



Dartmouth
Alumni Council



Alumni Liaison Committee
2020–2021 Annual Report to the
Dartmouth College Board of Trustees



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Introduction

Since 2007, the Alumni Liaison Committee (ALC) has been charged with collecting and synthesizing alumni sentiment and communication and conveying it to the Board of Trustees, College leadership, and the alumni body as a whole. This report largely draws from email correspondence received by individual alumni councilors, as well as the ALC itself. The appendix also includes “snapshots” created by the ALC that focus on specific topics such as addressing racism at Dartmouth, the Athletics decision, and an overall pulse check of alumni leaders. These reports are based on data gathered from social media, organizational statements, petitions, and surveys to capture alumni sentiment on a broader and more timely basis.

2020-2021 was a challenging year for Dartmouth, though it was just one year removed from its 250th anniversary and the near completion of the historic \$3 billion Call to Lead campaign. COVID-19 impacted every aspect of the College’s operations, presenting challenges including shifting to virtual instruction, re-opening the campus, implementing social protocols, and addressing budget, admissions, and curriculum impacts. The Alumni Council itself did not meet in person at all during the year for the first time since its founding in 1913 (virtual meeting summaries can be found in the appendix). The academic year also brought debate on larger societal issues of racial inequality, social justice, and freedom of expression.

It is not surprising that the alumni correspondence the ALC received reached an all-time high, with almost 1,000 emails received (roughly twice as many as the previous high). In many ways, this was an important validation that the ALC is seen as an important conduit for alumni to reach College leadership. Topics receiving correspondence in significant numbers include the elimination/reinstatement of athletic teams, the response to COVID-19 on campus and the need for an Asian

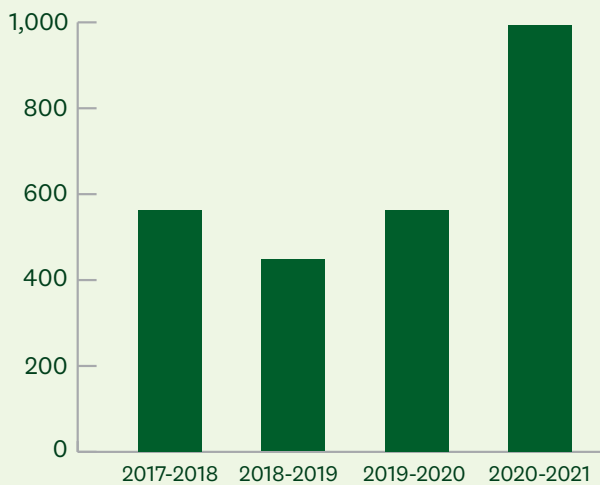
Introduction *continued*

American Studies program. Additional hot topics include Race and Equity, the reduction of off-campus programs and the closure of libraries. In the pages that follow, the members of the ALC have provided summaries and selected quotes to give some sense of the emails received.

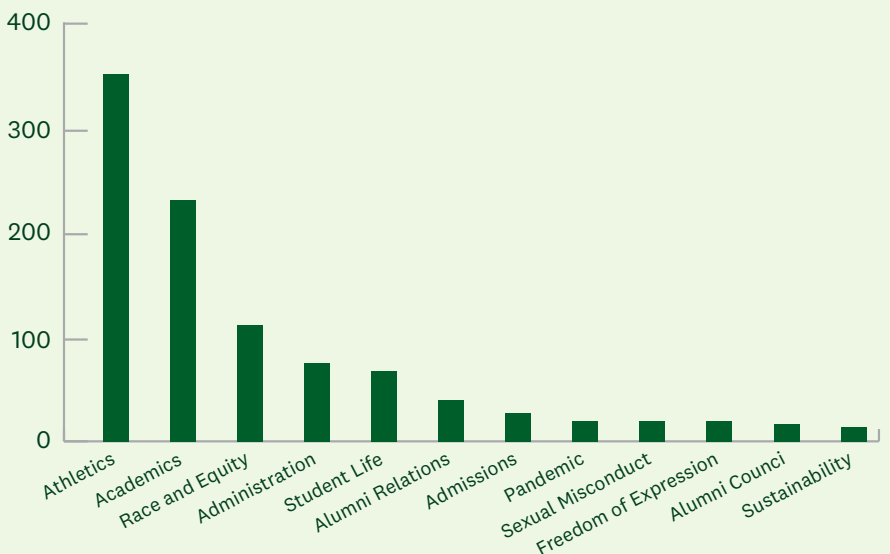
It has been a pleasure to work with the committee members shown here to create this report for the 2020-2021 year. The committee will be led in 2021-2022 by Rachel Bogardus Drew '98, Alumni Council president emeritus, followed by this year's current council president, Laurie Shapiro '95. I look forward to seeing the committee continue to expand its role in capturing alumni opinions under their leadership. Suffice to say, none of this work would be possible without the help and support of our friends in Alumni Relations—Cheryl Bascomb '82, Liz Nunez, Meg Ramsden '87, and Amberlee Barbagallo. Thank you also to the members of the Board of Trustees Advancement Committee, especially Chair Ellie Loughlin '89, for making it a priority that alumni voices be heard.

For Dartmouth,
C. Alec Casey '88
Chair, Alumni Liaison Committee 2020-2021

ALC Emails Received by Year



Topics by Volume



Alumni Liaison Committee Membership



Alec Casey '88
Chair



**Missy Asbill
Attridge '77**



**Luke
Antal '07**



**Belinda
Chiu '98**



**Latia
Curry '98**



**Rachel Bogardus
Drew '98**



**Whitney
Flynn '07 TU'16**



**Julie Park
Hubble '87**



**John
Mathias '69**



**Kalina
Newmark '11**



**Laurie
Shapiro '95**



**Monique Burns
Thompson '88**

Correspondence Themes and Topics



Athletics

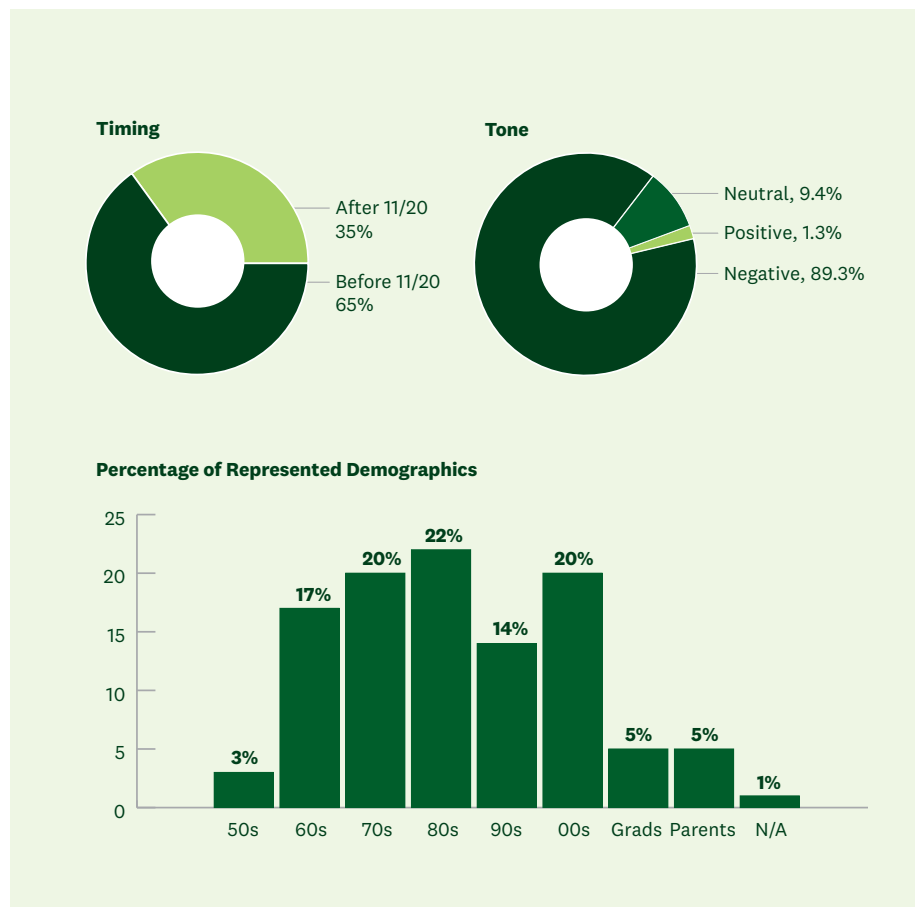
President Hanlon's July 2020 announcement eliminating several athletic teams and closing the Hanover Country Club prompted a flurry of messages, 95% of which were negative. There was a coordinated alumni effort by various groups such as Save Dartmouth Swimming and Diving and Friends of Dartmouth Rowing. After an anticipated meeting with then-Athletic Director Harry Sheehy during the fall Alumni Council meeting was canceled, the ALC provided a snapshot of alumni sentiment.

After President Hanlon announced the reinstatement of five athletic teams and the appointment of an interim Athletic Director in late January 2021, the ALC saw another uptick in correspondence. In late April, the ALC saw another rise, mostly around admissions rationale, transparency, and the role of athletics in a Dartmouth education. Additionally, alumni shared feedback on the way in which President Hanlon, the trustees, and College leadership handled the situation.

From July 2020 to June 2021, correspondence overwhelmingly expressed concerns about the decision process for the elimination and reinstatement of the teams.

Of the 349 messages (225 unique), the themes that emerged are consistent with the November snapshot:

- Lack of transparency and communication are leading to broken trust
- Decision-making is inconsistent with Dartmouth’s stated commitments to equity and inclusion, open dialogue, and education of the whole student
- Mismanagement and incompetent leadership are impacting Dartmouth’s reputation and stability



More than half of respondents criticized President Hanlon’s leadership and management of the teams elimination and subsequent reinstatement, questioned the validity and credibility of his decision-making, and expressed distrust of his stewardship. In particular, they raised concerns that his leadership was making Dartmouth more vulnerable to lawsuits and leading to a damaged reputation and distrust. While many questioned the rationale of the “10% reduction in admissions slots,” even more expressed frustration with his handling of the situation. Almost half of the comments expressed concern about the lack of communication (44%) and transparency (46%), leading to broken trust in the College’s leadership and intentions.

“I am not a believer that the president and trustees need to be more accountable to the wishes of the alumni rather their understanding of the needs of the College, but they do need to be accountable to good judgment and good management practices.” Class of 1961

“The way the situation was handled is likely to increase the perception within the Dartmouth community that the College’s administration and trustees are operating in a culture of secrecy, which is antithetical to the institution’s mission and core values.” Friends of Dartmouth Swimming and Diving, Classes of 1981, 1984, 1996, 2004, 2006, 2013, and 2017

Almost 20% of respondents noted that the teams' elimination countered the core values of inclusion and belonging, particularly since the move cut the number of Asian American athletes at Dartmouth by 50% and impacted gender equity in athletics.

“This disproportionate impact of the elimination on students of color is worrisome.” Class of 2005

Moreover, the timing of the communication provoked the ire of many respondents, who noted that the DCF solicitation sent right before the announcement depleted trust and goodwill. Over 12% of comments reported a decision to stop or drastically reduce giving as a result. A '91 expressed that “to ask my classmates to give money to Dartmouth right now feels disingenuous.”

