmouth, Dartmouth Medical School Alumni Council, Dartmouth Society of Engineers (Thayer School), and District Enrollment Directors. It shall also make the nominations for membership on the Nominating Committee (see Subsection A above), for the Alumni Liaison Committee (see Section 3 below), and for Alumni Trustee as provided in Article VIII of this Constitution.
  - C. The Chair of the Nominating Committee of the Board of Trustees of the College may sit with the

Nominating Committee of the Council as a non-voting ex officio member at such times as the Nominating Committee is dealing with the subject of nominating candidates for the position of Alumni Trustee.

3. Alumni Liaison Committee. The Alumni Liaison Committee shall be a committee of the Council, consisting of the President, the President-elect, and immediate past-President of the Council, the Presidents of the Association of Alumni during their term on the Alumni Council (or the first or second vice presidents of the Association of Alumni, in the event they are members of the Council pursuant to Article VI.3.L of this Constitution), three current Council members elected by the Alumni Council for staggered three-year terms, and three members of the Association of Alumni elected by the Alumni Council for staggered three-year terms. A representative of the Trustee Alumni Relations Committee may also serve on this committee.
4. Other Committees: The Council may have other standing committees. The President may also, from time to time, appoint ad hoc committees for special purposes.
5. Chairs and Vice-Chairs of Committees. The Vice-Chair of each standing committee, except the Executive Committee and the Alumni Liaison Committee, shall at the beginning of the next Council year become chair of his or her respective committee for a term of one year without further action by the committee or the Council. Each such committee shall, on the nomination of its respective chair and vice-chair, elect its own vice-chair for a one-year term at the spring meeting of the Council. Such vice chair must at the time of such election have at least two years remaining on his or her Council term. The Chair of the Nominating Committee shall be a member of the Council at the time of election, and, if such Chair assumes such office at the end of his or her term on the Council, he or she shall carry over as a full member of the Council during his or her term of service as Chair. The President shall serve as Chair of the Executive Committee and shall appoint the chair of ad hoc committees.

## **ARTICLE V**

### **COUNCIL YEAR—MEETINGS**

1. The Council year shall begin July 1 of each calendar year.
2. The Council shall meet not less than twice annually, once each in the fall and spring, at places and on dates set by the Executive Committee, provided that at least one meeting in each Council year shall be held in Hanover, New Hampshire.

## **ARTICLE VI**

### **MEMBERSHIP AND METHOD OF SELECTION**

1. All voting members of the Council must be voting members of the Association of Alumni of Dartmouth College.<sup>1</sup>
2. Unless otherwise provided, the terms of all newly-elected members of the Council shall commence on the first day of the Council year immediately following their election.
3. The Council shall consist of the following membership:
  - A. One member elected by each of the fifty-five most recent graduated classes of the College. Each member so elected shall have a three-year term.

- B. Three members elected from the fifty-sixth and older graduated classes of the College by the presidents of those classes. Each member so elected shall have a three-year term.
- C. One representative elected for a term of three years by the respective membership of each of ten metropolitan clubs designated by the Executive Committee of the Club Officers Association.
- D. Ten at-large regional representatives nominated for three-year terms by club officers of each region, and elected under the supervision of the Executive Committee of the Club Officers Association. The regions will be determined by the Executive Committee of the Club Officers Association.
- E. One representative of each of the following alumni associations elected by the respective associations for three-year terms: Class Presidents, Class Treasurers, and Class Webmasters.
- F. One representative concurrently representing both the Class Newsletter Editors Association and the Class Secretaries Association. Such representative shall be put forward by the Newsletter Editors and Secretaries for alternating three-year terms.
- G. One representative concurrently representing both the Head Agents Association and the Gift Planning Chairs Association. Such representative shall be put forward by the Head Agents and Gift Planning Chairs for alternating three-year terms.
- H. Two representative of each of the following graduate alumni bodies for three-year terms: Tuck School Alumni, Dartmouth Medical School Alumni Council, Dartmouth Society of Engineers (Thayer School), and Arts & Sciences Graduate Alumni Association at Dartmouth.
- I. One representative of the District Enrollment Directors for a three-year term.
- J. Two representatives of each Affiliated Alumni Group that has been officially recognized by the College's Office of Alumni Relations for three-year terms.
- K. Six persons elected at-large by the Council, two each year for three-year terms.
- L. The President of the Association of Alumni to serve a three year term. In the event that the President serves consecutive terms on the Association of Alumni, the first Vice-President will serve a three-year term on the Alumni Council. In the event the President and the first Vice President serve consecutive terms on the Association of Alumni, the second Vice President will serve a three-year term on the Alumni Council.
- M. The President of the Council, if his or her other Council membership at the time of election expires before completion of his or her Presidential term.
- N. The President-elect of the Council, if his or her other Council membership expires before completion of his or her term as President-elect.
- O. The Immediate Past-President of the Council, who will also serve as the Chair of the Alumni Liaison Committee.
- P. The Chair of the Nominating Committee, if his or her Council membership expires before completion of his or her term as Chair.
- Q. Three club officers selected by the Executive Committee of the Club Officers Association for three-year terms.

