



DARTMOUTH

2017-18 ANNUAL REPORT

ALUMNI LIAISON COMMITTEE
TO THE
DARTMOUTH COLLEGE BOARD OF TRUSTEES

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Introduction/Executive Summary

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

Alumni Councilors continue to seek input and opinions from their constituencies about current events, plans, and policies at the College. As we said last year in this report, the Council continues to evolve the methods with which it seeks feedback from Dartmouth alumni around the world.

Over the past few years, digital media has made it easier for Dartmouth alumni to communicate, but also made the places where we are expressing – and collecting – opinions more far-flung than ever. As such, the Council and the ALC are continuing a multi-year transition to become a more effective listening post for the many places where Dartmouth alumni ‘gather’ to express their sentiment about the College.

Alumni Councilors certainly have more tools available to them today—including Facebook, Twitter, Instagram, and videos produced for them to share with their constituents—making the Council and ALC, we believe, more connected today to the alumni body than ever.

Over the past year, Alumni Councilors continued to deliver pre- and post-Council meeting email previews and summaries to their 80,000 constituents. These communications had an average open rate of 43 percent (which is very high by email communication standards) and in total the ALC was forwarded 562 emails which were prompted by these communications. It is these emails that form the core of the information we are sharing in this report. In addition, classes, clubs, and affiliated and shared interest organizations continued to build out their websites/Facebook pages and other social media accounts as ways to keep in touch with each other, and we continue to seek contributions from these sources for additional alumni sentiment.

We hope that you will take a few moments to read the report, which seeks to summarize the work of the ALC and the Alumni Council for both the entire alumni body and the Board of Trustees of the College. The report will be posted on the Alumni Council’s website as a snapshot of what has transpired over the past year and where alumni stand on the issues of importance to them. As always, we welcome your questions and comments at ALC@dartmouth.edu.

We are indebted to Meg Ramsden ’87 and Liz Nunez in the College’s Office of Alumni Relations for their tireless efforts in support of our work and on behalf of alumni around the world. And we would particularly like to acknowledge Martha Beattie ’76, former vice president for alumni relations, who aided us in her final year in her role prior to her retirement. We would also like to welcome Cheryl Bascomb ’82, the new vice president for alumni relations.

Under the leadership of Jacques “Jack” Steinberg ’88, who is chairing the ALC in the 2018-19 academic year, the committee looks forward to continuing and expanding these initiatives, with the goal of assembling an accurate snapshot of alumni conversations about Dartmouth.

Sincerely,

The 2017-2018 Alumni Liaison Committee

Russell E. Wolff ’89 Tu’94, chair and past president of the Alumni Council

Jacques “Jack” Steinberg ’88, president of the Alumni Council

Adrienne “Tee” Lotson ’82, president-elect of the Alumni Council

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

Blaire Bernard ’97, member of the Association of Alumni

C. Alec Casey ’88, member of the Association of Alumni

Louisa Guthrie ’79, president of the Association of Alumni

Robert Higgins ’81, member of the Association of Alumni

Melanie Pastuck ’11, alumni councilor

Alexandra Roberts ’02, alumni councilor

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

Rich Stoddart ’85, member of the Association of Alumni

Overview of Correspondence with Alumni Council and the ALC

Once again this year, email was the most popular method for alumni to communicate both with their alumni councilors and with the ALC. We received more than 560 pieces of correspondence. We received very specific feedback from alumni when we sought it around the Enrollment Task Force, with a strong sentiment against expanding the size of the student body. The announcement of The Call to Lead campaign and the wide variety of topics it touches, which was an important communications priority, received the largest amount of interest. There was input and questions surrounding The Call to Lead across multiple topic areas including academics (related to the academic vision of the campaign,) administration (related to how the College will utilize the funds raised,) sustainability (with alumni raising concerns about the lack of sustainability planning in the campaign,) admissions/financial aid (surrounding the new financial aid vision articulated in The Call to Lead,) and the future campus and facility planning. We also had communication from alumni in the areas of athletics, student life and policies. More details of the communication we received overall are available in appendix A to this document.

Quick Poll and the Moosilauke Forum Summary

November 2017 Quick Poll

Quick Polls were developed to assess alumni sentiment of a current issue in a very short time frame. They were limited to three questions and open for just a few days (regular surveys are open for at least two weeks). The purpose of this poll was to provide insight into alumni awareness and thoughts on the possible expansion of the undergraduate student body. More alumni sentiment on this topic can be found in the appendix section titled *Enrollment Task Force*.

Q1. Have you heard that Dartmouth is exploring the possibility of expanding the undergraduate student body?

Class decade:	Overall	1950 to 75	1976 to 89	1990 to 05	2006 to 15
% Yes:	46%	54%	43%	37%	51%

Q2. What opportunities for Dartmouth do you feel an expanded student body would provide?

More Opportunity	More Diversity	More Revenues	No Benefit	Negative	Not Sure
29%	22%	12%	13%	14%	9%

Q3. What components of the Dartmouth experience do you feel would be most impacted by expanded enrollment?

Class Size	Faculty Access	Sense of Community	Housing	“College” Experience	Less Intimate
29%	22%	12%	13%	14%	9%

We asked what opportunities an expanded student body would provide. A few themes emerged from the 700 responses. The top mentions were increased diversity (see a few comments below), Dartmouth’s ability to have more impact on the world, a broader range of class offerings, and better athletics.

- *Increased diversity, opportunity for students to interact with a broader range of peers from varied backgrounds (ethnic, educational, cultural, socioeconomic, etc.), opportunity to find other niches and peer groups rather than remain in the same social group throughout their 4 years.*
- *The ability to offer a more diverse group of students access to a Dartmouth education is appealing.*

Some alumni were not at all in favor of increasing the size of the student body (“*This is the WORST idea that I have heard from campus since I graduated in 1969.*”) and some saw no benefit (“*While I understand how some people could argue for increasing the size of the student body, I see none.*”). We also saw some passionate responses when we asked what components of the Dartmouth experience they thought would be most impacted by expanded enrollment. The most common concern we heard was about class size:

- *Small class size could be sacrificed.*
- *Small class sizes, which I really liked and was one of the big reasons I chose Dartmouth.*
- *Care must be taken to maintain small class size, as this is part of what differentiates Dartmouth from other schools.*

There were also comments about access to faculty, a sense of community, residential life, and the “small college feel.”

- *I would be concerned about the access to professors which is one of the greatest things about the Dartmouth experience.*
- *Dormitory space. It’s pretty crowded as it is, so that would definitely be a big impact.*
- *Holistic sense of community may be at risk if student body grows.*

All of this feedback was shared with the Task Force on Enrollment Expansion, co-chaired by Dean of the College Rebecca Biron and Dean of the Faculty of Arts and Sciences Elizabeth Smith. We were told the information was not only useful but extremely timely for the committee.

Quick Poll and the Moosilauke Forum Summary

December 2017 – Moosilauke Forum Internship Survey

The September survey investigated alumni interest in engaging with students by offering internships and providing advice and networking opportunities. A total of 778 members of the Moosilauke Forum responded.

Internship experience while at Dartmouth

While 52 percent of all respondents said they looked for an internship when at Dartmouth, as seen below, this varies considerably by class segment (from 17 percent to 83 percent of alumni who graduated in the past 10 years).

Class decade:	Overall	1950 to 75	1976 to 89	1990 to 05	2006 to 15
Looked for an internship:	52%	17%	54%	68%	83%

Alumni from all class segments have a positive “sentiment” toward internships. It is interesting to see how passionate they are about their experiences—both as interns and as supervisors of Dartmouth interns:

- *I’m very supportive of internship experiences. My internship experience at Dartmouth (at the Jersey City Urban Education Center) was transformative for me. —Class of 1972*
- *Internships weren’t yet invented when I was at Dartmouth. I did, however, run the internship program in the Washington Post newsroom for probably 20 years, and had a couple Dartmouth students participate over the years. —Class of 1959*

We asked alumni how they found their internships. For young alumni (graduated within the past 10 years), 73 percent found an internship on their own, 40 percent found an internship through a Dartmouth center (e.g., Center for Professional Development, Rockefeller Center, John Sloan Dickey Center) or connection (e.g. professor), 16 percent found an internship with help from a Dartmouth alumnus, and 5 percent looked for an internship, but could not find one. Young alumni said they would have liked a better understanding of the value of internships.

Current Involvement with Internships

For alumni who are currently employed, 50 percent said they had supervised an intern at some point and 31 percent had developed or set up an internship.

We also asked about their organization’s involvement with internships. 53 percent of alumni who work in for-profit companies and 65 percent of alumni at non-profit organizations or in government indicated that their office hires students as interns or has other involvement with students.

Future Engagement

We learned which student-alumni engagement opportunities had the broadest appeal. The areas with the most alumni interest were:

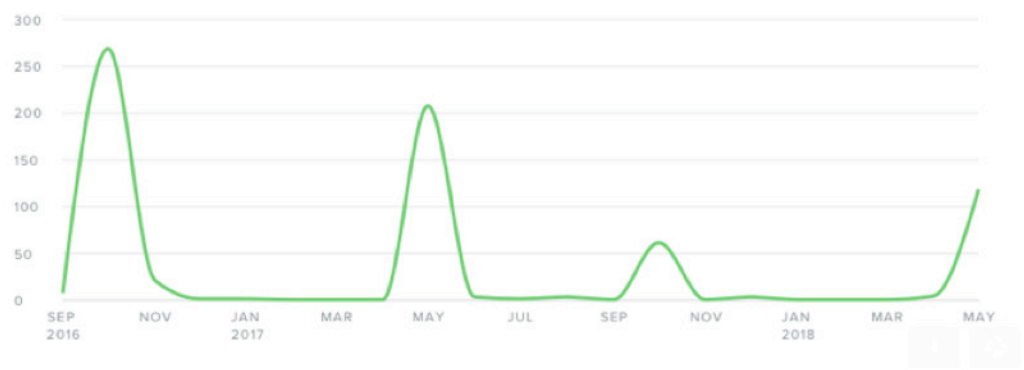
- Meeting individually with students for mentoring/sharing advice
- Hiring a Dartmouth student for an internship of 8–10 weeks for at least minimum wage
- Introducing students to non-alumni in an industry or region for possible internships

Results were shared internally with key stakeholders from Alumni Relations and the Center for Professional Development (formerly known as Career Services). They were also shared with the Alumni Liaison Committee and the Professional Development Committee of the Alumni Council when they were in Hanover in October.

