

Appendices

199th Alumni Council Meeting Program (Appendix A)

199th Dartmouth *Alumni Council*

December 3–5, 2009 Hanover, New Hampshire

3 THURSDAY

- 11 am–2 pm **Nominating Committee Lunch Meeting**
Room 203, Winship, Blunt Alumni Center
- 2–6 pm **Registration**
Lobby, Hanover Inn
- 2:30–4 pm **Alumni Liaison Committee Meeting**
Zimmerman Business Center, Blunt Alumni Center
- 4:30–5:30 pm **Orientation for New Councilors**
Wheclock Room, Hanover Inn
- 5:50–6:30 pm **Shuttle Bus Service from Hanover Inn to Dartmouth Outing Club House**
- 6–8 pm **Reception and Dinner**
Dartmouth Outing Club House
- 8–10 pm **Dartmouth Outing Club 100th Anniversary Celebration and Festivities**
Dartmouth Outing Club House
- 9:30–10:20 pm **Shuttle Bus Service from Dartmouth Outing Club House to Hanover Inn**

4 FRIDAY

- 8 am **Continental Breakfast**
Lower South Lobby, Dartmouth Hall
- 8:30–11 am **Plenary Session**
Room 105, Dartmouth Hall
- 8:30–8:40 **Welcome Remarks by Janine Avner '80, Alumni Council President**
- 8:40–9:10 ***Educating Global Citizens at Dartmouth***
Ken Yalowitz, Director of the John Sloan Dickey Center for International Understanding
- 9:10–9:25 ***Dartmouth Rankings in National Polls***
David Spalding '76, Vice President for Alumni Relations
- 9:25–10:25 **Admissions Workshop**
Dan Parish '89, Director of Admissions Recruitment and Communications
- 10:25–11 **Presentation of 2010 Alumni-Nominated Trustee Candidates and Vote**
Tom Daniels '82, Chair, Nominating and Alumni Trustee Search Committee

- 11:15 am–12:15 pm **Alumni College at Alumni Council**
Are We Prepared for This Pandemic?
Joseph M. Rosen, MD, Professor of Surgery, Dartmouth-Hitchcock Medical Center, Adjunct Professor of Engineering and Senior Lecturer
Room 001, Rockefeller Center
- Understanding Islamists*
A. Kevin Reinhart, Associate Professor of Religion, Asian, and Middle Eastern Studies
Room 002, Rockefeller Center
- GreenLite Dartmouth: Unplug or the Polar Bear Gets It!*
Lorie Loeb, Research Associate Professor and Director of the Digital Arts Minor, Computer Science
Room 003, Rockefeller Center

- 12:30–2 pm **Lunch on Your Own**
Exceptions:
■ Young Alumni Committee Meeting
Faculty Lounge, Hopkins Center
■ Honorary Degrees Committee Meeting
Zimmerman Business Center, Blunt Alumni Center
■ Committee to Support Greek Letter Organizations Meeting
1930 Room, Rockefeller Center

- 2:15–3:45 pm **Plenary Session**
Room 105, Dartmouth Hall

- 2:15–2:45 **Presentation by Sylvia C. Spears, Acting Dean of the College**
- 2:45–3:15 ***Moving Forward with the Arts at Dartmouth with the Visual Arts Center***
Kate Conley, Associate Dean of the Faculty for the Arts and Humanities
- 3:15–3:45 **Budget Presentation**
Adam Keller, Executive Vice President for Finance and Administration

- 4–5:30 pm **Committee Meetings**
■ Academic Affairs, *Room 007, Kemeny Hall*
■ Communications, *1930 Room, Rockefeller Center*
■ Enrollment and Admissions, *Room 008, Kemeny Hall*
■ Student Affairs, *Room 41, Haldeman Center*

6–6:45 pm Reception
Top of the Hop, Hopkins Center

7–9 pm Dinner
Alumni Hall, Hopkins Center
Dartmouth Alumni Award presentation to
Matt Dwyer '75 and Young Alumni Distinguished
Service Award presentation to Belinda Chiu '98
Address by President Jim Yong Kim '82a

5 SATURDAY

7–8:15 am Alumni Liaison Committee Breakfast Meeting
Hayward Lounge, Hanover Inn

8 am Continental Breakfast
Alumni Hall, Hopkins Center

8:30 am–
12:30 pm Plenary Session
Alumni Hall, Hopkins Center

8:30–9 President Jim Yong Kim '82a

9–9:45 Committee Reports

9:45–10 Coffee Break

10–10:45 Trustee Report

10:45–11:30 *Dartmouth Alumni Technology
and Social Networking*

Panelists: Mike Backman, Director,
Alumni Information Resources,
and Jon Murchinson '91, Chair,
Communications Committee

11:30–11:45 Open Forum

11:45–noon Open Microphone for Alumni

noon–12:30 Old/New Business

1–2 pm Executive Committee Debriefing Lunch Meeting
Wheelock Room, Hanover Inn

200th Alumni Council Meeting Program (Appendix B)

200th Dartmouth *Alumni Council*

May 20–22, 2010 Hanover, New Hampshire

20 THURSDAY

11 am–2 pm **Nominating Committee Lunch Meeting**
Winship Conference Room 203, Blunt Alumni Center

2–6 pm **Arrival: Sign In and Pick Up Materials**
Main Lobby, Hanover Inn

2:30–4:30 pm **Alumni Liaison Committee Meeting**
Zimmerman Business Center, Blunt Alumni Center

5–7 pm **Dinner Discussion Groups with Students**

- Athletics, 1930's Room, Rockefeller Center
- Greek Letter Organizations, Room 101, Collis Center
- Haiti and Beyond, Faculty Lounge, Hopkins Center
- Social Media and Communications, Kreindler Auditorium (041), Haldeman Center

7:30 pm **Alumni Council Group Photo**
In Front of Dartmouth Hall
Rain Location: Top of the Hop, Hopkins Center

1:55–2:15 pm **Nominating Committee Presentation**
Tom Daniels '82, Chair, Nominating and Alumni Trustee Search Committee

2:15–2:45 pm **Dartmouth by the Numbers**
Steven Kadish, Senior Vice President and Strategic Advisor

2:45–3:15 pm **What's New in the Arts and Sciences**
Carol Folt '78a, Acting Provost; Dean of Faculty; Professor of Biological Sciences

3:15–3:45 pm **Meet the Class of 2014: An Admissions Update**
Maria Laskaris '84, Dean of Admissions and Financial Aid

4:15–5:30 pm **Student Networking with Alumni Councilors**
Common Ground, Collis Center

6–7 pm **Reception**
Top of the Hop, Hopkins Center
Student entertainment

21 FRIDAY

8–9:45 am **Committee Meetings** (*continental breakfast will be provided*)

- Academic Affairs, Ocom Commons, Goldstein Hall, McLaughlin Residential Cluster
- Communications, Room 101, Collis Center
- Enrollment and Admissions, Faculty Lounge, Hopkins Center
- Student Affairs, Kreindler Auditorium (041), Haldeman Center

10–11:15 am **"Back to the Classroom" Experience for Councilors**

11:30 am–1 pm **Lunch**

- Young Alumni Committee, Faculty Lounge, Hopkins Center
- Committee to Support Greek Letter Organizations, Winship Conference Room, Blunt Alumni Center
- Honorary Degrees Committee, Zimmerman Business Center, Blunt Alumni Center
- Lunch on Your Own—all other councilors

1:15–3:45 pm **Plenary Session**
Alumni Hall, Hopkins Center

1:15–1:25 pm **Welcome Remarks from Alumni Council President Janine Avner '80**

1:25–1:55 pm **Investing in Dartmouth: Impact of the Campaign for the Dartmouth Experience**
Carrie Pelzel '54a, Vice President for Development

7:30–9 pm **Dinner and Program**
Alumni Hall, Hopkins Center
Presentation of Dartmouth Alumni Awards to Martha Beattie '76 and Dr. Rick Silverman '81

Address by President Jim Yong Kim '82a

22 SATURDAY

7–8:15 am **Alumni Liaison Committee Breakfast Meeting**
Hayward Lounge, Hanover Inn

8 am **Continental Breakfast**
Lower South Lobby, Dartmouth Hall

8:30 am–12:30 pm **Plenary Session**
Room 105, Dartmouth Hall

8:30–9:15 am **Priorities and Planning: News from the Dartmouth College Board of Trustees**
Sherri Oberg '82, '86Tu and Dr. Al Mulley '70, members of the Dartmouth College Board of Trustees

- 1:55–2:15 pm **Nominating Committee Presentation**
Tom Daniels '82, Chair, Nominating and Alumni Trustee Search Committee
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Steven Kadish, Senior Vice President and Strategic Advisor
- 2:45–3:15 pm **What's New in the Arts and Sciences**
Carol Folt '78a, Acting Provost; Dean of Faculty; Professor of Biological Sciences
- 3:15–3:45 pm **Meet the Class of 2014:
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Student entertainment
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Hayward Lounge, Hanover Inn
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Dartmouth College Board of Trustees**
Sherri Oberg '82, '86Tu and Dr. Al Mulley '70,
members of the Dartmouth College Board
of Trustees

199th Alumni Council Summary (Appendix C)

For the past few years, the Alumni Council Communications Committee has provided an account of each Alumni Council meeting that councilors can 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 December 3-5, 2009 Alumni Council Meeting

By Brooks Clark '78

This was the 199th meeting of the Dartmouth Alumni Council. The council, founded by Ernest Martin Hopkins in 1913 to guide and support Dartmouth Alumni Relations, meets twice a year.

As underscored by Alumni Council president Janine Avner '80, who opened the meeting, 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. If you haven't already, it's a good idea to save this address among your "favorites."

The Elevator Talk

Alumni Council meetings provide council members with lots of information. Here is a 20-second summary (see below for details on each item):

- Mort Kondracke '60 and John Replogle '88 are the Alumni Council's choices to fill the two alumni-nominated seats on the Dartmouth College Board of Trustees. There are likely to be petition candidates also nominated for each open seat in the election this spring. Cast your ballot between March 10 and April 7.
- The 100th anniversary of the Dartmouth Outing Club has been a huge success. Alumni attempted to hike the Appalachian Trail in a day, and 94 percent of the freshman class took freshmen trips.
- The Dickey Center for International Understanding is putting Dartmouth at the forefront of preparing leaders to understand global problems and develop the complex strategies for tackling them.
- Dartmouth is No. 1 in undergraduate teaching among "national universities" (U.S. News & World Report). Our rank on the "national universities" list is affected by "peer assessment," which can be influenced by unattractive publicity and the changing opinions of academicians.
- The Visual Arts Center, paid for by a \$50 million anonymous gift, "is making a statement about the centrality of the arts at Dartmouth," says associate dean Kate Conley.
- The strategy to make up for the 19.6 percent drop, 23 percent overall, in the value of the endowment is to make the tough cuts this year and build for a quick revival.
- Alumni interviews of applicants are more important now than ever, not only in the selection process but also in building the brand. Please volunteer to do interviews in your area: <http://www.dartmouth.edu/~interviewers/>
- The Dartmouth Alumni Award was presented to Matt Dwyer '75 and the Young Alumni Distinguished Service Award was presented to Belinda Chiu '98.
- Alums can send their thoughts to the trustees through the Alumni Liaison Committee at alc@alum.dartmouth.org. (Please put a subject in the header field.)
- Want to know more? Visit the Dartmouth YouTube channel at www.youtube.com/Dartmouth.

