



Dartmouth
Alumni Council

Report from the Task Forces on Representation and Committees

April 15, 2020

Table of Contents

Introduction	1
Dartmouth Alumni Council Representation Task Force.....	5
Recommendations of the Representation Task Force.....	10
Dartmouth Alumni Council Committees Task Force	15
Recommendations of the Committees Task Force.....	20

Introduction

The Alumni Council is Dartmouth's representative body, composed currently of 125 representatives from classes, clubs, affiliated groups, regions, and other alumni organizations, as well as representatives from the faculty and undergraduate bodies of the College. The group meets twice per year and works in support of the Council's mission to sustain a fully informed, representative, and engaged exchange of information and sentiment between alumni and their College, and to enhance and inspire alumni involvement that furthers the mission of the College. The Council strives to be representative with respect to age, geography, gender and background of its members. The work of the Council is conducted in its committees, and many Council led projects have formed the backbone of contemporary Dartmouth history and success. Outstanding contributions have been made in the areas of enrollment and admissions, communications, recognition of alumni service, and nomination of Alumni Trustees.

Founded in 1913 by Ernest Martin Hopkins '01, the Council was originally 25 members, but incrementally expanded over the years. Amendments to the Alumni Council constitution were most recently approved in November 2007, revising representation and increasing the size of the group to 120.

Committees of the Council have also evolved across the Council's 107 years of operation. There are currently 15 committees; nine of these are standing committees, two of which are secondary committees on which Councilors serve in addition to a primary committee. The remaining six committees have elected or appointed members, including two comprised of alumni award winners, three constitutionally mandated leadership committees, and a new-Councilor orientation committee.

In 2019-2020, the Alumni Council Executive Committee, in consultation with Alumni Relations, formed two task forces to examine the current representation and committee structure of the Council. The task forces sought to answer two key questions:

Is the current make-up of the Alumni Council optimal? Are there changes we should consider to make alumni representation more effective while maintaining our current size?

Are the current committees maximizing Alumni Councilor engagement while providing benefit to Dartmouth? Should we consider updating the committees and their missions?

The results of their examination and their recommendations to be presented to the Alumni Council for approval in May 2020 are summarized below, followed by detailed reports from each Task Force on their process and rationale for arriving at these proposed changes.

Summary of Recommendations of the Representation Task Force

Representative	Current	Proposed	Change	Explanation
Classes through 55th reunion	55	55		No change
Classes Post-55th reunion	3	6	+3	Add 1 per class 56-60 years out, reduce to 1 for Post-60th reunion classes
Class Officers Association	5	1	(4)	Reduce to 1
Metro Clubs	10	10		No change
Club Officers Association/CEC	3	1	(2)	Reduce to 1
US Regional	9	5	(4)	Contract and repurpose to Int'l
International Regional	1	3	+2	1 each for EMEA, Asia/Pacific, Americas
Affiliated Groups	10	10		No change
Women of Dartmouth	0	2	+2	Add representation
Graduate Schools	8	8		No change
Association of Alumni	3	1	(2)	Reduce to 1
At-Large Members	6	6		No change
District Enrollment Director	1	1		No change
Executive	4	4		No change
Alumni Awards	2	2		No change
Faculty (Non-Voting)	1	1		No change
Undergraduates (Non-voting)	4	4		No change
Total	125	120	(5)	

Summary of Recommendations of the Committees Task Force

Committee	Recommendation	Rationale
General - Vice Chair Selection	Move to Fall of second year	Provides more time to learn mission/activities
General - New Councilor Communication	Develop overview materials for each committee	Provides more current view of goals/activities
Athletics	Dissolve committee	Role has been taken by staff/advisory board
Young Alumni	Dissolve committee	Secondary committee with limited projects
Communications	Dissolve committee	Function has been taken by Executive/ALC
Academic Affairs	Refocus mission to alumni lifelong learning	Need is with alumni, not faculty/administration
Alumni & Student Engagement	Refocus mission to supporting new alumni	Difficult to support direct access to students
Professional Development	Reaffirm mission on alumni career development	Difficult to support direct access to students
Honorary Degrees	Convert from secondary to primary committee	Improves councilor participation/engagement
Alumni Liaison Committee	No change (constitutionally mandated)	Clear mission and effective impact
Executive	No change (constitutionally mandated)	Clear mission and effective impact
Nominating & Alumni Trustee Search	No change (constitutionally mandated)	Clear mission and effective impact
Alumni Service	No change	Clear mission and effective impact
Enrollment & Admissions	No change	Clear mission and effective impact
Orientation	No change	Clear mission and effective impact
Alumni Awards	No change	Clear mission and effective impact
Young Alumni Awards	No change	Clear mission and effective impact