A positive spot came from the 3.6% of the respondents who mentioned the appointment of interim AD Peter Roby '73, all of whom were encouraging.

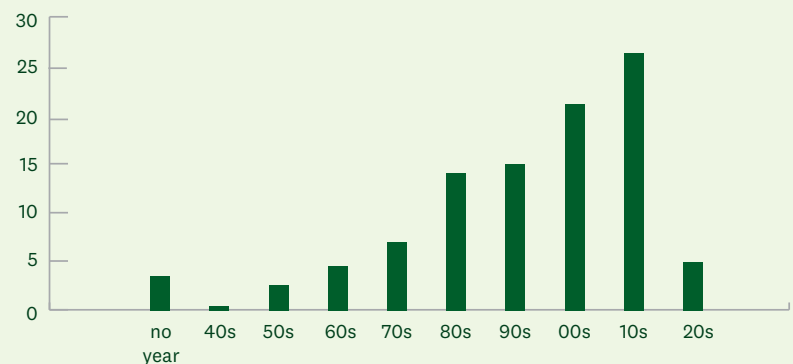
“In his short interim tenure to date, Peter Roby has demonstrated a welcome and much-needed fluency and authenticity around issues of equity and community participation. His engagement with different constituents has been respectful and focuses on restorative language and practices that are taking important steps to reengage disenfranchised community members . . .” Class of 1994, Tuck 2002

Academics

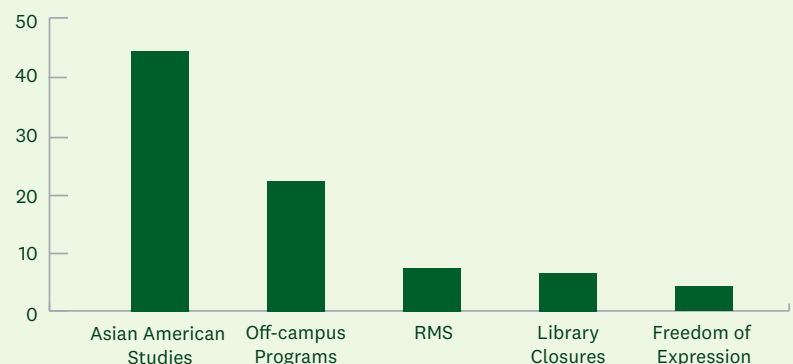
In total, we received 226 individual communications related to academics from a wide variety of alumni. Of those, over 50% of the messages came from the Class of 2000 and younger, a demographic that doesn't typically contact the College in large numbers.

After review, every message was categorized as positive, negative, or neutral. Less than 5% (n=8) of messages were positive, and over 75% were negative (n=173). We recognize that our process in asking for messages from constituents may have a natural skew toward inviting criticism, but the overwhelming nature of this statistic was still very alarming.

Percentage of Total (by decade Class Year)



Percentage of Total (by Topic)





Almost 50% of the messages (n=101) were focused on whether Dartmouth will commit to creating an Asian American Studies program. Many of these messages came with reference to the Atlanta shootings in March and the escalation of anti-Asian racism. It appeared that the majority of these messages were crafted from a shared template, indicating that there was likely an organized effort in the community to ensure that their voices were heard by the ALC and the Board of Trustees. Though parts came from shared templates, the messages were individually written with personal anecdotes and points of view. Relative to other feedback received, this is a critical issue for the alumni body .

“Many of our peer schools offer Asian American Studies programs and most of the Ivy League schools have institutionalized commitment to Asian American Studies, yet Dartmouth offers no such programs and has yet to make some form of commitment to such programs.” Class of 2003

“As an alum, the College’s lack of action in addressing anti-Asian hate and the continued erasure of AAPIs on an institutional level at Dartmouth is unacceptable to me.” Class of 2017

“What we do (or don’t do) now signals to others our values and priorities. While late (and it’d be a shame if we’re last), I believe it’s not too late, and there is still an opportunity to lead and leapfrog, but we must move quickly.” Class of 2004

“There was a time when Dartmouth did not offer Women’s, Gender and Sexuality Studies (in which I enjoyed pursuing a minor), Native American Studies, African and African American Studies, and so on. Many are crying out, just like the ‘voice crying out in the wilderness’ that I truly hope Dartmouth aspires to be, for Dartmouth to take this stride for the good of its community.”
Class of 2020

Generally, alumni were frustrated with real or perceived cuts to off-campus programs and library closures. In terms of freedom of expression, alumni feel the College allows either too much or too little of it, and no one is happy.

Interestingly, the Consortium of Studies in Race, Migration, and Sexuality was the topic that received the most support (n=6). Again, there seemed to be form letters here, but voices of support were a welcome change for the reader.

“I would like to voice my strong support for Dartmouth’s Consortium of Studies in Race, Migration, and Sexuality (RMS) and advocate for formal institutional support and long-term funding for this program.”

Class of 2011

Race and Equity

Race and equity was a vibrant topic this year. There were four themes in the feedback: comments around the College’s statements on systemic racism ; the administration’s approach to addressing issues of race and equity; diversity of the student body and the College’s admission practices; and the removal of the weathervane atop Baker Library tower.

Response to College statements on systemic racism

Most of the comments received reference the College’s recent statements on the issues of systemic racism (49 out of 108 comments) after President Hanlon’s email after the Chauvin trial verdict and in the Alumni Councilor message sent to all constituents.

The sentiment fell into three categories:

- 1 Disagreement that systemic racism is an issue at the College** (32 out of 49 comments). These comments range from concern that College leadership has succumbed to political pressure to frustration with the idea that every aspect of the College is obligated to express condemnation of police actions. Multiple alumni expressed concern that the College’s apparent move to adopt the tenets of critical race theory would undermine its core mission: to foster critical thinking and respectful discourse.

“I am dismayed by Dartmouth’s apparent embrace of critical race theory, and by the assumption that we are a systemically racist institution. This narrative comes through loud and clear in nearly every letter, newsletter, and email I receive from the College these days... I fear that today’s Dartmouth has become a political monoculture.” Class of 1978

2 Agreement that systemic racism is an urgent issue for the College (8 out of 49 comments), calling on the administration to recognize and remedy the root causes swiftly.

“How can Dartmouth be a leader in recognizing the historical and current struggles of minorities while building a community around the shared values of individual rights, due process, and equal treatment under the law? How is Dartmouth encouraging viewpoint diversity in addition to demographic diversity? How is Dartmouth teaching students to engage with people with whom they disagree, especially on controversial topics?” Class of 1996

3 Neutral-toned call for explanation and evidence of systemic racism at Dartmouth (13 out of 49 comments). These alumni want to understand how the College defines systemic racism, what concrete (and recent) examples reinforce this assertion, what steps need to be taken to resolve said issues, and how success will be measured.

One alumnus writes,

“It would be particularly important to know how systemic racism at Dartmouth is materially different than what exists at other colleges and universities.” Class of 1977

Administration’s approach to addressing issues

Many comments addressed specific tactics that could improve the College’s approach to these issues (24 out of 108 comments). The most prevalent themes included curriculum composition; support for the Consortium of Studies in Race, Migration, and Sexuality; the importance of faculty diversity; the failure of the administration to resolve issues with urgency; the mandate and metrics for the new Senior Diversity Officer position; and lack of a response to a letter from Black alumni.

Diversity of the student body and admissions practices

Many alumni wrote to applaud the “We Are What We Do” addition to the undergraduate Admissions website, which reaffirms our values as a community (12 out of 19 comments).

Others referenced the new Senior Diversity Officer (4 out of 7 comments), expressing their perception of a lack of need and concern that the position was created to drive a political agenda. There was one comment questioning alleged discriminatory admission practices against Asian-American students. The remaining two comments encouraged an overall push for diversity, particularly focusing on Black students and faculty, in this crucial moment.



Removal of the Baker Library weathervane

Most of the comments (6 out of 7) on this issue expressed disagreement with the removal of the weathervane. Some felt it was a token gesture that didn't go far enough to demonstrate true respect and honesty around Dartmouth's history with the Native American community. Others expressed negative sentiment asserting that the move was an act of "political correctness." The final two comments expressed the desire to use the weathervane as an opportunity to teach rather than remove it.

Administration

The clear majority of negative comments were related to a perception that there remains a disconcerting and unabated trend of increasing the headcount of administrative staff relative to faculty and students.

"When does the already bloated administrative staff stop growing?" Class of 1951

Increased tuition, budget management, lack of confidence in executive leadership, perceived problems with alumni communications and public relations, the golf course closure, and a relatively small number of other perceived failings rounded out the negative comments.

There were also a few notable positive comments, particularly regarding the way the pandemic was handled on campus through the academic year.

Student Life

There were 68 passionate emails on the topic of student life. The overwhelming majority (all but 11) were from alumni who currently have children on the campus and focused on the College's handling of COVID-19. Parents described an administration that met them with arrogance and a refusal to respond. Alumni described in detail students suffering from extreme isolation, poor quality online learning, fear of "quite literally disappearing," and a complete lack of compassion from the administration.

Many parents have children at multiple colleges, and there were a dozen direct comparisons (to Bates, Williams, Colby, Middlebury, Cornell, Tufts, and Duke) that emphasized other schools' consideration of both physical and mental health, as well as how poorly Dartmouth communicated to families and students.

A dozen alumni specifically discussed the administration's inability to consider mental health as a critical issue, "ignoring the science of psychology" as the school's policies "created a prison with online learning with no yard time." Their fear for their children turned to anger about the College's decision to keep classes remote for the summer even after a large majority of students and the campus community were vaccinated. Half a dozen alum requested the removal of Dartmouth's leadership.

Topics mentioned more than once that were not specifically connected to COVID-19 included concerns about the inadequate number of mental health specialists at Dick's House and support of first-generation students on campus.

