

**TDR Special
Pullout: AoA election**

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TRUSTING ED HALDEMAN?

DARTMOUTH

BOARD CHAIR ED HALDEMAN CONNECTED TO FRAUD SCANDAL PAGE 6

PULLOUT: THE AOA ELECTION AND WHY IT WILL CHANGE THE HISTORY OF THE COLLEGE

UPDATE ON THE COLLEGE'S PRESIDENTIAL SEARCH PAGE 2

Presidential Dodgeball

By: Christine S. Tian

This week, the Presidential Search Committee, headed by Board of Trustees member Al Mulley '70, held a series of open meetings with assorted groups on campus to receive input from the College about selecting a president to succeed James Wright. Mulley and Ed Haldeman '70, the current Chairman of the Board of Trustees, held four sessions on Monday and Tuesday, April 14 and 15, to field questions and suggestions from Dartmouth's staff, students, alumni, and faculty; the first three meetings took the form of open forums and were open to the press. The faculty committees met with Haldeman and Mulley at a reception and dinner on Tuesday evening.

Chairman Haldeman prefaced each forum with a brief sketch of the Board of Trustees' goals and action plan for selecting a new President: During the scheduled Board meetings in May and early June, the members of the Board will select an individuals to serve on the Presidential Search Committee under Al Mulley. The Board will also be developing a "Statement on Leadership Criteria" to guide the selection process and seeks community involvement, at least in name, in drafting the final statement. Haldeman further mentioned that interested individuals who could not attend the on-campus engagement sessions could provide their input to the search committee through the Trustees' website or through mail, and that over 200 people had sent in responses through the website.

During each of the three public sessions, Haldeman and Mulley asked for audience members to queue up at one of the microphones set up around the meeting area and state their comment or question; a different College administrator moderated the discussion each time. Volunteers handed out cards to audience members printed with the suggested topics for audience input:

1. What do you see as Dartmouth's significant opportunities and challenges over the next few years that a new president must address?
2. What qualities of leadership should the next president have in order to ensure Dartmouth's continued preeminence in higher education?
3. Are there other considerations for the search that you would like to share?

What follows is by no means a comprehensive summary of the questions, suggestions, and statements of audience members, Mulley, Haldeman, and the moderators. Rather, *The Dartmouth Review* wishes to highlight some of the most salient, insightful, or notable commentary discussed at three sessions: the staff, student, and alumni sessions.

At the staff input meeting, two speakers referenced President James Wright's admirable efforts in veteran education in two separate questions. One recently graduated alum emphasized the importance of choosing a president who could continue to serve as a national leader in articulating concerns about higher education and, in doing so, keep Dartmouth relevant nationally and instill pride in our College, as President Wright has done. An employee at the medical school inquired as to whether the next President would carry the torch of veteran education; Haldeman's hollow response praised President Wright for his efforts at both the macro and micro level, which gave veterans a Dartmouth education.

Brian Kunz, the Assistant Director of Outdoor Programs, expressed his hope that the next President could truly appreciate Dartmouth's sense of place and view it as an asset to the College, not a liability. In his capacity as one of the Outdoor Programs Directors, Brian is certainly qualified to discuss the incredible, unique opportunities that Dartmouth's location and rural setting offers to all those in the community: his position oversees a enormous variety of programs, from DOC outdoor-education classes, to the rock-climbing gym, to the Ledyard Canoe Club and waterfront on the Connecticut River, to outdoor rentals for students to go camping, skiing, kayaking, canoeing, climbing, or any outdoor activity imaginable in the vast, breathtaking natural landscape that surrounds our College. Dartmouth's natural setting forms an integral part of the College's character, and a President who fails to understand this characteristic—who views our rural location only in terms of long travel delays and lack of access to a Wal-Mart—will not truly understand the Dartmouth experience.

The most striking aspect of the open forum for student input, held in Alumni Hall on the afternoon of Monday, April

14, was the sheer number of empty chairs; I was fairly certain that the number of student reporters in the room outnumbered the amount of students actually attending the event in order to gain insight into the Presidential search process. Both Mulley and Haldeman seemed underwhelmed by the meager attendance, but questions from students (oftentimes the same students came up to the microphone multiple times) lasted the entire ninety minutes of questioning. Also notable: Dean of the College and newly inaugurated Sweet Dude who Hangs Out Thomas Crady moderated this discussion, adding input at appropriate places, although he left most of the commentary up to the Trustees. Both Molly Bode '09 and Nafeesa Remtilla '09, the newly elected Student Assembly President and Vice President, were in attendance, remembering their campaign promises to increase student involvement in affairs relating to the Board of Trustees.

Molly Bode opened the questioning by asking Haldeman and Mulley how many students they intended to include on the Presidential search committee. Mulley evaded the question, stating that the committee was still in its infancy and its makeup had not yet been decided, and responded vaguely to Bode's follow-up comments that other Ivy League schools had a far greater student presence in such critical Board of Trustees affairs as the selection of a new President.



Haldeman and Mulley darting questions

The future President's role in environmentalism and fighting climate change came up once again. Early in the session, Nick Devonshire '11 stood up with a three-pronged petition on the new President and sustainability. Roughly paraphrased, the petition demanded that the future President:

1. Cap the rising level of CO2 emissions from Dartmouth.
2. Prioritize energy efficiency in all construction.
3. Issue a binding sustainability policy and mission statement for the College.

Unsurprisingly, both Mulley and Haldeman declined to sign the petition at the time.

Tom Glazer '08 again stressed the overwhelming importance of a President who would commit to carbon neutrality. He pointed to the over 500 signatories of the American College and University Presidents Climate Commitment, including fellow Ivy League schools Cornell and the University of Pennsylvania, as evidence of a larger trend in higher education that Dartmouth should follow. He also mentioned Harvard University's sustainability office staffed by 12 people with a budget of over eight million dollars per year—something against which our newly-appointed future Sustainability Shepherd Kathy Lambert '90 cannot possibly hope to compete.

The issue of the advantages of choosing a President from within the College, versus one from the wider world of another educational institution, public service, or business, arose repeatedly. Mulley and Haldeman capably described the importance of a leader familiar with the "environment, traditions, history, and sensitivities in the community" special to Dartmouth, but also the advantage of finding somebody with a fresh perspective. One freshman Dartmouth student implored the Board to not underestimate the importance of a President who truly loves and understands Dartmouth, citing meeting President Wright at Dimensions and realizing his passion for the College as one of the main factors in his decision to matriculate.

Mulley made an insightful comment in response to the insider/outsider question, stating that the selection process would not hinge on a single criterion: "Alum or not, woman or man, business or not—usually it's a much richer constellation of characteristics that we attach to real people."

In response to a question as to what the "hard sell"

of Dartmouth to potential presidential candidates would be, Haldeman's answer was really quite cogent: "We don't have a hard sell because people know so much about our strengths already... our history and tradition and faculty, the passionate commitment of alumni and financial strength, and they know it's certainly within the top ten educational institutions in the US... The best way to sell Dartmouth was to get a potential president to come to Dartmouth and see how happy and satisfied the students are." Dean Crady concurred, stating that the students were what sold him on Dartmouth on his first visit to our College.

Anne Kasitaza '08 gave a quite perceptive description of Dartmouth's problem with institutional memory, exacerbated by the D-Plan: she mentioned that controversy at Dartmouth seemed to happen in cycles, with little being resolved. She gave the example that there's currently an enormous amount of attention on campus being paid to "alternative social spaces", but very few remember the failure of the Social Life Initiative of 1999. Kasitaza described the lack of resolution of such issues as "disheartening." Although nobody in attendance had an easy answer for what a future President could do to address this deficit, its mention raised several interesting questions.

Of the three sessions, attendance was highest at the alumni centric discussion, who added their opinions to many issues that had been raised at the previous sessions, such as recruitment of faculty, insider vs. outsider presence, the coexistence of Dartmouth's priorities on graduate and undergraduate education, etc.

John Engelman '68 touched on a key qualification for success as a President of Dartmouth: "I look at the most recent Presidents: McLaughlin, Wright, Freedman. To take nothing away from the accomplishments of Freedman, but he never quite understood what it was about Dartmouth that made the alumni so passionate and loyal—he didn't have that emotional connection with the alumni. I don't think you have to be a graduate or longtime teacher here (like McLaughlin or Wright), but it's necessary to make that emotional connection. I don't know how you judge that if the candidate has no experience with Dartmouth." Another alumni touched on Freedman's disconnect with Dartmouth by pointedly asking that the next President "sees this as the last job he could ever have -- not just a stepping stone to another position." Haldeman suggested a "litmus test" for whether a candidate was capable of understanding the uniqueness of Dartmouth, to test whether he "gets it or not": "Does [the Presidential candidate] see the debate among our alumni body as an entirely bad thing, a hurdle, or as an outgrowth of love for our institution?"

Jerry Mitchell '51 drew laughs when he suggested an ideal President could be cloned by combining the genes of John Sloan Dickey and James Wright into one person, expressing his admiration of Wright and Dickey's involvement and engagement with the student body and community. President Wright, indeed, can be found everywhere on campus, and this active, visible commitment to the College helps maintain enthusiasm and pride in Dartmouth. Dickey's Great Issues program, which Mitchell described as "sorely missed," also initiated campus dialogue and encouraged a diversity of ideas.

Appropriately, the alumni questions tended to focus more on long-term vision for the College than the current controversies and pressing issues that dominated the student forum. Alumni brought up concerns about a President who would be able to embrace rapidly modernizing technology in a manner which kept Dartmouth at the forefront of higher education, about continuing President Wright's efforts to keep Dartmouth involved in the Upper Valley community and smooth out any town-gown strains that may arise, about the demands on a President of the College to act as "half CEO, half Headmaster", and the viability of the future of Dartmouth's liberal arts undergraduate education.

Although Mulley and Haldeman dodged quite a few questions, they can hardly be blamed for declining to commit to specific Presidential criteria this early in the selection process. This kind of input from all sectors of the Dartmouth community, including the oft-neglected concern of Dartmouth staff, will no doubt be highly useful in determining a successor to James Wright who will lead the College for the next ten to fifteen years—if, indeed, Haldeman and Mulley intend to actually take the community's suggestions to heart, instead of simply staging information sessions for the publicity and paying lip service to the idea of "community involvement." We can only hope. ■

Ms. Tian is a sophomore at the College and Managing Editor of The Dartmouth Review.

The Dartmouth Review

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“Far better it is to dare mighty things, to win great triumphs, even though checkered by failure, than to take rank with those poor spirits who neither enjoy much nor suffer much, because they live in the gray twilight that knows neither victory nor defeat.”
—Theodore Roosevelt

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Editorial

Trusting Haldeman

Letting the Free Market Decide

The free market has been getting a lot of bad press these days. However, as a publication that prides itself on the slogan that any publicity is good publicity, it is only natural for us at The Review to appeal to the free market to solve the College’s economic woes.

Universities and colleges like our own are increasingly running on a business model. With endowments that range from Brown’s \$2.8 billion to Harvard’s \$28.8 billion, the how and when of spending those bucks efficiently is a matter of market principles. And efficiency is the name of the game, especially these days—Dartmouth, as many of you know, must cut budgetary expenses by \$40 million in the next two fiscal years. This because its endowment dropped by \$220 million as a result of the economic downturn.

Given everything that has happened on Wall Street and Motor City, the thought of fixing Dartmouth’s financial woes by using free market principles may seem ludicrous...but bear with me. Putting aside the issue that a *distortion* of free market values—not the values *themselves*—is causing what people are now calling the second Great Depression, the College should appeal to the most simple and basic concept of a market economy to guide it through its enormous budget cuts: supply and demand. To what ends should they use this principle? We’ll get there.

College leaders are facing the question of *where* and *how* the financial cuts should be made. We know where they won’t be made, thanks to President Wright’s Forever New report: the College won’t skimp on financial aid and academic expenses. He writes, “The Board agrees that we need to protect financial aid, our academic strengths—of which the core is the tenure-track faculty and our overall educational environment—and we need to do all we can to support Dartmouth’s employees. We will look to identify adjustments that are sustainable rather than temporary, and we anticipate making specific reductions that reflect our institutional priorities.”

Institutional priorities. As a liberal arts institution, Dartmouth’s institutional priority is educating undergraduates in the, well, liberal arts. Here are some attending factors: prominent faculty, good courses, and plenty of opportunities for students to expand intellectually outside of the classroom (this means foreign study, research grants, and the like). Some departments on this campus are better at meeting these demands than others.

Consider the quote from a former Dartmouth professor of English. In his article on Western Civilization (in our special Book Review issue) Professor Michael Platt writes: “To all visitors to Dartmouth, the green in the middle suggests ‘Here is innocence, here is happiness, and here is peace,’ but the reality is the war of all departments against all others. Crossing the green one day, the head of Comparative Literature jested to me: “I’ll meet you here and duel it out for students.”

Some departments consistently win that duel, while others consistently lose. The departments that consistently lose—those whose courses are under-enrolled, those whose

faculty members are not inspiring, those that exist simply as vestiges of the 1970s academic revolution—should either be cut in their totality or drastically down-sized. The understandable fear here is that departments of real value—think the small but vibrant Philosophy Department, not the dull and flaccid Women and Gender’s Studies Department—might lose out.

But the evidence at a peer Ivy League institution suggests otherwise. At Brown, the free market determines which courses and departments remain on the payroll and which ones do not. There, the liberal arts courses are thriving.

Brown’s Professor of Political Science, John Tomasi, is using a market driven curriculum to his advantage. Brown has an open curriculum, which means that students can pick whatever courses they like, without the restrictions of “distributive requirements,” which Dartmouth has, or a “core curriculum” which Columbia has.

Professor Tomasi founded and is running the Political Theory Project. The Project is devoted to promoting courses on Western Thought and American Civics. It runs like a center, much like the Rockefeller Center, and sponsors lectures and seminar classes for undergraduate and graduate students. Some of the classes taught are: Conservative Thought in America, Principles of Classical Liberalism, Liberty, and the Philosophical Basis for the American Founding. The Project, essentially, is an academic department in all but name.

Aside from its many problems, an open curriculum leaves the education that a student receives completely in the hands of that student. Professor Tomasi’s program wins through “choice.” Since a Brown student chooses which courses he takes, he is also deciding which courses the college will teach: successful, over-booked courses (such as Tomasi’s own “Introduction to Political Thought”) will continue on, while less successful courses will be cut from the curriculum for a variety of pragmatic reasons—or one pragmatic reason in particular: money.

Short of a core curriculum, which is the standard of an ideal, classical education, the next best option is an open curriculum like Brown’s. There are two things Dartmouth should do in this regard: first, Dartmouth should first adopt a market based, open curriculum. Second, the College should use enrollment statistics to dictate expenditures. This way, the question of where to cut funds becomes almost moot: the market will give a natural answer. Successful courses and departments will thrive naturally; unsuccessful ones should wither away as funding for them reduces to a trickle, or even dries up altogether. This is one way to streamline the College’s expenses.

As it is, Dartmouth’s distributive requirements distort the market picture by forcing students to enroll in classes that they would otherwise never enroll in. Dartmouth has seven distributive



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The Week In Review

Two Philosophy Professors Headed to Wash U.

Philosophy professors Roy Sorensen and Julia Driver will be leaving Dartmouth for Washington University at St. Louis at the end of spring term. The married couple have admitted increased salary and the opportunity to work with graduate students to be the deciding factors in their decision. The two distinguished scholars in their field will be occupying senior positions at the university. Washington University has also hired 14 other faculty members in the philosophy department as part of efforts to expand the department. The two admit to the strength of Dartmouth's undergraduate program, but the possibility of working in a graduate program offered more opportunities for research and collaboration. In addition, the professors' sons will be allowed to attend the university for free, or have a majority of their tuition paid by the college if they choose to go elsewhere. Faculty of the Dartmouth philosophy department declined to comment on the situation. Students hold these professors in high regard: Driver specializes in ethics and moral philosophy, teaching classes on those subjects. Sorenson specialized in the philosophy of language, with a special interest in conundrums like vagueness. Both were popular amongst students.

Student Life Committee Presents Findings...

It is truly disappointing that more people aren't taking to heart the oppressive and unfair nature of the Greek system. It's disheartening to know that the only place students can go to hang out with friends is a fraternity that offers free alcohol, but when there, they don't have control over their surroundings. That's why the college created the SLC—the Social Life Committee—to create social spaces where students won't have to pay for alcohol and can control how the space is run. Essentially, this is the College's attempt at social engineering. Maybe that might sound unrealistic, but free beer where one has control sounds great. That's a perfect reason to support the SLC because they are there to make unreality into reality. This has been the College's agenda since the Student Life Initiative, which was also a departure from reality, like the SLC.

Unfortunately, on Tuesday, April 1, the Committee's panel event only had 20 people in attendance. Perhaps, the 800 students, who signed the petition last term to create the committee thought the panel event was an April fool's joke. Regardless, the college is hiring professionals to perform a culture audit this term. The committee is trying to form focus groups for these professionals that will represent the whole student body. Hopefully, those focus groups will have many freshmen and unaffiliated students; it is not fair to see what the Greeks have to say because they have control of all the social spaces right now. It doesn't matter that approximately 60% of eligible students are affiliated.

Acceptance Rate Falls

For the applicants for the class of 2012, acceptance rates at Dartmouth fell to a record low at 13.2%, declining 2.1% from last year's rate of 15.3%. According to Dean of Admissions and Financial Aid Maria Laskaris '84, 2,190 students were offered acceptance to the college, 400 of which were accepted through the Early Decision process. The College predicts approximately 1,080 students will matriculate; however this year could be different: Harvard and Princeton recently eliminated their Early Decision programs, so applicants that would have been accepted then are now in the applicant pool with the rest of the College's applicants. Academically, the class of 2012 outdid their 2011 predecessors; 38.5% were valedictorians and 11.3% were salutatorians of their high schools. The class of 2012 is also more diverse, with 944 students, or 43%, identifying as a student of color. Applicants are expected to increase for the class of 2013. In the first few months of 2008, the number of high school students who have come to tour the college has nearly doubled since last year, a promising trend that signifies increased interest in applying or matriculating to our College on the Hill.