Dartmouth Alumni Council Representation Task Force

Objectives of the Representation Task Force

The Alumni Council’s mission is “to sustain a fully informed, representative, and engaged exchange of information and sentiment between alumni and their College, and to enhance and inspire alumni involvement that furthers the mission of the College.” The structure of the Alumni Council’s representation, however, has not been reviewed since the 2007-8 Council year, despite significant changes in the makeup of the alumni body since then. The Alumni Council Executive Committee and the Office of Alumni Relations therefore agreed to form a Task Force to review the Council’s categories of representation. Specifically, this Task Force considered the following questions:

- 1) Is the current makeup of the Alumni Council optimal for its mission?**
- 2) What changes should be made to make alumni representation more effective while maintaining our current size?**

Formation of Task Force

After the creation of the Task Force was announced at the October 2019 Alumni Council meeting, Councilors were solicited to volunteer. There was a strong response and volunteers were then selected with a goal of representing a diversity of age, constituency, Council experience, and regionality. Members were as follows:

The task force consists of the following members of the Dartmouth Alumni Council:

Committee Member	AC Representation
Alec Casey '88 , <i>New Canaan, CT</i>	Council President
Katie Paxton Christ '11 , <i>Sleepy Hollow, NY</i>	Metro Club
John de Regt '72 , <i>Norwalk, CT</i>	Class
Louisa Guthrie '79 , <i>King of Prussia, PA</i>	Association of Alumni
Julie Levenson '84 , <i>Woodside, CA</i>	Metro Club
Richard Merrill '73 , <i>Houston, TX</i>	Class
Liz Nunez , <i>Hanover, NH</i>	Alumni Relations
Nestor Paz Galindo '93 , <i>London, England</i>	International
Amanda Rosenblum '07 , <i>Brooklyn, NY</i>	DGALA
Ray Sosa '95 , <i>Altadena, CA</i>	DALA
Bob Striker '88 , <i>St. Paul, MN</i>	Class Officer Association

Task Force Process

The Task Force conducted both informative and deliberative tasks as part of its review of Alumni Council representation. These steps included:

1. Review of Prior Revisions to Representation

To better understand the history of representation on Alumni Council, the Task Force met with former Council President and Vice President for Alumni Relations Martha Beattie '76, former Council President JB Daukas '84, and former Council President Rick Silverman '81, who led the most recent revision to the structure of Alumni Council representation in the 2007-8 Council year, to discuss the rationale for changes implemented in 2008.

A key goal of the 2007 restructuring of the Alumni Council was to evolve the Council’s role from a “kitchen cabinet” for the College’s leadership into a more representative body with alumni communications as a key priority. They accomplished this by moving to a representative for each class (versus every two classes), reducing the number of “At-Large” members, and increasing affiliated group, graduate school, and Association of Alumni representation. The new composition reinforced that the class structure was the dominant way alumni communicated with each other and with the College. They believed that these changes would allow alumni to get better information from a trusted source while also providing a channel for their many voices to be heard.

Beattie, Daukas, and Silverman felt pleased with how these changes have allowed the Council to evolve over the past dozen years to be a broader and more meaningful source of alumni sentiment. They did raise concerns that in growing the Council’s size, it has become harder to have intimate discussions and caused some committees to become less effective.