4. The Council shall have the following non-voting liaison representatives:
  - A. One person selected from the General Faculty of Dartmouth College for a three-year term.
  - B. Four undergraduate students elected by the Council for two-year terms to coincide with their respective junior and senior years.
5. A person who has served a full term as a Council member shall not be eligible to serve the same constituency again for nine years after his or her earlier term expires.

## **ARTICLE VII**

### **VACANCIES**

1. The Council shall have the power, by election at a Council meeting or by mail or email ballot, to fill any vacancy that may occur, during their elected terms, among its officers or among members serving Council positions that are filled by Council election.
2. Vacancies occurring during their elected terms among other members of the Council shall be filled by the organizations or bodies that originally elected such members.
3. Any person elected to fill any vacancy under this Article VII shall serve in such position for the balance of the term of the person whose vacancy he or she is filling.

## **ARTICLE VIII**

### **ALUMNI TRUSTEE NOMINATIONS**

1. The Council shall designate candidates for nomination as Alumni Trustees.
2. The Nominating Committee shall be responsible for (i) reviewing and evaluating the qualifications of alumni proposed as candidates for nomination for the position of Alumni Trustee, and (ii) recommending to the Council the names of candidates for nomination for Alumni Trustee vacancies.

## **ARTICLE IX**

### **ALUMNI PETITIONS**

1. Any twenty-five or more voting members of the Association of Alumni of Dartmouth College may, by signing a written petition, present an issue to the Council for its consideration. Such issue must be relevant to the purposes of the Council as set forth in Article II of this Constitution. The Executive Committee shall have the power to determine the relevancy of any such issue.
2. Any such relevant issue shall be considered by the Council at its next meeting, provided that the petition has been presented to the Council through its President at least sixty days prior to such meeting. Representatives of the signers of the petition may be present at the meeting to present and discuss the issue raised by the petition.

## **ARTICLE X**

### **QUORUM**

A majority of the membership of this Council shall constitute a quorum.

## **ARTICLE XI**

### **AMENDMENTS**

This Constitution may be amended at any meeting of the Council by a two-thirds vote of the members present and voting, provided that the proposed amendment has been included in the notice of the meeting and mailed or emailed to members no later than thirty days prior to the Council meeting.

## ATTACHMENT

### **Core Responsibilities:**

#### **To achieve its mission, the Alumni Council must:**

Actively learn and know the current state of the College and its future goals, and communicate that knowledge to all alumni;

Diligently learn alumni sentiment and help the College to fully understand and fully consider this sentiment;

Nominate competent, qualified, independent alumni candidates to serve on the Dartmouth Board of Trustees;

Recognize, encourage, and facilitate alumni service.

#### **And in doing so, it must:**

Think and act independently of the College and its administration;

Preserve the right of all Dartmouth alumni to express opinions (whether critical or supportive), ask questions of, praise, and seek change within the College;

Be accountable to all alumni to be honest, open, and balanced in its deliberations and communications.

# Exhibit 12

## Alumni Council Amicus Brief

THE STATE OF NEW HAMPSHIRE

GRAFTON, SS.

SUPERIOR COURT

Docket No. 07-E-0289

ASSOCIATION OF ALUMNI OF DARTMOUTH COLLEGE

v.