AoA Suit to go to Trial in November

The Association of Alumni suit will go to trial this November. The case will be presented in Grafton County Superior Court under the wholly original title, "Association of Alumni of Dartmouth College v. Trustees of Dartmouth College." The trial will likely last 5-7 days. Bruce W. Felmy and Richard C. Pepperman will represent the defendant against Patrick E. Donovan of the plaintiff. Those with further interest in legal nattering can look up Case Number 07-E-0289 via New Hampshire's judicial system.

Black Womanhood

The Hood Museum of Art recently debuted "Black Womanhood: Images, Icons, and Ideologies of the African Body," an exhibit showcasing the work of African, European, American, and Caribbean artists. The tripartite exhibit presents centuries' worth of portrayals of black women: "Iconic Ideologies of Womanhood" features traditional African art from tribes across the continent, "Colonizing Black Women: The Western Imaginary" simultaneously presents and condemns the over-sexualized mystique that Western cultures placed on black women, and "Meaning and Identity: Personal Journeys into Black Womanhood" highlights works of contemporary black female artists. These contemporary pieces constitute much of the exhibit. Many carry heavy political overtones, commenting on inequality still all too present in the modern world. South African artist Zanele Muholi addresses racial and gender inequality but also fights for acceptance of black lesbians in her 2003

photograph entitled "Sex ID Crisis." "The preservation and mapping of our herstories is the only way for us black lesbians to be visible," Muholi said of her work. Hanging in the center of the exhibit is Nandipha Mntambo's Balandzeli, a sculpture of the feminine body whose construction entirely of cowhide rendered it one of the most striking pieces of all.

"Black Womanhood" will be on display until August 10.

Cannon May be Buried Under Memorial Field

Some pranks are just too good not to brag about. One alumnus with a particularly egregious tale decided the time had come to reveal the results of his extracurricular pursuits, before he succumbed to his final illness. And that's how a World War I cannon came to be discovered under the stadium at Memorial Field.

It seems that in the 1960s, the Vermont Veteran's Home had a cannon displayed outside their building that has been missing for many decades. During a football game this fall, a visiting alumnus casually mentioned this, and that the cannon could be found under their feet. Hanover Police officer Richard Paulsen has verified that there is an ammunition carriage half buried in mud and ice beneath the stadium, and a professor of geophysics has jumped into the fray by volunteering the future class time to locate the rest of the artillery piece using special equipment.

The authority figures in this story have been quick to caution that, despite the nostalgic charm of this story, a student attempting a similar prank would be charged with theft if caught, and presumably would earn something other than a troupe of camera crews and a police officer eager to play Indiana Jones for their troubles.

Dartmouth Professor's Wife Arrested

Dartmouth Professor Richard Granger and his wife Lean Granger are in hot water this week after Hanover police recently took into custody the latter for embezzlement. Mrs. Granger is accused of stealing over \$300,000 from a church in Southern California, where she acted as treasurer and bookkeeper for the Newport Harbor Lutheran church while Professor Granger taught at University of California, Irvine. Sgt. Evan Sailor of the Newport Harbor Police told reporters Mrs. Granger is under suspicion for having written herself enormous and thoroughly illegal checks over her four years at the church. An investigation of her activity began late 2006; on March 27th, Mrs. Granger was detained, but opted to return to California and the Newport Beach Police Department instead of remaining in Hanover. Her pre-trial hearing is scheduled for April 14th and bail is set at \$500,000.

As the W.H. Neukom Professor of Computational Sci-

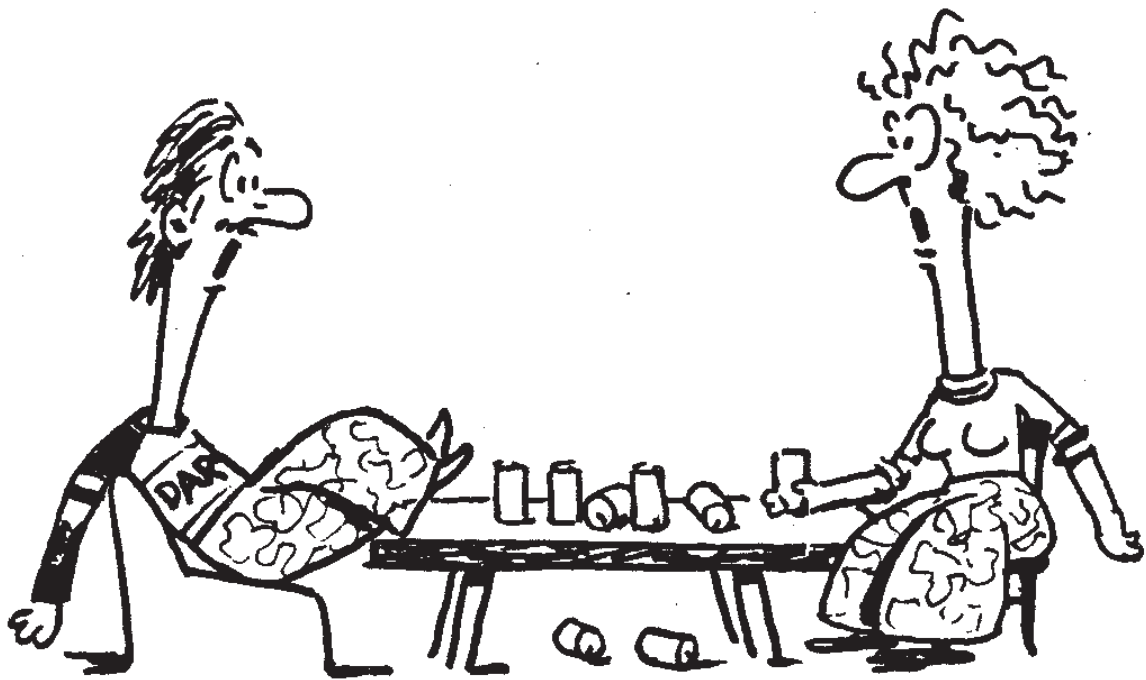
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The Week in Review



“You say beer can, I say toilet paper.”

ences and Professor of Psychological and Brain Sciences, Richard Granger also owns Caspian Scientific, LLC., a neuroscience consulting firm registered in New Hampshire. The investigation surrounding Granger’s wife has heaped misgivings on Caspian, which may have used funds from Mrs. Granger’s illicit activities. Orange County prosecutor Yvette Patko, in charge of the case, has refused to comment on whether Caspian is under official investigation. However, New Hampshire’s company registry states the business is “not in good standing,” adding further layers of suspicion to what may already prove disastrous for a member of our community.

On behalf of Dartmouth Director of Periodicals and Communications Services Laurel Stavis stated, “The College is distressed to hear about this and our thoughts are with the family.” Further developments in the case should clarify whether and where guilt lies and how the College must deal with the results.

Debate Places Second at National Competition

At the end of March, the College’s policy debate team, officially known as the Dartmouth Forensic Union, traveled to California State University at Fullerton to participate in the National Debate Tournament. This year the topic for the competition concerned whether or not the United States federal government should establish a policy to constructively

engage with the Middle East.

The three-day competition was involved and grueling, with the two teams from Dartmouth spending entire days debating. Nevertheless, their work was rewarded when the team of seniors Kade Olson and Josh Kernoff made it past the preliminary rounds of the tournament, and Olson placed within the top twenty individual speakers at the tournament. The final part of the tournament consists of a series of single elimination rounds, with the seeding determined by win-loss records in the preliminary debates. Kernoff and Olsen rose from their fifteenth-seeded position to defeat all of their opponents, including Harvard, the University of Kansas, and the University of Michigan, until the final round in which they battled Wake Forest University. Unfortunately, WFU bested our team this year, leaving Dartmouth in second place. Kernoff and Olsen were, however, optimistic, saying that next year’s debaters have plenty of potential.

Shirts Document Experiences with Sexual Assault

On April 2 the Dartmouth Sexual Assault Awareness Program again decorated the Collis Center with colorful t-shirts, each of which bears an anonymous student’s experience with sexual abuse. The Clothesline Project, as the display is known, aims to bring people face-to-face with the tragic reality of sexual assault, a fact rarely mentioned but still all too present. The Clothesline Project originated in

Cape Cod in 1990 as a local undertaking to raise awareness of sexual assault. The movement spread across the country throughout the 1990s, and it is now a nationwide event that takes place every April, the month that has been officially designated as Sexual Assault Awareness Month since 2001.

The contents of the shirts vary. Some describe their creators’ experiences of rape or sexual abuse, while others are not as specific: “AN ORIFICE IS NOT AN OPPORTUNITY,” one shirt reads, while another states “Every time I walk past your house, I wonder how many girls have been raped there.” Several of the shirts also describe sexual assault and rape taking place on Dartmouth’s campus, debunking an all-too-widespread belief on campus that sexual violence “just doesn’t happen here,” as one ‘10 put it.

“I saw a whole spectrum of reactions, from surprise to people in tears to people saying how important it is and that they appreciated that we took the time to do that,” commented Rebel Roberts, interim director of the Dartmouth Sexual Assault Awareness Program. Roberts also stated that a third of all women in the 18-22 demographic will be sexually assaulted, a number which awareness-raising campaigns such as the Clothesline Project hope to lessen in the future.

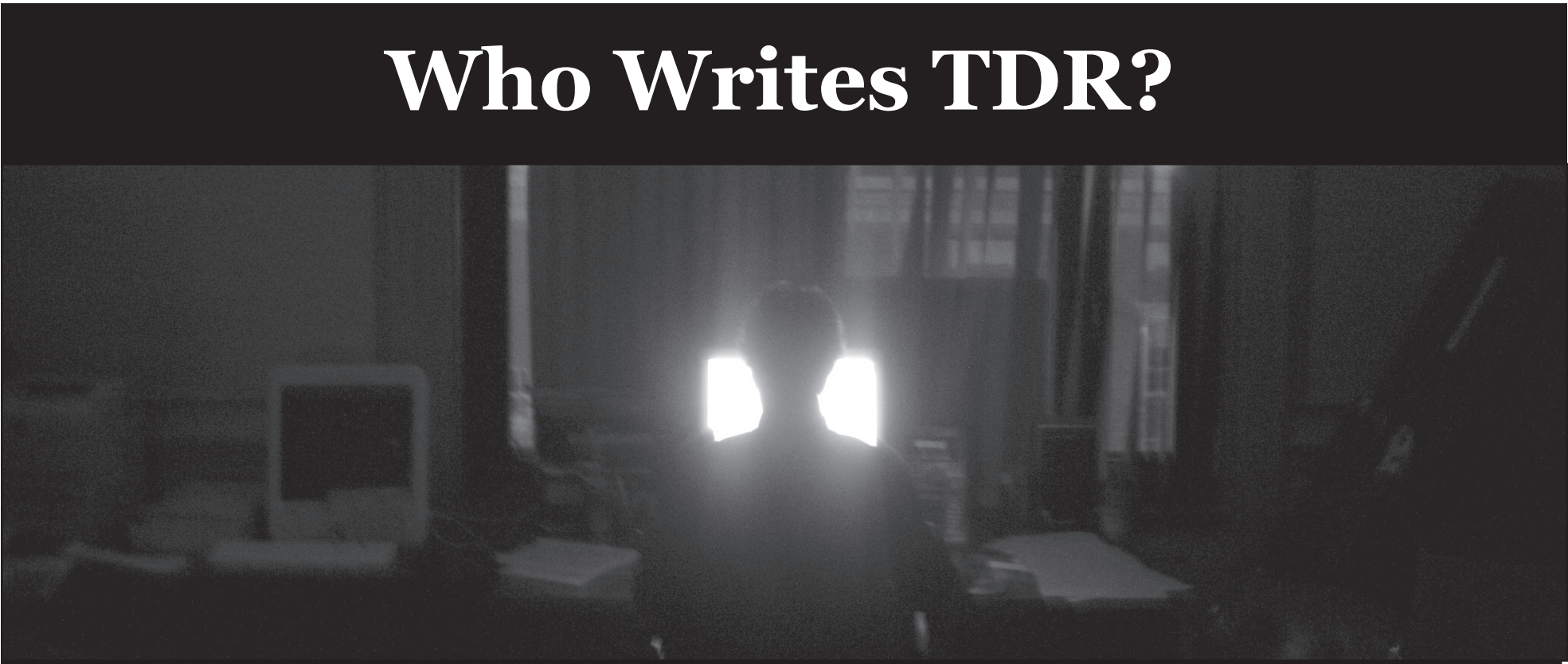
The Clothesline Project will be on display in the Collis Center through Wednesday, April 16.

Nonie Darwish Speaks

Nonie Darwish renewed campus debate over the extent and effects of militant fundamentalist Islamic groups with a speech in the Collis Common Ground on April 9th. Growing up in Cairo and Gaza, she experienced Muslim culture in the Middle East firsthand and witnessed the destructive effects of radical Islam on society. She later converted to Christianity and now writes and speaks publicly on the dangers of militant Islam.

From this perspective, Darwish decried fundamentalist Muslim groups and the damage they cause at all levels of society. She noted that in addition to influencing leaders of Arab countries, radical Islam also affected the social mores of all parts of society around her. Darwish went on to state that radical groups have stifled political reform in Arab nations, threatening and assassinating proponents of change and liberalization. Tying into this, she claimed that leaders of Arab nations manipulate radical Islamic sentiment to direct the populace’s attentions away from problems within their own countries and toward Israel and America. As support, she cited a survey of Egyptian citizens listing Israel as their primary problem, despite widespread unemployment and poverty.

Although outcry against the speech was far more subdued than the campus’ reaction to a similar speech made by Robert Spencer against Islamo-Fascism earlier this year, some students still took offense to Darwish’s statements. Shamis Mohamud ‘08, vice-president of Al-Nur, was quoted as saying “The Muslim community was troubled by the arrival of this controversial speaker. We are concerned that aspects of our religion were misrepresented, and we are looking forward to a dialogue with the organizers of the event and any other interested students.”



Blowing the Whistle on Ed Haldeman

By Emily Esfahani-Smith

Editor's Note: Below, the reader will encounter a story of corruption, ethical lapses, and corporate malfeasance. This is alleged to have occurred under the watchful eye of Charles "Ed" Haldeman, Chairman of Dartmouth's Board of Trustees.

Haldeman the Reformer

In 2003, when Haldeman took over as CEO of the Boston-based mutual funds firm Putnam Investments, promoted up from head of investments—or Chief Investment Officer (CIO)—the company was emerging from a major scandal. Putnam was the first company among many funds firms to face investigations, penalties, and restitution for an activity known as market timing. Various forms of market timing exist; in Putnam's case, it involved the rapid trading of shares by preferred investors. Since market timing is banned by Putnam's prospectus, these activities amounted to fraud.

Many believe that Haldeman steered Putnam away from such unethical behavior: in a 2004 statement to the press, he announced his intention "to reflect our commitment to put these matters behind us and continue to move forward as a firm focusing on rebuilding investor confidence and delivering consistent, dependable, superior investment performance over time." That same year, Haldeman donated \$10 million to Dartmouth College to open the Haldeman Center, which houses Dartmouth's Ethics Institute.

At Putnam, Haldeman pushed through a series of reforms in the name of good governance. Haldeman has used his reputation as Putnam's ethical reformer to spearhead similar efforts at Dartmouth. As Chairman of the Dartmouth Board, he has overseen the controversial board-packing initiative at the College. His initiative seeks to undo a 1891 agreement between the College and its alumni that established parity between elected and appointed Board members. Under Haldeman's reform, eight more appointed trustee positions would be added to the Board, resulting in sixteen total appointed positions, while the number of elected trustees would remain at its current level of eight.

Like the Dartmouth board packing controversy, the Putnam scandal will be judged in a court of law. Putnam is being sued in a US District court in Maryland according to the case's consolidated federal complaint, filed in September 2004. Both lawsuits—Putnam's and Dartmouth's—are currently in discovery periods, and in both cases, a picture is emerging that cuts into Haldeman's image as the ethical reformer. *The Dartmouth Review* has received information that the scandal surrounding the Putnam class action lawsuit—involving market timing and fraud—allegedly continued under the watchful eye of Haldeman, the same man who is leading the controversial reforms at Dartmouth.

Blowing the Whistle

Peter Scannell, a resident of Weymouth, Massachusetts, recently contacted *The Dartmouth Review* about Haldeman's alleged contemporaneous knowledge of Putnam's market timing scandal.

Just a few years after his arrival at Putnam, Scannell blew the whistle on Putnam Investments. The *New York Times* reported, "Peter T. Scannell described how he had tried to turn over evidence of improper trading practices at Putnam but was ignored by the Securities and Exchange Commission." The *USA Today* adds, "Scannell blew the whistle to the Securities and Exchange Commission, which didn't act, and then to Massachusetts regulators, who did."

Massachusetts' security regulator, Matthew Nestor, noted that the investigation "would not have started without him...We owe him a debt of gratitude." Nestor told *Boston Magazine* that upon meeting Scannell, he, "wasn't nervous. He wasn't agitated...I knew he was right."

Ms. Esfahani-Smith is a junior at the College and Editor-in-Chief of the Dartmouth Review. The photograph on page seven is courtesy of Peter Scannell.

As a result of Scannell's efforts, the largest securities investigation of mutual funds companies ever undertaken by regulators was launched. This earned Scannell a nod in *USA Today* as one of America's most influential people of 2003, where Scannell was hailed as a hero for his efforts. He has also testified before the Senate Committee on Governmental Affairs on January 27, 2004.