Dartmouth Alumni Council Representation: 2007-8 Changes

Representing	Prior	Revised	Change	Explanation
Classes	35	58	+23	Every class has rep, 3 for Post-55th reunion
Class Officers Association	7	5	(2)	Combine secretary/newsletter, no reunion chair
Metro Clubs	10	10		No change
Regional Clubs	10	10		No change
Affiliated Groups	5	10	+5	2 for each group
Graduate Schools	4	8	+4	2 for each school
Assoc of Alumni	0	3	+3	Include past and current presidents
At-Large	21	6	(15)	Reduce by 15, retain 6 for skill sets
District Enrollment Directors	1	1		No change
Executive	5	4	(1)	Reduce by 1
Faculty (Non-Voting)	0	1	+1	Add non-voting role
Undergraduates (Non-voting)	0	4	+4	Add non-voting roles
Total	98	120	+22	

2. Alumni Councilor Survey

In December 2019, the Task Force fielded a survey of all current Alumni Councilors to judge their perspectives on current representation and committee structure. Over 80% responded (104 of 125) and these responses were very helpful to the Task Force. Responses came from all representation types with the overwhelming majority (87%) agreeing that the Council is living up to its mission today although opportunities to improve were noted in the open-ended responses.

The survey asked about five groups that had been proposed or considered for increased representation: International alumni, Women of Dartmouth (WOD), Post-55th reunion classes, Shared Interest Groups (SIGs), and Graduate Schools. Results are below:

Response	International	WOD	Post-55th	SIGs	Grad Schools
More Representation	83%	50%	28%	28%	14%
Same	10%	25%	54%	27%	69%
Less Representation	0%	2%	5%	9%	8%
Not Sure	6%	23%	12%	35%	8%

The survey also asked Councilors to recommend reduction of representation in other areas to maintain the current size of the Council. The top six areas noted are below:

Response	Class Officers	Regional Reps	At-Large	Metro Clubs	Club Officers	Association of Alumni
Less Representation	39%	38%	38%	29%	28%	22%

The verbatims provided around both questions were robust and gave the Task Force a great deal of perspective on how different Councilors approached the question of how to make the Alumni Council more effective through changes to representation.

3. Establishing Criteria for Alumni Council Representation

At the time of its deliberations, the Task Force established some basic criteria for representation. This list was not meant to be an official evaluation benchmark but rather a list to help shape conversation as we debated the merits of representation for different alumni groups.

1. Does the organization represent a constituency of scale (> 1,000 alumni)?
2. Can the organization show participation and engagement with its constituency?
3. Are the organization's mission and goals aligned with the Council's?
4. Does the organization have evidence that it can bring alumni sentiment and feedback that is not currently getting to the Council?
5. Will representation help the Council? Will it help the organization's constituents?
6. Is it feasible for the group to establish election/selection procedures to choose their representative?

Recommendations of the Representation Task Force

Based on its informative and deliberative process, the Task Force agreed on a set of recommended changes to the representative structure of the Alumni Council, to be implemented as follows:

Increased Representation: New representatives will be chosen by their constituents by April 2021 and their names sent to Alumni Relations to be added to the slate for approval at the Spring 2021 Alumni Council meeting.

Reduced Representation: Representatives for areas being reduced would serve out their current terms and not be replaced going forward. This will include representatives approved at Spring 2020 Alumni Council.

Size of Council: During the period of transition, the Council will fluctuate and be larger than the proposed size of 120 Councilors. It is anticipated over time that the number will finalize at 120 and thereafter be established as the maximum size of the Council until such time as another review is conducted by the leadership of the Council. Given concerns about how large the Council has become and the impact the larger size has had on Councilor experience and logistics, the Task Force felt this was a positive outcome.

1. Increase Representation Among the Following Alumni Constituents:

International

Rationale: Since the last representation review, Dartmouth’s alumni body has become increasingly more diverse and spread across the globe. International students make up a larger percentage of our classes, digital and social media allow for easier communication, and a more globalized economy has led alumni to seek employment in a variety of markets outside the United States. As a result, international education, research, and professional opportunities are growing as a strategic focus for Dartmouth. Current international representation is one representative for 3,500 alumni, which the Task Force felt was too few to accurately present the diversity of culture, geography, and sentiment that international alumni encompass. Our current international representative highlighted that it is often a challenge to gather different alumni feedback from different regions. Additionally, international alumni engagement continues to increase with high open rates for international Councilor messages.

