

**THE CALL TO LEAD
A CAMPAIGN
FOR DARTMOUTH**



“With this campaign we dedicate ourselves to building on the best of Dartmouth on behalf of humankind, to prepare wise leaders who will take on the world’s greatest challenges.”

PHIL HANLON '77
PRESIDENT

INTRODUCTION

THE CALL TO LEAD

As Dartmouth marks 250 years of educational leadership, we're embarking on a historic undertaking. The Call to Lead is a bold invitation to Dartmouth's global community to engage with the most pressing human concerns of our times.

Through an unprecedented \$3 billion campaign, we will effect change and improve lives around the world by advancing our distinctive educational model to its full potential; by supporting faculty who are striving to improve the human condition; and by preparing students for lives of wise leadership. In short, we're doubling down on all that's best about Dartmouth to broaden and magnify our global impact.

Now is our time. Please join us.



THE CALL TO LEAD

THREE BOLD GOALS

Guided by three overarching goals, The Call to Lead will boldly expand Dartmouth's commitment to creating positive, global change through leadership.

Dartmouth has always been a place of adventuresome thinkers and doers. John Sloan Dickey exhorted students to make the world's troubles their troubles and turned the planet into their classroom. John Kemeny and Thomas Kurtz thought computers shouldn't be just for the few and created the BASIC language to make them accessible to everyone. And each year Dartmouth matriculates a new crop of students who arrive on campus with big ideas for making the world a better place.

That's the common quality of Dartmouth students, faculty, and alumni: the ability to identify and analyze a problem, thoughtfully formulate a response—and act. More than ever, the world needs such energetic, broadly educated leaders who possess that power.

This campaign will nurture them.

1**Advance Dartmouth's distinctive educational model to its fullest potential**

Dartmouth aims to be the first-choice institution of scholars who love to teach and students who dare to dream. It's a unique fusion of liberal arts college and research university, where research strengthens and informs teaching, and students discover the power of creating knowledge through experiential learning. Through deepened investment in this distinctive model of education, Dartmouth will be a magnet for outstanding learners and scholars.

2**Make discoveries that improve the human condition**

Dartmouth faculty and students are committed to scholarship and creativity that push the boundaries of human understanding. By making big bets in select areas where we can have global impact, Dartmouth will nurture the pioneering spirit that defines our commitment to scholarship. The result: faculty accelerate discovery by leading interdisciplinary, intergenerational teams—including undergraduates—that produce breakthroughs to benefit humankind.

3**Prepare students for lives of wise leadership**

Tomorrow's immense challenges will require problem-solvers who can think critically, communicate effectively, and work comfortably across multiple cultures. Dartmouth is committed to preparing all its students to be tomorrow's leaders, who will tackle the world's biggest problems—even as we provide them with opportunities to explore their own ideas and exercise leadership today. Dartmouth will ensure that each student, regardless of means, enjoys access to the full Dartmouth experience.

STRATEGIC PRIORITIES

REALIZING THE GOALS

Dartmouth will express and realize its campaign goals through the strategic priorities listed below and described on the following pages. Alumni, parents, and friends have the opportunity to invest in these priorities—at all levels—and help Dartmouth change the world.

The Call to Lead will fuel Dartmouth's ambition to:

- Make Dartmouth the preeminent institution for the teacher-scholar
- Create leaders through experiential learning
- Transform the West End of campus into a collaborative, creative hub for innovation
- Elevate creativity through a vibrant arts district
- Make big, strategic bets on discovery
- Solidify Dartmouth's role as a knowledge creator through the new graduate school
- Build a stronger community through strategic investments in the residential life experience
- Expand financial aid to ensure that every student has access to the full Dartmouth experience
- Energize annual giving to keep Dartmouth affordable for all students



Make Dartmouth the preeminent institution for the teacher-scholar



Dartmouth is at the apex of the finest liberal arts colleges and topflight research universities. Faculty are outstanding classroom teachers and leading scholars in their fields. Through The Call to Lead campaign, Dartmouth will be the preeminent institution for this distinctive educational model, with the liberal arts at its core.


