

Alumni Council Report of 2022 Fall Meeting

Don O'Neill '61, Alumni Council Member

OVERVIEW

The 225th meeting of the Alumni Council took place over the weekend of October 21-23, 2022.

The overall format was very similar to my first meeting on the Council last May.

Highlighted below are the main elements of the 3-day meeting

- A guided tour of the newly renovated Dartmouth Hall. The “Women of Dartmouth” (celebrating 50 years at the College) funded the renovation. Seeing lecture hall 101 restored and updated brought back many memories, such as JFK speaking at Great Issues.
- A very thorough update with Dean Lee Coffin on Admissions, Enrollment and Financial Aid
- An Alumni Council going away celebration honoring outgoing President, Phil Hanlon
- A detailed explanation by Susan Huang and Chris Lord, Trustees and Co - Chairs of the committee to select and hire the 19th President in the Wheelock succession.
- An update by new Dean Scott Brown on the Student Experience at Dartmouth with an updated assessment of the Mental Health situation on campus
- A panel featuring new AD and Edward Haldeman Director of Athletics, Mike Harrity (previously interviewed by the class of '61 at our mini reunion in early October.)

DETAILED OBSERVATIONS

Dartmouth Hall once again becomes the Masterpiece of all the buildings on campus. Foreign languages and the Humanities are again headquartered there along with our iconic 101 Lecture Hall. Beautifully simple, updated yet nostalgic, Dartmouth Hall once again is academic home to the students at Dartmouth. The building's features include front doors that now open for all to enter, handicap accessibility and elevators. Our fellow alumnae contributed \$25mil to renovate Dartmouth Hall.

Dartmouth Admissions are on a roll. Vice Provost and Dean Lee Coffin explained that in '25 and '26 records were smashed to include:

- Applicants increased to 28,000
- Admit rates were 6.2 - 6.5 %
- Yield was 70%, up from 49%

- '26 most global ever. 56 nations. International superior students
- 540 taken early including 140 athletes
- 197 recruited athletes vs avg 220 other Ivies. 92 less than our competitors. A problem.
- Dartmouth's expectations for class makeup are next to impossible to meet. DEI , International , athletes , etc etc.tucked in a class size of 1150 very tough to achieve Lee and team have a very tough job.
- Dartmouth will remain test optional for its 3rd straight year.
- I found Lee open, transparent, honest and candid. No BS. He supports increasing our size.

The party honoring President Hanlon was very well done. He spoke about his legacy which I reported on from the last meeting. He'll continue to live in Hanover, travel, write a book, enjoy life. Phil busted through the concept that Dartmouth is an undergraduate focused institution. Almost silently he changed what everyone thought we were to being something more like a university with undergraduates doing research with top teacher - scholars and postgraduates getting masters and PhD's at world class graduate schools. If that isn't revolution cloaked in a skin of stealth, I don't know what is. Yet no revolt from our alumni zealots.

Liz Lempres '83, Chair (in person), Susan Huang '84 and Chris Lord '86 (both virtual) met with the Council. Chris Lord chairs the Investment committee and Resource Committee (facilities). Both he and Susan co-chaired the Search for our new President. (I've appended the Presidential Search Statement.) Here are important take away's (to me) from the discussion

- Sian was unanimous 1st choice.
- 19-member committee. Every discipline, function represented.
- All members were included in every meeting.
- Chris and Susan worked hard to make sure every voice was heard.
- Very competitive landscape as many other top institutions searching for top leader
- 190 names, 20 viewed closely, 13 were interviewed by small groups at their place of business, 9 interviewed by the entire committee, top 5 interviewed by just faculty and then all trustees. The "D "story resonated with the top candidates. All complimented Phil for his foundational work.
- Search firm Spencer Stuart performed magnificently

Top issues enumerated by Liz Lempres, Chair were to increase size by 10-20 %, resolve shortcomings in mental program and services, fix Housing inadequacies on campus. Of interest is the fact that Sian has done psychological research on "choking under pressure "and improved the mental health program at Barnard.

Mental Health needs a lot of work. Personally, I believe that our whole process has to be re-engineered and strengthened. Last year I asked Acting Dean, now Dean Scott Brown, if we had a suicide problem. He said no. A year later the answer has to be, "yes we do ". The appended article by Mulins explains that we have experienced four student deaths by suicide as of September '22. Some of the shortcomings are:

- Weak leadership
- Central location vs out on campus
- Little differentiation between acute and long-term needs
- Inadequate response times to students in need
- No agreed upon performance measures
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The 4-term system puts enormous stress on students and faculty. Many are not prepared to deal with the emotional pain of failure, doubt, lack of social acceptance etc.