Proposed Change: The Task Force recommends adding two (2) incremental representatives. Representatives moving forward will be selected from the Asia Pacific region, Americas region excluding USA, and Europe, Middle East, and Africa regions (EMEA).

Women of Dartmouth

Rationale: Founded in 2014, Women of Dartmouth has been a grassroots effort—now they have a global steering committee, ten locations in the US and one in London, and have held over 300 events which engaged roughly 2,000 alumni. Their Facebook group has over 5,000 members and their LinkedIn group numbers over 3,000 (the largest specific alumni group on this platform). They do not claim to speak for all alumnae, but rather offer opportunities for connection for any alumnae who value this alternative to the traditional class, club, and group structure.

Through discussions with Women of Dartmouth leadership and Alumni Relations, the Task Force found Women of Dartmouth did this by having an established method of communication and engagement with their constituents and a demonstrated involvement from alumnae who do not engage with the College through traditional channels.

Overall, Women of Dartmouth aligns with the mission of Alumni Council and offers new ways for the Council to engage with alumnae (both Women of Dartmouth members and alumnae at large). They are already collecting feedback through focus groups and online surveys, as well as sending out emails with impressive open rates (>30%). The Task Force elected to treat Women of Dartmouth as analogous to an affiliated group (with two representatives) and acknowledged that there might be identity-based groups that arise and request similar consideration in the future. The Task Force supports their idea of having one representative from the Global Steering Committee and one elected from the regional groups but will not require this to allow for changes to Women of Dartmouth's structure in the future.

Proposed Change: The Task Force recommends adding two (2) representatives for Women of Dartmouth, with the provision that if Women of Dartmouth should subsequently be recognized by Alumni Relations as an Affiliated Group, it would then be treated as part of the Affiliated Alumni category instead of having its own separate category and thereafter receive representation based upon its inclusion in the Affiliated Alumni category.

Older Classes

Rationale: Alumni are staying active and in good health for longer than they were ten years ago. They can travel and participate more fully in many College and alumni activities. Whereas older classes in the past were smaller, current classes 55-60 years out from graduation are similar in size to younger classes. The Task Force, combined with Councilor and Post-55th reunion Presidents' feedback, felt it was important to extend class representation to draw engagement and alumni sentiment for those classes. This is in keeping with class-focused representation advocated by the 2007-8 task force. At the recommendation of Post-55th reunion Presidents, the Task Force recommends scaling back representation for the most senior classes, as alumni and Councilor engagement both tend to drop after the 60th reunion.

Proposed Change: The Task Force recommends replacing the three (3) representatives from the Post-55th reunion group with five (5) representing each of the classes 56-60 years post-graduation and one (1) representing classes Post-60th reunion, for a net incremental change of three (3) Councilors.

2. Reduce Representation Among the Following Alumni Constituents:

Class Officers Association

Rationale: There are currently five representatives who serve roughly 560 total constituents, the latter of whom are already highly informed about Dartmouth due to their involvement as class officers. While this group serves as a valuable source of alumni sentiment, the Task Force felt this group is overrepresented. Additionally, through the VOX volunteer weekend, Class Officers as an alumni group have their own time and place to provide direct feedback and engage with the College. The Task Force was initially considering that only certain officers be represented (e.g., President, Head Agent, Webmaster) due to the critical roles of those offices and the level of engagement with their constituents (i.e., perhaps they hear more alumni sentiment than others); however it was ultimately determined that no distinction should be made as to which office provided the most alumni feedback and that only one representative is needed for this group, to be determined by the Class Officers Association President or his/her designee.

Proposed Change: The Task Force recommends that the Class Officers Association representatives be reduced from its current number of five (5) representatives to one (1) representative.

Club Officers Association (now known as Communities Executive Council)

Rationale: The three representatives from the Club Officers Association also represent a very small constituency (roughly 600 alumni) who are already highly informed about Dartmouth. Additionally, these reps and their constituents have the opportunity to attend the VOX volunteer weekend and provide important feedback and engage directly with the College through that channel. While this group serves as a useful source of alumni sentiment, it was determined that at current levels it was overrepresented and duplicative.