Alumni Council Social Media

The Alumni Council continues to explore new ways to broaden its reach, increasingly using social media platforms to share content, post dispatches from councilors in real time, showcase a broader range of voices, and engage different sets of alumni. In the weeks and days leading up to each meeting, alumni councilors are encouraged to post on their class, club, or affiliated or shared interest group social media pages, as well as their personal pages, sharing the agenda for the upcoming meeting and inviting constituent questions and other forms of engagement. Many also post photos and comments during the weekend, whether about the meeting itself or their time in Hanover more generally. Councilors and staff continue to use and promote the hashtag #DartmouthAC to organize and amplify content and enable other alumni to follow along at home. In May, surrounding the launch of The Call to Lead campaign, councilors and alumni were also asked to use the tag #DartmouthLeads.

During the October and May meetings, the #DartmouthAC hashtag saw an increase in use and impressions compared to its use during non-meeting times, although that bump was not as significant as it was during the prior year's meetings. Our social media team attributes this more modest traffic to the fact that alumni councilors spent part of the October meeting off campus at Moosilauke Ravine Lodge, where they gave up cell reception in exchange for a more immersive bonding experience. In addition, several councilors served as designated live Tweeters during the '16-'17 academic year; this year, the hashtag reflects organic use by a more diverse range of voices:



The below shows traffic patterns for the #DartmouthLeads hashtag, which spiked over Alumni Council weekend:

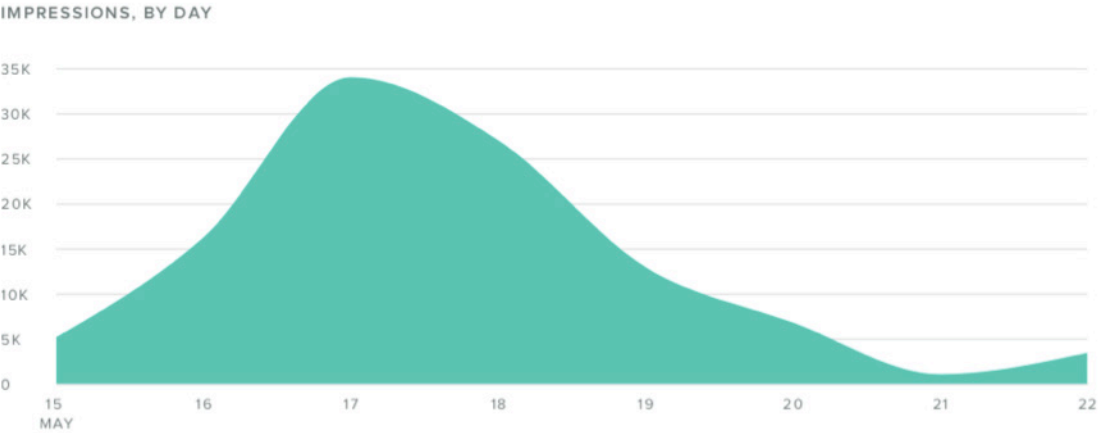


The May meeting session also featured an Instagram takeover by Spenser Mestel '11, council rep for the Dartmouth Gay, Lesbian, Bisexual & Transgender Alumni/ae Association (DGALA).



With Spenser at the helm, the Dartmouth Alumni account gained almost 50 new followers and increased impressions by over 300 percent for that week.

Instagram Impressions



IMPRESSIONS	
Impressions Metrics	Totals
Total Impressions	106.5k
Average Impressions per Day	13.3k
Average Daily Reach per Profile	3,107

Total Impressions increased by

308.6%

since previous date range

Affiliated Groups/Club Sentiment

Over the course of the next 12 months the ALC will actively seek input from each of the affiliated groups to share directly with the administration and the Board. These affiliated groups plus Women of Dartmouth are now more active and organized than ever and can provide the college with a deeper understanding of alumni sentiment across the affiliated groups. This effort by the ALC continues our goal of not just being a receiver on input from alumni in response to alumni councilor communication, but also a listening post within the alumni body in the places alumni most naturally gather and share their opinions. It is our objective to deliver our first set of summaries from the affiliated group in early calendar year 2019. This year, DAPAAA also conducted a survey of their member which was shared with the ALC. Review the results at dartgo.org/dapaaareport.

Summary of Alumni Council and Alumni Liaison Committee Activities

215th Session: October 26-28, 2017

Focusing on a theme of “a sense of place,” the 215th session of the Dartmouth Alumni Council included a Friday morning visit to the newly opened Moosilauke Ravine Lodge. We kicked off with a welcome from Alumni Council President Jacques (Jack) Steinberg ’88, the plenary featured a history of the Lodge by the Director of Outdoor Programs Dan Nelson ’75; student-led tours, a student panel discussion focused on “sense of place” featuring Jessica Jones ’18, Rachel Muir ’20, and Doug Phipps ’17; and a councilor breakout discussion session. Councilors enjoyed a reading of Dr. Seuss’ (Theodor Seuss Geisel ’25) *Green Eggs and Ham* by Professor Don Pease, the Ted and Helen Geisel Third Century Professor in the Humanities.

Back on campus, the keynote session “Pathways to Leadership: A Strategic Vision for Dartmouth,” invited council members to discuss the academic vision for Dartmouth as an institution charting a course of distinction and differentiation. The program featured a panel discussion on the strategic vision and brand work of the past year, plans for a campaign to resource that vision, and aspirational outcomes for Dartmouth’s future positioning. Other participants included: Dean of the Faculty of Arts and Sciences Elizabeth Smith, Vice President for Communications Justin Anderson, Senior Vice President for Advancement Bob Lasher ’88, Trustee and Campaign Co-chair Ellie Loughlin ’89, Scott Stuart ’81, Anne Kubik ’87, and Aly Jeddy ’93.

Friday’s activities concluded with the Annual Alumni Awards Gala where two alumni received the Young Alumni Distinguished Service Award: Kevin Hudak ’07 and Heiyab Tessema ’04, Th’05, Th’06. In addition, two alumni were honored with the Dartmouth Alumni Award: Sherri C. Oberg ’82, Tu’86 and Arthur M. Kelton ’61.

Alumni Council President-Elect Adrienne “Tee” Lotson ’82 opened the Saturday plenary session, where Trustee Emily Bakemeier ’82 provided an update from the Board of Trustees.

Nominating and Alumni Trustee Search Committee chair Alyse Streicher ’95 introduced the two candidates for open seats on the Board: Jeffrey M. Crowe ’78 and Elizabeth Cahill Lempres ’83, Th’84. Both were approved by a unanimous vote of the Council.

The Alumni Liaison Committee met on Thursday, prior to the commencement of the 215th session, and again for breakfast Saturday morning with Trustee Emily Bakemeier ’82.

216th Session: May 17-19, 2018

For the first time, Council weekend opened with a constituent question and answer session, led by Alumni Council President Jacques “Jack” Steinberg ’88 and Vice President for Alumni Relations Martha Beattie ’76.

Dinner discussion groups, focused on living and learning in the house communities, took place at two house communities, “The Onion” (House Center A) and “The Cube” (House Center B).

After committee meetings and “back-to-the-classroom” experiences, councilors gathered for a lunch program that included the presentation of the Professor John Rassias Faculty Award to Susan Ackerman ’80, the Preston H. Kelsey Professor of Religion; and Vicki May, professor of engineering at the Thayer School of Engineering. Hilary Tompkins ’90, former solicitor for the Department of the Interior, delivered the keynote speech.

With a focus on unpacking the priorities of *The Call to Lead*, plenary sessions included:

- 1) “Supporting Our Students,” (Student Affairs campaign priorities including residential space, mental health resources, development of community, experiential learning and resources for low-income students) with Rebecca Biron, dean of the college, and Dino Koff, director of financial aid.
- 2) A discussion on financial aid and house communities facilitated by Ellie Mahoney Loughlin ’89, trustee and campaign co-chair.
- 3) “Big Bets on Discovery,” moderated by Trustee Emerita Sherri Oberg ’82 Tu’86, and featuring David Kotz ’86, interim provost and Champion International Professor of Computer Science; Steven Leach, director, Norris Cotton Cancer Center; and Ross Virginia, Myers Family Professor of Environmental Science and director, Institute of Arctic Studies. The session examined optimizing Dartmouth’s unique scale and composition to address big global challenges and potential solutions in areas such as energy, healthcare/cancer research, and Arctic studies.

- 4) “Dartmouth: The Preeminent Institution for the Teacher-Scholar” was moderated by Elizabeth Smith, dean of the Faculty of Arts and Sciences. Featuring William Cheng, associate professor of music; Katie Hornstein, associate professor of art history; and Robyn Millan, the Margaret Anne and Edward Leede ’49 Distinguished Professor; the panel explored the work and experiences of its panelists.

Over the course of the weekend, a variety of breakout sessions were led by Laurel J. Richie ’81, chair, Board of Trustees and campaign co-chair, along with Campaign Executive Committee members Charles E. Haldeman Jr. ’70, Caroline Hribar ’00, and Anne Kubik ’87 to help councilors articulate the vision of the campaign to their constituents.

Friday’s dinner, featured “Dartmouth’s Deans: Visions for Distinction and Differentiation,” with Duane A. Compton, dean of the Geisel School of Medicine; Joseph J. Helble, dean of the Thayer School of Engineering (who had been named provost of the College earlier that day); Praveen Kopalle, associate dean, Tuck School of Business; F. Jon Kull ’88, dean of the Frank J. Guarini School of Graduate and Advanced Studies; and Elizabeth Smith, dean of the Faculty of Arts and Sciences. Dinner concluded with a special celebration of Martha Beattie ’76, in recognition of her retirement as vice president for Alumni Relations.

Alumni Council President-Elect Adrienne “Tee” Lotson ’82 opened the Saturday plenary session, where Councilors voted to approve the appointments of the undergraduate representatives, graduate program representatives, Alumni Liaison Committee at-large members, Alumni Council at-large representatives, and affiliated group representatives (as required by the Alumni Council constitution). Committee chairs reported on the work of their committees. In addition, Alec Casey ’88 was elected as president-elect of the Alumni Council.

The Alumni Liaison Committee met on Thursday, prior to the commencement of the 216th session, and again for breakfast Saturday morning with chair of the Board of Trustees Laurel Richie ’81 and trustee Ellie Loughlin ’89.

APPENDICES

COMMUNICATIONS TO ALC BY CATEGORY (APPENDIX A)

Academics

Alumni Council representatives received 44 emails from their constituents this year categorized as relevant to academics. This represents a substantive decrease year over year, and we believe represents both a changed political climate in the United States (a high share of academic-related inquiries last calendar year concerned free speech and supporting a diversity of viewpoints on campus – which was virtually absent this year) and that alumni have had an overall more informed view of the College’s academic vision. Emails covered a wide range of topics, from support for adjunct professors and available Hanover housing options to President Hanlon’s Enrollment Task Force.

