



BOARD OF TRUSTEES

June 8, 2007

Dear Fellow Alumni,

It is with enormous pride that I write to you today as the new incoming Chair of the Board of Trustees of Dartmouth College. Like so many of you, the four years I spent on the Hanover Plain were among the most rewarding of my life and shaped who I am today. My emotional bond to the College became even stronger when my two daughters matriculated at Dartmouth and came to love the place as I do. So, it is with great honor and a sense of humility that I take this position.

I look forward to watching on Sunday as the Class of 2007 accepts their diplomas - the 237th class to graduate from Dartmouth. I have no doubt their faces will be filled with the enthusiasm and excitement that comes from the knowledge that they are about to embark on a great journey - taking what they've learned at Dartmouth to leave their mark on the world. Events like this are a wonderful reminder of why this place is so special and why it remains one of the most important and enduring academic institutions in the world.

My goal as the new Chair of the Board is to ensure that this tradition of excellence continues. I am pleased to report that Dartmouth has never been stronger than it is today. Student satisfaction is at its highest levels ever as measured by happiness with the quality and accessibility of our faculty, the willingness of students to recommend Dartmouth to their peers and overall satisfaction with the education they are receiving.

The College has nearly met its goal of expanding the faculty in the Arts and Sciences by 10 percent since 2003 and is improving undergraduate education by lowering the student/faculty ratio and increasing the number of small classes. There are more classes under 20 students today than there were in the 1980s. Physically, Dartmouth is keeping pace with the needs of students and faculty, while maintaining the unique character and aesthetic of the campus. Over the past eight years, the College has invested in new libraries, academic buildings, and athletic facilities, as well as nine new residence halls.

The Campaign for the Dartmouth Experience also is progressing well. So far, close to \$900 million has been raised. Alumni participation in the Dartmouth College Fund is now above 50 percent and most impressively, the students with the freshest memories of Dartmouth — the two most recent senior classes — are giving at extraordinarily high levels, 73 percent and 80 percent, respectively.

This is not to say, however, that there still isn't enormous work we need to do to ensure that Dartmouth maintains its pre-eminent position in American higher education and continues to adapt to the rapidly changing society in which we live. One of our most important goals moving forward will be to ensure that Dartmouth's Board of Trustees continues to have the wide range of experience, skills and expertise needed to steward an institution of Dartmouth's scope and complexity in an increasingly competitive environment. In recent months, some of you have expressed concern about the divisive nature of Dartmouth's Trustee selection process. This process has become increasingly politicized and taken on many of the trappings of a modern political campaign. We certainly don't want to reach the point where loyal alumni are hiring political consultants and pollsters simply because they want to serve their *alma mater*, nor do we want to have a process that could discourage highly talented individuals from serving on the Board.

So, as it has done periodically over the years, the Governance Committee of the Board this summer will review the composition of the Board and the process of trustee selection. We will solicit the views of trustees, emeritus trustees, alumni leaders and other members of the Dartmouth community as well as gather information on best practices followed by other educational and non-profit institutions. The Governance Committee also plans to consider ways in which communication and collaboration between the Board and alumni can be expanded and improved. The Committee's goal is to determine what, if any, changes are necessary to ensure the College continues to have a strong and effective governing body. Any governance improvements made following this review will reflect what the Board believes is in the best interests of Dartmouth and its students.

Our goal, like yours, is to ensure that Dartmouth remains one of America's preeminent educational institutions and continues to be a place where students from around the country and the world will continue to receive an undergraduate education unmatched by any other. I look forward to hearing your thoughts about Dartmouth and to working with all of you — and with all the members of the Dartmouth community — in making this goal a reality.

Sincerely,

Ed Haldeman '70, P'03, P'08