Proposed Change: The Task Force recommends that the Club Officers Association representatives be reduced from the current number of three (3) representatives to one (1) representative.

Regional Representatives

Rationale: The current regional representation includes regions with a high level of current alumni connectivity and engagement activity through club and class alumni events (e.g., Mid-Atlantic, Northern New England, and Southern New England) and, as such, the Task Force believes representation for these areas is duplicative. Conversely, there are certain regions of the country that have fewer alumni who are not as engaged (due to size/density) and where it is important to maintain representation to facilitate/improve alumni engagement, in particular in certain growing areas of the country (e.g., Pacific West, Southeast, Midwest). As well, there may be other areas with small constituencies (e.g., Mountain West) that may be better off consolidating with other regions. The task force felt reduced regional positions might be better used for additional international representation.

Proposed Change: The Task Force recommends that the Regional Representatives be reduced from its current number of nine (9) representatives to five (5) representatives. The CEC will determine the best allocation of regional representation.

Association of Alumni

Rationale: With Dartmouth's governance at the trustee level at a stable state, the Task Force does not believe the current level of representation is necessary. While the AOA executive officers in theory represent all alumni, other Council representatives are responsible for outreach to their smaller constituencies. The Task Force feels that the Council should maintain some connection with the AOA due to its role in the trustee election process, but that this could be accomplished with one representative, the AOA President.

Proposed Change: The Task Force recommends that the Association of Alumni representatives be reduced from its current number of three (3) representatives to one (1) representative.

Dartmouth Alumni Council Committees Task Force

Objectives of the Committees Task Force

This Task Force was formed to 1) evaluate whether the current committee structure reflects the mission of the Alumni Council to maximize Alumni Councilor engagement while also providing benefit to the Dartmouth community, and 2) if the current structure is not achieving this goal, to recommend changes that would improve the capacity of committees to meet this purpose.

The Task Force utilized the following principles to guide its process and deliberations:

- The primary objective of Council committees should be to expand and enhance alumni-to-alumni and alumni-to-Dartmouth connections, and to facilitate greater alumni awareness of and involvement in specific areas of College operations.
- We enter into this process with no foregone conclusions or agenda, and all options are on the table (including no changes at all).
- Any proposed changes to committee missions/activities should reflect existing constraints on Council size and term lengths, access to resources, access to students and administrators, and institutional impact.

Formation of the Task Force

Leadership of the Alumni Council and Alumni Relations sought volunteers to join this task force (as well as the Task Force on Representation) and received interest from more than twice as many Councilors as could reasonably be accommodated. Task Force members were chosen from this set of volunteers to reflect a diverse range of perspectives with respect to class year, council tenure, constituency, and committee membership.

The task force consists of the following members of the Dartmouth Alumni Council:

Committee Member	AC Representation	Committee Membership
Rachel Bogardus Drew '98 (Task Force chair) <i>Lincoln, MA</i>	President-Elect, Alumni Council	Chair, Orientation Member, Executive, ALC and Nominating Past Chair, Alumni Service
Amy Beringer '81 <i>Denver, CO</i>	Metro Club; Denver, CO	Chair, Honorary Degrees Member, Enrollment & Admissions Member, Executive
Belinda Chiu '98 <i>Hanover, NH</i>	Class Representative	Member, Professional Development
Walter Foster '83 <i>Acton, MA</i>	Class Representative	Chair, Professional Development Member, Executive
Kevin Hudak '07 <i>Washington, DC</i>	Metro Club; Washington, DC	Member, Communications Member, Orientation
Nicole Moser '89 <i>Scarsdale, NY</i>	Class Representative	Chair, Enrollment & Admissions Member, Executive
Chitra Narasimhan '92 <i>West Harrison, NY</i>	Class Representative	Member, Academic Affairs
Bob Serenbetz '66 <i>Newtown, PA</i>	Metro Club; Philadelphia, PA	Member, Communications
Colin Tucker '90 <i>Tulsa, OK</i>	Regional At Large; Southwest	Member, Alumni Service
Mike Vidmar '03 <i>Chicago, IL</i>	Chair, Young Alumni Awards Committee	Chair, Young Alumni Awards Member, Executive Past Chair, Athletics
Cheryl Bascomb '82 <i>Hanover, NH</i>	Vice President, Alumni Relations	

