

INSIDE Philanthropic Entrepreneurs • Alumni Honor Dean Mastanduno

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A CHRONICLE OF DARTMOUTH PHILANTHROPY • FALL 2017



## Dartmouth Tomorrow

CAMPAIGN PLANNING VOLUNTEERS SPOTLIGHT DARTMOUTH'S  
DISTINCTIVE PATH TO LEADERSHIP





# Called to Serve

## CAMPAIGN PLANNING LEADERS ON WHY “WE’RE ALL IN FOR DARTMOUTH”

In spring 2016, Dartmouth President Phil Hanlon ’77 convened a small group of alumni and friends to help him and his leadership team develop the philanthropic strategy for realizing a collective vision for the most ambitious investment in Dartmouth’s academic enterprise in its 248-year history (for more on that vision and successes to date, see page 4). Seven of those volunteers, who now serve as co-chairs on the 35-member Campaign Planning Committee, recently sat down with *Occom* to discuss the scope of Dartmouth’s vision for itself and their hopes and aspirations for a college they all hold dear.

### Why are you serving on the Campaign Planning Committee?

GREG MAFFEI ’82: I think we see our work as an incredible opportunity to advance the college we love in the right, strategic direction. It’s also a privilege to work with Dartmouth administrators, faculty, and students toward that goal. Volunteering for Dartmouth is always a blast.

ELLIE LOUGHLIN ’89: The vision developed by Phil and his senior leadership team is something we all believe in. Most of us have experience as Dartmouth volunteers and fundraisers, so this feels very natural to us.

### Many of you serve on the board of trustees. How was Dartmouth’s strategic vision developed? What role did the board play?

PEGGY EPSTEIN TANNER ’79: When Phil arrived on campus, he spent a lot of time meeting with faculty, alumni, students, and staff. Phil’s a listener! I credit him with engaging the campus on the creation of Dartmouth’s strategic vision.

RICK KIMBALL ’78: From many good ideas, we’ve worked with Phil to help crystalize those that we all feel are best for strategically advancing Dartmouth. Going forward, we’ll become Phil’s partners in securing resources and expertise for the actual campaign. We all look forward to that.

### What excites you most about the overall strategic vision? What do you feel has the greatest potential to advance Dartmouth?

LAUREL RICHIE ’81: I’m most excited by the idea of a Dartmouth without boundaries—a Dartmouth where work across disciplines, cultures, and generations is the norm, and where the boundaries between academic and residential life are blurred. It’s a Dartmouth that invites the world in and plays a leading role in addressing some of its most pressing and complex issues.

ELLIE: If I had to choose one high-impact area, it’d be the focus on the teacher/scholar-student model. High-quality teaching and the teacher-student relationship have long been hallmarks of a Dartmouth education, but with this plan, I truly believe Dartmouth will become the academic

leader for students who want an interactive learning experience and to be taught by world-class scholars.

PHIL LOUGHLIN ’89: The strategic vision is exciting, in part, because, through it, Dartmouth is pursuing its own distinctive path as both the finest undergraduate college and an outstanding global university. That’s rare. That’s our advantage and we need to embrace it. That said, I’m especially energized by the degree to which the vision will advance Dartmouth students’ preparedness to have real impact in the world.

PEGGY: I agree. This is the first Dartmouth campaign I can remember where the academic mission is the very top priority. The academic clusters, experiential learning, expanding international programs, the graduate schools, the leadership program for all undergraduates, the housing initiatives that will deepen our sense of community, the Irving Institute that will study the issues of energy and society holistically—all these and more have the potential to advance Dartmouth’s reputation in the world, and, as Phil likes to say, “be a magnet for talent.”

GREG: The College’s integrated plan for the West End is also exciting and transformative, linking our computer science department with Thayer School of Engineering and providing new homes for the Irving Institute, DEN [Dartmouth Entrepreneurial Network], and the DALI [Digital Arts, Leadership & Innovation] Lab. Add Tuck to the mix and you have this synergistic powerhouse that, I think, will have a creative impact on the entire campus.

### How does the College work with the professional schools of engineering, business, and medicine in this campaign?

RICK: Very closely. Together, we’re emphasizing the “One Dartmouth” concept, and it’s not fundraising gibberish—it’s real. A major part of the Dartmouth vision centers on interdisciplinary teaching and scholarly research. Undergrads already do extensive research for faculty in the graduate schools, so now we’re just upping the level of intentionality. It’s also clear that all four graduate deans buy into the One Dartmouth ideal. That’s fantastic to observe.

### What have you learned about Dartmouth that you didn’t know before you started your Campaign Planning Committee work?

GREG: Working on the board of trustees and the Campaign Planning Committee, you come to understand how complex the business of higher education is today. Dartmouth is the most complex billion-dollar organization I’ve ever seen!

PEGGY: Right! And academia is a hyper-competitive industry. Just keeping up with one’s peers requires endless resources. A campaign is one tool to energize the donor base, but, in reality, an academic institution is in constant campaign mode. Phil and his team understand that viscerally, and I’ve come to feel their sense of urgency. If we want not only to compete, but to further distinguish ourselves proudly from the pack, we need to act on our vision now.

