



ALUMNI LIAISON COMMITTEE 2016-17 ANNUAL REPORT

TO THE DARTMOUTH COLLEGE BOARD OF TRUSTEES

Contents

Introduction	1
Executive Summary	2
Overview of Correspondence with Alumni Council and ALC	3
Moosilauke Forum Summary	4
Alumni Council Social Media	6
Summary of Alumni Council and Alumni Liaison Committee Activities	8
Appendices	11
A. 2016–2017 ALC appendices	
B. 213th Alumni Council Meeting Program	
C. 213th Alumni Council Summary	
D. 214th Alumni Council Meeting Program	
E. 214th Alumni Council Summary	
F. Alumni Council Retirement Schedule	
G. ALC Meeting Agenda (October 20, 2016)	
H. ALC Meeting Agenda (October 22, 2016)	
I. ALC Meeting Agenda (May 18, 2017)	
J. ALC Meeting Agenda (May 20, 2017)	
K. Alumni Leadership Governance Flowcharts	

Introduction

The Alumni Liaison Committee (ALC) was founded in 2007 to offer Dartmouth alumni a new pathway to share their feedback and concerns with the Board of Trustees, the administration, and the Alumni Council.

Now a decade later, it is time to take stock of our role. After some reflection by our committee, we are confident that while our core mission should remain the same, some of our work must change.

The ALC will continue to assist the Alumni Council in its efforts to “sustain a fully informed, representative, and engaged exchange of information and sentiment between alumni and their College.”

However, since we began our work 10 years ago, much has evolved in the ways that alumni communicate with the College and with each other. Consider that:

In 2007, email was common but less portable. Most of us received our Dartmouth news in the mailbox. The iPhone had just been released, revolutionizing the way many people communicated on the go. Facebook was three years old and generally unfamiliar to anyone over the age of 30. And a “tweet” was simply a sound made by a bird. In short, the digital world was exploding, and for many in our widely divergent group of 78,000 alumni, as for so many around the world, the new platforms it created have changed everything.

Given the number of important conversations that are now taking place among alumni on social media and other online groups, it’s clear that we need to adapt our work to meet the changing habits of these alumni. When we examine the work of alumni councilors in communicating with their constituents – today, largely by email – we know that this is only providing a snapshot of the panoramic picture of alumni sentiment. So the question is: How do we cast a wider net? And how do we capture a more representative portrait of alumni opinion across the board? These questions have been at the heart of our discussions this year, and we expect the answer will drive a multi-year transition of the ALC as we explore more comprehensive methods of measuring alumni response in the digital age.

We hope that you will take a few moments to examine our report, which will be posted on the Alumni Council’s website, for a look at what we’ve learned this year and where we’re headed in the future. As always, we welcome your questions and comments at ALC@dartmouth.edu.

Our thanks to Meg Ramsden ’87 and Liz Nunez in the College’s Office of Alumni Relations for their tireless efforts in support of our work and on behalf of alumni around the world. And we would particularly like to acknowledge Martha Beattie ’76, Vice President of Alumni Relations, who is preparing to step down from her role. Her efforts as Alumni Council President to measure alumni sentiment led to the creation of the ALC a decade ago.

Sincerely,

The 2016-2017 Alumni Liaison Committee

Jennifer Avellino '89, chair and past president of the Alumni Council

Russell Wolff '89 Tu'94, president of the Alumni Council

Jack Steinberg '88, president-elect of the Alumni Council

Emily Abernathy-Jones '95, member of the Association of Alumni

Blaire Bernard '97, alumni councilor

Mark Caron '85, member of the Association of Alumni

C. Alec Casey '88, first vice president of the Association of Alumni

Susan Finegan '85, president of the Association of Alumni

Gene Gasbarro '62, alumni councilor

Robert Higgins '81, second vice president of the Association of Alumni

Alexandra Roberts '02, alumni councilor

N. Troy Stewart '07 Tu'13, member of the Association of Alumni

Executive Summary

The Alumni Liaison Committee's mission is to support the Dartmouth Alumni Council in synthesizing alumni sentiment for two main audiences: the Board of Trustees, and the nearly 80,000 members of the alumni body as a whole.

As the ALC marked its 10th anniversary in 2017, we devoted some of our time together to looking inward – strategizing about how the committee could continue to adapt to the rapidly changing nature of how alumni communicate with each other and with their alma mater, and how best to capture the essence of those conversations. We have also looked outward – reaching out to classes and affiliated groups in an effort to hear more directly from the alumni they represent. Going forward, we hope to seek their guidance and feedback, as important conduits of opinion and alumni sentiment. These efforts will continue with alumni councilors at the core.

It is worth noting that an overwhelming majority of Dartmouth alumni, who currently range in age from their early 20s to their 100s, still prefer email as their primary means of communication with the College and its alumni leadership. During the 2016-17 academic year, 47 percent of recipients opened email dispatches from their Alumni Council representatives following the fall and spring meetings. This high “open rate” would be the envy not only of peer institutions but also of Madison Avenue. Alumni, in turn, replied with more than 575 emails whose subject matter ranged from the diversity of thought inside (and outside) Dartmouth classrooms to the priorities of the admissions process, and from the cost of a Dartmouth education to the degree to which the College invests in companies that profit from fossil fuels.

However, as each new millennial class joins the alumni body, more and more alumni rely on social media as their main source of communication and interaction – as do many older alumni who may have graduated in the era of the typewriter or the original Macintosh computer. It is in this area where the committee has sought in earnest to expand its capacity as a listening post, not only by engaging more often with alumni on Facebook, Twitter, Instagram and other social media platforms, but also working with classes and their class officers to better tap into virtual conversations taking place far from the Hanover Plain.

While illuminating and instructive, we also recognize that the correspondence the ALC receives is hardly scientific. And so this year's committee report once again incorporates the latest findings of the Moosilauke Forum, which asked about 2,000 alumni selected at random for their perspectives on the priorities of the College and a range of current issues on campus.

Under the leadership of Russell Wolf '89 Tu'94, who is chairing the ALC in the 2017-18 academic year, the committee looks forward to continuing and expanding these initiatives, with the goal of assembling an even more nuanced snapshot of alumni conversation about Dartmouth.

Overview of Correspondence with Alumni Council and ALC

The emails that the Alumni Council and ALC receive throughout the year are not unlike letters to the editor of a local newspaper – bursts of feedback on Dartmouth topics of the moment (and occasionally the past), sometimes delivered in an impulsive blast and other times meticulously argued. Additionally, we must note that certain topics prompted few emails in the ALC mailbox, but were the focus of intense conversation in closed alumni groups online.

The most notable subjects of this year's email correspondence can be loosely grouped in the following ways:

Discourse and Diversity, Inside and Outside the Classroom

- Among the 160 emails received in the “academics” category, the largest number – about 40 – expressed questions about whether the College had taken sufficient steps to ensure free speech, civil discourse, and the expression of a diversity of thought on campus.
- In another cluster of email correspondence, some alumni took issue with the appointment (later declined) of Professor Bruce Duthu as Dean of the Faculty, in the wake of his prior support of a movement to boycott Israeli academic institutions – in direct opposition to College policy.
- In a third pocket of email communication, alumni wondered whether the College was doing enough to recruit, retain, and promote faculty members from a diversity of backgrounds – not only racial and ethnic backgrounds, but also drawing from the LGBTQ communities.

Campus Life

- Of the 74 alumni who sent emails that the committee grouped in the “student life” category, 21 concerned Greek Life – and, in particular, turned a thumbs down on the College's disciplining of Alpha Delta and Sigma Alpha Epsilon.
- Nearly as many emails (about 20) expressed concern, or sought clarification, about the policies governing the new housing communities. In this, the first full year of the implementation of the new housing system, the prevailing sentiment was “wait and see.”

Admissions, Tuition, and Financial Aid

- Alumni interest in the inner workings of the admissions process is a perennial subject of emails to the Council and ALC, with a particular desire this year to better understand the significance of alumni interviews and financial aid policies for international students, as well as the role of affirmative action.
- In their emails, alumni continue to express concern about the affordability of a Dartmouth education for students from families across a broad spectrum of income levels, including those squarely in the middle class – as well as a desire for a better explanation for the factors that drive increases in the cost of tuition.

Fossil Fuels and Sustainability

- As in years past, several dozen alumni – at least some of them appearing to work in coordination based on the similarity of their messaging – lobbied the College to divest Dartmouth's investments from companies that draw revenue from fossil fuels, sometimes expressing frustration that divestment had not yet taken place.
- The College's ongoing efforts to promote sustainability on campus were also a subject of interest, with those alumni who wrote in on the subject variously cheering the administration on or encouraging the College to step up its initiatives in this area.

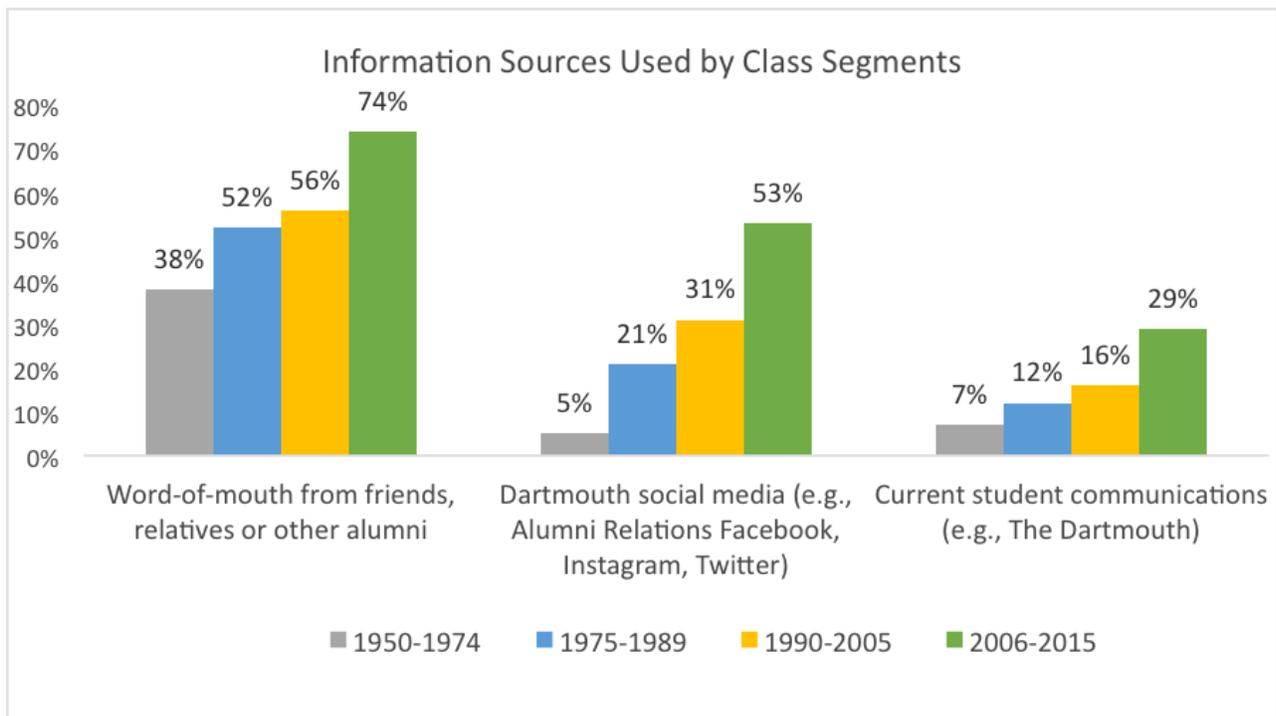
Moosilauke Forum Summary

The Moosilauke Forum was created by the College in 2014 as one way to gauge alumni sentiment through regular surveys. Roughly 2,000 randomly selected alumni are members of the Forum for a period of two years, representing classes from 1950-2016. As the Alumni Council works to gather alumni views, the Forum is the most systematic effort to capture alumni sentiment on key topics, and helps to guide us as we advance our own methods of communication with alumni.