Athletics panel included new AD Mike Harrity, Kelly Beaupre '24 softball team member, Melana Socha, head coach men's and women's swimming, Ian Cannale, director Peak Performance programs. Organizationally the AD is a member of the President's Council reporting directly to the President. Their recruiting mission is to attract and enroll great Student Athletes (SA's) who can compete at the Ivy level, succeed in the classroom (avg SA gpa is 3.6) and contribute to the life on campus. Not an easy assignment.

CONCLUSIONS

Dartmouth Is an elite institution and has made a stratospheric reputational jump into the likes of Harvard Yale Princeton and Stanford (HYP-S) it has to increase its size by some % (10-20%), creatively resolve its housing needs (big obstacle to undergraduate growth) and put in place a comprehensive mental health program. While pursuing Diversity Equity and Inclusion, Dartmouth needs to ensure and protect free and open speech on campus. Dartmouth also needs to establish an attitude of pursuing excellence in Athletics. Hire the best coaches, pay them competitively, recruit and enroll top student athletes.

These last comments are my observations and opinions. Overall, I think we have much to be proud of at our Alma Mater.

Sincerely ,

Don O'Neill '61
Member Alumni Council



DARTMOUTH

Presidential Search Statement

Founded in 1769, Dartmouth is at once a vibrant liberal arts college and a pre-eminent R1 research university where faculty and students partner to take on the world's greatest challenges. A member of the Ivy League and the Association of American Universities, Dartmouth is both rooted in its distinctive heritage and ready to help shape the future of higher education through creativity and innovation. It now seeks its next president, the 19th, in a distinguished line known as the [Wheelock Succession](#).

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Our Next President


Dartmouth's next president will possess the academic stature needed to inspire our community and a demonstrated history of impactful leadership. The new leader will have the opportunity to imagine, articulate, and implement a bold, aspirational vision for Dartmouth that respects its traditions and history while leading the institution forward.

The successful candidate will be a systems-level, strategic thinker with a sophisticated understanding of the evolving global ecosystem of higher education. The president will have a clear view about how Dartmouth can play a distinctive role in this evolution and assume leadership in critical endeavors.

The president will have exceptional team leadership skills and the ability to drive change and implement strategic priorities in a multi-stakeholder environment. Supporting this ability will be strong communications, problem-solving, and decision-making skills coupled with emotional intelligence. The president must be able to create and inspire a highly inclusive culture, where all voices and perspectives are not just embraced but seen as essential to Dartmouth's vitality, performance, and relevance.

To advance Dartmouth's ambition to broaden its impact and influence, not just on higher education but also on the most pressing issues facing the world, the president must have an unwavering commitment to knowledge creation and dissemination as well as the conditions that make both possible—namely, diversity of background, thought, and perspective coupled with rigorous inquiry and debate. The president must have the skills to “tell the Dartmouth story” to a wide range of external and internal audiences, represent the institution with passion and enthusiasm, and make a compelling case for why institutional funders, individual donors, and the best student, faculty,

and staff talent should contribute their energy and resources to advancing Dartmouth and its institutional purpose.



Dartmouth is seeking a leader to guide the institution through a truly transformational moment in higher education and seize the opportunity to expand Dartmouth's global impact and influence. The university is ready and eager to pursue a dynamic new vision under the leadership of its next president. A strong foundation for this aspiration has been established, with significant research prowess, record enrollment, and an engaged campus culture, underpinned by sustained fundraising success and financial stability.

Who We Are

Dartmouth is an intimate and inclusive community that serves as a hub of intellectual and personal growth and a gateway to worldwide study and research from a spectacular natural setting. The 4,500 undergraduates and 2,200 graduate and professional students are guided by more than 900 faculty who are both leading researchers and scholars who love to teach.

At Dartmouth, education happens not only within traditional academic departments, but also where they intersect. The Faculty of Arts & Sciences brings together more than 40 departments and programs

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that constitute Dartmouth's liberal arts core. Our graduate and professional studies programs reside in some of the most admired centers of learning in the country—the Geisel School of Medicine, the Guarini School of Graduate and Advanced Studies, the Thayer School of Engineering, and the Tuck School of Business. Students—both undergraduate and graduate—do not just listen to great scholars, they become partners in research and learning. Sixty percent of undergraduates pursue independent research with faculty mentors.