RICK: I’ve always known that most Dartmouth alumni are incredibly loyal and tend to be passionate about certain issues. But I didn’t realize that there’s a significant number of alumni for whom engagement with Dartmouth is infrequent or nonexistent. As a committee, we think a lot about this; we want to change that dynamic, making the next campaign more inviting and worthy of confident support.

LAUREL: We also want it to be fulfilling for anyone who invests their time and treasure in it. Great campaigns are ultimately great acts of community—and this one’s going to be fun.

### People have more philanthropic avenues than ever before. Why does Dartmouth deserve support? Why is investment in Dartmouth a good bet for alumni?

GREG: Well, to begin with, Dartmouth’s finances are in a strong place and getting stronger, we’re doing our level best to keep tuition increases under control, and we’ve just seen an exceptional year of endowment performance. So, donors should feel they’re backing a winner.

ELLIE: Plus, supporting Dartmouth is supporting the education of the next generation’s leaders. While I’d never ask someone not to support a local hospital, nonprofit, or small school, I also



know that to support Dartmouth is ultimately to support many different organizations because we're educating students who will go on to make a difference in many different areas.

PHIL: There's no way to put a dollar figure on the education we all received at Dartmouth, but giving back through donations or time is a small step we can all make.

PEGGY: Along with giving back out of a sense of indebtedness, I think we should all be moved by the importance of maintaining need-blind admissions and strengthening the Dartmouth educational experience so we can continue to attract the best and brightest faculty and students from around the world.

**What's been most gratifying about your campaign leadership work so far?**

LAUREL: The Dartmouth community is amazing! Over the past year, we've met with alumni and parents in North America, Europe, and Asia, seeking their thoughts and guidance on the strategic vision. They show up. They're prepared. They care. They're honest, thoughtful, and ambitious for Dartmouth.

GREG: And generous, too! Already, alumni and friends have contributed \$1.2 billion toward Dartmouth's priorities. That early support has been instrumental in animating parts of the strategic plan and making us think even more boldly for Dartmouth.

**At the highest level, what do you want for Dartmouth? What do you hope is achieved through the upcoming campaign? What will a successful campaign look like to you?**

ELLIE: Post-campaign, I hope there'll be no question that Dartmouth offers the best undergraduate education available anywhere and that it educates students who are truly good people. Employers looking to hire new graduates should know that the best and smartest people are those who've gone to Dartmouth. In addition, I think we all want our graduate schools to be

leaders in their fields and to attract the highest-caliber students who know that Dartmouth is the absolute best place for them to continue their education.

RICK: We won't know if the campaign is truly successful for at least a decade. My hope is that Dartmouth will be a magnet for attracting the best teacher-scholars and students in the world.

PEGGY: Another barometer of success will be if we surpass our goals and have a record-breaking campaign. More important, I'd like this campaign to be the most inclusive to date and resonate throughout the Dartmouth family. That means reaching out to Dartmouth alumni, women, entrepreneurs, parents, young alums—everyone! We all have a stake in this one, and we're inviting the broad community to join us.

DAVID TANNER: I want Dartmouth to have the resources to be able to fulfill the vision laid out by President Hanlon and the board. Accomplishing that will allow Dartmouth to continue to be a preeminent provider of the highest-quality education to all qualified applicants, regardless of their ability to pay.

PHIL: Ultimately, all this can happen only with a record-breaking level of support from Dartmouth's alumni. When the capital campaign is successfully completed, the entire Dartmouth community will be able to take great pride in how we came together to envision—and then realize—the most significant strategic step forward in Dartmouth's history.

LAUREL: So many generations before us have answered the call and taken this place we all love to new levels. Now it's our time. If, together, we can be more outward-looking, more intentional about owning the teacher-scholar model, more nimble in tackling global issues, and more committed to preparing our students for lives of wise leadership—then, watch out!—Dartmouth will be the best institution of higher learning in the country. Period.

**CAMPAIGNS AT A GLANCE**

Fundraising campaigns for Dartmouth date back to the 1760s. Although they have expanded and evolved tremendously during the past 250 years, they have guaranteed the major leaps forward that make Dartmouth the complete institution we know today.



**1766–1768**

Samson Occom and the Reverend Nathaniel Whitaker raise £12,000 to fund Eleazar Wheelock's Native American charity institution

**1769**

Dartmouth College is founded

**1816**

President Francis Brown and trustees raise \$5,000 to support Dartmouth in the landmark Supreme Court case, Dartmouth College v. Woodward

**1893–1909**

President William Jewett Tucker leads Dartmouth through a period of substantial growth that includes construction of 20 buildings, growing the student population from 300 to 1,100, and expanding the faculty from 26 to 81



**1904**

Fire destroys Dartmouth Hall. Alumni respond by donating funds to begin construction of a new hall within months

**1914**

The Dartmouth Alumni Fund (later named the Dartmouth College Fund) is established to ensure institutional competitiveness

**1957–1959**

The 200th Anniversary Development Program, Dartmouth's first major capital campaign, raises \$17.5 million. Chaired by Charles Zimmerman '23 Tu'24 A&S'52, the campaign funds construction of a new power plant, which later makes possible the Hopkins Center and Leverone Field House, two key facilities still heavily used today