We intend to attract outstanding teacher-scholars committed to Dartmouth’s model of teaching; nurture all faculty throughout their careers; and invest strategically to establish new faculty lines in innovative programs that push the frontiers of knowledge. In doing so, we will expand opportunities for undergraduates to design and pursue their own independent research, drawing on the talent and proximity of Dartmouth’s graduate and professional schools.

THE RESULT Dartmouth will be the unparalleled leader in undergraduate liberal arts education, where among many outcomes, more than one-third of the student body will publish or present original research by graduation.

Principal Initiatives

- Strengthen Dartmouth’s ability to attract highly sought-after scholars and expand support for all faculty during each stage of their career
- Bolster programs in the humanities, sciences, and social sciences where Dartmouth is poised to be a national leader
- Create innovative models of medical education and expand opportunities for real-world learning through the Geisel School of Medicine’s Center for Health Equity
- Expand research opportunities for undergraduates across all disciplines
- Transform Dartmouth’s libraries to meet the evolving needs of students and faculty
- Ensure that all Dartmouth faculty have access to the most advanced teaching tools and methodologies
- Renovate Dartmouth Hall to meet the educational and technological needs of faculty and students

Total target → \$512 M

A close-up photograph of a man wearing a green baseball cap and glasses, looking intently at a small, dark, irregular rock specimen held in his hands. A child wearing a red baseball cap is visible in the background, looking on with interest. The scene is outdoors with a blurred green background, suggesting a field or park setting.

“By continuing to build
on our teacher-scholar
heritage, we will
create the best student
learning experience
anywhere.”

RYAN HICKOX
ASSOCIATE PROFESSOR
OF PHYSICS AND ASTRONOMY

“By providing our students with the skills to be leaders and instilling in them an adventuresome spirit, we’re doing them, and society, a service.”

PHIL HANLON '77
PRESIDENT



Create leaders through experiential learning



Dartmouth prides itself on preparing the most promising students for a lifetime of learning and responsible leadership through the Nelson A. Rockefeller Center for Public Policy, the John Sloan Dickey Center for International Understanding, the Center for Social Impact, the Dartmouth Outing Club, athletics, and other programs and resources. We are poised to capitalize on our tradition of educating tomorrow's leaders by creating the only four-year, comprehensive cocurricular leadership program among our peers.

We intend to offer a suite of diverse, life-enriching leadership opportunities that build on Dartmouth's powerful educational model steeped in the humanities, arts, sciences, and social sciences. Our program will be the first with the resources, depth, and capacity to enable every undergraduate to participate.

THE RESULT Leadership for life becomes the guiding principle of every Dartmouth student.

Principal Initiatives

- Establish a comprehensive, four-year cocurricular leadership program for all undergraduates
- Strengthen Dartmouth's athletic programs at all levels (varsity, club, and intramural), with a special emphasis on the innovative Dartmouth Peak Performance program
- Rebuild and endow Moosilauke Ravine Lodge and its bunkhouses to provide a three-season facility for fieldwork, community-building, and outdoor recreation
- Expand internships and experiential learning opportunities offered by the Dickey Center, the Rockefeller Center, the Center for Social Impact, the Center for Professional Development, the William Jewett Tucker Center for Spiritual and Ethical Life, and other campus programs

Total target →

\$149 M

Transform the West End of campus into a collaborative, creative hub for innovation



The West End will be Dartmouth’s epicenter of technology- and entrepreneurship-driven innovation. Liberal-arts-infused academic programs for both majors and nonmajors will exist side by side with leading-edge, collaborative research among faculty, graduate students, and undergraduates.

Through an inspired new campus plan to enhance the West End, we will develop a dynamic, integrated model of teaching computer science and engineering that dovetails with Dartmouth’s renowned liberal arts program—including the humanities; strengthen and broaden the global features of the Tuck School of Business’s MBA program; and encourage all students to conceive and create new technologies and opportunities for entrepreneurial ventures.

THE RESULT The West End will foster the creativity and innovation that prepare future leaders to solve real-world problems, spark innovation and discoveries, and improve the well-being of people everywhere.

Principal Initiatives

- Construct a 160,000-square-foot LEED-certified building that will house the Department of Computer Science; the Magnuson Family Center for Entrepreneurship at Dartmouth; and a large portion of Thayer School of Engineering
- Expand and integrate computer science and engineering, with offices and labs organized by scholarly interests, not departments
- Introduce TuckGo to allow business students to learn and work in multiple cultural contexts
- Enhance and expand facilities for Tuck students
- Expand entrepreneurial opportunities for students and faculty—from idea to implementation to start-up

Total target →

\$496 M



“When we combine the full intellectual power of our community—across schools, across disciplines, across cultures, generations, and ideas—we are unstoppable.”