TRUSTEES OF DARTMOUTH COLLEGE

DARTMOUTH COLLEGE ALUMNI COUNCIL'S AMICUS CURIAE BRIEF  
IN SUPPORT OF DISMISSAL

DARTMOUTH COLLEGE ALUMNI COUNCIL

By its attorney,

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Date: November 6, 2007

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## INTRODUCTION

Dartmouth College's 101-member Alumni Council hereby files this amicus curiae brief in support of the College's motion to dismiss the lawsuit filed by six members of the Executive Committee of the Association of Alumni. The Alumni Council submits this brief for three reasons: (1) to explain the respective compositions, missions and responsibilities of the Alumni Council and the Association of Alumni Executive Committee; (2) to explain why the Executive Committee of the Association lacks capacity and standing to bring this action on behalf of Dartmouth's alumni; and (3) to ask the Court to dismiss this lawsuit as it is contrary to the best interests of Dartmouth College and her alumni. Without claiming that the Alumni Council itself is a legal entity with the capacity to intervene as a party, the Alumni Council in its capacity as the principal spokesman for Dartmouth College's 68,000 alumni requests the Court accept and consider this amicus curiae brief.

The Alumni Council respectfully suggests that before the Court addresses the merits of the Association's claims, it must first determine whether the Association of Alumni is a legal entity with the power to sue and whether the six members of the Association Executive Committee who have brought this suit have authority to sue on behalf of the Association of Alumni and Dartmouth alumni generally.<sup>1</sup> As explained below, the Association Executive Committee has very limited powers that do not include the ability to sue on behalf of the Association of Alumni. To the contrary, it is the Alumni Council that possesses the constitutional authority to act on behalf of the alumni and their Association. The Alumni Council has already issued a statement calling for the dismissal of this lawsuit (Exhibit A, hereto); and has voted to submit this brief supporting dismissal.

## DISCUSSION

1. **The Alumni Council is the principal spokesperson for the alumni; whereas the Executive Committee of the Association of Alumni is a vestigial and traditionally ceremonial body with very limited responsibilities and powers.**

To one unfamiliar with the history of Dartmouth's alumni associations, the composition, missions and responsibilities of the Alumni Council and the Association of Alumni Executive

Committee naturally appear confusing. A brief examination of the Association of Alumni's history and the respective constitutions of the Alumni Council and Association of Alumni is instructive.

The Association of Alumni of Dartmouth College was formed in 1854. The Association consists of “[e]very person who has ever matriculated as a full-time student in pursuit of a Dartmouth degree at the undergraduate College” or the graduate schools. “Constitution of the Association of Alumni of Dartmouth College” (as amended February 12, 2006) (hereinafter “2006 Association Constitution”) at Article II (Exhibit B). Throughout the late 1800s and thereafter, the Association of Alumni held sporadic annual meetings during spring reunions coinciding with commencement. *Id.* at Article III.1. Although during the 19<sup>th</sup> century Dartmouth was a small college with most of its graduates living in the New England area, attendance at Association meetings was sparse.

By the 20<sup>th</sup> century, Dartmouth's alumni body had grown and spread throughout the country and the world. The traditional structure of the Association of Alumni was cumbersome and no longer adequate to represent and act on behalf of Dartmouth's alumni. Therefore, in 1913 the Association of Alumni created the Alumni Council. See “Constitution of the Association of Alumni of Dartmouth College and of the Council of the Alumni of Dartmouth College” (revised to June, 1916) and accompanying historical notes (hereinafter “1916 Constitution”) at pp. 17–19 (Exhibit C).

The purposes of the Alumni Council were several fold. Among other things, the Alumni Council became the “clearinghouse for alumni sentiment and interchange of alumni ideas.” *Id.* at Article II, p. 20. The Alumni Council was the body with authority to “approve or disapprove of projects put forth in the alumni name, and . . . the seat of authority in all such matters.” *Id.* Moreover, the Alumni Council (not the Executive Committee of the Association of Alumni)

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1 Only six of the 11 members of the Association Executive Committee voted to sue the College. The President of the Association opposes this lawsuit. In addition, the Executive Committee claims not to know who is paying its legal fees.

was charged “to act as the official spokesman of alumni sentiment.” Id. In short, upon its creation in 1913, the Alumni Council became the active and principal representative for the Association of Alumni. Thus, if any body has authority to sue on behalf of the Association of Alumni, it is the Alumni Council, not the Association Executive Committee. Since 1913, the Association Executive Committee has had very limited authority.

