A SENSE OF PLACE AND POSSIBILITY
In today’s rapidly evolving technological, socioeconomic, and demographic landscape, even the strongest of institutions must take bold steps to ensure continued excellence. For higher education, the changing world brings with it significant implications. Advances in knowledge and technology have led not only to profound shifts in the way we communicate and share information, but when, where, and how we learn and create knowledge. At the same time, our increasingly globalized world has created unprecedented opportunities for many — as well as an unprecedented scale of economic, environmental, and social challenges.

Over the past two years nearly 3,000 members of the Dartmouth community (faculty, administrators and staff, students and alumni) came together across departments and schools to consider higher education in the 21st century and Dartmouth’s role in it. Our task was to survey the current landscape, identify key trends, anticipate the future at a time of accelerated change, and think boldly about Dartmouth’s place in the global higher education landscape. How is higher education shifting? What is driving change? What are Dartmouth’s greatest opportunities and challenges? What is needed to ensure Dartmouth’s continuing excellence in research and education?

Throughout this process, our goal was to identify significant opportunities and challenges as we consider an ambitious and forward-looking course for Dartmouth’s future. The process included nine strategic planning working group reports, feedback from the Dartmouth community and many outside speakers and materials. Presented here is a synthesis of ideas gathered during that process, offering a range of strategic opportunities for Dartmouth to consider across four areas of focus:

- **Transformative Learning**
- **Engines of Innovation and Creativity**
- **Deep Global Engagement**
- **Powerful Student Experiences**

As you will see, the community has many exciting ideas and is looking forward enthusiastically to continuing conversations about Dartmouth’s future.
CONTENTS

DARTMOUTH’S DISTINCTIONS

TRANSFORMATIVE LEARNING

ENGINES OF INNOVATION AND CREATIVITY

DEEP GLOBAL ENGAGEMENT

POWERFUL STUDENT EXPERIENCES
Dartmouth’s work is as relevant today as it always has been: a lasting commitment to the liberal arts, extraordinary scholarship with global impact, leading graduate programs, and preparation for a lifetime of learning and responsible leadership.
Dartmouth's Distinctions

A Liberal Arts Education for the 21st Century
Dartmouth has forged a singular identity by combining deep commitment to outstanding undergraduate liberal arts and graduate education with leading research and scholarship in the arts and sciences and three leading graduate schools. It has proven to be a potent combination.

Exceptional Individuals
It starts with an outward-looking, top-tier faculty and broadens with a dedicated staff. It expands with outstanding and increasingly diverse students, future leaders. It deepens with the experience, expertise, and talent of an alumni body whose engagement and loyalty are legendary. Beneath the bricks and mortar, beneath the science labs and digital library, the lifeblood of an institution is its people.

An Extraordinary Learning Environment
The power that comes from giving 6,000+ highly accomplished, globally-minded, and engaged students unfettered access to a world-class faculty and staff. Crucial elements of the alchemy: highly interactive learning experiences and curricular strength; eminent researchers and research opportunities; leading graduate programs and professional schools in close proximity to the undergraduate school; a tradition of global learning and multi-disciplinarity; a campus-wide determination to further Dartmouth’s educational leadership.

A Culture of Collaboration
Research clusters. Scholarship created by teams of faculty, undergraduates, graduate students, and post-doctoral fellows across schools and across departments. A strong spirit of intellectual collegiality among faculty. An eagerness to work across academic boundaries to build institution-wide initiatives. Proven success in an increasingly connected, globalized world.

The Power of Multiple Viewpoints
Diversity has long been a central part of Dartmouth’s educational mission: a diversity of learners, of teachers, of approaches, of ideas. A strong commitment to the inclusivity of multiple voices. Celebrating the beauty and strength of a kaleidoscope of perspectives.

A History of Innovation
A long track record of research innovation. Intellectual leadership in the creation of new fields of study. Scholarship that addresses fundamental questions, pushes the frontiers of knowledge, and shapes our lives, our livelihoods, and our world. Cutting edge creative expression that transforms all areas of the arts. Not just our past and present. This is Dartmouth’s future.

A Sense of Place
Extraordinary residential campus and a one-of-a-kind natural setting. An expanding global vision and footprint. Exceptionally high degree of accessibility and interaction among and between faculty, staff, and students across the entire campus. “Miraculously builted in our hearts.”
With an eminent faculty of deeply committed scholars and teachers, Dartmouth has the desire, capacity, and commitment to be the exemplar for student learning and faculty access.

**FINE-TUNING THE ART AND SCIENCE OF LEARNING**

**CONSIDER**

**BEING THE BEST AT WHAT WE ALREADY ARE**

Build on Dartmouth’s traditional teaching strength, commitment to personalized education, and its faculty’s passion for innovation and scholarship.

Enhance the liberal arts experience with new opportunities for hands-on learning, adapting and strengthening the curriculum, revamping basic requirements as needed, and supporting technological and pedagogical innovation and assessment, and strategically grow the faculty and staff as needed.

Support faculty experimentation to develop new courses, try new technologies and teaching methods, collaborate across disciplines, and work in rapidly changing fields.
THE WISDOM OF MENTORS, THE POWER OF LEVERAGE

An intellectual community dedicated to access and collaboration can move the world.

Strengthen programs for advising and mentoring to reflect a deepening commitment to personalized and hands-on learning, recognition of the complexity associated with studying abroad and taking terms to work off-campus, and the desire to better prepare students for graduate study and entering the rapidly evolving workplace.