Trustee Nominees – Mort Kondracke '60 and John Replogle '88

Tom Daniels '82, chair of the Nominating and Alumni Trustee Search Committee, gave a rundown on the exhaustive,

two-year process that his committee went through to finalize nominees for the two spots on the Dartmouth College Board of Trustees.

More than 400 alumni profiles were reviewed in the course of 14 meetings held by the 11-person Nominating Committee (<http://alumni.dartmouth.edu/default.aspx?id=437>) over the past year. The search criteria included: excellence in one's chosen field, bringing a unique skill set that would be accretive to the existing board, previous board experience, a commitment to Dartmouth and higher education, and willingness to serve.

The committee contacted and interviewed their candidate finalists. For some, it was not the right time in their careers or family lives to devote the vast amount of time it takes to serve as a trustee. The entire process was carried out with an emphasis on discretion, making sure no rumors of potential nominees leaked out to embarrass the many fine candidates who were considered. (Tom's presentation is posted at <http://alumni.dartmouth.edu/default.aspx?id=437>)

With that, Tom introduced the committee's nominees, Mort Kondracke '60 and John Replogle '88. For the first time ever, the trustee nominees attended the meeting. Kondracke brings more than 40 years of experience as a national journalist, who prior to his current role as executive editor of Roll Call, worked for The New Republic and Newsweek and was a regular panelist on The McLaughlin Group and The Beltway Boys. He was a frequent guest on This Week with David Brinkley and Meet the Press. He has been on the editorial board of the Dartmouth Alumni Magazine and, while at Dartmouth, was president of The Dartmouth. He is also on the boards of the Michael J. Fox Foundation for Parkinson's Research, The Parkinson's Action Network, and Communities in Schools for the Nation's Capital. John Replogle, president and CEO of Burt's Bees, a leading global personal care company, brings more than 20 years of experience in business, operations, finance, marketing and strategy. Previously, he was GM of Unilever's Skin Care and Operating Executive Committee and president of Guinness Brewing in the United States and U.K. He began his career at The Boston Consulting Group. He is considered a leader in sustainability and an expert in corporate social responsibility. He has been a class officer; was a member of Bones Gate, Student Assembly, and WDCR/WFRD; and rowed on the crew team. He is also on the boards of Habitat for Humanity, the Ravenscroft School, Terracycle, and Duke University Corporate Sustainability Initiative.

Kondracke said that this is a good time in his life to give back to the College. He says he will be an "independent trustee." He hopes for an era of civil discussion of disagreements among alumni. "President Kim's new administration is a great opportunity for a fresh start," said Kondracke, who noted he supports Kim's vision for Dartmouth. He envisions himself working on communications as a trustee: "We need to do a lot more to make the country aware of what a great institution this is." He yearns for "unity rather than divisiveness, positive versus negative, negotiation rather than lawsuit filing." (Kondracke has his own website at www.mort4dartmouth.com with a link to a Facebook page from there.)

Replogle was a cradle and sibling member of the Dartmouth family, and sees Dartmouth as a family that values and respects different points of view. He hopes to bring his skills and abilities expertise to bear on three dimensions of Dartmouth: its finances, educational mission, and sense of place. He embraces the vision of opening our students' eyes to global perspectives and issues, of embracing the special location that is an inherent part of Dartmouth, and to the task of bringing discipline and rigor to the College's budget and finances. (Replogle has a website at www.john4dartmouth.com with a link to a Facebook page from there.)

Because petition trustee candidates are anticipated, only one nomination was made per open seat, ensuring that head-to-head elections can be held (this was the strong preference of alumni, based on the 82 percent vote in favor of changes to the Association of Alumni constitution last year that simplified trustee elections). The election will take place between March 10 and April 7.

The official election website www.voxthevote.org has bios for Mort and John posted and details about the election. It was emphasized by councilors again and again that the alumni should vote in this election.

The DOC at 100

The Alumni Council had a rousing evening at the DOC House, with talks by three DOC leaders, instruction in the Salty Dog Rag, and a practical application with help from a Bluegrass Band. There was significant controversy about how many decades students had been dancing the Salty Dog Rag. Ninety-four percent of the Class of 2013 took part in freshman trips.

On October 10, the 100th anniversary of the DOC, alums participated in "AT in a Day," hiking pretty much the entire Appalachian Trail in segments. In many cases, it was an occasion for alums from different eras to meet as they did their parts of the trail.

At the Forefront of Educating Global Citizens

Ken Yalowitz, director of the John Sloan Dickey Center for International Understanding, talked to the council about how he and his colleagues carry out their mission of "educating global citizens who are well versed in key issues and have a commitment to do something about those issues."

Yalowitz, a former ambassador and faculty member at Georgetown and American University, has been at the Dickey Center for seven years. He described the international challenges of

- the global economic crisis,
- terrorism (and two wars),
- global health,
- climate change, and
- the environment.

The main tool the Dickey Center brings to bear on these challenges is the liberal arts education. So the Dickey folks do what they can to:

- support the international-oriented parts of the liberal arts curriculum, e.g., Dartmouth is offering Swahili and an International Studies minor
- teach students to think critically, rigorously, and rationally,
- help integrate new information and knowledge, and
- provide opportunities for learning outside of the classroom.

The Dickey Center provides international settings for non-credit learning, including internships at U.S. embassies (places to conduct research for honors theses). It supports 10 student groups on campus and research in areas such as war and peace, Arctic studies, and global health. "The demand is exceeding supply," said Yalowitz, who pointed to several reasons for that demand, including President Kim and his international vision, the new administration in Washington, and an emphasis among young people on humanitarian issues and social justice issues.

Each year there are 40 Great Issues Fellows who are sent to faraway places. This year they had 170 applications from the freshman class. "We try to send students to places where they will be out of their comfort zone," says Yalowitz, who gave the example of a group that had a two-hour boat ride across Lake Tanganyika to spend six weeks in a village in Tanzania with no electricity, no running water, and no automobiles. "They got used to it and did very well."

Yalowitz noted that Dartmouth's graduate schools are committed on the international side. Tuck has an international business program that emphasizes social consciousness.

Link to the John Sloan Dickey Center for International Understanding at <http://dickey.dartmouth.edu/>

“We’re Number One!” David Spalding ’76 on College Rankings

Like the BCS, AP, and UPI college football rankings, magazine rankings of colleges and universities are created to spark controversy and sell magazines. Every now and then a magazine like U.S. News & World Report gets it exactly right, as it did this past year when it ranked Dartmouth first for Undergraduate Teaching at National Universities.

On other lists, Dartmouth has the challenge of being both fish and fowl, offering a rich undergraduate experience comparable to those (like Amherst and Williams) at the top of the “Liberal Arts Colleges” while having the resources that put us on the “National Universities” list.

On the National Universities list, said David Spalding ’76, vice president of Alumni Relations, our ranking can bump up or down a place or two as a result of “peer assessment.” This ranking can be affected by unattractive publicity, lawsuits, etc. Happily, it can also be affected by actual achievements by the students and faculty.

For example, the Dartmouth Institute for Health Policy and Clinical Practice is world renowned for its “outcomes research.” As President Kim likes to note, its studies on shared decision-making in doctor-patient relationships, are “at the forefront of the national debate on health care, cited regularly by both sides.”

Updates from the Acting Dean of the College and Dean Conley on the Visual Arts Center

Acting Dean of the College Sylvia Spears spoke of embracing President Kim’s challenge to prepare students to be leaders who will take on the biggest problems that exist in the world today.

Spears described her practical challenge: to align her division of 500 employees to “challenge and support students to be ethical, engaged, and accountable citizens and leaders.”

Associate Dean Kate Conley described the Visual Arts Center, which is being built, despite the economic downturn, because of an anonymous \$50 million gift, and should be finished in three years. “This visual arts center,” said Conley, “is making a statement about the centrality of the arts at Dartmouth.”

When it’s done, it will create a very beautiful “Arts Precinct” of the Hop, the Hood Museum, and the Visual Arts Center, with a courtyard onto Lebanon Street.

President Kim and David Spalding on the Budget

David Spalding ran through a budget-planning presentation with the Alumni Council, and President Kim followed up with comments the next day.

Because of the decline in the endowment, Dartmouth will reduce its workforce, examine staff and faculty salaries, slow or freeze the hiring of staff and faculty, and halt capital expansion (except for the Class of 1978 Life Sciences Building, which was already under way, and the Visual Arts Center, which has been paid for by an anonymous gift for that purpose).

The main strategy approved by the board of trustees is to do the necessary restructuring now to enable a rapid recovery over the next five years. This strategy minimizes risk and reduces volatility. But it does mean that there will be cuts.

They will be strategic, not across-the-board cuts.

In his discussion with the Alumni Council, President Kim said that “cuts will not be as severe among the faculty, because that is core to the Dartmouth experience.” He had heard some arguments that this was not fair to the staff, but Kim said, “This is not a social justice issue.” The College will be looking for administrative efficiencies and business practices as cost savers. Link to President Kim’s budget presentation to the College: http://www.youtube.com/watch?v=_HEN5J7jfuU

Admissions Office Workshop: Alumni Interviews Make a Difference

The Alumni Council's Enrollment and Admissions Committee organized an informative Admissions workshop for all councilors. Councilors heard from Dan Parish '89 and Colleen Wearn '06 of the Admissions Office and Jeff Solomon '91, who is the district enrollment director, or DED (the alumni interview coordinator) in Las Vegas.

Dan ran through the numbers, which are basically that we end up turning away nine out of ten applicants. Dan made the point that there were 10,475 interviews last year (58 percent of the applicants). He said that this is "incredible corporate outreach," and that each interview is a marketing opportunity, a chance to convey in a real and meaningful way what Dartmouth is all about, even to the vast majority of applicants who will not end up in Hanover.

Jeff Solomon said he looks for passion in the kids he interviews. "It can be about almost anything," he says, "sports, projects, art, whatever." And he likes to listen. "I learn as much from the kids from what they ask as what they answer."

The Admissions people are very grateful for the efforts of the 7,100 alumni interviewers and the care and detail the alumni put into these interviews and the write-ups. Dan encouraged alumni to sign up to volunteer in their areas and to bear in mind what a powerful opportunity interviewers have to demonstrate the value of Dartmouth's unique undergraduate experience to everyone who applies.

One question came from Annette Gordon-Reed '81, Pulitzer Prize-winning author of *The Hemingways of Monticello*, among other books, who teaches at NYU Law School and Rutgers and lives on the West Side of Manhattan. She mentioned that often the kids she interviews are way too polished. Annette asked Dan how best to get them off their talking points. Dan said more or less that it is the interviewer's art to get the most genuine glimpse of the person possible, and that's why the alumni interview can be so valuable to them.

