To the Dartmouth community:

We are pleased to announce the release of the final strategic planning website. It provides a brief summary of Dartmouth’s community-wide strategic planning process and the ideas presented in the nine strategic planning summaries, the working group reports and from the community feedback received throughout the spring. The reports and summaries remain available on the website together with the new synthesis (http://strategicplanning.dartmouth.edu).

As this process comes to an end, it is clear that our community is looking forward to continuing the conversation about these and other important ideas about the future under the leadership of President Elect Hanlon. We offer sincere thanks to everyone who contributed to this effort. Many participants have said that some of the most rewarding aspects of this work have been the new friendships they made and the spirit of community and collaboration that the process inspired - and continues to inspire - across Dartmouth. We could not agree more.

Sincerely,

Carol L. Folt
Interim President
The Dartmouth Professor of Biological Sciences

Denise Anthony
Faculty Strategic Planning Advisory Committee Chair
Associate Professor of Sociology

Maria Laskaris
Senior Executive Strategic Planning Advisory Committee Chair
Dean of Admissions and Financial Aid
To the Dartmouth community:

We are pleased to release two-page summaries of the nine Strategic Planning Working Group reports, along with the full reports. They offer an abundance of creative and innovative ideas to consider and reflect the work of hundreds of members of the Dartmouth community over the past two years. The summaries and reports are available on our strategic planning website, accessible with a Dartmouth NetID (see instructions for obtaining a NetID). We invite your thoughtful feedback on these materials during a discussion period, beginning today and concluding April 15, 2013.

As feedback is gathered through the strategic planning website, it will be shared with the working groups and strategic planning committees. It will also be used to inform a synthesis of key ideas and major strategic opportunities and to enhance the discussions going forward. We will present this synthesis to President-Elect Hanlon at the end of the spring term, providing him with an exciting and comprehensive set of ideas and aspirations coming directly from the community to supplement his perspective. The synthesis will be posted on the website.

We want to convey our enthusiasm for the quality of the Working Group reports and our gratitude for the exceptional level of collegiality throughout the process. The 25 co-chairs of the committees and the many participants from across Dartmouth in this unprecedented effort provided their opinions, energy, and insights to ensure the excellence and relevance of these materials.

Their spirit of collaboration and excitement engaged the entire campus. They gave generously of their time, challenged assumptions, and sought new ideas from many places to drive innovation in all aspects of our mission. They captured the aspirations of the community for Dartmouth to be recognized consistently among the leading institutions in the world, known for providing graduates with an exceptional and highly distinctive educational experience leading to a lifetime of learning and leadership, and for being a world-renowned center for discovery.

We cannot thank them enough for their effort and dedication. We look forward to bringing this inclusive process to a successful conclusion in May and working together with President-Elect Hanlon and the entire Dartmouth community to chart Dartmouth’s very bright future.

Sincerely,

Carol L. Folt
Interim President
The Dartmouth Professor of Biological Sciences

Denise Anthony
Faculty Strategic Planning Advisory Committee Chair
Associate Professor of Sociology

Maria Laskaris
Senior Executive Strategic Planning Advisory Committee Chair
Dean of Admissions and Financial Aid
Dear Colleagues,

As many of you know, faculty, students, staff, and alumni have come together over the past 18 months to explore an ambitious future for Dartmouth through an institution-wide process of strategic planning. The goal has been, and remains, to articulate a compelling and aspirational vision for Dartmouth at its 250th anniversary in 2019.

This process has been collaborative and comprehensive--with input gathered from more than 2,700 members of our community--regarding how we can build upon our distinctive collegiate model to ensure Dartmouth maintains an enduring legacy of excellence for future generations. They have offered many ideas and suggestions for ways in which we can achieve even stronger academic excellence, student accomplishment, global engagement, and societal impact in the rapidly changing and competitive landscape of higher education.

The leaders of the three strategic planning committees (F-SPAC, SE-SPAC, SPSC) are in the process of preparing a synthesis of the nine working group reports. This synthesis, together with the working group reports, will be made available for community comment. We had targeted November 2012 to make these documents available and to start taking comments from the community. After discussion with senior academic leaders, we have decided to adjust this timetable to Winter Term 2013; this extension will enable us to synchronize the strategic planning process with the presidential search and engage Dartmouth's next president, as well as our Trustees, in considering specific implementation plans and identifying priorities for Dartmouth's future.