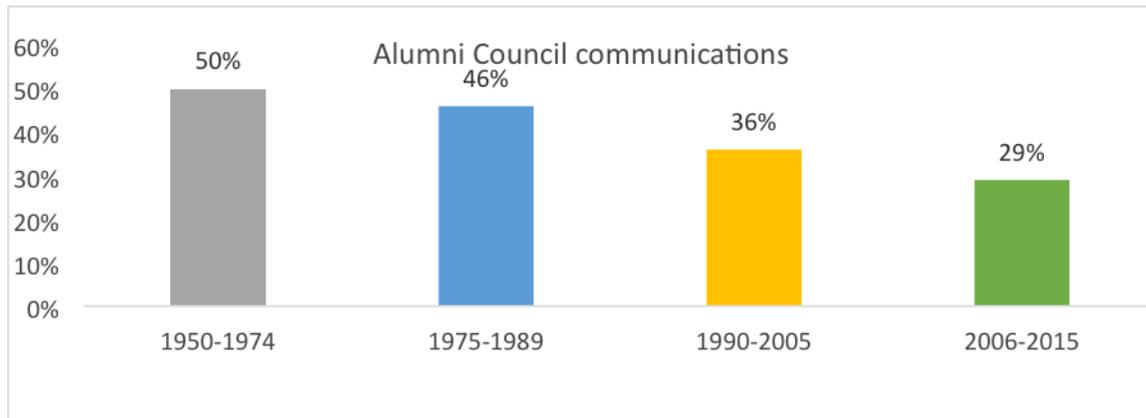
The Alumni Liaison Committee partnered with the Moosilauke Forum for the August 2016 survey to explore ways that alumni stay informed about Dartmouth, and how they share their insights and opinions with the College. Of particular interest was to understand who alumni believe represent their voice. Another objective was to gauge familiarity with the Alumni Council and its role.

Interestingly, *Dartmouth Alumni Magazine* is the top mention for ways to be informed. When probed on this communication, alumni say it is a comprehensive overview (“broad selection of topics,” “most information in one place,” “comprehensive overview of what is happening at the College”).

We saw some trends by age regarding how alumni get information about Dartmouth. Younger alumni are less likely to read printed material from Dartmouth and communications from the Alumni Council. However, word-of-mouth, Dartmouth social media, current student communications, current students at Dartmouth, and social media independent from Dartmouth are more likely to be used by younger alumni (see graph below).



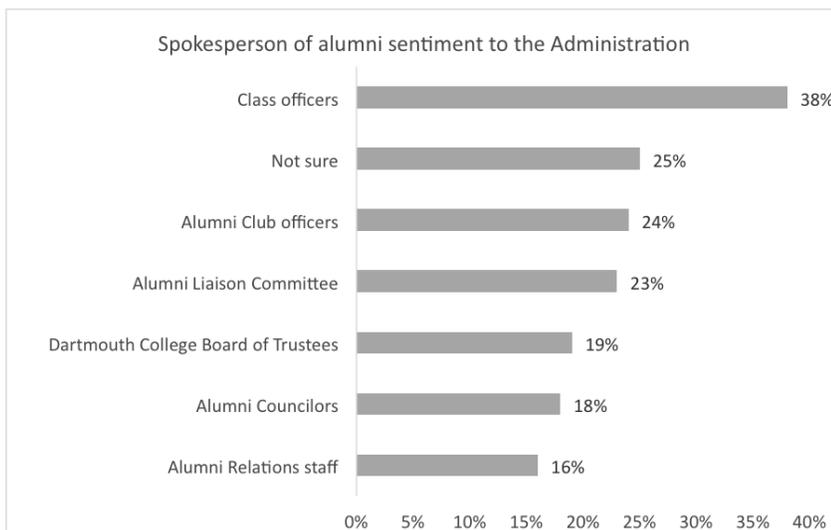
Alumni Council communications were mentioned as an information source by 50 percent of alumni in the 1950-74 class segment. However, this drops to 29 percent among alumni who graduated within the last 10 years (see graph below).



Among those who cite Council communications as an important source of information about the College, two themes emerged on why this information is valued: First, it provides an inside perspective and second, it highlights issues that are important to the institution (“*The Alumni Council emails provide an inside look at what is going on at the College, rather than just the latest public news.*” “*Hearing directly from another alum who attended meetings on campus is helpful.*”)

All of this reinforces the Council’s current efforts on two fronts. Email remains an excellent way to communicate with alumni and to solicit their feedback. But we must be present on various social media platforms, in order to reach the widest group, particularly among younger alumni. These current and future efforts will be further detailed in our next section. Collaboration with class officers, affiliated groups, and other alumni groups is also key to this effort, as the Moosilauke results show.

According to the same August survey, alumni are most likely to feel their “voice” is shared with the College through class officers (selected by 38 percent). Alumni club officers (selected by 24 percent) and the Alumni Liaison Committee (23 percent) received second-most mentions. One quarter of respondents indicated that they are not sure who the spokesperson is for alumni sentiment. Interestingly, these results varied little by class year (see graph below).



Familiarity with the Alumni Council:

The Moosilauke survey showed that there is some confusion across alumni of all classes regarding the difference between their class officers and alumni councilors. This is an important insight and an area we will focus on to decrease ambiguity. Again, this bolsters our efforts to reach out to alumni on diverse platforms, and to collaborate with class executive committees in our effort to evolve how we deliver information from the Alumni Council to the alumni body around the world.

Alumni Council Social Media

The Alumni Council strives to reach as many alumni as possible on ever expanding platforms. To this end, the ALC has partnered with the Council's Communications and Young Alumni Committees to encourage councilors to engage with their constituents on social media, in addition to email. In advance of each meeting, alumni councilors are asked to post on their class, club, or affiliated group Facebook page, as well as on Twitter, Instagram, and elsewhere online. The hashtag #DartmouthAC has become a consistent feature used at Council meetings. In addition, Dartmouth Alumni social channels have promoted the hashtag online, so that individuals can follow the social media "conversation" leading up to and during the meetings.

A new addition this year is the use of the Storify platform, via which posts are collected around a particular hashtag and curated to provide a visual round up of the social media activity taking place. The Storify posts about the fall and spring meeting were included in the post-meeting template used by Councilors.

Fall meeting stats:

On Twitter, the frequency of use of #DartmouthAC and the keywords "Dartmouth Alumni Council" spiked to 268 posts during the week of the Alumni Council meeting, a 241 percent increase in the messages received and a 561 percent increase in engagements over the week before.

On Facebook, the main post on the Dartmouth Alumni channel about the Council meeting received 96 reactions and a 4.8 percent engagement ranking, with a reach of 5,587 individual users.

On Instagram, the #DartmouthAC hashtag received 941 engagements. The most popular posts featured a photo of Occom Pond with 423 engagements and fall foliage with 487.

Spring meeting stats:

On Twitter, #DartmouthAC and the keywords "Dartmouth Alumni Council" had 207 posts during the week of the Alumni Council meeting.

On Facebook, we experimented with a sponsored post on the Dartmouth Alumni channel, which cost \$75 and garnered a reach of 17,359 people, 731 reactions, 33 comments, and 30 shares (people reposting it on their own page). The substance of the post was the Rassias Faculty Award, which indicates that recognition for faculty is popular with alumni.

On Instagram, the Dartmouth Alumni channel featured an "Instagram Takeover" with Councilor Dan Josebachvili '09. The account garnered 15 new followers and engagement rose 189 percent from the week before.

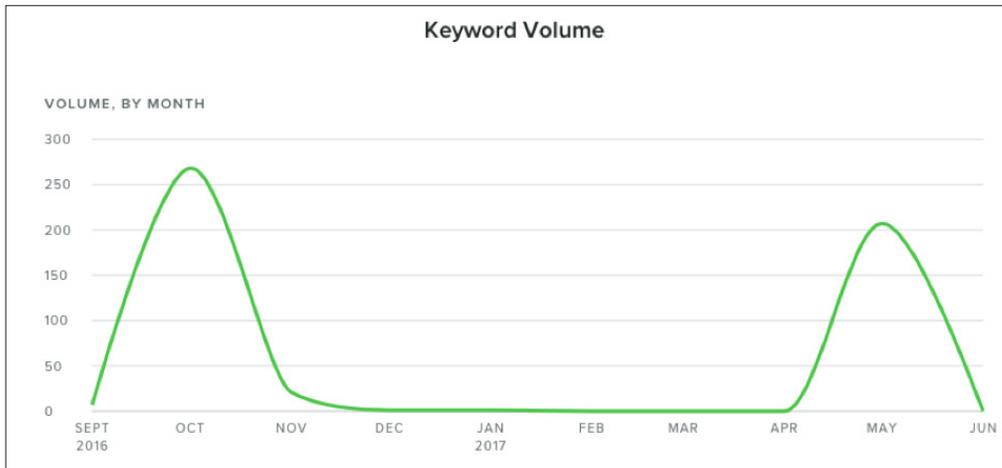
We can only expect this kind of engagement to grow exponentially each year, as new classes graduate, and as older alumni become increasingly comfortable using various social media platforms. The ALC looks forward to a continued partnership with the Alumni Council to promote these kind of innovative efforts.



Instagram takeover

On the social media front, our challenge for the future will be to encourage and enable more of a two-way conversation. We hope to not only share news of the College and the Council, but reach out to capture alumni discussion across many platforms, and figure out how we can better access the areas where intense conversation is already taking place – such as the Facebook groups maintained by individual classes and by groups such as Women of Dartmouth, the Black Alumni of Dartmouth Association and the Native American Alumni at Dartmouth, and use this information to paint a more accurate picture of alumni sentiment. The ALC will continue to embrace this effort in its work going forward.

Twitter activity around Council meetings



Facebook sponsored post

Post Details

Dartmouth Alumni
Published by Sprout Social [?] · May 30 at 3:00pm · 🌐

Steve Swayne, the Jacob H. Strauss 1922 Professor of Music; and Don Pease, the Ted and Helen Geisel Third Century Professor in the Humanities, Chair of the Master of Arts in Liberal Studies Program, and professor of English and comparative literature, have dedicated countless hours to teaching alumni many years after they leave the classroom. Because of this dedication, they each received the inaugural Professor John Rassias Faculty Award for their exceptional educational outreach to alumni.

Inaugural Professor John Rassias Award Celebrates Faculty Commitment to Lifelong Learning | Dartmouth Alumni

ALUMNI.DARTMOUTH.EDU [Learn More](#)

Reported stats may be delayed from what appears on posts ✕

17,359 People Reached

731 Reactions, Comments & Shares

625 Like	574 On Post	51 On Shares
31 Love	28 On Post	3 On Shares
6 Wow	6 On Post	0 On Shares
1 Sad	1 On Post	0 On Shares
39 Comments	33 On Post	6 On Shares
30 Shares	30 On Post	0 On Shares

582 Post Clicks

0 Photo Views	287 Link Clicks	295 Other Clicks 📄
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NEGATIVE FEEDBACK

21 Hide Post	7 Hide All Posts
0 Report as Spam	0 Unlike Page

17,359 people reached ▶ \$1.26 Left

👍❤️👎 609 29 Comments 30 Shares

👍 Like 💬 Comment ➦ Share

Summary of Alumni Council and Alumni Liaison Committee Activities

During the academic year of 2016-2017, the Alumni Council met for the 103rd year, gathering in Hanover for its 213th session from October 20-22, 2016 and for its 214th sessions from May 18-20, 2017.

October 2016 Meeting

Alumni Council President Russell Wolff '89, Tu'94 kicked off the 213th meeting of the Council with his opening statement: "Diversity is who is on the team, inclusion is who gets to play and how the team makes them feel." The theme of the weekend, **Dartmouth for All: Fostering an Inclusive Community**, inspired many of the panels and discussions for the weekend gathering. We heard from College leadership across multiple areas:

President Philip J. Hanlon '77 and Michael Mastanduno, dean of the faculty of arts and sciences and Nelson A. Rockefeller Professor of Government, addressed the competitive academic environment, the need to balance faculty teaching and research, and the increasing value of a strong liberal arts education.