PHIL HANLON '77
PRESIDENT



“Dartmouth will be known for the art it creates, not just the art it presents. That difference will bring the community together at a whole new level.”

MARY LOU ALESKIE

HOWARD L. GILMAN '44 DIRECTOR OF
THE HOPKINS CENTER FOR THE ARTS

Elevate creativity through our vibrant Arts District



The Hood Museum of Art, Hopkins Center for the Arts, and Black Family Visual Arts Center anchor a burgeoning arts district on the cusp of renewal through renovation.

A major renovation of the Hop will provide more flexible and varied spaces for creation and performance, and will embrace new technologies to document and share Dartmouth-originated artistic performances with communities around the globe.

Expansion of the Hood Museum will provide new spaces for object-based, hands-on, educational encounters with art that will also create new cross-disciplinary points of engagement with Dartmouth’s professional schools.

THE RESULT Dartmouth will be a catalyst for the creation and performance of fine and performing arts within a rich liberal arts tradition, leveraging new and emerging technologies to enhance the study, teaching, creation, and expression of the arts across campus and out into the world.

Principal Initiatives

The Hop

Target: \$75 M

- Renovate and expand the original 1962 building, including the potential addition of a flat-floored, “black box” performance space
- Instigate an organizational paradigm shift from “presenter” to “creator” with new programmatic funds that support student and faculty performances, leadership opportunities, internships, and fellowships

The Hood

Target: \$50 M

- Expand the exhibit floor size by 50 percent, with five new galleries
- Provide a best-in-class center for object-study to expand opportunities for hands-on learning
- Raise the physical profile of the museum as a gateway onto the Green
- Enhance the College’s capacity to produce and develop original artistic works for Dartmouth and beyond
- Create an inviting and inspiring space for special functions

Total target →

\$125 M

Make big, strategic bets on discovery



Dartmouth is poised to be a leading force in the discovery, shaping of insights, and convening of experts to address some of our most urgent global issues:

- Meeting the energy demands of the future in a sustainable manner
- Advancing the fight against cancer
- Developing effective and affordable health care systems
- Understanding climate change effects on the Arctic and its communities

