INTRODUCTION

The Moving Dartmouth Forward Review Panel was convened by President Philip Hanlon on February 9, 2015. President Hanlon charged the Panel with reporting to him and the Board of Trustees about Dartmouth’s implementation of the steps laid out in the Moving Dartmouth Forward Plan. Because it has been only eight months, it is too early to evaluate the Plan’s impact on the campus. Instead, this first report documents progress to date on the implementation of the specific goals of President Hanlon’s Moving Dartmouth Forward Plan. Subsequent reports will evaluate the effects of specific elements of the Plan.

We are mindful that some of the Moving Dartmouth Forward initiatives involve discrete tasks for which we can easily determine whether goals have been met. Other initiatives, however, address ongoing, systemic conditions. While it is important that we monitor progress toward these larger and more complex goals, we recognize that we may never be able to conclude that these goals have been met.

This report details our findings on the status of Plan implementation as of September 29, 2015. We base our findings on information provided by the College. An up-to-date listing of the College’s progress on the Plan can be found in the Implementation Table on the Moving Dartmouth Forward website, (http://forward.dartmouth.edu).

IMPLEMENTATION PROGRESS

In this section we present our findings on Dartmouth’s progress in implementing the initiatives laid out in President Hanlon's Moving Dartmouth Forward Plan. The Plan is divided into five sections, as is this portion of our report.

I. Transform Residential Life

- Create six house communities to which every student will be assigned by the Fall of 2016. These houses will host social and academic programs, be led by a house professor, and will have resident graduate students.

Progress: Continuing.

Planning for the house communities continues; the deadline for this initiative is Fall of 2016. The deadline for the launch of the house communities is still a year away, but we
note that the College is taking steps to prepare for their introduction. On May 15, the College named six faculty members to serve as the inaugural house professors. On June 22, the College appointed Professor Rebecca Biron as the new Dean of the College and charged her with responsibility for overseeing the creation of the house communities. A house student advisory committee was formed in the spring to provide undergraduate input into the planning of the house communities.

- Commit $1 million per year to support social, academic, and intramural programming in the residence communities and other College-owned venues.

Progress: Goal met.

The administration has allocated $1 million to support student programming in the 2014-15 academic year as called for in the Plan.

- Explore new avenues for attracting and supporting the most talented high school students, regardless of their economic status.

Progress: Ongoing.

The College has expanded its collaboration with the College Board and other organizations to identify and attract high-ability, low-income students. Beginning last spring the College began sending targeted recruitment messaging based on academic interest to a broader range of potential applicants.

- Place a high priority on recruiting students from diverse socio-economic backgrounds as well as ensuring that financial aid is available for those who need it.

Progress: Ongoing.

In Spring 2015, the College began an expanded engagement with community-based and national organizations that encourage and support high-ability, low-income students in preparation for college. In the fall term, the College has begun a pilot program to include financial aid staff in off-campus recruitment activities. The Admissions office is also examining the distribution of Dartmouth’s off-campus recruitment activity to identify potential opportunities to broaden our outreach efforts.

- Examine ways to enhance our student support to ensure that all enrolled students are able to engage fully in the Dartmouth experience.

Progress: Ongoing.
In the fall term, the College launched new Financial Aid Office initiatives, including financial literacy/wellness social media messages for applicants and current students of all economic backgrounds; small group financial-planning targeted to lower- and middle-income students; and Financial Aid 101 talks to applicants and their families.

Regarding this and the two preceding initiatives aimed at attracting and supporting students from a wide range of socio-economic backgrounds, the Administration has told us that these measures will not be “completed,” but will continue to be an essential part of the College’s ongoing mission. The Admissions Office, the Dean of the College, and the Vice Provost for Student Affairs are involved in this effort.

II. Promote a Safer and Healthier Campus

To “promote a safer and healthier campus,” the Moving Dartmouth Forward plan commits to the following measures:

- Develop a comprehensive and mandatory four-year sexual violence prevention and education program, including a first-responder training program for faculty and staff, by the end of Summer 2015 and pilot the program in the Fall of 2015.

Progress: Ongoing. A provisional curriculum has been outlined for the four-year sexual violence prevention and education program. The plans are being developed and elements of the curriculum were piloted in the fall. First-responder training has begun on schedule.

The College formed a steering committee to develop a curriculum that identifies educational outcomes and which includes a four-year scaffolded implementation plan. Elements of the curriculum, including a revised orientation program, are being piloted this fall, and the College will lead focus groups with community members.

The Title IX Coordinator and the Student Wellness Center have held programs to brief faculty and staff on Title IX and the Clery Act. Faculty and staff are learning to provide sensitive and culturally responsive support to individuals affected by trauma. In 2014-15, the college held twelve sessions involving 214 staff, faculty, and students. Additional sessions will continue to be held in the coming year.

The results of the AAU Survey held in the spring at Dartmouth and other colleges make clear the importance of continuing efforts to address the problem of sexual violence.

- Create an online “Consent Manual” by the end of summer 2015.