In other areas of the country, applicants can be less prepared for interviews of this kind, especially ones in which alums break into tears recounting fond memories of freshman trips, walks across the Green on 20-below mornings and favorite professors from days gone by. (President Kim likes to say that "it takes only five minutes to make an alum cry.")

The Dartmouth alumni interview can be a learning opportunity for the applicant, not only about the Dartmouth ethos and what it has to offer but also in how to conduct a meaningful interview and conversely how to do well in an interview.

In a remarkably revealing presentation, Colleen Wearn ran through three real, slightly disguised applicants to show us how the alumni interview truly helped the "readers" make decisions.

Among other things, the alumni interview can

1. help confirm what the application seems to indicate,
2. assuage certain fears or misgivings the readers may have, or
3. show that, despite good grades and test scores, an applicant may not have the thirst for learning that they are really looking for.

Anecdotes, details, and examples that interviewers give to back up their impressions of the kids are the most helpful to the folks in Admissions. They bring the kids to life and ring true to the readers.

Remember: Dartmouth no longer offers on-campus interviews, so alumni interviews are the only face-to-face impressions the Admissions Office gets.

To volunteer for alumni interviewing, please visit <http://www.dartmouth.edu/~interviewers/> and click on the "Sign up for

Interviewing” link on the right hand side of the page. If you have any questions, please feel free to contact Kathy Nichols in the Admissions Office at (603) 646-3368.

Lunch with Amanda Wheelock '13

The discussion of alumni interviews inspired one council member to follow up on an interviewee, Amanda Wheelock '13, over lunch.

Amanda went to Girls Preparatory School in Chattanooga. (She is a second cousin eight times removed of Eleazar; her (8 greats) great-grandfather was the pious one's second cousin.) She valued the information and perspective on Dartmouth that she got in her alumni interview.

She (amusingly) contrasted it with a couple of other alumni interviews, including one in which she got “about three words in edgewise” and was discouraged from her idealistic goals of going into the international service and helping the world. Since this is the very vision of President Kim (by way of John Sloan Dickey), she is especially sure that she is in the right place.

One thing that has been important to Amanda is the warmth and welcoming feeling given by everyone, starting with the DOC's freshman trip welcoming crews in crazy outfits and multicolored hair and continuing through the Ultimate Frisbee team.

She will be doing LSA in Barcelona and FSP probably in Prague. She is looking forward to the “Great Issues” course, which will be revived in time for their sophomore summer. She is taking Geography 1 (which is so interesting that she may want to major in geography) and Health Care in American Society: History and Current Issues from Allen Koop (son of C. Everett). Her freshman seminar is on 20th century revolutions in the sociology department focusing on Iran, Nicaragua, and the Philippines.

Back to the Classroom

The Alumni Council's Academic Affairs Committee coordinated three faculty lectures for alumni councilors, providing them with their choice from the following three topics:

- Dr. Joseph Rosen, professor of surgery at Dartmouth Hitchcock Medical Center and an adjunct professor of engineering and senior lecturer spoke on “Are We Prepared for this Pandemic?”
- Lorie Loeb, research associate professor and director of the digital arts minor in computer science, gave a talk on “GreenLite Dartmouth: Unplug or the Polar Bear Gets It!” She described the ever-growing problem of energy “vampires,” the electronic machines that use a surprising amount of electricity while not in use.
- Kevin Reinhart, associate professor of religion, Asian, and Middle Eastern studies, spoke on “Understanding Islamists,” and provided an overview of historic and contemporary Islam.

Trustee Sherri Oberg '82, Tu '86 : Impressions after a Year

Sherri Oberg '82, Tu'86 became a trustee in September 2008. She noted that the board has fiduciary responsibility for the strategic direction of the College. She found the trustees to be dedicated and passionate about Dartmouth.

Among other committee assignments, she chairs the Health Sciences Committee, for which she has broad and varied experience. Diana Taylor '77 is chairing the Audit Committee, and Steve Roth '62, Tu'63 is chairing the Finance Committee. These are examples of specific expertise being applied to board of trustees' responsibilities. Oberg was impressed by the expertise that Jeff Immelt '78 brought to board policy making, not surprising from his years as CEO of GE. She did not mention Immelt's experience blocking for her husband, Curt Oberg '78, on the Big Green football team.

Dartmouth Alumni Technology and Social Networking

The Alumni Council's Communications Committee participated in a presentation to councilors about Dartmouth alumni technology resources and social networking. Panelists included Mike Backman, director of Alumni Information Resources, and Sarah Jackson-Han '88, vice-chair of the Communications Committee and, in her "real life" news director of Radio Free Asia. Sarah encouraged councilors to participate in the Alumni Council Facebook group and Mike navigated through some of the online resources available to alumni (see list of links at the end of this summary).

ROTC on Campus

David Spalding '76 discussed the state of ROTC on campus. Dartmouth is one of four Ivies to allow ROTC students to train on campus.

Twelve students are currently enrolled in the ROTC program at Dartmouth. Of these participants, seven have signed on for an eight-year military commitment after graduation. Contracted students receive scholarships from the government for four years of tuition, a book stipend and an additional \$300 to \$500 per month.

An article in The D discussed the situation in detail: <http://thedartmouth.com/2009/11/19/news/rotc>

Alumni Liaison Committee: alc@alum.dartmouth.org

The Alumni Council helps communicate alumni opinions to the board of trustees. The Alumni Liaison Committee (ALC) has formalized that function by establishing a process by which all alumni input is tallied and sent along to the trustees. All alumni councilors are asked to forward input from their constituents to alc@alum.dartmouth.org with the general subject matter placed in the header field (e.g., academics, admissions, alumni governance, athletics, and so on).

Last year's input was compiled in a report and delivered to the trustees, who say it is extremely valuable and helpful. "We really pay attention to the feedback we're getting," said Ed Haldeman '70, chair of the board of trustees.

Other links:

www.alumni.dartmouth.edu (Alumni Relations Home Page)

www.alumni.dartmouth.edu/greennews (Green News)

www.alumni.dartmouth.edu/voxbox (Vox Box Multimedia page)

www.alumni.dartmouth.edu/council/resources (Resources for Alumni from the Dartmouth Council)

www.alumni.dartmouth.edu/dcn (Dartmouth Career Network)

www.voxthevote.org (2010 Election Web Site)

Link to Evergreener: Q & A with 2009-2010 Dartmouth Alumni Award winners

<http://alumni.dartmouth.edu/default.aspx?id=1693>

200th Alumni Council Summary (Appendix D)

For the past several years, the Alumni Council Communications Committee has provided an account of each Alumni Council meeting that councilors can use to convey to their constituents a sense of what we saw and heard. This report 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 20-22, 2010, Alumni Council Meeting

By Brooks Clark '78

This was the 200th meeting of the Dartmouth Alumni Council. The council was founded by Ernest Martin Hopkins in 1913 to guide and support Dartmouth Alumni Relations. It 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. If you haven't already, it's a good idea to save this address among your "favorites."

The Elevator Talk

Alumni Council meetings provide council members with lots of information. Here is a 20-second summary (see below for details on each item):

- As a result of the economic downturn and the endowment decline equal to 19.6% from a performance standpoint in 2009, Dartmouth faced a \$100 million gap between its income and its planned spending. The board of trustees and President Kim decided to make the tough cuts – \$50 million last year and an additional \$50 million this year – so the College can start building for the future. Most universities decided to take a gradual approach to getting their spending in line. Among our peer institutions, only Stanford and Dartmouth took the “cut now, grow later” strategy. Few of the cuts were to faculty or to the academic programs. Most were made in administration and operations.
- Unexpected result: some alumni saw the effectiveness of the cuts and felt confidence in giving large gifts for important projects. One was a \$35 million anonymous gift to establish the Dartmouth Center for Health Care Delivery Science, building on the success of the Dartmouth Institute for Health Policy and Clinical Practice's study of health care delivery issues. The new center will draw on the undergraduate and graduate schools of Dartmouth to find multidisciplinary answers to the challenges of the skyrocketing costs of health care.
- Dartmouth had a record number of applicants, admitted only 11.5 percent of them, and had a record yield of accepted students who said, “Yes, I'm coming.” This means the entering class stands at 1,161. Why the yield? Three factors:
 - U.S. News & World Report named Dartmouth first in commitment to undergraduate teaching among national universities
 - A larger number of applicants accepted in early decision
 - An effective “Dimensions” weekend was held in April for accepted students, complemented by successful Facebook page, through which members of the Class of 2013 offered their thoughts to the accepted applicants on why they might like Dartmouth.
- Alumni interviews of applicants are more important now than ever, not only in the selection process but also in building the brand. Please volunteer to do interviews in your area. For more information, visit <http://www.dartmouth.edu/~interviewers/>.
- The Campaign for the Dartmouth Experience raised \$1.3 billion. A remarkable 70 percent of alumni

participated, with a total of 65,259 donors.

- Thirty-two percent of alumni voted in the spring trustee election. Some 71 percent voted online. Morton Kondracke '60 ran unopposed, and John Replogle '88, who was opposed by Joseph Asch '79, won the contest for the second trustee vacancy.
- Dartmouth students raised more money for Haiti than any other student body in the country, and the funds were used effectively because of President Kim's unique position as a founder of Partners in Health.
- Acting Athletic Director Bob Ceplikas '78 has a vision and plan for improving W-L records of Big Green teams, notably the football team and the men's basketball team.
- During the Alumni Council dinner banquet, President Kim gave a fascinating presentation about the history of the Alumni Council. This was followed by Dartmouth Alumni Award presentations to Martha Beattie '76 and Dr. Rick Silverman '81.
- Alumni involvement strengthens fraternities, sororities and co-ed organizations, which are vibrant parts of the Dartmouth community. The ad hoc Committee to Support Greek Letter Organizations presented their final report which is posted online at <http://alumni.dartmouth.edu/default.aspx?id=1465>
- Alumni can send their thoughts to the trustees through the Alumni Liaison Committee at alc@alum.dartmouth.org. (Please put your topic in the subject field.)
- Want to know more? Visit the Dartmouth YouTube channel at www.youtube.com/Dartmouth.
- Note also that the alumni magazine is now available online at dartmouthalumnimagazine.com. This is also where obituaries will be posted. There will be more room here for longer obits and pictures, and the obits can remain on the Web site forever. The magazine also has a Facebook page – <http://www.facebook.com/DartmouthAlumniMagazine> – where you can keep up with posts from the DAM staff.

Meeting with Students

Members of the Alumni Council met with groups of students.

One of the groups discussed Social Media and Communications, which featured a student-produced documentary video showing what happened when Ann Rockwell '11 was cut off from texting and e-mailing for five days. Rockwell, who is majoring in creative writing and theater, went from sending and receiving hundreds of texts and emails each day to zero. During her five-day experiment, she had noticeable withdrawal pains. She did not know how to rendezvous with friends or take care of their problems.

Council members contrasted the new world of constant communication with the days of the single pay phone down the hall as the way to touch base with home and erasable boards on doors as the key information conveyances among students.

The discussion went on to ask whether students playing card games and looking at Facebook on laptops are truly able to focus on the material being presented in the classroom? One answer: most of it is posted on the Blackboard system (in which each class has a home page) anyway.