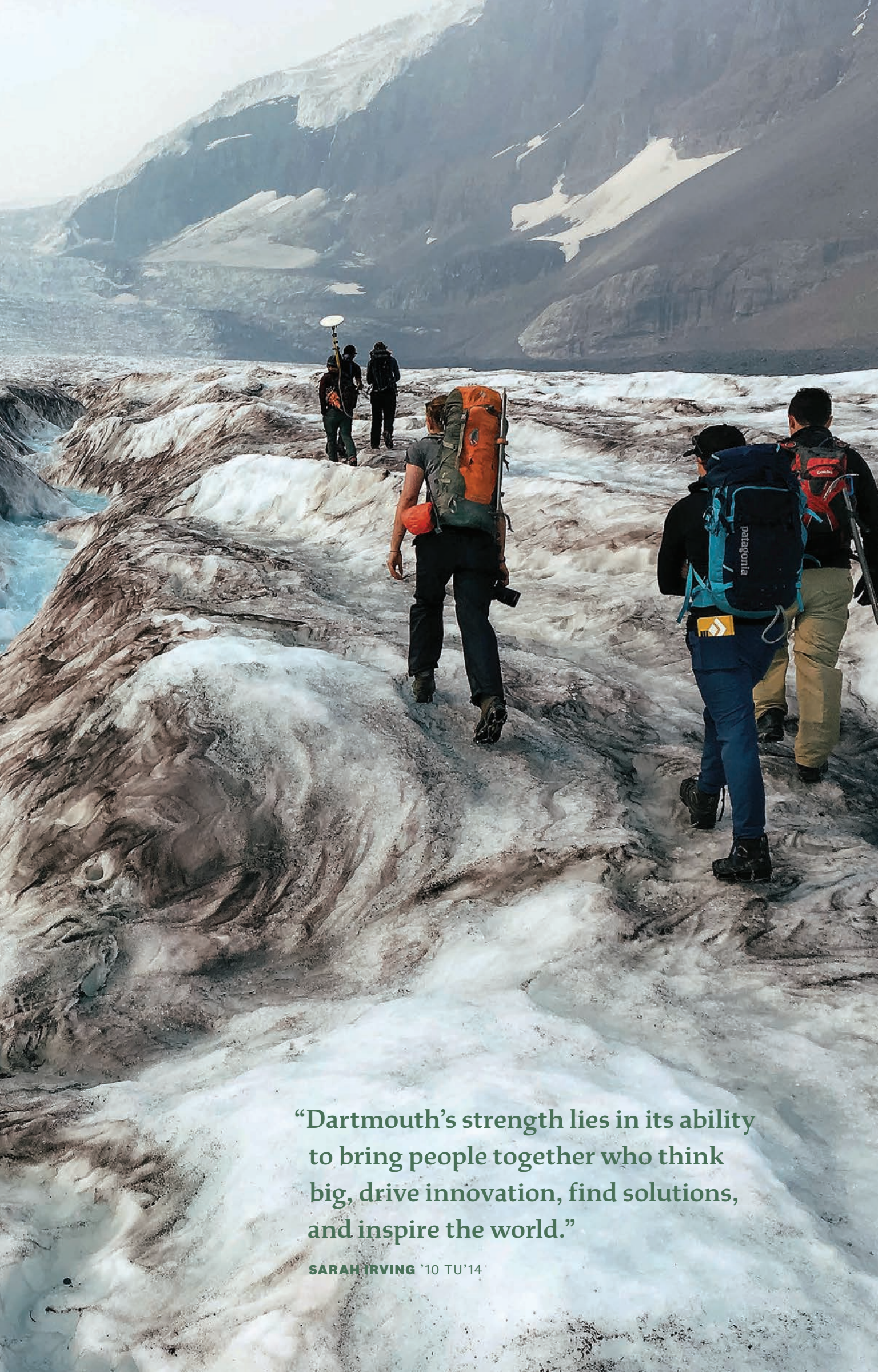
We will invest in facility and programmatic needs for the new Arthur L. Irving Institute for Energy and Society; recruit new faculty and expand programming for the Norris Cotton Cancer Center, the Dartmouth Institute for Health Policy and Clinical Practice, and the Institute of Arctic Studies; and support the student and faculty programmatic needs of the Academic Cluster Initiative.

THE RESULT Using Dartmouth as their base camp, our faculty will make world-changing discoveries that benefit the planet and its people and provide our students at all levels with unparalleled experiential learning opportunities across disciplines.

Principal Initiatives

- Explore challenges in the production of energy to support populations, while sustaining the planet, through the Arthur L. Irving Institute for Energy and Society
- Recruit new faculty in cancer genetics and bioinformatics at the Norris Cotton Cancer Center to improve treatment by leveraging big data
- Recruit faculty experts in health care shared decision-making and health informatics for the Dartmouth Institute for Health Policy and Clinical Practice to optimize health care delivery
- Grow faculty expertise in climate science, Arctic health, and science diplomacy in the Institute of Arctic Studies to tackle the challenges of climate change and urgent health issues in the North

Total target → \$405 M



“Dartmouth’s strength lies in its ability to bring people together who think big, drive innovation, find solutions, and inspire the world.”

SARAH IRVING '10 TU'14



“We can prepare leaders in fields that haven’t even been invented yet. Our postgrads will be able to handle any challenge thrown at them.”

F. JON KULL '88

DEAN, FRANK J. GUARINI SCHOOL OF GRADUATE AND ADVANCED STUDIES

6

Solidify Dartmouth’s role as a knowledge creator through the new graduate school

Great research is built on teamwork, and graduate students play a vital role. The Frank J. Guarini School of Graduate and Advanced Studies is built on that model and reflects Dartmouth’s core commitment to the liberal arts. Created in 2016 from a longstanding graduate program that enrolls nearly 1,000 students in 35 programs across 12 disciplines, it is the first new school to be established at Dartmouth in over a century.

The graduate school’s mission is to cultivate diverse talent and promote groundbreaking work involving graduate and undergraduate students.