The largest category of emails (over a quarter of all received) were related to the academic and research vision conveyed in The Call to Lead campaign announcement and solicitation for input. Feedback on the campaign ranged from positive and offering support (including individuals who wanted to contribute to the pillar for continued Arctic research), to the many who voiced concerns about the price tag (and rising tuition costs) and disparate elements of the program. Alumni were either positive or content with the decision from the Enrollment Task Force not to expand the size of the student body, and several noted that they were thankful The Call to Lead campaign was not specifically covering any enrollment expansion costs.

Continuing a theme that continues to be top of mind for many alumni, several wrote in to express opinions about the elements of the campaign focused on graduate school expansion and increased prioritization of developing the “West End” of campus. One alum commented that this appeared to be a “vertical instead of a horizontal approach,” which would not invite a true collaboration between all liberal arts faculty on the expansions and projects funded through the campaign. Among these concerns was also included a concern and critique from some alumni for the leadership position Dartmouth intends to take on issues of global scale – fearful that by having a point of view, Dartmouth will not present all sides of these issues to its students.

While typically we have heard back nearly unanimous feedback that Dartmouth should not become a university in name – we also received a minority of messages encouraging both a name change, as well as the pursuit of an affiliation with a major law school and West Coast presence.

There were several messages as well regarding two decisions by College leadership on professors. The first addressed the denial of tenure to an Italian studies professor. Another alum was interested to learn more about the investigation into two faculty members in the psychology and brain sciences department; however, due to the confidential nature of that investigation the question was addressed publicly once the investigation was completed.

Additionally, the Alumni Council received feedback from alumni (in particular, as parents) concerned with how Dartmouth will develop skills that are applicable in the current economic climate and increasing globalization/automation in the workforce – while balancing and encouraging the unique advantages of the liberal arts education.

Administration/Operations

Alumni feedback under the “operations” category fell into two main areas of focus. First, the preservation of green space which is felt to be central to Dartmouth’s “sense of place.” Of particular concern in this category was the potential development of College Park/ the Bema as the site for a new dorm project (subsequently, the College decided not to proceed with this plan and instead explore a smaller project considering multiple sites). As one alumnus put it, “I am very concerned about the college’s ‘reflexive’ inclination to develop what many alumni and faculty consider as sacred open space.” In addition, a number of comments were received about the possible closing of the golf course which is seen as a multi-use venue for running, walking, cross country skiing, and snow shoeing in addition to golf. One alumnus said, “The golf course is a wonderful, open green space that should not be developed or sold. But preserved and held dear...it is a needed and welcome area of respite for students who are doing their best to excel and learn and grow in what can be a very intense environment.” Another alumnus suggested that a design review committee be re-established as “an advisory group to function as curator of the college’s priceless collection of buildings, their interrelationships, land use patterns, etc.”

While alumni recognize the need to address the College’s housing need and make prudent fiscal decisions, many feel that actions that might sacrifice the unique green space footprint of the campus would detrimentally impact the college experience and erode Dartmouth’s “sense of place.”

The second area of significant feedback was the rising cost of a Dartmouth education, consistent with last year. However, feedback this year was largely in response to The Call to Lead campaign. There were a number of questions regarding how the funds raised will be spent as well as an expressed desire to ensure that reducing the cost of a Dartmouth education via financial aid and “holding the line” on tuition increases be a priority. One alumnus put it this way, “My main concern based on the past actions of the administration, is what are they doing to reign in non-academic cost increases? If we give them money, what’s to stop them from hiring more and more expensive administrators like they’ve done?”

Administration/Policy

This year, as last, the prevailing concerns among alumni who chose to write in regarding administration policy were the twin issues of sustainability and divestment from fossil fuels. Up and down the age spectrum and across gender, a number of alumni wrote in to express dismay that the College was not doing more on campus and through their investment strategy to address climate change and promote greater sustainability.

Regarding sustainability on campus, one alum noted, “Dartmouth should be on the right side of history on this issue. Solar panels on a few dormitories is not good enough. The central heating plant in the middle of Hanover burning No. 2 Fuel Oil is not good enough.” In addition the divestment from fossil fuels is still a hot button issue for a number of alumni. One alum noted the hypocrisy of the College in profiting from climate change while professors were working to counter it, while another said he would not donate to the college until it divested from fossil fuels adding, “Ironically, it [sic] due to my research studying glaciers at Dartmouth, and my internships with UNEP supported by the Dickey Center, that led me to understand the dangers of climate change. And if it’s *wrong* to wreck the planet, then it’s *wrong* to profit from that wreckage - it’s that simple.”

A number of emails were also prompted by the announcement of The Call to Lead campaign with many alumni expressing surprise and dismay that the campaign did not include explicit goals around sustainability, with one alum summing up the general sentiment by saying, “Dartmouth is far behind peer institutions in terms of environmental stewardship. The College still burns coal, for goodness sake. If Dartmouth wants to lead, she has a lot of catching up to do. As is, she’s behind the times. Far behind.”

That said, the overall volume of emails was down this year by more than half with only a couple of emails on other subjects voicing disapproval over the College’s alcohol policy and perceived administration bloat.

Admissions

The submissions received this year regarding the topic of admissions revealed three dominant themes. The first theme focused exclusively on the affordability, or perceived lack thereof, of Dartmouth tuition. The second theme, carried over from last year, was the College's elimination of the need-blind policy for international students, which continued to stir controversy. Finally, the third most popular theme reflected an angst among alumni regarding the potential enrollment expansion and possible effects on the College's historically small-knit culture.

Regarding the affordability concerns, alumni sentiments revealed polarized views on the efforts Dartmouth is making to diversify its student body, irrespective of the means to afford tuition. Such views ranged from questioning the ability of the College's recent The Call to Lead campaign to ensure lower-income families can afford Dartmouth, to the concern that wealthier populations, i.e. private school applicants or wealthy legacy families, are favored. This pressure is additionally heightened by other Ivies eradicating student loans.

Also related to the campaign was continued concern regarding the College's need-aware policy for international students. Alumni expressed contrasting views on the policy. In some cases, there was concern that the campaign was not accelerating fast enough, and that the policy would deter international students from applying. In other cases, alumni felt frustrated by the College for being asked to support financial aid, while some deserving applicants were not admitted.

Last, the third theme reflected a concern that the College's efforts to expand its class size as means to ensure class diversity would compromise the integrity of the experience. Whether highlighted in messages responding to new dorm announcements or references to ROTC, alumni question the value of a larger student body as a long-term means of attracting students to Dartmouth, relative to other Ivies and top institutions. Some alumni worried that expanding the student body would devalue the College's unique and historically intimate culture.

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

Athletics

The Alumni Liaison Committee received three emails regarding athletics during the 2017-2018 year. This compares to five e-mails received during the 2016-2017 year and an annual average of 18-20 from 2008-2016.

The following topics were addressed: action that should be taken against a member of the football coaching staff who broke a window during the Harvard game; concern about the future of the golf course; and the importance of the Nordic ski team obtaining adequate practice facilities.

Enrollment Taskforce

During 2017-2018, the ALC received hundreds of emails from the alumni in the “enrollment taskforce” category. Responses to the all-alumni email sent by Alumni Council President Jack Steinberg were shared in a timely manner with the President’s Office and the Enrollment Task Force.

A thorough assessment of the topic has been written up in the report of the Enrollment Task Force. Alumni interested in a deeper dive into the complex topic are encouraged to review the Enrollment Task Force’s report at www.dartmouth.edu/~president/announcements/enrollment_task_force_report.pdf.

Members of the ALC read the alumni sentiment on this topic. The overwhelming majority of messages expressed skepticism or opposition to the proposal. Concerns primarily related to (i) a lack of understanding as to why expansion was necessary and (ii) the negative impact an expanded student body could have on individual class sizes, a student’s “sense of place,” and the College’s and town’s resources. Representative excerpts include:

“It is difficult to make a coherent argument against expansion when the reasons for expansion have not been enumerated.”

“Is there a strong, clear reason to make such a significant change? The administration has not shown us what advantages are to be gained in getting bigger. Is the upside anywhere near as great as the many downsides that seem to be obvious?”

“It is easy to imagine that expansion will result in a less cohesive campus, increased fiscal and new facilities demands on the College, more congestion in Hanover along with increased housing costs for both off campus students and new faculty.”

Many alumni also expressed reservations about the stated opportunities that expansion would allow the College to realize. Representative excerpts include:

“One of the proposed benefits described in favor of the expansion is the ability to add additional disciplines and course topics. A Dartmouth education is a liberal arts education, and the school already provides more courses and more possibilities for academic exploration than a student can possibly take in in four years. Rather than relying upon an expanded student body for a larger number and variety of courses, we suggest that Dartmouth evaluate how to offer a greater variety of courses in the same number of total courses offered and with the same student body size.”

“I do not understand how the administration can say that this enrollment increase will further Dartmouth’s mission and life-blood as a small, undergraduate focused institution when the slow creep of enrollment/matriculation over the years has created problems within the current Dartmouth community that the administration hasn’t addressed.”

Many alumni referenced the quote by Daniel Webster, Class of 1801: “It is, Sir, as I have said, a small College, and yet, there are those who love it” to sum up their feelings on why expansion should not be pursued.

These sentiments were also borne out more broadly in the results of the Quick Poll administered by the Alumni Liaison Committee (see page 4.)

General Response

Some emails to the Alumni Council defy easy categorization – certainly worthy of being heard, but prompting us to huddle them together under the “general response” umbrella.

A member of the class of 1964 (and Tuck '66), for example, wrote to take issue with the decision to name an administrative department “advancement.” As the writer put it: “Alumni Council. Alumni Relations. These titles are clear, meaningful and informative to me. ‘Advancement Division’ is not an informative, meaningful title to me; rather it comes across to me as more of an obfuscation.” A member of the Class of 1949 wrote the Council with the goal of providing a splash of perspective – for alumni young and older alike – by sharing:

“Although I have been a loyal alumnus insofar as regular giving is concerned, I do not have the deep feelings about Dartmouth that many have. Why is that? Because the bonds of feeling are in my case attached to my service with the 10th Mountain Division, both in the states and in Italy. I was a member of G company, 85th regiment, which suffered the heaviest casualties of any company in the entire division. So when I came to Hanover as a freshman in late March, 1946, I had experienced the bonding that many had with climbing of Mount Moosilauke and similar experiences, which undoubtedly had their effect on the younger contingent of my class that entered in the fall of '45.” The alumnus concluded: “There are also not very many of us left, although there is a group of class alums who are a mere 90.”