As part of his ongoing investigation of Putnam, Scannell now alleges that Haldeman was aware or should have been aware of the market timing by mutual fund managers which, for a space of time, occurred under his command as the company's CIO. This is the first time that some of these charges are being made public.

Is Haldeman now reforming Dartmouth in the same way he governed and "reformed" Putnam?

Beginnings and Market Timing

Almost immediately after Putnam trained Scannell in the financial services field, Scannell had his first experience with what is called market timing.

Market timing is the rapid trading of shares in and out of Putnam's body of funds. Eric Zitzewitz, a recent addition to Dartmouth's economics department, in an interview with the *Boston Globe*, notes that market timing "is a problem



Haldeman staring down a worried man.

when a fund denies that right to some people and allows it to others." This preferential treatment of investors is what occurred at Putnam.

These funds are only priced at the close of the market day, so their prices become stale as the market fluctuates the

This is the first time that some of these charges are being made public.

next day. Market timers take advantage of these stale prices to make a profit. A particularly exploitable type of fund is found in the international markets, with stocks traded from companies around the world. In an international fund, the traders can market-time and exploit market inefficiencies that are presented because of time differences, since markets close at different times internationally.

Though market timing is not illegal, allowing market timing in a fund that clearly states it is prohibited in its prospectus, as every Putnam fund prospectus included at the time of the scandal, is ultimately fraud.

Since market timing is strictly prohibited in Putnam's funds, the company violated its fiduciary duty to its shareholders and their investments.

Shocked to see these dubious transactions occur at Putnam, Scannell first went to supervisors in his department and quickly learned, to his disappointment, that "discussions about market timing were met with deaf ears," as he told the Senate Committee on Governmental Affairs.

When he was compiling his spreadsheets and documents, all evidence that market timing occurred at Putnam, Scannell

recalls that he "was in very deep and I remember discussing this with my brother Jay who is an attorney with the Quincy District Court. He said I better be very careful that I don't get myself killed. I told him he was dramatizing," as he testified before the Senate Committee on Governmental Affairs.

Chief Investment Officer Haldeman

As Scannell was gathering information in his cubicle and the scandal was reaching its peak, Haldeman joined Putnam as the co-head of investments, or co-Chief Investment Officer. Previously, Haldeman was the CEO of Delaware Investments. In October 2002, when Haldeman joined Putnam, the market timing activities were escalating. As CIO, it became Haldeman's responsibility to oversee all investment operations.

Scannell said it was rumored that Haldeman would be replacing the then CEO of Putnam, Lawrence Lasser; Scannell alleges that Lasser, not pleased with the prospect of being ousted, made sure that Haldeman was exposed to what he, Lasser, knew. According to the federal court complaint, Lasser certainly knew about the market timing activities of influential investors as early as 2000. Tim Ferguson, then CIO, directly informed Lasser of market timing activities, but Lasser did nothing to stop it, according to the federal complaint. Instead, as the *Boston Business Journal* reported, Ferguson was "removed from his post as chief investment strategist" in 2002.

Two men replaced Ferguson, according to the Journal: "Lasser named as Ferguson's replacements Steve Oristaglio, who had been deputy head of investments, and Ed Haldeman, former chief executive of Lincoln National Corp.'s money management business." Haldeman and Oristaglio reported directly to Lasser.

Ferguson's information about market timing, Scannell alleges, was shared with Ed Haldeman, and the activities continued to occur after Ferguson was removed from his post as Chief Information Officer.

Lasser may have been the one to take the fall for Putnam's unethical practices, but he wasn't the only one who knew about them. According to the federal complaint, senior managers knew too. One of these senior officials, when confronted with having allowed these market timing abuses to occur, told those who confronted him, "Listen, it isn't

CRIMINAL," according to Scannell's testimony before the Senate Committee on Governmental Affairs.

Scannell discovered internal documents that confirmed that Putnam was giving preferential treatment to certain market timers, like the Boilermakers, a group of union members who were influential investors at Putnam. In addition, Scannell had documents showing how ordinary shareholders, long-term mom-and-pop investors who had entrusted their money to Putnam, were getting hurt as a result of market timing.

It became clear to Scannell that senior managers would not stop their unethical behavior unless a regulator stepped in. Scannell was now prepared to contact the SEC, believing his research and evidence were compelling enough to warrant SEC action.

A few days after Peter Scannell confronted his supervisor at Putnam Investments about trading abuses, he was dragged from his car and beaten with a brick by a man who ordered him to keep his mouth shut."

In mid January 2003, Scannell compiled his anthology of abuses and printed the classified internal documents that were technically restricted. The day before, he told his supervisor that he would no longer conduct market timed transactions. Scannell told the Senate Committee on Governmental Affairs that the supervisor "responded very seriously and told me I had to do what I had to do, but that I should be very careful."

Continued on page seven, after the pullout.

The Dartmouth Review

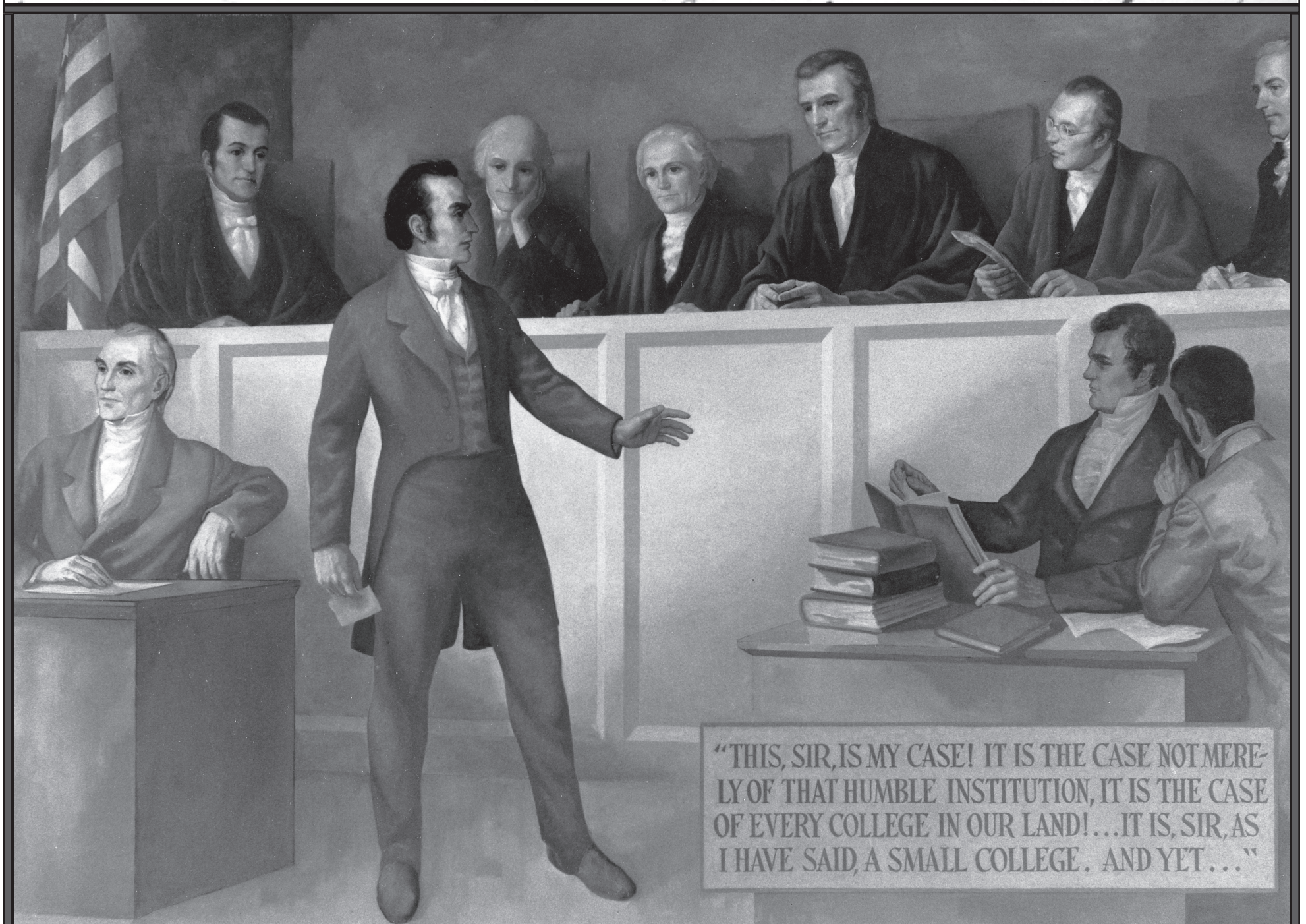
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1891.
Annual Meeting - Issue 24 1891.
Constitution of the Dartmouth
College Alumni. } See page 131
Alumni-Trustships.



INSIDE: HOW THE COLLEGE GOT TO COURT • THE AOA ELECTION AND WHY IT MATTERS • PROFILE: PETITION CANDIDATE MARIAN CHAMBERS • STATEMENTS FROM NOMINATED AND PETITION CANDIDATES •

The AoA Lawsuit: A Short History

By Aditya A. Sivaraman

Editor's Note: The Association of Alumni lawsuit against the proposed board packing measure supported by the Dartmouth administration is a battle for the future of Dartmouth College. The result of this historic lawsuit will determine whether Dartmouth can continue its proud tradition of alumni governance or whether it will become just another university where alumni are sources of revenue without having any real say in their alma mater. The upcoming Association of Alumni election will essentially determine the fate of the lawsuit: if the petition trustees win, the lawsuit will continue and Dartmouth will retain its largely unique governance structure. If, however, the administration's insider candidates win, the college's alumni will, in large part, lose their voices at Dartmouth forever. At this important juncture, The Dartmouth Review presents you with an overview of the history of the lawsuit.

Introduction: The Petition Trustees

The lawsuit was born out of the Dartmouth administration's worries about the election of four petition candidates to the Board of Trustees. Since 2004, in what has since been deemed the 'Lone Pine Revolution,' Dartmouth alumni have elected petition candidates T.J. Rodgers, Peter Robinson and Todd Zywicki to the Board. When the administration proposed a new constitution in 2006 to stack the cards against petition trustees in future board elections, the alumni spoke out against the administration once more: the alumni elected the fourth successive petition trustee in the Spring of 2007, Trustee Stephen Smith. The rapid succession of five losses for the administration—one of them being the failed constitution—was a cause of much concern for insider forces, which includes the likes of President Jim Wright, the Alumni Council, and Board members who were not sympathetic to the Lone Pine Revolution. The response from these players revealed nothing short of desperation: a last ditch effort to



President James Wright

halt the obvious trend in alumni opinion—also known as the proposal to pack the Board of Trustees.

Stacking the Cards: The New Alumni Constitution

To understand the full extent of the motives that lead to the FDR-esque maneuver to pack the Board, one must first consider the first step taken in this direction by the College: the effort to rewrite the constitutional rules surrounding the trustee election process. The proposed constitution was ultimately drafted by a committee under the Alumni Council, which is the undemocratically elected body of alumni governance. Unlike the Association of Alumni's executive committee, whose members the alumni vote for, the Alumni Council's members are in large part appointed or rubber stamped by the administration.

The alumni constitution typically outlines the procedures by which trustees are nominated and elected. Historically, to ensure a minimal amount of diversity in the candidates, the Constitution required the College to nominate three candidates to the trustee slate.

Unable to deal with the standard rules, the College

Mr. Sivaraman is a sophomore at the College and Vice President of The Dartmouth Review.

attempted to force an anti-democratic procedure into the proposed constitution that would require it to nominate one official candidate, thereby severely reducing the choices given to potential voters and channeling more votes to the insider. It would have also required petition candidates to declare their candidacy *before* the nominated candidate was announced.

The prompt and decisive defeat of this new Constitution (a defeat supported by both liberal and conservative groups on campus), was a stunning blow to Dartmouth's anti-alumni governance forces. This, along with the election of petition trustee Stephen Smith, which served as a vote of no-confidence in the administration and the constitution, seemed like a clear mandate to change the direction the College was taking in terms of restructuring alumni governance. The Administration believed, however, that the only hope to check the alumni's vocal disapproval of its policies would be to dilute the alumni's voice on the board.

Secret Governance Committee

In response to the defeat of the constitution and the victory of the fourth petition candidate to the Board, the Dartmouth Board of Trustees created a Governance Review Committee, which examined the governance structures at other colleges and universities. The committee met secretly for six months prior to their announcement to change the structure of the Board, an announcement which occurred in June 2007. In addition, the Committee included Chairman of the Board, Ed Haldeman, and did not include a single petition trustee.

The Governance Committee found that all the other universities they examined had larger trustee boards and less alumni representation on those boards. As a result, Chairman Haldeman announced the Committee's decision to add eight appointed trustees to the Board. As it stood at the time, the Board was divided evenly between eight trustees appointed by the Board itself, and eight elected trustees, voted into office by alumni. By adding eight appointed trustees, the voice of alumni trustees was cut from one half to one third.

The 1891 Agreement

In 1891, the College was at odds with alumni, as it is now. Back then, alumni were withholding funds from the College, because they disapproved of the College's policies at the time, which they could in no way control since they were not represented on the Board of Trustees. Striking a compromise between the College and the alumni, the 1891 Agreement was enacted. The 1891 Agreement establishes that one half of the Board will be composed of alumni elected trustees; the other half will be composed of trustees appointed by the Board itself. The 1891 Agreement further establishes that this arrangement should be upheld with each successive board vacancy. Indeed, the 1891 Agreement has been honored for 117 years. Each time the Board has expanded since 1891, the parity established 117 years ago was honored. Each time, that is, until the Governance Committee decided to overthrow 117 years of Dartmouth history.

With few other options to oppose this threat to alumni governance, the Association of Alumni filed a lawsuit to prevent the near death of democracy at Dartmouth.

The Association of Alumni Lawsuit

The Association of Alumni, a body that is elected by and represents the alumni, voted six to five to file a lawsuit against the College to prevent the move to pack the Board. The suit is being heard in New Hampshire's Grafton Country Court. The Association's lawyers argue that the 1891 Agreement between the College and the alumni is a living contract, and therefore, is enforceable as law. The Board's move to alter the 1891 Agreement, therefore, is a violation of that contract. Needless to say, the College has fought the

suit tooth and nail.

Conflicting Claims to Representation

One of the first attacks on the AoA suit against the College was the claim that the Alumni Council, not the Association of Alumni, was the true representative body of the Alumni. This move would have cut much credibility from the AoA's clam that the lawsuit represented the views of the alumni. A brief investigation into the facts, however, quickly shows that this claim is false: whereas the AoA is a fully representative body, the Alumni Council is chosen by administration loyalists. The Council also includes a faculty member, and a disproportionate number of representatives from various minority alumni communities, both racial and sexual.



The Board takes questions about board packing scheme.

The Motion to Dismiss

The College filed a motion to dismiss the lawsuit. Much to the disappointment of the College—and a preliminary victory to the Old Dartmouth faction of the alumni—the motion was summarily dismissed by the judge. The judge acknowledged the pressing contractual precedent of the 1891 Agreement.

The case is now in a discovery period, and will be heard out in full, unless it is settled out of court. The College has few options but to defend its move to disenfranchise alumni in court.

The Resignation of Wright

Three days after this crushing defeat, President Jim Wright announced his resignation. Wright will officially step down as President next June. He has been credited with causing alumni dissatisfaction, starting with his ill-fated plan to kill the Greek system at Dartmouth via the Student Life Initiative, followed by his role in developing the plan to pack the Board.

AoA Elections and the Future of Dartmouth

In the midst of this legal turmoil, the election for the Association of Alumni's Executive Committee is soon to be underway: April 28 through June 5. With a broad field of both insider and petition candidates, this election will determine the fate of the lawsuit to preserve Dartmouth. If insider candidates win and are able to take a majority on the Association's Executive Committee, the lawsuit will almost certainly be dropped, and any hope that Dartmouth's graduates had of ensuring future governance of their beloved college will evaporate. As in previous elections, it is imperative that those who love Dartmouth mobilize and speak out throughout this campaign and through the voting process. If this battle is lost, then Dartmouth will likely never be the same again. Only through the victory of petition candidates in the AoA election can the lawsuit, Dartmouth's only chance of holding true to its traditions, prevail.

In this case, as in prior cases, the involvement and dedication of Dartmouth's alumni will be key. This is a crucial battle for the future of the College, and any graduate who cares about the College must speak out through the electoral process. The very future of the College is at stake. ■

For day-to-day coverage of the AoA lawsuit and all things Dartmouth go to
www.dartlog.net

The Dartmouth Review

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Greg Fossedal, Gordon Haff,
Benjamin Hart, Keeney Jones

“Far better it is to dare mighty things, to win great triumphs, even though checkered by failure, than to take rank with those poor spirits who neither enjoy much nor suffer much, because they live in the gray twilight that knows neither victory nor defeat.”
—Theodore Roosevelt

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The cover image is courtesy of the Dartmouth Library

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Editorial

6/24/1891: Never Forget

This year, the Association of Alumni’s Executive Committee election bears the weight of history and the promise of the future. Upon it hinges the fate and future of the College we know. Specifically, if a majority of the candidates nominated to the executive committee are not petition candidates, the AoA will vote to withdraw the lawsuit (see page E2) to protect alumni rights, as they know them, to be represented in alumni governance. If the executive committee withdraws the suit, then the Board of Trustee’s Governance Report will stand, allowing the 1891 Agreement and its 117 year history and precedent to disappear, as if it never even existed to begin with.