During November, we will engage faculty committees about the best means of soliciting further comment and review. We will use the winter term for review and comment, to be followed by a period during which our strategic planning team, in consultation with the strategic planning committees and working groups, will integrate this feedback. We expect to bring the strategic planning process to conclusion in the Spring Term.

I want to thank the strategic planning team for all the hard work they have done to bring the process to this advanced point. In particular, I wish to mention Professor Denise Anthony, Dean Maria Laskaris, Interim Provost Martin Wybourne, the working group chairs and committees, and the planning support staff in the Provost office under Laura Hercod. They have been fantastic leaders throughout this critical undertaking. They also all join me in thanking the community at large for the generous help and spirit they have felt from you. Together we are building a foundation for a strategic plan that will enable Dartmouth to improve, innovate, and lead in key areas. We look forward to working with you to bring this process to conclusion in the coming months.

Best regards,

Carol L. Folt
President
COMMUNITY ANNOUNCEMENT
September 24, 2012

Dear Members and Friends of the Dartmouth Community,

Welcome to the new academic year. This promises to be an engaging time for our community and each of you plays a vital role in creating an environment of innovation, creativity, and collaboration. I see this in the faces of our students, faculty, staff and alumni at every event I attend -- from Matriculation in the President’s office to Convocation, in classes and lectures, and at games and performances across campus.

I also would like to give a special welcome to the new members of our community. We look forward to working and learning with you.

As many of you know, we have been pursuing a comprehensive strategic planning effort to ensure our students have the best educational experience possible and that Dartmouth is a world-leading center of discovery for decades to come. At their fall meeting, our Trustees reviewed the status of this faculty-driven process and began considering how to build upon its ideas. They expressed confidence that Dartmouth will advance and execute a clear and ambitious strategy for the future.

We have much to look forward to this year, including a Year of the Arts with many great events that I hope you will join. This celebration affirms the power of the arts and Dartmouth's role as a leading academic arts community. It opened formally on September 13 with an enthralling performance at Spaulding Auditorium by the cellist Yo-Yo Ma, a 2001 Montgomery Fellow.

There is no greater expression of our commitment to creative collaborations, or the generosity of our donors, than the magnificent new Black Family Visual Arts Center. At the dedication on September 14, Leon Black ’73 recalled with great passion the influence his mother had in forming his appreciation of the arts. I know this wonderful facility will inspire generations of students. The new Center and the breathtaking Ellsworth Kelly panels, which bring new life to the Hop's eastern facade, have enlivened our expanded arts district, which includes the Hop, the Hood, the renovated Hanover Inn, and the new conference center.

We also look forward to a dedication next month when our Wilder Physical Laboratory is designated as an American Physical Society Historic Site to commemorate the first precise measurement of radiation pressure of light on a macroscopic body. This highly significant scientific breakthrough was achieved in 1901 by faculty member and later Dartmouth president Ernest Fox Nichols and his colleague Gordon Ferrie Hull. Groundbreaking research continues at Wilder today, including a wide range of physics initiatives and innovative laser laboratories.

It is impossible to highlight here everything coming up this fall, but the public affairs team will continue to publicize events and the accomplishments of our students and faculty all year. One communication innovation to note: a Twitter feed (@dartdiscovery) where you can learn about the discoveries Dartmouth researchers are making every week from new technology to international policy to high science to medieval studies and more.
This week, I'll be in China with Dean of Faculty Michael Mastanduno and others to celebrate Dartmouth's 30-year educational partnership and student exchange program with Beijing Normal University. Dartmouth also will be represented at USAID's "Partnership for Change: Empowering Women" conference in early October in Kosovo. Some of you may recall that Kosovar President Atifete Jahjaga visited Dartmouth last March to share Kosovo's accomplishments and challenges since its fight for self-determination.

We also will be commemorating several milestones this year -- 40 years of undergraduate co-education, 40 years of our Native American Studies Program, and 40 years of the Black Alumni of Dartmouth Association (BADA). We hope to involve many of you in planning these tributes.