Among the stray recommendations culled from the correspondence grouped here was from another alumnus who graduated more than a half century ago: “OK, we’re all 80-ish now. Could the Council invest in larger type?” And this from another of a similar vintage: “My only concern for Dartmouth these days is transparency. The Alumni body deserves to know some of the bad news and difficult challenges facing all 3 constituencies: Students, Faculty, & Administration. Too often we get the news selectively, with virtually all positive stories in Dartmouth Today and the many other channels.”

Finally, a number of correspondents in this category wrote to celebrate the election of Adrienne “Tee” Lotson '82 as Alumni Council President, the first African American woman to hold that position. This response, from a woman who graduated in the Class of 1973 – and who also referenced the appointment of Laurel Richie as Chair of the Board of Trustees– was representative:

“I am so very proud and thrilled to see black women leading the way. Even I could not have envisioned this day as I walked across the stage in 1973, as one of the first black women to graduate from Dartmouth, that we would one day have such leadership roles, especially as alums, at D.”

Governance

There were no emails received pertaining to governance in 2017-2018.

Sense of Place: 215th Alumni Council meeting prompt

In advance of our Fall meeting, we asked councilors to ask their constituents about the Dartmouth pillar “A Sense of Place.” Specifically, the councilors were provided with this text to share: *Did you feel there was a significant place that was essential to your time at Dartmouth? What are the advantages of Dartmouth’s location and environment? What would you like others outside the immediate Dartmouth family to understand about our “sense of place”? Please send me your thoughts.*

We received almost 100 emails about this topic, our most to date for a prompt. Responses came attached with photos, essays, newspaper articles, even some poetry. There was a great deal of passion in these notes and many commented that the “sense of place” was what made Dartmouth unique to them. Generally they focused on areas of natural beauty, places of learning and socializing, and often the people that were there.

“To this day I remember the pine forest smell that permeates the Upper Valley in the fall and anchors me in Hanover. Coming to a remote town was deliberate on my part, it was comfortable and felt like my family home. My Dartmouth experience was almost completely informed by its geography and natural wonder.” Class of 1972

“For me, the most significant places at Dartmouth were the “small worlds” within. A classroom full of thought and conversation in Dartmouth Hall. Finding the best nooks in the campus to study. My fraternity house. Bicycling up Bragg Hill in Vermont, or hiking up to the Gile Mountain Fire Tower, or running around Occom and out through the golf course on the way out to Storrs Pond.” Class of 2011

A number of responses cited concerns that some of the initiatives being proposed by the College would harm the school’s special places.

“I think it is essential that the college administration remembers the importance of the beautiful location of the college and of its connection to nature. I am completely opposed to building new dorms for 700+ students in the beautiful woods behind the Bema and Bartlett Tower and would be very sorry to see the college lose the observatory. As well, to let the golf course go would be a mistake.” Class of 1992

But above all there is a sense in all the responses that Dartmouth’s many places are a critical part of many alumni’s continuing connection with the school.

“The world that was ours then, the times that we knew then, are but distant memories today. Yet it is still our place. We are not strangers or tourists here; we know this place. And we can believe that, in its way, this place knows us.” Class of 1966

Student Life

The ALC received 38 e-mails relating to the category of Student Life during the 2017-18 time frame – an almost 50 percent drop from the previous year. Whereas the leading topic for the prior year related to fraternities - including an overwhelming disapproval of the administration's actions against Alpha Delta and Sigma Alpha Epsilon – for the current year, only seven concerned fraternities. The topics of the environment for women and sexual misconduct were the leading categories, but the number of e-mails dropped for that topic, as well. The break-out of categories, from the largest percentage to smallest, played out as follows:

Environment for Women/Sexual Misconduct: Almost all comments were focused on the “negative environment” for women at Dartmouth and 1) the inadequate response from the College in addressing the issues and 2) questioning whether the College is truly safe for women. Two correspondents relayed that they will not give to the Alumni Fund until the situation is adequately addressed, and one stated that he would not be sending his daughter to Dartmouth.

Fraternities (only one reference to sororities): three of the seven were very concerned about the questionable atmosphere and level of alcohol consumption at the fraternities while four of the e-mails were “pro fraternity” and wanted all restrictions lifted; two of the four promised not to give to the Alumni Fund until the restrictions against AD are lifted. The other two of the four “pro” e-mails gave very compelling reasons for why the fraternity experience can be positive and character-building, and how a house can shape a member's future in terms of leadership in business and life.

Housing Communities: Only one of the six responses in this category was positive and this was based on a college tour an alum took with his son. Others cited 1) inadequate/ insufficient programming, 2) siloing students (restricting interaction with other classes and interest groups), 3) common areas that are eyesores, 4) architecture inconsistent with the campus legacy, etc. One e-mail described the “less than positive” way an alum's child was allocated to a community – frustrating and inefficient.

Bonfire regulations: Three alumni were incensed at the “ridiculous new restriction” and one exhorted the College to “exert its right as the economic powerhouse that it is” in Hanover to eradicate these new guidelines.

Among several other topics, additional emails focused on helping financially-challenged students to “fit in” – not just have tuition, room and board covered; excitement around The Call to Lead campaign; inadequacy of the River Cluster, Choates, and the Lodge; and the desire for full transparency for the alumni base on what happened regarding the adjudication of three psychology professors.

The Call to Lead

We received 60 emails in response to the April 2018 launch of The Call to Lead comprehensive campaign and email to all alumni from Alumni Council President Jacques “Jack” Steinberg ’88.

The response was overwhelmingly positive with strong support behind a number of the initiatives including financial aid, the teacher scholar model and big bets on discovery.

Some of the feedback expressed concerns in the following areas:

- Issues with the overall cost of a Dartmouth Education
- Administrative cost increases and desire for Dartmouth to be fiscally responsible
- A number of questions as why there was a need for more money
- Questions about the new Guarini School and the role of graduate schools/students at Dartmouth
- Desire for more details especially around the new undergraduate leadership program
- Questions around the economic diversity of Dartmouth students and how the campaign can support that effort
- Questions regarding why the Campaign does not explicitly solve one of Dartmouth’s biggest issues – student housing

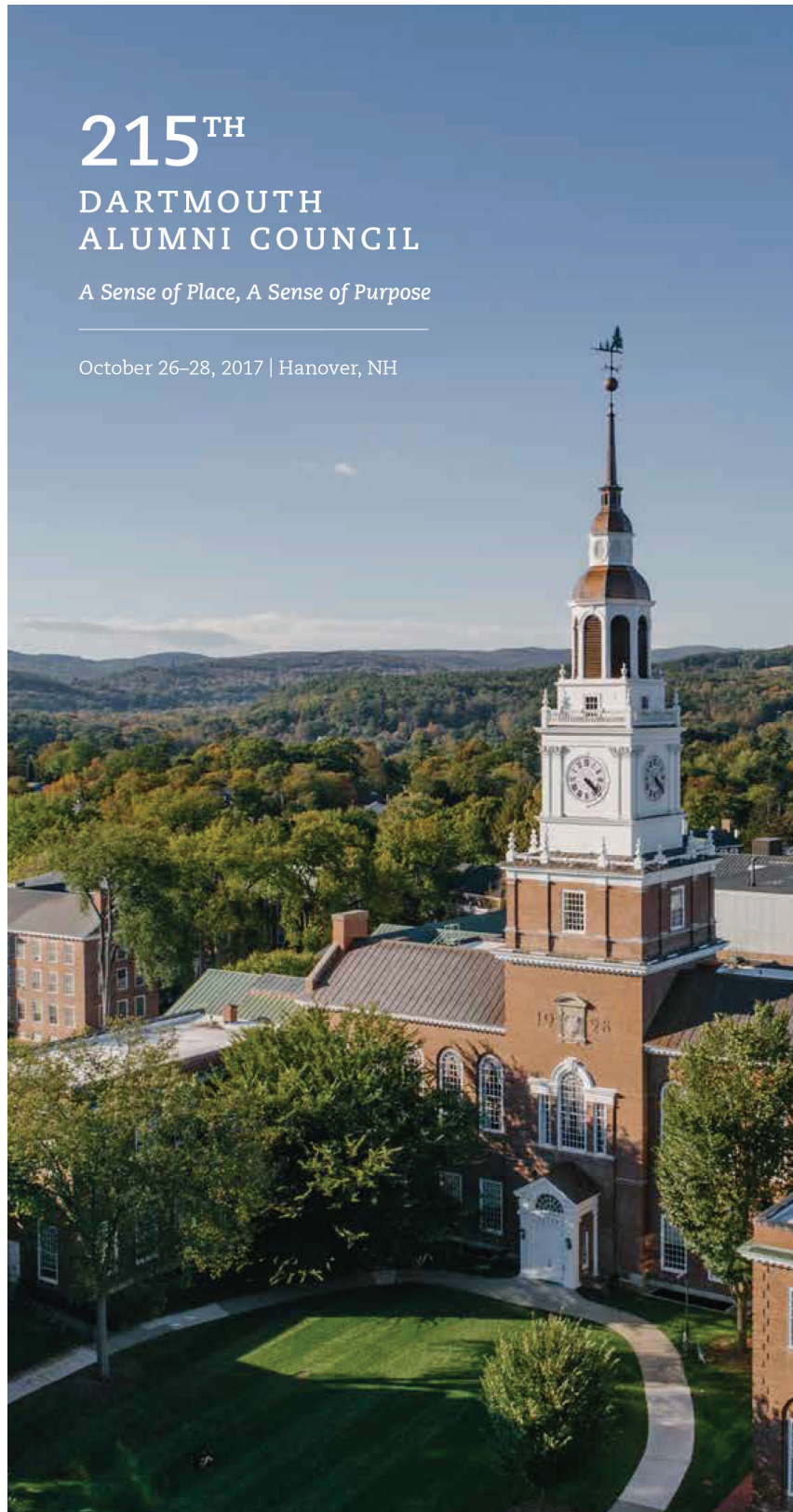
The Call to Lead communication elicited a range of responses, overwhelmingly positive and supportive. The questions/concerns the Alumni Council received have been shared with the Campaign Executive Committee.