This is why the *Review* is urging alumni to vote for the petition candidates to the AoA Executive Committee. The AoA is the official voice of alumni to the College, and the only alumni body one hundred percent elected by alumni. The only group of candidates that rise to the level of accountability to alumni are the petition candidates. The officially sanctioned candidates, in addition to whatever else they might do for Dartmouth, will work to withdraw the current lawsuit against the Board of Trustees, and will therefore act against the interests of alumni; this of course gives us pause when considering what else they might do.

In a statement to *The Dartmouth Review*, the officially slated candidates for the Executive Committee stated, “Unlike our opponents in this election [the petition candidates], we do not believe that litigation is an acceptable vehicle for resolving differences of alumni opinion about college governance.” (See page E5.) This echoes the sentiments of the Chairman of Dartmouth’s Board, Ed Haldeman, and of President Wright. For reasons to question the leadership of Chair Haldeman, see pages 3 and 6 of the *Review*.

In Spring 2007, when the Governance Committee of the Board of Trustees issued their report that sought to undo the 1891 Agreement, the AoA executive committee was the only group to stand up to the Board. The AoA successfully postponed the Board’s decision until the Fall of 2007, but at that point in September, the Board planned to follow through with the sweeping and draconian changes. The changes included adding eight additional appointed trustees to the Board, causing the proportion of democratically elected trustees to drop from half to a mere third. The Board also usurped the AoA’s right to conduct trustee elections, a protocol that has been in place since 1891, like the parity agreement.

The AoA, at its wits’ end and feeling no alternative, finally took the College and the Board to court to fight against the Board’s flagrant violations of the 1891 Agreement and disregard of the alumni. In taking the College to court, the AoA aimed to protect the alumni right to vote for one half of the trustees on the Board, and the AoA was therefore protecting the interests of alumni. By issuing statements like “we do not believe litigation is an acceptable vehicle for resolving difference of alumni opinion about college governance,” the official candidates to the AoA executive committee will surely work to end the litigation, and thereby end the obvious leverage the litigation affords to the alumni.

For this reason above all else, the official candidates, if elected, will not be acting in the best interest of alumni.

On the other hand, the petition candidates wisely endorse the current lawsuit against the College. For instance, Paul Mirengoff, running for Second Vice President, explicitly states his purpose to run as a petition candidate, “I am running mainly to preserve alumni parity with respect to the selection of trustees.” Marian Chambers, running for Secretary-Treasurer, expresses similar distaste with the College’s recent efforts to jeopardize the democratic mechanism of alumni governance: “I voted against [the proposed Constitution of 2006], because it is undemocratic for one group (sitting, appointed Trustees) to expand their turf at the expense of other (alumni approved) Trustees. This used to be called ‘fixing an election’—consult Putin!”

As can be seen by the contrasting statements between the petition candidates and the official candidates, this AoA election is a referendum on the current lawsuit against the Board, just as the victory of petition trustee Stephen Smith was a referendum on the failed Alumni Constitution. In

the Spring of 2007, the alumni endorsed Smith as their trustee, expressing the fourth no-confidence vote in the College’s administration and its moribund policies. The AoA election will be the fifth no-confidence vote, if the majority of the open slots on the committee are won by petitioners, as we expect them to be.

One of the members of the petition slate, Bert Boles, is running as an incumbent for First Vice President. He was

one of the members of the AoA Executive Committee that filed the lawsuit against the college, and he puts the matter succinctly: “With reluctance, and after repeated efforts to seek another means of resolution, we voted to file a lawsuit to enjoin the Board-packing plan. Now we are once again fighting the stacked odds to retain our seats. If we lose,

the Establishment candidates will promptly dismiss the lawsuit, extinguishing the last hope for protecting the hard-won and long-honored governance rights of Dartmouth alumni.”

The only vote the official candidates will receive from *The Dartmouth Review* is a vote of no confidence. Moreover, our confidence in the administration and its recent attempts to fashion a politburo out of an otherwise democratic process of alumni governance is also shot. The *Review* is endorsing the petition candidates in this AoA election. The AoA is the sanctioned voice of alumni, and the *Review* fears that the establishment slate represents yet another group of administration loyalists rubber-stamped by Parkhurst, which has been getting the worst of it from alumni since 2004 in the form of trustee elections.

The all-media voting period runs from April 28 to June 5. We are urging alumni to vote: this election, more than any other, will determine the say alumni have in future alumni governance elections. This may well be the most important election the alumni of Dartmouth will participate in. If you don’t offer your say now, chances are, your opportunity to offer it in the future will diminish. Don’t let the College take your rights away from you: the right to vote according to your conscience foremost among them. ■



By
**Emily
Esfahani-
Smith**

The only vote the official candidates will receive from *The Dartmouth Review* is a vote of no confidence.

ALUMNI VOTE

The Dartmouth Review urges you to vote for the petition slate for the Association of Alumni Executive committee

‘Til June 5TH

Vote Online: <http://voxthevote.org>

TDR Interview: Marian Chambers

By Galen U. Pizzorno

Elections to the Association of Alumni are rapidly approaching, and things are starting to heat up. The majority of the body’s current make-up supports the lawsuit, but if the administration gets its way, that’s going to change. Twenty-two candidates—eleven selected by the administration and eleven nominated by alumni—are competing for eleven spots

As “the first female to graduate from Dartmouth’s first coeducational class,” Ms. Chambers—who insists on being called Marian—describes herself as “what might be deemed an unlikely supporter, much less slate member, of an ‘old-school-tie cabal.’” Nonetheless, she strongly supports the efforts of the 2007-2008 Executive Committee to “preserve the 1891 Agreement that established Board parity.”

on the Executive Committee. Four officers, consisting of a president, two vice presidents, and a secretary-treasurer, will be elected alongside seven other members.

The Dartmouth Review continues to give our readers a broad view of the candidates and what they stand for. In this edition, we speak with Marian Chambers ‘76, who is gunning for AoA’s Secretary-Treasurer position. Ms. Chambers falls in with the petition candidates, representing herself on DartmouthParity.com as the “Independent, Pro-Parity” choice. Literately the first woman graduate from Dartmouth, she graduated summa cum laude and went on to work for the Congress International Relations Committee for twenty two years. She has visited 117 countries and overseen twenty billion dollars in U.S. foreign spending. Having married her high school sweetheart in 1999, she now resides in Wichita, Kansas—but she manages to maintain an active role at her alma mater.

As “the first female to graduate from Dartmouth’s first coeducational class,” Ms. Chambers—who insists on being called Marian—describes herself as “what might be deemed an unlikely supporter, much less slate member, of an ‘old-school-tie cabal.’” Nonetheless, she strongly supports the efforts of the 2007-2008 Executive Committee to “preserve the 1891 Agreement that established board parity and guaranteed it for 117 years.”

Chambers remembers her time at Dartmouth with both fondness and a critical eye for reality. Though actually part of the Class of ‘76, she graduated in ‘75 and was the first woman to receive a diploma during commencement. “You know, my freshman year, the alumni hired airplanes to fly over the football stadium with banners [saying] ‘Kick

I don’t like lawsuits at all, OK?” she continues. “I am not a lawyer. I would avoid lawsuits in almost any context that I could think of. But I also know that when push comes to shove, at some point you have to go down that road if all the other roads have been closed off.

coeds out of Dartmouth!” Chambers comments, “It was not a 100% pleasant experience...I wanted to get out of there really quick!”

“But the one thing that Dartmouth really did for me,” she continues, “was it taught me how to think—not *what* to think, but *how* to think,” an important distinction in today’s PC culture. “I believe that is the most important lesson you can learn in life. I was always cramming, not a party girl—though I did my share of it [laughs]—but you know I was sort of bookish. And that’s how I graduated so quickly.” She did so in a little under three years.

“What disturbs me,” she says, “and why I am running with the other petition candidates, is that alumni now have to overcome all sorts of obstacles to stand for the Board of Trustees or the leadership of the Association of Alumni—to which all of us 68,000 alumni belong...We are supposed to contribute, but not ask where the money goes. We are supposed to swallow meekly whatever candidates the establishment serves up to us. We are reproved for offering competitive candidates as trustees, or for the leadership of the Association of Alumni, and if we do, and win—then

Mr. Pizzorno is a freshman at the College and an Associate Editor of The Dartmouth Review.

‘oops,’ the rules have to be changed.”

Chambers compares the board’s attempt to expand itself—at the expense of alumni—to fixing an election. “It’s sort of like playing croquet in *Alice in Wonderland*,” she says. “[The administration] keeps changing the mallets and the wickets and all that...The [Board has tried] to set up a system which is self-perpetuating, and if anybody gets close to threatening that self-perpetuating system, they find a way to change the rules so that the people who were threatening it can’t. I just find it astonishing that [these things] would be happening at Dartmouth, I mean these are intelligent people—but in 2006, the authorities tried to change the 1891 Agreement, and when they were overwhelmingly outvoted by the alumni, they [responded by saying], ‘Oh, well, in secret, we’ll just change it anyways.’ Well, that’s not a democratic system to me, [nor is it] fair.”

As for her personal position on President Wright and other prominent College officials, Chambers strives to emphasize what she thinks is wrong, not who she thinks is causing the problems or why. “I want to say first of all that I’m really honored to have been nominated to run for this [position]. I personally fall in an odd category: I don’t hate the president of the College, I don’t hate the current trustees... I know that given my previous work experience, a lot of things are blamed on the person at the top when the guiding hand is not necessarily there. I really don’t know much about [President Wright]. I know he’s worked very hard for fundraising; I don’t know how much he should be blamed for this. I really have no personal animus towards *any* of these people. I think they are very loyal to our college, and I think they believe they’re doing the right thing—and I don’t think they are. It’s that simple.”

Chambers makes only one other comment regarding her opponent, David Spaulding:

“I am running as a truly independent candidate, and I pledge that, if elected, my responsibilities as the Association Secretary-Treasurer will always be guided by my judgment of what is best for the alumni I represent. No other concerns will influence my actions. On this point, I must note that my opponent for this office, David Spalding, Vice President of Alumni Affairs, is a full time employee of the College...I think [Spalding] is a great guy; I think he has a wonderful background...[but] because the Association is currently involved in litigation (and later, perhaps, in negotiations) with the Trustees, it is necessary to recognize a serious conflict of interest that Mr. Spalding has in determining which constituency should be primary for him.”

There are several goals Chambers has for Dartmouth. She states, “I see at least three areas for improvement: 1) Cutting out the administrative excesses that have plagued institutions of higher learning across the country. 2) Improving benefits for retired faculty and staff. I find it inconceivable that our College won’t pay health care benefits for such loyal people. 3) A greater willingness to work with all three ‘legs of the stool’ of the Dartmouth system, from students pressed by an unbelievable course selection process, to faculty worried about their futures, to alumni who correctly desire answers [about how] the money they

contribute so generously [is spent], and a desire to have some say in the governance process.

“And, of course, good governance!”

Like many of her comrades, she has experienced a good deal of unpleasantness for her stand opposite the administration. Many have attributed ulterior motives to the alumni movement, and since the lawsuit’s birth, AoA members have been called just about every name in the book. A recent trend has seen them categorized as a conservative clique intent on undermining Dartmouth’s administration via covert actions. It’s natural for Chambers to feel goaded into responding:

“You know, one of my really dear friends believes that all [the recent conflict] is about getting a group of people together to choose the next president. Well, it’s not; I can assure you I’m not part of a ‘conservative cabal’: I worked for the Democrats in Congress for 23 years! But I believe in common sense, and common sense tells me that there should be rules that everybody has to play by...If this is a conservative cabal, then nobody bothered to give that news to me.”

“I don’t like lawsuits at all, OK?” she continues. “I am not a lawyer. I would avoid lawsuits in almost any context that I could think of. But I also know that when push comes to shove, at some point you have to go down that road if all the other roads have been closed off. So, I think it’s unfortunate that [this path] had to be taken, [but] there wasn’t anywhere else to go.”

“This lawsuit has attracted a lot of attention. I would challenge you to find any member of our slate who is truly enthusiastic about going down this road. I for one have read *Bleak House* twice, so I know what [damaging lawsuits can] mean...But this is really the only option that was left [to the Association]...I think it’s very unfortunate, but it doesn’t mean I love Dartmouth any less, or any of the other alumni love Dartmouth any less; it’s just what we felt forced into doing.”

“And that the judge agreed is something.”

In the end, it’s about fairness—not naming names or pointing fingers. But sometimes it *is* important to do give specifics, like when searching for Dartmouth’s seventeenth



Marian Chambers

President. Chambers hopes the next President would “show the kind of personal attention to scholarship and students that President Kemeny did.” Kemeny was an idol of hers for “his brilliant mind, kindness, and ‘gentle persuasion.’”

“He knew his students,” she says. “I’m not really qualified to judge who the next president should be. I mean that’s what the trustees are for hopefully, and I realize that...you can’t let 60,000 people vote. But I would hope that he or she would show those kinds of qualities, you know, ‘gentle persuasion’...attention to students, faculty, and staff.”

Chambers cites the recent controversy surrounding healthcare benefits at the College. “I find it astonishing that this administration has over night said, ‘Oh, we’re going to take away all the healthcare benefits for anybody from 2009 on for faculty and staff.’ Well, goodness, that seems pretty arrogant to me. I just think, you know, there needs to be evenness to what a president brings to all the people who are involved in Dartmouth—the faculty, the students, and the alumni. And I don’t think [that makes me part of a] conservative cabal [laughs].”

Finally, she makes a point of contrasting her academic experience with ours. “I want a college that reflects everyone’s needs. I think it’s important that students have a say in which direction our college is going, and I’ve heard—I can’t vouch

I find it astonishing that this administration has over night said, ‘Oh, we’re going to take away all the healthcare benefits for anybody from 2009 on for faculty and staff.’ Well, goodness, that seems pretty arrogant to me. I just think, you know, there needs to be evenness to what a president brings to all the people who are involved in Dartmouth—the faculty, the students, and the alumni. I don’t think [that makes me part of a] conservative cabal.”

for it—but I’ve heard a lot of stories that trouble me about oversubscribed courses. That it’s hard to get into courses.... I never had trouble getting into a course,” she says. “I think something is going wrong. [That, as well as the problems with] health benefits...all these things trouble me. I don’t think anyone is malicious in doing this, but they may be focused on the wrong things, and I would like to help change that—without portraying myself as being unfair.” ■

Survey of the Candidates

Editor's Note: The Dartmouth Review surveyed all of the candidates running for the Association of Alumni's Executive Committee. The following is the joint response of the nominated candidates.

Joint Statement

We eleven independent candidates in the upcoming Association of Alumni Executive Committee election unanimously believe that our alumni community must be united as Dartmouth begins the critically important process of selecting its next President.

Such a candidate may be even harder to recruit. Consider the difficulty of attracting the candidate Dartmouth needs while a divisive lawsuit creates instability and uncertainty.

Dartmouth's next President must be committed to retaining a focus on undergraduate education while having the academic credibility, institutional vision, and dynamic personality necessary to:

- attract and retain a world class faculty with exceptional credentials in their academics;
- inspire students to pursue excellence in all aspects of their Dartmouth experience;
- administer highly complex operations wisely and efficiently; and
- energize Dartmouth's alumni and benefactors to increased support of the finest undergraduate college anywhere.

A candidate with these credentials will be hard to find.

Such a candidate may be even harder to recruit. Consider the difficulty of attracting the candidate Dartmouth needs while a divisive lawsuit creates instability and uncertainty, possibly for years as layers of courts issue ultimately unpredictable rulings. Consider the added difficulty of attracting such a candidate when the lawsuit reflects deliberate political polarization of the Dartmouth alumni body.

Our opponents are unapologetic supporters of the highly divisive, anonymously funded lawsuit filed against Dartmouth by a bare majority of the annually elected Executive Committee. No alumni approval was sought for a lawsuit brought in the name of all Dartmouth alumni. Not only is the lawsuit diverting money and resources from undergraduate education, it creates instability and disunity which hamper Dartmouth's ability to attract the best candidates in the search for its next President. We are

Dartmouth has been very fortunate to have had James Wright as its President over the past 10 years. He will be leaving Dartmouth in exceedingly good condition, far better than when he began his tenure, with exceptionally high approval and satisfaction ratings from current students, recent graduates, and faculty.

confident that the Dartmouth family can address its issues without intervention by the courts and without intervention by the New Hampshire legislature, as one member of the opposition slate sought and failed to achieve.

We have no quarrel with the good faith of fellow alumni who have strong views on either side about the Board decision regarding the manner in which Trustees are appointed or elected. We have strong and varied views ourselves. But, we believe Dartmouth's Trustees have the ultimate

responsibility for making informed governance decisions after weighing the sometimes competing and sometimes complementary interests of students, alumni, faculty and staff. We also know that no qualified candidate will accept the position as Dartmouth's next President unless the Trustee's mandate to exercise that responsibility is absolutely clear.

Unlike our opponents in this election, we know that litigation is not an acceptable vehicle for addressing and resolving differences of alumni opinion regarding college governance. We can and will do better than that.

We decline to adopt the polarizing "independents vs. loyalists" or "independents vs. insiders" rhetoric all too often heard in recent alumni elections. We are all on the same side for Dartmouth's continued leadership, we are all on the same side in believing that loyalty to Dartmouth is a good thing, and we know for certain that all Dartmouth alumni became lifetime supporters of Dartmouth the moment we matriculated.

We believe in the excellence of Dartmouth and the incomparable experience it offers to each successive generation of students who are privileged to attend. Dartmouth today is a better place than it has ever been—and it has been exceptionally good for all of us. We want the next generations of students to value their Dartmouth experiences, different in context as they must inevitably be, as much as we did and continue to do.