David Spalding '76 becomes Chief of Staff to President Kim

After nearly five years as vice president for Alumni Relations, David Spalding '76 has been named chief of staff to President Kim. Patsy Fisher '81 will be the acting vice president while a search firm looks for the next vice president for Alumni Relations.

The Impact of the Campaign for the Dartmouth Experience by Vice President for Development Carrie Pelzel '54a

Vice President for Development Carrie Pelzel reported that the Campaign for the Dartmouth Experience raised \$1.3 billion. A remarkable 70 percent of alumni participated, with a total of 65,259 donors.

Among many other important things, this made possible 18 new professorships.

In her ongoing advancement of the Dartmouth Experience, Pelzel, an adopted member of the Class of 1954, stressed the importance of building the reputation of the College, which involves asking, “What are meaningful engagements with students, alumni and parents that contribute to building relationships?”

Some examples include the good works by the Tucker Foundation and the Summer Enrichment at Dartmouth (SEAD) program.

Tom Daniels ‘82 on the Trustee Election

As chair of the Alumni Council’s Nominating and Alumni Trustee Search Committee, Tom Daniels ‘82 reported that the recent trustee election for two vacant alumni-nominated seats on the board drew the highest turnout ever. Thirty-two percent of alumni voted in the election. Some 71 percent voted via the Internet. Morton Kondracke ‘60 ran unopposed, for the first vacancy and John Replogle ‘88, who was opposed by Joseph Asch ‘79, won the contest for the second trustee vacancy.

The Budget Cuts and Moving Forward

Senior vice president and strategic advisor Steven Kadish reported on the budget cuts and numbers. As a result of the economic downturn and the endowment decline equal to 19.6% from a performance standpoint in 2009, Dartmouth faced a \$100 million gap between its income and its planned spending. The board of trustees and President Kim decided to make the tough cuts—\$50 million last year and an additional \$50 million this year—so the College can start building for the future. Most universities decided to take a gradual approach to getting their spending in line. Among our peer institutions, only Stanford and Dartmouth took the “cut now, grow later” strategy. Few of the cuts were to faculty or to the academic programs. Most were made in administration and operations.

Unexpected result: some alumni saw the effectiveness of the cuts and felt confidence in giving large gifts for important projects. One was a \$35 million anonymous gift to establish the Dartmouth Center for Health Care Delivery Science, building on the success of The Dartmouth Institute for Health Policy & Clinical Practice and drawing on Tuck, Thayer and the arts and sciences to find multi-disciplinary answers to the challenges of skyrocketing costs of health care. From the center Web site at <http://www.dartmouth.edu/~tdc/>: “The joint commitment of the College and its affiliated medical center will facilitate research, education—and very importantly— implementation in clinical practice to improve the care patients receive.”

President Kim noted that he is seeing comments from people around the country asking, “Why didn’t we think of that?”

Carol Folt ‘78a on What’s New in the Arts and Sciences

Provost and biology professor Carol Folt talked about the Great Issues Forum that will be piloted this summer. Echoing the “Great Issues” classes of the first half of the 20th century, the sophomore class will have a shared intellectual experience and debate world issues as they hear a variety of speakers.

After the tragic earthquake in Haiti, Dartmouth students raised more money than any other student body in the country, and that money was used effectively because of President Kim’s unique position as a founder of Partners In Health, the story of which was described by Tracy Kidder in his book *Mountains Beyond Mountains*. “The night of the earthquake,” said President Kim, “I was up most of the night, and in the morning we were ready to take steps to help.”

In the days after the earthquake, Partners In Health was the main medical provider able to continue operations, and it set up the first dialysis unit in the country.

Enrollment and Admissions

As Dean of Admissions and Financial Aid Maria Laskaris ‘84 told the council as a whole, Dartmouth had a record number

of applicants – 18,778 – of whom 2,165 were admitted, for an 11.5 percent rate of admission.

The happy surprise of the 2010 admission season was the “yield.” In recent years, about 49.5 percent of those accepted chose to come to Dartmouth. This year, that percentage jumped to 55, with a slightly larger-than-expected freshman class of 1,161. Laskaris pointed to three contributing factors:

1. Some of the increase was the result of the larger group of students admitted early. For those 400 or so, the yield is basically 100 percent.
2. The yield may also have gotten a bounce from U.S. News & World Report’s astute placement of Dartmouth at No. 1 on its “Commitment to Undergraduate Teaching among National Universities” list. “What we do is teach,” said Laskaris, “and we do that better than anyone.”
3. The admitted applicants seemed to respond to a successful “Dimensions” weekend in late April and to the Class of 2013’s social media outreach (e.g., a Facebook page) in which this year’s freshman class explained to next year’s potential freshman class why Dartmouth is the place to be.

As of late May, the Class of 2014 was 51 percent male and 49 percent female.

Fourteen percent are legacies; 37 percent are U.S. students of color (The Class of 2014 will be the second most diverse class to matriculate at Dartmouth). Eight percent are international; 10 percent are first-generation college students; 47 percent are receiving scholarships that average about \$35,000 each.

Laskaris noted that, even though the number of applicants has nearly doubled since 2005, her staff “remains committed to a thorough and individualized review process.” Each application gets at least two readings, and Laskaris reiterated that alumni interviews do matter: “They put a personal face on who this individual is.”

To illustrate exactly what an 11.5-percent admissions rate means, Laskaris displayed a graphic of 100 figures, with 11 of them shaded in. You find yourself looking at the vast number of those unshaded figures and comprehending how many there are.

As a practical matter, this brings home three points for alumni interviewers:

1. We have that many more interviews to do,
2. We interview many remarkable applicants who would have gotten in just five years ago.
3. In practical terms, of the young people we interview, 8.5 out of 10 will not be admitted.

As director of admissions recruitment Dan Parish ‘89 told the Alumni Council in December, it’s more important than ever for alumni in all parts of the country to sign up to help with interviews. The interviews are important not only for telling applicants’ stories in a personal way but also for telling Dartmouth’s story. Call it a “marketing opportunity” or “corporate outreach.” The alumni interview is an opportunity to introduce applicants, including the 8.5 out of 10 who won’t get in, to the uniqueness of the Dartmouth approach to the college experience.

It’s also a worthy goal to make the interview itself a developmental opportunity for applicants, some of whom are new to the intimidating experience of sitting down with a stranger and talking about achievements, aspirations, the life of the mind and the exchange of ideas—all in an hour. (Even Dartmouth seniors can use polishing in the art of schmoozing: alumni councilors took part in a speed-networking exercise arranged by the Career Services office.)

To volunteer for alumni interviewing, please visit <http://www.dartmouth.edu/~interviewers/> and click on the “Sign up for Interviewing” link on the right-hand side of the page. If you have any questions, please contact Kathy Nichols in the admissions office at (603) 646-3368.

Report from Trustees Al Mulley '70 and Sherri Oberg '82, Tu '86

Sherri Oberg '82, Tu'86, who became a trustee in September 2008, talked about her role on the board, her perspective on closing the budget gap of \$100 million, how well-run the College is financially, and the balancing act of how much to draw down from the endowment.

Oberg serves on the Governance and Alumni Relations Committees, she chairs the Health Sciences Committee, and she is a freshman parent and wife of a coach (Curt Oberg '78).

On closing the budget gap, she reiterated that Dartmouth had decided to act quickly, bring down its spending, and cut \$100 million in planned growth.

"We had a re-set after the downturn," she explained, "and there was value in bringing in someone from the outside in Steve Kadish and Linda Schneider."

"We didn't smooth it out," explained Dr. Al Mulley '70. "Most institutions decided to go down gradually over five or 10 years. We decided we're going to do it now. Among our peer institutions, only Stanford and Dartmouth decided to take the pain now so we can be in a position of strength later." Mulley noted, as others had during the weekend, that running the news about cuts has made people more willing to give.

Oberg and Mulley noted the board's support for the educational strategy of the College "to educate someone for today's world who can synthesize and integrate all the information they're getting." Echoing provost Carol Folt's vision, this involves integrating all parts of the College and leveraging all of the elements of the more powerful liberal arts education.

Mulley noted that President Kim's diverse background helps him implement the strategy of integrating disciplines. He cited the Dartmouth Center for Health Care Delivery Science as a great example. "It will use the Dartmouth Institute, Tuck, Dartmouth Medical School, Thayer and the liberal arts to cut across the disciplines and find answers. It's a huge opportunity, not just for Dartmouth, but for society."

Athletics

Acting athletic director Bob Ceplikas '78 gave a detailed presentation about the vision and strategic plan for Big Green athletics. Last year 13 out of 34 Dartmouth teams finished in the top half of the Ivy League. "Is that where Dartmouth should be?" asked Cep. "Absolutely not."

Ceplikas noted that they will not eliminate any teams or programs.

The women's teams tend to be strong, but some men's teams – notably basketball and football – are looking for stronger win-loss records. Improvement is coming about through action in four areas:

1. Facilities have had \$85 million in renovations and improvements, including the new baseball stadium, new football field house, and new lacrosse and soccer fields. Up-to-date facilities help to attract top recruits.
2. Admissions and financial aid. The Ivies have a complicated academic index to ensure that recruited athletes reflect the student body as a whole. As the only NCAA Division I conference that does not offer athletic scholarships, the Ivy League always has the challenge of recruiting athletes who can get scholarships from schools like Stanford, Duke, and Northwestern. The Athletic Department has an excellent working relationship with the Admissions Office. One indicator, said Cep, is that "this year we did not have a single recruited athlete who was rejected by Dartmouth and accepted by another Ivy League school," which is frustrating to coaches when it happens.
3. Funding. From \$5.6 million in 1990, the athletic department budget grew to \$8.9 million in fiscal year 1999

and to \$18 million in 2009. In past years the reliance on the endowment has gone up from 5 percent to 18 percent. The costs of a successful athletic program continue to rise, and the Development Office is beginning a program to draw more contributions from alumni. In the past, Dartmouth has been last in the Ivies in athletic fundraising. To change that, they've created positions for a managing director of athletic fundraising and an associate athletic director of external relations. "We don't want this to detract from regular giving to the College," said Cep. "The College is the product that we sell to recruits, so we want to support alumni giving in every way. But we believe we can inspire alumni to give to athletics on top of their regular contributions by showing that they can get real value in their contributions to Big Green sports." They are hoping to increase support for athletics by about \$2 million a year and increase the athletic endowment by 50 percent. One money saver is the decision to stop printing media guides, relying completely on the Web site.

4. Coaches. Dartmouth has excellent coaches with fantastic career records, who can attract top student-athletes. Right now Dartmouth is sixth in the Ivies in endowed coaching positions

"With inspirational leadership from President Kim and Dean Spears," Cep concluded, "with highly supportive partnerships with Carrie Pelzel, Maria Laskaris and other key colleagues, and the extraordinary generosity of alumni, we're on the verge of an exciting new era for Dartmouth teams and student athletes."