**1967–1971**

The Third Century Fund, chaired by Rupert C. Thompson Jr. '28, raises \$53.3 million. The campaign funds faculty teaching and research; financial aid; programs at the medical school, Tuck, and Thayer; and establishes a fund for construction of Thompson Arena (opened in 1976)

**1977–1982**

The Campaign for Dartmouth, chaired by Norman E. McCulloch Jr. '50, raises \$205 million. It supports 19 endowed professorships, including the John Kemeny Professorship in Mathematics, as well as construction of the Hood Museum of Art and Collis Center for Student Involvement

**1991–1996**

The Will to Excel Campaign, chaired by E. John Rosenwald Jr. '52 and Richard M. Page '54, raises \$568.2 million, which includes a \$30 million gift—the largest gift to Dartmouth at the time—to build Berry Library and expand Baker Library

**2004–2009**

The Campaign for the Dartmouth Experience, chaired by Brad Evans '64, Russ Carson '65, Peter Fahey '68 Th'69, '70, and Steve Mandel Jr. '78 raises \$1.3 billion. This historic fundraising effort invests strategically in teaching, scholarship, financial aid, and the overall student experience; and supports capital projects, including new dormitories, the Class of 1953 Commons, the Class of 1978 Life Sciences Center, and the Black Family Visual Arts Center

**CAMPAIGN PLANNING COMMITTEE**

**Co-Chairs:**

Kathy & Rick Kimball '78  
*San Francisco, California*

Ellie '89 & Phil Loughlin '89  
*Cambridge, Massachusetts*

Sharon & Greg Maffei '82  
*Englewood, Colorado*

Laurel Richie '81  
*New York, New York*

David & Peggy Tanner '79  
*New York, New York*

**Ex-officio:**

Phil Hanlon '77, President  
*Hanover, New Hampshire*

**Members:**

Pamela S. Berman Cline '89  
*Greenwich, Connecticut*

Julia Davidson P'19  
*Hillsborough, California*

Gregg Engles '79  
*Englewood, Colorado*

Brad Evans '64  
*New York, New York*

Beth Cogan Fascitelli '80  
*New York, New York*

Karen & James Frank '65  
*Winnetka, Illinois*

Ed Haldeman '70  
*Haverford, Pennsylvania*

Dave Hodgson '78  
*New York, New York*

Caroline Hribar '00  
*New York, New York*

Susie S. Huang '84  
*New York, New York*

Jeff Immelt '78  
*Boston, Massachusetts*

Aly Jeddy '93  
*New York, New York*

Anne Kubik '87  
*Waitsfield, Vermont*

Ric Lewis '84  
*London, England*

Chris Lord '86  
*San Francisco, California*

Steve Mandel Jr. '78  
*Greenwich, Connecticut*

Terry McGuire GRAD'82 Tu'82  
*Weston, Massachusetts*

Robin '91 & Jake Reynolds '90  
*Palo Alto, California*

Jean & Peter Scannell '80  
*Greenwich, Connecticut*

Lisa & Scott Stuart '81  
*Greenwich, Connecticut*

Chris Williams Tu'84  
*New York, New York*

COVER PHOTOGRAPH: (from left) Rick Kimball '78, Kathy Kimball, Phil Loughlin '89, Laurel Richie '81, Ellie Loughlin '89, Peggy Epstein Tanner '79, David Tanner, Greg Maffei '82

# PRESIDENTIAL INITIATIVES UPDATE

In 2013, Phil Hanlon unveiled an academic vision for Dartmouth focused on addressing global problems from a variety of scholarly perspectives—one in which interdisciplinary faculty teams collaborate at the leading edge of discovery and where students are given uncommon access to new ideas through hands-on learning opportunities. Four years into his tenure as Dartmouth’s 18th president, and with strategic philanthropic investment from many of the College’s most generous donors, he has arguably launched more new initiatives to support his administration’s strategic vision for the College than any other president in Dartmouth’s history and has laid the foundation for Dartmouth’s exciting future.



Sandra '72a P'10 TuP'14, Sarah '10 Tu'14, and Arthur Irving '72a H'10 P'10 TuP'14



Jack P'81, '85, '85 TUP'86 and Dorothy Byrne P'81, '85, '85 TUP'86 GP'20



Bob '57 H'17 GP'17 and Dottie King H'17 GP'17



## 2013–2014

- \$150 million faculty cluster initiative is announced, launching 10 new academic clusters focused on issues ranging from cybersecurity to precision medicine; all clusters are fully funded by 2016
- The Society of Fellows is launched as an interdisciplinary community of up to 20 senior and junior fellows to support the integration of research and teaching excellence
- The DEN (Dartmouth Entrepreneurial Network) opens as a hub for entrepreneurship for the Dartmouth community