Task Force Process

The Task Force met by phone twice a month between December 2019 and March 2020 to discuss the process and results of its research and outreach efforts and to deliberate on a set of recommended changes to the committee of the Alumni Council. This includes the following steps:

1. Review of Current Status and Structure of Council Committees

The Task Force began by familiarizing itself with the current status of the committees of the Alumni Council, as well as some of the issues and concerns that have been raised:

- There are currently 15 committees serving Alumni Council, including 9 standing committees, 4 appointed/elected committees, and 2 awards committees
- Our Fall 2019 post-Alumni Council survey showed 70% of Councilors are satisfied with their committee
- Despite high ratings in our post-Alumni Council survey, several Councilors and College liaisons have noted:
 - > Some committees lack clear mission, deliverables, or responsibilities
 - > College and Councilor expectations for committee roles and purpose are not always aligned
 - > Councilors are often matched to committees before they understand mission or skills required
 - > Some committees have regular programming/deliverables, while others primarily receive updates on College operations
 - > Timeline and process for selecting incoming committee vice chairs among first-year Councilors during the Spring meeting can be too brief and confusing to new members

These concerns informed several of the questions the Task Force asked of current and past Councilors and College staff and administrators.

2. Councilor Survey

The Task Force developed a set of questions to pose to current Councilors through an online survey launched in December 2019. More than 80 percent of current Councilors responded to the survey. Among the results of the survey were opinions from Councilors on the primary purposes of Council Committees (multiple selections permitted), with more respondents stating that sharing of information and receiving updates were more important than serving in an advisory capacity or helping to plan events and other opportunities for engagement.

What Should be the Function of Alumni Council Committees?

Options	Percent Selecting
Share information about specific programs or operations with your constituency/ Council/all Alumni	82.7%
Receive updates on specific programs or operations from current Dartmouth leadership	77.9%
Serve in an advisory capacity for specific programs or operations of the College	69.2%
Help plan events and other opportunities for greater alumni engagement with Dartmouth	60.6%
Other	12.5%

Another question from the survey asked about the timeline for selecting committee vice chairs, with the plurality—almost 40%—saying it should be done in fall of the second year on Council, while 30% preferred the current process.

When Should Committee Vice Chairs be Chosen?

Options	Percent Selecting
Choose vice chairs in the fall of second year	38.5%
None—current process is sufficient for ensuring effective and prepared committee leadership	30.2%
Remove vice chair role and only have committee chairs, chosen in spring of second year	19.8%
Other	11.5%

Finally, Councilors were asked if committees should have flexible or set missions and deliverables, with more than half preferring set missions but flexible deliverables.

What Type of Missions and Deliverables do You Prefer?

Options	Percent Selecting
Prefer set missions but flexible deliverables	53.2%
Prefer flexible missions and flexible deliverables	28.7%
Prefer set missions and deliverables	18.1%

3. Past Chair and Institutional Partner Interviews

To supplement the information gleaned in the Councilor survey, members of the Task Force also sought input from former chairs and College partners and staff liaisons associated with each committee.¹ Past chairs were selected from among the most recent three former Councilors serving in that role on each committee, excluding any who were also serving on the Task Force. College partners were chosen based on their role within departments or College operations that relate to the specific areas of engagement for each committee, including the Vice President of Alumni Relations, Executive Director of the Office of the President, Vice President for Communications, Vice Provost for Enrollment/Dean of Admissions and Financial Aid, Deputy Director of Athletics, and the Associate Deans for Student Affairs. Staff liaisons serving each committee were also included on the calls with College partners.

From mid-January to mid-February, each member of the Task Force conducted between one and three interviews. Questions included a review of each committee’s mission and purpose, level of activities and time commitments, engagement, alignment with the College’s needs and priorities, areas for improvement (if any), and best practices of each committee. Alumni Relations staff developed an online template for submitting notes on these interviews to share with all Task Force members. In addition, Task Force volunteers reported on their findings during bi-weekly conference calls.