Progress: Behind schedule. Work is underway on this project, but the deadline for posting the manual has passed.
A draft of a “consent manual” was completed over the summer. The draft has been shared with focus groups of student, faculty, and staff. Comments will continue to be solicited from the community during the fall term. When the comment period is concluded, the “manual” will be posted online.

- In 2015-16, develop a Dartmouth-specific safety smartphone app for students. Progress: Goal met.

The College has contracted with LiveSafe to offer a Dartmouth-specific app. The app provides access to Dartmouth safety information; options for calling for help if a person feels threatened; anonymous reporting capabilities; emergency communications options; user-to-user communications and GPS location for authorized “friends,” as well as other features. Safety & Security has begun notifying members of the Dartmouth community, and plans to notify all students at the beginning of the fall term.

- In 2015-16, continue to enhance a partnership with WISE, a regional advocacy and crisis services organization for those affected by domestic or sexual violence, in order to strengthen existing confidential resources for survivors of sexual assault, dating violence, domestic violence, and stalking. Progress: Continuing. Although the Plan did not contain a hiring deadline, WISE is hiring independently and still working to fill the position.

A memorandum of understanding between the College and WISE was signed on May 15, 2015. The MOU provides for increased cooperation between the two organizations and will permit a WISE confidential advocate to be located on campus. The College and WISE have been working together to identify a candidate, but the position has not yet been filled. A May announcement by the College indicated that the advocate would begin work during the summer. Yet as of the beginning of September, the advocate position has not been filled.

- In 2015-16, pilot a Dartmouth Thrive program: a College-wide program that develops leadership skills and “encourages every student to focus on his or her development as a total person—in and out of the classroom, at Dartmouth and beyond, in mind, body, and spirit.” Progress: Continuing. The Plan states that a pilot program will be launched during the 2015-16 year.

The College has charged the Dean of the College with developing a pilot wellness program. During the fall term, the Dean’s Office plans to form working groups composed
of faculty, staff, and students to develop a coherent co-curricular program. The intent is to integrate this programming into the house communities when they launch next fall.

- In 2015-16, increase the presence of faculty and other positive adult influences in the lives of students.

Progress: Ongoing. According to the Plan, this initiative was to begin in the 2015-16 year.

The appointment of house professors to head residential house communities, with which graduate students will also be affiliated, is the central pillar of the effort to increase positive adult influences in the lives of students. Also in furtherance of this goal, Greek houses were informed in the Spring of 2015 that they must have male and female faculty advisors and active alumni boards.

- Prohibit the possession or consumption of “hard alcohol” on campus by undergraduates, including those over the legal drinking age, and by Dartmouth College-recognized organizations. Increase penalties for students found in possession of hard alcohol.

Progress: Goal met.

An on-campus ban on possession or consumption of hard alcohol by undergraduates went into effect on March 28. The new rule was published in the Student Handbook, as was a change in the penalties for possession of hard alcohol. Students were notified of the coming change in policy on March 3. While the hard alcohol ban does not pertain to events for parents, faculty, and staff, these groups were also notified of the change and encouraged to refrain from serving hard alcohol at any on-campus events. Alumni reunion classes were notified of the policy as well, and in the spring of 2015 all twelve reunion classes decided to host hard alcohol-free tents. We look forward to documenting compliance with the hard alcohol ban in future reports.

- Require third-party security and bartenders for social events.

Progress: Continuing. While there was no deadline associated with this initiative in the President’s Plan, the College has established a deadline of January 4, 2016, the first day of the Winter Term.

A Social Event and Alcohol Management Working Group composed of students and staff was formed last spring. The working group was charged with reviewing and revising policy and expectations related to hosting social events and alcohol management, including rules concerning third-party vendors and event security. The group has completed a draft of the policy. In the fall, it plans to begin educating students and the
community on the new procedures and working with organizational leadership to prepare event management strategies. The College plans to enact the new procedures later in the fall term.

III. Clarify and Strengthen Expectations of Individuals and Student Organizations

- By the Fall of 2015, have in place a Code of Conduct that will be signed by every student who enrolls in the College.

Progress: Goal met. First year and transfer students signed the Code of Conduct, or Citizenship Pledge, during matriculation.

A Working Group on Community Citizenship composed of undergraduate and graduate students, parents, faculty, and administrators drafted a proposed Code of Conduct Pledge. The draft Pledge was posted on the College’s Moving Dartmouth Forward website on May 20, 2015 and comments were solicited. The pledge was finalized at the end of the summer as the Dartmouth Community Citizenship Pledge. Students entering in the class of 2019 and new transfer students were scheduled to sign the pledge during orientation.

- All student organizations must eliminate pledge/probationary periods for new members beginning in 2015-2016.

Progress: Continuing. The deadline for this initiative is the 2015-16 academic year.