Dartmouth's new **Vice Provost for Enrollment and Dean of Admissions and Financial Aid, Lee Coffin**, greeted the Council and looked ahead to his plans for the coming year.

Chair of the Board of Trustees Bill Helman '80 and Trustee S. Caroline Kerr '05, answered questions on a variety of topics including divestment from fossil fuels, diversity in the tenure process, and spoke about the Inclusive Excellence Initiative among other College updates.

Catherine Craighead Briggs '88, chair of the Dartmouth College Fund Committee updated the Council on Dartmouth College Fund initiatives and the critical role it plays in providing financial aid to students.

The panels over the course of the weekend were designed to broaden understanding of diversity and inclusion, as well as highlight the areas where the College faces challenges and is making efforts to improve. Alumni Councilors toured the new House Communities and heard presentations from house professors and from the vice provost for student affairs. The new residential life model is a key component of the Moving Dartmouth Forward initiative.

In keeping with the theme, Councilors received a briefing about the **First Generation Programs** at Dartmouth, hearing from Jay Davis '90, director of the First Year Student Enrichment Program, as well as from a student who is the first in her family to attend college.

The Council also explored **Diversity of Political Thought in America and at Dartmouth**, with a panel featuring Professors Andrew Samwick, Leslie Butler, and Sonu Bedi, who spoke with councilors about the new dynamics in American politics and the ways in which Dartmouth faculty encourage and support a multitude of perspectives in the classroom.

Another panel featured the topic, **Communities for All: A Conversation with Alumni Leaders**. Alumni Councilors representing Dartmouth's alumni communities participated in the discussion, including representatives of the Black Alumni of Dartmouth Association, the Dartmouth Asian Pacific American Alumni Association, the Dartmouth Gay, Lesbian, Bisexual and Transgender Alumni/ae Association, and Women of Dartmouth. Conversation centered around the communities' efforts to build inclusion and collaboration across classes, clubs, and the alumni community through events and mentoring.

Additionally, student athletes participated in a panel discussion titled, **Competing Beyond Our Differences**, which gave Councilors a glimpse into the unique challenges faced by student athletes.

The Council also honored the following Alumni Award winners at our Friday night dinner for their contributions to the College:

Dartmouth Alumni Awards: Philip C. Kron '60, Tu'61, Charles E. Haldeman Jr. '70 and Margaret (Meg) N. Sommerfeld '90

Young Alumni Distinguished Service Awards: Maia Josebachvili '05 and Shounak Simlai '05, Th'07

The ALC met twice in person, including for breakfast on Saturday morning with outgoing Board Chair Bill Helman '80 and Trustee Caroline Kerr '05. One major point of discussion was the need to access additional sources of alumni sentiment, including from classes and affinity groups, and also to ensure we are utilizing social/digital media as a source of alumni opinion.

May 2017 Meeting

A focus on experiential learning kicked off the weekend, with a look at three projects that have provided opportunities for students at home and abroad.

Terren Klein '17 and a team of students developed the College Pulse app, an incentive-based opinion polling tool that provides real-time data to students about their College and community. A team of students traveled to Washington, DC, in November 2016 to deliberate the pros and cons of interest-rate hikes with Federal Reserve Chair Janet Yellen through the College Fed Challenge. And in January, undergrads in Anthropology 70 made a major fossil discovery while excavating at a UNESCO World Heritage site at Malapa, South Africa.

In addition, councilors were fortunate to welcome as their Friday night dinner speaker the Honorable Eric Fanning '90, the 22nd United States Secretary of the Army, who presided over the Army's 1.4 million members and its \$147 billion dollar budget. His inspiring remarks focused on leadership and the role that his liberal arts education at Dartmouth played in his career trajectory.

Other academic presentations included:

Director of the **Dartmouth Center for the Advancement of Learning** Lisa Baldez spoke of the evolution of teaching and learning, reaffirming Dartmouth's commitment to the teacher-scholar model.

Professors Edward Miller and Jennifer Miller shared the **Dartmouth Vietnam Project**, a collaborative effort between students and faculty to collect oral histories from members of the Dartmouth community who served in Vietnam.

Dean of the Thayer School of Engineering Joseph Helble moderated a panel of faculty on how the combination of engineering and the liberal arts has resulted in national leadership for the Thayer School of Engineering. In 2016, Thayer made history by being the first engineering class from a national research university to achieve gender parity.

The academic affairs committee of the Council presented the inaugural Professor John Rassias Faculty Award for exceptional educational outreach to alumni to Steve Swayne, the Jacob H. Strauss 1922 Professor of Music; and Don Pease, the Ted and Helen Geisel Third Century Professor in the Humanities, who is also Chair of the Master of Arts in Liberal Studies program and professor of English and comparative literature.

Strategy and Vision

President Philip J. Hanlon '77 shared his vision for Dartmouth as a distinctive experience defined by world-class faculty and students, intellectual rigor and interdisciplinary curricula, unique spirit, and magnificent setting.

Chair-elect of the Board of Trustees **Laurel Richie '81** spoke with councilors about her pride in Dartmouth and excitement to lead the **Board of Trustees**. As board chair, Richie hopes to increase visibility and differentiation for Dartmouth by highlighting its special character.

Vice President of **Communications** Justin Anderson walked the Council through a new branding strategy that builds on Dartmouth's unique location, academic focus, experiential learning opportunities, and spirit that makes the College "Distinctly Dartmouth."

Lee Coffin, vice provost for enrollment and dean of **admissions and financial aid**, spoke about the Class of 2021 – which had the highest yield in Dartmouth's history at 61 percent – and his strategy for increasing applications to Dartmouth from the very best students.

Vice President for Development Andrew Davidson P'20, and Chief Operating Officer of Advancement Ann Root Keith, gave Councilors a look into the planning phases of the upcoming **Dartmouth capital campaign**.

The ALC met twice in person during the spring meeting to review results of the Moosilauke Forum survey on alumni perspectives conducted in conjunction with the ALC and plan the annual ALC report. Our Saturday morning breakfast meeting included President Hanlon and incoming trustee board chair Laurel Richie '81. The group discussed how the Council can continue to be the "eyes and ears" of alumni and how the ALC can broaden its reach to best bolster this effort.

APPENDICES

COMMUNICATIONS TO ALC BY CATEGORY (APPENDIX A)

Academics

Alumni Council members received about 160 emails from alumni this year in the “academics” category. While messages from alumni often expressed strong opinions about the College’s past, present, and future, it’s important to note how many emails in this category were phrased in the form of a question. Rather than presuming to know best, many alumni write in to acknowledge an issue and ask how it came to be, what the College is planning to do to address it, or how alumni can be of service in helping to resolve it.

This year, the largest number of emails—about 40—raised questions about free speech and civil discourse on campus in the wake of the U.S. presidential election and beyond. A handful of these emails noted recent events at Middlebury and Berkeley around visiting speakers, referenced protests at Dartmouth, or asked whether the College might take an explicit stance around trigger warnings and safe spaces as did the University of Chicago. Others reflected broader expressions of concern about a campus climate they feared had grown too “activist.” A ’71 described what he saw as “the erosion of civil discourse, and with [it] the demonization of those with whose views one disagrees,” while an ’06 framed the issue as a “fear that sometimes efforts aimed at being inclusive may actually suppress diversity of thought.”

The next largest category of emails clustered around the March appointment of Bruce Duthu, the Samson Occom Professor of Native American Studies, as Dartmouth’s new dean of the Faculty of Arts and Sciences. A majority of those emails objected to Professor Duthu’s appointment given his previous ties to a movement that proposes boycotting, divesting, and sanctioning Israeli academic institutions, which some detractors construed as anti-Semitic and others deemed inconsistent with Dartmouth’s policies. While President Hanlon and Professor Duthu both disavowed any such boycott, the controversy led Professor Duthu to decline the appointment. A smaller proportion of alumni wrote to voice support of Professor Duthu, criticize the handling of events surrounding his appointment, or comment more broadly on perceived anti-Semitism on campus.

The third-largest category of emails concerned faculty diversity and Dartmouth’s efforts to recruit, retain, and promote faculty members of color, female faculty members (particularly in STEM), and LGBTQ faculty members. A number of those referenced two recent tenure denials. Several alumni asked about raising faculty members’ salaries to parity with rival institutions or inquired about the ratio of full-time, tenured, and tenure-track faculty to adjuncts. In addition to raising questions about diversity among the faculty, alumni also asked about diversity within the student body (including socio-economic diversity) and teaching anti-discrimination in the classroom. And as in past years, several alumni wrote to express concern about Dartmouth’s most recent rankings in US News & World Report; several others inquired about the relationship between the undergraduate program and the graduate schools, and reiterated that the College should not become “Dartmouth University.”

APPENDICES

COMMUNICATIONS TO ALC BY CATEGORY (APPENDIX A) *continued*

Administration/Operations

Alumni feedback under the “operations” category was primarily focused on the cost of education as reflected by tuition increases over the years. Of particular concern is the burden these tuition increases—and resulting student debt—place on rural and/or working class families who do not qualify for sufficient financial aid, and who may deplete retirement savings and/or home equity to plug the gap. An alumnus questioned what the College is doing to “make the cost of a Dartmouth education affordable to “the average family.” Alumni are aware of Dartmouth’s efforts to reduce the rate of tuition increases, but remain disappointed that the “reduced” rate still exceeds inflation and consumer price index rates.

While alumni recognize that the well-meaning and visionary initiatives of Moving Dartmouth Forward require resources, in the view of some, the increased costs outweigh any measurable benefits in Dartmouth’s ranking among its peers or the “desirability” ratings of potential applicants for admissions as the number of applications has decreased in the current period. As a result, some alumni express frustration with their perceived sense that the College has strayed from its primary educational and academic mission.

The rising cost of a Dartmouth education has led to some feedback by alumni who expressed the opinion that certain programs have contributed to the College’s gravitation toward “creating a miniature version of the Washington bureaucracy and that is not a good long range strategy.” The perceived inefficiencies and higher fixed costs have led some of our alumni to question administrative expenses, growth in non-instructional staff, deans, and support staff. The frustration with this administrative growth has provoked negative alumni sentiment with regard to the objectives and purposes of these increased costs. One of our alumni opined that the “student body doesn’t need a bunch of nannies posing as deans,” while another expressed the opinion that “too much money is spent on administrative positions, luxurious facilities and what some may refer to as a country club atmosphere.”

In summary, some of our alumni (young and old) are concerned with the rising costs of a Dartmouth education and seek greater accountability in the decision-making process within the governance structure. The loyalty and love for their alma mater fuels their wishes that Dartmouth pursue policies that commit the College to budgetary restraints plus measureable program cost-benefit analyses, projecting and tracking new and existing programs and initiatives to eliminate inefficiencies and to enhance quality outcomes.

APPENDICES

COMMUNICATIONS TO ALC BY CATEGORY (APPENDIX A) *continued*

Administration/Policy

Out of more than 60 emails that came in over the course of the year, the dominant concern among alumni in this category was the divestment of fossil fuels from the endowment. Up and down the age spectrum and across gender, a number of alums were dismayed that last year's Report to the President on the Considerations Involved in Divesting the Dartmouth College Endowment from Directly Held Fossil Fuel-Related Assets had not yielded a decision on divestment, nor prompted the College to divest from fossil fuels. As one member of the Class of 2014 put it, "Alumni were told for two years that this report needed to be published for a decision on divestment. The report's been out for months now, so what will the Administration do?" Another wrote, "Recent coverage of this story suggests Dartmouth's Administration is stalling on the issue." It's worth noting that a number of the alumni who wrote in on this topic identified themselves as scientists or environmental professionals. As a group, these alumni felt the College's investment decisions seem out of step with "the magnitude and severity of the global climate crisis," as well as with the global community's commitment to a universally binding climate treaty—and the College's strong environmental studies program and new sustainability initiatives.