"As you know, in the span of under a year, three Dartmouth freshmen have committed suicide. And yet — according to the last report put out by the American Academy of Pediatrics—not a single child aged 19 or younger has died as a result of COVID-19 in all of New Hampshire, Vermont and Maine combined. [I] While mental health and suicide issues at Dartmouth and peer schools certainly predate COVID, to me those statistics strongly suggest that Dartmouth failed to strike a reasonable balance between fighting the virus and permitting the type of socialization that promote good mental health ... It alarms me to hear that, even now, restrictions are in place on interior gatherings between fully vaccinated students. That does not suggest to me that a reasonable, holistic interpretation of the science is occurring." Class of 1990, P'25 (interviewer of '21 who later died by suicide)

"I feel like my son may have made a huge mistake in his college choice. He feels that the College is holding on to unreasonable restrictions to try and keep students from being normal young adults. This doesn't mean drinking and other illegal activities; this means socializing, meeting people in person through a cappella concerts, movies, dining in large groups, studying in groups together, etc. What is normally a stressful academic environment is made even more toxic when students can't engage in normal social activities.... This spring, my son's friend was deathly afraid that he might be sent home for PLAYING CHESS with five other people in a dorm room. PLAYING CHESS! ... My hope is that the college will thoughtfully examine their policies and the message they are sending to students, parents, faculty, and the community. Their retention and graduation rates are at stake, not to mention future alumni support from current students and their families." Class of 1994

“The students living on campus this fall described it as living in prison, or worse, a concentration camp with spies (Hanover fire department and campus police).” Class of 1990

“Dartmouth’s actions and inactions just reflect that it does not care about doing right by its students or about collaborating or even having an open conversation with parents and students about the reasons for its organizational decisions. I really am appalled, and I kept giving them the benefit of the doubt, all spring, all summer, even into the fall. But it would be idiotic to keep finding excuses when we are surrounded by excellent examples of well-run institutions that have been able to rise to the occasion and show empathy and lead in a time of crisis—Colgate and Rice, Harvard, MIT.” Class of 1988

Let me highlight some key differences between how I have personally seen Bates handle this vs. Dartmouth. As you may know, Bates is also a small New England liberal arts college. While its student body is about half the size of Dartmouth’s, they have accommodated as many students on campus as Dartmouth has. In fact, all of their students can be on campus. My son has a roommate, has had most of his classes in person, and has been able to practice with his sports team. In comparison, my daughter, had she decided to live on campus, would have been stuck in a single room with VERY limited social opportunities; all of her classes have been online, and she has been unable to practice with her dance group for nearly a year . . All of the messages from Bates have been instructive, caring, and empathetic. In contrast, the messages from the Dartmouth administration have been harsh, condescending, and lacking empathy.

I know that this has been a difficult time for all, but I think that Dartmouth has handled this situation so poorly. In talking to parents of students at so many other universities, I have yet to come across one that has done worse. I have seen Bates take a measured, flexible approach that has had its students’ best interests always front and center. I have seen Dartmouth take an overly conservative, inflexible approach that has put the interests of its students well behind those of the faculty and the local community .” Class of 1986.

Alumni Relations/Alumni Council/Sustainability

Overall, we continue to see great engagement from our alumni on topics related to Alumni Relations, the Alumni Council, and sustainability. We received 64 related responses, from which three key areas emerged: the formation of the Mortality Rates Disparity Working Group, Alumni Council representation, and Dartmouth’s role in combatting climate change. Notes of appreciation for alumni volunteers also made their way to the top of alumni sentiments.

CLASS BREAKDOWN								
'50s	'60s	'70s	'80s	'90s	'00s	'10s	'20s	no answer
18.8%	21.9%	18.8%	17.2%	3.1%	7.8%	7.8%	7.8%	4.7%

Alumni Relations – 35 comments

Alumni have appreciated the opportunity to engage with the College virtually during the pandemic and hope for Reunions to return to campus soon. Three alumni shared their concern about the disproportionately high mortality rate of Black alumni.

“In preparation for the memorial service at our 45th reunion last year, we realized that a disproportionate number of our deceased classmates were Black. In fact, the mortality rate for our Black classmates is more than twice that of the rest of our class. We want to learn more about this issue and see what we can do to help address it.” Class of 1974

Alumni Council – 17 comments

Alumni volunteers received notes of appreciation for their leadership and service. Two alumni shared concern about the lack of representation from the Minneapolis area.

“I have to admit that I am disappointed to hear that we [Minneapolis area] are being merged into a larger geographic area. I appreciate your focus on the possible benefits of this change, but it is still disappointing. . . since we are the largest Dartmouth population group in this area.” Class of 1982

Sustainability – 12 comments

Alumni shared their worry about climate change. Eight alumni voiced their particular concern with divesting Dartmouth’s endowment from fossil fuels.

“...I would ask that you and the Alumni Council discuss the issue of divestiture of the College portfolio from fossil fuels-related corporations. There has been an active push by students, alumni, and faculty to get the College to take this important action, and I hear very little from the College itself on its justification for not moving forward, which by the way, has been done by many institutions across the country and the world.” Class of 1973

“Please ask for an update on the College’s plan to join other leading academic institutions in divesting from fossil fuel stocks (Cambridge, Yale, Columbia, Brown, Colgate, USC, Georgetown, Middlebury). I know this question has been asked before, but there never seems to be a good answer.” Class of 1982.

Admissions

Of the 28 admissions-related inquiries, several addressed concerns about test-optional policies and mandatory virtual alumni interviews becoming the norm. There was some consternation about deferrals from the Class of 2024 and their impact on the Class of 2025. Four alumni representing a broad demographic wrote in favor of eliminating the legacy preference in admissions.

“[T]here is a narrative at work that implies that legacy admissions lead to better long-term alumni giving. I’m not convinced, however, that the data bears this out . . . [The legacy preference] works against DEI initiatives.” Class of 1989

Another theme was the profile of the students Dartmouth is recruiting and admitting. Two alumni were concerned that Dartmouth disproportionately enrolls students from private schools. Others worried that Dartmouth focuses on students with singular talents rather than admitting applicants who might contribute more to the overall Dartmouth community.

Sexual Misconduct

While the number of messages from alumni concerning sexual harassment and misconduct was significantly smaller than in recent years, the depth of the sentiment shared was no less passionate. All but one of the messages in this category were specific to the College’s response to claims from graduate student Maha Hasan of gender discrimination and inappropriate behavior by faculty. Some also drew parallels to other high-profile incidents of sexual assault on campus to make a larger point about the perception that Dartmouth’s efforts to address sexual violence and the needs of women students generally are inadequate.

“Dartmouth’s reputation is being destroyed by a pattern of consistent negligence and disregard for women and student’s safety.” Class of 2019.

Freedom of Expression

Almost half of the 16 inquiries about freedom of expression were dismayed that Dartmouth ranked 52 of 55 colleges and universities in the Foundation for Individual Rights in Education on the issue of free speech.

Several believe that while some far-right views are racist/fascist and have no place at the College, Dartmouth has become too intolerant of economic, political, and religious conservatism and that communications from the College are overtly biased to the left.

Many suggested a series of debates or forums at which respected faculty or outside speakers could offer a range of perspectives on current topics.

“My sincere hope is that Dartmouth will be a place where any voice, however conservative or liberal, is invited into dialogue and that our students and learning community will be quick to listen and slow to shout down voices with which they disagree—at least before those voices have had their say.” Class of 2004

Appendices

APPENDIX 1

President's comments at 221st meeting of the Alumni Council

Last month, Dartmouth alumni leaders came together in full force for Volunteer Engagement Week, which included the 221st meeting of the Alumni Council and the VOX (Volunteer Officer eXperience) Conference for volunteer leaders. Although we weren't able to gather in Hanover, the virtual format allowed us to find new ways to learn, discuss, and collaborate with each other and Dartmouth's leadership.

Our conversation covered many issues that are shaping dialogue across the world, and as your Alumni Council President, I'd like to share some highlights with you.

1. Although things may not look the same, Dartmouth's commitment to its educational mission remains strong—and the pandemic plan is working to keep virus numbers down and students safe on campus. Dr. Lisa Adams MED'90, co-chair of the COVID-19 Task Force, explained how Dartmouth's COVID-19 response is based on belief in the ability of students, faculty, and staff to come together in a unique partnership with Dartmouth Hitchcock. Positive virus tests have been extremely low in the Dartmouth community. Dean of the College Kathryn Lively and Dean of the Guarini School of Graduate and Advanced Studies Jon Kull '88 shared efforts to build social connection and ensure quality of experience for students on and off campus. With empathy for the many changes students have had to navigate, I was heartened to hear that many traditions are continuing and students are rising to meet the moment.
2. President Hanlon, the Board of Trustees, and alumni leaders are all committed to building a more diverse and equitable Dartmouth. In response to this summer's protests against police violence, Dartmouth's leadership expressed support for the national movement to end racial injustice at all levels of society and to address systemic racism at Dartmouth. A tangible step in this direction is the search for a new senior vice president and chief diversity officer who will report to the President and help lead meaningful change at Dartmouth. The Council shared feedback with the co-chairs of that search regarding the role and measures of success with respect to diversity and equity. We also met with Elizabeth Smith, Dean of the Faculty of Arts and Sciences, and Professor Matt Delmont, special advisor to the President, to discuss the role of a diverse community in academic excellence and efforts to recruit and retain faculty of color. Alumni Councilors and other alumni volunteer leaders also discussed how to increase a sense of belonging and equity in Dartmouth's 200+ alumni organizations, and we will be convening a working group to more deeply explore these topics in the months to come.
3. Financial Aid is more important than ever to Dartmouth's success. The Council met with the co-chairs of the newly created Presidential Commission on Financial Aid to learn why the current moment is so critical to Dartmouth's future. Dartmouth's student body has grown more diverse and academically accomplished, with a higher percentage of international and first-generation students. Acceptance to Dartmouth has also become more competitive. Right now, financial aid is important for almost half of the student body, and student need has spiked during the current economic downturn. Requests for undergraduate financial aid in the current academic

year are expected to grow by \$8 million beyond what is already budgeted. For our students to have full access to the Dartmouth experience—and to allow Dartmouth to compete for the most talented students—we need to come together as an alumni community to pay forward what has benefited so many of us. I invite you to learn more and to share your own financial aid story.

4. Finally, the Council fulfilled one of its most important functions and approved Dr. Joyce A. Sackey M.D. '85 MED'89 as this year's alumni-nominated candidate for the Board of Trustees.

I encourage you to read the minutes of the Alumni Council meeting for more information, and to share your comments, questions, and feedback about Dartmouth with your Councilor and the Council's Alumni Liaison Committee (ALC), which monitors and synthesizes alumni sentiment to share with the Board of Trustees and other Dartmouth leaders. You can also read about feedback received during the 2019-2020 academic year in the ALC's annual report and recent snapshot report on addressing racism at Dartmouth. I hope you will continue to leverage the Council and ALC channels so that your voices may be heard at the highest levels of the administration.

I wish you and yours good health and look forward to when we can gather on the Green again.

For Dartmouth,
Rachel Bogardus Drew '98

APPENDIX 2

President's comments from 222nd meeting

The Dartmouth Alumni Council met last week for its 222nd meeting—the third virtual meeting in the Council's 108-year history. This meeting came just weeks after a special Council session held in April, during which we discussed changes to off-campus programs, received an update on the athletics department, and learned about efforts to return to full, in-person learning on campus this fall. For our traditional meeting, we again shared your questions, ideas, and feedback with President Hanlon, members of the Board of Trustees, and other campus leaders, and heard their updates. We also discussed progress on the three Council priorities for the year: increasing diversity and inclusion in our alumni communities, supporting alumni with career development, and stepping up for our students through expanded financial aid. Below are just a few of the headlines from our jam-packed meeting.

Dartmouth is taking concrete steps to create a more welcoming and inclusive campus.

In a wide-ranging session that tackled topics from faculty diversity to iconography, it was clear that diversity, equity, and inclusion are top priorities as Dartmouth seeks to advance racial equity and educate and cultivate the next generation of leaders. President Hanlon shared a commitment to create a community in which difference is valued, where each individual's identity and contributions are treated with respect, and where diversity leads to a strengthened identity for all. He also introduced us to incoming Senior Vice President and Chief Diversity Officer Shontay Delalue, who joins the administration this summer but is already hard at work thinking about opportunities to advance equity and belonging on campus.