215TH ALUMNI COUNCIL MEETING PROGRAM (APPENDIX B)

215TH DARTMOUTH ALUMNI COUNCIL

A Sense of Place, A Sense of Purpose

October 26–28, 2017 | Hanover, NH



215TH ALUMNI COUNCIL MEETING PROGRAM (APPENDIX B)

Dartmouth Alumni Council Committees 2017–2018

Academic Affairs

Sibersweig '82 (chair); Johnson '01 (vice chair); Accurso '06; Andrews Reyes '94; Anthony; Chen '78, A&S '94; Clay '86; DeMay A&S '11, Tu '13; Eismeier '71; Hull; Koulogorge '85; Kull '88; Lazarow '05; Paul '75; Povich '81; Rashid '00; Shepard '83; Staros '69; Thompson '88; Welch '70; Albing Tu '81 (secy)

Alumni Awards

Silverman '81 (chair); Adler '60, Tu '61; Alperin '80; Engelman '68; Fead '78; Finegan '85; Salmon-Smith '87; Ramsden '87 (secy)

Alumni Liaison

Wolff '89, Tu '94 (chair); Abernathy-Jones '95; Bernard '97; Casey '88; Guthrie '79; Higgins '81; Lotson '82; Pastuck '11; Roberts '02; Steinberg '88; Stewart '07, Tu '13; Stoddart '85; Nunez (secy)

Alumni Service

Rollins '84 (chair); Bogardus Drew '98 (vice chair); Chen '01; Chin '73; de Regt '72; Dietze '78; Di Gasbarro '94; Epner '91; Golub '98; Gonzalez '11; Hughes '79; Opulauoho '96; Palmer '90; Rosenblum '07; Tucker '90; Reynolds '09 (secy)

Athletics

Heller '70 (chair); Vidmar '03 (vice chair); Becker '59, Th '60, Tu '60; Black '82; Bryant '12, Th '12; Bysshe '63; Clarkson '75; Comeau '02; Gollub '14; Herm '13; Higgins '81; Manuel '58, Tu '59, HON '08; Nistad '67; Ranger '74; Rozycki '61, MED '63; Ford (secy)

Communications

Casey '88 (chair); Fraser '86, Th '87 (vice chair); Cart '10, Tu '18; Descovich '05; Eckels '73; Hager '60; Mestel '11; Mullin '96; Reed '81; Serenbetz '66; Shaw '76; McKeon (secy)

Enrollment and Admissions

Schwartz '06 (chair); Taylor '84 (vice chair); Allison '78; Baumann '83; Beringer '81; Beecher '89; Cook '94; Donahue '04; Harris '64; Klentak '02; Kubik '87; Mauricio '93; McGinnes '93; Mentrek '16; Moser '89; Paz Galindo '93; Rich '61, Tu '62; Rowe '02; Shaffer '73; Lysy '99 (secy)

Executive

Steinberg '88 (chair); Bryant '12, Th '12; Casey '88; Do '88, Tu '89; Heller '70; Lotson '82; Rollins '84; Schwartz '06; Silbersweig '82; Silverman '81; Streicher '95; Van Metre '81; Wagner '99; Wolff '89, Tu '94; Nunez (secy)

Honorary Degrees

Lotson '82 (chair); Reynolds '90 (vice chair); Allison '78; Baumann '83; Becker '59, Th '60, Tu '60; Beringer '81; Bysshe '63; Heller '70; Manuel '58, Tu '59; Rich '61, Tu '62; Shaffer '73; Shapiro '95; Streicher '95; Van Metre '81; Yu '97; Ramsden '87 (secy)

Nominating and Alumni Trustee Search

Streicher '95 (chair); Banks '90; Cook '94; Higgins '86, Tu '90; Lotson '82; Mattson '89; Silbersweig '82; Steinberg '88; Taylor '84; Tseng '95, Tu '01; Nunez (secy)

Orientation

Lotson '82 (chair); Baumann '83; Chittick '62; Josebachvili '09; Pastuck '11; Rowe '02; Thompson '88; Zhao '15; Ramsden '87 (secy)

Professional Development

Do '88, Tu '89 (chair); Donovan '92, Th '92 (vice chair); Bradford '77; Brown '78; Chittick '62; Cubillos-Ruiz A&S '10, MED '10; Flynn '07, Tu '16; Foster '83; Gore '84; Hansen '65; Hodel '75; LaFond '83; Reynolds '90; Shapiro '95; Sims '12; Tseng '95, Tu '01; Yecies '85; Yu '97; Gaudet '81 (co-secy); Gentes '77a (co-secy)

Student Affairs

Van Metre '81 (chair); Scherr '08 (vice chair); Anderson '81; Boss '68; Burkhardt '82; Burns '86; Calcano '87, Tu '91; Christensen '83; Frazier '80, MED '84; Hamalainen '00; Hribar '00; Jones '19; Josebachvili '09; Kim '17; Lowd '66; Osman '90, Tu '96; Roe '18; Scurka '19; Striker '88; Wagner '99; Zhao '15; Stafford '91 (secy)

Young Alumni

Bryant '12, Th '12 (chair); Mentrek '16 (vice chair); Anderson '18; Cart '10, Tu '18; Cubillos-Ruiz A&S '10, MED '10; Flynn '07, Tu '16; Gollub '14; Gonzalez '11; Herm '13; Hyland '11; Jones '19; Josebachvili '09; Kim '17; Mestel '11; Roe '18; Rosenblum '07; Schwartz '06; Scurka '19; Sims '12; Zhao '15; Losavio (secy)

Young Alumni Distinguished Service Award

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

Future Meeting Dates

MAY 17–19, 2018

216th meeting of the Alumni Council

NOVEMBER 15–17, 2018

217th meeting of the Alumni Council

MAY 16–18, 2019


218th meeting of the Alumni Council


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

Dartmouth Alumni

215TH ALUMNI COUNCIL MEETING PROGRAM (APPENDIX B)

Thursday, October 26

11:30 AM–2:30 PM	Nominating and Alumni Trustee Search Committee Meeting <i>Winship Conference Room, Blunt Alumni Center</i>	10:45–11:30 AM	Breakout Groups
1–6 PM	Registration <i>Ballroom Foyer, Hanover Inn</i>	11:30 AM–12:30 PM	Luncheon
2:45–4:15 PM	Alumni Liaison Committee Meeting <i>Zimmerman Business Center, Blunt Alumni Center</i>	12:30 PM	Return to Hanover
4:30–5:30 PM	Orientation for New Councilors <i>Ballroom East, Hanover Inn</i>	2–4 PM	Pathways to Leadership: A Strategic Vision for Dartmouth <i>Alumni Hall, Hopkins Center for the Arts</i> In this keynote session, council members are invited to discuss the emerging academic vision for Dartmouth and the critical forces that are inspiring the institution to chart a course of distinction and differentiation. The program will feature a panel discussion on the strategic vision and brand work of the past year, plans for a campaign to resource that vision, and aspirational outcomes for Dartmouth's future positioning. Participants will include President Philip J. Hanlon '77, Dean of the Faculty of Arts and Sciences Elizabeth Smith, Vice President for Communications Justin Anderson, Senior Vice President for Advancement Bob Lasher '88, Trustee and Campaign Co-chair Ellie Loughlin '89, Scott Stuart '81, Anne Kubik '87, and Aly Jeddy '93.
5:45–6:45 PM	Meet and Greet Reception for Councilors and Students <i>Top of the Hop, Hopkins Center for the Arts</i> Sponsored by the Professional Development Committee	4:15–5:15 PM	Committee Meetings » Young Alumni <i>Drake Room, Hanover Inn</i>
7–9 PM	Committee Meetings and Dinner » Academic Affairs <i>Grand Ballroom West, Hanover Inn</i> » Alumni Service <i>Faculty Lounge, Hopkins Center for the Arts</i> » Athletics <i>Room 332A and 332B, Floren Varsity House</i> » Communications <i>Birch Room, Hanover Inn</i> » Enrollment and Admissions <i>Drake Room, Hanover Inn</i> » Professional Development <i>Hayward Ballroom, Hanover Inn</i> » Student Affairs <i>Grand Ballroom East, Hanover Inn</i>	4:15–5:45 PM	Committee Meetings » Alumni Awards <i>McFate Room, Hanover Inn</i> » Honorary Degrees <i>Winship Conference Room, Blunt Alumni Center</i>
		6:15–7:15 PM	Reception <i>Hayward Ballroom, Hanover Inn</i>
		7:30–9:45 PM	Alumni Awards Gala Dinner <i>Grand Ballroom, Hanover Inn</i> Presentation of Young Alumni Distinguished Service Awards to Kevin C. Hudak '07 and Heiyab F. Tessema '04, Th'05, Th'06 Presentation of Dartmouth Alumni Awards to Sherri C. Oberg '82, Tu'86 and Arthur M. Kelton Jr. '61

Friday, October 27

6:45–7:45 AM	Grab and Go Breakfast <i>Ballroom Foyer, Hanover Inn</i>
7:45 AM	Departure for Moosilauke Ravine Lodge <i>Meet buses in front of the Hanover Inn</i>
9:15–9:30 AM	Welcome from Director of Outdoor Programs Dan Nelson '75
9:30–10 AM	Tour of Moosilauke Ravine Lodge
10–10:45 AM	Panel Discussion with Students

215TH ALUMNI COUNCIL MEETING PROGRAM (APPENDIX B)

Saturday, October 28

7:30–8:45 AM	Alumni Liaison Committee Meeting <i>Ford Sayre/Brewster Room, Hanover Inn</i>
8:30 AM	Continental Breakfast <i>Lobby of Oopik Auditorium, Class of 1978 Life Sciences Center</i>
9–10 AM	Update from the Board of Trustees <i>Oopik Auditorium, Class of 1978 Life Sciences Center</i> Trustee Emily P. Bakemeier '82
10–10:45 AM	Presentation of Alumni Nominated Trustee Candidates
10:45–11 AM	Break
11–11:30 AM	Committee Reports
11:30 AM–12:30 PM	Open Forum
12:30 PM	Adjournment

215TH ALUMNI COUNCIL SUMMARY (APPENDIX C)

Report from the 215th Meeting of The Dartmouth Alumni Council October 26-28, 2017

by C. Alec Casey '88

Last month, I attended the Dartmouth Alumni Council's 215th Meeting in Hanover. The meeting's theme was "A Sense of Place, A Sense of Purpose," and numerous sessions with leaders from across the institution provided a view into many new developments as well as challenges the College faces. I write to share what I learned – loosely organized into bullets below – and to invite your feedback and questions.