The Alumni Council's role as the representative of Dartmouth's alumni has carried through to today. Under the current Alumni Council Constitution, the Alumni Council continues to serve as “a representative organization of Dartmouth Alumni acting in the best interest of Dartmouth College.” “Constitution of the Council of the Alumni of Dartmouth College” (as amended and approved May 19, 2001) (hereinafter “2001 Alumni Council Constitution”) at Article II (Exhibit D). The Alumni Council is “the primary forum for the discussion of issues and concerns relative to the alumni body and Dartmouth College.” Id. (emphasis added). Furthermore, the Alumni Council is the “principal spokesperson” of the alumni. Id. (emphasis added).

The Alumni Council also is constitutionally charged with designating candidates to run for nomination as so-called “Alumni Trustees” on the College's Board of Trustees. Id. at Article XIII (Exhibit D) and 2006 Association Constitution at Article V.3 (Exhibit B). From 1913 forward, the Alumni Council designated an alumnus to fill each vacancy on the Board of Trustees for seats that were set aside for alumni-nominated trustees. Candidates could also be designated by petition. If a petition candidate collected the requisite number of signatures, Dartmouth alumni would choose between the Council-designated candidate and the qualifying petitioner(s) in a balloting contest run by the Association. In the absence of a petition candidate, the Alumni Council's designee was forwarded directly to the Board of Trustees as the alumni's nominee for election as Alumni Trustee. William K. Tell, Jr. v. The Trustees of Dartmouth College, Docket No. 95-E-58, Order at 4 (October 23, 1995) (McGuire, J.) (Exhibit E). In practice, since petition candidates were infrequent, (only seven from 1913 to 1990) there was rarely a balloting contest and therefore no need for the Association of Alumni to play any role in the nomination process.

In 1990, the Alumni Council and Association of Alumni Constitutions were amended so as to require the Alumni Council to nominate three candidates for each vacancy of an alumni-nominated trustee seat. (Petition candidates could still qualify to run for nomination.) Since there were now three Council-designated candidates (plus any petitioners) for each vacancy, the heretofore generally idle Association Executive Committee thereafter had responsibility for running the resulting elections through a balloting committee—although the Alumni Council continued to designate the candidates for the nomination election ballot. Id. at 4–6; see also, 2001 Alumni Council Constitution at Article VIII (Exhibit D); 2006 Association Constitution at Article V (Exhibit B).

In sum, from 1913 through 1990, except for the seven instances when a petition candidate qualified to run for an Alumni Trustee vacancy, the only role that the Executive Committee of the Association exercised was purely ceremonial; its meetings sporadic, brief, and sparsely attended. The mission of representing the alumni and acting on their behalf was left solely to the Alumni Council. From 1990 to the present, the Executive Committee of the Association’s only additional role has been to oversee, through a balloting committee, Alumni Trustee elections. See Tell v. Dartmouth College, at 2 (Exhibit E) (“At present [1995], the business of the Association is basically limited to two functions: conducting an annual meeting at which the Association’s officers and Executive Committee are elected; and conducting balloting contests to determine the alumni’s nominees for the seven alumni-nominated trustee seats on the Board.”).

At present, the Association Executive Committee consists of only eleven members. 2006 Association Constitution at Article IV (Exhibit B). The Alumni Council, by comparison, consists of 101 members with individuals representing: (1) each of Dartmouth College’s alumni classes, (2) the largest metropolitan alumni clubs from across the country, (3) other regional and geographic alumni clubs, (4) graduate school alumni, (5) affiliated group alumni, and (6) numerous other alumni groups. See 2001 Alumni Council Constitution at Article VI (Exhibit D).<sup>2</sup> The eleven members of the Association Executive Committee are elected annually

for one-year terms. In contrast, the 101 members of the Alumni Council are elected for staggered three-year terms. The six Executive Committee members who filed the instant lawsuit must stand for reelection again in May 2008.

On October 26, 2007 an e-mail was sent to all members of the Alumni Council requesting them to vote by reply e-mail by November 2, 2007 indicating whether they approve or disapprove the resolution attached hereto as Exhibit F. Of the 96 members of the Alumni Council eligible to vote (5 are non-voting), 69 voted for “approve” and no one voted for “disapprove.” Two members specifically abstained and 25 members didn’t respond. All members of the Alumni Council do have e-mail addresses. While the vote is unofficial, it is rather dramatic.