Some alumni expressed praise and support for President Hanlon's new sustainability initiatives and inquired how they could support them, while some feared the College was still ceding ground on sustainability to other institutions. One alum wrote, "I want to underscore my view that the college needs to take a leadership position in sustainability, not merely follow. We're in a position to be in the vanguard but have been lagging behind bolder, more innovative schools in recent years." While another said, "With its rural location, owned acreage bragging rights, and first-ever outing club in the nation, together with its phenomenal environmental studies department and innovative sustainability office, it seems logical that Dartmouth could—and should—be a leader when it comes to environmental initiatives and its carbon footprint. However, Dartmouth is NOT in the top 10 greenest colleges in the country, which is illogical, embarrassing, and makes it appear way behind the times."

Beyond environmental issues, alumni wrote to express concern about the direction of the College. Comments about the perceived lack of tolerance for conservative viewpoints came in side by side with pleas from others to consider the role unconscious bias plays on campus. Others took the chance to express their feelings on an array of miscellaneous issues—ranging from hopes that the Board would reserve a seat for a Native American alumnus/a, suggestions for a new mascot ("Big Green is too vague. We should use a creature from Native American folklore"), requests for solar arrays on campus, updates on sexual assault prevention, and inquiries about the status of the College's ROTC scholarships.

APPENDICES

COMMUNICATIONS TO ALC BY CATEGORY (APPENDIX A) *continued*

Admissions

The submissions received this year regarding the topic of admissions revealed three dominant themes. The first is an appetite to better understand the nuances of the alumni interview process, including the value such interviews are expected to add. The second is a perceived obscurity regarding Dartmouth's need-aware policy for international students. Finally, the third reveals continued controversy regarding Dartmouth's diversity efforts in admissions.

Regarding the alumni interview process, alumni have a) expressed confusion about how to best get involved and conduct alumni interviews, and b) expressed frustration at what value-add these interviews have in the overall assessment of a candidate. Both sentiments suggest explicit, comprehensive clarity on the goals of the alumni interview would be appreciated by alumni, particularly as it relates to procedurally becoming an interviewer and the value generated from doing so. For instance, one alumnus noted that "None of the kids [I've] interviewed has even been wait-listed, let alone admitted, and my own child, who was a very strong applicant...was rejected."

According to some alumni, Dartmouth's need-aware policy for international students elicits confusion regarding its purpose, goals, and lack of transparency. One alumnus articulated "Without more transparency about the need-aware policy's goals and data to support the change, the move is more likely to be deduced as a move to withdraw financial support from international students." This quote exemplifies a perception among some that Dartmouth is struggling to articulate a cohesive message and policy regarding the value of international students.

Finally, the topic of diversity continues to elicit disparate feedback from some alumni. Whether it's a perspective that there's too much focus on diversity, or not enough, alumni sentiment is broad and differentiated. That said, two prominent ideas stirred more thought, in terms of number of emails, than most. The first refers to the New York Times article that referred to Dartmouth as the worst among the Ivies at admitting a socio-economically diverse class. The second focuses on legacy applicants, and the desire to have a greater percentage admitted. Diverging views also exist on the value of a legacy applicant versus an underrepresented candidate based on race or socio-economic status.

APPENDICES

COMMUNICATIONS TO ALC BY CATEGORY (APPENDIX A) *continued*

Athletics

Five emails were received regarding athletics in 2016-17, compared to an average of 18-20 from the years 2008-2016.

These few emails addressed the following topics: a request to update the Dartmouth Sport list of Olympians online; the season performance of the football team and the colors of their uniforms; complimenting a newly hired coach; and the extension of the Dartmouth Peak Performance (DP2) to all students.

APPENDICES

COMMUNICATIONS TO ALC BY CATEGORY (APPENDIX A) *continued*

Governance

The past several years we have received considerably fewer emails on the issue of college governance than in the past, which may be correlated to the lack of an alumni trustee selection process during those years.

This past year, we experienced a further decrease in emails relating to governance, receiving only four. These emails focused on lack of alumni input to the board, lack of voting participation in trustee elections due to their uncontested nature, lack of choice in trustee election process, and the recommendation of a reserved board seat for a Native American.

APPENDICES

COMMUNICATIONS TO ALC BY CATEGORY (APPENDIX A) *continued*

House Communities

We received 19 emails concerning the new housing communities. Many of these were prompted by communications from the Fall 2013 Alumni Council meeting that showcased details about the new housing communities.

The overall feedback expressed concern about details of the program and the new community structures built on campus, but was generally tempered with a “let’s wait and see” attitude, as outlined below:

- “I agree that the implementation of the D plan did impact the continuity of the campus experience, but I am not convinced that the house system as currently constituted is the answer. I am increasingly concerned that the College appears to be chasing after the latest trends in social engineering to the demise of the sense of oneness of community that so many of us experienced.” Class of 1961
- “I am particularly concerned about the new House system which appears to be very costly, implemented before it was completely thought out and has produced two of the most unsightly and as I understand it underused structures on the campus. The entire plan appears to be a solution in search of a problem.” Class of 1964
- “What metrics do they plan to use to assess the success of the new housing communities? What is considered a success? How will we know they are meeting their goals/successful? Have we seen any early wins? Any unintended consequences?” Class of 1989
- “Would love to know more about diversity, equity, and inclusion initiatives in the new housing system. How are they fostering these ideas in the new spaces” Class of 2010

There were also specific concerns about how freshmen were being handled in the system:

- “My daughter is a ‘20 and I want you to know that the freshman are very displeased with the new housing system. Whereas the upperclassmen were permitted to choose 8 friends when the houses were put into place, the freshmen were placed upon arrival. So their newly formed friendships will be dispersed sophomore year. It may make more sense to place freshman into houses their sophomore year.” Class of 1983

APPENDICES

COMMUNICATIONS TO ALC BY CATEGORY (APPENDIX A) *continued*

Student Life

The ALC received emails from 74 alumni expressing 166 opinions on topics relating to student life.

Greek life was again the leading topic, with 21 alumni expressing disapproval of the administration's actions against Alpha Delta and Sigma Alpha Epsilon, and/or support for Greeks in general. Compounding this issue for many alumni was the perception that the College's judicial process was inadequate. Four alumni weighed in against the Greek system.

Concern about the administration's process for disciplining Greek houses has been far and away the major issue within student life in the past two years.

- "The handling of AD's re-recognition has been very disappointing... It is a serious breach of trust by the administration." Class of 2007
- "I'm concerned with the absolutely shameful behavior of the College with regard to AD... It's not even the outcome, it's the total lack of truthfulness or justice." Class of 2008
- "It has become abundantly clear to me that this is an issue that the College does not want to deal with in an open and fair manner. Quite honestly, I think that the Board of Trustees, many of whom are classmates of mine should be ashamed of the way in which this issue has been dealt with." Class of 1982
- "I'm appalled by the college's duplicity [in dealing with AD]." Class of 2002

Concerns about sexual assault on campus and requests for results of the College's efforts to tackle it remained the second most addressed topic, with 17 alumni weighing in.

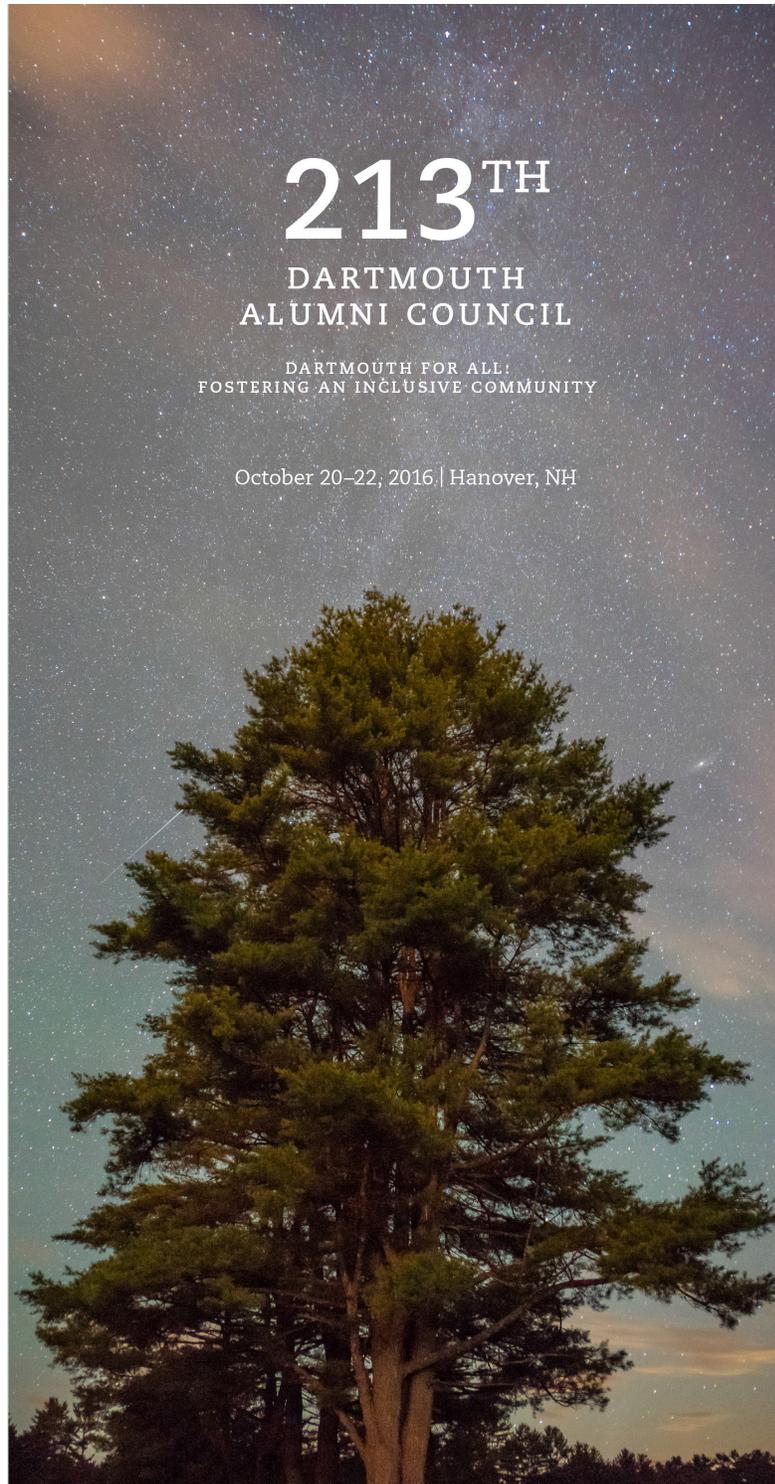
A set of topics around social and political issues on campus generated emails from 27 different alumni. Fourteen of those alumni expressed support for the administration's efforts on diversity, with many asking to see results of the various programs. An equal number (14) expressed negative views about the administration's perceived lack of support for "free speech" of conservative views, over-emphasis on "PC Culture", or "coddling" of protestors and "safe spaces".

- "Don't fire/expel people for their ideas, but don't shelter them from the social consequences of those ideas, either." Class of 1996
- "You are doing your students a big disservice not teaching them to meet and wade through adversity or different ideas in order to enjoy the tomorrows." Class of 1968

The student life category also saw its fair share of comments on the new House Communities. By a margin of 13 to two emails, Alumni expressed concerns (vs. support) for the new House Communities. There was general skepticism that they would work, and specific concerns that the lack of choice would drive upper classmen to affinity houses which would lead to more segregation and less integration.

