

Exhibit C



DARTMOUTH TRUSTEES' CHARGE

The Trustees of Dartmouth College do not constitute merely a governing body. Rather, they are the proprietors of the institution, and under the law, corporately, indeed they are the College.

Election to a Trusteeship is the highest distinction, the greatest honor that Dartmouth can confer. Such bestowal of office entails, however, not only the rarest of privileges but also the heaviest of responsibilities. Because the Board is relatively small in number, Trusteeship requires a commitment of both time and effort far in excess of faithful attendance at scheduled meetings.

The Board's actions must nourish the College's deep educational purposes, its liberal arts tradition, and the high aspirations which have served to endow Dartmouth with its sense of goodness and grace, its valor and its strength. Therefore, each judgment that is made by a Trustee's vote is fundamentally a resolution of how a particular matter should be decided in Dartmouth's best interests. The welfare of the institution and each Trustee's perception of it are the primary factors in the making of any determination.

Trustees are not representatives of special interests, nor are they advocates of independent causes. They have no constituency other than present and future generations of Dartmouth men and women. Their concern, individually and collectively, is for the overall institution -- for its totality.

The Board conducts its business within an atmosphere of free, uninhibited discussion and debate. Essential to this manner of proceeding is adherence to a policy of strict confidentiality, save as announcement of actions is explicitly sanctioned by the Board.

No matter what the personal views or attitudes of individual members of the Board may be, it is the practice of the Trustees to commit themselves to an acceptance of and to give unanimous support to what is ultimately established as the majority's will, which thus becomes the unitary position of the Board. Further, in order to achieve a clear and coordinated transmission of information, action by the Trustees is articulated, both publicly and within the institution at large, through the President or Chairman acting on behalf of the Board.

The rewards one receives from Trustee service to the College are entirely of the spirit -- the rare satisfaction of service to a place with the capability and the obligation to contribute to the betterment of society in our great nation. Witness the tomb of Eleazar Wheelock in the old College Cemetery. Carved in the stone is a tribute to his triumph over hardship and adversity which is surely pertinent to any Trustee serving the Reverend Doctor Wheelock's venerable seminary:

Traveler,
Go if you can, and deserve
The sublime reward of such merit.

February 21, 1987