Dean of the College Charlotte Johnson has been working closely with the community on programs to ensure the well-being of our students. Two student forums were held since July to gather feedback about the new harm reduction reforms, which took effect last week. Importantly, students, faculty, the administration and our Trustees agree that reforms are necessary and will create a safer environment for all. Work will continue in these areas all fall.

I am grateful to those colleagues who continue to take on new tasks and assist me in my role as Dartmouth's interim President. In particular, I would like to thank our faculty and staff for accommodating a significantly earlier start to the academic year. It took a lot of hard work, but the new calendar will improve the continuity of the fall term academic experience, and increase opportunities available to faculty and students during the winter interim.

It will be a pleasure to work with you all this year to celebrate our accomplishments, and build on the momentum behind our path to increasing excellence, success and global impact. Thank you.

Sincerely,

Carol L. Folt
President
Dear members of the Dartmouth community,

The past few months have been a time of great activity for Dartmouth's ongoing strategic planning process. As we begin a new calendar year, we would like to welcome everyone back to campus and share some updates with you about our ongoing efforts.

Five months ago we launched the first strategic planning working group--Pedagogy, Teaching, and Mentorship. Today we have seven active working groups comprising nearly 120 faculty members, students, and staff from across campus: Digital Dartmouth; Global Dartmouth; Graduate Education for the Future; Research, Scholarship, and Creativity; Students of the Future; and Workforce of the Future. To date, these working groups have engaged more than 500 people on campus alone, from nearly every academic department and school at Dartmouth through meetings, focus groups, one-on-one interviews, and online surveys. And these numbers will only continue to grow when we launch the final working groups in the coming months.

One of the guiding principles set by President Jim Yong Kim for the strategic planning process was to look both inward and outward for the most innovative approaches to higher education. For this reason, we initiated the "Leading Voices in Higher Education" strategic planning speaker series, which brings some of the world's most creative and innovative thinkers to campus to share their perspectives on the future of higher education. It began in earnest last fall with a talk by Vijay Govindarajan, the Earl C. Daum 1924 Professor of International Business at Tuck, and makes its campus-wide debut January 26 with a talk by renowned humanities scholar Cathy Davidson. On February 29 education thought leader Ben Wildavsky will visit Dartmouth to share his views on the global nature of higher education. You can learn more about these and future speakers by visiting the strategic planning website (http://strategicplanning.dartmouth.edu).

As expected, the working groups are generating many thought-provoking ideas, and have also been gathering ideas from leading journals and publications. We encourage you to explore our growing collection of materials at the Strategic Planning Library page (http://strategicplanning.dartmouth.edu/inform/strategic-planning-library) and to let us know of other ideas through the website or by contacting us. On the website you also can view the latest stories, interviews, and videos relating to the strategic planning process. The site is updated every couple of weeks with new material. We look forward to hearing from you.

In closing, we want thank everyone who has given so generously of his or her time to help shape the vision for Dartmouth's academic future. We will continue to keep the Dartmouth community involved as we move ahead in 2012.

Thank you,

Carol Folt, Provost, Chair Strategic Planning Leadership Committee (SPLC)
Denise Anthony, Chair Faculty Strategic Planning Advisory Committee (F-SPAC)
Maria Laskaris, Co-Chair Senior-Executive Strategic Planning Advisory Committee (SE-SPAC)
Martin Wybourne, Co-Chair Senior-Executive Strategic Planning Advisory Committee (SE-SPAC)
Dear members of the Dartmouth Community,

Since the spring of 2010, Dartmouth has been engaged in an ambitious strategic-planning process in anticipation of its 250th anniversary in 2019. One of the foundational principles guiding the process has been to seek input broadly from within and outside Dartmouth, and across the full community. Over the last 18 months, more than 500 people have participated in discussions and working groups. We hope to see that number increase several fold over the remaining 12 months of the process.

To help enhance the generation of ideas and involvement, I am pleased to announce the launch of the strategic-planning website (strategicplanning.dartmouth.edu). This site is designed to serve as home to your thoughts and ambitions for the future of Dartmouth; inform you of the process as it unfolds; and provide a platform for sharing materials relevant to the planning efforts such as emerging trends in higher education and our globally connected world.