Our slate includes members who voted for petition candidates in past elections and those who voted for Alumni Council nominees; we have members who worked hard to save, reform, and strengthen the Greek system following the Student Life Initiative; and we have members who have at times forcefully disagreed with actions of the Board and administration. As individuals we are committed to our beliefs. As a slate we are committed to Dartmouth. We are:

- John Mathias '69 (President nominee)
Cheryl Bascomb '82 (First VP nominee)
Doug Keare '56 (Second VP nominee)
David Spalding '76 (Secretary-Treasurer nominee)
Marian Z. Baldauf '84 (Executive Committee)
Veree Hawkins Brown '93 (Executive Committee)
John Engelman '68 (Executive Committee)
Ron Harris '71 (Executive Committee)
Kaitlin Jaxheimer '05 (Executive Committee)
Otho Kerr '79 (Executive Committee)
Ron Schram '64 (Executive Committee)

President Wright's Legacy

Dartmouth has been very fortunate to have had James Wright as its President over the past 10 years. He will be leaving Dartmouth in exceedingly good condition, far better than when he began his tenure, with exceptionally high approval and satisfaction ratings from current students, recent graduates, and faculty. Like many alumni, we have not always agreed with actions taken by members of his administration, particularly with respect to the Student Life Initiative. However, we were very impressed with the way his administration was willing to work with concerned alumni, like our fellow slate members Doug Keare and John Engelman, to change the direction of the Student Life Initiative to assure the future of fraternities and sororities.

1. For whom have you voted in the last four trustee elections?

We believe that the voting booth should remain confidential for all alumni.

2. Did you vote for or against the proposed constitution?

Again, we believe the voting booth should remain confidential. We do note, however, that the vote for the proposed amendment showed evenly divided opinion among the 38% of alumni who chose to vote.



John Mathias, candidate for AoA President

3. Are you against the Board's planned disproportional expansion?

We have varied views among ourselves on the issues underlying expansion, but we all support governance of Dartmouth College by the Board of Trustees. All of Dartmouth's elected and Charter Trustees are alumni, and this will continue to be the case. The current Board, comprised of equal numbers of elected and Charter trustees as well

We have no quarrel with the good faith of fellow alumni who have strong views on either side about the Board decision regarding the manner in which Trustees are appointed or elected. We have strong and varied views ourselves.

as the President of the College and the Governor of New Hampshire, voted for expansion. Unlike our opponents in this election, we do not believe that litigation is an acceptable vehicle for resolving differences of alumni opinion about college governance.


4. Are you for the current lawsuit against the expansion?

Alumni can and should resolve our differences of opinion without intervention by courts or politicians. This divisive lawsuit is diverting money from undergraduate education while causing acrimony and visible disunity among alumni just as Dartmouth begins searching for its next President. Unlike our opponents, we believe alumni have a right to know the identity and motives of the anonymous outside interests financing this lawsuit. This intolerable situation should be promptly ended.

5. What are the three most pressing issues facing the College?

- (1) Attracting the best candidates for its next President;
- (2) Remaining competitive as the best undergraduate college anywhere; and
- (3) Continuing to attract and retain a world class faculty willing to dedicate itself to undergraduate education.

Survey continued on page E6.



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Survey of the Candidates

Continued from page E5

Editor’s Note: The following are the responses to the survey from the petition candidates. They were asked to give two statements: (I.) A statement about their respective candidacies; and (II.) a statement about President Wright and the qualities they are looking for in the next President of the College. They were then asked five questions:

1. For whom have you voted in the last four trustee elections?
2. Did you vote for or against the proposed constitution?
3. Are you against the Board’s planned disproportional expansion?
4. Are you for the current lawsuit against the expansion?
5. What are the three most pressing issues facing the College?

President: J.M. MURPHY ‘61

I. I am running with a slate of petition-nominated candidates to continue the work of the current Association Executive Committee to prevent the Board of Trustees’ attempt to terminate unilaterally their 117-year-old Agreement with alumni that guarantees parity on the Board. Dartmouth’s alumni made the College great; having their influence diminished will harm the College in the long run.

II. Many good things have happened during President Wright’s tenure, but problems do exist—the administration at Dartmouth cannot be called anything but bloated. Above all, the next president’s focus must be on the primacy, quality and accessibility of undergraduate education.

Murphy: Many good things have happened during President Wright’s tenure, but problems do exist -- the administration at Dartmouth cannot be called anything but bloated. Above all, the next president’s focus must be on the primacy, quality and accessibility of undergraduate education.

1. The four independent, petition candidates: Rodgers; Robinson; Zywicki and Smith.
2. Like the majority of our alumni, I voted against that 7,000-word outrage.
3. Expansion, no; unproportional, yes --I am against it with every drop of green blood in my veins.
4. Yes. Regrettably, court action was only choice left to alumni by the Trustees, who refused to negotiate their attempt to abrogate the historic 1891 Agreement on parity. Most civil lawsuits in the U.S. are settled, however, so one can always hope the Trustees might rethink their action.

- 5.1 Alumni rights in College governance; they are severely threatened by the Trustees’ rash attempt to end parity. Dartmouth surpassed its 19th century peers and became pre-eminent because of the legendary, intense level of alumni support that followed the 1891 Agreement. Alumni must not now be marginalized, or the College will eventually suffer.
- 5.2 Every close observer -- from McKinsey & Co. to undergraduates (see the 3/7/08 editorial in The Dartmouth) -- agree that “The College is plagued by administrative bloat...” Resources are not infinite and must be used more wisely (see No. 3, below).
- 5.3 The difficulties now experienced by students in course enrollment resemble those of a giant, state university, not the Dartmouth I remember. Of all the aspects of Dartmouth where staffing must be adequate, undergraduate education has to be foremost.

First Vice President: BERT BOLES ‘80

- I. I ran for office a year ago, hoping to influence Dartmouth

to re-focus on providing a true liberal arts education. Instead, we newly-elected Alumni Association leaders were immediately confronted with the plan by the Trustee Governance Committee to dilute alumni rights by ending 100 years of parity between “charter” and alumni-elected Trustees. Our term of office has been consumed with fighting against the resulting Trustee decision. We have scraped together funds (one of us has literally emptied his life’s savings) to try to combat the College PR machine and its refusal to give us equal access to our own constituents. With reluctance, and after repeated efforts to seek another means of resolution, we voted to file a lawsuit to enjoin the Board-packing plan. Now we are once again fighting the stacked odds to retain our seats. If we lose, the Establishment candidates will promptly dismiss the lawsuit, extinguishing the last hope for protecting the hard-won and long-honored governance rights of Dartmouth alumni.

II. I’m sure he dedicated many new buildings and raised lots of money, but what did he do, in the concrete, to ensure that Dartmouth students know history, know how to write and speak incisively, know the great works of thought and literature? Where did he ever, in the concrete, even acknowledge a need for, let alone an urgent emphasis on, these fundamentals? When I was an undergraduate, every freshman (except a few who placed out, and they got their own “seminar” boot camp) had to grapple with Milton’s *Paradise Lost*. The dorms and dining hall echoed with students reciting to (and amongst) themselves the great opening stanza. Long before Freedman’s notion of the “creative loner,” the ordinary Dartmouth student was making this liberal arts experience a natural part of the legendary Dartmouth comraderie. While we groaned at the task, we soaked up the beauty of this masterpiece, practicing the proven pedagogy that built the rhetorical prowess of the likes of Lincoln and Churchill. Now even this vestige of the great liberal arts is gone. I cannot applaud a president’s leadership when he has neglected the great liberal arts that are needed to produce great leaders.

1. I voted for the Petition candidates, Rogers, Robinson, Zwycki and Smith, and I would urge my fellow alumni to go back and read their platforms, which are a far cry from the “divisive” caricature portrayed by the Administration, and which in fact set the agenda for the new consensus for free speech, small classes, and other cherished fundamentals of the Dartmouth experience that were being neglected until these candidates ran.
2. I voted against.
3. I am one of the six members of the Executive Committee who voted to file the lawsuit. Please see my “Candidacy” statement above for an explanation of why.
5. The new “3 Rs”: Reading, Writing, and the Rights of Alumni. Reading, meaning the works of history and literature that enable a student to be truly “liberally” educated, or, as President Dickey used to call them, “the liberating arts.” Writing, because as explained above the former commitment to great reading as a means of training to write has been thrown aside as the deans preen over their endowment, new buildings and admission statistics.

Second Vice President: PAUL MIRENGOFF ‘71

I. I am running mainly to preserve alumni parity with respect to the selection of trustees. I disagree with the view expressed by the Chairman of the Board of Trustees that reducing the percentage of trustees elected by alumni will mean the election of more capable trustees. To the contrary, I believe that Dartmouth alumni are best able to select tip-notch trustees.

II. President Wright’s record is mixed, in my opinion. For example, under his leadership, Dartmouth did large

of amounts of very worthwhile construction. On the other hand, troublesome issues of student-faculty ratio and class

Boles: I’m sure he dedicated many new buildings and raised lots of money, but what did he do, in the concrete, to ensure that Dartmouth students know history, know how to write and speak incisively, know the great works of thought and literature?

size and availability remain. In addition, Dartmouth’s record with respect to free speech issues is not as good as it should be. However, there appears to have been progress on these fronts recently.

The most important qualities in the next president are: (1) a demonstrated commitment to Dartmouth’s traditional emphasis on undergraduate education and (2) a demonstrated willingness, in the context of higher education, to stand up against fads and political correctness, where appropriate.

1. I voted for Stephen Smith, Todd Zywicki, and Peter Robinson. I’m not certain what I did in the first of these elections.
2. I voted against the proposed constitution.
3. I’m opposed to the Board’s plan to abandon parity. I am not opposed to expanding the Board.
4. I favor the lawsuit as the only means of requiring the Board to honor Dartmouth’s agreement to permit its alumni to elect half of the Board. Fortunately, the lawsuit has succeeded in stopping the Board in its tracks and thus the litigation is inactive.

- 5.1 Maintaining Dartmouth’s traditional laser-like focus on undergraduate education;
 - 5.2 Attaining better student-faculty ratio, smaller classes, and improved student access to classes;
 - 5.3 Preserving of the alumni’s right to elect half of the Trustees, thereby preventing marginalization of Dartmouth’s legendarily loyal alums.
- These three objectives are related, in my view.

Secretary-Treasurer: MARIAN CHAMBERS ‘76

I. My own candidacy for Secretary/Treasurer of the Association stems from my experiences with closed government”. Ambrose Bierce wrote that politics was “A strife of interests masquerading as a contest of principles; the conduct of public affairs for private advantage.” I am sad to say I believe that the College Administration falls in this category. The College Administration., like many others in this country, has sought to rely on the “trust us” category of government, ignoring the highly intelligent people who are alumni and the financial lifeblood of the College.

II. College Presidents: I have no particular opinions about President Wright. My only point of reference was John Kemeny, President when I was in school, and made me run to my mother at 17 years of age after reading his book on Boolean logic (let’s be glad I didn’t, however, major in math!). It is unfair to compare anyone to Kemeny, but I would hope that the next President would show the kind of personal attention to scholarship and students that Kemeny did. He is an idol of mine for his brilliant mind, kindness, and “gentle persuasion”. He knew his students.

1. I don’t remember for whom I voted in the last 4 Trustee elections. At the time, I didn’t think it made much difference.
2. I voted against it, because it is undemocratic for one group (sitting, appointed Trustees) to expand their turf at the expense of other (alumni approved) Trustees. This used to be called “fixing an election”—consult Putin!
3. Yes.
4. With a heavy heart, and reluctantly, yes. I have read *Bleak House* twice and know what results lawsuits can (and cannot) bring. I wish it could have been avoided.

5. I’m not sure that Alumni are best positioned to answer this question, as we are not the students living in situ. But

Survey of the Candidates

I see at least three areas for improvement: 1) Cutting out the administrative excesses that have plagued institutions of higher learning across the country. 2) Improving benefits for retired faculty and staff. I find it inconceivable that our College won't pay health care benefits for such loyal people. 3) A greater willingness to work with all three "legs of the stool" of the Dartmouth system, from students pressed by an unbelievable course selection process, to faculty worried about their futures, to Alumni who correctly desire answers to the money they contribute so generously, and a desire to have some say in the governance process. And, of course, good governance!

Executive Committee: ALEX X. MOONEY '93

I. I am a current elected member to the Dartmouth Association of Alumni and am seeking re-election to continue to press for the reforms needed to make the College establishment more responsive to her alumni.

II. Important qualities for the new college President include work with the Trustees who were elected by petition in a clear mandate by alumni, keeping and recruiting top professors, and keeping the focus on undergraduate education.

1. Stephen Smith, Peter Robinson, Todd Zywicki, and T.J. Rodgers

2. Against

3. Yes, I am for the alumni maintaining their traditional right to elect half the Dartmouth College Board of Trustees. It is an outrage that the college recently took this away from us alumni.

4. I support it because it will return to us alumni our full voting rights.

- 5.1 Quality of Professors
- 5.2 Free speech on campus, not political correct indoctrination of students
- 5.3 Support for extracurricular activities, including sports

Executive Committee: FRANK GADO '59

I. My active involvement dates from 2003, when I witnessed the undemocratic manipulations of the then-Executive Committee, in league with the Alumni Relations office, to try to foist their destruction of the Association of Alumni

Roberts: I believe it's too soon to fairly assess President Wright's tenure with any meaningful perspective.

on the membership. Three years later, they tried again with another constitution that would have meant a takeover by the Alumni Council. Last year, the trustees promised the Council, lamenting its successive defeats, that "help is on the way," and under the guise of needing to enlarge the Board, devised their plan to stifle the alumni movement.

This past year, even though a majority of the seats on the EC were won by petition candidates, our work was impeded by the obstructionist tactics of the President and the Secretary-Treasurer, who doubles as the Vice President of Alumni Relations. (Fortunately, however, our majority presence on the EC enabled us to file suit to block the Board from implementing its plan.) I look forward to a more productive term in association with the other pro-parity candidates.

II. President Wright has taken Dartmouth farther down

the road paved by President Freedman. Unfortunately, his tenure has been marked by a continuation of the College's efforts to distance itself from the best elements of its unique nature. His Leslie Conference proclamation that the new mission of the College is the "production of new knowledge" is really a commitment to the research university concept at the expense of undergraduate education.

My prescription for the new president: Someone who will reinvigorate the idea of a college, who would make of Dartmouth a paragon of the collegiate model, comparable

Hafer: I think President Wright cares deeply about Dartmouth and I particularly admire his efforts to bring Marines to Hanover. Unfortunately, however, I believe that he has been wrong on the critical issues of the College's identity, governance, and student life.

to what the University of Chicago and Harvard at the close of the 19th century meant for the university model. In short, a person with a transformative vision of education.

The second attribute I would seek is a recognition of the need to bring the Dartmouth family together again. Someone who speaks and writes English instead of Orwellian would be a most welcome new development. I am not sanguine.

1. I have worked very hard for the election of the four most recent petition candidates. I also voted for the first successful petition candidate, with whom I am honored to be running for the Executive Committee in this election.

2. I worked strenuously for its defeat.

3. I am emphatically opposed to this disingenuous effort to suffocate the alumni movement.

4. I made every effort to avoid it, but the attitudes and actions of the trustees left no choice. Our opponents would immediately nullify the view of the court by abandoning the suit. We are committed to letting the court rule, definitively, whether the 1891 agreement was in fact a contract, as we confidently contend it was.

5.1 Its transformation into a second-tier research university while ignoring the challenge to reinvent the liberal arts college.

5.2 The wasteful, inefficient, and anti-intellectual edema that is the administration.

5.3 Predatory, unnecessary rises in tuition.

Executive Committee: RICHARD ROBERTS '83

I. The reasons behind my candidacy - and those of my fellow petition candidates - are set forth at www.dartmouthparity.com.

II. I believe it's too soon to fairly assess President Wright's tenure with any meaningful perspective. I am sure that history will show that he was a strong leader and was deeply committed to the betterment of the institution. The number one priority for the new President should be healing the gap between Alumni, the students, and the College Administration and making all feel a part of the culture and its associated processes once again.

1. Rodgers, Zywicki, Robinson, Smith

2. Against

3. Against

4. Yes

5.1 Maintaining the focus on providing a pre-eminent undergraduate education

5.2 Restoring alumni harmony and participation

5.3 More effectively managing administrative and non-curricular expenditures

Executive Committee: JOHN STEEL '54

I. My best statement on candidacy is found at www.dartmouthparity.com.

II. I will decline to comment on Pres. Wright's tenure. The next President should have lived the Dartmouth experience as an undergraduate, have significant ability to articulate the mission and protect the traditions of the College.

1. Voted for the petition candidates in the Trustee elections.

2. Voted against the proposed constitution.

3. Am against the Board's planned unproportional expansion.

4. Am for the current lawsuit against the expansion.

- 5.1 Leadership,
- 5.2 Undergraduate education (College emphasis vs. University),
- 5.3 Reduce administrative bloat and focus on what the College strengths have been.

Executive Committee: ZACH HAFER '99

I. I am running because I love Dartmouth and the passion, loyalty, and camaraderie of the Dartmouth community. I think that elected Trustees are a big part of what makes Dartmouth special, and I want to preserve their role and influence on the College.

II. I think President Wright cares deeply about Dartmouth and I particularly admire his efforts to bring Marines to Hanover. Unfortunately, however, I believe that he has been wrong on the critical issues of the College's identity, governance, and student life. I hope the next President understands the importance of keeping Dartmouth a college, with small classes taught by great professors, first-rate athletics and arts programs, and a truly unique bond amongst its students and alumni.

1. I was an active supporter of Stephen Smith, a terrific professor of mine at UVA Law. I am not entirely sure whom I voted for in the earlier elections, but believe it was T.J. Rodgers, Ric Lewis, and Peter Robinson.

2. Against

3. Yes.

4. Yes, regrettably. But keep in mind what happened here - the Administration changed the rules of the game to its benefit, in a rigged process, in the face of overwhelming alumni opposition, then created a pretextual reason for the change, and refused to negotiate in good faith.