## 2015–2016



- The Arthur L. Irving Institute for Energy and Society is announced to address significant energy issues across the globe
- School of Graduate and Advanced Studies is established, the first new professional school at Dartmouth since 1900
- Hood Museum of Art expansion begins; it is scheduled for completion in 2019
- Jack Byrne Scholars program is created, providing scholarship and research funding for exceptional undergraduate mathematics students
- House Communities initiative is launched, creating a new, lifetime community model for all Dartmouth students
- King Leadership Scholars program is expanded to include 24 scholars over the next four years, focused on supporting exceptional students from under-resourced countries who are committed to alleviating poverty in their own communities



Architect's rendering, expanded Hood Museum of Art



Moosilauke Ravine Lodge, dedicated October 2017

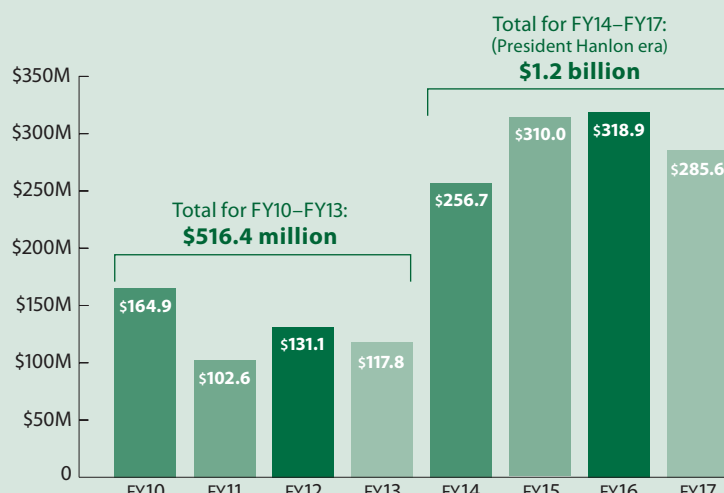
## 2017–

- Moosilauke Ravine Lodge campus construction complete; new lodge dedicated in October
- Dartmouth secures its 14th endowed position in Athletics, including the athletic director's position, under the Hanlon presidency, and fully funds a new athletic pavilion

### “An Enormous Vote of Confidence”

In the first four years of Phil Hanlon’s presidency, Dartmouth has raised \$1.2 billion—a 132 percent increase over the previous four years, and, notes Trustee Chair and Campaign Co-Chair Laurel Richie '81, “an enormous vote of confidence in Phil Hanlon and his vision for Dartmouth and our community.”

### TOTAL CASH AND COMMITMENTS RECEIVED





## TOP TEACHER-SCHOLARS CHOOSE DARTMOUTH

Dartmouth has successfully recruited the first five academic cluster faculty members, each selected from an international pool of distinguished candidates. When completed, the effort will bring 30 new faculty to campus.

President Phil Hanlon said Dartmouth is committed to attracting leading thinkers who are adept at working across disciplines and dedicated to classroom teaching.

“The search committees for these positions are casting a wide net and interviewing highly qualified candidates from around the world,” Hanlon said. “We’re recruiting outstanding teacher-scholars who will enrich the learning experience of our students and raise Dartmouth’s academic profile.”

Supported by philanthropic gifts, Dartmouth has established 10 interdisciplinary academic clusters, a top priority for President Hanlon. Each targets

a major global challenge, building on an existing institutional strength. The three faculty members recruited for each cluster will collaborate with peers across campus, creating knowledge and broadening learning opportunities.

Engineering Professor Laura Ray co-chaired the first academic cluster search committee, which led to the recruitment of Rahul Sarpeshkar, who heads the William H. Neukom Academic Cluster in Computational Science. She said the committee began the recruitment process with the goal of attracting a visionary who would advance both research and academics.

“Our committee was multidisciplinary, covering multiple computational bases—not just math, computer science, or engineering,” Ray said. “We decided at the outset that we didn’t know in which department or school this person would sit, which was a good way to approach the process.”

Ray added that the process behind the creation of the clusters—with the provost calling for proposals from faculty—provided a sense of ownership. The members of her search committee were the same faculty who submitted the proposal that led to the establishment of the cluster.

### DARTMOUTH’S ACADEMIC CLUSTERS

ARCTIC ENGINEERING IN A PERIOD OF CLIMATE CHANGE

BREAKING THE NEURAL CODE

THE CHALLENGES AND OPPORTUNITIES OF GLOBALIZATION

DIGITAL HUMANITIES AND SOCIAL ENGAGEMENT

GLOBAL POVERTY ALLEVIATION AND HUMAN DEVELOPMENT

THE JACK BYRNE ACADEMIC CLUSTER IN MATHEMATICS AND DECISION SCIENCE

MEETING NEW CHALLENGES OF CYBERSECURITY

PERSONALIZED TREATMENTS FOR CYSTIC FIBROSIS

THE SUSAN J. AND RICHARD M. LEVY 1960 ACADEMIC CLUSTER IN HEALTH CARE DELIVERY

THE WILLIAM H. NEUKOM ACADEMIC CLUSTER IN COMPUTATIONAL SCIENCE

## Academic Cluster Faculty Recruitments to Date



### Treb Allen

Distinguished Associate Professor of Economics and Globalization  
*Challenges and Opportunities of Globalization Academic Cluster*