Special Advisor to the President Matt Delmont announced new initiatives to the Council to further this work, including recruitment of early career faculty to enhance diversity, equity, and inclusion; development of a pipeline of future BIPOC leaders in STEM fields; an accelerator fund for diversity, equity, and inclusion; fostering an intellectual hub for Black scholars; the launch of a tribal services and solutions project; and increasing faculty teaching and research on racial injustice. The Council was also the first to hear of an impactful gift from Eileen Chamberlain Donahoe '81 and John Donahoe '82 to enhance the representation, success, and leadership of historically underrepresented groups in STEM nationally in honor of E.E. Just, the African American scientific trailblazer and valedictorian of the Class of 1907, which will be an integral part of the new DEI initiatives. Read more about these initiatives and the Donahoe's generous gift via Dartmouth News.

The Alumni Council is committed to supporting these efforts and keeping you informed of progress on diversity, equity, and inclusion. We welcome your questions and thoughts and invite you to join us in creating a more diverse Dartmouth.

Students and faculty are working together on world-changing research.

The Council was also treated to presentations from some exciting faculty-student research collaborations. We heard from Professor of Economics Bruce Sacerdote '90 and Ranjan Sehgal '22 about their study of negative media coverage during the Covid-19 pandemic, which was recently featured on the front page of The New York Times and has helped both journalists and consumers of news contextualize information about the pandemic. Government Professor Brendan Nyhan and his students Margaret Doyle '22, Nicolas Berlinski '21, and Gabrielle

Levy '22 also shared findings from their research on social media exposure and perceptions of election fraud. Finally, Professor Emerita of Pharmacology and Toxicology Ruth Craig and Princilla Minkah '21 discussed new information they recently gleaned from the 1918 pandemic and the lessons we are still learning about the effects of virulent outbreaks. It was inspirational to see the partnerships and the quality of the work being done!



Alumni Liaison Committee Snapshot Report: Addressing Racism at Dartmouth

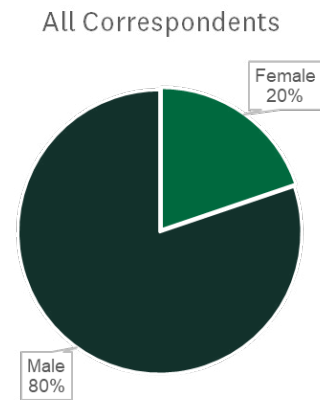
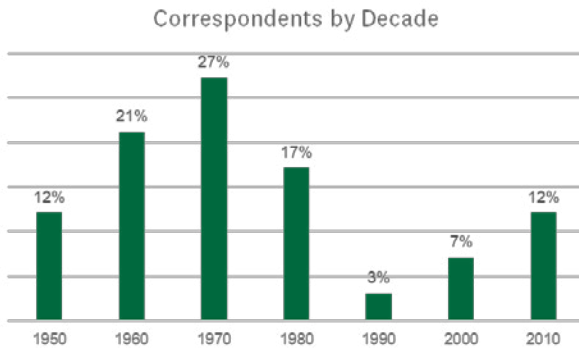
In the late spring of 2020, as the world continued to battle the COVID-19 pandemic, the murders of George Floyd, Breonna Taylor, Amaud Arbery, and others triggered outrage and brought racism and injustice to the forefront of national interest. Protests were organized across the country and at Dartmouth. Debate and discussion ensued and continue, with individuals and institutions asking what they can do to end systemic racism and commit to fighting racial injustice and racism. At Dartmouth, alumni expressed their outrage, experiences, and opinions to Dartmouth's leadership and to the Alumni Council. This snapshot report summarizes alumni sentiment on racism, the Black Lives Matter movement, and Dartmouth's obligations during the three-month period of June through August 2020. During this time, the ALC monitored sentiment from several sources.

Individual email correspondence

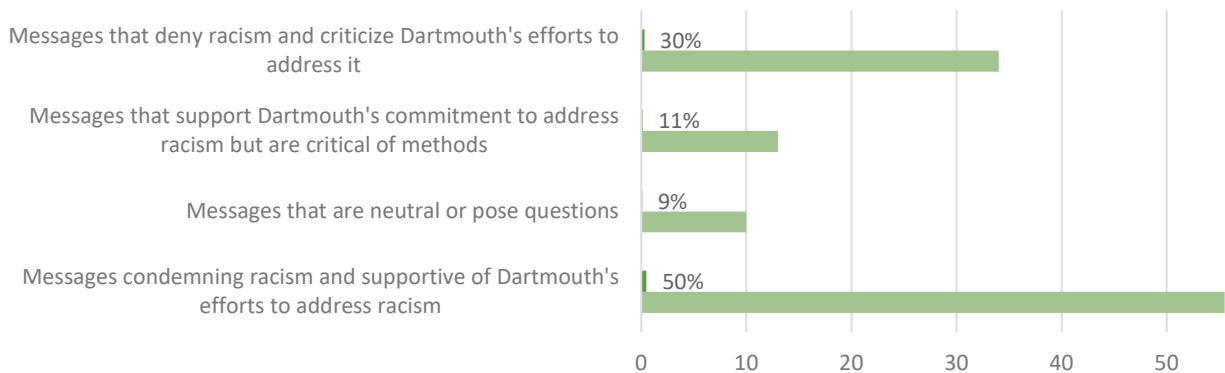
As noted in the [2019-2020 ALC Annual Report](#), the Alumni Council received 45 messages about race from alumni in the month of June. The majority of those messages (84%) expressed support for the Black Lives Matter movement and disappointment at a perceived lack of public stance by the Board of Trustees, as well as a desire to see Dartmouth commit itself publicly to dismantling institutional racism and building an equitable community. 36% of alumni correspondents during this period were female, and 62% were male. 37% of messages came from alumni who graduated after the year 2000, with the remaining 63% divided across decades from the 1950s to 1980s.

On July 1, President Hanlon and the Board of Trustees issued a joint statement condemning systemic racism and racial injustice and outlining a commitment and plan to address them at Dartmouth (Appendix I). 69 messages were received in response to this communication, and the majority of correspondents (58%) expressed negative reactions to the statement. These reactions included dismay at the perception that Dartmouth had succumbed to political pressure, and opinions that the statement was performative. Some messages suggested that the outlined approaches to combatting racism will not be successful; however, 28% of responses expressed gratitude and support for the plan. Respondents to the joint statement were 88% male; and 75% of all responses were from alumni who graduated prior to 1980.

The charts below include data from all messages received on these topics between June and August 2020.



Nature of Sentiment



Dartmouth's Alumni Organizations

Several Dartmouth alumni organizations wrote to their members in support of the Black Lives Matter movement and to condemn systemic racism during this time. The ALC is aware of 13 organizational statements sent using the Dartmouth email platform. These groups who wrote them include:

Clubs

- Dartmouth Club of the Midwest
- Dartmouth Club of Greater Boston
- Dartmouth Alumni Association of Silicon Valley
- Dartmouth Club of the Piedmont
- Dartmouth Club of Philadelphia
- Dartmouth Club of Maryland

Classes

- 1989
- 1998
- 2011
- 2017

Affiliated Groups

- DAPAAA
- BADA

Other

- Hillwinds Society
- Women of Dartmouth

In addition to letters from alumni organization to their members, there were letters from groups of alumni to Dartmouth's leadership.

Class officers from 10 graduating classes spanning 2011 to 2020, along with some club leaders, came together to send a missive to the Board of Trustees, President Hanlon, and other senior campus leaders. Their letter claimed that Dartmouth has benefited from and both passively and actively maintained white supremacy. Calling on the work they do as volunteer leaders to strengthen alumni relationships with Dartmouth, they outlined steps they believe necessary to dismantle institutional racism and meet the needs of BIPOC community members at Dartmouth.

Other classes have initiated fundraising projects and activities designed to address structural racism at Dartmouth and in their own structures. These initiatives, which are in development at this time, include a multi-class effort to fund racial justice projects and a project to tackle disparities in health outcomes for Black men.

A newly formed group, the Concerned Black Alumni of Dartmouth, also wrote to the President and Board of Trustees in response to the joint statement made by those groups (Appendix III). Their letter outlined steps to create a more equitable campus and calls on Dartmouth "to lead with a bold voice, as well as with academic and programmatic investments that move us forward as a diverse and inclusive academic community and as a national leader."

Petitions

The summer of 2020 also saw two petitions hosted on change.org and directed to Dartmouth's leadership.

The Concerned Black Alumni of Dartmouth petition outlines the same call to action and demands included in that group's letter to the President and Board of Trustees of July 3rd. At the time this report was authored, it had garnered 2,248 signatures.

Another petition in solidarity to addressing anti-Black racism on campus, which is no longer available online, , called for Dartmouth to publicly denounce the student publication "The Dartmouth Review" and take immediate steps to legally restrict the use of the 'Dartmouth' brand in the publications title.

Social Media

An Instagram account created in early June, Black@Dartmouth, provides “a space for Black Dartmouth Alumni, Faculty, and Students to share their stories and amplify their voices.” The account posts anonymous narratives of the experiences of Dartmouth community members. To date, the account has 2,701 followers and has 35 posts which detail experiences with racism at Dartmouth. Additionally, posts tagged #blackatdartmouth have appeared on the Instagram account BlackIvyStories.



APPENDIX I

Joint statement from trustees and senior leadership (sent July 1, 2020)

To the Dartmouth community,

As Dartmouth senior leaders, we want to express our strong support for the growing movement across the nation to put an end to systemic and systematic racism demonstrated so tragically by the recent killings of Black people at the hands of the police. We are outraged by these acts of violence, and we are inspired by the diversity of races, backgrounds, and the full spectrum of generations engaged in protesting in cities and towns across this land. We join with them to say that Black Lives Matter, and that racial injustice must end.

We recognize that outrage, and even inspiration will not be enough. If we want to see change in the nation, and at Dartmouth, we must act as well as speak. We know there are no easy solutions to eradicate the oppression and racism Black and other students, faculty, and staff of color experience on our campus and all across our country. Today we rededicate ourselves toward this urgent and overdue goal.

We know that many of you are mobilizing in effective ways to challenge persistent racial injustice and to fight racism. We stand with you, we support you, and today we are renewing our institutional commitment to meaningful and long-lasting change through the following actions:

* We believe deeply in the centrality of our mission in the context of today's struggle. We are committed to educating the most promising students and preparing them for a lifetime of learning and responsible leadership. And in so doing we will take advantage of our strong liberal arts core and the unique constellation of graduate and professional schools to develop leaders who are committed to addressing the world's challenges, including the creation of more just and civil societies. We strongly support the ongoing faculty-led efforts to expand curricular offerings at all of Dartmouth's schools in the areas of racial injustice, systemic racism, and institutionalized inequality. The deans among us look forward to the opportunity to consider and ultimately act on what the faculties propose to expand the curriculum in this important way.

* We will elevate the next leader of the Office of Institutional Diversity and Equity (IDE) to vice president and chief diversity officer, reporting directly to President Philip J. Hanlon, and becoming part of his senior leadership group. A national search, with support from an external search firm and opportunities for community input, will begin by September.