Look for new ways to involve staff, other students, and alumni in the mentoring of students and the development of new opportunities, initiatives, and programs.

KNOWLEDGE, SKILLS, AND THE NEW MEANING OF MASTERY

A deeper engagement in learning: taking learning beyond theory and extending the classroom.

Require all undergraduates to engage in meaningful research, scholarship, and/or creative practice, and develop competencies-based objectives to complement curricular requirements.

Reimagine graduate education to better prepare students for successful careers in emerging fields and in professions outside as well as inside established academic disciplines.

EDUCATING BEYOND THE DEGREE

The opportunity to educate extends well beyond the degree. Advancing society through education and discovery, opening campus to the world and enriching intellectual lives of alumni across generations is the obligation of a great institution.

Develop a strategy to increase the sharing of Dartmouth discoveries, campus events, courses, and other innovations with alumni, prospective students and faculty, and national and international audiences using new technologies, collaborations and communication tools.

Grow outreach and translational programs that spread innovation and contribute positively to local, national and global communities.

Invest in professional development of all faculty and staff, and promote health and well-being initiatives that lead to a high quality of life.
THE POWER OF SCHOLARSHIP

Investing in a scholarly community of the highest quality is the only way to ensure Dartmouth’s continuing excellence and place among leading institutions.

BUILDING CAPACITY, BUILDING STRENGTH
Extend the impact and capacity of Dartmouth’s excellent faculty to lead change, transform fields, create and inspire, and provide solutions to major societal problems.

Build critical mass strategically in areas of strength; support innovation and new developments in all disciplines and in emerging areas where Dartmouth has a significant competitive advantage; facilitate collaboration; experiment with research clusters in promising areas.

Augment current graduate programs to reach critical mass as needed to improve their educational quality, impact, and reputation, and to increase faculty research productivity.

CONSIDER
ENGINES OF INNOVATION AND CREATIVITY

THE BANDWIDTH OF RESEARCH
Collaborative and computational networks and data resources widen and lengthen the reach of discovery.

Build technological, computational and library infrastructure; foster a culture of technological experimentation; strengthen collaborations with other institutions to ensure state-of-the-art capabilities for research and teaching.

Develop a comprehensive communication strategy to establish a more complete and prominent national and international presence.

CULTIVATING DARTMOUTH’S LEADERSHIP IN INNOVATION
Creating pathways and capacity for innovation.

Develop fast-track structures to enable flexible and rapid implementation of the most promising ideas and projects and disseminate successful innovations across the institution.

Implement novel appointments, cluster hiring, and experimental programs to deepen the community-wide culture of exploration, intellectual risk-taking, and intellectual vibrancy.
Making the world’s problems our problems has never been more important than it is today — and it will become even more so for the citizens of tomorrow.

**LEARNERS WITHOUT BORDERS**

**BRINGING DARTMOUTH TO THE WORLD**

A more visible global presence.

Enhance global research, entrepreneurial, service, and educational initiatives.

Promote faculty and staff international exchanges; leverage technology to communicate globally with international alumni and other regional partners.

Create several global hubs/offices to stimulate new international collaborations and raise our visibility in key areas of the world.
Deep Global Engagement

Bringing the World to Dartmouth

Our strength is our diversity. Broadening the spectrum on a campus of people and ideas.

Increase numbers of outstanding international faculty and students in all programs; develop new types of faculty appointments to attract global scholars and foster multi-institution collaborations that expand global reach.

Grow opportunities for students to share their off campus experiences and integrate them into their on campus lives.

Global Citizens

Creating an environment where learning has no boundaries. Where the community is dedicated to learning and working across cultural and geographic lines.

Ensure all students graduate with a deep understanding of the world via a curriculum supplemented by a broad range of global experiences; require students at all levels to have a significant global learning experience regardless of financial need.

Promote greater engagement with international alumni, and develop a more globally attuned workforce.
Dartmouth integrates the intellectual vibrancy and opportunities of a great university with the mission and the soul of an exceptional liberal arts college.
HANDS-ON LEARNING
The depth of an education can be measured in both theory and practice. Expand support for students to conduct research, scholarship, creative practice, and entrepreneurial activities with faculty across schools and require all students to undertake independent/practice-based learning.
Offer undergraduates more options to enroll in graduate courses and new combined undergraduate and master’s level degree programs.
Expand options for international and other off-campus experiences (courses, internships, service-learning and transfer terms) and require students in all schools to participate in significant international study/work.

DEEPENING PERSONAL GROWTH AND DEVELOPMENT
Leaders emerge from a complete education that includes accrual of knowledge as well as critical competencies, ethical, and personal development, and multicultural understanding.
Develop a culture of engagement, with many structured opportunities for civic involvement, leadership development, and ethical and personal reflection.
Broaden awareness and understanding of multicultural perspectives through new curricular requirements, orientation programming, and campus-wide initiatives to promote reflection and engagement.

IN THE DIVERSE AND INCLUSIVE COMPANY OF LEARNERS
The educational benefits of diversity — including development of critical and complex thinking, communication, collaboration, understanding of cultural norms, and interpersonal and social skills — will become even more important in the increasingly global and diverse 21st century.
Grow the economic, social, and ethnic diversity of the community and support programs that strengthen the pipelines of prospective students.
Cultivate opportunities and programs that promote a greater sense of responsibility for building and sustaining a safe, healthy, diverse and inclusive community.
 Remain ever-vigilant on issues of cost and affordability, and develop strategies to ameliorate negative effects of financial hardship on student life and academic success.