- We were among the first to visit the newly rededicated **Moosilauke Ravine Lodge** where we explored the concept of **sense of place** and discussed ways students (and alumni) come together as a community through our experiences of place. We'll share our report – including feedback sent by many of you – with the Offices of Alumni Relations, Communications, and Admissions. A highlight of the weekend was Professor Don Pease showing up at Moosilauke to read *Green Eggs and Ham*.
- One of the Council's tasks is to nominate candidates for alumni-nominated seats on the Dartmouth Board of Trustees (there are two openings in 2018). After inviting suggestions from all alumni and a thorough review process over the past year, we nominated Jeff Crowe '78 P'08, '10, '15 and Elizabeth (Liz) Cahill Lempres '83, Th '84, P'11. Read about the **trustee candidates** and process at voxthevote.org.
- President Hanlon recently convened an Enrollment Task Force to explore **increasing the size of the undergraduate student body** by 10 to 25 percent. The task force will study the pros and cons of growth and will release a report in mid-March. President Hanlon said to the Council that no decision has been made. You can share your comments with enrollment.taskforce@dartmouth.edu or with me.
- The Dartmouth leadership team outlined a strategic vision for Dartmouth that was developed by campus leaders, faculty and trustees over the past year. The vision is based on what makes Dartmouth distinctive – the fusion of a best-in-class undergraduate college and a dynamic research university. With emphasis on liberal arts, the teacher-scholar model, the sense of place associated with our unique location, and the adventuresome spirit embodied by students and alumni, the strategic plan outlines a path that prepares Dartmouth and its graduates to play a larger role in improving the human condition globally. President Hanlon described a series of initiatives aimed at attracting student and faculty talent, fostering a pioneering spirit, and creating a campus without boundaries to advance the plan. A panel discussion discussed the competitive opportunity for Dartmouth, early signs of success, and why it is important to act now. We learned about communications and fundraising plans to mobilize the community around the vision and plan in 2018. The Council shared ideas with leadership for how alumni can become engaged, and we'll share more as things progress. Among the presenters and panelists were President Hanlon, Dean of the Faculty of Arts & Sciences Elizabeth Smith, Senior Vice President for Advancement Bob Lasher '88, Vice President for Communications Justin Anderson; and alumni leaders from the campaign planning committee including Trustee and Campaign Co-Chair Ellie Loughlin '89, Aly Jeddy '93, Scott Stuart '81, and Anne Kubik '87.
- The Council feted this year's **Alumni Awards** recipients for their contributions to Dartmouth. Sherri C. Oberg '82, Tu'86 and Arthur M. Kelton '61 were awarded the Alumni Award, and Kevin C. Hudak '07 and Heiyab F. Tessema '04, Th'05, Th'06 received the Young Alumni Distinguished Service Award. Read more.
- The Alumni Liaison Committee has recently released its annual report to the Board of Trustees for 2016-2017. The report, which you can download here, details feedback received by the Council over the last year.

During the meeting, we also discussed progress made on Moving Dartmouth Forward and learned the College's position on DACA. We were also informed of the investigation of three professors for alleged sexual misconduct. And President Hanlon assured us that although the College is considering the future of the Hanover Country Club, it will continue to fully support its golf program and has no plans to sell the land where the golf course currently sits.

I'm happy to hear your feedback and answer any questions you may have. If you'd like more details, the full meeting minutes are available here and you can view photos – including of the new Moosilauke Ravine Lodge here. I also hope you'll save the date for the annual Alumni Day of Service on May 5, 2018.

216TH ALUMNI COUNCIL MEETING PROGRAM (APPENDIX D)

216TH DARTMOUTH ALUMNI COUNCIL

May 17-19, 2018 | Hanover, NH

Dartmouth Alumni Council Committees 2017-2018

Academic Affairs

Sibersweig '82 (chair); Johnson '01 (vice chair); Accurso '06; Andrews Reyes '94; Chen '78, A&S '94; Clay '86; DeMay A&S '11, Tu '13; Eismeier '71; Hull; Koulogeorge '85; Kull '88; Lazarow '05; Paul '75; Povich '81; Rashid '00; Shepard '83; Staros '69; Thompson '88; Welch '70; Albing Tu'81 (secy)

Alumni Awards

Silverman '81 (chair); Adler '60, Tu'61; Alperin '80; Engelman '68; Fead '78; Finegan '85; Salmon-Smith '87; Ramsden '87 (secy)

Alumni Liaison

Wolff '89, Tu'94 (chair); Abernathy-Jones '95; Bernard '97; Casey '89; Guthrie '79; Higgins '81; Lotson '82; Pastuck '11; Roberts '02; Steinberg '88; Stewart '07, Tu'13; Stoddart '85; Nunez (secy)

Alumni Service

Rollins '84 (chair); Bogardus Drew '98 (vice chair); Chen '01; Chin '73; de Regt '72; Dietze '78; Di Gasbarro '94; Epner '91; Golub '98; Gonzalez '11; Hughes '79; Opulauho '96; Palmer '90; Rosenblum '07; Tucker '90; Reynolds '09 (secy)

Athletics

Heller '70 (chair); Vidmar '03 (vice chair); Becker '59, Th'60, Tu'60; Black '82; Bryant '12, Th'12; Bysshe '63; Clarkson '75; Comeau '02; Gollub '14; Herm '13; Higgins '81; Manuel '58, Tu'59, HON '08; Nistad '67; Ranger '74; Rozycki '61, MED '63; Ford (secy)

Communications

Casey '88 (chair); Fraser '86, Th'87 (vice chair); Cart '10, Tu'18; Descovich '05; Eckels '73; Hager '60; Mestel '11; Mullin '96; Reed '81; Serenbetz '66; Shaw '76; McKeon (secy)

Enrollment and Admissions

Schwartz '06 (chair); Taylor '84 (vice chair); Allison '78; Baumann '83; Beringer '81; Beecher '89; Cook '94; Donahue '04; Harris '64; Klentak '02; Kubik '87; Mauricio '93; McGinnes '93; Mentrek '16; Moser '89; Paz Galindo '93; Rich '61, Tu'62; Rowe '02; Shaffer '73; Lysy '99 (secy)

Executive

Steinberg '88 (chair); Bryant '12, Th'12; Casey '88; Do '88, Tu'89; Heller '70; Lotson '82; Rollins '84; Schwartz '06; Silbersweig '82; Silverman '81; Streicher '95; Van Metre '81; Wagner '99; Wolff '89, Tu'94; Nunez (secy)

Honorary Degrees

Reynolds '90 (chair); Allison '78 (vice chair); Baumann '83; Becker '59, Th'60, Tu'60; Beringer '81; Bysshe '63; Heller '70; Manuel '58, Tu'59; Rich '61, Tu'62; Shaffer '73; Shapiro '95; Van Metre '81; Yu '97; Ramsden '87 (secy)

Nominating and Alumni Trustee Search

Streicher '95 (chair); Banks '90; Cook '94; Higgins '86, Tu'90; Lotson '82; Mattson '89; Silbersweig '82; Steinberg '88; Taylor '84; Tseng '95, Tu'01; Nunez (secy)

Orientation

Lotson '82 (chair); Baumann '83; Chittick '62; Josebachvili '09; Pastuck '11; Rowe '02; Thompson '88; Zhao '15; Ramsden '87 (secy)

Professional Development

Do '88, Tu'89 (chair); Donovan '92, Th'92 (vice chair); Bradford '77; Brown '78; Chittick '62; Cubillos-Ruiz A&S'10, MED'10; Flynn '07, Tu'16; Foster '83; Gore '84; Hansen '65; Hodel '75; LaFond '83; Reynolds '90; Shapiro '95; Sims '12; Tseng '95, Tu'01; Yecies '85; Yu '97; Gaudet '81 (co-secy); Gentes '77a (co-secy)

Student Affairs

Van Metre '81 (chair); Scherr '08 (vice chair); Anderson '81; Boss '68; Burkhardt '82; Burns '86; Calcano '87, Tu'91; Christensen '83; Frazier '80, MED'84; Hamalainen '00; Hribar '00; Jones '19; Josebachvili '09; Kim '17; Lowd '66; Osman '90, Tu'96; Roe '18; Scurka '19; Striker '88; Wagner '99; Zhao '15; Stafford '91 (secy)

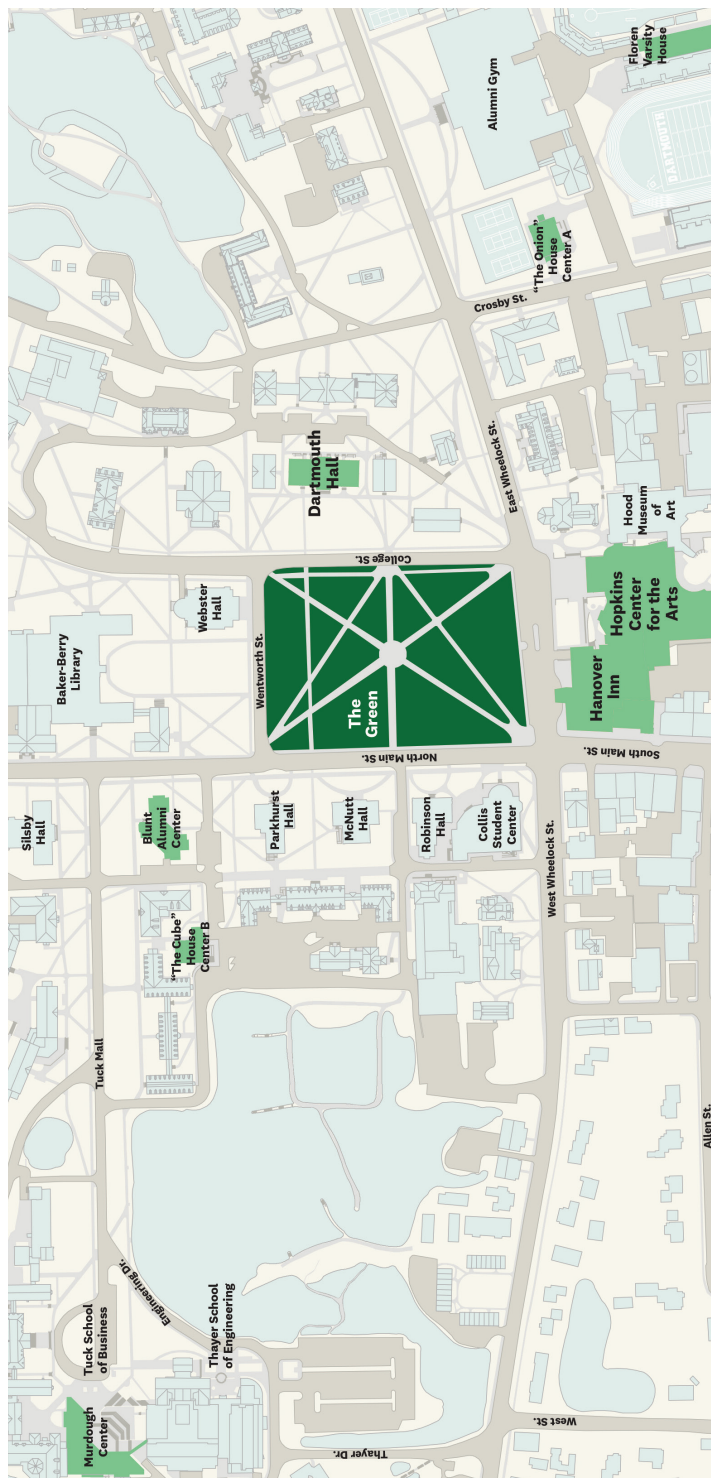
Young Alumni

Bryant '12, Th'12 (chair); Mentrek '16 (vice chair); Anderson '18; Cart '10, Tu'18; Cubillos-Ruiz A&S'10, MED'10; Flynn '07, Tu'16; Gollub '14; Gonzalez '11; Herm '13; Hyland '11; Jones '19; Josebachvili '09; Kim '17; Mestel '11; Roe '18; Rosenblum '07; Schwartz '06; Scurka '19; Sims '12; Zhao '15; Losavio (secy)