In the Fall of 2014, Dartmouth’s Interfraternity Council and Panhellenic Council banned pledging by their member organizations. In support of this student initiative, and recognizing that pledging and hazing may not be limited to the Greek system, the Plan calls for enacting and extending the ban on pledging to all student organizations. (The College has a long-standing ban on hazing, a behavior that is also a violation of New Hampshire law.) The pledge ban has not yet been incorporated into the GLOS (Greek Letter and Other Societies) Handbook, the governing standards for Greek organizations, but a revised version of the Handbook is to be published in the Fall of 2015. The GLOS Handbook has long contained a requirement that all new member activities be submitted in writing to, and approved by, the GLOS office. The Athletic Department has a similar requirement that all athletic teams receive prior approval for new member activities. However, no College entity has enacted a formal ban on pledging or probationary periods during which new members have a lesser status.

- All Greek houses must have active faculty or staff sponsors (one male and one female) and alumni boards beginning in 2015-16.

Progress: Continuing. The deadline for this initiative is the 2015-16 academic year.
The GLOS office notified all chapters of the need to find two faculty advisors (one male and one female), and drafted a document, finalized in September, that articulates the expectations of faculty advisors for Greek letter organizations. All advisors will be asked to sign the agreement. To date, seven organizations have identified a pair of advisors; a number of organizations have made unsuccessful offers to potential sponsors.

- Beginning in 2015-16, all residential student organizations must undergo an annual review process.

Progress: Continuing. The deadline for this initiative is the 2015-16 academic year.

In the spring of 2015, the College formed a Student Organization Standards and Review Working Group of students and staff. The working group was charged with developing standards for annual reviews of student organizations. The working group has reviewed standards and processes at other institutions and engaged with Dartmouth student organizations. Draft standards and processes are being reviewed during the fall term. The College expects to establish an accountability review board made up of students, staff, and faculty during 2015-16.

**IV. Strengthen Academic Rigor While Enhancing Learning Outside the Classroom**

- Ask faculty to consider ways to increase the rigor of the curriculum.

Progress: Ongoing. There is no deadline associated with this initiative.

The Faculty Curricular Review Committee identified increasing academic rigor and engagement as its highest overall priority. It is reviewing, for future consideration by the faculty, a proposal to strengthen academic advising, in particular the second-year experience, and a proposal to make changes in the distributive requirements that would prompt students to reflect more self-consciously on the “breadth” of their liberal arts education.

The Committee on Instruction is undertaking a review of the culminating experience to determine the extent to which departments and programs offer a challenging capstone experience to their majors. The Committee will review written reactions to the grade inflation proposal put forth by a subcommittee, with a plan to bring a revised proposal back to the faculty. The Committee has also given consideration to the suggestion raised in the Plan of holding more early morning classes.

- Invest more heavily in additional educational opportunities
Progress: Ongoing. There is no deadline associated with this initiative.

The College has begun offering “immersion” courses that allow a fall course to be extended into the December interim period so that students and faculty can travel together to a location relevant to the course material.

In addition, the Committee on Instruction is considering enhancing “curricular flexibility,” or ways to enable faculty to teach mini courses and provide other academic opportunities beyond the “one course, one credit” system. Another alternative under review is a “summer block” schedule that would allow for a summer term course to be taught within a condensed, 5-week period.

Thayer will begin offering not-for-credit mini courses this December ranging from one- and-a-half days to one week. This year, Thayer expanded the First Year Research in Engineering program which was piloted last year; the program has grown from eight to twelve slots.

The new Bryne Scholars program, which was launched this fall, gives selected undergraduates special co-curricular opportunities in math.

- Invest an incremental $1 million each year in experiential learning.

Progress: Goal met.

The College has allocated $1 million for experiential learning for the year. A new position, associate director of the Experiential Learning Initiative at the Dartmouth Center for the Advancement of Learning (DCAL), was created, and was filled in September 2015.

V. Accountability

- Create external oversight committee.

Progress: Goal met.

This review panel was formed in May. It was charged with evaluating progress in implementation of the Moving Dartmouth Forward plan and reporting to the President and the Board of Trustees.

- Conduct two regular climate surveys and publish results: AAU Sexual Assault Climate Survey and a Dartmouth campus climate survey.

Progress: Continuing
Although not a member of the American Association of Universities, Dartmouth joined with 26 member universities to conduct the AAU Sexual Assault Climate Survey in the spring of 2015, as announced in the Moving Dartmouth Forward Plan. The survey had a student participation rate of 41%. The College released the results of the survey on September 21, 2015 and they are posted online here. The results make clear both the scope of the sexual violence problem and the need to continue to work to address it.

Dartmouth has retained Rankin and Associates to conduct a comprehensive campus climate survey (that is, a study of faculty, staff, and student views about the living, learning, and working environment of the College) during the 2015-16 academic year. In October 2015 all faculty, students, and staff will be invited to participate in a campus-wide survey about their experiences at Dartmouth. Rankin & Associates will administer the survey and collect and analyze the data. The College has committed to sharing the final report with the campus community.

**CONCLUSION**

As of September, the College has implemented or is making progress towards implementing all of the measures called for in the Moving Dartmouth Forward Plan.

The administration has made admirable progress towards the stated goals. However, we note that full implementation will require continued participation by others, including students and faculty. The Review Panel knows that the entire Dartmouth community shares our commitment to move Dartmouth forward. We encourage all elements of the College community to do their parts to ensure that that this important initiative is successful.

Respectfully submitted,

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