5. Governance is obviously the big battle right now, I think, because it really goes to the heart of what Dartmouth is and aspires to be. Class sizes, emphasis on athletics, and student life are all critical. ■



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Resistance to tyrants is obedience to God.
—Thomas Jefferson

In recent years, the longstanding right of alumni to elect half of the Board has come under attack by the present administration of Dartmouth and a small number of its core supporters. The cause for this unprecedented assault on the rights of Dartmouth alumni was dissatisfaction on that part of the administration with the results of recent trustee elections.
—Amici Curiae Statement of the College’s four petition trustees

This notion of respecting Dartmouth’s history, tradition—no change versus evolution and getting better—is one of those tough issues, one of those tough trade-offs.
—Ed Haldeman

We are really upset about the way the College is trying to muscle us around — it’s a pure act of thuggery.
—Frank Gado

It is my view that all of this signals that it is time to give the efforts at alumni governance reorganization a rest. Let us work with the existing structure.
—James Wright

The Association sent a questionnaire to approximately 58,000 Dartmouth alumni asking whether they agreed or disagreed with this statement: ‘I believe that the Board of Trustees should maintain its current balance of 50% charter trustees and 50% directly elected alumni trustees (excluding the two ex officio positions.’ As of August 30, 2007...92% had indicated that they agreed with the statement, and 8% had indicated that they disagreed with the statement.
—Frank Gado

If my voice is silenced my pocketbook shall remain

closed—despite my fondness for Dartmouth.
—Wallace B. Eldridge III ‘68

Given the divisiveness of recent elections, we did not believe that having more elections would be good for Dartmouth.
—Ed Haldeman
[Ed Haldeman] has rolled the tanks of Tiananmen onto the Dartmouth Green.
—James Panero

gordon haff’s
the last word.

Compiled by Katherine J . Murray

Do the Administration and the Board of Trustees hold Dartmouth’s alumni in such contempt that they will try by duplicity and deception to accomplish what they could not by well-funded persuasion and honest election? How very, very sad.
—W. Bruce MacKenzie, Ph.D., M.A. ’58

[Smith, Robinson, Rodgers, and Zywicki] cannot, in good conscience, remain silent while counsel for the Defendant, purportedly in the name of all the trustees, urges upon this Court a position that [Smith et al] are firmly convinced is unlawful and not in the best interest of Dartmouth.
—The Four Petition Trustees

President Wright should resign for actions inimical

to Dartmouth and alienation of her alumni. As for me, I am putting a hold on the bequest that had been intended. If you do not want the input of the alumni, then you should not expect our financial support.
—Bob Sanders ‘60

The governance issues had no impact on Jim Wright’s decision [to retire in 2009].
—Ed Haldeman

The Board is very supportive of Jim and the work that he’s done. By the time he leaves Dartmouth, he will have been president for 11 years and will have accomplished, in large part, what anyone could have expected a president to accomplish.
—Ed Haldeman

A number of steps have already been taken and mechanisms are in place to keep alumni up-to-date about the governance review and to solicit alumni views on the matter—and these measures appear to be working effectively. I discussed this with Ed Haldeman and Jim Wright. Given the various efforts underway, we do not believe that separate and duplicative communications from the Alumni Association are necessary.
—David Spalding, VP of Alumni Relations

Tyranny naturally arises out of democracy.
—Plato

The administration lost another Trustee election in May, and now appears ready to take by fiat what it cannot win at the ballot box.
—letter addressed to all Dartmouth alumni from the four petition trustees

What a horrid lesson in democracy to Dartmouth students.
—Roger L. Simon ‘64

Barrett’s Mixology

By Johnson T.P Eaden ‘68

Appletini

3 Parts Vodka
1 Part Kazkar Feni Apple Liqueur
1 Part Cointreau

Mix in a shaker with ice, then strain into a clean, chilled glass. Garnish heavily and serve.



For many years, in some frequency, I had lingered in the dark back booths of that establishment, always with one eye transfixed on the regulars who seemed a bit too comfortable in their well-worn seats at the bar. And for many years I watched them drink rye. Ne’er gin, nor rum, nor ale for that matter, passed their lips. It was always rye, and it wasn’t even good rye. Poured sloppily into shot glasses (the preferred vessel of the regulars), one could observe the poor quality quite plainly from across the room—it was cloudy and often full of grit and dirt of unknown origin. These were men of status, men who were sure to do great things in life (as a testament to that supposition, regulars of old were often seen back at the bar, spilling that god awful rye down the front of their finely tailored suits), yet they insisted on drinking nothing else. It seemed, if no one else, I would be tasked with assuming the role of enlightener. After easing myself into a recently vacated, choice seat at the bar, I enumerated what I thought were very convincing reasons for a general conversion to my preferred drink, the appletini. I even went so far as to import a case of Kazkar Feni directly from India, but it was all for naught. Every last bottle was smashed at my feet by the recalcitrants, along with any hopes of change I once held. With a wave of fruity, golden liquor at my heels, I made a quick and silent egress.

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Haldeman at Putnam and Dartmouth

Continued from page six

Paying the Price

That was January 31, 2003, the same day that then CEO Lasser sold approximately one third of his Marsh & McLennan stock (MMC is Putnam's parent company) or 48,000 shares. Two days later, February 2, Scannell was sitting in his car, parked in a church parking lot, finishing a coffee before he headed into the church. It was a stormy night, with sleet and snow. As he was finishing up his coffee, Scannell was yanked out of his car and beaten.

Scannell wrote in his report to the Senate Committee on Governmental Affairs, "As I looked up I could see a large burley man with a full beard, New York Yankees cap and grey sweatshirt that had Boilermakers Local 5 emblazoned across the chest area in large bold letters. This was happening in split seconds when I felt something smashing down on my head while he was strangely talking very loud but furious. He said I better "shut the f--- up" and repeated this and some reference to my working at Putnam a number of times while smashing my head and my left hand, which instinctively I was using to shield my head, repeatedly with what the police told me later was a brick."

The next thing Scannell remembers is waking up shaking uncontrollably as a police officer turned the engine of his car off and an EMT official tried to ask him questions. There was blood running down the driver's side door and the upholstery of the door was gashed. For an hour before the ambulance arrived, Scannell had been hanging out of the driver's seat, held in place by his seat belt.

Because of the attack, Scannell was forced to step away from Putnam.

Boilermakers connection

One group of influential investors in particular was making a killing with market timing: the Boilermakers union plan. According to the federal complaint, the Boilermakers plan had a number of known individual market timers and represented a union of about one thousand people. According to the federal complaint, the fund which they market timed between January 2000 and September 2003 was called the International Voyager's Fund, one of Putnam's best performing funds.

Scannell had created a spreadsheet of the Boilermakers' market timing activities, mapped their profits, and e-mailed senior managers, who never acknowledged his e-mails, according to his testimony before the Senate Committee on Governmental Affairs.

At the time, the *Boston Globe* reported, "A few days after Peter Scannell confronted his supervisor at Putnam Investments about trading abuses, he was dragged from his car and beaten with a brick by a man who ordered him to keep his mouth shut."

"It was a response to my decision to come forward," Scannell begins, "it was a threat about what types of things would happen again if I continued to go forward."

The Next Step

Scannell sought out a securities lawyer from the firm Dwyer and Collora, a high profile securities law firm that has a specialty in securities fraud. Scannell worked with his lawyer, Jody Newman, to contact the SEC.

The way Haldeman is handling the "board packing" incident would cut against a reputation for fairness and decency, as do these new allegations about his tenure at Putnam.

Newman had a personal internal connection at the SEC and was able to convince the regulators there that Scannell's information consisted of more than just a "tip." Newman's first contact with the SEC was at the end of March in 2003. At that point, the SEC specifically requested the names of the funds that were being market timed.

One of them was the International Voyager Fund. This fund is a five star flagship fund worth over two billion dollars, with a valuable history of positive returns—an important measure of any fund's success. Additionally, it is particularly vulnerable to market timing as it includes stocks from in-

ternational companies, allowing the time zone differentials to be exploited for a profit.

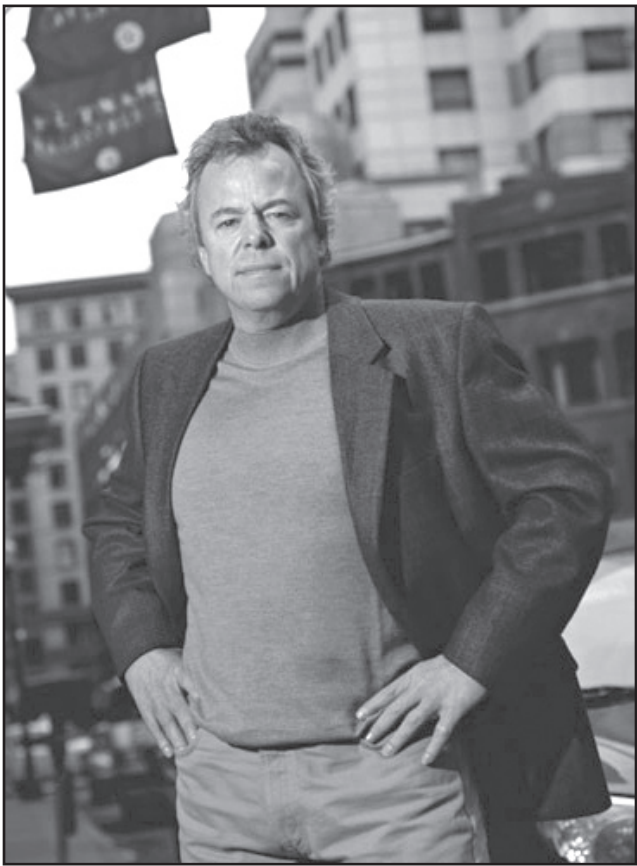
On April 28, 2003, the SEC met with Scannell and Newman. According to Scannell's testimony, the SEC had been provided, "with internal documents, market timers account numbers, emails, and [Scannell's] experience at Putnam Investments." They said they would follow up with Scannell after the meeting. It was months before they did. According to Scannell's testimony, "For a number of months there was no communication from the SEC. I was still aware that market timing continued at Putnam...and could not believe that the SEC was not acting on what I believed any regulator would consider being compelling evidence."

A Cover Up?

Instead, Scannell says Putnam was warned about a possible investigation.

According to the SEC's Edgar system for filing official documents, two days later, on April 30, 2003 Putnam completed the extraordinary and costly undertaking of changing several of its fund names. Putnam changed the names of the funds that Scannell had given the SEC. Strategies like this have been used before to hide a firm's history from shareholders.

On April 30th, 2003, Haldeman was the Chief Investment Officer for Putnam Investments and his job and duty involved overseeing all investment operations of the company.



Peter Scannell: Blowing the whistle and not done yet.

Scannell alleges that these name changes occurred under the head of investments, Haldeman; certainly, Haldeman did not stop the name changes—changes which Scannell alleges were a "cover up."

Typically, a fund's name is only changed if it somehow changes drastically in composition or merges with another fund. A number of these funds, including the International Voyager Fund, only changed in name. The federal court complaint and the Edgar system indicate that the fund was renamed the Putnam International Capitals Opportunities Fund. According to press archive resources, like GoogleNews, the last mention of Putnam's "International Voyager Fund" in the press was on March 22, 2003. It is possible, then, that the name changing began around late March 2003.

According to Scannell, the process of changing the funds' names started when he gave the fund names to the SEC and was completed officially on April 30, 2003, just more than a month after Scannell contacted the Boston office of the SEC. Scannell's lawyer, according to his testimony, contacted an SEC lawyer on March 26th, 2003.

Scannell suggests a possible reason behind the changing of the fund names: "to overtly dupe and confuse the traditional investor in case unanticipated negative regulatory examination would occur." His claim can neither be corroborated in the federal court complaint nor in his former testimonials as this is the first time he is going public with

his suspicions.

Haldeman takes the reins as CEO

Chairman Haldeman had been hired as Putnam's head of investments in October of 2002. A year later, Putnam's name exploded across headlines in the national news media in October 2003. Several weeks later, Haldeman became CEO of Putnam Investments.

In the press, evidence emerged confirming Scannell's accusations: for a number of years Putnam had fraudulently allowed the practice of market timing for some of its select and influential investors. According to both Scannell's testimony and the federal complaint, Putnam's senior management knew of market timing by mutual fund managers but did nothing to stop it. The only senior official who attempted to halt the market timing, according to the federal complaint,

Though Haldeman has the reputation as an ethical reformer at Putnam, Haldeman did not want to discuss his legacy with the Review over the phone... Now that questions of unethical behavior have been raised, Haldeman has changed his position on speaking to the press.

was Tim Ferguson. Ferguson tried to stop the unethical activities but was removed from his position as CIO. His successor was Haldeman, who is not mentioned in the court complaint as attempting to stop the market timing.

For several weeks, Putnam's senior management tried to get ahead of the issue while issuing daily denials, but overwhelming evidence to the contrary was reported in the *Wall Street Journal*, *USA Today*, and the *Boston Globe*. Eventually, Putnam's parent company, Marsh & McLennan, forced CEO Lasser to resign. Thereafter, Haldeman was appointed as Putnam's new CEO in 2003.

In his new position as CEO, Haldeman not only vowed to steer the company out of its ethical morass, but he swore to change the way the company did business. Though Haldeman is the supposed ethical reformer at Putnam, Haldeman did not want to discuss his legacy with the *Review* over the phone.

Haldeman evades the Review's questions

When the *Review* attempted to speak to Haldeman on the phone for comment on Scannell's allegations, Haldeman refused. When the *Review* identified itself on the phone, Haldeman hesitated and initially did not speak. When he did speak, he reacted by saying, "Oh...Yeah, I didn't realize—At Putnam I really don't give out interviews that are going to be published in magazines and things like that, I try not to do that, I try to keep a lower profile."

Now that questions of unethical behavior have been raised, Haldeman has changed his position on speaking to the press. When Haldeman took over as CEO of Putnam, when he was being hailed as an ethical reformer, his name, quotations, and interviews appeared in numerous newspapers and magazines—from the *New York Times*, to CNN, to the *Wall Street Journal*, to *Time Magazine*, and on and on. At the time he took over as CEO, he is quoted in the press saying that the "proper response" to ethical lapses "is to tell the client about the mistake and make restitution." He articulated a "zero tolerance" policy for gaps in accountability and responsibility. In response to the restitution and penalties the SEC eventually imposed on Putnam, Haldeman commented, "We are confident that the steps we are taking will make Putnam a better business with a strengthened ability to serve investors and clients."

When the *Review* asked him about the double standard he applies to the publications he gives interviews to, Haldeman again stammered. The *Review* noted that Haldeman tends to give out interviews to the *Daily Dartmouth*; when we went on to ask why he is refusing an interview with the *Review*, Haldeman noted that he does not like answering questions that interfere with his Dartmouth life and his Putnam life. He then went on to say that he will not answer the *Review's* questions about Putnam because they are "interacting with my professional life and my Dartmouth life, and they're sort of separate."

"Sort of." Haldeman donated ten million dollars for the

Continued on page eleven

Baseball Continues Hot Spring

By Maxwell T. Copello

Dartmouth Baseball continues to turn heads around the Ivy League after taking three of four from the Brown Bears down in Providence, RI. On Saturday the Indians opened the weekend up with an 8-2 victory but fell in the nightcap 18-6. This helped Dartmouth to move to 15-10 on the season but more importantly 8-2 in Ivy League play. The second day of this four game weekend was even brighter for the Indians and they took both games by scores of 9-7 and 16-14. Some of the bright stars from the weekend included Senior Co-Captain Russell Young, who threw a complete game on Saturday, allowing only two runs on eight hits. Seniors James Wren and Damon Wright and junior Jack Monahan contributed with their bats all collecting hits that led to eight runs on nine hits for the Indians.

On Sunday, Dartmouth hoped to at least keep their two and a half game lead over Yale in the Rolfe Division of the Ivy League and did, sweeping the double header from Brown with an impressive offensive display. Sunday was a day of homeruns, as Senior co-captain Damon Wright and classmate Erik Bell both sent two homers out of the ballpark, contributing to a total of 25 runs in two games. In

Mr. Copello is a junior at the College and Sports Editor of The Dartmouth Review.

game two, the Indians recorded sixteen runs on seventeen hits and held off the charging Bears to take the series. Offensive performers on Sunday included Erik Bell who, with two homers, had five runs batted in and four runs scored, and Seniors Jason McManis and Jason Blydell each went five for eight with three and four RBIs respectively.

At the conclusion of the weekend, Dartmouth now stands at 17-10 overall with an impressive 10-2 Ivy League record. With only eight games remaining in the conference season, the Indians are in great shape.

Back to back double headers against second place Yale this weekend should provide the Dartmouth community with something to cheer for, on what we hope will be our first Spring weekend of the year. “The games against Yale this weekend are of huge importance. They are a tough team, currently right behind us in the standings. If we can continue to play well this weekend, then I think we have a good chance at separating ourselves in the standings,” said senior Jason McManis.

Dartmouth’s offensive performance has been impressive this season, hitting .318 as a team, including eight of their starters boasting a .300 or better average. A scrappy team, though recording 22 home runs in 26 games, thanks to the four this last weekend, the Indians take what they can

get by capitalizing on walks and advancing runners on base hits. Team leaders include junior Michael Pagliarulo (.419, .500 OBP, .662 Slugging), sophomore Nick Santomauro, and senior Damon Wright, who are both hitting .372 on the season. It is this extraordinary offensive display that has led to the Indians averaging 7.2 runs per game.