Committee to Support Greek Letter Organizations: Final Report

J.B. Daukas '84, chair of the Ad Hoc Committee to Support Greek Letter Organizations, submitted the committee's final report. The report is posted online at <http://alumni.dartmouth.edu/default.aspx?id=1465> "Fraternities, sororities and co-ed organizations are vibrant, varied, and important forces in student life today," reads the report, "benefitting members and nonmembers alike." Some 60 percent of eligible students are members of Greek letter organizations (GLOs).

The challenges facing GLOs include the poor physical condition and cleanliness of many houses and the difficult problems of unhealthy drinking and behavior.

Many houses able to maintain regular upkeep are those with ties to alumni. For example, Zeta Psi, recently re-started after being closed for a period of years, had a capital campaign run by alumni like T. Weymouth '79 and Hunt Melville '78 through which the house was completely renovated and, by the grace of the College, reopened.

Cleanliness and upkeep are problems at most houses.

One recommendation is to hire a professional cleaning service on a weekly basis. "Wow, the place looks great!" exclaimed a brother at one fraternity after seeing the results of a real cleaning. Here again, alumni involvement can help guide the actions of the GLO members.

The sororities are on average twice the size of the fraternities, so it would be great to continue adding sorority houses.

The problems associated with alcohol—for GLOs, for the College and for institutions across the nation—are not so easily solved. And in many cases the 21-year-old drinking age and anti-drinking measures can make matters worse.

No one in the country has an inside track on finding any magical solutions. As with Prohibition and the Drug War, severe punishments and police crackdowns tend to make things worse – driving up binge drinking and edging students toward dangerous situations. So it may be that progress will come from counterintuitive thinking and initiatives such as counseling and education.

Alumni Liaison Committee: alc@alum.dartmouth.org

The Alumni Council helps communicate alumni opinions to the Board of Trustees. The Alumni Liaison Committee (ALC) has

formalized that function by establishing a process by which all alumni input is tallied and sent along to the trustees. Last year Alumni Council members sent 156,611 emails about the trustee elections. J.B. Daukas, chair of the Alumni Liaison Committee, said that Council members got back some 1,000 emails from alumni to date (most of which expressed a positive view of the College).

Alumni councilors are asked to forward input from their constituents to alc@alum.dartmouth.org with the general topic placed in the subject field (e.g., academics, admissions, alumni governance, athletics, and so on). The input is compiled in a report and delivered to the trustees, who say it is extremely valuable and helpful.

Other links –

www.alumni.dartmouth.edu (Alumni Relations Home Page)

www.alumni.dartmouth.edu/greennews (Green News)

www.alumni.dartmouth.edu/voxbox (Vox Box Multimedia page)

www.alumni.dartmouth.edu/council/resources (Resources for Alumni from the Dartmouth Council)

www.alumni.dartmouth.edu/dcn (Dartmouth Career Network)

www.voxthevote.org (Election Web Site)

Link to Evergreener: Q & A with 2009-2010 Dartmouth Alumni Award winners

<http://alumni.dartmouth.edu/default.aspx?id=1693>

199th Alumni Council Minutes (Appendix E)

Thursday, December 3, 2009

The 199th session of the Dartmouth Alumni Council opened with meetings of the Nominating and Alumni Trustee Search Committee and the Alumni Liaison Committee, followed by an orientation session for first-year councilors. Councilors gathered for a reception and dinner at the Dartmouth Outing Club House, followed by a presentation of students involved with the Dartmouth Outing Club: DOC President Tom Flynn '11, DOC Vice President Greg Sokol '10, student director of "AT In a Day" Matt Dahlhausen '11, First Year Trips Director Dan Susman '10, DOC Centennial co-chairs Max Friedman '10 and Alice Bradley '11, and Angela Dunnham '13. The evening concluded with "The Salty Dog Rag" and more dancing to the music of Rory Gawler '05, program coordinator of the DOC, and his band.

Friday, December 4, 2009

Janine Avner '80 opened the morning plenary session, held in 105 Dartmouth Hall, and introduced Ambassador Kenneth Yalowitz, adjunct professor of government and the Norman E. McCulloch Jr. Director of the John Sloan Dickey Center for International Understanding.

Professor Yalowitz started by mentioning that in 1945, the tumultuous times that surrounded President John Sloan Dickey '01 led to the need for an actively engaged understanding of major issues via the liberal arts and, for that reason, the "Great Issues" class was born. He expressed support for President Jim Yong Kim's decision to bring back the course. He then provided an overview of the John Sloan Dickey Center for International Understanding. The Dickey Center was established in 1982 as a result of President Dickey's commitment to global citizenship, built on his legacy to properly equip students with an international education. There are three missions of the Dickey Center:

1. Support the liberal arts curriculum
 - Through war and peace studies, global health initiatives, Swahili lessons, and an international studies minor
2. By supporting (and funding) faculty overseas for research and curriculum enrichment
 - Provide international settings to students
 - Through international internships, research overseas, and student international groups
3. Involve students in ongoing research at the Dickey Center
 - Within the Global Health Initiative, Arctic Studies, and War & Peace studies programs

In response to councilors' questions, Ken Yalowitz provided the following information:

- In terms of the need for international leadership in today's environment, the Dickey Center is sensitive to our changing demography and offers plenty of opportunities to address this, such as a seminar to better understand foreign policy and a culture/identity course. The programs offer speakers from all over the world and students are also sent throughout the world.
- To fund international internships, the Dickey Center has its own endowment, which is a product of committed alumni through the years; it is very dependent on alumni giving.
- Tuck now has a staffed international business program that the Dickey Center supports.
- A presentation followed by David Spalding '76, vice president of Alumni Relations, on Dartmouth's reputation and rankings in response to many inquiries from alumni. He gave details on the excellence of Dartmouth, and went on to explain the disconnect between its high quality and its issues with some national rankings, including its score among peer assessment weighted rankings and the lack of recognition in most rankings in grad schools (except for Tuck). He also explained how U.S. News & World Report, Forbes, and the QS World University Rankings determine the methodology behind their rankings. Dartmouth College was rated No. 1 in "commitment to undergraduate teaching" (U.S. News & World Report, August 2009) and Tuck consistently does well. He concluded by stating that while peer assessment/reputation has its limitations as a measure of institutional quality, it is an indicator of what peers and others think about Dartmouth, and that reputations do matter — for admissions, employment, recruitment and retention, and external funding.
- Wylie Collins '83, chair of the Enrollment and Admissions Committee, then introduced the panel for the admission workshop, consisting of Dan Parish '89, director of admissions recruitment and communications;

- Colleen Wearn '06, assistant director of admissions; and Jeff Solomon '91, alumni interviewer from the Las Vegas area. Wylie encouraged the alumni councilors to strongly consider becoming alumni interviewers or include information on becoming an interviewer in their constituent communications. Dan Parish gave an update on the current state and role of alumni interviewing, providing interviewing data and current trends. Colleen Wearn then presented three case studies that displayed how alumni interviews were a factor in admissions staff's decisions. Jeff Solomon talked about his experience interviewing, and that he feels his role is to market the College. When interviewing, he looks for both passion and initiative in the candidates, and feels the conversation is a mutual learning experience.

In response to councilors' questions, the alumni interviewing panel provided the following information:

- Last year 33.2% of applicants rated as "outstanding" by alumni interviewers were admitted which is much higher than the regular admission rate of 12.6% and slightly higher than the admission rate for valedictorians which was 32.5%.
- Alumni interviewers greatly help in providing local context for applicants (how well the groups in which they are involved perform locally/statewide).

Next on the agenda, Tom Daniels '82, chair of the Nominating and Alumni Trustee Search Committee, gave an overview of the committee, including its purpose, diversity of committee members, and search process, which involved the guiding principles, search criteria, due diligence/vetting, and, finally, the committee's recommendations. He then reported that the committee recommended Morton Kondracke '60, P'91, and John Replogle '88 to run for trustee of Dartmouth College, providing a biography of each candidate.

Tom Daniels announced the candidates were present, at which time Morton Kondracke and John Replogle appeared before the Alumni Council to introduce themselves. The candidates addressed the council and were available for conversation during lunch and at the reception later that evening. The Alumni Council voted 89-1 (with no abstentions) to approve these candidates to run for the two board of trustees vacancies.

After the morning plenary session, councilors had the opportunity to attend one of three lectures from the popular Alumni College at Reunion program. This program is offered in June, when Dartmouth faculty members present a variety of lectures to alumni attending reunions in Hanover. The following three lectures were offered to councilors:

- "Are We Prepared for This Pandemic?" by Joseph M. Rosen, MD, professor of surgery at DHMC and adjunct associate professor of engineering and senior lecturer at Thayer
- "Understanding Islamists" by A. Kevin Reinhart, associate professor of religion, Asian, and Middle Eastern studies
- "GreenLite Dartmouth: Conserving Energy One Kilowatt at a Time" by Lorie Loeb, research associate professor and director of the digital arts minor in computer science

After the lectures, luncheon meetings were held for the Young Alumni Committee, Honorary Degrees Committee, and the Ad Hoc Committee to Support Greek Letter Organizations.

The afternoon plenary session, held in 105 Dartmouth Hall, opened with Acting Dean of the College Sylvia Spears providing an update on:

1. Mission and strategic goals of the division
2. Framework for service delivery
3. Learning beyond the classroom
 - First-year trips
 - Athletics and recreation
 - Collis Center for student involvement

- Peer advising
- Leadership initiatives

In response to councilors' questions, Sylvia Spears provided the following information:

- As far as implementing new alcohol policies, the administration will not implement a new system until there is proof it will benefit the safety of the students.
- She also commented that there have been some changes made to the current system, Social Event Management Procedures (SEMP).

Kate Conley, associate dean of the faculty for the arts and humanities, then presented, "Moving Forward with the Arts at Dartmouth with the Visual Arts Center." During this presentation, she provided councilors with an update of the plans for the building, including the layout and how it will fit in with the aesthetic of the current campus. The Visual Arts Center will bring into focus the strong arts program at Dartmouth. In the new building there will be an emphasis on teaching both the history and theory of the arts, along with hands-on production. Film and media studies will work together and complement the studio arts program — united in one building for the first time. There will also be a new digital humanities program.

Next on the agenda, David Spalding provided an update on the budget, informing councilors about the College's strategic framework, financial update and projections, and next steps. He gave an explanation of endowment performance, College spending from the endowment, and what needs to be done to correct the existing structural imbalance of revenues and expenses. He also went into detail about the selected endowment distribution model, and provided a timeline of implementation.

Meetings of the Academic Affairs, Communications, Enrollment and Admissions, and Student Affairs Committees followed. A reception was held at the Top of the Hop with a receiving line for President Jim Yong Kim, followed by dinner in Alumni Hall at the Hopkins Center.

Janine Avner welcomed everyone and acknowledged the five past presidents of the Alumni Council who were in attendance: Bill Montgomery '52, Al Collins '53, Mark Harty '73, Martha Beattie '76, and Sherri Oberg '82. Janine addressed the Alumni Council, and presented the Alumni Award to Matt Dwyer '75 and the Young Alumni Distinguished Service Award to Belinda Chiu '98 later in the program. After dinner, President Kim addressed the Alumni Council.

Saturday, December 5, 2009

The Alumni Liaison Committee held a breakfast meeting with Trustee Sherri Oberg.