Dartmouth attracts those with an adventuresome spirit, who embrace opportunities and challenges with courage and tenacity, willing to be bold in their pursuits. Dartmouth shapes future leaders who are not only innovative and entrepreneurial but also more socially conscious and thoughtful, equipped with a deeper understanding of humanity and a broader view of what is at stake in the world. Its student body is remarkably well rounded. Students pursue excellence in their academic work and engage in their personal passions through volunteer and social organizations, and in athletics ranging from NCAA Division I to club and intramural teams.

Dartmouth's financial strength will enable it to continue its mission well into the future. The institution has an operating budget of \$1.3 billion for fiscal year 2023, and an \$8.5 billion endowment that it uses to pursue investment and spending initiatives designed to balance current needs with those of future generations. In fewer than 10 years, Dartmouth has increased annual research spending by more than 50% to \$326 million, making it one of the foremost American universities in per capita research activity.

[The Call to Lead](#) campaign has surpassed its \$3 billion fundraising goal 18 months ahead of schedule, thanks to the generosity of more than 90,000 members of the Dartmouth community. While the original goal has been met, the campaign continues in order to achieve specific targets for remaining priorities. These funds are helping

Dartmouth to expand the faculty, academic facilities, undergraduate financial aid, and need-blind admissions; enhance the health and wellbeing of its community; invest in new, multidisciplinary technologies; and further support the arts by fostering creativity with intent.

Dartmouth is governed by an engaged, diverse board of trustees composed of the president, the Governor of New Hampshire (ex-officio), and 24 trustees, of whom 16 are elected by the board and eight are nominated by alumni and elected by the board.

Where We Are Today

Academic excellence: Dartmouth has a long and rich history of attracting world-class scholars. Dartmouth's faculty is in the top half of the Association of American Universities (AAU) with respect to prestigious faculty awards and National Academy memberships. To continue to recruit top faculty, Dartmouth has made a significant investment in compensation to ensure it remains competitive with the most outstanding institutions in the world, including doubling its faculty diversity recruitment fund. People of color represent 23% of tenure and tenure-track faculty. In addition to scholarship, Dartmouth faculty are deeply committed to teaching and mentoring—in the classroom, the laboratory, and the studio, and through all forms of experiential learning.

Student body: Dartmouth attracts the most outstanding and diverse undergraduate, graduate, and professional students from around the world to learn and grow alongside faculty who are leaders in their field. Dartmouth is not only highly selective, but also has an undergraduate yield that is one of the highest in the U.S. at 70% for the Class of 2025—one of the most diverse in its history with almost half identifying as people of color. Dartmouth is one of only six institutions that offers need-blind admissions and meets 100% of required financial support for both domestic and

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international undergraduate students. Guarini draws graduate students from more than 50 countries to engage in research across 18 doctoral and 11 masters' programs, and Dartmouth's professional schools produce graduates in business, engineering, and medicine who go on to achieve exceptional career success.

Elevating impact on the world: Consistent with its heritage of impact, Dartmouth has set forth ambitions to help solve some of the world's greatest problems, from addressing threats to global security, to advancing the fight against cancer, and understanding the effects of climate change. These efforts include the creation of the [Academic Clusters](#) hiring initiative, the Initiative for Global Security, the Susan and James Wright Center for the Study of Computation and Just Communities, and in partnership with Dartmouth-Hitchcock Health, the [Byrne Family Cancer Research Institute](#) at the Norris Cotton Cancer Center. To help address the climate crisis and sustainable energy demands, Dartmouth has invested \$400 million to fund programs, centers, and institutes such as the [Arthur L. Irving Institute for Energy in Society](#). [The Dartmouth Institute for Health Policy and Clinical Practice](#) is home to a multidisciplinary research program which spans multiple departments and schools across the institution.

Campus culture and student experience: Over the past several years, Dartmouth has transformed every facet of community life to deepen academic engagement, social connection, and inclusion. These initiatives include establishing a house community system, setting guidelines for hiring broader pools of talent, and creating uniform policies and procedures to address challenges on campus. It has implemented three self-reinforcing initiatives that have helped to ensure Dartmouth's campus is diverse, welcoming, and equitable for all. As part of an effort to address mental health needs on campus, Dartmouth in 2021 launched a partnership with the [Jed Foundation](#), which has engaged an interdisciplinary campus team of students, faculty, and staff.