In April 2018, Dartmouth named the school in honor of Frank J. Guarini ’46, a former congressman, delegate to NATO, and U.S. representative to the United Nations, who has made a historic commitment to endow the school.

THE RESULT Dartmouth will graduate high-impact teacher-scholars and globally minded problem-solvers who will go on to join the faculties of major institutions of higher education as leaders in their disciplines.

Principal Initiatives

- Endow the Guarini School deanship to strengthen a best-in-class graduate research community
- Foster a culture of excellence through new research awards
- Attract the most talented students through research fellowships
- Develop opportunities for new, cross-disciplinary programs and degrees

Total target →

\$50 M

Build a stronger community through strategic investments in the residential life experience



Dartmouth has embarked on an ambitious transformation of the undergraduate residential experience. Our new House Communities, led by members of our world-class faculty, are promoting intellectual engagement, building community, and providing more continuity. The House Communities give every student a home base and a residential community to come back to, wherever the D-Plan takes them.

House Communities endowments will support programming such as events with distinguished alumni, visiting artists, and guest speakers; intramurals and outdoor activities; House trips; and social impact projects.

A new residence hall with 350 beds at the north end of campus will provide much-needed space.

THE RESULT Dartmouth undergraduates will have a stronger, more connected, and more vibrant residential experience.

Principal Initiatives

- Endow content-rich programs across the House Communities
- Build a new 350-bed residence hall
- Endow key priorities in support of first-generation and low-income students, including the First Year Student Enrichment Program (FYSEP)
- Enhance student mental health services and outreach programs

Total target → \$285 M

“The house system takes the best of our residential communities and makes them even better. Students have more opportunities to engage with one another—and with professors—beyond the classroom.”

NOAH MANNING '17



“Gaining a global perspective through foreign study was transformative for our family. We wanted to make that opportunity available to everybody, including those who don’t have the financial resources.”

KAREN FRANK P’92, ’94
WHO, WITH HER HUSBAND, JIM ’65, ESTABLISHED
A FOREIGN STUDY SCHOLARSHIP FUND



Expand financial aid to ensure that every student has access to the full Dartmouth experience



Bringing together students from different backgrounds—socioeconomic, cultural, geographic—creates a richer learning environment for all. Building and maintaining this diverse student body requires a strong, competitive financial aid program that meets the needs of every student enrolling at Dartmouth.

We intend not only to maintain our policy of need-blind admissions for domestic students, but also to eliminate the Dartmouth student-loan burden for all families; expand need-blind admissions for foreign applicants; and provide financial support to make foreign study available for every Dartmouth undergraduate.

THE RESULT Dartmouth will be one of only six institutions that offers need-blind admissions to U.S. and international students, creating an economically and socially diverse student body that reflects the world.

Principal Initiatives

- Preserve our commitment to need-blind admissions for domestic undergraduates while expanding it to include foreign citizens
- Eliminate loans from all Dartmouth undergraduate financial aid packages
- Provide financial aid for foreign study
- Increase financial aid for the professional schools to attract top student talent

Total target →

\$500 M

Energize annual giving to keep Dartmouth affordable for all students



Few schools do what Dartmouth does: Through the collective support of our community—more than 24,000 alumni each year—we deliver the equivalent of a \$1 billion endowment. Robust annual giving advances the Dartmouth tradition of alumni working together to support new generations of students. The Dartmouth College Fund is the primary source of financial aid at Dartmouth and plays a central role in our ability to compete for students. Half of our undergraduates rely on financial aid, and gifts to the Fund are the largest source—58 percent—of Dartmouth financial aid.

For our professional schools, annual fund gifts are vital to attracting the best students and responding nimbly to strategic opportunities.

Annual giving is crucial to ensuring today’s students have rich experiences in and out of the classroom, and is a vital part of The Call to Lead.

THE RESULT Over the life of the campaign, Dartmouth will maintain one of the nation’s highest giving participation rates, enabling every part of the Dartmouth experience for every Dartmouth student.

Principal Initiatives

- Dartmouth College Fund
- Fund for the Geisel School of Medicine
- Guarini School of Graduate and Advanced Studies Annual Support
- Thayer School Annual Fund
- Tuck Annual Giving

Total target →

\$478 M

“I don’t know if donors realize the immediate impact of their gifts. It’s huge! To everyone who helped make Dartmouth possible for me, thank you.”