### Amber Barnato

Susan J. and Richard M. Levy 1960 Distinguished Professor in Health Care Delivery  
*Susan J. and Richard M. Levy 1960 Academic Cluster in Health Care Delivery*



### Rahul Sarpeshkar

Thomas E. Kurtz Chair  
*William H. Neukom Academic Cluster in Computational Science*



### Daniel Schultz

Assistant Professor of Microbiology and Immunology  
*William H. Neukom Academic Cluster in Computational Science*



### V.S. Subrahmanian

Distinguished Professor in Cybersecurity, Technology, and Society  
*Meeting New Challenges of Cybersecurity Academic Cluster*



## INAUGURAL IRVING INSTITUTE DIRECTOR

In June, Elizabeth Wilson was appointed inaugural director of the Arthur L. Irving Institute for Energy and Society and professor of environmental studies. At the University of Minnesota, Wilson served as a professor of energy and environmental policy and law, and was a leading scholar at the Institute on the Environment. Under Wilson’s leadership, the Irving Institute will engage students and faculty and bring scholars, industry leaders, and policy makers to Dartmouth to examine energy at the intersection of technologies, institutions, policies, and incentives; and explore how the energy system interacts with cultural norms and environmental realities.

### What’s your vision for the Irving Institute?

ELIZABETH: I’m excited about our mission: energy and society. We’re looking at the world’s energy systems within a larger context of culture, norms, laws, policy and regulation, and institutions.

comparing energy systems across our country and the world; explore how laws, financial structures, technology, culture, and geography affect systems differently; and examine what can be done to change these systems for the better. Energy is a big bathtub. It’s a global conversation and a major area shaping the next generation.

### Can you describe a project you’re working on?

ELIZABETH: I’m working with Ross Virginia in Arctic studies to develop a hands-on learning undergraduate course. It will be a comparative study of energy systems in Alaska, Greenland, and Iceland—how they’re governed, geopolitical issues, and cold-climate challenges. The findings from a course like this can give us insight into other systems around the world.

### Why is collaboration so important?

ELIZABETH: Interdisciplinary work requires some vulnerability because no one person is an expert. In Minnesota, I collaborate with an aerospace engineer on wind projects. He does control systems for wind farms and he’ll ask me, “Wilson, what do you want the wind plants to do?” I’ll look at the rules and electricity grids and how they’re negotiated and say, “Well, what do you want the rules to be?” So, together we have a much bigger conversation than him optimizing the system for today’s rules and me only looking at the value of the rules based on yesterday’s technologies. That’s my goal at Dartmouth: that all of us—engineers, physicists, historians, economists, and artists—come together and make each other think in new ways about the world and its energy challenges.

“My goal at Dartmouth: that all of us come together and make each other think in new ways about the world and its energy challenges.”

—Elizabeth Wilson, inaugural director, the Arthur L. Irving Institute for Energy and Society

It’s not only technology and economics but a broader conversation that is critical for understanding where we’re going. Energy affects everyone on so many levels.

I see the institute collaborating with the Rockefeller Center, Dickey Center, the Experiential Learning Initiative, the professional schools, sciences, and humanities. We’ll initiate projects

# Innovators Step Up for Dartmouth

## NEW INITIATIVE MARSHALS ENTREPRENEURIAL ENERGY

In May 2017, Dartmouth announced the launch of the Dartmouth Founders Project, a program for alumni entrepreneurs who pledge to support Dartmouth via their future financial success, and designed to enhance community, facilitate networking, and provide resources for entrepreneurial growth.

Principals and equity holders in privately held companies make a pledge to support Dartmouth at a time in the future when their company has a liquidity event. There is no minimum pledge requirement, and members often choose where at Dartmouth their support will go when they make the gift.

Dartmouth is one of only a handful of schools to recognize its entrepreneurial community's unique giving profile, which resonates with members. Says John Huelskamp '06, director of sales for Flexport: "The Founders Project is a way to show my support and make a creative commitment to the College that aligns with my entrepreneurial mindset."

Along with offering alumni entrepreneurs an opportunity to be philanthropically engaged with Dartmouth early in their business development cycle, the Founders Project helps facilitate access to talent and networking opportunities, and allows members to get their products and services in front of the Dartmouth community—especially important for newer start-ups.

Currently, the DFP has 40 members whose companies are at various stages in the entrepreneurial cycle, but plans are in the works to grow the project to more than 200 members within the next year. For more information about the Founders Project and how to join, please visit [dartgo.org/dfp](http://dartgo.org/dfp) or contact Dee Dee Mendoza at [d.mendoza@dartmouth.edu](mailto:d.mendoza@dartmouth.edu)

## FOUNDER SNAPSHOTS



**Founder**  
**Amanda Greenberg '07**  
*Co-Founder and CEO, Baloonr*

Baloonr removes bias from collaboration, decision-making, and innovation, so that companies gain access to unreachable knowledge.

**Why DFP**

"As an entrepreneur, how I think about giving back to Dartmouth is different than someone in a more traditional career because I'm so focused on growing my company. But eventually I want to be able to really give back again, and this allows me to be engaged with Dartmouth in that way."