Campus renewal: Dartmouth has made significant investments to ensure its historic campus evolves to serve the needs of the community and meet its sustainability goals. It dedicates a percentage of the endowment to a fund for campus housing and infrastructure improvements. This fund invested last year in housing and a green energy system, and it will allow for more than \$500 million of renewal projects in the coming decade. Dartmouth has completed or begun upgrading five critical structures: the Hopkins Center for the Arts, the Hood Museum of Art, Tuck's Murdough

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Hall, Anonymous Hall, and Dartmouth Hall, the renovations for which are made possible by a historic fundraising campaign among Dartmouth alumnae. In 2018, Dartmouth broke ground on the West End, an area of the campus which will integrate experiential learning in engineering, computer science, and entrepreneurship. The West End has already completed two major anchor buildings: the [Irving Institute and the Center for Engineering and Computer Science](#).

The Road Ahead

The next president will have the support and resources necessary to craft and pursue an aspirational strategy for Dartmouth. The opportunities available to the institution in the years ahead include:

Building the research enterprise: An R1 university and a member of the AAU, Dartmouth is recognized as a leading research institution. Dartmouth has made historic investments in its research enterprise including new centers of excellence, development of the West End of campus, expanded biomedical research, and access to extramural funding. The president will build on this strength to create an even more robust enterprise that encompasses both undergraduate and graduate research opportunities, with high-caliber students and accomplished faculty whose work will continue to advance Dartmouth's global impact and pedagogy.

Increasing scale and reach for global impact: Dartmouth aspires to help solve systemic challenges around the world. The president will have an external perspective and champion efforts to extend Dartmouth's global reach, applying its unique DNA and research expertise to address the issues that affect communities locally, regionally, and globally. This will require the president to think strategically about how, where, and in which focus areas Dartmouth should expand its footprint and investments.

Enhancing the student experience: Dartmouth is a tight-knit community where students form life-long relationships. The next president will be ready to take the best of Dartmouth's history, culture, and spirit to further enrich the student experience. This experience should encompass excellence in academics as well as a broad range of extracurricular and social opportunities so as to ensure that today's students feel connected, nurtured, and empowered as they pursue their educational and professional goals. These efforts will need to ensure that the health and wellness of all community members are fully supported. The president should also accelerate Dartmouth's progress in renovating and expanding undergraduate and graduate housing.

Creating a truly inclusive and diverse campus: Dartmouth has made meaningful progress to create a culture that is experienced as inclusive, safe, and welcoming by all members of the community. Under the leadership of its senior diversity officer, who reports directly to the president, Dartmouth is investing in a range of diversity, equity, and inclusion initiatives and developing a comprehensive strategic plan to support DEI across the campus. The new president will be deeply committed to ensuring that the student body, faculty, administration, and staff are representative in diversity of thought, race, ethnicity, and economic background, as well as active in creating a truly equitable and inclusive academic, social, and professional environment.

Embedding an innovative and agile mindset across the institution: Dartmouth aspires to be a leader in the transformation of higher education, bringing new ideas and models to teaching and learning. The president will embrace and instill a culture of innovation and agility across Dartmouth—from new programs, partnerships, business models, and experiences—to extend Dartmouth's research and academic excellence for greater influence and impact, and to help redefine higher education.

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Contributing to sustainable local development:

Dartmouth is fortunate in its location in the Upper Valley region of New Hampshire and Vermont and plays an important role in the community, including through its partnership with [Dartmouth-Hitchcock Health](#). There is a significant opportunity to partner and support leaders in the region in improving transportation, building affordable housing, sustainable development, and expanded, affordable access to childcare and health care. The next president will seek to play an active role in championing research and partnerships that can help the region develop and thrive alongside the Dartmouth community.

Dartmouth is seeking an exceptional leader with the energy, vision, and stature to lead its diverse and dynamic community into the future. If you would like to make a nomination or apply, please write to dartmouth@spencerstuart.com



Mullins: The True Colors of Dartmouth

If it takes multiple student deaths to prompt even incremental change, what does that say about the College?

by [Kyle Mullins](#) | 9/27/22 4:00am

In two years, [at least four Dartmouth students have died by suicide](#).

That sentence should not read so smoothly, so factually, because it should not be true. And yet it is. Four students have taken their own lives. Their families and the Dartmouth community will be picking up the pieces for the rest of ours.

Friday's gathering on the lawn of Baker-Berry, in honor of those who died, was touching. Terribly sanitized, yes, but it gave me some vague sense of emotional closure I did not know I had needed over the previous 48 hours. I am glad the College provided for such a gathering because it highlighted one of the best features of our community: our ability to come together and support one another in the aftermath of extraordinary tragedy.