- "The "Balkanization" of the undergraduate body into labeled groups tends to weaken what was Dartmouth's special strength, i.e., class identity, spirit and cohesiveness... If the [House Communities] have the effect of forcing bonds by location, much will be lost." Class of 1953

213TH ALUMNI COUNCIL MEETING PROGRAM (APPENDIX B)



Dartmouth Alumni Council Committees 2016–2017

Academic Affairs

Dengler '96 (chair); Silbersweig '82 (vice chair); Accurso '06; Anthony; Chen '78, '94AS; Clay '86; DeMay '11AS, '13Tu; Gere '66; Hull; Johnson '01; Koulogeorge '85; Kull '88; Ngai '00; Paul '75; Povich '81; Rashid '00; Roberts '02; Schnader '87; Shepard '83; Staros '69; Thompson '88; Tibble '14; Welch '70; White Eyes '14; Albing '81Tu (secy)

Alumni Awards

Cholnoky '77 (chair); Adler '60, '61Tu; Alperin '80; Engleman '68; Finegan '85; Salmon-Smith '87; Silverman '81; Ramsden '87 (secy)

Alumni Liaison

Avellino '89 (chair); Abernathy-Jones '95; Bernard '97; Caron '85; Casey '88; Finegan '85; Gasbarro '62; Higgins '81; Roberts '02; Steinberg '88; Stewart '07, '13Tu; Wolff '89, '94Tu; Nunez (secy)

Alumni Service

Higgins '86, '90Tu (chair); Rollins '84 (vice chair); Drew '98; Epner '91; Hughes '79; Kandel '00; Mannes '80; Miller '84; Di Gasbarro '94; Rager '71; Rosenblum '07; Vergara (secy)

Athletics

Gerhan '83 (chair); Heller '70 (vice chair); Austin '75; Becker '59, '60Tu, '60Th; Black '82; Bracken '65; Bryant '12; Bysshe '63; Clarkson '75; Edison '91; Herm '13; Higgins '81; MacArthur '72; Manuel '58, '59Tu; Nistad '67; Ranger '74; Rozycki '61, '63GSM; Vidmar '03; Hoffman (secy)

Communications

Abbott '96 (chair); Casey '88 (vice chair); Day '66, '67Th, '69Th; Eckels '73; Fraser '86, '87Th; Shaw '76; Sokol '10; McKeon (secy)

Enrollment and Admissions

Banks '90 (chair); Schwartz '06 (vice chair); Allison '78; Baumann '83; Beringer '81; Byrne '55, '56Tu; Cook '94; Donahue '04; Hafner '91; Harris '64; Klemm '86; Mattson '89; McGinnes '93; Mentrek '16; Redbird '98; Rich '61, '62Tu; Rowe '02; Sammons '00; Shaffer '73; Taylor '84; Lysy '99 (secy)

Executive

Wolff '89, '94Tu (chair); Abbott '96; Avellino '89; Banks '90; Bryant '12; Casey '88; Cholnoky '77; Dengler '96; Do '88, '89Tu; Gerhan '83; Heller '70; Hetzel '72; Higgins '86, '90Tu; Kandel '00; Lotson '82; Mattson '89; Millikin '05; Pastuck '11; Rollins '84; Schwartz '06; Silbersweig '82; Steinberg '88; Van Metre '81; Wagner '99; Nunez (secy)

Honorary Degrees

Mattson '89 (chair); Lotson '82 (vice chair); Allison '78; Bassett '78; Baumann '83; Becker '59, '60Tu, '60Th; Bose '04AS, '04GSM; Bysshe '63; Heller '70; Kandel '00; Manuel '58, '59Tu; Reynolds '90; Rich '61, '62Tu; Shaffer '73; Streicher '95; Van Metre '81; Yu '97; Ramsden '87 (secy)

Nominating and Alumni Trustee Search

Banks '90 (chair); Caldwell '82; Higgins '86, '90Tu; Edelson '81; Lotson '82; Nicholson '74; Schorsch '87; Steinberg '88; Streicher '95; Wolff '89, '94Tu; Nunez (secy)

Orientation

Steinberg '88 (chair); Baumann '83; Hetzel '72; Mannes '80; Mattson '89; Ngai '00; Pastuck '11; Zhao '15; Ramsden '87 (secy)

Professional Development

Hetzel '72 (chair); Do '88, '89Tu (vice chair); Bassett '78; Bose '04AS, '04GSM; Brown '88; Chittick '62; Cubillos-Ruiz '10AS, '10GSM; Donovan '92, '92Th; Flynn '07, '16Tu; Hodel '75; LaFond '83; Lotson '82; Pastuck '11; Reynolds '90; Sims '12; Streicher '95; Tseng '95, '01Tu; Yecies '85; Yu '97; Parish '89 (secy)

Student Affairs

Millikin '05 (chair); Van Metre '81 (vice chair); Anderson '18; Boss '68; Burkhardt '82; Cholnoky '77; Clark '60, '61Th, '61Tu; Dyer Kloman '17; Finegan '85; Frazier '80, '84GSM; Goel '17; Hamalainen '00; Haskell '94; Hribar '00; Huff '84; Josebachvili '09; Lordan '86; Osman '90, '96Tu; Parker '11; Roe '18; Scherr '08; Shannon '01; Simpson '77; Valdez '07; Van Metre '81; Wagner '99; Zhao '15; Stafford '91 (secy)

Young Alumni

Pastuck '11 (chair); Bryant '12; Anderson '18; Cubillos-Ruiz '10AS, '10GSM; Dyer Kloman '17; Flynn '07, '16Tu; Goel '17; Herm '13; Josebachvili '09; Millikin '05; Parker '11; Roe '18; Rosenblum '07; Scherr '08; Schwartz '06; Sims '12; Sokol '10; Tibble '14; Valdez '07; White Eyes '14; Zhao '15; Losavio (secy)

Young Alumni Distinguished Service Award

Kandel '00 (chair); Wagner '99 (vice chair); Annest '00; Brock '01, '02Th; Chittim '01, '02Th, '03Th; Vidmar '03; Ramsden '87 (secy)

Future Meeting Dates

MAY 18–20, 2017

214th meeting of the Alumni Council

OCTOBER 26–28, 2017

215th meeting of the Alumni Council

MAY 17–19, 2018

216th meeting of the Alumni Council

NOVEMBER 15–17, 2018

217th meeting of the Alumni Council

MAY 16–18, 2019

218th meeting of the Alumni Council

Current Campus Events

Visit dartmouth.edu/events for an up-to-date list of events.

Follow #DartmouthAC

 twitter.com/dartmouthalumni

 facebook.com/dartmouthalumni

 instagram.com/dartmouthalumni

 dartmouth.org/alumniphotos

Get the full Alumni Council meeting schedule at dartmouth.org/ACschedule

Dartmouth Alumni

Thursday, October 20

11:30 AM–2:30 PM	Nominating and Alumni Trustee Search Committee Luncheon Meeting <i>Winship Conference Room, Blunt Alumni Center</i>
1–6 PM	Registration <i>Ballroom Foyer, Hanover Inn</i>
2:45–4:15 PM	Alumni Liaison Committee Meeting <i>Zimmerman Business Center, Blunt Alumni Center</i>
4:30–5:30 PM	Orientation for New Councilors <i>Grand Ballroom East, Hanover Inn</i> Career Connections: Speed Networking with Students <i>Lower Lobby of the Hanover Inn</i> Sponsored by the Professional Development Committee
6–7 PM	Opening Reception <i>Hayward Ballroom, Hanover Inn</i>
7:15–9:15 PM	Dinner and Program <i>Grand Ballroom, Hanover Inn</i> <ul style="list-style-type: none"> » Welcome Remarks by Alumni Council President Russell Wolff '89, '94Tu » Dartmouth's House Communities: They're Here! Kathryn Lively, Professor of Sociology; Dennis Washburn, Jane and Raphael Bernstein Professor in Asian Studies, Professor of Comparative Literature and of Film and Media Studies

Friday, October 21

6–6:45 AM	Alumni Council Yoga (optional) <i>Alumni Gym Multipurpose Room 181</i>
7–8 AM	Registration <i>Ballroom Foyer, Hanover Inn</i>
7:45–10 AM	Committee Breakfast Meetings <ul style="list-style-type: none"> » Academic Affairs <i>Grand Ballroom East, Hanover Inn</i> » Alumni Service <i>Faculty Lounge, Hopkins Center for the Arts</i> » Athletics <i>Rooms 332A and 332B, Floren Varsity Center</i> » Communications <i>Winship Conference Room, Blunt Alumni Center</i> » Enrollment and Admissions <i>Hayward Ballroom, Hanover Inn</i> » Professional Development <i>Room 301, Black Family Visual Arts Center</i> » Student Affairs <i>Grand Ballroom West, Hanover Inn</i>

Plenary Session 1, 10:15 AM–12:15 PM

Alumni Hall, Hopkins Center for the Arts

10:15–10:30 AM	Opening Remarks by Alumni Council President Russell Wolff '89, '94Tu
10:30–10:45 AM	An Update on Student Affairs <i>Inge-Lise Ameer, Vice-Provost for Student Affairs</i>
10:45–11:30 AM	First Generation Programs at Dartmouth <i>Jay Davis, Director, First Year Student Enrichment Program; Inge-Lise Ameer, Vice-Provost for Student Affairs</i>
11:30–12:15 PM	House Communities Social Spaces Tour
12:30–2 PM	Alumni Council Luncheon: Diversity of Political Thought in America and at Dartmouth <i>Alumni Hall, Hopkins Center for the Arts</i> MODERATOR: Jennifer Avellino '89 PANELISTS: Sonu Bedi, Associate Professor of Government; Leslie Butler, Associate Professor of History; Andrew Samwick, Sandra L. and Arthur L. Irving '72a P'10 Professor of Economics and Director, Nelson A. Rockefeller Center for Public Policy and the Social Sciences

Plenary Session 2, 2:15 PM–3:50 PM

105 Dartmouth Hall

2:15–3 PM	Communities for All: A Conversation with Alumni Leaders MODERATOR: Victoria Gonin, Deputy Director of Alumni Relations PANELISTS: Martha Gerhan '83, Women of Dartmouth; Adrienne "Tee" Lotson '82, Black Alumni of Dartmouth Association (BADA); Melanie Pastuck '11, Dartmouth Gay, Lesbian, Bisexual and Transgender Alumni/ae Association (DGALA); Steven Tseng '95, '01Tu, Dartmouth Asian Pacific American Alumni Association (DAPAAA)
3–3:50 PM	Remarks <i>President Philip J. Hanlon '77 and Michael Mastanduno, Dean of the Faculty of Arts and Sciences and Nelson A. Rockefeller Professor of Government</i>
4:15–6 PM	Alumni Awards Committee Meeting <i>Room 301, Black Family Visual Arts Center</i> Honorary Degrees Committee Meeting <i>Winship Conference Room, Blunt Alumni Center</i> Young Alumni Committee Meeting <i>Drake Room, Hanover Inn</i>
6:15–7:15 PM	Reception <i>Hayward Ballroom, Hanover Inn</i>

7:30–10 PM	<p>Alumni Awards Gala Dinner <i>Grand Ballroom, Hanover Inn</i></p> <ul style="list-style-type: none"> » Remarks by President Philip J. Hanlon '77 » Presentation of Young Alumni Distinguished Service Awards to Maia Josebachvili '05 and Shounak Simlai '05, '07Th » Presentation of Dartmouth Alumni Awards to Philip C. Kron '60, '61Tu, Charles E. Haldeman Jr. '70, and Margaret N. Sommerfeld '90
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Saturday, October 22

6–7 AM	<p>Walk/Run Around Occom Pond (optional) <i>Meet in the lobby of the Hanover Inn</i></p>
7:30–8:45 AM	<p>Alumni Liaison Committee Breakfast Meeting <i>Ford Sayre/Brewster, Hanover Inn</i></p>
8:30 AM	<p>Continental Breakfast <i>Lobby of Oopik Auditorium, Class of 1978 Life Sciences Center</i></p>

Plenary Session 3, 9 AM–12:30 PM *Oopik Auditorium, Class of 1978 Life Sciences Center*

9–9:45 AM	<p>Update from the Board of Trustees Bill Helman '80, Chair of the Board of Trustees, and Trustee S. Caroline Kerr '05</p>
9:45–10 AM	<p>Nominating and Alumni Trustee Search Committee Update John Banks '90, Chair, Nominating and Alumni Trustee Search Committee</p>
10–10:30 AM	<p>A Conversation with Catherine Craighead Briggs '88, Chair of the Dartmouth College Fund Committee</p>
10:30–11:15 AM	<p>Committee Reports</p>
11:15 AM–12 PM	<p>Competing Beyond Our Differences A conversation with student athletes MODERATOR: Russell Wolff '89, '94Tu</p>
12–12:30 PM	<p>Open Forum</p> <ul style="list-style-type: none"> » Open discussion period for councilors » Open microphone for alumni
12:30 PM	<p>Adjournment</p>

213TH ALUMNI COUNCIL SUMMARY (APPENDIX C)

Report from the 213th Meeting of The Dartmouth Alumni Council October 20–22, 2016

by Martha Gerhan '83

Last month, 125 Alumni Councilors—representing classes spanning more than a half century, as well as affiliated group and geographic areas—converged on the Hanover Plain for the annual fall Alumni Council meeting. Along with all the information and ideas we share and receive, a highlight of the meeting is the opportunity to meet with other alumni from a range of class years and backgrounds, which always reinforces how special is the place we call our alma mater.