II. **The Association of Alumni Executive Committee lacks standing to bring suit on behalf of Dartmouth’s alumni.**

As discussed above, the Alumni Council was created in 1913 “to act as the official spokesman of alumni sentiment,” and “[t]o approve or disapprove projects put forth in the alumni name, and to be the seat of authority in all such matters.” 1916 Constitution at Article II, p. 20 (Exhibit B). Thus, it is the Alumni Council (if anyone), not the Association Executive Committee, that has the constitutional authority to pursue litigation on behalf of the alumni. Indeed, historical notes concerning the formation of the Alumni Council demonstrate that the Council was formed in order to prevent other alumni groups from making demands upon the College purportedly on behalf of all alumni:

[T]he growth of alumni organizations and of alumni enterprises had made manifest the need of some fully representative group of graduates to give the stamp of approval to common undertakings of real value for the College and to prevent the multiplication of unnecessary and unauthorized appeals for projects of minor importance.

Id. at pp. 17–18 (Exhibit C). The instant lawsuit is just such an “unnecessary and unauthorized” act.

Consistent with the very limited role of the Association Executive Committee, the

Association of Alumni Constitution is only four pages long and roughly two-thirds of it concerns procedures for nominating alumni trustees. See generally 2006 Association Constitution (Exhibit B). The role of the Executive Committee is defined in one short section which includes such things as its responsibility in connection with Alumni Trustee elections, nomination of “honorary” alumni, and similar perfunctory duties. Id. at Article IV.3. (Exhibit B).<sup>3</sup>

In contrast, the current and historic versions of the Alumni Council Constitutions clearly demonstrate that it is the Alumni Council which represents and can act on behalf of Dartmouth’s alumni. The Alumni Council Constitution provides:

II. Purposes.

The purposes of the Alumni Council shall be:

1) To serve as a representative organization of Dartmouth alumni acting in the best interest of Dartmouth College.

2) To serve as the primary forum for the discussion of issues and concerns relative to the alumni body and Dartmouth College.

3) To carry out the responsibility assigned to it under the Constitution of the Association of Alumni of Dartmouth College with respect to the nomination of Alumni Trustees for positions on the Board of Trustees at the College.

4) To act as a clearinghouse for, and principal spokesperson of, alumni sentiment to the administration and as an avenue of approach by which the administration may have access to the alumni collectively.

5) To act as a resource for alumni providing service and talents to Dartmouth College.

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2 Until 2006, the Executive Committee of the Association was elected only by those alumni physically present at the annual meeting in Hanover, New Hampshire. In 2006, the Executive Committee was elected by mail and e-mail ballots of all alumni eligible to vote. Unfortunately, less than 30% of alumni participated in this election. In contrast, the Alumni Council’s class representatives, geographic representatives, affiliated group representatives, graduate school representatives, and certain other representatives are chosen by their respective constituents through various methods including elections within those represented bodies.

6) To encourage and maintain a relationship with the Board of Trustees of the College, providing regular expression of alumni concerns and assisting the Board in evaluating and assessing programs and policies.

7) To communicate effectively information about the College and the Council to the alumni body.

8) To initiate projects and carry on such other undertakings as are reasonably within the province of alumni activity, or to provide for their being pursued.

2001 Alumni Council Constitution at Article II (Exhibit D) (emphasis added); see also 1916 Constitution at Article II, p. 20 (Exhibit C).

There is a serious legal question whether the alumni of Dartmouth College have the capacity through either the Executive Committee of the Alumni Association or the Alumni Council to bring a law suit. The alumni of the College would seem to have no more capacity to sue than the medical staff of the Exeter Hospital. See Exeter Hospital Medical Staff v. Board of Trustees of Exeter Health Resources, Inc., 148 N.H. 492 (2002).

For these reasons, petitioner Association Executive Committee lacks capacity and standing to bring a lawsuit on behalf of Dartmouth's alumni and its Association of Alumni, and the suit therefore should be dismissed.