That feature, however, is limited. It is a feature of the individuals of our community — the club leaders who sent messages of support in group chats and canceled or delayed functions, the staff and faculty who gave their all for dispirited students and the many people who checked in on their friends.

This is not a feature of Dartmouth as an institution. If the College truly wants to live up to its professed values of community, it will do more than appear to care, more than just respond in the moment. It will address the dual underlying sicknesses that pervade campus: a mental health system [that utterly fails to support this community](#) and a culture that encourages us to just move on from death, to not change anything at all.

I still remember when I learned that [Elizabeth Reimer '24 had died](#). I was heading this newspaper at the time, finalizing our spring special issue. The Dartmouth's offices were still shuttered due to COVID-19, so I was sitting in a rented space in the former Alpha Delta fraternity house near the end of a hellish term. The email came in shortly after 3:30 p.m. College President Phil Hanlon expressed condolences, offered a brief account of Reimer's time at Dartmouth and listed some resources for students. I made a few phone calls, and we published our breaking news update. I was heartbroken in part because I felt demoralized, resigned that this episode would end up like the other two deaths by suicide among students earlier that academic year.

I was wrong. Over the following week, Dartmouth experienced an outpouring of grief and anger the likes of which I'd never seen on campus. Students [organized](#) an improvised vigil on the Green. [Rage-filled op-eds were published](#). Angry members of the campus community painted blood and messages like "Paint is impermanent. Loss of life is forever" [on Parkhurst Hall and Hanlon's driveway](#). The initials of three students who died were [stained into the asphalt](#) outside their dorms.

The College gave an inch that, at the time, felt like a mile, announcing some minor changes to mental health policy and [holding an official vigil](#) for all the students who died — while also rejecting widespread student calls to cancel classes. This episode tells us a lot about how this institution, this investment firm-with-a-university-attached, works. It [essentially ignores long-term problems](#) — and then muddles through the crises generated just enough to keep going.

To its credit, Dartmouth has shown improvement in publicly *responding* to events since. After two student deaths — [Joshua Watson '22](#) and [Sam Gawel '23](#) — were announced in one day last Wednesday, the College made counselors available in the Collis Center for a few hours. It organized the Friday gathering, sent multiple messages updating students on available

mental health resources and even extended the deadline for declaring the non-recording option.

But substantive change is nowhere to be found. [Two new counselors and an additional on-call nurse are good](#), but hardly sufficient. The long-awaited JED Foundation report about mental health on campus — which was [supposed to be released last spring](#) — remains a mystery. The claimed “[success to date](#)” on the College’s JED website is, frankly, pitiful, containing few concrete accomplishments beyond [a free Headspace subscription](#) for community members and the aforementioned new counselors — but what else could be expected from an arrangement that was [destined to fail](#)? There have been no College-wide policy changes about academic leniency, no permanent expansion of the NRO policy, no plan for long-term counseling options, no adjustments to the loathsome medical withdrawal policy and — most of all — no broad recognition that the culture on this campus must change from one that moves on from death to one that seeks to prevent it.

When in the history of the College have so many died in such a short time span to so little reaction? Spring 2021’s round of incremental policy change came after the deaths of four students: Reimer, [Beau DuBray ’24](#), [Lamees Kareem ’22](#) and [Connor Tiffany ’24](#). This time, five more deaths — Watson and Gawel, [David Gallagher ’20](#), [Richard Ellison MHCDS ’23](#) and [Alex Simpson ’22](#) — *and* [an alleged hate crime in Hanover](#) have, incredibly, spurred nothing.

Yet we are somehow expected to keep calm and carry on, knowing that at the end of the day, those in charge do not see these tragedies — nine student deaths in two years, seven more among faculty and staff — as serious enough to change *anything* fundamental about how this campus works. In 2013, Dartmouth [canceled](#) classes after a protest at the Dimensions new student program sparked a burst of online hate. Do multiple deaths really not meet a similar bar for radical action? Do they not merit massive collective reflection on what it means to live and work and

exist on this campus? Is the College determined to desensitize us to loss, to teach us by way of inaction that we live in an indifferent universe?

When Dartmouth *itself* changes nothing of substance in the face of overwhelming, repeated tragedy, the institution shows its true colors: not vibrant green and white, but cold and uncaring shades of black. We have asked for a mental health overhaul and a change of culture. This is not an unreasonable ask, and yet every small step forward seems to come at an unacceptable price. How many more deaths will it take to make a difference?

Kyle Mullins is the former editor-in-chief of The Dartmouth. He is now a member of the Opinion staff and his views do not necessarily represent those of The Dartmouth.