DOMINIQUE DADEKIAN '18





THE CALL TO LEAD FUNDING THE VISION

The Call to Lead campaign aspires to raise \$3 billion by 2022 to realize the priorities of this plan. That fundraising total includes \$250 million in bequest intentions, which are essential for Dartmouth's long-term competitiveness and enduring fiscal strength.

Campaign totals by strategic priority:

The Teacher-Scholar	\$512 M
Leadership through Experiential Learning	\$149 M
The West End District	\$496 M
The Arts District	\$125 M
Big Bets on Discovery	\$405 M
Guarini School of Graduate and Advanced Studies	\$50 M
Transforming Residential Community	\$285 M
Financial Aid	\$500 M
All Annual Funds	\$478 M

Total target →

\$3.00 B

GIFT PLANNING

Preparing students for lives of wise leadership is central to Dartmouth’s mission—and a key driver of The Call to Lead. Gift planning is a potent tool to realize our campaign’s ambition.

“Planned gifts are a powerful way for alumni, parents, and friends to celebrate Dartmouth’s 250th anniversary and leave a lasting legacy at Dartmouth,” says President Hanlon.

“Bequests, trusts, and other deferred acts of giving drive our mission forward—helping to provide outstanding research and teaching opportunities for faculty and giving students the chance of a lifetime to grow as leaders—and thereby ensure a stronger Dartmouth for generations to come.”

When you include Dartmouth in your long-term plans, you are honored as a member of the Bartlett Tower Society, and your gift receives campaign recognition. Dartmouth has established ambitious goals for planned giving: 2,500 living Bartlett Tower Society members and \$250 million in bequest intentions during The Call to Lead campaign.

To learn more about supporting the campaign with a planned gift and joining the Bartlett Tower Society, visit dartgo.org/giftplanning, or call 800-451-4067.

“My Dartmouth education was outstanding. It’s always been important to me to help future students, so I joined the legacy societies at Thayer, Tuck, Geisel, and the College.”