A key aspect of the strategic-planning process has been the creation of a set of advisory committees and working groups whose roles are to explore key topics essential to our future. The two advisory groups are the Faculty and Senior Executive Strategic Planning Advisory Committees (F-SPAC and SE-SPAC, respectively). F-SPAC, chaired by Associate Professor of Sociology Denise Anthony, comprises 18 faculty from Arts & Sciences and the professional schools; SE-SPAC, chaired by Dean of Admissions and Financial Aid Maria Laskaris and Professor of Physics and Vice Provost Martin Wybourne, comprises 28 faculty and senior administrative leaders. In addition to serving as a source of information, the new website will also provide you with a way to engage and interact with these groups.

Together these leaders and committees have already launched four working groups: Pedagogy, Teaching, and Mentorship; Research, Scholarship, and Creativity; Digital Dartmouth; and Graduate Programs for the Future. Three more working groups will launch soon focusing on Global Dartmouth, Students of the Future, and Workforce of the Future, with several more anticipated for the winter and spring terms.

At this critical time, all of those involved so far have said how exciting it feels to be a part of groups that possess such enthusiasm for coming together, talking about the future, and thinking, challenging, and looking forward as a community. In that spirit, I speak for all involved when I encourage you to explore the content of the strategic-planning website, to use the tools available to help articulate a vision for the future, and to accept our invitations to get involved in other ways over the coming months. The website too will continue to evolve. There are more stories and videos already in the works and we are seeking input for new ones in the future. Tell us what you like, what you don’t like, and what you would like to see more of on the site. More importantly, share with us your most creative and forward-thinking ideas.

Please join us in the conversation.

Carol Folt
Provost
In 2009, when President Jim Yong Kim became Dartmouth’s 17th president, he challenged our community to work together to chart a bold and aspirational path for Dartmouth’s future in anticipation of our 250th anniversary in 2019.

We have taken this challenge to heart. Many preparatory conversations have taken place with the Board of Trustees, numerous Dartmouth faculty, senior administrators, students, alumni, and educational and professional leaders from outside of Dartmouth about how best to structure our planning initiative. Following these consultations, we now are entering into the formal phase of a comprehensive and collaborative strategic planning process.

Throughout our planning, we will look forward and outward to establish a future that builds on the strengths and distinctions that have made Dartmouth one of the most outstanding and enduring institutions of higher education and an exemplar for the power of the liberal arts. Our planning also will challenge us to strive beyond our current aspirations as we seek to create an extraordinary intellectual home for the world’s top faculty and students; attain the highest levels of distinction for our teaching and discovery; support our distinguished research programs in addressing urgent problems and advancing intellectual frontiers; expand our international presence; accelerate interdisciplinary integration; educational innovation; work for the public good; advance creative practice and critical thinking; and offer student experiences and research programs that are second to none.

To accomplish this, we will draw on the energy and expertise of our entire community, while placing a strong emphasis on engaging the outside world. As we identify our institution-wide aspirations, we will develop strategic goals to guide Dartmouth over the next ten years. Our planning will involve selecting key topics to explore, gathering and analyzing information and data, identifying areas of opportunity, setting goals, developing specific implementation steps, and determining how to measure success.

Our process, expected to conclude in December 2012, is designed to provide opportunities for input from across Dartmouth. Indeed, we depend on your creative energy, ideas, and commitment to Dartmouth’s success to build a future that meets the challenges and takes advantage of the opportunities ahead.

The process employs a structure of three core committees plus a number of working groups:
- **Strategic Planning Steering Committee (SPSC)**, comprising the provost (chair); deans of arts and sciences, the College, professional schools, and graduate studies; executive vice president and CFO; senior vice president for Advancement; and the president’s chief of staff. The SPSC reports to the Board of Trustees and President Kim. It oversees the process as a whole and will coordinate approval of the final strategic plan. Please see [http://bit.ly/dUbbTC](http://bit.ly/dUbbTC) for SPSC membership.