¹ The Executive and Nominating Committees were excluded from this review, as both already have a defined mission within the Council and are mandated by the Council constitution.

Recommendations of the Committees Task Force

Based on the background information, Councilor Survey, and interviews with past chairs and College partners/liaisons, the Task Force agreed on a set of recommended changes to the structure and operation of Council committees. If approved, implementation of these changes would occur at the end of the 2019-2020 Council year, except for the proposed change to vice chair selections.

1. General Recommendations Applying to All Committees

Move Vice Chair Selections to Fall of Second Year on Council

Rationale: The Task Force believes the role of the Vice Chair is important to the overall Committee structure and should be retained. Moreover, Vice Chairs benefit from having a period of transition and apprenticeship from their Chairs. However, the process of selecting Vice Chairs among first-year Councilors during the Spring Council meeting may not provide potential Vice Chairs with sufficient opportunity to become familiar with their committee's mission and activities before assuming this leadership position.

Proposed Change: Committees will move the timing of Vice Chair selections to the fall of the second year on Council, starting in Fall 2021. Spring 2020 selections will proceed as planned and no selections will be made in Spring 2021. All other facets of the Vice Chair selection process, such as solicitation of volunteers by the chair and a vote among committee members if multiple candidates, will remain the same. **Note that this change requires an amendment to the Council constitution.**

Increase Communication with New Councilors

Rationale: New Councilors would benefit from more detailed information about committee missions, activities, and responsibilities prior to submitting their preferences for committee assignments. Additional information about on-going committee activities and plans for the coming Council year would also help orient new Councilors to their assigned committees.

Proposed Change: Committees will develop materials to inform incoming Councilors of each committee's mission and regular activities, current initiatives and programs, anticipated responsibilities and time commitments, and specific skill sets and experiences that might be a good fit for that committee. Committees will also develop summaries of ongoing and anticipated committee activities at the start of each Council year, to facilitate orientation of first-year Councilors to the committee and to ground discussion and expectations for all Councilors. Materials should be revisited annually to ensure relevance as Committee needs and activities evolve.

2. Recommendations for Dissolution of Standing Committees of the Alumni Council

Athletics

Rationale: The mission of this committee is to foster alumni engagement in student athletics and to receive updates on new programming and initiatives from Athletics Department staff. Most of the committee's functions, however, have been transferred to dedicated department staff who provide sustained and consistent support to the department, and an alumni advisory board that consults on initiatives and conducts outreach to alumni. The information typically shared with the committee should also be presented to the full Council in the plenary sessions.

Proposed Change: Dissolve the committee and reassign the ten current first- and second-year Councilors by soliciting their top three preferences for new committee placements. The Council will also receive regular updates to the full Council on athletic programs and activities, to increase awareness and communication of these to all alumni.

Young Alumni

Rationale: The committee's current mission is broad and sometimes duplicates existing outreach efforts by Alumni Relations, and is not structurally aligned with the College's young alumni engagement priorities. Its position as a secondary committee has also hampered Councilor participation, as all members also serve on a primary committee with its own commitments and responsibilities. As such, the committee has struggled to find an organizing principle that could be sustained over time and identifiable projects to increase engagement and effectiveness of the committee.

Proposed Change: Dissolve as a standing committee. Committee members will remain with their existing primary committees and will not require reassignment. The Council will also encourage other committees to incorporate young alumni-specific perspectives and to identify opportunities for greater involvement of young alumni within their specific areas of engagement.

Communications

Rationale: The committee's purpose, to facilitate Councilor-to-constituency communication, has transitioned with the recent adoption of a post-meeting email from the Council President. At the same time, efforts to expand the committee's role in broader alumni outreach fall outside the committee's scope and/or duplicate efforts already in process within the Alumni Liaison Committee (ALC) and the College's Office of Communications. Consolidating these tasks within the ALC would also align with structural changes to the Council's communications model.

Proposed Change: Dissolve as a standing committee and reassign the ten current first- and second-year Councilors by soliciting their top three preferences for new committee placements. The Alumni Liaison Committee will absorb any remaining communications needs of the Council and continue to advise Dartmouth or broader outreach to alumni.