* We will continue the initiatives launched as part of Inclusive Excellence (<https://inclusive.dartmouth.edu/>) including funding for recruitment and retention of faculty and staff of color. Furthermore, we will increase funding for Employee Resource Networks (ERN), affinity groups of faculty and staff families in the Upper Valley that are a proven way to strengthen recruitment and retention.

* We will make implicit bias training mandatory for all students, faculty, and staff. In addition, the board of trustees has committed itself to participating in the training.

* We recognize the toll systematic racism takes on Black students and all students of color and will provide greater access to therapists of color and ensure that providers have working knowledge of race-based trauma and how to address it.

* We will institute more comprehensive exit interviews with departing faculty and staff of color to identify common themes, and we will begin an enhanced retention plan that will include interviews with faculty and staff of color to provide support and identify issues early.

* We will review and update as necessary training and policies for Dartmouth's Department of Safety and Security to ensure empathetic, equitable, and just standard operating procedures.

* We will identify and review any and all existing reports relevant to our commitment to improve diversity and inclusivity and ensure that our future actions reflect the insights and contributions of previous working groups and task forces, recognizing that people of color have borne the brunt of educating and informing others about the harmful and destructive impacts of racial inequality.

These commitments are just a start, and we expect to be held accountable for the actions to which we are committing ourselves. We know that there is more to be done to make our community, and the larger society, a civil and just place. We should not expect our colleagues of color--who for too long have shouldered the hard work--to lead this alone. We expect our entire community to join us in the vital work that lies ahead.

We are up to the challenge. We know you are as well.

Sincerely,

The Dartmouth Board of Trustees, President Philip J. Hanlon and his senior leadership group

APPENDIX II

Letter from alumni volunteers from 2011-2020 to Dartmouth leaders (sent August 6, 2020)

As Dartmouth alumni from the ten most recently graduated classes (2011-2020) who serve as class and club leaders, we write in response to the July 1, 2020 correspondence from the College's trustees and senior leadership.

Since its founding, Dartmouth has both benefited from and passively and actively maintained white supremacy and anti-Black racism. At various moments in Dartmouth's history, the institution's leaders—often prompted by Black student and faculty activism—have taken steps to address racial inequities, such as in the development of the A Better Chance Program in 1963, the 1969 founding of the Black Studies Program (later renamed African and African American Studies), and the recruitment of Black students in the 1970s and 1980s. However, a commitment to Black people has not been continuously maintained nor structurally reinforced at Dartmouth. Over several decades, Black students, faculty, staff, and alumni have faced harassment and exclusion, and they remain unsupported by and alienated from the College, illustrating there is still much to be done to eradicate white supremacy and racism on campus and within the broader Dartmouth community.

As class and club officers, we volunteer to sustain and strengthen alumni relationships with the College and each other. Since early June, we have been engaged in a series of conversations within our committees, with our classmates, and across classes about racism, injustice, and Dartmouth. At this critical moment in our collective history, we believe that it is our duty to share our perspectives and to relay and amplify the perspectives of our peers regarding steps Dartmouth should take in order to undo the structural racism and oppression that is deeply rooted at Dartmouth and pervasive throughout our society. If the administration continues to rhetorically emphasize the importance of “diversity” as stated in the College's mission, then Dartmouth leadership must actively confront and dismantle the College's own institutional racism and meet the needs of Black people and other individuals of color on campus.

Recently, the College kicked off the “Call to Lead” campaign. This fundraising campaign was launched to ensure Dartmouth was equipped to “engage with the great issues of this century and the next.” Racism remains one of the largest issues facing the world today. As alumni, we believe “the call to lead” must involve Dartmouth's service as a change agent for higher education and the world at large on matters of racial injustice.

We believe that Black Lives Matter. We stand in solidarity with Black Dartmouth alumni, and we are in agreement with those who recently wrote a response articulating

expectations of the College. Additionally, we support the calls for change made on July 14 by Black faculty and staff. We also acknowledge the work of the past and current student activists—many of whom faced denigration, threats, and retribution for their activism—who have fought for racial justice and equity throughout the years, such as those who authored the 2014 Freedom Budget. We request Dartmouth leadership seriously heed and respond to these requests.

Additionally, we ask that Dartmouth leadership:

Admissions | Vision: Make Dartmouth more accessible to Black students and others of color by intentionally moving from traditional admissions methods to approaches that fully account for the way systemic racism has historically shaped access to higher education along racial lines.

1. Increase the recruitment of Black, Latinx, and Native students (e.g. allocate funding and build new relationships with high schools, administrators, and students who have been historically and structurally marginalized and disenfranchised). An intentional recruitment effort should also include additional recruitment of first-generation college students, especially given that approximately two-thirds of the U.S. adult population does not have a bachelor's degree while those at Dartmouth identifying as first-generation college students is just 15%.

2. Reconsider the use of the SAT/ACT/GRE requirement for prospective student admissions applications. While Dartmouth has suspended the SAT/ACT requirement for the 2020-2021 admissions cycle due to the COVID-19 pandemic, we believe the College should heed the numerous studies on standardized testing that underscore the tests' racial and class biases. These studies demonstrate standardized tests are not necessarily an accurate predictor of a student's college performance but rather often an indicator of wealth, parental education level, and access to test prep services/tutors. The tests reinforce and uphold systemic oppression.

3. Seriously reexamine the use of legacy status in the admissions process and continue to interrogate the use of athletic recruiting, as both have been shown to disproportionately favor white students.

Finances and Financial Aid | Vision: Make Dartmouth more financially accessible and allow alumni to further target their giving.

1. Make Dartmouth more accessible for students from lower- and middle-class families by increasing the full tuition Dartmouth scholarship cut off from \$100,000 with typical assets to \$150,000 with typical assets. In anticipation of future annual tuition rate hikes, plan to increase the \$150,000 benchmark by the same percentage as the tuition increase.

2. Make transparent and promote additional ways alumni can give to support the full undergraduate experience for students of various backgrounds.
3. Increase financial aid support for external unpaid internships and Dartmouth first-year trips.
4. Reestablish need-blind admissions for international students.
5. Provide the Dartmouth community with a complete financial disclosure of any investments, as well as an annual breakdown of how the endowment is invested and how the Dartmouth College Fund is allocated.
6. Create memorial scholarships to honor Edward Mitchell (Class of 1828), the first Black Dartmouth graduate, and Lorna Hill (Class of 1973), the first Black woman to graduate from Dartmouth.

Academics | Vision: Support Black students and other students of color in their academic pursuits by funding and providing more opportunities, and departmentalize academic programs engaging with race and ethnicity.

1. Invest in and expand the Mellon Mays Undergraduate Fellowship Program and the E.E. Just Program so that all students interested in joining can.
2. Departmentalize African and African American Studies, Native American Studies, Latin American, Latino, & Caribbean Studies, and Asian American Studies.

Programming | Vision: Create and maintain a culture of anti-racism through co-curricular and athletic programs. Dartmouth cannot admit and bring Black students and other students of color to a campus where racism thrives unchecked.

1. Organize programming each year during orientation that teaches incoming students of the origins of Dartmouth and the College's participation in systems of bias, racism, and sexism and require the attendance of all newly matriculated students.
2. Use the first-year summer reading book annually to give incoming students a common language to engage with and challenge racism, oppression, and structural injustice.
3. Ensure all first-year trip leaders have anti-racist training.
4. Utilize the recently implemented house system to create a forum for undergraduates to engage in discourse related to anti-racism, systemic oppression, and injustice with guidance from faculty and administrators from IDE and OPAL.

5. Similarly integrate anti-racism education and discourse into the four-year co-curricular Leadership Program (featured in the “Call to Lead”) and the Dartmouth Peak Performance Program.

Faculty and Staff | Vision: Recruit and hire Black faculty/staff and others of color, and retain them by professionally, socially, and financially supporting them and by creating a safe and comfortable culture on campus/in the surrounding area for them and their families.

1. Cluster hire Black, Asian, Latinx, and Native faculty. There needs to be substantial attention paid to recruiting and hiring Black faculty as well as Asian, Native, and Latinx faculty at all levels, providing the resources for them to thrive both in the classroom and in their own research, and developing and maintaining a professional/social culture that is supportive and conducive to producing their best scholarship and offering their best teaching.

2. Increase the number of Black tenured faculty and other faculty of color. Across A&S and Thayer, there are just six Black full professors and nine Black associate professors.

3. Create an undergraduate and graduate loan repayment assistance program for faculty and staff. This would help address the racial disparities in educational loan borrowing and defaulting—which negatively affect Black graduates at both the college and PhD levels due to the racial wealth gap—while also attracting talented scholars and other employees to the College.

4. Commit to educating and working with the members of the surrounding community, including teachers and administrators at area schools, to cultivate a broader culture of anti-racism in Hanover and nearby New Hampshire and Vermont towns so that Black professors/staff and their families can feel safe and comfortable making their lives in the Upper Valley, thereby bolstering retention.

History | Vision: Acknowledge Dartmouth’s historical ties to racism, chattel slavery, and settler colonialism, and make reparations.

1. Research descendants of those who were enslaved and sold by leaders of Dartmouth College (such as founder and first College president Eleazar Wheelock and his son and second College president John Wheelock) and those associated with the College, and make reparations.

2. Recognize publicly that Dartmouth sits on the traditional lands of the Abenaki people, and make reparations for their displacement and genocide, from which Dartmouth has benefitted.

3. Update the official College narrative to more thoroughly acknowledge the nuanced history of settler colonialism, forced assimilation, racism, and paternalism experienced by early Native and Black students at Dartmouth, and the role the College played in upholding and profiting from chattel slavery.

Iconography | Vision: Abandon racist symbols on Dartmouth's campus.

1. Change the official Dartmouth crest so that it no longer features a racist and demeaning depiction of Native peoples.
2. Organize a committee devoted to interrogating the iconography around campus and crafting a deaccessioning method in order to remove these racist objects/names from public view, akin to the actions recommended by the committee formed to address the Hovey Murals.

Accountability and Implementation | Vision: Develop a concrete plan and timeline for dismantling racism and systemic injustice on campus and in the broader community, support individuals and groups as they craft and implement structural changes, and provide the Dartmouth community with regular updates.

1. Devise an "Action Plan for Anti-Racism at Dartmouth and Beyond." It has been four and a half years since the publication of the "Action Plan for Inclusive Excellence" (which was not updated with an annual report in 2019, and in 2020, the Executive Committee has not yet responded to the report). We would like to see a new plan in the next six months.
2. Assemble a task force composed of a diverse cross-section of faculty and students and invest \$5M to develop solutions that address systemic racism and other forms of oppression both at Dartmouth and beyond. These funds should be used to design and implement pilot programs that will support Dartmouth's goal of addressing racial injustice within and outside of the institution.
3. Recognize the labor of Black individuals and others of color serving on committees/task forces to assist the institution as it works towards anti-racism. This could take the form of a reduction in teaching loads or other obligations, extra compensation, etc.
4. Create an external review panel (akin to Moving Dartmouth Forward) composed of administrators from peer institutions, alumni, current students, and scholars/practitioners of anti-racism to oversee Dartmouth's efforts to address systemic racism and racial injustice on campus. This panel should have frequent touch points with presentations to the Board of Trustees and the broader community.