On the note of base stealing, the Indians succeeded on just 13 of their 28 attempts (though giving up 23 of 24 to their opponents). But with the masterful hitting and strong performances on the mound, the Indians continue to be a force to be reckoned with. Senior reliever Bobby Steinsdoerfer has a 1.15 ERA in 15.2 innings, allowing only 6 hits and recording 14 Ks. On the starting end, senior Russell Young and sophomore Robert Young have both been solid on the mound. Russell has a 3.28 ERA in five starts, including three complete games and one shutout all while keeping a strikeout-to-walk ration of 34-to-9. Robert, also impressively,

has a 4.24 ERA in six starts with two complete games and a 26-to-7 strikeout-to-walk ratio.

With losses to only Gehrig Division leaders

Columbia and Brown and sweeps of Princeton and Penn, one cannot accuse Dartmouth of playing an easy schedule. Looking ahead, the Indians are hoping to close the season out strong with wins this weekend against Yale. McManis said it best: “Then, if all goes as planned, hopefully the Dartmouth Baseball fans will get to see some post-season games here on Red Rolfe Field.” ■

The Indians are hoping to close the season out strong.

Met Opera to Dartmouth

By Michael C. Russell

One would find it hard to criticize the range of options the leaders of the Hopkins Center bring to Dartmouth; their offerings cover everything from plays written by female prisoners incarcerated in New Hampshire to Tibetan dance troupes. However, one of their most exhilarating offers in recent times has been to participate in the Metropolitan Opera’s Live in High-Definition series, which aims to bring world-class opera to patrons around the globe.

Inspired by David Bowie’s live concert that was simulcast to theaters across Europe, the Met decided to attempt a similar experiment with opera.

Inspired by David Bowie’s live concert that was simulcast to theaters across Europe, the Met decided to attempt a similar experiment with opera. A technological impossibility a decade ago, a live performance of an opera in New York, captured by 10 high-definition cameras, can now be transmitted—simultaneously—to hundreds of HD equipped theaters, including the Hop. The Met provides a rare opportunity for people who would otherwise not have a chance to see opera of any quality, far less one by one of the world’s premier production companies, and in a t-shirt and jeans no less.

Having never seen an opera, live or otherwise, the allure of seeing a real Met Opera proved too much and I purchased a ticket to see “La Bohème,” the Met’s most performed opera and a favorite of American audiences. For such an intimidating thing as opera, I judged there must be safety in numbers. Ensconced in the familiar setting of Loew Auditorium, I settled in for the three hour performance playing to a sold-out crowd in Hanover. Later I found out that practically every one of the eight

Mr. Russell is a junior at the College and Managing Editor of The Dartmouth Review.

performances had sold out, not just in Hanover, but also at a hundred other theaters in the States.

I will spare you judgment of the opera or the performances within it, other than to say they were pleasantly surprising. The first half was a light hearted affair that drew chuckles and amazed at least this uninitiated with the period costumes and set pieces. This did little to prepare me for the eventual and inevitable tragic ending and the accompanying raw emotional singing that captivated the rapt theatre audience. Puccini’s opera—or Franco Zeffirelli’s, as some have said more aptly describes it—certainly covers an enormous breadth of the human experience, and with as wealthy an organization as the Met to finance its production, the presentation does it true justice.

Even more impressive, perhaps, than just seeing the show itself is that the 10 cameras allow unique behind-the-scenes look of the opera while it’s in progress, showing the men and women “behind the magic”, as it were. The intermission time is used as well, with interviews of the divas and the conductor, who one is amazed to see are surprisingly calm, considering the intensity of their performance and the exhaustion that must accompany it. Having never seen live opera, I cannot speculate on

The tragic ending and the raw emotional singing captivated the rapt theatre audience.

how much this changes the experience or interrupts one’s absorption in the opera, but it does provide a full, slightly educational, experience on opera and how it is done.

At a cost of nearly a million dollars per show, this quality does not come cheap, though it does for the viewer who pays a sixth of the price of the live cheap seats. Fortunately, it seems that the Met has touched a nerve and has reached hundreds of thousands of viewers through its HD Live series, including hundreds of New York City public school students to whom the Met has given free access. ■

Charleton Heston



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Babies By Design: A Brave New World?

By David W. Leimbach

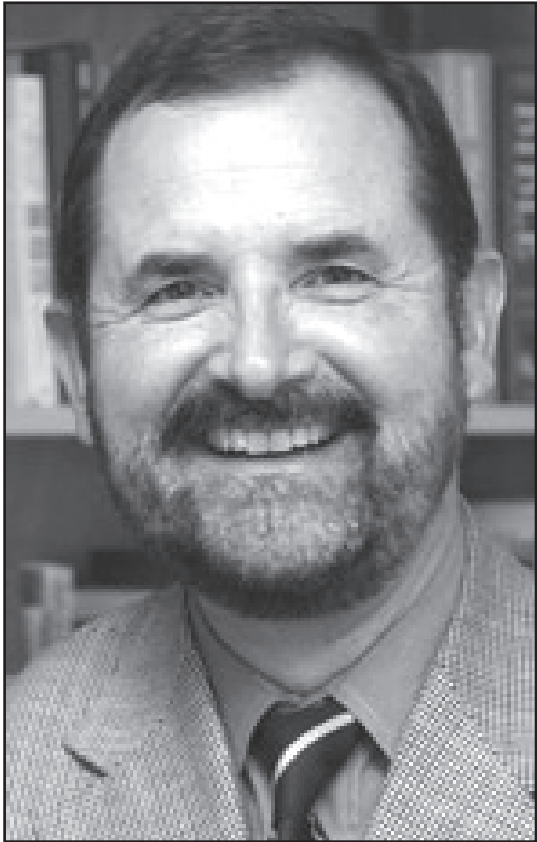
Watson and Crick’s famous 1953 article revealing the double-helical structure of DNA inspired a wave of intense scholarship aimed at understanding and admiring the complex, yet elegant blueprint of life. However, today we are in the midst of a powerful shift. Researchers have moved beyond passively admiring this code to directly modifying it. Ronald M. Green, a professor and director of the Ethics Institute at Dartmouth College, describes the promises and perils of this new era in his most recent book, *Babies by Design: The Ethics of Genetic Choice*.

Book Review

BABIES BY DESIGN

Ronald M. Green
Yale University Press, 2007

Professor Green observes that gene modification is already a reality, with even more influential advances certain to follow. In response to this simultaneously exciting and alarming fact, he takes a measured view: he is neither a genomic Luddite nor a radical transhumanist. He is optimistic about many of the potential benefits of gene modification. To Professor Green, “babies by design” are practically inevitable, but it is up to us to incorporate gene technology cautiously and responsibly. To this end, he raises a host of difficult ethical questions whose answers pertain to our role in shaping the direction of our own evolution.



The author, Professor Ronald M. Green

Gene modification is often depicted in dramatically negative terms—as the foundation for bleak, dystopian worlds. President Bush has tried to initiate a “bioethical retreat” by limiting federal support for genetic research and appointing the highly conservative bioethicist Leon Kass to direct the Council on Bioethics. However, since the Human Genome Project completed its sequencing of three billion paired genetic letters in April 2003, there has been an explosion of developments in the field.

Genetic engineering may be roughly divided into two categories: treatment and enhancement. Treatment seeks to cure and prevent disease, whereas the more controversial concept of enhancement seeks to improve normal form and function. Green provides abundant examples of the applications of each. Treatment is already a reality: “Thousands of couples that carry a genetic disease and want to avoid transmitting it to their children now use preimplantation genetic diagnosis, the genetic screening and selection of early embryos produced by in vitro fertilization.”

Mr. Leimbach is a sophomore at the College and Senior Editor of The Dartmouth Review.

While testing for cystic fibrosis seems justifiable (unless you have qualms about discarding the affected embryos), screening for sex, hair color, and a long list of other non-pathological characteristics is a pronounced, but already feasible, step away from screening for diseases. In fact, screening for a non-disease characteristic already occurs in the form of so-called “savior children.” Researchers have screened for embryos of a certain immune system profile so that the resulting child may serve as a bone marrow donor to an ailing older sibling. Is the use of savior children ethical? At the very least, it seems to entail a slippery slope to screening for a wide array of non-disease conditions.

Beyond merely screening, researchers have successfully changed human DNA as well. For example, researchers have tried to correct a rare genetic disorder known as X-SCID, which is like “a genetically inherited, as opposed to virally induced, form of AIDS.” In 2000, researchers in Paris used a retrovirus to insert the correct DNA into ten children with X-SCID. Overall, the study was a success. Nine of the ten children were cured of the disease; however, three of the children contracted leukemia—a reflection of our limited ability and understanding and the unpredictable misfortunes that can result.

More problematic are potential enhancements. Researchers have begun isolating genes associated with intelligence, physical strength, longevity, and other coveted assets. Green observes that professional athletes who often go to enormous lengths to gain an advantage, are likely to take advantage of advances in genetic engineering. Will “gene-doping” destroy sports as we now value them? Or will it eliminate the “genetic lottery” unfairly played at birth and elevate the game to a new level?

One concern is the problem of positional advantage. Sports are competitive; that is, the goal is to be better than others. Some argue if everyone has access to genetic modifications, no one really benefits. However, others note that, realistically, to be a basketball player today, one must be given the genes to be tall at birth. Gene modification can eliminate this arbitrary restraint, putting greater emphasis on desire and will. Another ethical concern with enhancement is that genes are not fully understood scientifically and there is therefore always the chance for errors. Doesn’t putting an athlete at risk for superficial benefit violate a doctor’s first obligation to “do no harm?” Perhaps, but in a world where cosmetic surgery is frequently sought and performed, such questions become more difficult to answer.

Blurring the line between treatment and enhancement are advances like a possible new HIV-gene vaccine. Researchers have discovered a small subpopulation with a variant form of a gene for a receptor on the surface of human cells, which prevents HIV from infecting them. Scientists may be able to develop a vaccine that works by changing our genes. Considering the dire toll AIDS is taking on many parts of the world, should we administer this vaccine even though it begins to cross the line from treatment to enhancement?

A further distinction can be drawn between “somatic cell gene therapy” and “germline gene therapy.” The former involves the modification of the non-sex cells in an individual, so that changes last as long as the cells are alive. In contrast, germline gene therapy involves changes that will be passed on from generation to generation. The latter seems much more problematic: “If a clinician makes a mistake in germline gene therapy, the clinician has created a new genetic disease that could be passed on from generation to generation, affecting uncounted numbers of people. It is as though the clinician inadvertently introduced a new form of cystic fibrosis or sickle cell anemia into the human population.”

Nevertheless, germline gene therapy can be appealing. If we can eliminate an inherited genetic disorder from a family line, shouldn’t we do it? One concern, aside from the danger of modifications gone awry, is that gene therapy will harm the human species as a whole by diminishing our genetic diversity. Green explains the “heterozygote advantage.” Many of the diseases we might try to eliminate actually serve a purpose when a person carries only one copy of the variant gene; a heterozygote carrier of a disease gene does not express—or is not afflicted—by that disease. The classic example is how carriers of sickle-cell anemia are resistant to malaria. Similarly, researchers believe that carriers of cystic fibrosis have greater immunity

to cholera and Tay-Sachs disease may protect against tuberculosis. In general, how concerned should we be about the homogenizing effect of gene therapy?

Green takes particular note of the danger of creating a “genobility.” The titanic cost of gene research makes it seem inevitable that those with power and wealth will have greater access to the benefits it yields. Over time, there is the risk that gene therapy will create an ever widening genetic rift between those with access and those without, similar to the world of Eloi and Morlocks, as envisioned by H.G. Wells.

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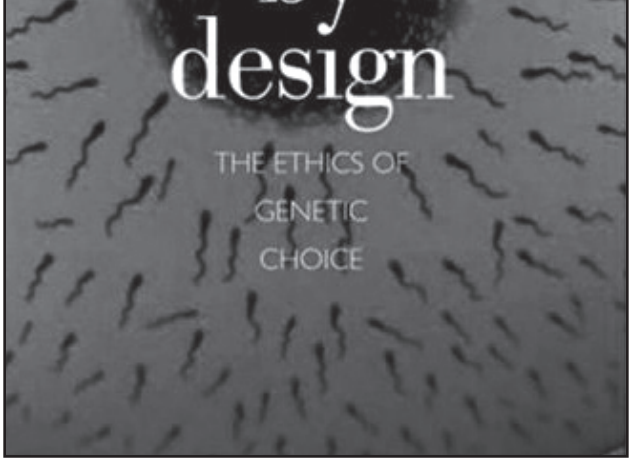
Furthermore, how will genetic engineering affect the role of the family in society? To what extent do parents have the right to engineer their child? How will parental engineering affect a child’s sense of freedom and accomplishment? Many opponents argue that gene modification will create a dynamic built on unfair expectations between parents and children because parents are no longer guardians but “gardeners.”

Also, should increasing longevity always be a goal? Bioethicist Leon Kass has argued that the current human lifespan is ideal. In addition to population concerns, increased longevity will have broad social and economic ramifications. For example, there is the risk that “the succession of generations could be obstructed by a glut of the able.”

Finally, does gene modification intrude on the sovereignty of God? Many have likened gene research to the Tower of Babel—the paragon of human pride. According to one survey, seventy percent of Americans believe that the power to control genetic traits should remain in the hands of God. Even outside of religious terms, many opponents have doubts about our ability to keep genetic tinkering within our own control.

On most of these questions, Green answers in favor of moving forward, but cautiously. Green tries to avoid what he calls the “status quo bias”—an irrational preference for the status quo. To uncover this bias, he points to similar historical changes, like the dramatic increase in lifespan of the last century, which we retrospectively appreciate.

Overall, Dartmouth professor Ronald Green’s *Babies by Design* is less about the answers than the questions. But given the freshness of this field, the questions are certainly provocative, and require thoughtful and definite responses.



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Student Assembly Election Roundup

By Nisanth A. Reddy

This last Wednesday, the elections for Student Assembly concluded, with Molly Bode and Nafeesa Remtilla victorious as Student Assembly President and Vice President, respectively. Amidst promises and catchy slogans, the two election winners are now gearing to try and fulfill those promises. In the worst-case scenario, this may extend no further than hollow posturing, as SA executives have no accountability—there are no consequences for disregarding their campaign promises or defying their nonexistent parties—so at the end of the term, the office may enter history as a line on a student’s résumé and a context for next year’s campaigns. This makes it necessary to remind the student population of the candidates’ platforms, promises, and statements (yes, there was more to the election than “Vote Bode” and “NafizzleFo-Shizzle”); then, at the very least, we may preserve some measure of accountability.

The election process itself also garnered some attention. Due to general apathy and severe lack of attendance at events meant to disseminate information about the candidates, it seems nearly impossible that large portions of the student population had even a vague notion of what they were voting for. Having stations where students could vote manned by Bode supporters glaring over your shoulders might have been slightly over the top. Therefore, it would behoove the students to be familiar with the issues in contention to make sure their decision wasn’t more than a little premature.

Bode stated her desire for reform in the Greek system to make it a more acceptable and lasting part of Dartmouth.

The Greek Debate

On Thursday, April 10, SAE hosted the debate on Greek issues where only the presidential candidates were present. Hosted by the charismatic and innovative David Imamura ’10, the debate fostered bickering and interruptions galore.

The overtone of the debate was set by the opening statements in which Bode stated her desire for reform in the Greek system to make the institution a more acceptable and lasting component of Dartmouth life. Lee Cooper took this a step further by emphasizing his intimate knowledge with setting specific goals that could actually be accomplished. He hoped to bring a new infrastructure to the campus that would make new social spaces and the Greek system viable areas for friendly interaction. Both candidates mentioned being vice president of their respective Greek houses correlating this to their ability and experience with the system as a whole. This notwithstanding, Cooper pointed out critical elements of the status quo, which made the present ripe for development given his form of leadership. These included the new dean’s more liberal stance regarding Greek houses and the disconnect between the organizations involved in making decisions concerning the system. Cooper asserted that his leadership would take advantage of these portentous circumstances and usher the establishment into a new era where local houses could bring equality and lasting stability to the cultural phenomenon that is the Dartmouth Greek scene.

The following questions were apropos of gender relations and other equality concerns. The debate delved into strings of acronyms (COSO, GLC, IFC, SAPA,

SEMP, etc.), and as soon as the audience deciphered one acronym, the discussion had moved on. Cooper voiced his general campaign platform of cooperation many times in various contexts: inter-fraternity collaboration such as joint meetings, cooperation between SA and the administration, unification of different organizations such as COSO and SA, and so forth. Bode took a stab at Cooper’s idealism, noting the impracticality of such ventures and the lack of venues through which such action could be taken. Cooper jumped right back citing his leadership skills and his proactive mentality. He then impugned Bode’s ‘practical’ efforts by denouncing alternative space parties as failures – the Cutter/Shabazz party was meagerly attended and failed to cement any sort of change. Bode replied, “The party brought a lot of new people in [to Cutter/Shabazz] who had never stepped in before. You don’t need alcohol to do that.”

The discussion later turned to alcohol policies and possible reform of the Social Event Management Procedures. Cooper took the helm on this point and demanded that the next president change the policies so that they are more reasonable and fair. He made it a point to bombast about his future meeting with Dean Crady and their similar viewpoints on the necessary changes to alcohol policies. They both want SEMP to become less quantitative and more responsibility based. Punishments would be served not if a house exceeds a set number of kegs, but rather if it behaves irresponsibly. Bode’s alternative was to allow each house to write their own policies with additional information ensuring the policies’ enforcement. Cooper pointed out that this idea would ultimately fail due to the lack of institutional memory.

The debate went into methods to enfranchise minority houses and give unaffiliated students social spaces. Both candidates had similar views on these issues; they agreed that the voices of these underrepresented students should be heard and that alternative solutions to mainstream Greek life should be advertised. This would help recruitment for minority houses and would make students feel comfortable with lobbying for new social spaces.

The debate ended with closing statements that echoed the opening.