**III. The lawsuit should be dismissed because it is contrary to the interests of Dartmouth College and her alumni.**

In furtherance of its constitutional obligations as a representative organization of Dartmouth's alumni acting in the best interests of Dartmouth College, and as the principal spokesperson of the alumni, the Alumni Council hereby asks this Court to grant the College's

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3 The six members of the Executive Committee who voted to sue the College have attempted to justify their actions based on one terse phrase of Article IV.3(i) of the Association's Constitution, which states that the Executive Committee shall "have charge of the general interests of the Association, including the raising and expending of money to meet current expenses." (Exhibit B). Read in context, this is far too slender a reed to give the Executive Committee authority to sue the College on behalf of the alumni.

motion to dismiss.

The lawsuit is contrary to the interests of Dartmouth alumni and of the College itself. It is a distraction from the College's primary mission of educating students. The lawsuit requires the needless expenditure of legal fees and demands the time of Dartmouth College personnel and volunteers. In addition, the lawsuit has generated and will continue to generate negative publicity for the College which is harmful in a myriad of ways (e.g. to admissions, recruitment of faculty). Finally, Dartmouth's internal issues should be resolved within the Dartmouth family and not publicly in the courts.

### **CONCLUSION**

For the reasons stated herein, the Alumni Council of Dartmouth College respectfully asks the Court to grant the College's motion to dismiss the lawsuit filed by six members of the Association of Alumni Executive Committee.

Respectfully submitted,

DARTMOUTH COLLEGE ALUMNI COUNCIL

By its attorney,

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Date: November 6, 2007

**CERTIFICATE OF SERVICE**

I hereby certify that a copy of the foregoing and any attachments were served by U.S. Mail to Bruce W. Felmly, Esq., McLane Graf, Raulerson & Middleton, City Hall Plaza, 900 Elm Street, P.O. Box 326, Manchester, NH 03105, Richard C. Pepperman, II, Esq., Sullivan & Cromwell, LLP, 125 Broad Street, New York, NH 10004, Robert M. Cary, Esq., Williams & Connolly, LLP, 725 Twelfth Street, N.W., Washington, D.C. 20005, and Patrick E. Donovan, Esq., Hatem & Donovan, P.C., 215 Main Street, Suite 1, Salem, NH 03079, this 6<sup>th</sup> day of November, 2007.

David H. Bradley, Esq.

# Exhibit 13

**January 18, 2008**

The following article was printed in The Dartmouth describing the 1/17/08 hearing before the NH House Commerce Committee which JB Daukas, Rick Silverman and Martha Beattie attended. JB Daukas and Rick Silverman testified.

## Bill questions N.H.'s control over charter

BY **WILLIAM SCHPERO**, THE DARTMOUTH STAFF

PUBLISHED ON **FRIDAY, JANUARY 18, 2008**

CONCORD, N.H. — A former governor, state senators and Dartmouth alumni governance converged in the Legislative Office Building to debate the extent to which the state should have control over the College on Thursday afternoon. At issue was HB 1292, a bill introduced by Rep. Maureen Mooney, R-Hillsborough, that would repeal a 2003 law that gave the College complete control over its charter.

The hearing took place before the House commerce committee, several members of which are alumni of the College or are related to alumni. More than 35 people attended Thursday's hearing.

The legal effort is a result of the current governance controversy at the College being played out in the courts since the Association of Alumni filed suit against the College on Oct. 3. The suit followed a September Board of Trustees resolution calling for eight additional Board-selected seats, ending more than a century of parity between alumni-elected and Board-selected trustees.

In 2003 the College was granted the right to amend its charter without the state's involvement, as long as the governor served as an ex-officio member on the College's Board of Trustees.

In repealing the 2003 law, Mooney's legislation would allow the state to prevent the College from making changes to its charter.

Mooney, who was the first to testify in Thursday's hearing, said she was introducing the bill in order to "bring back a long-standing and historic relationship between Dartmouth College and the state of New Hampshire."

Mooney has said in past interviews with The Dartmouth that several alumni upset over the recent governance changes prompted her to introduce the bill, although she would not reveal the identities of those alumni.

Former New Hampshire Gov. Walter Peterson '47 spoke first against the bill, arguing that “the democratic process and the health and well-being of the College” would be ensured without intervention by the state.

“We handled this in 2003 and we got it right,” said Sen. Peter Burling, D-Cornish, who was involved in the introduction of the 2003 bill.