Our busy weekend was focused on the theme of Dartmouth for All: Fostering an Inclusive Community, which drove many of our panels and discussions. The bullet points below summarize the weekend, organized loosely by topic. If you're interested in more information, you'll find links throughout the text and can view the full meeting minutes here. In addition, we invite you to follow #DartmouthAC on social media and view a round-up of the social conversation during the 213th meeting via Storify.

Cheers to Our Outstanding Leaders!

We fêted this year's recipients of Alumni Awards at dinner on Friday night and enjoyed video tributes to each candidate. For their contributions to Dartmouth, we honored:

Dartmouth Alumni Awards: Philip C. Kron '60, Tu'61, Charles E. Haldeman Jr. '70 and Margaret (Meg) N. Sommerfeld '90

Young Alumni Distinguished Service Awards: Maia Josebachvili '05 and Shounak Simlai '05, Th'07

Diversity and Inclusion

The meeting featured panels and discussions to broaden our understanding of diversity and inclusivity at Dartmouth, as well as the challenges the College faces in this area and the efforts it is making to improve. Alumni Council President Russell Wolff '89, Tu'94 helped give perspective to the topic with his opening statement: "Diversity is who is on the team, inclusion is who gets to play and how the team makes them feel."

Specific topics included:

- **House Communities Discussion and Tour:** Effective this fall, Dartmouth has reorganized its dormitories into House Communities, with which students will be affiliated not only during their four years at Dartmouth but for life. We heard from two of the house professors and participated in a tour of the house community social spaces. Inge-Lise Ameer, vice provost for student affairs, summed up the intent of the House Communities well when she said "More than a random place to sleep and do laundry, Dartmouth's new housing communities provide students a home base, sense of place, and a feeling of continuity." The houses, while they differ in set-up, each provide a central location for study, socializing, and late night munching (they have food counters). The new residential life model is a key component of the Moving Dartmouth Forward Initiative and is designed to transform the undergraduate living experience, bringing continuity to the on-campus living experience and creating deliberate opportunities for faculty-student interaction beyond the classroom. Students are assigned to one of six faculty-led houses. Read about the opening celebrations and see a welcome message from house professors to join in the excitement.

- **First Generation Programs at Dartmouth:** After an introduction by Jay Davis '90, director of the First Year Student Enrichment Program, we listened to and asked questions of a student who is the first in her family to attend college, and learned what Dartmouth's support and mentoring programs have meant to her. She shared that for her, "meeting my first year mentor was like looking in a mirror at my future self." The emphasis of this pre-orientation program is on building community, norming struggle, and embracing belonging for those who are first in their family to go to college. Inge-Lise Ameer, vice provost of student affairs, also provided an update on the many ways Dartmouth is committed to supporting students from all backgrounds.
- **Diversity of Political Thought in America and at Dartmouth:** Three faculty members representing a range of perspectives participated in this lunch panel, moderated by Jennifer Avellino '89. Andrew Samwick, Leslie Butler, and Sonu Bedi spoke with councilors about diversity of political thought in America and at Dartmouth, focusing on the new dynamics in America and the ways in which Dartmouth faculty encourage and support a multitude of perspectives in the classroom. It was lively, thought-provoking, and generated much discussion.
- **Communities for All: Conversation with Alumni Leaders:** Alumni Councilors representing Dartmouth's alumni communities participated in a panel discussion about how and why they provide a supportive smaller community to their members within the context of the larger Dartmouth family. Panelists included representatives of the Black Alumni of Dartmouth Association (BADA), the Dartmouth Asian Pacific American Alumni Association (DAPAAA), the Dartmouth Gay, Lesbian, Bisexual and Transgender Alumni/ae Association (DGALA), and Women of Dartmouth. Discussion centered around the communities' efforts to build inclusion and collaboration across classes, clubs, and the alumni community through events and mentoring.
- **Competing Beyond Our Differences:** A Conversation with Student Athletes: Four student athletes participated in this panel discussion, which focused on competing beyond differences and how diversity is an asset on teams. The students described the powerful bonds built through teams, while providing a view into the schedules and unique challenges faced by student athletes competing for a strong academic institution at the NCAA Division 1 level.

College Updates

At each Alumni Council meeting, College leadership, including President Hanlon, presents us with updates on the College. This session's updates included:

President Philip J. Hanlon '77 and Michael Mastanduno, dean of the faculty of arts and sciences and Nelson A. Rockefeller Professor of Government spoke about the competitive academic environment, the niche Dartmouth occupies with a research faculty also dedicated to teaching, and the increasing value of a strong liberal arts education. President Hanlon also discussed the new house communities and their role in strengthening the student academic and social experience, experiential learning initiatives, the Inclusive Excellence initiative, and the creation of the Arthur L. Irving Institute for Energy and Society.

We met new **Vice Provost for Enrollment and Dean of Admissions and Financial Aid** Lee Coffin, who joined the Dartmouth team this summer after a 13-year career at Tufts. Coffin commented that he has dedicated his career to shaping a multifaceted undergraduate community from a wide array of backgrounds and perspectives and is thrilled to continue to do so at Dartmouth.

Chair of the Board of Trustees Bill Helman '80 and Trustee S. Caroline Kerr '05 addressed the Council on Saturday morning. Discussion topics included divestment from fossil fuels, how the College is addressing diversity in the tenure process, and the Inclusive Excellence Initiative among other College updates.

Catherine Craighead Briggs '88, Chair of the Dartmouth College Fund Committee updated the Council on DCF initiatives, the critical role it plays in providing financial aid to students, and the importance of collaboration between fundraising and engagement volunteers. A bit of history: the DCF was formed by the Alumni Council in 1904 when Dartmouth Hall burned down.

Events and Other Items of Note

The 3rd Annual Alumni Day of Service will be held on Saturday, May 6, 2017. Mark your calendars and get your alumni friends together to participate in a service event in the name of Dartmouth. We are seeking coordinators to organize service projects. If you're interested, please send us a note.

The Dartmouth Center for Service is looking for alumni who are either working in a social impact career (nonprofit organization, education, government agency, social impact research, b corporation, social responsibility arm of a corporation, etc.) or serving on the board of directors of a nonprofit organization. If this pertains to you, or an alumnus/ae you know, please submit information via this form. If you have questions, please contact us.

Dartmouth Sports Teams may be appearing near you soon! Check the away schedules easily online, and log on to your favorite sports team's page to download their specific schedule.

214TH ALUMNI COUNCIL MEETING PROGRAM (APPENDIX D)



Dartmouth Alumni Council Committees 2016–2017

Academic Affairs

Dengler '96 (chair); Silbersweig '82 (vice chair); Accurso '06; Anthony; Chen '78, A&S'94; Clay '86; DeMay A&S'11, Tu'13; Gere '66; Hull; Johnson '01; Koulougeorge '85; Kull '88; Ngai '00; Paul '75; Povich '81; Rashid '00; Roberts '02; Schnader '87; Shepard '83; Staros '69; Thompson '88; Tibble '14; Welch '70; Albing Tu'81 (secy)

Alumni Awards

Cholnoky '77 (chair); Adler '60, Tu'61; Alperin '80; Engleman '68; Finegan '85; Salmon-Smith '87; Silverman '81; Ramsden '87 (secy)

Alumni Liaison

Avellino '89 (chair); Abernathy-Jones '95; Bernard '97; Caron '85; Casey '88; Finegan '85; Gasbarro '62; Higgins '81; Roberts '02; Steinberg '88; Stewart '07, Tu'13; Wolff '89, Tu'94; Nunez (secy)

Alumni Service

Higgins '86, Tu'90 (chair); Rollins '84 (vice chair); Drew '98; Epper '91; Hughes '79; Kandel '00; Mannes '80; Miller '84; Di Gasbarro '94; Rager '71; Rosenblum '07; Vergara (secy)

Athletics

Gerhan '83 (chair); Heller '70 (vice chair); Austin '75; Becker '59, Tu'60, Th'60; Black '82; Bracken '65; Bryant '12; Bysshe '63; Clarkson '75; Edison '91; Herm '13; Higgins '81; MacArthur '72; Manuel '58, Tu'59; Nistad '67; Ranger '74; Rozycki '61, MED'63; Vidmar '03; Hoffman (secy)

Communications

Abbott '96 (chair); Casey '88 (vice chair); Day '66, Th'67, Th'69; Eckels '73; Frazer '86, Th'87; Shaw '76; Sokol '10; McKeon (secy)

Enrollment and Admissions

Banks '90 (chair); Schwartz '06 (vice chair); Allison '78; Baumann '83; Beringer '81; Byrne '55, Tu'56; Cook '94; Donahue '04; Hafner '91; Harris '64; Klemm '86; Mattson '89; McGinnes '93; Mentrek '16; Redbird '98; Rich '61, Tu'62; Rowe '02; Sammons '00; Shaffer '73; Taylor '84; Lysy '99 (secy)

Executive

Wolff '89, Tu'94 (chair); Abbott '96; Avellino '89; Banks '90; Bryant '12; Casey '88; Cholnoky '77; Dengler '96; Do '88, Tu'89; Gerhan '83; Heller '70; Hetzel '72; Higgins '86, Tu'90; Kandel '00; Lotson '82; Mattson '89; Millikin '05; Pastuck '11; Rollins '84; Schwartz '06; Silbersweig '82; Steinberg '88; Van Metre '81; Wagner '99; Nunez (secy)

Honorary Degrees

Mattson '89 (chair); Lotson '82 (vice chair); Allison '78; Bassett '78; Baumann '83; Becker '59, Tu'60, Th'60; Bose A&S'04, MED'04; Bysshe '63; Heller '70; Kandel '00; Manuel '58, Tu'59; Reynolds '90; Rich '61, Tu'62; Shaffer '73; Streicher '95; Van Metre '81; Yu '97; Ramsden '87 (secy)

Nominating and Alumni Trustee Search

Banks '90 (chair); Caldwell '82; Higgins '86, Tu'90; Edelson '81; Lotson '82; Nicholson '74; Schorsch '87; Steinberg '88; Streicher '95; Wolff '89, Tu'94; Nunez (secy)

Orientation

Steinberg '88 (chair); Baumann '83; Hetzel '72; Mannes '80; Mattson '89; Ngai '00; Pastuck '11; Zhao '15; Ramsden '87 (secy)

Professional Development

Hetzel '72 (chair); Do '88, Tu'89 (vice chair); Bassett '78; Bose A&S'04, MED'04; Brown '88; Chittick '62; Cubillos-Ruiz A&S'10, MED'10; Donovan '92, Th'92; Flynn '07, Tu'16; Hodel '75; LaFond '83; Lotson '82; Pastuck '11; Reynolds '90; Sims '12; Streicher '95; Tseng '95, Tu'01; Yecies '85; Yu '97; Parish '89 (secy)

Student Affairs

Millikin '05 (chair); Van Metre '81 (vice chair); Anderson '18; Boss '68; Burkhardt '82; Cholnoky '77; Clark '60, Th'61, Tu'61; Dyer Kloman '17; Finegan '85; Frazier '80, MED'84; Goel '17; Hamalainen '00; Haskell '94; Hribar '00; Huff '84; Josebachvili '09; Lordan '86; Osman '90, Tu'96; Parker '11; Roe '18; Scherr '08; Shannon '01; Simpson '77; Valdez '07; Van Metre '81; Wagner '99; Zhao '15; Stafford '91 (secy)

Young Alumni

Pastuck '11 (chair); Bryant '12 (vice chair); Anderson '18; Cubillos-Ruiz A&S'10, MED'10; Dyer Kloman '17; Flynn '07, Tu'16; Goel '17; Herm '13; Josebachvili '09; Millikin '05; Parker '11; Roe '18; Rosenblum '07; Scherr '08; Schwartz '06; Sims '12; Sokol '10; Tibble '14; Valdez '07; Zhao '15; Losavio (secy)

Young Alumni Distinguished Service Award

Kandel '00 (chair); Wagner '99 (vice chair); Annest '00; Brock '01, Th'02; Chittim '01, Th'02, Th'03; Vidmar '03; Ramsden '87 (secy)

Future Meeting Dates

OCTOBER 26-28, 2017

215th meeting of the Alumni Council

MAY 17–19, 2018

216th meeting of the Alumni Council

NOVEMBER 15-17, 2018

217th meeting of the Alumni Council

MAY 16-18, 2019

218th meeting of the Alumni Council

Current Campus Events

Visit dartmouth.edu/events for an up-to-date list of events.