President-elect Tom Peisch '70 opened the Saturday morning plenary session in Alumni Hall. He introduced President Jim Yong Kim, who first provided an overview of the College's strategic priorities in order to achieve set goals and then held a Q&A session.

In response to councilors' questions, President Kim provided the following information:

- With regards to the current budget situation, all recommendations are welcome and the College has a link on the budget Web page for people to submit suggestions.
- The administration would like to remove the stigma of "slow working" from higher education, and obtain measurable results.
- When considering how to best move forward, there have been changes made within the administration, and more will be made as necessary.

Following President Kim's Q&A session, the committee chairs provided their respective reports on the Academic Affairs, Alumni Liaison, Nominating, Communications, Greek Letter, Enrollment and Admissions, Student Affairs, and Young Alumni Committees.

Sherri Oberg followed with a trustee report. She thanked the entire Alumni Council, Alumni Awards Committee, and Nominating Committee for all their hard work. She then clarified the role of the board of trustees at Dartmouth, providing insight into its responsibilities. The trustees have the fiduciary responsibility of strategic direction, approving the budget and strategic initiatives. They do not involve themselves in the day-to-day activities of the College, such as the alcohol policy and admission process. The board meets for two days, five times a year. The trustee's role is to stay involved with the Dartmouth community. The makeup of the board is diverse — all have strong opinions, but at the same time care deeply for the College. Sherri Oberg is currently on the Alumni Relations, Health Sciences, and Master Plan and Facilities Committees of the board. The board's major focus at this time is protecting the endowment, managing the spend rate of the College, and exploring options with the budget cuts.

In response to councilors' questions, Sherri Oberg provided the following information:

- There is the optimism that Dartmouth will be stronger in the end after the necessary budget cuts take place.
- The Health Sciences Committee of the board works on such matters as the College's relationship with Dartmouth-Hitchcock Medical Center, the Medical School financial situation (which has stabilized), and creating opportunities to enhance the relationship between graduate and undergraduate students.

Mike Backman, Director of Alumni Information Resources, and Sarah Jackson-Han '88, vice-chair of the Communications Committee made a comprehensive presentation titled "Dartmouth Alumni Technology and Social Networking".

Tom Peisch announced the open microphone session. Discussion ensued regarding the trustee nomination process, the issue of parity, and that petition trustee candidates are expected to run in the spring election. Additionally, councilors were encouraged to update their Dartmouth Career Network information, and there was further support expressed for the "Great Issues" course.

Tom opened the old business session. Janine Avner addressed an issue from the May meeting regarding the number of councilors representing the post-55th reunion classes. It was determined by the Executive Committee to wait until the third representative to this constituency is added next year (under the council's three-year membership transition plan) and take action in the future if necessary.

David Spalding followed, providing an update on the ROTC presence on campus. He explained what exists at Dartmouth, what peer institutions offer, and the status of other government agencies recruiting on campus. In the update, David Spalding mentioned that the ROTC has commissioned one member to the Army this year and plans to commission two more next year. The College fully supports the program, and ROTC scholarships have been expanded. He also handed out a related article from The D, which can be found at thedartmouth.com/2009/11/19/news/rotc/print. The meeting was adjourned, and an Executive Committee debriefing followed.

200th Alumni Council Meeting Minutes (Appendix F)

Thursday, May 20

The 200th session of the Dartmouth Alumni Council opened with meetings of the Nominating and Alumni Trustee Search Committee and Alumni Liaison Committee (ALC). Later in the afternoon, councilors broke into student-councilor dinner groups to discuss the following topics: athletics, Greek letter organizations, Haiti and beyond, and social media and communications.

Friday, May 21

The morning started with meetings of the Academic Affairs, Communications, Enrollment and Admissions, and Student Affairs committees.

Councilors then headed to lectures around campus for the “Back to the Classroom” experience, followed by luncheon meetings for the Young Alumni Committee, Honorary Degrees Committee, and the ad hoc Committee to Support Greek Letter Organizations (CSG).

The afternoon plenary session, held in Alumni Hall, opened with an update on the Nominating and Alumni Trustee Search Committee from Tom Daniels '82. In his presentation, Tom reviewed the alumni trustee nominating process the committee undertook to select the slate for the most recent election, including its working agenda and timeline. He also reviewed statistics and demographics from the trustee election. Finally, Tom listed the incoming councilors who will join the Alumni Council July 1, 2010, to represent classes, regions, affiliated groups, professional schools/programs, and other constituencies. As required by the council constitution, Tom asked the Alumni Council members to approve the selection of the three professional school representatives, the two at-large representatives, undergraduate representatives, and the ALC appointment (Samantha Truex '92, '93Th, '95Tu). The motion was moved, seconded, and passed unanimously. Carrie Pelzel '54a, senior vice president for advancement, presented “Investing in Dartmouth: Impact of the Campaign for the Dartmouth Experience.” Carrie reviewed and broke down where the gifts came from and explained how the funds raised supported the academic enterprise, residential and campus life, financial aid, and annual giving. She then reviewed the new advancement department — which is composed of Development, Alumni Relations, and Public Affairs — providing priorities and next steps. Next, Steven Kadish, senior vice president and chief financial officer, gave a presentation on “Dartmouth by the Numbers.” In his presentation, Steven first revisited and shared some details of the Dartmouth response to the Haiti earthquake. Thanks to President Kim’s connection with the nonprofit healthcare organization Partners in Health, Dartmouth was among the first entities to enter Haiti with doctors and medical supplies. On campus, students helped raise more than \$200,000 for Partners In Health, topping efforts at every other school and setting the standard of response for colleges nationwide. He then switched gears and provided a financial update. Steven reviewed Dartmouth’s financial gap, the administrative restructuring team put in place to address this problem, and the approach taken. The team looked across Dartmouth’s business processes using both in-house and consulting support, solicited and considered community suggestions, and conducted many forums with the public, faculty, students, and divisions of the College. He then gave examples of where cuts were made within the administration, IT, procurement, financial services and sponsored research, communications, and facilities operations.

Carol Folt '78a, provost and dean of the faculty, then gave a presentation, “Arts & Sciences 2010: What’s New?” Carol provided an update on financials, faculty hiring (35 total hires), sponsored research grants (up 48 percent in arts and sciences), and strategic priorities: individualized, small classes; interdisciplinary thinking and learning; international study; innovation, modernization, and strong core curriculum; inclusive learning environments; and integration of the experience through an assessment of student learning. Within this context, she discussed the evolving curriculum:

- Undergraduate business courses taught by Tuck faculty
- New off-campus programs and exchanges
- New writing and rhetoric courses
- New minors and majors: international studies minor, sustainability science minor, minor/major in digital studies
- “Great Issues in the Sophomore Summer,” with a pilot in summer 2010

- The Visual Arts Center
- Launching the Center for Health Care Delivery Science

Maria Laskaris '84, dean of Admissions and Financial Aid, then presented "Meet the Class of 2014: An Admissions Update." Maria explained the growth in the number of applicants, the rate of admission (11.5 percent), yield information, and a breakdown of the demographics of the Class of 2014. She also stressed the importance of alumni interviewing and how crucial it is to the admissions process, urging councilors to participate and spread the word to other alumni. The plenary was followed by a student networking session in Collis Common Ground.

A reception then took place at the Top of the Hop, where councilors were entertained by the Dartmouth Aires. The evening dinner program in Alumni Hall commenced with comments by Janine Avner '80, followed by an address focusing on the history of the Alumni Council by President Jim Yong Kim '82a. Dartmouth Alumni Awards were presented to Martha Beattie '76 and Rick Silverman, MD, '81.

Saturday, May 22

The ALC held a breakfast meeting with trustees Sherri Oberg '82 '86Tu and Dr. Al Mulley '70. President-elect Tom Peisch '70 opened the morning plenary session in 105 Dartmouth Hall. He introduced Sherri Oberg and Al Mulley, who provided a trustee update. Sherri began by thanking the Alumni Council for all its efforts in the trustee election. She then explained her role within the board of trustees as a member of various committees. Sherri is impressed with how well run the College is financially. She explained that the cuts that took place were from the "planned growth" of the College, and that spending had to be reduced to accommodate that cut. She also talked about the \$35 million gift to create a Center for Health Care Delivery Science that will create a new field of medicine that combines the liberal arts, graduate schools research and training expertise, and work of the Dartmouth Institute for Health Policy and Clinical Practice. Al Mulley elaborated on this topic and said that the hope is to increase visibility to the outside world. He stressed the importance of this effort, pointing out that healthcare costs make up 17 percent of the country's GDP. He also mentioned that Dartmouth faculty are very excited and energized about the new center.

In response to councilors' questions, Sherri and Al provided the following information:

- The new financial plan includes reduced spending from 5 to 7 percent
- The College took a fast-acting approach to the budget cuts as opposed to a gradual reduction
- The report created by the Governance Committee of the Board of Trustees is recommended to understand the rationale of the makeup of the board
- Approximately 80 percent of the budget cuts have been made so far, and the trustees are confident the rest will be made in a timely manner
- The Center for Health Care Delivery Science is a testament to the fact that the College emphasizes a liberal arts education
- The determined amount of budget cuts is \$100 million, but the College is always looking out for inefficiencies

The next presentation of the plenary was given by Robert Ceplikas '78, acting director of athletics. Bob provided information pertaining to the scope of the athletics program, departmental priorities, and a vision for excellence in varsity sports via high-quality facilities, competitive admissions and financial aid, adequate funding, talented coaches, and the recruitment of more talented student-athletes, resulting in more successful teams overall. With these efforts, he would like to see Dartmouth increase its number of Ivy League championships, which in turn would increase its rank among the Ivies. He also reviewed the physical education and recreation programs, club sports accomplishments, fitness center usage, and the academic success among student-athletes.

Next on the agenda was the final report from the Committee to Support Greek Letter Organizations (CSG), given by J.B. Daukas '84 and Tom Peisch. Made up of Alumni Council members, house advisors, administrators, faculty members, and

students, the goal of the committee was to ensure that fraternities, sororities, and coed houses endure and thrive. The committee conducted surveys, toured houses, and held discussions with senior administrators as part of its research process. The CSG was composed of four subcommittees: long-range planning, physical plants, faculty engagement, and alumni engagement. Greek letter organizations are extremely popular and supported by President Kim. It was determined, however, that they need help to survive in the long term. The conditions of the houses are a great concern. The houses are old, many other unaffiliated students use the houses for social opportunities, there is excess waste of beer cans and cups, and the houses are not maintained properly by the students who live in them. J.B. and Tom provided the committee's recommendations, which include enhancing alumni and faculty involvement in the houses, increasing student accountability, using professional cleaning services, developing fundraising/capital campaigns, and expanding the number of sororities with housing.

The report is available online at http://www.alumni.dartmouth.edu/media/Alumni_Council/csgo2010report.pdf.