Young Alumni Distinguished Service Award

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

216TH ALUMNI COUNCIL MEETING PROGRAM (APPENDIX D)



11:30 AM–1 PM

Alumni Council Luncheon

Alumni Hall, Hopkins Center for the Arts

Presentation of the Professor John Rassias Faculty Award
Remarks by Hilary C. Tompkins '90

1:15–2 PM

Supporting Our Students

Cook Auditorium, Tuck School of Business

Rebecca E. Biron, Dean of the College and Professor of Spanish and Comparative Literature; G. Dino Koff, Director of Financial Aid

2–2:30 PM

Financial Aid and House Communities Discussion

Cook Auditorium, Tuck School of Business

FACILITATOR: Ellie Mahoney Loughlin '89, Trustee and Campaign Co-Chair

2:30–3:15 PM

Big Bets on Discovery

Cook Auditorium, Tuck School of Business

MODERATOR: Sherri Oberg '82 Tu'86, Trustee Emerita

PANELISTS: David Kotz '86, Interim Provost and Champion International Professor in the Department of Computer Science; Steven Leach, Director of the Norris Cotton Cancer Center; Ross Virginia, Myers Family Professor of Environmental Science and Director, Institute of Arctic Studies

3:20–4 PM

Breakout Discussions

Cook Auditorium and Barclay, Stoneman, and Ankeny Classrooms, Tuck School of Business

FACILITATORS: Laurel J. Richie '81, Chair, Board of Trustees and Campaign Co-Chair; Charles E. Haldeman Jr. '70, Campaign Executive Committee; Caroline B. Hribar '00, Campaign Executive Committee; Anne Kubik '87, Campaign Executive Committee

4:05–4:50 PM

Dartmouth: The Preeminent Institution for the Teacher-Scholar

Cook Auditorium, Tuck School of Business

MODERATOR: Elizabeth F. Smith, Dean of the Faculty of Arts and Sciences

PANELISTS: William Cheng, Assistant Professor of Music; Katie Hornstein, Assistant Professor of Art History; Robyn Millan, Margaret Anne and Edward Leede '49 Distinguished Professor

5–5:45 PM

Breakout Discussions

Cook Auditorium and Barclay, Stoneman, and Ankeny Classrooms, Tuck School of Business

6:15–7:15 PM

Reception

Hayward Ballroom, Hanover Inn

7:15–9:15 PM

Dinner

Dartmouth's Deans: Visions for Distinction and Differentiation

Grand Ballroom, Hanover Inn

MODERATOR: Jacques "Jack" Steinberg '88, President, Alumni Council

PANELISTS: Duane A. Compton, Dean of the Geisel School of Medicine; Joseph J. Helble, Dean of the Thayer School of Engineering; Praveen Kopalle, Associate Dean, Tuck School of Business; F. Jon Kull '88, Dean of the Frank J. Guarini School of Graduate and Advanced Studies; Elizabeth F. Smith, Dean of the Faculty of Arts and Sciences

216TH ALUMNI COUNCIL MEETING PROGRAM (APPENDIX D)

Thursday, May 17

Noon–2:30 PM	Nominating and Alumni Trustee Search Committee Meeting <i>Drake Room, Hanover Inn</i>
1–6 PM	Registration <i>Ballroom Foyer, Hanover Inn</i>
3–4:30 PM	Alumni Liaison Committee Meeting <i>Drake Room, Hanover Inn</i>
5:30–6:30 PM	Welcome and Constituent Question Session <i>Room 105, Dartmouth Hall</i> Jacques “Jack” Steinberg ’88, President, Alumni Council; Martha Beattie ’76, Vice President for Alumni Relations
6:45–8:45 PM	Dinner Discussions in the House Communities: A Place to Live, Learn, and Lead “The Onion” (House Center A) or “The Cube” (House Center B)

Friday, May 18

7–8 AM	Registration <i>Ballroom Foyer, Hanover Inn</i>
7:45–9:45 AM	Committee Meetings <ul style="list-style-type: none"> » Academic Affairs <i>Grand Ballroom East, Hanover Inn</i> » Alumni Service <i>Faculty Lounge, Hopkins Center for the Arts</i> » Athletics <i>Room 332A and 332B, Floren Varsity House</i> » Communications <i>Birch Room, Hanover Inn</i> » Enrollment and Admissions <i>Hayward Ballroom, Hanover Inn</i> » Professional Development <i>Ford Sayre/Brewster, Hanover Inn</i> » Student Affairs <i>Grand Ballroom West, Hanover Inn</i>
10–11:15 AM	Honorary Degrees Committee Meeting <i>Faculty Lounge, Hopkins Center for the Arts</i> Young Alumni Committee Meeting <i>Ford Sayre/Brewster, Hanover Inn</i>
10:10–11:15 AM	Back-to-the-Classroom Experience for Councilors

Saturday, May 19

7:15–8:15 AM	Alumni Liaison Committee Breakfast Meeting <i>Ford Sayre/Brewster Room, Hanover Inn</i>
8 AM	Continental Breakfast <i>Lobby of Arvo J. Oopik ’78 Auditorium, Class of 1978 Life Sciences Center</i>
8:30–9 AM	Report from the Nominating and Alumni Trustee Search Committee <i>Arvo J. Oopik ’78 Auditorium, Class of 1978 Life Sciences Center</i> Alyse Streicher ’95, Chair
9–9:45 AM	Behind the Scenes in the Call to Lead Campaign <i>Arvo J. Oopik ’78 Auditorium, Class of 1978 Life Sciences Center</i> MODERATOR: Caroline B. Hribar ’00 PANELISTS: Laurel J. Richie ’81, Chair, Board of Trustees and Campaign Co-Chair; Charles E. Haldeman Jr. ’70, Campaign Executive Committee; Ellie Mahoney Loughlin ’89, Trustee and Campaign Co-Chair; Robert W. Lasher ’88, Senior Vice President for Advancement
9:45–10:30 AM	Update from the Board of Trustees <i>Arvo J. Oopik ’78 Auditorium, Class of 1978 Life Sciences Center</i> Laurel J. Richie ’81, Chair, Board of Trustees
10:30–10:45 AM	Break
10:45–11:45 AM	Council Working Session: Taking the Vision for Dartmouth to the Global Alumni Community <i>Arvo J. Oopik ’78 Auditorium, Class of 1978 Life Sciences Center</i>
11:45 AM–Noon	Communications Committee Report
Noon–12:30 PM	Committee Reports
12:30–1 PM	Open Forum
1 PM	Adjournment

Join the conversation on social media during Alumni Council using **#DartmouthAC**. And share and post about The Call to Lead using **#DartmouthLeads**. A toolkit with downloadable images is available at dartgo.org/socialtoolkit.

Visit the Call to Lead website at calltolead.dartmouth.edu

Future Sessions

217th session, November 15–17, 2018
218th session, May 16–18, 2019

216TH ALUMNI COUNCIL SUMMARY (APPENDIX E)

Report from the 216th Meeting of The Dartmouth Alumni Council May 17-19, 2018

by C. Alec Casey

Last month I returned to Hanover for the 216th meeting of the Dartmouth Alumni Council. The program focused on the vision and priorities of The Call to Lead campaign. The plan is designed to be far-reaching and seeks to drive distinction and differentiation for Dartmouth through three overarching priorities. I encourage you to read more about what the campaign seeks to accomplish and follow the conversation on social media using #DartmouthLeads. Senior Vice President for Advancement Bob Lasher '88 shared with us that the campaign has already raised \$1.6 billion of its \$3 billion goal.

Thanks to all who shared their thoughts about the campaign prior to the Council meeting. I've conveyed them to College leadership.

Other highlights of the meeting included:

- We had dinner at one of the two House Centers, popularly known as “The Onion” and “The Cube” to learn about the House Communities which opened in 2016. The goal of the communities is to provide more residential continuity for undergraduates as well as additional social opportunities beyond the classroom.
- Support for students is central to The Call to Lead campaign. Dartmouth is focusing on a major expansion of financial aid by eliminating loans from financial aid packages, extending need-blind admissions to international students, and providing full financial aid for foreign study. This will particularly benefit undergraduates from middle-income families.
- We heard that the College remains committed to bring the best and brightest talent to Hanover from Dean of the Faculty of Arts and Sciences Elizabeth Smith and a panel of faculty. The Call to Lead seeks to advance our distinctive educational model which gives Dartmouth students an incomparable experience with outstanding teacher-scholars working with them inside and outside the classroom.
- Dartmouth plans to address a focused set of the great global challenges. We discussed several “big bets” that students and faculty are working on to improve the human condition. We heard from faculty working in the fields of computer science, cancer research and the Arctic. These discoveries help students become creative, curious, and compassionate citizens of the world.
- Two faculty who embody the teacher-scholar model were awarded the Professor John Rassias Faculty Award. Susan Ackerman '80, the Preston H. Kelsey Professor of Religion; and Vicki May, professor of engineering at the Thayer School of Engineering received standing ovations for their exceptional commitment to maintaining strong ties with Dartmouth alumni. I hope you can join them for a future Dartmouth Alumni Travel trip or a Dartmouth on Location near you.
- One Dartmouth was a theme of the weekend, illustrating how each of the five schools of Dartmouth are working to pull together the full intellectual assets of the community for the benefit of all students. And, while graduate programs at Dartmouth are not new, there is a new name joining Thayer, Geisel, and Tuck: Guarini. In case you missed it, Frank J. Guarini '46, a former congressman, delegate to NATO, and U.S. Representative to the United Nations, who has made a historic gift in support of the College's school of graduate and advanced studies.