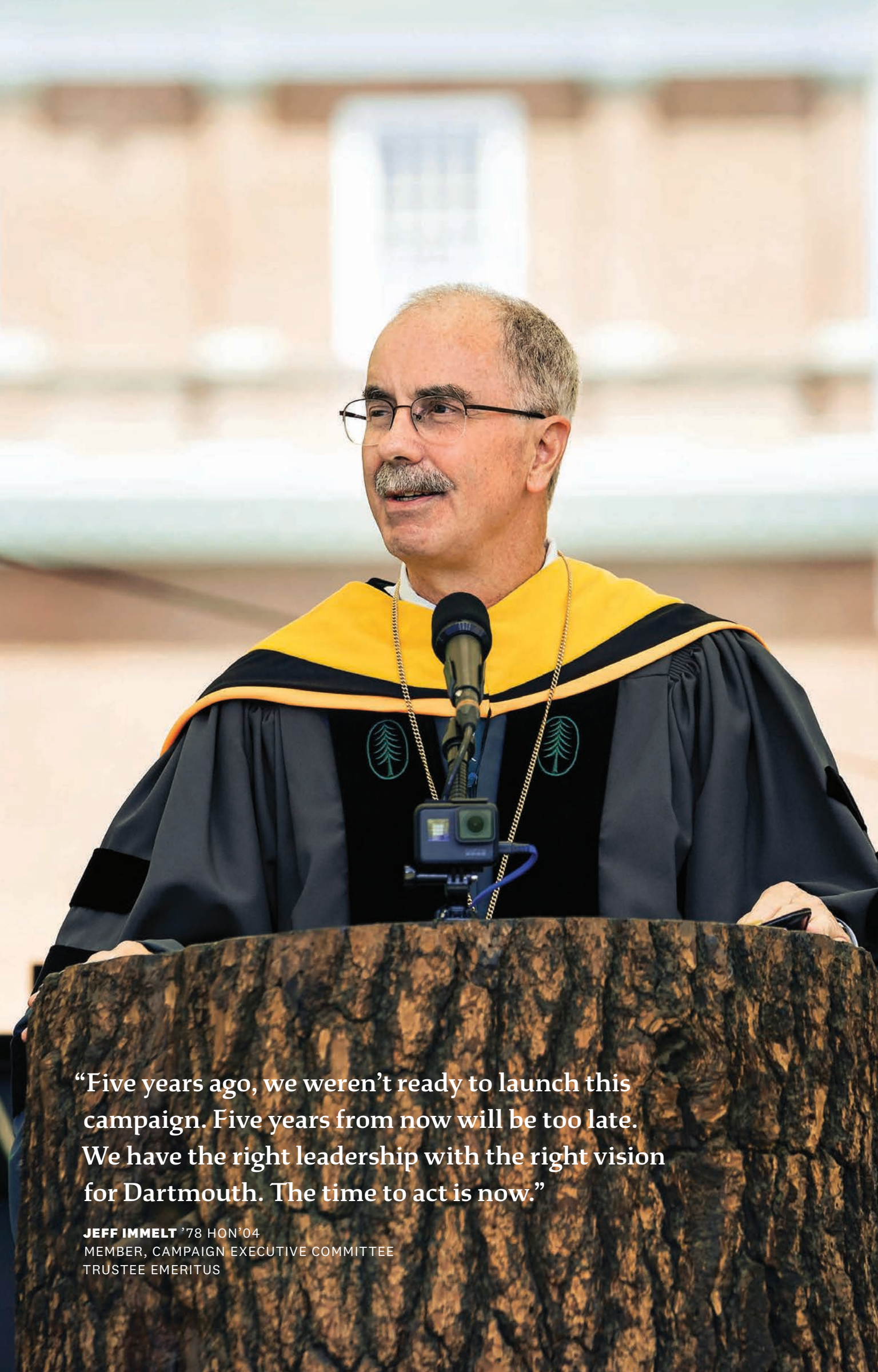
LESTER REID '56 TH'57 TU'57 MED'66



ANSWERING THE CALL

Through the success of The Call to Lead campaign Dartmouth will:

- **Amplify the role of the liberal arts throughout our distinctive educational model**, creating expanded opportunities for on- and off-campus experiential learning led by outstanding teacher-scholars.
- **Be the unequivocal leader in undergraduate education**, renowned for exceptional teaching, high-impact undergraduate research, and a comprehensive undergraduate leadership program.
- **Accelerate innovation and discovery through collaborative research** among the schools of business, engineering, medicine, and the arts and sciences.
- **Take the lead in shaping solutions and addressing grand challenges** in critical fields, including energy access, affordable health care delivery, cancer treatment, and the future of the Arctic.
- **Be one of only six U.S. institutions of higher education that offers comprehensive need-blind admissions and meets 100 percent of demonstrated need**, so all undergraduates are admitted based on ability—not ability to pay—and can access the full Dartmouth experience, including foreign study.



“Five years ago, we weren’t ready to launch this campaign. Five years from now will be too late. We have the right leadership with the right vision for Dartmouth. The time to act is now.”

JEFF IMMELT '78 HON'04
MEMBER, CAMPAIGN EXECUTIVE COMMITTEE
TRUSTEE EMERITUS

“Together, let us send a bright flame of light out to alumni, parents, and friends, letting them know that Dartmouth’s future has never looked brighter. Will you answer The Call to Lead?”

LAUREL RICHIE '81
CHAIR, BOARD OF TRUSTEES
CAMPAIGN CO-CHAIR

ANSWERING THE CALL

We invite you to join the thousands of alumni, parents, and friends who have answered The Call to Lead.

Learn more about the campaign's 150-plus investment opportunities by visiting calltolead.dartmouth.edu or by calling **603-646-1904**.

You can always email us to learn more: calltolead@dartmouth.edu

Each of our graduate and professional schools is a crucial part of the campaign. Learn more on their websites:

- Geisel School of Medicine: geiselmed.dartmouth.edu/campaign
- Guarini School of Graduate and Advanced Studies: graduate.dartmouth.edu
- Thayer School of Engineering: engineering.dartmouth.edu/giving
- Tuck School of Business: campaign.tuck.dartmouth.edu

The Call to Lead is a call to action for every member of the Dartmouth family as we advance opportunities for future generations. Thank you for supporting Dartmouth.



An Ivy League School in a League of Its Own

DARTMOUTH

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