J.B. Daukas then gave an Alumni Liaison Committee (ALC) update. Composed of twelve members, the purpose of the committee is to ascertain and communicate alumni sentiment to the Board of Trustees and administration. In September of each year, the committee creates an annual report for the trustees that captures alumni feedback forwarded by alumni councilors. In addition to meeting several times a year in Hanover and holding conference calls among ALC members, the committee also meets and holds conference calls with trustees throughout the year. J.B. also reviewed the alumni feedback, breaking down the number of constituent emails collected and different topics. Councilors should continue to forward all emails to alc@alum.dartmouth.org.

Tom Peisch announced the open forum, which started with the Alumni Council election results. Tom Daniels announced that Peter Frederick '65 and Robert "Bob" Charles '87 will be joining the Nominating and Alumni Trustee Search Committee, Sarah Jackson-Han '88 will be joining the ALC, and Danielle Dyer '81 '89Tu will be the new president-elect of the Alumni Council.

Committee reports: Amy Henry '97 provided an update on the Young Alumni Committee, and Zachary Chestnut '08 described the work of his subcommittee, which has been examining the extent to which Dartmouth can provide alumni career services, giving recommendations and next steps. With the committee's help, there is an Alumni Career Central page on the Alumni Relations website that includes links to all relevant networking tools, both in-house and open source. Brooks Clark '78 and Andy Horne '87 provided a Communications Committee update, which was followed by the presentation of a gift to Brooks in recognition of all his hard work in creating the Alumni Council reports after each meeting for the last three years.

Danielle Dyer provided an Enrollment and Admissions Committee update and Hugh O'Reilly '86 provided an Academic Affairs Committee update.

Next on the agenda, David Spalding gave an update of the reorganization of the new Advancement division, which brings together the three divisions of Alumni Relations, Development, and Public Affairs. He also thanked everyone for their work during his tenure as vice president of Alumni Relations, as he moves into his new role as President Kim's chief of staff. Tom Peisch then announced the "open microphone" session. Peter Roby '79 emphasized his concern about the poor state of Greek houses on campus, reinforcing the suggestion that students be held more accountable.

The following two proposals were submitted by Grant Bosse '94:

Proposal 1 for Conduct of Meeting Guidelines: Plenary sessions of the Alumni Council, as well as programs and presentations to the Alumni Council, shall be recorded and available to all alumni via video streaming. Meetings of the Academic Affairs, Communications, Enrollment and Admissions, and Student Affairs committees may be recorded.

Meetings of the Nominating and Alumni Trustee Search, Alumni Awards, and Honorary Degrees committees may not be recorded.

Proposal 2 for Conduct of Meeting Guidelines: Video- and audiotaping is permitted for all plenary sessions of the Alumni Council, as well as of all meetings of the Academic Affairs, Communications, Enrollment and Admissions, and Student Affairs committees, and of presentations and programs to the Alumni Council such as the awards dinner and program. The Executive Committee will review and discuss the proposals.

Director of Alumni Leadership Lynne Gaudet '81 read the following resolution thanking Janine Avner for her service as president of the Alumni Council.

Resolved: "That the Alumni Council extends its appreciation to Janine Avner '80 for her exemplary service and leadership as president of the Dartmouth Alumni Council. The depth and breadth of your volunteerism on behalf of Dartmouth College has been truly extraordinary. As an officer of the Native American Alumni Association of Dartmouth you put your legal background to good use composing its bylaws, which now serve as a model for Dartmouth's affiliated groups. Very involved with your local Dartmouth Club of Los Angeles, you also served as an executive committee member for the College's Club Officers Association.

As president of the Alumni Council you have encouraged an atmosphere of openness and transparency in which Dartmouth alumni know that their voices will be heard. During your presidency the College held its first alumni-nominated trustee election in three years. As a member of the Nominating and Alumni Trustee Search Committee you met with this committee 14 times, beginning last July; encouraged alumni councilors to communicate with their constituencies to promote voter participation; and thoughtfully responded to alumni inquiries throughout the election. These efforts resulted in the highest alumni voting participation turnout in a trustee election to date and the addition of Morton Kondracke '60 and John Replogle '88 to the Board of Trustees. In addition, you have led monthly conference calls with the council's Executive Committee, met with the Alumni Liaison Committee and the Board of Trustees' Alumni Relations Committee, addressed your fellow alumni during Homecoming, and presented Alumni Awards to stellar volunteers at a wide variety of alumni events. It amazes us, but it appears that in your mind a cross-country flight between Los Angeles and New England is comparable to a drive from Sunapee to Hanover. Since last July, you have made at least eight of these trips for specific Alumni Council business.

Your retirement is made easier for us knowing that you will chair the Alumni Liaison Committee next year. The Alumni Council thanks you for your outstanding service this year and we look forward to working with you in your new position." The resolution was unanimously approved by the Alumni Council."

Janine Avner then read the following resolution thanking David Spalding for his service as vice president of alumni relations.

Resolved: "That the Alumni Council extends its immense gratitude to David Spalding '76, vice president for Alumni Relations, for his extraordinary devotion and tireless dedication expended over the last five years on behalf of Dartmouth College and her alumni. In 2005, lucky for Dartmouth, you decided to make a significant career change, leaving Wall Street for a role in education at your alma mater. During the interview process, we conveniently forgot to mention alumni governance, constitutions, and trustee elections. However, it wasn't long after you arrived that you realized politics would consume many of your hours. Through the last five years you have patiently supported the work of the Alumni Council, the Board of Trustees, and the Association of Alumni as they addressed campaign election reform, drafted a revised Alumni Council constitution to improve alumni representation on this body, put forward an Association of Alumni constitutional amendment improving the trustee election process, and formed the Alumni Liaison Committee, which would focus on collecting alumni feedback to share with the College administration and the Board of Trustees. Emphasizing the crucial role alumni councilors fulfill with two-way communications between alumni and the College, you have consulted with the council's Executive Committee to plan substantive and informative council sessions. In addition, you have scheduled

meetings between the Alumni Liaison Committee and the trustees to share the alumni sentiments that councilors receive from their constituents.

Although governance has consumed much of your attention, you have spent just as much time on the other areas of Alumni Relations, encouraging creativity and innovative programming. Under your watch, reunions have flourished, including the creation of Alumni College at Reunions, featuring faculty lectures. Affiliated group activities have expanded, the Dartmouth Alumni Magazine is online, alumni continuing education launched Dartmouth on Location and Ace on Audio, and successful events such as the 35th anniversary celebration of coeducation have been enjoyed by all.

We were not surprised to learn that our new president, Jim Yong Kim, asked you to serve as his chief of staff. He has found you to be just as indispensable as we have. In appreciation of your phenomenal contributions to Dartmouth alumni, and with best wishes for your success in your new position, we honor and thank you.”

The resolution was unanimously approved by the Alumni Council.

The meeting was adjourned.

An Executive Committee debriefing took place on Thursday, May 27, 2010, via teleconference.

Alumni Council Resolution (Sept. 14, 2009) (Appendix G)

Dartmouth Alumni Council Resolution

(approved on September 14, 2009)

For the past several years, the Alumni Council Communications Committee has provided an account of each Alumni RESOLUTION OF THE DARTMOUTH COLLEGE ALUMNI COUNCIL CONCERNING THE SELECTION OF ONE (1) CANDIDATE FOR EACH OF TWO VACANCIES IN THE ALUMNI TRUSTEE ELECTION IN THE SPRING OF 2010

WHEREAS, the Dartmouth College Board of Trustees has notified the Alumni Council of vacancies for two (2) alumni-nominated seats on the Board of Trustees in the alumni trustee election in the spring of 2010, and

WHEREAS, the current Constitution of the Dartmouth Association of Alumni provides in Article V, Section 3, that: “the Council of the Alumni of Dartmouth College ('Alumni Council') shall upon notification from the Board of Trustees that a vacancy will arise,...select no more than two (2) candidates for nomination for each such vacancy...,” and

WHEREAS, the Alumni Council Nominating and Alumni Trustee Search Committee considered, and then on September 2, 2009, unanimously recommended that the Alumni Council select one (1) candidate for each such vacancy, and

WHEREAS, the Alumni Council Executive Committee considered, and on September 3, 2009, unanimously approved the above stated recommendation by the Nominating and Alumni Trustee Search Committee;

RESOLVED, that the Alumni Council of Dartmouth College shall select and nominate one (1) candidate for each of the two vacancies for alumni-nominated seats on the Board of Trustees for voting to take place in the spring of 2010.

Approve – 88

Do Not Approve – 3

Abstain - 0

Alumni Council Resolution (June 17, 2010) (Appendix H)

Dartmouth Alumni Council Resolution

(approved on June 17, 2010)

RESOLUTION OF THE DARTMOUTH COLLEGE ALUMNI COUNCIL FOR FILLING A VACANCY ON THE NOMINATING AND ALUMNI TRUSTEE SEARCH COMMITTEE

WHEREAS, the Nominating and Alumni Trustee Search Committee (“Nominating Committee”) of the Dartmouth College Alumni Council (“Alumni Council”) has notified the Alumni Council Executive Committee that Rick Allen ’75, a member of the Nominating Committee, has resigned after serving two years of a three-year term, with one year remaining;

WHEREAS, although the Alumni Council is currently not in session, and the Constitution of the Alumni Council of Dartmouth College in Article IV, Section 1.B., provides that: “...during intervals between meetings of the Council, the Executive Committee shall exercise powers of the Council, ...,” the Executive Committee is instead enabling the vacancy to be filled by vote of the entire Alumni Council via email ballot pursuant to Article VII (“Vacancies”), Section 1 of the constitution;

WHEREAS, the Nominating Committee, in considering current councilors with Nominating Committee experience and anticipating the full year of vetting and interviews required to prepare for an alumni trustee election, on June 1, 2010, considered and unanimously recommended to the Executive Committee that Thad King ’73 fill that one-year vacancy given the importance of continuity and familiarity to the current work of the Nominating Committee, while continuing the demographic, Dartmouth class year, and geographic diversity of the committee;

WHEREAS, Thad King ’73 is completing his term on the Nominating Committee, and has expressed his willingness to extend his service one more year through June 30, 2011, to fulfill the three-year term that Rick Allen’s elected position mandates;

WHEREAS, the Executive Committee of the Alumni Council considered, and then on June 4, 2010, unanimously recommended that Thad King ’73 be presented to the Alumni Council for approval by election via email ballot;

RESOLVED, on vote of the Alumni Council of Dartmouth College, that Thad King ’73 shall fill the vacancy of the remaining one year (2010-2011) of a three-year position on the Nominating Committee of the Alumni Council of Dartmouth College.