## DARTMOUTH FOUNDERS PROJECT MEMBERS

**Tsan Abrahamson '85**  
Attorney, Marketing Director, FumiWare

**Michael D. Block '04**  
COO, Wpromote

**Brian P. Bosche '12**  
CEO and Co-Founder, Slope

**Jan B. Brzeski '89**  
Managing Director and Chief Investment Officer, Arixa Capital

**Sean N. Byrnes '00**  
CEO and Co-Founder, Outlier

**Kelly Cooper '82**  
Chief Merchandising Officer, QOR

**Meegan P. Daigler '14 Th'15**  
Co-Founder, Reia Health

**Noah M. Dentzel '10**  
CEO and Co-Founder, Nomad Goods

**Ariel A. Diaz '02 Th'04**  
CEO and Founder, Blissfully

**Christopher H. Gibson '14**  
CEO and Co-Founder, Elodyn

**Zachary A. Goldstein '06**  
CEO and Co-Founder, Thanx, Inc.

**Amanda K. Greenberg '07**  
CEO and Co-Founder, Baloonr

**Timothy J. Harsch '11**  
VP Product and Co-Founder, Owlter, Inc.

**Taylor R. Holt '09**  
Operations Associate, Flexport

**John K. Huelskamp '06**  
Director of Sales, Flexport

**Bradley C. Jefferson '98**  
CEO and Co-Founder, Animoto

**Andrea Reisman Johnson '91**  
Principal, Envelo

**Peter Kuykendall '90**  
CEO, Glue

**Stuart Leung '05**  
VP of Operations and Logistics, Flexport

**Andrew Lim '14**  
Co-Founder, Holden

**Caitlin A. MacDonald '09**  
Founder and Executive Director, cred

**Kaitlin E. Maier '14 Th'15**  
Co-Founder, Reia Health

**Andrea L. Marron Th'12**  
CEO and Co-Founder, Ragrades

**Michael G. Mothner '03**  
CEO and Founder, Wpromote

**Kelly A. Mulvey '93**  
CFO, Wpromote

**Peter D. Murane '87**  
Co-Founder and Chief Innovation Officer, BrandVO2

**Brian D. Nickerson '00**  
CEO and Co-Founder, MagicLinks

**Matthew J. Niehaus '94**  
CEO, Instore

**Steven B. Norall '94**  
Chief Product Officer, SurveyMonkey

**Alison Andrews Reyes '94**  
Founder and CEO, Deznignable

**Neal D. Roy '94**  
Founder and Managing Partner, Clear Creek Capital

**Jack Ryan '81**  
CEO and Co-Founder, REX

**M. Umair Siddiqui '10**  
CTO, Phase Four

**Ariana M. Sopher '14 Th'15**  
Co-Founder, Reia Health

**Drew Tunney '12**  
Co-Founder, Voto

**Jacob J. Winebaum '81 P'13**  
CEO and Founder, Brighter

**Jeff Yasuda '94**  
CEO and Co-Founder, Feed.fm

**Kimberly M. Young '81**  
Co-Founder, Alumni Escapes

**Min C. Zhang '05**  
Co-Founder and CEO, Totum Wealth

**Simon Zhang '14**  
Co-Founder, Holden



**Founder**  
**Brad Jefferson '98**  
*Co-Founder and CEO of Animoto*

Animoto is a cloud-based video creation service that produces video slideshows from photos, video clips, and music.

**Why DFP**

"I co-founded this company with two other Dartmouth grads, I married a Dartmouth woman, and even our series A funding was led by a Dartmouth board member. This is a low-risk pledge in that, if my current company goes out of business, I'm not on the hook for anything. But if it's as wildly successful as I want it to be, I want Dartmouth to be in my mind when that event happens."

## GROWTH CURVE



ABOVE: Jeff Crowe '78 greets participants at the opening of the 2017 DEF.

RIGHT: One-on-one mentoring sessions between established entrepreneurs and their newer counterparts were a new feature this year.



In September, more than 480 Dartmouth alumni, faculty, and students participated in the fifth annual Dartmouth Entrepreneurs Forum (DEF) in San Francisco, which featured speakers from sectors as diverse as health care, clean tech, the wine industry, and social entrepreneurship. "When we held the first forum we had 150 people," said DEF co-founder Jeff Crowe '78. "This year we had almost 500. I think that growth speaks volumes about the Dartmouth network—and is a testament to the importance of entrepreneurship across the greater Dartmouth community."