Conclusion

In the aforementioned July 1 email, the College’s trustees and senior leadership notified the community of several plans to move forward and address racial inequity and injustice. You asserted:

“These commitments are just a start, and we expect to be held accountable for the actions to which we are committing ourselves. We know that there is more to be done to make our community, and the larger society, a civil and just place. We should not expect our colleagues of color—who for too long have shouldered the hard work—to lead this alone. We expect our entire community to join us in the vital work that lies ahead.”

As alumni class and club leaders, we look forward to participating in this crucial shift in order to build a College and community that is truly anti-racist. We write to let you know that we are going to hold you accountable, and we expect you to hold us accountable as well.

Given that we are alumni of the College, our letter focuses on the undergraduate experience due to our own knowledge. However, we assert that Dartmouth leadership at the Geisel School of Medicine, Frank J. Guarini School of Graduate and Advanced Studies, Thayer School of Engineering, and Tuck School of Business must devise and implement plans to become anti-racist. Dartmouth—the College, the institution, its position in the world, its rhetoric, its action, and its legacy—must radically transform.

We challenge Dartmouth leadership to commit to and enact more meaningful change than what was originally outlined in the July 1 correspondence, and we assert that Dartmouth leadership must continuously act, evaluate, solicit feedback and input, and modify the course of action. We await your response by September 15, and we eagerly anticipate your ongoing articulation and implementation of substantive plans throughout our tenures and beyond.

Signed by,

Members of the 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, and 2020 Class Executive Committees and the Dartmouth Club of Greater San Francisco Executive Committee

APPENDIX III

Letter from Concerned Black Alumni of Dartmouth (CBAD) to President Hanlon and the Board of Trustees (sent July 3, 2020)

Dear President Hanlon, Members of the Board of Trustees of Dartmouth College, President Hanlon’s Senior Leadership and President of Alumni Council

In response to the letter from President Philip J. Hanlon and The Dartmouth Board of Trustees, we, the undersigned Black Alumni, believe that this is an important moment for Dartmouth College to lead with intellectual and moral clarity during this inflection point for the United States of America, especially in the wake of the flagrant murders of George Floyd, Breonna Taylor, Amandla Arbery, Tony McDade, Nina Pop, and countless other Black men, women and children. We believe that now is the time for Dartmouth to reaffirm, not just in word, but also in deed with -- specificity and intention. We acknowledge the college's statement of "Black Lives Matter". We want the college to lead with anti-racist campus-wide work deliberate actions to support this statement. We call on Dartmouth to lead with a bold voice, as well as with academic and programmatic investments that move us forward as a diverse and inclusive academic community and as a national leader.

Our founding President, the Reverend Eleazar Wheelock, completed his Yale course of studies in 1733 with the support of a scholarship funded by profits garnered from the Reverend George Berkeley's Whitehall slave plantation in Rhode Island slave plantation. Reverend Wheelock went on to found Dartmouth College in 1769 with funds secured by Rev. Samuel Occom, a member of the Mohegan nation for the express purpose of establishing a school to educate Native American students. As history shows us, Wheelock, never fulfilled his commitment, founding Dartmouth instead for the education of English colonists.

Enslaved Black people played a critical role in the literal founding and survival of that fledgling College, clearing land, building structures, growing crops, and other key roles that have gone unrecorded and unrecognized in the Dartmouth institutional origin narrative. Our Alma Mater has yet to fully acknowledge, yet alone atone for, the Black backs upon which it stands.

The anti-Black racism manifested in examples of police brutality over these last weeks has made it unavoidable to contemplate the multitude of racial inequities and disparities that have been woven into the American fabric for centuries. We recoil in horror at the violence and absence of justice – not to mention the absence of respect for the humanity of Black people. For some, this is an awakening to a new realization of wrongs yet to be made right. For others, this is a reminder of an ongoing nightmare, seemingly with no end in sight. We must, and we can do better.

At particular points in its history, Dartmouth has shone a light in the wilderness of the morals of our Nation and has pushed itself forward by increasing educational opportunity. In 1824, European-American Dartmouth students petitioned the Trustees to admit Edward Mitchell, who having successfully passed the admission exam for class of 1828, had been blocked admission by the College Trustees, who reversed themselves in the face of the solidarity of students across perceived boundaries. Mitchell became

the first student of African descent to graduate from an Ivy League institution of higher learning - 42 years before Harvard and 119 years before Princeton had Black undergraduates. Under Presidents John Sloan Dickey and John G. Kemeny, Dartmouth moved to reaffirm its original mission of serving students from the Nations of Native Peoples, significantly increased Black student enrollment, increased financial aid to admit students of diverse economic backgrounds and transitioned to co-education.

It should be of particular note that the McLane Report, published by the College in 1969[BM1] , began an institutional effort to introduce a new initiative in the movement towards racial equity. Further, in 1969, the Faculty of the College voted to initiate a series of institutional changes which coincided with the historic hiring of Black faculty, Black administrators and an exponential growth in the number of Black students enrolled at the College. The initiatives in 1968 and 1969 - and then implemented during the following decade - represent the best of what the Dartmouth Family can and should be.

Embodied in this letter is the spirit and work of the 2014 Freedom Budget that was presented by then Dartmouth students to President Hanlon. These students, who are now younger alumni, have given us permission to incorporate the salient issues they attempted to present at that time that specifically address Black life on Dartmouth's campus.

In this same familial spirit, today - we, Black alumni of Dartmouth, call on President Hanlon and the Board of Trustees of Dartmouth College commit to:

- Make a declarative statement on Dartmouth's website that Black Lives Matter
- Increase the number of Black students at the College to 13% of total enrollment within 5 years.
- Increase the number of Black faculty at the College to 13% of the total faculty within 5 years*
- Join the Universities Studying Slavery coalition established by the University of Virginia, with more than 60 participating institutions, <https://slavery.virginia.edu/universities-studying-slavery/>
- Increase support to Dartmouth libraries to ensure that oral histories of Black alumni and faculty are recorded, archived and made available to students, faculty and researchers, beginning with capturing the histories of our eldest alumni, emeritus and retired faculty, as well as retired staff;
- Increase funding for student fellowships in the Historical Accountability Student Research Program, including funding for library personnel needed to provide support to student researchers

- Establish a fund to enable faculty members to obtain course release time to research and design new curriculum and courses that leverage the history of Black women and men in the establishment and evolution of Dartmouth
- Increase funding for academic and career mentoring for Black students
- Provide funding for faculty and library personnel to collaborate with students and alumni to establish a Blacks @ Dartmouth 1769 to the Present digital repository
- Call for an endowed research committee on the role of the enslavement of peoples of African descent in the founding and early growth of Dartmouth College; connections to direct and indirect profiteering from “Slavery By Another Name” post-Reconstruction and through the Jim Crow period; as well as profiteering from international oppression of peoples of African descent (such as the Apartheid system in South Africa). Such a study also should explore the academic, research, athletic and community contributions of Black women and men of Dartmouth since 1769. Such a research committee should include students, alumni, faculty, staff together with outside scholars.
- Establish a new academic research center at Dartmouth focused on slavery and justice. Models such as Brown University’s Center for Slavery and Justice are examples, <https://www.brown.edu/initiatives/slavery-and-justice/>
- Reinvest in Cutter Hall/El Malik Shabazz Hall physical plant and program funding to return it to its originally intended purpose – a safe space for the community of students of African descent.
- Dartmouth fully funds and expands the E.E. Just Institute. Dartmouth can make a difference in developing African American students and scholars interested in STEM. Growing the Institute should be a top priority for Dartmouth.

We are grateful for the educational opportunity that Dartmouth has given us, and we cherish our deep connection to the best of the Big Green legacy. We hope this letter begins an open dialogue that embraces the words of creating the beloved community Dr. Martin Luther King, Jr. resonates with what we know now as “Black Lives Matter” in May of 1960. We ask the Dartmouth Family to stand together and affirm in word and deed that our Black sisters and brothers are true family members in the academic and education research project that began more than 250 years ago.

Respectfully yours,

Concerned Black Alumni of Dartmouth



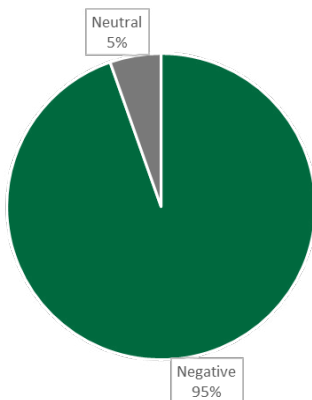
Alumni Liaison Committee Snapshot Report: Athletics Decision

November 20, 2020

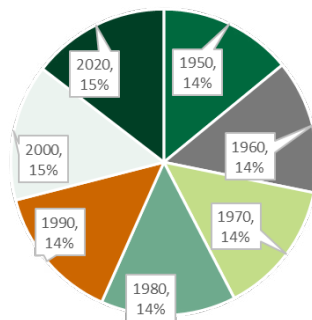
In early July, President Hanlon announced to the Dartmouth community the difficult decision to eliminate several varsity athletic teams and permanently close the Hanover Country Club. Five varsity teams were eliminated: men's and women's swimming and diving; men's and women's golf; and men's lightweight rowing. The rationale for this decision was to better balance the makeup of incoming undergraduate classes as well as to help ease a budget deficit made worse by the pandemic. The news release can be found [here](#). In the wake of this announcement, the Alumni Council has received feedback and sentiment from alumni expressing dismay and disappointment.

The Council has received 261 messages from 117 alumni (and 2 parents). Of those, 95% were negative in tone and condemned the team eliminations. 5% were neutral, expressing questions about the rationale for and impact of the decision. Correspondents included all generations of Dartmouth alumni and were 62% male. Roughly half of the emails came from alumni affiliated with swimming or diving teams.