- **Faculty Strategic Planning Advisory Committee (F-SPAC)**, comprising seventeen junior and senior faculty nominated by deans of each of the schools and chaired by Denise L. Anthony, Associate Professor of Sociology and Chair of the Sociology Department. The F-SPAC will identify academic topics to be addressed, form working groups to study the topics, ensure two-way communication with and participation of the faculty, and provide reports and recommendations. The F-SPAC reports to the Provost. Please see [http://bit.ly/hDQp3g](http://bit.ly/hDQp3g) for F-SPAC membership.

- **Senior Executive Strategic Planning Advisory Committee (SE-SPAC)**, comprising twenty-six senior administrators and co-chaired by Maria Laskaris, Dean of Admissions and Financial Aid, and Martin N. Wybourne, Vice Provost and Francis and Mildred Sears Professor of Physics. The SE-SPAC will identify academic and student support and campus operations topics to be addressed, form working groups to study the topics, ensure two-way communication with and participation of staff and students, and provide reports and recommendations. The SE-SPAC reports to the Provost. Please see [http://bit.ly/f4eZFX](http://bit.ly/f4eZFX) for SE-SPAC membership.

- **Working Groups** will study and prepare reports and recommendations on topics yet to be identified by the three core committees. Over the next few months, the committees, with input from the broader community, will select topics for study by Working Groups and then determine membership for the groups. The Working Groups will engage the Dartmouth community broadly during their deliberations and seek informed input from
people outside Dartmouth who can best help inform and create new ideas. Students, faculty, and staff will be involved in the Working Groups, with start dates of specific groups staggered over the next six months.

We are developing a website to provide information on strategic planning and to serve as an additional means to gather ideas, questions, and comments from the Dartmouth community throughout the process. The website will be activated by mid-May, and will be updated regularly with information about working group topics and membership, answers to frequently asked questions, project status, and other topics of interest related to long-term planning.

Broad engagement is key to the success of this planning process. We are establishing a communications support group to organize a variety of activities and communications vehicles that will provide regular channels for interaction and engagement. These initiatives will include opportunities expressly tailored for gathering input from students and alumni. We invite you to share questions and comments at http://www.dartmouth.edu/~strategicplanning/input/index.html

In closing, I extend from President Kim, the Board of Trustees and all the members of the Strategic Planning Steering Committee, our sincere appreciation to all of you who have agreed to serve on the committees guiding our strategic planning. We also thank in advance the many individuals who will participate in one way or another with the working groups and other events, and the entire Dartmouth community for inputs that will ensure we chart a course of excellence for Dartmouth’s future.

Thank you,

Provost Carol L. Folt
Community Announcement 2/24/2011

Faculty Strategic Planning Advisory Committee (F-SPAC)

Dear Members of the Faculty,

As you know, work began recently to establish a Faculty Strategic Planning Advisory Committee (F-SPAC) comprising faculty from all schools. The role of the committee will be to advise the Strategic Planning Steering Committee (SPSC) on the most effective ways to encourage the participation of the full faculty in strategic planning and to incorporate their input; to identify academic topics to be addressed by the planning process; to establish and oversee working groups who will study and make recommendations on the topics selected; and to coordinate with an advisory committee of senior administrators who will similarly establish and oversee working groups to focus on topics concerning operations and academic support.

I am pleased to share with you the membership of the Faculty Strategic Planning Advisory Committee, formed through nominations from the deans and the A&S Faculty Committee on Policy:

- Denise L. Anthony, Associate Professor of Sociology (chair)
- Susan Ackerman, Professor of Religion, Women’s and Gender Studies, Jewish Studies
- Ron Adner, Associate Professor of Business
- David J. Bucci, Associate Professor of Psychological and Brain Sciences
- Leslie A. Butler, Associate Professor of History, Women’s and Gender Studies
- Kathryn L. Cottingham, Associate Professor of Biological Sciences
- Solomon Diamond, Assistant Professor of Engineering
- Ethan Dmitrovsky, Professor of Medicine, Pharmacology & Toxicology
- Leslie H. Fall, Professor of Pediatrics
- Robert J. Graves, Professor of Engineering
- F. Jon Kull, Associate Professor of Chemistry
- Scott A. Neslin, Professor of Marketing
- George A. O'Toole Jr., Professor of Microbiology and Immunology
- Donald E. Pease Jr., Professor of English, Comparative Literature, African and African American Studies
- E. Dale Vidal, Professor of Surgery, Community and Family Medicine
- Steven R. Swayne, Associate Professor of Music
- William C. Wohlforth, Professor of Government