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 dartmouth.org/alumniphotos

Get the full Alumni Council meeting schedule at dartmouth.org/ACschedule.

Dartmouth Alumni

Thursday, May 18

- 1–6 PM Registration**
Ballroom Foyer, Hanover Inn
- 12–2:45 PM Nominating Committee Luncheon Meeting**
Winship Conference Room, Blunt Alumni Center
- 3–4:30 PM Alumni Liaison Committee Meeting**
Zimmerman Business Center, Blunt Alumni Center
- 5–7 PM Dinner Discussion Groups with Students**
- » **Thinking Like The Fed: The College Fed Challenge**
Room 001, Rockefeller Center
MODERATORS: Elisabeth S. Curtis, senior lecturer in economics; C. Frank Zarnowski, senior lecturer in economics
 - » **Experiencing Human Origins in South Africa**
Room 002, Rockefeller Center
MODERATOR: Nathaniel J. Dominy, professor of anthropology and adjunct professor of biological sciences
 - » **The College Pulse App: It Pays to Be Heard**
Room 003, Rockefeller Center
MODERATOR: Benjamin A. Valentino, associate professor of government; coordinator, War and Peace Studies Program, Dickey Center for International Understanding
- 7:30–8:30 PM The Pitch: "Shark Tank" for Student Groups**
Hinman Forum, Rockefeller Center

Friday, May 19

- 6:30–7 AM Walk Around Ocum Pond (optional)**
Meet in the lobby of the Hanover Inn
- 7–8 AM Registration**
Ballroom Foyer, Hanover Inn
- 7:45–10 AM Committee Breakfast Meetings**
- » Academic Affairs
Grand Ballroom East, Hanover Inn
 - » Alumni Service
Faculty Lounge, Hopkins Center for the Arts
 - » Athletics
Room 332, Floren Varsity House
 - » Communications
Winship Conference Room, Blunt Alumni Center
 - » Enrollment and Admissions
Hayward Ballroom, Hanover Inn
 - » Professional Development
Ford Sayre/Brewster, Hanover Inn
 - » Student Affairs
Grand Ballroom West, Hanover Inn

- 10–11:30 AM Committee Meetings**
- » Honorary Degrees
Winship Conference Room, Blunt Alumni Center
 - » Young Alumni
Ford Sayre/Brewster, Hanover Inn
- 10:10–11:15 AM Back-to-the-Classroom Experience for Councilors**
- 11:45 AM–1:15 PM Alumni Council Luncheon**
Alumni Hall, Hopkins Center for the Arts
- » **Small Place, Big Ambitions: How Teaching and Learning are Changing at Dartmouth**
Lisa Baldez, professor of government and of Latin American, Latino and Caribbean studies; Cheheyl Professor and director, Dartmouth Center for the Advancement of Learning
 - » Presentation of the Professor John Rassias Faculty Award

Saturday, May 20

- 6–7 AM Wake Up Flow (optional)**
Mighty Yoga, 10 Allen Street, Lower Level
Reed W. Bratches A&S'20
- 7:30–8:45 AM Alumni Liaison Committee Breakfast Meeting**
Ford Sayre/Brewster, Hanover Inn
- 8:30 AM Continental Breakfast**
Arvo J. Oopik '78 Auditorium Gallery, Class of 1978 Life Sciences Center

Plenary Session 2, 9 AM–12:30 PM

Arvo J. Oopik '78 Auditorium, Class of 1978 Life Sciences Center

- 9–9:45 AM Update from the Board of Trustees**
Laurel J. Richie '81, trustee chair-elect
- 9:45–10:30 AM Report from the Nominating Committee**
John Banks '90, chair
J.B. Daukas '84, former president of the Alumni Council
- 10:30–11 AM Committee Reports**
- 11 AM–12 PM Thayer: How Engineering + Liberal Arts = National Leadership**
MODERATOR: Joseph J. Helble, dean of the Thayer School of Engineering and professor of engineering
PANELISTS: John Currier '79, Th '81, Thayer School research engineer; Ryan Halter, assistant professor of engineering, adjunct assistant professor of surgery, Geisel School of Medicine; Vicki May, professor of engineering; Petra Bonfert-Taylor, professor of engineering
- 12–12:30 PM Open Forum**
- » Alumni Council election results
 - » Open discussion period for councilors
 - » Open microphone for alumni
 - » Closing business
- 12:30 PM Adjournment**

214TH ALUMNI COUNCIL SUMMARY (APPENDIX E)

Report from the 214th Meeting of the Dartmouth Alumni Council May 18–20, 2017

by C. Alec Casey '88

More than 100 Alumni Councilors representing classes, affiliated groups, clubs, and associations returned to Hanover last month for our spring Alumni Council meeting to work in committees and meet with College leadership, faculty, and students. It was a busy three days of informative sessions and lively discussion highlighted by beautiful weather and Green Key weekend commencing around us. The information below, loosely organized into bullet points, serves as a summary of the meeting. I would also invite you to view photos, browse a round-up of the conversation on social media during the weekend, and review the full meeting minutes. As always, I welcome any questions or feedback you may have.

Learning by Doing

Councilors participated in discussions with students and faculty engaged in three projects that demonstrate Dartmouth's intimate intellectual community and experiential learning opportunities at home and abroad.

- Terren Klein '17 and a team of students developed the College Pulse app, an incentive-based opinion polling tool that provides real-time data to students about their College and community.
- A team of students traveled to Washington, DC, in November 2016 to deliberate the pros and cons of interest-rate hikes with Federal Reserve Chair Janet Yellen through the College Fed Challenge.
- And in January, undergrads in Anthropology 70 made a major fossil discovery while excavating at a UNESCO World Heritage site at Malapa, South Africa.

We also heard several other presentations that were academic in nature:

- Director of the Dartmouth Center for the Advancement of Learning Lisa Baldez spoke of the evolution of teaching and learning, reaffirming Dartmouth's commitment to the teacher-scholar model. Equipping faculty members to be excellent teachers is a longstanding tradition at Dartmouth and remains at the core of the academic vision for the College. Baldez talked about how the Center for the Advancement of Learning serves as a resource to make professors better classroom teachers – especially in an era in which technology has upended the traditional format of lecture and Q&A.
- Professors Edward Miller and Jennifer Miller shared the Dartmouth Vietnam Project, a collaborative effort between students and faculty to collect oral histories from members of the Dartmouth community who served in Vietnam. Don't miss this video about their work.
- Dean Joseph Helble moderated a panel of faculty on how the combination of engineering and the liberal arts has resulted in national leadership for the Thayer School of Engineering, which turns 150 this year. Thayer is the only engineering school to require an AB before a BE and has been recognized for its focus on entrepreneurship. In 2016, Thayer made history by being the first engineering class from a national research university to achieve gender parity.
- The academic affairs committee of the Council presented the inaugural Professor John Rassias Faculty Award for exceptional educational outreach to alumni to Steve Swayne, the Jacob H. Strauss 1922 Professor of Music; and Don Pease, the Ted and Helen Geisel Third Century Professor in the Humanities, who is also Chair of the Master of Arts in Liberal Studies program and professor of English and comparative literature. Professor Rassias's daughter, Helene Rassias-Miles A&S '08, was there to congratulate the winners.

Strategy and Vision

President Philip J. Hanlon '77 shared his vision for Dartmouth as a distinctive experience defined by world-class faculty and students, intellectual rigor and interdisciplinary curricula, unique spirit, and magnificent setting. Among the highlights of his presentation to us were these:

- President Hanlon made it clear that Dartmouth is “hot”: The Class of 2021 will be among the most selective and accomplished class in Dartmouth’s history, faculty are being recognized for their scholarship, and rankings are on the rise.

President Hanlon took questions from Councilors pertaining to tolerance of divergent opinions and freedom of expression, House Communities, fundraising plans, and recruitment and retention of faculty of color.

- He also referenced the appointment of N. Bruce Duthu '80 as dean of the faculty – an appointment that drew strong support from some (including those who noted that Professor Duthu would have been the first Native American to serve as dean of the faculty) and criticism from others (while serving on the council of Native American academic association, Professor Duthu had signed a statement in 2013 in support of a boycott of Israeli academic institutions.) During the Council meeting, President Hanlon expressed his support for Professor Duthu, while reaffirming that Dartmouth will not support academic boycotts of any kind and remains committed to freedom of expression as a fundamental value of our community. Since the closing of the Council meeting, Professor Duthu announced he had decided to decline the appointment. In an email to colleagues, he explained that controversy had become a distraction with the potential to damage Dartmouth and undermine his ability to serve effectively as dean.

These were among the discussions we had with other members of the Dartmouth leadership team:

- Chair-elect of the Board of Trustees Laurel Richie '81 spoke with Councilors about her pride in Dartmouth and excitement to lead the **Board of Trustees**. As Board chair, Richie hopes to increase visibility and differentiation for Dartmouth by highlighting its special character.
- Vice-President of **Communications** Justin Anderson walked the Council through a new branding strategy that builds on Dartmouth’s unique location, academic focus, experiential learning opportunities, and spirit that makes the College “Distinctly Dartmouth.”
- Lee Coffin, vice provost for enrollment and dean of admissions and financial aid, spoke about the Class of 2021—which had the highest yield in Dartmouth’s history at 61 percent—and his strategy for increasing applications to Dartmouth from the very best students. Alumni interviewers participating in the Admissions Ambassador Program were a key component of this success.
- Vice President for Development Andrew Davidson P'20 and Advancement COO Ann Root Keith gave Councilors a look into the planning phases of the upcoming **Dartmouth capital campaign**. I'll report back on the priorities and goal when they become public, but am pleased to say that things are going well.

Recognizing Leadership

It has been said that Dartmouth is a launch pad for success, and that is clearly the case for the Honorable **Eric Fanning '90**, 22nd United States Secretary of the Army who spoke over dinner at the Hanover Inn. As the “CEO” of the U.S. Army, he was responsible for its \$147 billion budget and its 1.4 million people. He is the first person to have held senior presidential appointments in the Army, Navy and Air Force. It was inspiring to hear his devotion to the men and women who defend our country and eye-opening to understand what a difficult job managing such huge organizations can be. His remarks focused on leadership and the role his liberal arts education at Dartmouth played in his career trajectory.