Approve – 82

Do Not Approve – 0

Abstain - 0

Alumni Council Retirement Schedule (Appendix I)

RETIREMENT SCHEDULE FOR ALUMNI COUNCILORS

2010

Alan R. Epstein '47 (CA)
 Elliott G. Weinstein '56 '57Tu (C)
 James Z. Taylor, MD '57 (CA)
 Peter A. Bleyler '61 (C)
 Roy J. Lewicki '64 (RA)
 John T. Manaras '67 (C)
 Stephen Bates '69 '74Tu (PS)
 Mark P. Harty '73 (CHR/AAC)
 Thad D. King '73 (C)
 Charles Allen Jr. '75 (AL)
 William L. Hutchinson '76 (AOA)
 Thomas B. West, MD '77 (RA)
 Brooks Clark '78 (CA)
 Stan West '78 (RM)
 Louisa C. Guthrie '79 (C)
 Peter Roby '79 (AL)
 Thomas Daniels '82 (CHR/NOMCOM)
 Wylie Collins '83 (AL)
 Martha Gerhan '83 (RM)
 Tom Callahan '84 (AL)
 John B. Daukas, Jr. '84 (CHR/ALC)
 Kathryn Harris Robbins '85 (C)
 Linda Marshall '85 (AL)
 Derek A. McDowell '88 (RA)
 Erik Fanning '90 (AL)
 Daniel R. Bryant '91 (RM)
 Jonathan Murchinson '91 (C)
 Amy R. Henry '97 (C)
 Dave Dookeerman '99 (AL)
 Abigail V. Berniker '03 (C)
 Niranjana Bose '04ADV (A&S)
 Lorraine E. Buhannic '07 (C)
 Sara Hudner '10 (UGR)
 Alexander Kell '10 (UGR)

2011

C. James Schaefer '48 '49Tu (CP55)
 Axel Grabowsky '60 (C)
 Ivar A. Jozus '61 (CA)
 Peter Frederick '65 (C)
 Wayne LoCurto '66, '68Tu (C)
 Peter B. H. Elias M.D. '69 (CA)
 John H. Mathias Jr. '69 (AOA)
 David E. Strife '69 (RA)
 Peter Webster '71 (C)
 Marc Josephson '72 (C)
 Michael Miller '74 (RM)
 Alan M. Barstow '75 (RM)
 Hoyt H. Zia '75 (RA)
 Mike Choukas '77 (C)
 Stephen Adnopo '78 (C)
 Richard K. Akerboom '80 '85Th (RM)
 Janine Fate Avner '80 (President)
 Danielle Dyer '81 '89Tu (PS)
 Susan L. Hess, M.D. '81 (RA)
 Robert B. Charles '82 (RA)
 Thomas Daniels '82 (CHR/NOMCOM)
 Tom Oppenheim '83 (C)
 Martin Lempres '84 (C)
 Hugh A. O'Reilly '86 (RM)
 Robert D Charles '87 (C)
 Andrew R. Horne '87 (CBA)
 Sarah Jackson-Han '88 (AL)
 Antonio Anderson '89 (CHR/YAAWD)
 Elizabeth Mahoney Loughlin '89 (CA)
 Melissa Neubert Steffens '89 (C)
 Sarah G. Johansen, MD, '90 DMS (PS)
 Michael Kanarick '90 (C)
 Deborah Atuk '04Tu (NAAAD)
 Kaja J. Fickes '95 (C)
 Kimberley Sanderson-Hutfilz '96 (C)
 Micheal A. Posey '98 (RA)
 Susanne M. Kandel '00 (DGALA)
 Jane A. Parkin '01 (C)
 Philip W. Mone '02 (C)
 Antonio M. Valla '05 (C)
 Zachary B. Chestnut '08 (C)
 Niral Shah '08 (DAPAAA)
 Martha C. Gillon '11 (UGR)
 Henry X. Yan '11 (UGR)

2012

Jay Davis '54 (CP55)
 Clark Griffiths '57 '58Th (C)
 Norm Sylvester '58 (C)
 Chris Cundey '59 (C)
 Marty Bowne '63 '64Tu (C)
 Peter Benzian '64 (C)
 Paul Tuhus '69 (C)
 Jeff Dahlman '70 (C)
 Thomas Peisch '70 (President-elect)
 Zachary Greenhill '75 (RM)
 Peter Hackett '75 (FR)
 Chris Nice '75 '81M (C)
 Duncan Fitchet '76 (C)
 Evelyn Chan '77 (RA)
 Kristina Santry '80 '87Tu (DED)
 Mark Davis '81 '84 Tu (C)
 Annette Gordon Reed '81 (AL)
 Adrienne Lotson '82 (C)
 Jay Miller '82 (RM)
 Kathy Coster '83 (RA)
 Regina Glocker '88 (C)
 Bonnie Henderson '89 '93M (PS)
 Derek Symer '90 (RM)
 Deb Owens '91 (RA)
 Jeff Solomon '91 (AL)
 Marisol Negron '93 (DALA)
 Veree Brown '93 (AOA)
 Sue Gaylor '93 (C)
 Grant Bosse '94 (C)
 Jennifer Argenti '99 '05Tu (C)
 David Wagner '99 (CBA)
 Errik Anderson '00 '05Th '07Tu
 Eva Brock '01 '02Th (PS)
 Shounak Simlai '05 '07Th (DAPAAA)
 Colleen Wearn '06 (C)
 Michael Guzman '06 (DGALA)
 Cary Boyd '07 (A&S)
 Simon Trabelsi '08 (BADA)
 Andrew Lane '09 (C)

KEY

A&S = Arts & Sciences
 AL = At Large
 AOA = Association Pres
 BADA = Black Alumni of
 Dartmouth Assoc.
 C = Class Rep
 CA = Class Association

CP55 = Class Post 55th Reunion
 CBA = Club Association
 CHR/AAC = Chair/Alumni Awards
 CHR/CRG = Chair/ALC
 CHR/NC = Chair/NomCom
 CHR/YAAWD = Chair/Young Alumni Awards
 DALA = Dartmouth Association of Latino Alumni
 DAPAAA = Dartmouth Asian Pacific Am. Alum. Assoc.
 DED = District Enrollment Director

Present Council Members = 116

FR = Faculty Representative
 DGALA = Dartmouth Gay & Lesbian Assoc.
 NAAA = Native American Alumni Assoc.
 PS = Professional School
 RA = Regional/ At-Large
 RM = Regional/Metropolitan
 UGR = Undergraduate Rep

**Janine Avner memo - Alumni Election Reform (9/12/09)
(Appendix J)**

Date: Wed, 12 Aug 2009 14:05:51 -0400

From: "Janine Avner '80" <Council.President@Alum.Dartmouth.Org>

Subject: Alumni Council Asks for Feedback on Alumni Election Campaigns

To: "Dartmouth Alumni"

Reply-To: Council.President@Alum.Dartmouth.Org

Your Dartmouth Association of Alumni Executive Committee (AoA EC) has recently formed the Election Reform Study Committee (ERSC) to examine the question of potential campaign reform in elections of alumni-nominated trustees and AoA EC members. The ERSC is greatly interested in feedback from the alumni and accordingly asked that I inform you of their work and invite your input.

The ERSC will address the following issues:

Issue 1: Should the outcome of alumni trustee and/or AoA EC elections be influenced by the amount of money spent campaigning?

Issue 2: Should candidates in alumni trustee and/or AoA EC elections have to raise or spend a substantial amount of money campaigning to have any realistic chance of winning?

Issue 3: If the answers to Issues 1 and/or 2 are negative, then should any changes be made to the AoA and/or AoA EC Election Guidelines?

The ERSC will engage in the following four-step process:

Step 1: History

They will compile all available data and information relevant to campaign spending on past elections.

Step 2: Listening

They will solicit and compile input from all interested persons regarding Issues 1, 2, and 3.

Step 3: Analysis

They will identify any problems with existing Guidelines in light of information compiled through Steps 1 and 2.

Step 4: Recommendations

They will make recommendations to the AoA EC regarding any changes to the existing Guidelines they believe appropriate following Steps 1, 2, and 3.

Please send your feedback to me at council.president@alum.dartmouth.org. I look forward to hearing from you.

Sincerely,

Janine Avner '80

President, Dartmouth Alumni Council

**Election Reform Study Report (Oct. 28, 2009)
(Appendix K)**

To: Association of Alumni Executive Committee

From: Election Reform Study Committee:

John Mathias '69
John (J.B.) Daukas '84
Veree Hawkins Brown '93
Ron Schram '64
Ron Harris '71
David Spalding '76

Re: Report on Election Finance Reform Study Project

Date: October 28, 2009

Based upon the extensive input we have received from alumni/ae in response to our inquiries about possible finance reform in Dartmouth elections, we have reached the following conclusions:

Although the clear majority of those responding recognize that the amount of money involved in alumni trustee and AoA Executive Committee campaigning in recent elections raises serious issues worthy of attention, the Dartmouth alumni community is significantly divided over whether anything can or should be done about it through the medium of changed election rules or guidelines. Many alumni favor implementing rules either forbidding campaigning entirely or capping the amount of money allowed to be spent by any candidate. Others feel that it should be entirely up to the candidates and their supporters to determine whether to spend their own money campaigning. Still others feel that, although campaign spending is a problem, there is no practical solution to it.

Although a controlling consensus among politically active alumni to create and enforce election finance reform rules and guidelines "with teeth" appears to be unachievable at this moment in time, the ERSC feels it is important to articulate the following general guiding principles concerning any reformed election process:

- (A) Alumni should be given sufficient information about each candidate and his/her positions to enable informed voting decisions.
- (B) To the fullest reasonable extent, candidates should be able to communicate their qualifications and positions freely without editorial review.
- (C) Elections should not be influenced by the amount of money spent campaigning, and no candidate should have to raise or spend any substantial amount of money campaigning to have a realistic chance of winning.
- (D) No candidate should ever be disadvantaged by any restrictive election guidelines or rules promulgated by the AoA EC.

Unless a controlling consensus among politically active alumni can be achieved in time for the upcoming election cycle, for the time being only two administrative changes to existing election procedures are recommended:

1. The election period should be shortened from six weeks to four weeks; and
2. In the initial ballot mailing to all alumni and on a College sponsored website, consideration should be given to allowing more expansive personal statements from trustee candidates within reasonable limits.

Respectfully submitted,
John Mathias '69
John (J.B.) Daukas '84
Veree Hawkins Brown '93
Ron Schram '64
Ron Harris '71
David Spalding '76

**ALC Agenda
December 5, 2009 (Appendix L)**

Alumni Liaison Committee Meeting

Saturday, December 5, 2009

Hayward Lounge, Hanover Inn

7 - 8:15 AM

Agenda

1. Recap of 199th Alumni Council Meeting
2. 2010 Trustee Election
3. Report from Alumni Council Ad Hoc Committee to Support Greek Letter Organizations
4. College Budget Discussion
5. Feedback from Alumni

ALC Agenda
February 6, 2010 (Appendix M)

Alumni Liaison Committee and Alumni Relations Committee meeting

February 6, 2010

3:15 - 5:15 PM

125 Haldeman

Hanover, NH

Agenda

1. Alumni Council Activities over the last 12 months

- -Focus
- -Work
- -Constitutional amendment
- -Communications

2. Feedback from Alumni

- -Email from council constituencies
- -Action Items

3. Trustee Presentations at Alumni Council Meetings

4. Other Items/Open Discussion

ALC Agenda
May 22nd, 2010 (Appendix N)

Alumni Liaison Committee
Meeting Agenda
Saturday, May 22nd
Hayward Lounge, Hanover Inn
7 AM - 8:15 AM

1. Trustee Comments
2. Association of Alumni and Trustee Elections
3. Alumni Feedback
4. Final report from the Committee to Support Greek Letter Organizations
5. 2009-2010 Alumni Liaison Committee annual report