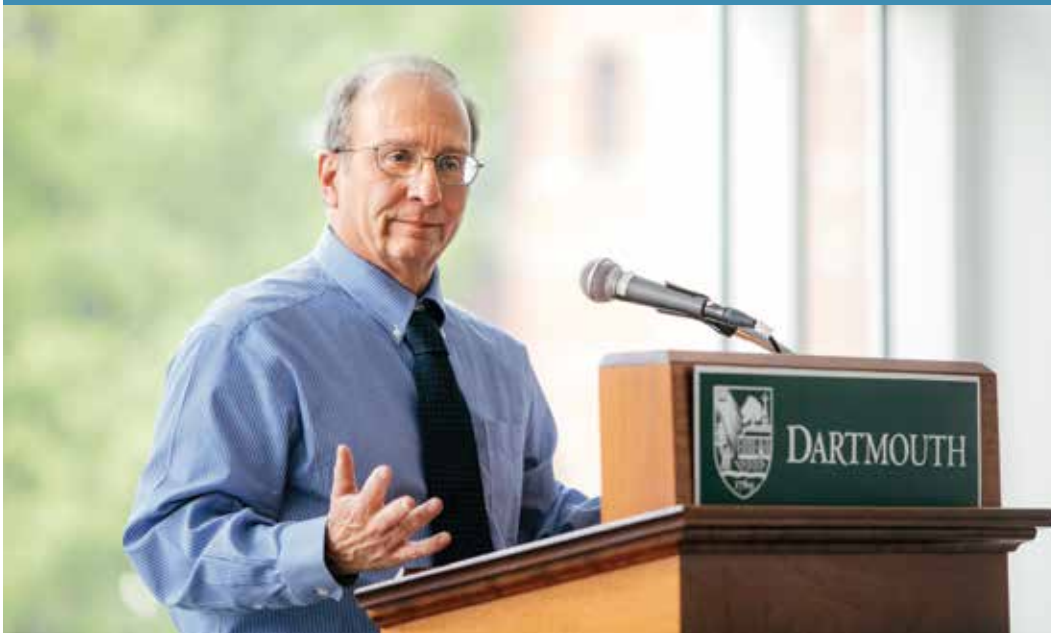
**Founder**  
**Andrea Marron Th'12**  
*Co-Founder and CEO of Ragrades*

Ragrades is a software company with a mission to help fashion brands and retailers increase profitability through data-driven decision-making on how to buy, price, and digitally promote products.

**Why DFP**

"For me, as an entrepreneur with a young business, a real value-added has been the sense of community that the Founders Project provides. It has been really beneficial in connecting with other folks who are working on similar projects and are either people we can hire or people who might invest in us."





## Honoring a Complete Commitment to Faculty

### A NEW FUND SUPPORTS INNOVATIVE SCHOLARSHIP IN THE ARTS AND SCIENCES

A group of alumni donors has raised \$250,000 for an endowed innovation fund named in honor of Michael Mastanduno, who has stepped down as dean of the Faculty of Arts and Sciences after seven years.

The newly created endowment—the Michael Mastanduno Fund for Scholarly Innovation and Teaching—will provide awards to faculty members who want to explore evolving areas of their disciplines.

"I am honored and humbled by the extraordinary generosity of the Dartmouth alumni community in setting up this fund for scholarly innovation and teaching," said Mastanduno, the Nelson A. Rockefeller Professor of Government, who completed his tenure as dean on July 1. "Dartmouth faculty members take great pride in our teacher-scholar model, and this endowment will help us continue to excel as both researchers and classroom teachers."

Bill Helman '80, chair emeritus of the board of trustees and one of six donors to this new fund, praised Mastanduno for his outstanding leadership.

"Mike's complete commitment to our faculty, his articulation of how scholarship and teaching work in concert, and his aspiration for excellence were evident every day during his tenure as dean of the faculty," Helman said. "Creation of this fund was about the easiest endeavor to support, ever."

As dean, Mastanduno supported the introduction of postdoctoral fellows in disciplines without graduate programs, advanced the development of junior scholars by providing them with research leave, and helped establish interdisciplinary programs.

"Underlying all of these efforts is Mike's deep commitment to providing the best liberal arts education, bar none," said President Phil Hanlon.

The Mastanduno Fund is part of a larger innovation fund established during the previous campaign; in five years, that fund has made awards to 33 faculty members and enriched the learning experience for hundreds of students. One award recipient, James Stanford, associate professor of linguistics, used an award to engage 22 undergraduates in an in-depth study of Boston accents. Unlike several other U.S. cities, Boston had

never received quantitative analysis of its accent across neighborhoods, ethnic groups, and social classes. The sociolinguistic research performed by Stanford and his students provided valuable insights into the city's evolving demographics.

"Internal grants are often important in establishing a foundation that will later attract larger sums of money from external grant-making agencies," said Stanford. "In my case, the award covered the entire cost of the project, and the great majority of the money went to students."

The students interviewed more than 100 Boston residents and then conducted acoustic analyses—using software developed at Dartmouth with a grant from the Neukom Institute for Computational Science—of each recorded interview.

"This is the sort of project that brings out Dartmouth's strengths," says Stanford. "Students were deeply engaged in research, using cutting-edge tools and developing skills they can use throughout their lives."

Says Helman: "This is the teacher-scholar model at its best. Mike would approve."

## Introducing Dean Elizabeth Smith

### HER TOP PRIORITY: SUPPORTING TEACHER-SCHOLARS IN A TIME OF ACCELERATED CHANGE

Elizabeth Smith, the Paul M. Dauten Jr. Professor of Biological Sciences, has succeeded Mike Mastanduno as dean of the Faculty of Arts and Sciences.

Smith, who had been the associate dean of the sciences for two years, will serve a five-year term and oversee 41 departments and programs and about 600 faculty members. Advocating for faculty will be her top priority.