Most of the supporters of Mooney’s legislation who offered testimony have publicly taken a stand in support of the Association of Alumni’s lawsuit against the Board. The bill’s supporters included Maryland state Sen. Alex Mooney, R-Frederick and Washington, who said that adding eight trustees to the Board was “blowing up the process” of trustee selection. This statement led some members of the audience, including vice-president for Alumni Relations David Spalding '76, to roll their eyes.

Mooney, a member of the Association executive committee, voted in favor of bringing the current lawsuit against the Board of Trustees. He has said he is not related to Maureen Mooney.

Joe Malchow '08, founder of [dartblog.com](http://dartblog.com), a website often critical of current College policies, also offered testimony in support of the bill, as did Jeff Newman '82, president of the Gamma Delta Chi Corporation.

John MacGovern '80, president and founder of The Hanover Institute, a not-for-profit organization critical of some College policies, spoke in support of the bill. The Hanover Institute has backed the election of petition candidates to the Board of Trustees in recent years.

Referring to the Board’s September decision, MacGovern said, “This anti-democratic measure could only have taken place as a result of the law passed in 2003.”

MacGovern argued that before the 2003 law, the College would have been forced to seek state permission before its recent changes and that, as a result, the changes would not have been made. He suggested that the alumni did not voice their opinions regarding the 2003 bill that passed unanimously.

Robert Donin, Dartmouth's general counsel was among those who argued that the 2003 law would not preclude the Board from going forward with its planned addition of eight so-called "charter" trustees. Donin said that while the 2003 law required the College to seek state approval for an increase in Board size, it did not call for the state to approve any change to how trustee seats are allocated, the central issue in the ongoing controversy and the Association's lawsuit. He also discounted any possibility that the 2003 law was not debated, citing public hearings in which he testified.

John Daukas '84, president-elect of the College's Alumni Council, and Rick Silverman '81, president of the Council, also testified on behalf of the College in opposition to the bill.

"As I will explain, if HB 1292 is passed, any change to Dartmouth's charter would once again require approval by the state legislature, and Dartmouth once again would be out of line with other private, non-profit organizations in New Hampshire," Daukas said in the statement he submitted to the committee.

Representatives from the New Hampshire Charitable Foundation and the New Hampshire College and University Council agreed with Daukas' sentiment in their testimony.

The bill will now move to a sub-committee of the commerce committee, which may hold an additional public hearing. If it leaves committee, the bill could be introduced to the full state House of Representatives in February.

A decision on the motion to dismiss the lawsuit filed by the Association against the Board has not yet been released.

The proposed bill is the sixth piece of legislation regarding the state's relationship with Dartmouth since the case of *Dartmouth v. Woodward* in 1819, which determined that the state could not alter Dartmouth's charter without the College's consent. In that historic case, Daniel Webster, Dartmouth class of 1801, successfully argued that the state's attempt to change the College into a state university was unconstitutional, citing the contract clause of the U.S. Constitution.

# Exhibit 14

Agenda  
College Relations Group  
December 1, 2007  
Room 101, Hanover Inn  
7:30 AM

1. Introductory Remarks
2. Review of ACCS recommendations and Council action
  - Alumni Liaison Committee (CRG)
3. Nominating Committee and AoA Negotiations
  - Trustee elections
4. Current Action and Role of the Alumni Council
  - Communication exchange - roles of the College and the Council
5. Other business

# Exhibit 15

Alumni Liaison Committee  
Breakfast Meeting Agenda  
Saturday, May 17, 2008  
7–8:15 am  
Wheelock Room, Hanover Inn  
Hanover, NH

1. Association of Alumni election
2. Preliminary feedback from alumni
3. Alumni Liaison Committee annual report
4. Relationship between the ALC and the Board of Trustees' Alumni Relations Committee
5. Presidential Search Update

# Exhibit 16

Feedback on “Long List” of Topics – ALC November 29, 2007

## “Long List” of Topics/Questions on the Minds of Dartmouth Alumni

#1 – indicates first place vote

#2 – indicates second place vote

#3 – indicates third place vote

( x 4 indicates four of vote, x 3 indicates three such votes etc)