EPAC Debate

This debate included the vice presidential candidates as well and slated a slew of various issues, not the least of which was the Greek system. The format consisted of a section where questions were asked by the EPAC directed at specific candidates then the candidates were allowed to ask each other questions.

The first question for each candidate: Which would you focus on, student services or advocacy?

Ms. Remtilla and her fellow vice presidential candidates all agreed that student advocacy was the most important issue for the next term in Student Assembly as this has been lacking in previous years. Bode agreed and added that student services are great for everyday life but don’t fulfill the purpose of Student Assembly which is to provide a voice for the student body. Cooper on the other hand said that student services should be prioritized because this is the best way to engender trust and participation in SA, which would in turn help the advocacy function.

EPAC then asked Cooper what the major difference was between him and his opponent. Cooper said that he envisions matters from a more holistic perspective and is more courageous. He feels that current SA practice is to just sit around and talk instead of taking action in spite of potential criticism. The committee inquired as to Bode’s response, and she returned by saying that she has actually

engaged in practical initiatives to help students address their concerns.

The moderators also asked Bode if she would be able to devote enough time to SA given her numerous other activities on campus. She reasoned that her other responsibilities wouldn’t detract from her presidency because they are for the most part all related to student life. She also added later that she only needs four more classes to graduate, so her light course load will alleviate the pres-

Ms. Remtilla agreed that student advocacy was the most important issue for the Student Assembly.

sures of extracurricular work.

Another question for the presidential candidates was how they would deal with the different requests for UFC funding. Cooper said that the issue was one of prioritizing and leadership – the requests must be looked at and prioritized according to importance for the student body. Bode, however, proposed an overhaul of UFC funding, so that it would be more accountable and a larger sector of the student population would learn to take advantage of it.

The vice presidential candidates were asked how they would help alcohol or drug-free organizations become established as social spaces. Chuck Zodda and Tay Stevenson both agreed that there is a culture of drinking at Dartmouth, which could limit the viability of alcohol-free social spaces. They both proposed overarching change to the administration and bureaucracy involved in the creation of these changes, so that they might be more easily created and financed. Miesha Smith said it was a misconception to think drinking is so pervasive that it is a prerequisite to making a social space. She feels that SA should take the lead in making new alternative social spaces. Remtilla, on the other hand, advocated Pangaea, an organization that brings many groups together to spend time without alcohol.

The EPAC later asked the VP candidates what their methods of reform might entail. Zodda and Stevenson were once again in agreement by expressing the need for change from without to help SA’s image and functionality. They both stressed the need to disencumber SA of its image as an exclusive club. Remtilla expressed her disdain and declared that internal reform must precede any changes in external image. She proposed having plank persons on each committee to report on the issues, and making General Assembly more fun by having it hosted by different organizations.

The last section of the debate was, in a word, ridiculous. Each candidate was given the opportunity to ask two questions, one to a presidential candidate and the other to a vice presidential candidate. Some of the questions were blatant plugs, with Remtilla going so far as to ask Bode what she would look for in a vice presidential candidate. Of course, Remtilla’s first year roommate replied with as close a description to Remtilla as possible without being embarrassingly transparent.

The Election

As the election came and went, Bode and Remtilla were chosen to lead next year’s student assembly perhaps because they belonged to the exclusive “Club SA”; perhaps because, as some bitter at the results have claimed, the Student Assembly elections are never more than a simple popularity contest; or perhaps—cynics beware!—because the two women actually ran the highest-quality campaigns and the student body at large felt that they were the best qualified for the job. Whether or not we as students made the best decisions in our voting, now that the election has passed, we should keep in mind their campaigns, to hold Bode and Remtilla accountable for their positions. ■



Blowing the Whistle on Ed Haldeman

Continued from page seven

Haldeman Center at Dartmouth; the Haldeman Center, home of the Ethics Institute. Now that ethical questions are being asked about Haldeman’s tenure at Putnam, the irony of his opening a center devoted in part to the study of ethics is not lost. When asked about opening the Haldeman Center, which houses the Ethics Institute, he said, “I think I ought not to answer about anything like this.”

Given that Haldeman did not want to answer questions about Putnam, the *Review* decided to ask Dartmouth-related questions instead, as Haldeman responds to those types of questions for the *Daily Dartmouth*. When the *Review* then asked if we could ask an exclusively Dartmouth-related question, Haldeman responded, “I’m trying to be polite, but I really don’t think that this is what I want to do, ok?” When the *Review* pressed on, “So no Dartmouth related questions then?” Haldeman responded “No.”

Putnam’s Class Action suit in Maryland

Now that Putnam is facing a class action lawsuit in a US District court in Maryland, Haldeman is reticent.

The Maryland suit seeks to recover damages for long term shareholders whose investments were diluted as market timers were making fortunes. The suit is currently undergoing a discovery period in which Haldeman’s exact involvement in the market timing scandal may be explored. According to the federal complaint, one issue that will be litigated in court is Lasser’s severance package which amounted to seventy eight million dollars. The plaintiffs’ lawyers take issue with the fact that Putnam’s trustees did nothing to capture this money and divert it to Putnam’s shareholders, who were losing money as a result of the market timing that Lasser did not stop. According to the federal court complaint, “No Trustee could claim to be ignorant of the market timing and late trading scandal since September 3, 2003.” Haldeman joined the Board as CEO one month later, and the composition of the Board remained intact. The complaint goes on, “Despite that, however, the Trustees have failed to take any action against...persons responsible for causing harm to the Funds by market timing or late trading. To the contrary, almost immediately after Putnam Investment’s settlement with the governmental enforcement

agencies [April 8, 2004, according to the SEC’s website], it paid Lawrence Lasser a severance amount of \$78 million [June 2004], despite the enormous harm he had brought to the Putnam Funds, and the Trustees failed to do anything to prevent that payment and capture the payment for the benefit of the Putnam Funds.” As CEO, Haldeman sat on the Board of Trustees beginning in October 2003.

When asked about Haldeman’s reputation as the one who cleaned up Putnam up after its fall... Scannell points out that Haldeman joined Putnam in 2002 in the heat of market timing activities..

Haldeman: A Man of Integrity?

When asked about Haldeman’s reputation as the one who cleaned Putnam up after its fall, Scannell is unconvinced. Scannell points out that Haldeman joined Putnam in 2002 in the heat of market timing activities.

Scannell alleges that Haldeman “certainly should have known all about the market timing and he did nothing to stop it.” Additionally, Scannell believes that Haldeman was, at the very least, aware of the changing of fund names, which Scannell refers to as a cover up.

Furthermore, Scannell alleges that Haldeman’s efforts to reform Putnam occurred only after the SEC was impelled to investigate the scandal. Scannell has found no evidence to suggest that Haldeman acted to stop the unethical behavior prior to the investigation.

Scannell has suggested there is even more to this story, and *The Dartmouth Review* is following up on other leads connected to Haldeman. Recently, Scannell met with the U.S. Attorneys Office in Boston to discuss the possibility of investigating the alleged Putnam cover up.

The Future of Dartmouth

Haldeman has the reputation of a man of high integrity; most professors think so, as do some of his colleagues on the Board. Some members of the Board, however, think that though Haldeman has the reputation of being a man of upstanding character, the way he is handling the “board packing” incident would cut against a reputation for fairness and decency, as do these new allegations about his tenure

at Putnam. When Haldeman announced his intention to change the structure of Dartmouth’s Board, he said, “Given the divisiveness of recent elections, we did not believe that having more [trustee] elections would be good for Dartmouth.” He then instituted his reforms under the name of “good governance,” and he continues to bank on his reputation as an ethical reformer. “

Haldeman assures alumni that the 117 year tradition of maintaining equal numbers of elected and appointed trustees on the board—an agreement established in 1891 and upheld since—“doesn’t promise parity.”

He tells the Dartmouth community, “The Board’s 1891 resolution was simply a non-binding resolution of the Board. It’s one of many resolutions that have been adopted over the years regarding governance, and one the Board is free to amend, in fact is required to amend, if it determines that it’s in the best interest of the College to do so.”

He defends himself, “Let’s be clear: in making these changes, the Board reaffirmed its commitment to alumni democracy and alumni trustee elections.”

Is Haldeman now reforming Dartmouth in the same way he governed and “reformed” Putnam?

As Putnam’s CIO, then CEO Haldeman and Board member, Haldeman was obliged to govern, protect, and grow the financial interests and futures of all his shareholders. According to Putnam’s Code of Ethics, “It is the personal responsibility of every Putnam employee to avoid any conduct that could create conflict, or even the appearance of conflict, with our clients, or to do anything that could damage or erode the trust our clients place in Putnam or its employees.” According to the prospectus of Putnam’s International Capital Opportunities Fund (previously the International Voyager Fund), market timing violates the Code of Ethics: “the exchange privilege is not a vehicle for short term trading. Excessive exchange activity may interfere with portfolio management and have an adverse effect on all shareholders.”

Today, more than a few students and alumni of Dartmouth College expect Haldeman to uphold his commitment to genuine ethical reform. Like Putnam’s shareholders, Dartmouth’s alumni and students are being let down by the very man meant to protect their interests. And like Putnam’s shareholders, the alumni of the College are taking the issue to court. ■

I’m a Crafty Steamroller

By Nedward Baldewoman

“So, what’s the deal?” people sometimes ask me. “What’s the deal Ned? Are you some sort of crazed control-seeking autocrat?” Seriously, I get this all the time, and you know what I do? I just laugh. Not some coquettish giggle and not like a crazy Tom Cruise laugh, it’s more of a laugh that tells the person asking the question that s/he is an idiot—but in a very subtle way because I’m crafty. And you know what? It’s good to be crafty.

So you’re probably wondering what they were asking about. You could be wondering if I force my dinner guests to listen to me perform my one act monologue about how life is like a stubbed-out cigarette in David Mamet’s living room ash tray (it’s deep, trust me) before we eat dinner. The answer is no. I wouldn’t do that to you. I know what’s right and what’s wrong. Making someone wait for dinner is wrong, always wrong. You know what I mean? That’s just one example of the clarity of my moral compass. I’m a straight arrow; I always point north. But you know what doesn’t always point north? Elections. Weird, right?

So I’m like this big honcho at a B-side school in New Hampshire. Believe me, it’s no Harvard. Basically, they begged me to be their fearless leader for a few years, and I was like sure, whatever. So I get apprenticed to this old coot who made his money working for Microsoft, and I’m finally given the reins last summer. What do I learn from this Micro-dweeb? Not much. I don’t think in terms of

pie charts and bar graphs. I’m a Mac. I’m a movie starring myself. I get results, and look pretty suave in the process. Suave may not be the word.

I’ve always thought, what if, you know? What if someone said, ‘that Ned, he’s a steamroller.’ That would contain my

essence, my essence in a metaphor. I know, I know, you probably think I’m like an MFA or something because I’m using writer jargon. Well, I didn’t take that path. Look, no

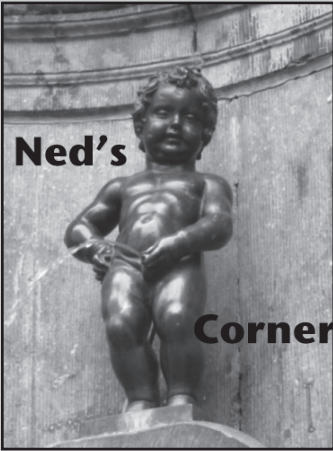
one’s ever told me I’m the next Shakespeare. But then again, I’ve never published anything, so who’s to say, right?

Here’s a harsh secret: no one actually likes Shakespeare anyway. The only thing iambic pentablahblah is good for is putting people to sleep. But a steamroller is power. When someone is talking about a steamroller you don’t go to sleep. You don’t have a choice; it’s an evolutionary fact. When someone says steamroller you tune in because you have to make sure they’re not talking about steamrolling you. I know ‘cause I’ve done it. When I talk the SEC listens. You know why? Because they’ve been steamrolled by yours truly. That’s just who I am, I spread the truth, get things done, and am really artistic about how I do it. I’m a crafty OsteamrollerO. You see that? I put wheels on the steamroller. That’s just how crazy good my mind is.

Right, so the Micro-dweeb was facing all these-disgruntled types among the ranks. A quick run down of the facts: (1) we were right and they were wrong; (2) they’re really annoying; and (3) they got to elect half of the board I was going to be in charge of. So my Micro-dweeb pal tried to change the election rules to make it harder for the yahoos to elect their own. He got ‘neutral’ websites set up to spread

the Truth. He even wore bow ties. I give him points for trying, but he only had half the skills required. He was crafty—hell, he’s probably even craftier than me—but he wasn’t no steamroller, and when you’re facing yahoos you need to break out the steamroller. Because lets face it, yahoos have an impish craftiness of their own, and there’s no way around impish craftiness. You have to go over the top of it. So I did.

It’s called leadership people. I got it. Sometimes a leader can sneak the solution past his subjects, but you know what? Sometimes a leader has to steamroll. There will be objections like ‘It’s not fair!’ But you know what a steamroller does, what I do? I just get this quizzical



look on my face and pretend like I don’t understand them over the noise my pistons are making—because I’m steamrolling, see. And I’m steamrolling forward with this quizzical look (but inside I’m laughing my craftiest laugh), and I see these yahoos down below me getting all activist on me, and what do I do? I cup my hand to my ear and silently mouth the word

‘what?’, and they start yelling louder. And I just blithely steamroll their corpses into their own metaphorical graves. I’m not going to lie. It feels pretty good.

Some of the yahoos ask me how I know I’m right and they’re wrong. One word: intelligence. I’m smart and they’re not. Hell, I went to Harvard—twice. ■

Mr. Baldewoman is a member of the class of 1969. He has two degrees from Harvard.

Nearly all men can stand adversity, but if you want to test a man’s character, give him power.
—Abraham Lincoln

The more things a man is ashamed of, the more respectable he is.
—George Bernard Shaw

Many a man’s reputation would not know his character if they met on the street.
—Elbert Hubbard

Everyone thinks of changing the world, but no one thinks of changing himself.
—Count Leo Tolstoy

Personality can open doors, but only character can keep them open.
—Elmer G. Letterman

The day is for honest men, the night for thieves.
—Euripedes

A person reveals his character by nothing so clearly as the joke he resents.
—Georg Christoph Lichtenberg

There are two modes of establishing our reputation: to be praised by honest men, and to be abused by rogues. It is best, however, to secure the former, because it will invariably be accompanied by the latter.
—Charles Caleb Colton

Character is much easier kept than recovered.
—Thomas Paine

The louder he talked of his honor, the faster we counted our spoons.
—Ralph Waldo Emerson

A man’s character is his fate.
—Heraclitus

In looking for people to hire, look for three qualities: integrity, intelligence and energy. And if they don’t have the first, the other two will kill you.
—Warren Buffet

Be not ashamed of thy virtues; honor’s a good brooch to wear in a man’s hat at all times.
—Ben Jonson

gordon haff’s

the last word.

Compiled by Christine S. Tian

The best measure of a man’s honesty isn’t his income tax return. It’s the zero adjust on his bathroom scale.
—Arthur C. Clarke

Underneath this flabby exterior is an enormous lack of character.
—Oscar Levant

If you don’t have enemies, you don’t have character.
—Paul Newman

Conviction is worthless unless it is converted into conduct.
—Thomas Carlyle

Character is much easier kept than recovered.
—Thomas Paine

Guard your honor. Let your reputation fall where it will. And outlive the bastards.
—Lois McMaster Bujold

You can easily judge the character of a man by how he treats those who can do nothing for him.
—Johann Wolfgang von Goethe

Integrity without knowledge is weak and useless, and knowledge without integrity is dangerous and dreadful.
—Samuel Johnson

Where is there dignity unless there is honesty?
—Cicero

But rules cannot substitute for character.
—Alan Greenspan

HONORABLE, *adj.* Afflicted with an impediment in one’s reach. In legislative bodies it is customary to mention all members as honorable; as, “the honorable gentleman is a scurvy cur.”
—Ambrose Bierce

Character is an essential tendency. It can be covered up, it can be messed with, it can be screwed around with, but it can’t be ultimately changed. It’s the structure of our bones, the blood that runs through our veins.
—Sam Shepard

What is left when honor is lost?
—Publilius Syrus

I tried to screw my courage up today.
—Plautus


Barrett’s Mixology

By Andrew S. Eastman

The Bar Packer

One ounce of rye, warm, in a shot glass, chipped.

Serve unadulterated by progress.



We’d been at it hard for around a hundred and fifty years when things about bottomed-out: I’d spent the time buying drinks for level heads, shots of rye at a nickel apiece, and they’d done the same for me in measures of generosity equal and enviable. Jim, sitting down at the bar and not ever really welcome among the regulars (he hadn’t the same pedigree, and was only there through the convenient vacation of his stool by its previous occupant, who was himself rather a libelous boor, and paranoia-prone), felt slighted in our revelry, at the imagined expense of more ‘laudable’ endeavors, too often: he called our rye outdated in its chivalric faith, suggesting its inferiority to his own trendy preference, the appletini. Now, rye’s as simple and honest a drink as is, and an appletini is... well. Four times over Jim pushed his appletini on us, and four times over we held fast to our rye. In consternation Jim called to the barkeep, weathered, wise and august, to disallow our rye (a sore loser, he). Refused this, he threatened with false authority (though his family has investments in the establishment, his dandy-like disposition had put off staff and client alike) to install his own bar men, appletini-ers all, who might only serve that drink to the exclusion of outside preference. The thing soon swelled grossly and more level heads adjourned, in the hopes Jim and his fruity preferences would drink elsewhere the next night and that his successor to that stool might prove more gallant, not averse to a nickel rye if offered in good, if unfashionable, company.

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EBAS (proper noun): Everything But Anchovies, a Hanover culinary institution which delivers pizza, chicken sandwiches and other local delicacies until **2:10 A.M.** every night. The ultimate in performance fuel.

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