"We ask a lot from our faculty: to be outstanding teachers and scholars, and we need to support them in both of those endeavors," she said. "How we teach and conduct research has evolved tremendously in the past two decades. Technology is the biggest game-changer in both arenas. Research technologies—for most of our programs, not just the sciences—have become much more expensive and complex, and using technology effectively in the classroom requires a great deal of planning and effort. It's essential that we provide faculty with the time and resources to be the best teacher-scholars."

President Phil Hanlon says Smith will be a strong advocate for the highest standards in teaching and research.

"Elizabeth's creative and inclusive approach to leadership makes her a truly exciting choice for this important role. Her knowledge and experience will be invaluable in working with the faculty in their distinctive teacher-scholar mission," Hanlon said.

Smith's scientific research focuses on cilia and flagella—structures on the surface of cells. Her lab has been continuously funded by the National Institutes of Health since her arrival at Dartmouth in 1998.

"With the increasing pressure to justify the value of a liberal arts education and compete for the best students and faculty within that space, the current climate in higher ed may seem unstable, even volatile," Smith said. "But I see this time as dynamic and energized. From my perspective, the conditions are ripe for transformative action, and Dartmouth has all the right ingredients to be a leader in that transformation."



"The conditions are ripe for transformative action, and Dartmouth has all the right ingredients to be a leader in that transformation." —Elizabeth Smith



“This gift from Vicki and David is a wonderful expression of their commitment, providing our school with essential sustaining resources as well as the flexibility to pursue the pace-setting innovations that allow Tuck to thrive, in the MBA program and across all of our business education offerings.”

—Matthew Slaughter, Paul Danos Dean of the Tuck School of Business

## Investment in Leadership

Vicki Craver Tu’97 and David Craver Tu’97 have made a generous gift to create a dean’s endowment fund for the Tuck School of Business to support the dean’s highest priorities. Vicki Craver directs Impact Fairfield County, which provides grant funding to nonprofit projects in Fairfield County, Connecticut. David Craver is a managing director at Lone Pine Capital. Both are longtime volunteers at Tuck and the University of North Carolina, their undergraduate alma mater. The Cravers’ gift is part of a record-setting year in philanthropy at Tuck, with \$31.1 million raised in fiscal 2017.

VICKI: We both received a fantastic education at Tuck that certainly was beneficial to our careers. As students, we were honored to work with faculty at the top of their fields. Our professors were passionate about their work and embodied that mix of real-world research and superb teaching. They were our teachers, but they also felt like partners.

DAVID: The faculty at Tuck are dedicated, generous people. They’ve made a difference in the lives of so many, including us. I believe their success has a lot to do with the strong leadership the school has had for many years. We’ve known Dean Matt

Slaughter for a few years and really like his ideas. His vision of strengthening Tuck as a collaborative community, engaging with the world, and building leaders resonates with us on a deep level. We wanted to help him realize that vision.

VICKI: Dean Slaughter is also a terrific person. He has great charisma and energy. He has that ability to get people excited about what he believes in and is adept at bringing the Tuck community together. This endowment fund is important because it will give him—and future deans—the resources to make strategic investments in a timely manner.

## Engineering Advocate

Stacey Nicholas P’15 ThP’16,18 recently made a gift of \$5 million to the Thayer School of Engineering to establish a bachelor of engineering (BE) fellowship and support expansion of the school’s facilities. Stacey has had a long career as an electrical engineer. She serves as a trustee of the UC Irvine Foundation, is a longtime leader and trustee of St. Margaret’s Episcopal School, and is founder of the OPUS Foundation, which supports many educational organizations.

### How did you decide to make this gift?

STACEY: My son has truly had a life-changing experience at Thayer as an undergraduate and graduate student. He received a world-class engineering and liberal arts education. As an electrical engineer myself, I have a lot of respect for Thayer and am very excited about Dean Joe Helble’s vision for the school.

I wanted to make a gift that was in line with Thayer’s priorities. I decided to split the gift two ways. First, it will support the physical expansion of Thayer to attract more students and faculty across engineering and computer science. Second, it will create a new bachelor of engineering (BE) fellowship. Dartmouth has a unique, five-year BE program. It’s the only major research institution in the country that requires all engineering students to earn a liberal arts degree en route to the professionally accredited BE. Thayer has shown true leadership by developing this program. I hope more schools follow its example.

Unfortunately, many students don’t have the resources to complete the BE in five years and end up having to complete it in four. So, I hope the BE fellowship will make this program accessible to more students by helping support them in their fifth year. It’s my hope that the fellowship, in time, will make the five-year BE accessible to all Thayer students who wish to take advantage of it.

### What about Thayer excites you?

STACEY: I love how committed Dean Helble is to improving the program for engineering students, as well as making engineering accessible for the nonmajor. I very much support how engineering is taught at Dartmouth, which, from day one, is experiential, project-based learning. It’s a very modern approach to engineering education and quite different from the education I received years ago.



“Stacey Nicholas is excited about the worlds of engineering and computing and the positive impact they can have on people’s lives. She believes in making education in technology possible for all Dartmouth students, and we are truly honored by her philanthropy.”

—Joseph Helble, dean of the Thayer School of Engineering