President Kim and I are grateful for the willingness of this group to serve in this critical role to guide our strategic planning process. Our work together in the months ahead promises to be both stimulating and rewarding. I look forward to exploring with all of you how best to chart a course of excellence for Dartmouth’s future.
Warm regards,

Carol L. Folt

Posted by Provost Carol Folt, Provost@dartmouth.edu, on Thursday, February 24, 2011 for All Faculty
Delivered as an "urgent" email message at 3:09 PM on Thursday, February 24, 2011
Academic Strategic Planning

Dear Colleagues,

The last few years have been challenging at Dartmouth, with financial constraints brought about by the worst economic crisis since the Great Depression affecting each of us. Fortunately, as we emerge from this difficult period, we have a unique opportunity to envision a future for Dartmouth as it approaches its 250th anniversary in 2019.

President Kim has asked me to oversee a comprehensive academic vision and planning process involving all areas of Dartmouth. This process will allow us to restate our purpose, reaffirm our values, and most importantly, articulate a vision for the future that reflects our highest aspirations. We know that Dartmouth is a great academic institution. By building on our distinctive strengths—our culture of innovation, discovery, and collaboration, and our commitment to giving the very best students access to the very best faculty—we can work together to make a strong school even stronger and ensure that our outstanding programs remain relevant and grow in stature for generations to come.

Academic strategic planning is not a one-time event. It is a fluid, ongoing process, and one that we hope will become a permanent part of Dartmouth’s character. To be effective, we must look inward and reflect upon what we do well and what we can do better in new and innovative ways. We also must look outward to identify the needs, challenges, and special opportunities that will arise for our students and faculty in the coming years. If we do this well, barriers will begin to break down and new opportunities for leadership will reveal themselves.

The academic vision and planning process began this fall with the creation of a Strategic Planning Steering Committee (SPSC) comprising Dartmouth’s most senior leadership—the President; the Provost; Deans of Arts & Sciences, Dartmouth Medical School, Graduate Programs, Thayer, and Tuck; the Dean of the College; the Senior Vice President for Advancement; the Executive Vice President; and the President’s Chief of Staff. We all understand that this process can only succeed by drawing on the ideas of many participants. It must flow from the vision, creativity, and knowledge of our faculty, while also taking advantage of the insights and experience of the entire Dartmouth community—students and alumni, administrators, and members of our staff.

To ensure that we have access to the best ideas from everyone on the faculty, we are establishing the Faculty Strategic Planning Advisory Committee (FSPAC) comprising faculty from all schools. I have asked each of the Deans and the A&S Faculty Committee on Policy (COP) for their guidance in determining membership. The role of this

Academic Strategic Planning

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To ensure that we have access to the best ideas from everyone on the faculty, we are establishing the Faculty Strategic Planning Advisory Committee (FSPAC) comprising faculty from all schools. I have asked each of the Deans and the A&S Faculty Committee on Policy (COP) for their guidance in determining membership. The role of this
committee will be: 1) to advise the SPSC on the best way to seek the input and involvement of the full faculty in strategic planning; 2) to consult on a regular basis with the SPSC on strategic planning issues throughout the process; 3) to assist in the selection and design of task forces and working groups on particular topics; and 4) to provide general oversight of faculty participation for the 18 to 24 months that we anticipate this process will last.

We envision a variety of ways for you to participate throughout the planning process: through committees, task forces, meetings, and working groups, and through social media and other digital communications tools and events. We will also create a strategic planning email address and a website that we will update regularly once underway. We will be seeking your input on ways to involve other members of the community, including students, alumni, and staff.

The months ahead promise to be very exciting. Working together, we will develop a strategy that advances Dartmouth’s mission, enhances our standing in an increasingly competitive and global landscape, and ensures the quality of a Dartmouth education and the impact of our faculty and graduates for generations to come.

Regards,

Carol Folt

Posted by Provost Carol Folt, Provost@dartmouth.edu, on Thursday, November 18, 2010 for All Faculty
Delivered as an "urgent" email message at 1:19 PM on Thursday, November 18, 2010