Finally, I want to note that this year, the Alumni Council will nominate candidates for the Dartmouth Board of Trustees to replace Gail Koziara Boudreaux '82 and R. William Burgess, Jr. '81. We invite and encourage your recommendations.

Thanks for reading, and as always, please be in touch with any questions or thoughts.

ALUMNI COUNCIL RETIREMENT SCHEDULE (APPENDIX F)

Dartmouth Alumni COUNCIL

2017-2018 ROSTER

1st Year | 2017-2020

Alison Andrews Reyes '94
Tom Beecher '89
Amy Beringer '81
Leslie Bradford '77
Mary Brown '78
Raymond Burns '86
Karyn Calcano '87 Tu'91
Evelyn Chen '01
Kel Chin '73
Maren Christensen '83
Cherie Comeau '02
John de Regt '72
Kaitlin Descovich '05
David Dietze '78
Ted Eismeier '71
Walter Foster '83
Rebecca Gollub '14
Jo Golub '98
Delfina Gonzalez '11
Kyle Gore '84
Louisa Guthrie '79
Bob Hager '60
Roger Hansen '65
Shamus Hyland '11
Margaret Jones '19
Matt Kim '17
Lauren Klentak '02
Anne Kubik '87
Jonathan Lazarow '05
Terry Lowd '66
Maxine Mauricio '93
Spenser Mestel '11
Nicole Waldbaum Moser '89
Hadley Mullin '96
Keli'i Opulauoho '96
Walter Palmer '90
Nestor Paz Galindo '93
Sue Reed '81
Jonathan Scherr '08
Mackenzie Scurka '19
Bob Serenbetz '66
Laurie Shapiro '95
Rick Silverman '81
Bob Striker '88
Colin Tucker '90

2nd Year | 2016-2019

Erin Accurso '06
Ray Becker '59 TH'60 Tu'60
Hugh Boss '68
Susan Burkhardt '82
Abbe Cart '10 Tu'18
Woody Chittick '62
Janet Quigley Clay '86
Beth Cook '94
Juan Cubillos-Ruiz A&S'10 MED'10
Aidan Donahue '04
Todd Donovan '92 TH'92
Rachel Bogardus Drew '98
Marc Eckels '73
Mitch Epner '91
Whitney Flynn '07 Tu'16
Carrie Fraser '86 TH'87
Lindsay Frazier '80 MED'84
Maya Herm '13
Bob Higgins '81
Howard Hodel '75
Jennifer Hughes '79
Brandi Johnson '01
Mark Koulogorge '85
Maureen Mentrek '16
Pete Nistad '67
Bart Osman '90 Tu'96
Rick Paul '75
Rick Ranger '74
Michael Reynolds '90
Vic Rich '61 Tu'62
Garrison Roe '18
Marcus Rowe '02
Marie Shaffer '73
Jack Steinberg '88
Eric Taylor '84
Monique Thompson '88
Mike Vidmar '03
Laura Yecies '85
Stephanie Yu '97

3rd Year | 2015-2018

Charles Allison '78
Abbey Anderson '18
Roger Baumann '83
Daniel Black '82
Amber Bryant '12 TH'12
Bob Bysshe '63
Alec Casey '88
Celia Chen '78 A&S'94
Roger Clarkson '75
Bradley DeMay A&S'11 Tu'13
Lisette Perez Di Gasbarro '94
Cuong Do '88 Tu'89
Anita Hamalainen '00
Jim Harris '64
Mark Heller '70
Caroline Hribar '00
Dan Josebachvili '09
Michelle LaFond '83
Tee Lotson '82
Ralph Manuel '58 Tu'59 HON'08
Matt McGinnes '93
Lon Povich '81
Omar Rashid '00
Barbara Rollins '84
Amanda Rosenblum '07
Alan Rozycki '61 MED'63
Benjamin Schwartz '06
Andy Shaw '76
Patty Shepard '83
David Silbersweig '82
Madeline Sims '12
Jim Staros '69
Alyse Streicher '95
Steve Tseng '95 Tu'01
Molly Van Metre '81
David Wagner '99
Tim Welch '70
Russell Wolff '89 Tu'94
Valerie Zhao '15

ALC MEETING AGENDA (OCTOBER 26, 2017) (APPENDIX G)

**Alumni Liaison Committee Meeting
Thursday, October 26, 2017
Zimmerman Conference Room, Blunt Alumni Center
2:45-4:15 pm
Agenda**

1. Welcome and introduction of new committee members
2. Goals for the year ahead and calendar review
3. ALC relationship with Council, Classes, Clubs, Groups
4. Discussion of Moosilauke Forum survey results
5. Moosilauke Forum Quick Polls
6. ALC/Board of Trustees
 - a. Saturday meeting
 - b. Ongoing communications

ALC MEETING AGENDA (OCTOBER 28, 2017) (APPENDIX H)

Alumni Liaison Committee Meeting Saturday, October 28, 2017 Ford Sayre/Brewster Room, Hanover Inn 7:30-8:45 pm Agenda

1. Welcome
2. Debrief on the 215th Alumni Council Meeting
3. Strategies for the future of the ALC
4. Communications
 - a. Update on Alumni Council communications strategy and metrics
 - b. Moosilauke Forum Quarterly Quick Polls
 - c. Reporting in future

ALC MEETING AGENDA (MAY 17, 2018) (APPENDIX I)

**Alumni Liaison Committee Meeting
Thursday, May 17, 2018
Drake Room, Hanover Inn
3:00 – 4:30 pm
Agenda**

**Dial-in Information:
866-420-6168
Access code: 6462312**

1. All Alumni Communications
 - Enrollment Expansion Task Force
 - Quick Poll
 - The Call to Lead
2. Leadership Reports
 - Alumni Council
 - Association of Alumni
3. Reports on Alumni Feedback Received to Date
4. Annual Report
 - Timeline
 - Format

ALC MEETING AGENDA (MAY 19, 2018) (APPENDIX J)

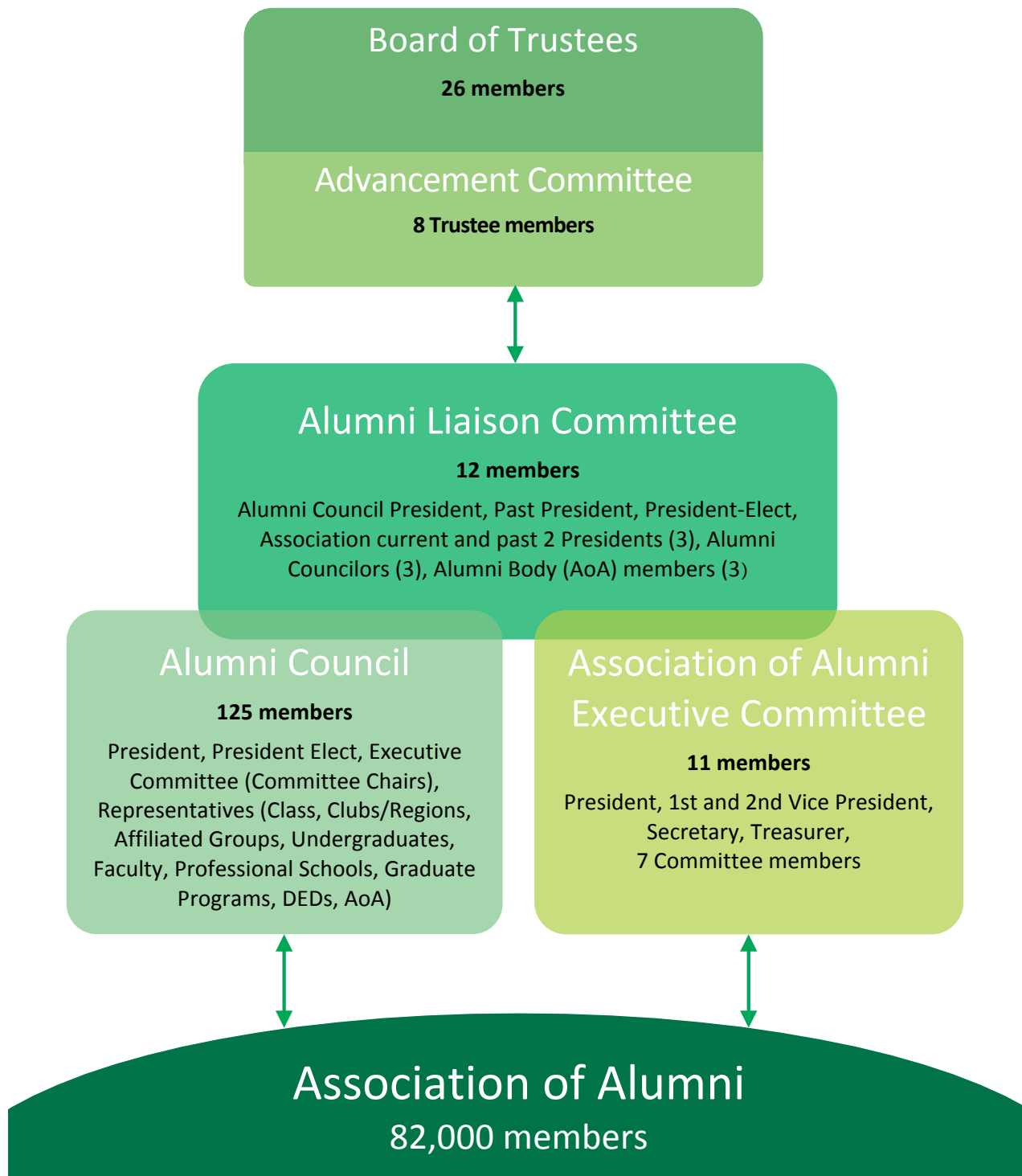
**Alumni Liaison Committee Meeting
Saturday, May 19, 2018
Call of 1978 Life Sciences Center, Room 200
7:15 – 8:15 AM
Agenda**

1. Highlights of 216th Alumni Council Meeting
2. Alumni Council role in communicating Dartmouth's priorities
3. Alumni Sentiment and The Call to Lead
4. Analysis of Alumni Feedback Received to Date
5. Board of Trustees expectations of the Council and Alumni Liaison Committee

ALUMNI LEADERSHIP FLOWCHARTS (APPENDIX K)

Dartmouth Alumni Leadership

Flow Chart | Membership



ALUMNI LEADERSHIP FLOWCHARTS (APPENDIX K)

Dartmouth Alumni Leadership

Flow Chart | Functions