- Have Dartmouth’s core mission and aspirations changed? (eg is it still to be the best liberal arts education in the world?) #1 x 2 #2 x 1 (A=8 B=25)
- Emphasis of undergraduate teaching at Dartmouth today (includes issues of class size, enrollment, interdisciplinary cooperation, etc) #1 x 6 #2 x 1 (A=20 B=65)
- Role of research at Dartmouth today #2 x 1 #3 x 1 (A=3 B=6)
- Is Dartmouth attracting the right (well rounded) students? #2 x 1 (A=2 B=5)
- Dartmouth’s commitment to Athletics #2 x 1 (A=2 B=5)
- Dartmouth’s commitment to the Arts (no votes)
- Dartmouth’s Commitment to the Fraternity/Sorority System (no votes)
- Alumni Legacy Admissions #3 x 1 (A=1 B=1)
- Freedom of expression/Freedom of speech on campus #2 x 2 #3 x 2 (A=6 B=12)
- How the College allocates resources, particularly growth in administrative areas #3 x 2 (A=2 B=2)
- Role of (and commitment to) graduate programs at Dartmouth (no votes)
- Others you would like to add

#1 – How will the College effectively initiate students of color into the life and fabric of the College?

#2 – How will the College create a cohesive community based on respect and inclusivity with its commitment to diversity?

#2 – Recruitment and retention of faculty of color

#2 – Are admissions “fair” at Dartmouth? Well rounded? Unfair to non-minority?

System A - #1 = 3 points Allows that one second place and one third place is equal to

#2 = 2 points three third place, for example.

#3 = 1 point

System B - #1 = 10 points Weights the importance of order

#2 = 5 points

#3 = 1 point

Top Three

Question 2    A = 20   B = 65

Question 1    A = 8    B = 25

Question 9    A = 6    B = 12

# Exhibit 17

To: Alumni Councilors  
From: Martha Beattie – Alumni Liaison Committee Chair  
Re: ALC update and request 2/13/08

Councilors,

The newly created Alumni Liaison Committee has taken on as its first goal the organization and response method to all the alumni feedback generated by your letters to your constituents. If we are asking for alumni input, we must have a way to manage and respond to it. Not only do we hope to assist you in channeling the comments to the appropriate place, but we hope to assist the Alumni Relations Committee of the Board of Trustees in their proposed action of addressing three topics of alumni concern each year. Below I have some specific requests for each of you, and then I will give you a brief outline of the methods we propose to handle incoming communications.

First, as Rick Silverman informed you in an earlier note, an email box has been created for the ALC. Its address is: [ALC@alum.dartmouth.org](mailto:ALC@alum.dartmouth.org). As the alumni body at large learns of this access to Council, we expect to receive some direct communication to this address. We assume, however, for the next few months to get the great majority of mail from all of you. **As they come in, please forward all responses you get from your constituents to this box. We are also asking all of you who have saved responses to forward all emails dated from July 1, 2007.**

As you do this, there are some steps we would like you to take.

- Please put in the topic bar what the subject of the email is. Choose from the topics listed below. If there is more than one topic addressed, please put all that are appropriate. This is an important sorting process that will help members of the ALC work through all the incoming mail. The identified topics are:
  - Academics
  - Admissions
  - Athletics
  - Alumni Governance
  - Administration
  - Student Affairs
  - Council Activity
  - Other
- Please respond to the sender of the letter with a brief statement, at the least, saying that the note has been forwarded on to the ALC and thank them for their input. We will ask the Communications Committee to create such a note that all can use if desired.
- If you can identify an action needed, feel free to put that in the topic bar as well.

After you forward the emails on to the ALC, this is what we expect to do with them. When received, the emails will be sorted by the ALC chair and sent to category or topic managers. Once sorted, the topic managers will classify all comments as positive, neutral or negative. They will identify when a specific action is needed and forward it on to chair of ALC to present to the VP of Alumni Relations in a monthly

meeting. The VP will then present the comments to the appropriate department or college personnel. A running total count of all alumni responses will be kept, as well as counts for each classification noted above. Members of the ALC will distill all comments as much as possible and compile them for the creation of an annual report to be presented to the Alumni Council and the Board of Trustees by June 30 of each year. A preliminary report will be presented at the May meeting of Council. Regular correspondence and/or meetings with the Board of Trustees is expected but not yet scheduled. At some point, the ALC should be prepared to conduct more active solicitation of alumni opinion, with regard to one specific issue or a general range of topics.

The ALC is a work in progress, and as improvements become obvious, we will adjust. Thank you all for your commitment to the work ahead of us.

Best regards,  
Martha