3. Recommendations for Change of Committee Mission and/or Structure

Academic Affairs: Shift mission to supporting opportunities for alumni lifelong learning

Rationale: The committee's current role limits opportunities for meaningful Councilor engagement. The timeline and process for developing academic programming does not align with the committee's capacity to have an impact on these efforts. Faculty and administration staff are also not always able to work with the committee to identify alternative uses of their skills. At the same time, there is an identified need for communication around expanded opportunities for alumni lifelong learning, including access to academic content and programming off campus.

Proposed Change: Rename committee and revise mission to focus on facilitating, promoting, and expanding opportunities for alumni lifelong learning, by working with Alumni Relations to identify specific areas of need and potential value-add contributions from the committee. Committee will also continue to support and deliver the annual John Rassias Faculty Award. The Council will also receive regular updates on academic programs and activities, to improve awareness and communication of this information to all alumni.

Alumni & Student Engagement: Shift mission to focus on supporting new alumni

Rationale: The committee's goal of facilitating alumni and student engagement has often been at odds with its ability to have direct access to students. Recently, however, the committee revised its mission and scope to identify alternative ways for alumni to support students. One of these efforts is the development of a set of 'Alumni 101' tools and resources for graduating seniors. A realignment of the committee's purpose to focus more on this transition of students into alumni would be in keeping with the College's focus and the role of Alumni Relations in general.

Proposed Changes: Rename committee and shift mission to focus more on supporting the transition from student to alumni, by working with Alumni Relations to identify specific areas of need and potential value-add contributions from the committee. Committee should also see through its current efforts supporting students during study abroad and off terms, with goal of eventually shifting these efforts to College staff. The Council will also receive regular updates on student life programs and activities, to improve awareness and communication of this information to all alumni.

Professional Development: Reaffirm mission of supporting alumni career development

Rationale: While this committee already has as its primary mission to support and facilitate opportunities for alumni-to-alumni networking and career development, its activities in recent years have expanded into serving in an advisory capacity for the Center for Professional Development on student-to-alumni networking. Given changes in staff and organization at CPD, the challenge of direct engagement with students, and overlapping priorities with other Council committees, the Professional Development committee would be best served recommitting to its primary objective.

Proposed Change: Reaffirm mission focused on expanding alumni-to-alumni networking and career development opportunities, especially for younger alumni.

Honorary Degrees: Convert to a primary committee of the Council

Rationale: The committee has a clear mission and serves a vital role for the College. Its status as a secondary committee, however, limits Councilor engagement and capacity for fuller participation, since all members have other committee assignments and responsibilities.

Proposed Change: Convert to a primary committee. The ten returning first- and second-year Councilors on the committee, apart from the incoming chair and vice chair, will be given a choice between staying with this or their current primary committee. Some reassigned members of committees slated for dissolution will be added to this committee to ensure sufficient numbers of members.

4. Recommendations for Committees Requiring No Change

The following Committees will remain as is except for the General Recommendations made for all Committees:

Enrollment and Admissions: There was consensus that this Committee worked well as is, was clear in its mission, and effective in its impact. The Task Force reiterated the importance of the current mission of advising/enhancing the Admissions Ambassadors program and informing alumni about trends in admissions overall.

Alumni Service: There was consensus that this Committee worked well as is, was clear in its mission, and effective in its impact and required no changes. The Task Force encourages them to continue to seek opportunities for expanded alumni engagement through community service.

Alumni Liaison: There was consensus that this Committee worked well as is, was clear in its mission, and effective in its impact. It was agreed that given the recommendation to dissolve the Communications Committee, certain responsibilities from that Committee on encouraging and enhancing Councilor communications with constituents would be absorbed by the ALC.

Orientation: There was consensus that there is a great deal of value in the role played by members of the Orientation committee. While the Task Force discussed shifting orientation functions to Committee Chairs, it was decided that chairs already have considerable responsibilities, and the Orientation Committee mission and structure would remain as is.

Alumni Awards and Young Alumni Service Awards: There was a consensus that these Committees worked well as is and were clear in their mission. Task Force encourages them to explore opportunities for increasing connection with the Council to broaden outreach and identification of award candidates.