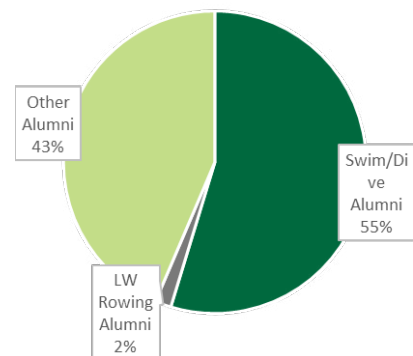
Nature of Sentiment



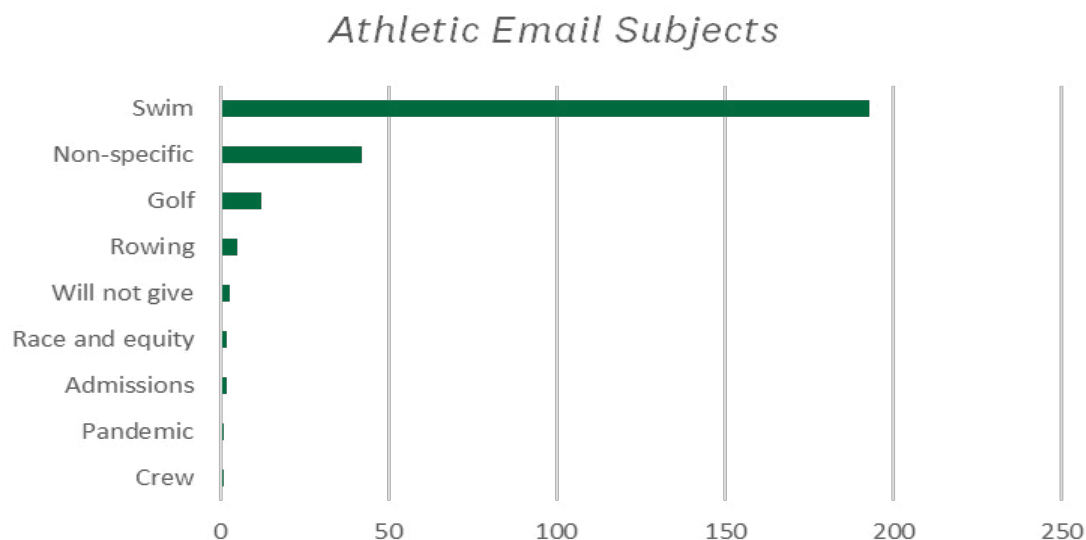
Senders by Decade



Correspondent Affiliations



Most sentiment (69%) received focused on the swimming and diving team eliminations, while some expressed concerns about golf and the closure of the Hanover Country Club and rowing.



Many of the messages received were templated communications sent to Alumni Councilors by concerned alumni, the result of coordinated outreach by *Save Dartmouth Swim and Dive*, a group of alumni, coaches, and friends of the teams (see Appendix I). In emails both templated and not, several themes emerged:

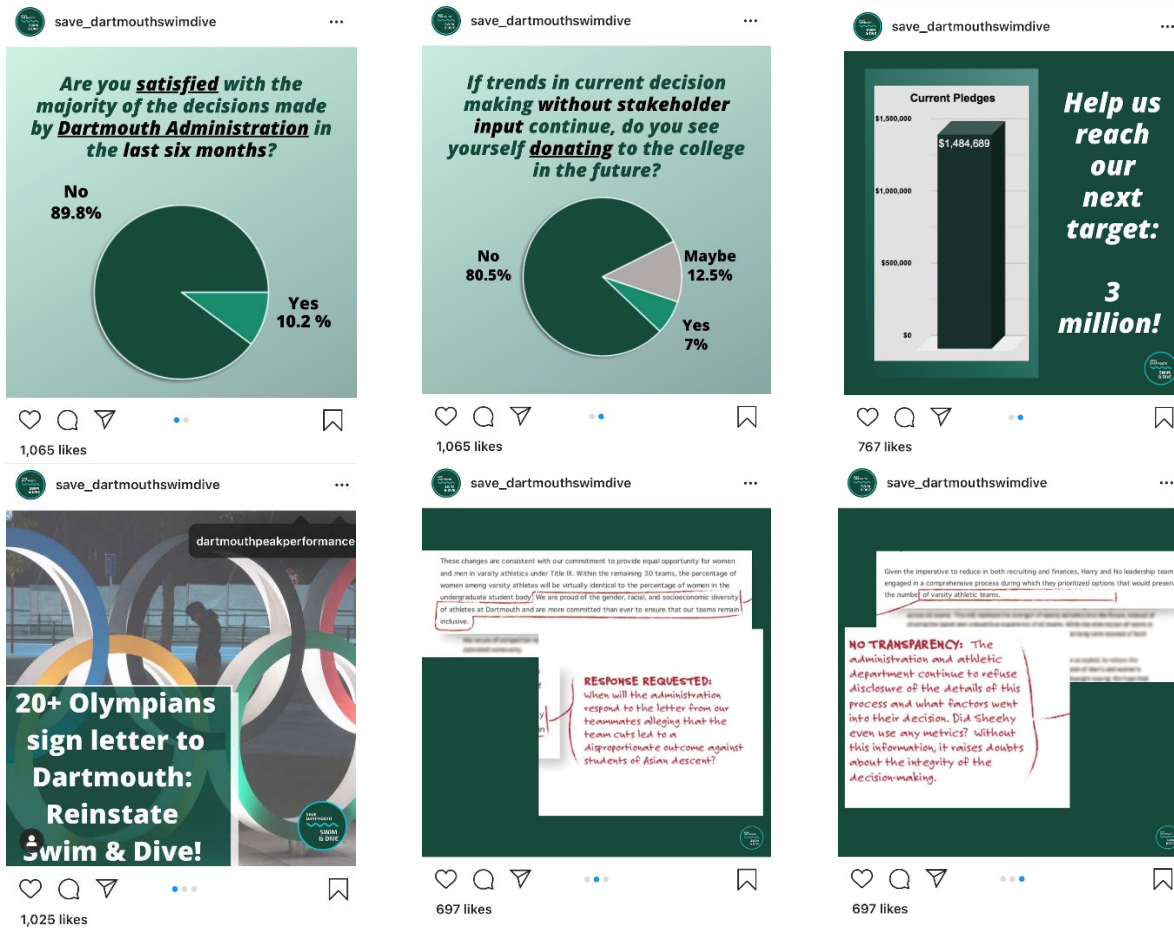
- Views that athletes and coaches were treated unfairly, and being stereotyped as one-dimensional and not able to excel in pursuits outside of athletics
- Concerns about lack of transparency at Dartmouth in general and with how the elimination decisions were made specifically
- Belief that in eliminating the swimming and diving teams, Dartmouth is discriminating against Asian Americans
- Perceptions that the eliminations accomplished relatively little (saving \$2MM and freeing up 20 admissions slots) while disproportionately harming 110 student athletes
- Opinion that promises were made to alumni and athletes by Dartmouth’s leadership and subsequently broken (specifically swimming and diving)
- Opinion that the community should have had the chance to share opinions before the decisions were announced

Social Media

In addition to the sentiment received by email, the ALC was invited to follow the Instagram account @SAVE_DARTMOUTHSWIMDIVE. The posts below demonstrate some of the activities undertaken by this group, which include calling negative attention to the decisions, publicly decrying statements made by Dartmouth’s

leadership, fundraising for the effort, and highlighting potential fundraising implications for the College.

They have reached thousands of viewers and the group has secured support for their cause from Olympic athletes, fellow Dartmouth athletes, and others.



Student Response

In addition to the feedback on the Athletics team eliminations provided by students and alumni of the effected teams, response has not been positive from other student athletes and athletics alumni. In late October, members of 20 athletics teams wrote to President Hanlon and Athletic Director Harry Sheehy regarding their support for the teams that had been eliminated (see Appendix II).

Alumni Council

In advance of the Alumni Council meeting in October, there was the hope that College leadership could hold an information session to address alumni constituent concerns that many councilors had received. Unfortunately, because the Board had not yet had a chance to respond to requests from student athletes and supporters, the session was

not able to be held. Council President Rachel Bogardus Drew '98 did provide a follow up email to councilors detailing the criteria for the decision and the Board's recent response to the earlier requests.

Summary

It has been unusual to see such a coordinated campaign to bring sentiment on one topic to the Council to share with Dartmouth leadership. Although the nexus of sentiment sits with alumni of the eliminated teams, there does seem to be concern from other alumni as well. The coordinated efforts of the Save Dartmouth Swimming and Diving Group particularly have called national attention to Dartmouth's decision to eliminate teams. It is of note that other institutions such as Brown and Stanford have announced similar decisions this past summer. Some alumni commented that those institutions took a more compassionate approach in allowing a full year of competition before dissolution of the programs.

At the time this report was finalized, the Board issued a public statement upholding the Athletics decisions. However, the Council continues to receive feedback on the topic, with similar themes of disappointment and frustration at the perceived inability to secure details about the rationale for the decision. In addition, both alumni and parents continue to be active on social media to express their grievances.

Appendix I

Templated emails received by multiple Councilors from multiple constituents in advance of the 221st meeting of the Alumni Council

EXAMPLE 1:

Dear [NAME],

I know that there is an upcoming Alumni Council meeting and I am writing to you as there is an urgent matter that desperately needs your attention. Phil Hanlon appears to have single handedly initiated a plan to reduce the number recruited athletes at the college which will fundamentally alter the make up of the student body. While you may not completely agree with the views of the alumni swimmers, athletes and parents who oppose this change to the college, I do want to make sure that you are at least well armed with the latest information in order to convey the view of your constituents. In particular:

- the culture of secrecy that pervaded the process
- the lack of dialogue from President Hanlon to those who have questioned his changes

- the deeply flawed methodology that was applied by Harry Sheehy. In particular, he starved the Swim Team of recruitment slots relative to Ivy peers and then used “past success” and “future potential success as a metric!
- the disproportionate impact on Asian Athletes with a 50% reduction in Varsity Asian Athletes
- the completely unethical behavior of Athletic Director Harry Sheehy in attempting to rob the coaches of their severance pay
- and most of all, why? It is still not clear what is reason why Phil Hanlon insisted in reducing recruited athletes, which is leading to a fundamental shift in the make of the Dartmouth community - and this is something that EVERYONE should at least care about and question.

At a minimum, we are asking that the Alumni Council vote for an independent review of this process. Let me know if you have any questions regarding the above and if so, when might be a good time for a brief chat.

Kind regards,

[NAME]

EXAMPLE 2:

Dear [NAME],

I was pleased to learn that a special session has been added to the Alumni Council Meeting program in which Athletic Director Harry Sheehy and Deputy Director Bob Ceplikas will address the elimination of the five varsity teams. Thanks to you and other AC reps for helping make that happen.

I think it would have been appropriate to include President Hanlon in this session to address significant outstanding questions about his mandate to reduce athletics recruiting spots in admissions by 10%, which I understand was the original driver resulting in the ultimate decision to eliminate the teams. To date, he has only been willing to provide superficial rationale for his mandate: that it was done in order to “achieve the right balance between applicants who are accomplished in athletics and applicants who excel in other pursuits.” Did Hanlon even review Sheehy’s decision to eliminate the varsity teams?? It appears to me that the result of the decision would be the opposite to what Hanlon said he wanted, e.g., swim team members couldn’t be more exemplary in their ability to be well-accomplished in athletics AND to excel in other pursuits. I hope that you and other AC representatives will continue to push President Hanlon for more adequate disclosure about this.