ALUMNI COUNCIL RETIREMENT SCHEDULE (APPENDIX F)



RETIREMENT SCHEDULE

2017

Cheryl Abbott '96 (RM)
 Albert Austin '75 (RM)
 Jennifer Avellino '89 (CHR/ALC)
 John Banks '90 (C, CHR/NC)
 Jim Bassett '78 (C)
 Amy M. Beringer '81 (RM)
 Niranjana Bose A&S'04 (PS Geisel)
 Ted Bracken '65 (C)
 Pauline Brown '88 (AL)
 Tom Byrne '55, TU'56 (CP55)
 Amy Cammann Cholnoky '77 (CHR/AAWD)
 Bruce Clark '60, TH'61, TU'61 (C)
 Ben Day '66, TH'67, TH'69 (CA)
 Mary Dengler '96 (C)
 Storey Dyer Kloman '17 (UGR)
 Andy Edison '91 (RA)
 Sue Finegan '85 (AOA)
 Budge Gere '66 (C)
 Martha Gerhan '83 (C)
 Ria Goel '17 (UGR)
 Steve Hafner '91 (AL)
 Colleen Linehan Haskell '94 (RA)
 David Hetzel '72 (C)
 Monica Claman Higgins '86, TU'90 (PS Tuck)
 Chris Huff '84 (C)
 Susi Kandel '00 (CHR/YAAAWD)
 Kenneth Klemm '86 (COA)
 Andrea Lordan '86 (RM)
 Jamie MacArthur '72 (RAI)
 Joe Mannes '80 (CA)
 Laura Mattson '89 (C)
 Ken Miller '84 (RA)
 Tim Millikin '05 (C)
 Hoi Ning Ngai '00 (DAPAAA)
 Chris Parker '11 (C)
 Melanie Pastuck '11 (DGALA)
 Jim Rager '71 (C)
 Ruth Redbird '98 (NAAAD)
 Alex Roberts '02 (C)
 Erin Sammons '00 (RA)
 Jonathan Scherr '08 (C)
 Anne Schnader '87 (C)
 Camilla Campbell Shannon '01 (C)
 Dee Dee Granzow Simpson '77 (C)
 Alyse Streicher '95 (C)
 Ryan Tibble '14 (C)
 John Valdez '07 (CA)

2018

Abbeygale Anderson '18 (UGR)
 Charles Allison '78 (RM)
 Roger Baumann '83 (DED)
 Daniel Black '82 (AL)
 Amber Bryant '12 (PS Thayer)
 Bob Bysse '63 (C)
 Alec Casey '88 (AOA)
 Celia Chen '78, A&S'94 (FR)
 Roger Clarkson '75 (C)
 Bradley DeMay A&S'11, TU'13 (A&S)
 Cuong Do '88, TU'89 (C)
 Anita Hamalainen '00 (C)
 Jim Harris '64 (C)
 Mark Heller '70 (COA)
 Caroline Hribar '00 (AL)
 Dan Josebachvili '09 (C)
 Michelle Jodoin LaFond '83 (RA)
 Adrienne (Tee) Lotson '82 (BADA)
 Ralph Manuel '58, TU'59 (CP55)
 Matt McGinnes '93 (C)
 Lisette Perez Di Gasbarro '94 (C)
 Lon Povich '81 (C)
 Omar Rashid '00 (DALA)
 Garrison Roe '18 (UGR)
 Barbara Rollins '84 (RM)
 Amanda Rosenblum '07 (DGALA)
 Alan Rozycki '61, MED'63 (PS Geisel)
 Benjamin Schwartz '06 (C)
 Andy Shaw '76 (C)
 Patty Shepard '83 (RA)
 David Silbersweig '82 (C)
 Madeline Sims '12 (C)
 Jim Staros '69 (C)
 Steve Tseng '95, TU'01 (DAPAAA)
 Molly Sundberg Van Metre '81 (RM)
 David Wagner '99 (C)
 Tim Welch '70 (C)
 Russell Wolff '89, TU'94 (President)
 Valerie Zhao '15 (C)

2019

Erin Arnold Accurso '06 (DALA)
 Ray Becker '59, TU'60, TH'60 (CP55)
 Hugh Boss '68 (C)
 Susan Burkhardt '82 (RM)
 Woody Chittick '62 (C)
 Janet Quigley Clay '86 (C)
 Beth Donohoe Cook '94 (CA)
 Juan Cubillos-Ruiz A'10 MED'10 (A&S)
 Aidan Donahue '04 (C)
 Todd Donovan '92, TH'92 (C)
 Rachel Bogardus Drew '98 (C)
 Marc Eckels '73 (RA)
 Mitch Epner '91 (C)
 Whitney Flynn '07, TU'16 (C)
 Carrie Fraser '86, TH'87 (PS Thayer)
 Lindsay Frazier '80, MED'84 (C)
 Maya Herm '13 (C)
 Bob Higgins '81 (AOA)
 Howard Hodel '75 (COA)
 Jennifer Hughes '79 (C)
 Brandi Johnson '01 (BADA)
 Mark Koulogeorge '85 (RM)
 Maureen Mentrek '16 (C)
 Pete Nistad '67 (C)
 Bart Osman '90 TU'96 (PS Tuck)
 Rick Paul '75 (RA)
 Rick Ranger '74 (C)
 Michael Reynolds '90 (AL)
 Vic Rich '61, TU'62 (CA)
 Marcus Rowe '02 (RA)
 Marie Shaffer '73 (C)
 Abbe Sokol '10 (C)
 Jack Steinberg '88 (President-Elect)
 Eric Taylor '84 (RM)
 Monique Burns Thompson '88 (AL)
 Michael Vidmar '03 (C)
 Autumn White Eyes '14 (NAAAD)
 Laura Fried Yecies '85 (C)
 Stephanie Yu '97 (C)

Key

A&S = Arts & Sciences
 AL = At Large
 AOA = Association Exec
 BADA = Black Alumni of Dartmouth Assoc.
 C = Class Rep
 CA = Class Association
 CP55 = Class Post 55th Reunion

COA = Club Association

CHR/AAWD = Chair/Alumni Awards Comm.
 CHR/ALC = Chair/Alumni Liaison Comm.
 CHR/NC = Chair/Nominating Comm.
 CHR/YAAWD = Chair/Young Alumni Awards Comm.
 DALA = Dartmouth Association of Latino Alumni
 DAPAAA = Dartmouth Asian Pacific Am. Alum. Assoc.
 DED = District Enrollment Director

Present Council Members = 125

FR = Faculty Representative
 DGALA = Dartmouth Gay & Lesbian Assoc.
 NAAAD = Native American Alumni Assoc.
 PS = Professional School
 RA = Regional/ At-Large

ALC MEETING AGENDA (OCTOBER 20, 2016) (APPENDIX G)

**Alumni Liaison Committee Meeting
Thursday, October 20, 2016
Zimmerman Business Center
Blunt Alumni Center
2:45 - 4:15 PM
Agenda**

1. Debrief October 5th Conference Call with the Board of Trustees' Advancement Committee
2. Moosilauke Forum Alumni Perspective survey results
3. Communications and Listening Posts for Alumni Feedback
4. Leadership Reports
 - Alumni Council
 - Association of Alumni
5. Reports on Alumni Feedback Received to Date
6. Annual Report
 - Timeline

ALC MEETING AGENDA (OCTOBER 22, 2016) (APPENDIX H)

**Alumni Liaison Committee
Meeting
Saturday, October 22, 2016
Ford Sayre/Brewster, Hanover Inn
7:30 - 8:45 AM
Agenda**

1. Highlights of 213th Alumni Council Meeting
2. October 5th Conference Call between the ALC and the Board of Trustees' Advancement Committee
3. Moosilauke Forum Alumni Perspective Survey
 - Key takeaways discussion
 - Recommendations for actions
4. Communications
 - Potential topics for template questions, next Moosilauke Forum survey, etc...
 - Role of the communications committee regarding messaging and social media
5. Analysis of Alumni Feedback Received to Date
6. Other Business

ALC MEETING AGENDA (MAY 18, 2017) (APPENDIX I)

Alumni Liaison Committee Meeting
Thursday, May 18, 2017
Zimmerman Business Center, Blunt Alumni Center
3:00 - 4:30 PM
Agenda

1. Moosilauke Forum Alumni Perspective survey results
2. Sentiment in Classes and Groups
3. Leadership Reports
 - Alumni Council
 - Association of Alumni
4. Reports on Alumni Feedback Received to Date
5. Annual Report
 - Timeline
 - Format

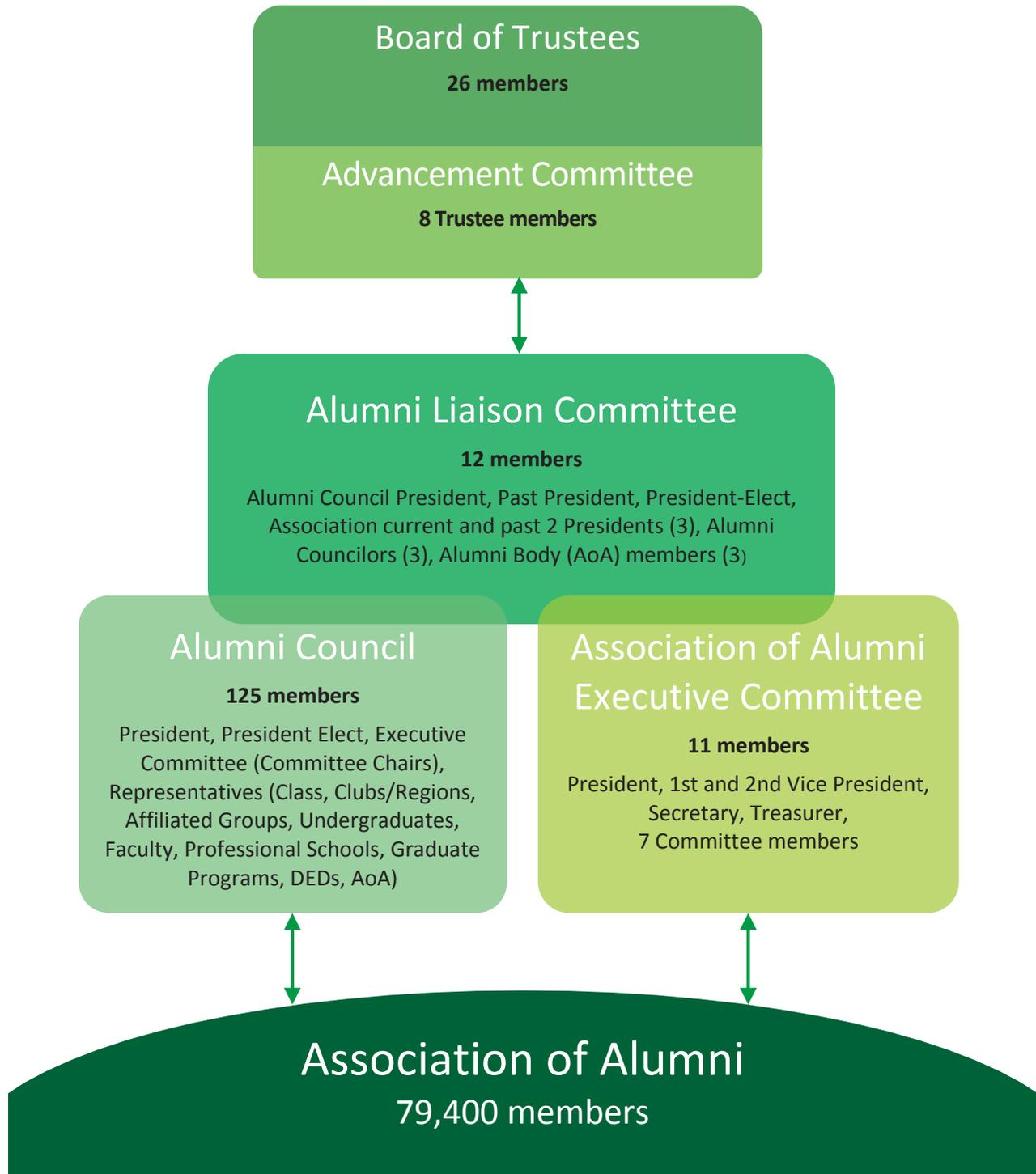
ALC MEETING AGENDA (MAY 20, 2017) (APPENDIX J)

**Alumni Liaison Committee Meeting
Saturday, May 20, 2017
Ford Sayre/Brewster, Hanover Inn
7:30 - 8:45 AM
Agenda**

1. Highlights of 214th Alumni Council Meeting
2. Evolving ALC methods and channels
3. Moosilauke Forum Alumni Perspective Survey
 - a. Key takeaways discussion
 - b. Recommendations for actions
4. Analysis of Alumni Feedback Received to Date

Dartmouth Alumni Leadership

Flow Chart | Membership



Dartmouth Alumni Leadership

Flow Chart | Functions