But, there are certainly significant questions that Sheehy and Ceplikas might address as far as their role in deciding to eliminate the five varsity teams. Here are some questions that I have. If they do not address these in their presentation, perhaps you may be able to ask them during Q&A:

1. Did you participate at all in the decision to reduce athletics recruiting spots by 10%?
2. To what extent did the Dartmouth Athletics Advisory Board participate in choosing teams to be eliminated?
3. What evaluation criteria did you use in deciding which teams to eliminate? In light of President Hanlon's stated rationale (about "achieving the right balance"), did you consider the average Academic Indexes of recruited athletes in the various sports, or their academic achievement or community service at Dartmouth?
4. What consideration was given to diversity in selecting teams for elimination? It appears that 50% of Dartmouth's Asian athletes will lose their opportunity to participate as a result of this decision.
5. To what extent were teams evaluated as successful based on their won-loss records? Was any adjustment or consideration given to the quality of competition? (In swimming and diving, the Ivies have the best Division 1 teams in the Northeast – in a sport that is very popular globally, and in which the U.S. is consistently the world's best.)
6. Mr. Sheehy, you illustrated [in your Wearers of the Green presentation] the relative advantages and disadvantages in recruiting spots that our varsity teams had relative to their Ivy competition, and you showed that eliminating a few teams that are already at a disadvantage would avoid exacerbating their situation. But, why were certain teams at a disadvantage to start with? And didn't this simply set them up for elimination based on this recruiting disadvantage criterion (as well as the historical success criterion)?
7. Did you consider the number of "walk-ons" on the various team? These are athletes who would lose the opportunity to participate in their sport even though they did not take a recruiting spot. In swimming, because of the large numbers of talented athletes relative to recruiting spots, there are a significant number of very serious, talented athletes who gain admission without the benefit of a recruiting spot. They often contribute significantly to the program. They are among the most worthy admissions applicants, and would go elsewhere if Dartmouth no longer has a team.

Thanks again for all you're doing on behalf of alums and the College.

Best regards,

[NAME]

EXAMPLE 3:

Dear [NAME],

I hope that the July decision to eliminate five varsity teams will be scrutinized at your upcoming Alumni Council meeting.

As a former swimmer, I was really shocked by the decision – especially when I learned that the driver that led to it was the decision to reduce recruiting spots by 10% in order to “achieve the right balance between applicants who are accomplished in athletics and applicants who excel in other pursuits,” as President Hanlon put it.

Aside from being troubled by Hanlon’s statement in and of itself (which suggests that athletes are one-dimensional and generally unable to excel in other pursuits), it’s hard for me to imagine how the elimination of the swimming and diving teams helps achieve a better balance in the student body. These student-athletes couldn’t be more exemplary in their ability to be well-accomplished in athletics AND to excel in other pursuits.

As a college focused on educating tomorrow’s leaders, Dartmouth should not be de-emphasizing athletics. Participation in athletics at a high level (varsity) teaches so many of the important character-building lessons that our future leaders need, like perseverance, sacrifice, teamwork, resilience, courage and passion. These cannot be learned in an academic classroom setting.

I am further disappointed that the administration would make a decision that changes the character of the student body in this way under cover of COVID, and with little opportunity afforded to alums and the students-athletes affected to have a voice in the decision.

Respectfully,

[NAME]

Appendix II

Letter from Dartmouth Athletics Teams sent October 29, 2020

#OneDartmouthTeam Demands College Reinstate Cut Teams

Dear President Hanlon and Athletic Director Sheehy,

As members of the Dartmouth athletic community, we stand united with the recently cut Swimming and Diving teams, Golf teams, and Lightweight Rowing team. We are disappointed that student athletes were not consulted to help solve the fiscal and admissions challenges the school is trying to overcome before you unilaterally committed to eliminating these 5 teams.

We believe student-athletes are a catalyst for recruiting a wide variety of talented students to attend Dartmouth. We strongly disagree with your view that recruiting more non-athletes will improve the Dartmouth experience. Athletes are talented and capable members of the community, and their contributions are even more valuable through the fostered teamwork and leadership. Athletics, like other extracurricular activities, provide environments that cultivate strong character and shape us into well-rounded members of society. Your decision tears those opportunities away from over a hundred of our peers.

Your actions have also done permanent damage to Dartmouth's ability to recruit in good faith. Why would a student-athlete commit to Dartmouth in any sport if we cannot keep the promise that they will be representing the Big Green for the entirety of their college career?

We are concerned about the manner in which this decision was made. We believe providing transparency into decision-making processes would have invited students and alumni to help identify better solutions than what was arrived at in secret. Transparency in such a dramatic decision is paramount, and without it, our leaders forgo accountability, which is exactly what we are seeing.

We urge you to open a dialogue and include student voices to find a more creative solution than cutting entire programs and robbing your committed athletes of their well-rounded Dartmouth experience. We are calling on the College and its athletic department to find the courage to rethink their decision, provide transparency, and find a more equitable solution to their problems with admissions numbers and financial distress. Eliminating these five programs was an ill-considered determination in the face of a solvable challenge, and as such, we demand that the athletic department reevaluate their decision and reinstate the Men's and Women's Swimming and Diving Teams, the Men's and Women's Golf Teams, and the Lightweight Rowing Team.

We are #OneDartmouthTeam.

Sincerely,

Dartmouth Football

Dartmouth Men's Lacrosse

Dartmouth Heavyweight Rowing

Dartmouth Lightweight Rowing

Dartmouth Men's Squash

Dartmouth Men's Tennis

Dartmouth Men's Nordic Skiing

The Players of Dartmouth Women's Basketball

The Captains of Women's Cross Country

Dartmouth Women's Field Hockey

Dartmouth Women's Ice Hockey

Dartmouth Women's Lacrosse

Dartmouth Women's Rowing

Dartmouth Women's Skiing

Dartmouth Women's Soccer

Dartmouth Women's Softball

Dartmouth Women's Squash

Dartmouth Women's Tennis

Dartmouth Club Fencing

Dartmouth Club Skating

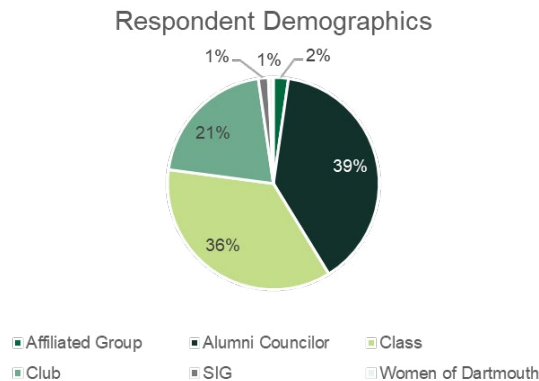


Alumni Liaison Committee Snapshot Report: March 2021 Pulse Check

In March of 2021, the Alumni Liaison Committee reached out to presidents and vice-presidents of classes, clubs, Women of Dartmouth, and affiliated and shared interest groups – as well as members of the Alumni Council – with a brief survey designed to gather information about the topics of interest, questions, comments, and concerns on the minds of the alumni body from the perspective of alumni leaders.

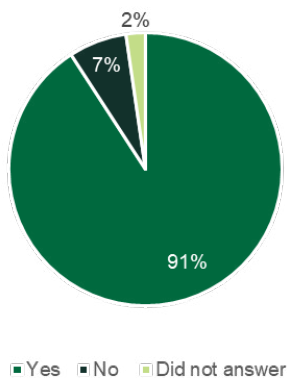
The survey was designed to assess the volume and tenor of alumni sentiment and leverage the perspectives of alumni leaders as “hubs,” given their wide networks. Leaders were asked to provide answers based on what they have been hearing from their membership and networks.

The survey was deployed to 474 alumni leaders and was open for one week. The response rate was 28% (131 responses).

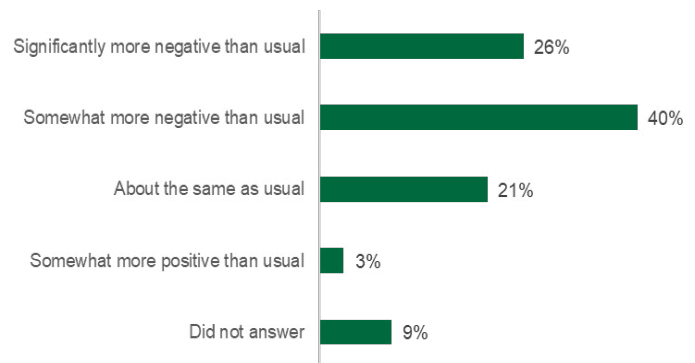


Survey results indicate that alumni leaders are hearing feedback, and that the nature of the feedback is more negative than is typical (66% of respondents said the feedback they are hearing is significantly or somewhat more negative than usual).

Are you hearing feedback?

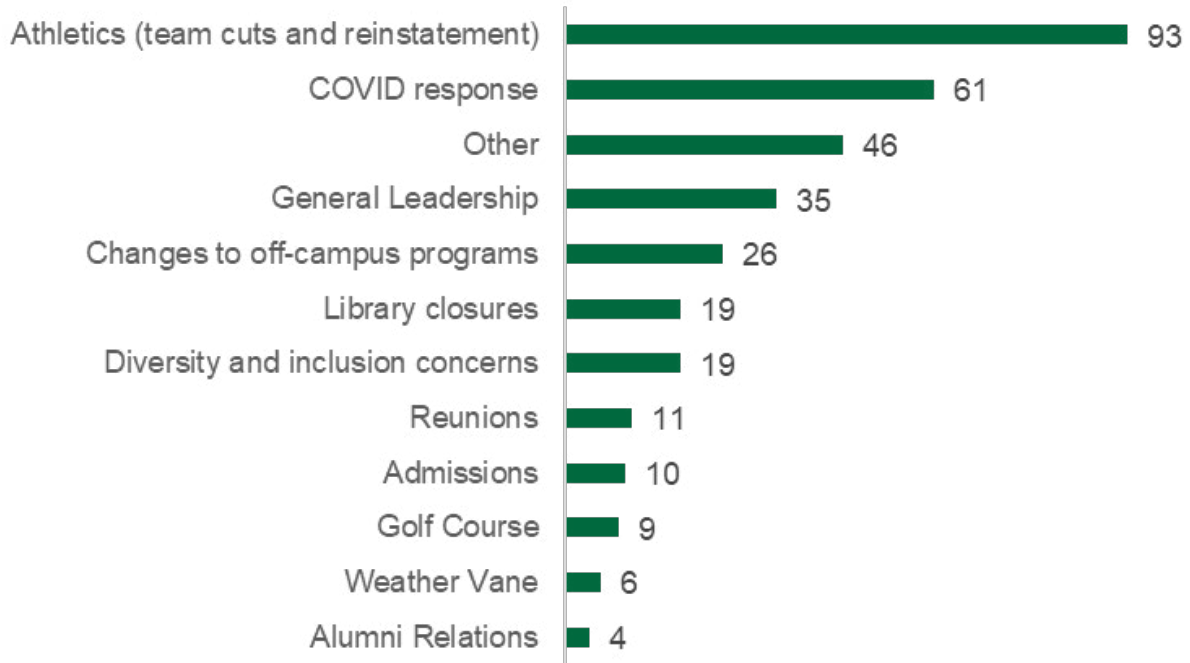


Nature of feedback



Sentiment Topics

When asked to provide what topics (up to 4 areas) they were receiving feedback about, athletic team cuts, Dartmouth's COVID response, general leadership, changes to off-campus programs, library closures, and diversity concerns were top topics mentioned.



Information from Dartmouth

When asked if they had access to information from Dartmouth to help them answer constituent questions, 82% said "yes" or "somewhat." Respondents indicated that their top sources of information are email announcements from Dartmouth (69%) and Dartmouth News (66%). Some said they receive information directly from Dartmouth staff members.

