

“Our strength as a school and as a community is inexorably linked to the advancement of a shared set of values: community, excellence, inclusion, innovation, and integrity. Integral to these values (and our success as a school) are the people who share them. We will advance a campaign across our school and community to promote these values and to celebrate the people who embody them. Through the promotion of a shared set of values, we will foster a greater sense of purpose and connection throughout the broader Geisel community and improve our appeal as a training environment, employer, and partner to others.”

– People and Community Work Group

Accomplishments To Date:

1. School-Wide Community-Building Activities

- Homecoming Tailgate
- Founding Day
- Basketball Game
- New Year Celebration
- Employee Appreciation Day
- Campaign Wrap-up Celebration
- Community BBQ
- DICE Welcome Back Social
- State of the School

2. Communicating Our Values

- Logo
- Posters

3. Establishing Benchmarks

- Leading Forward Feedback Survey



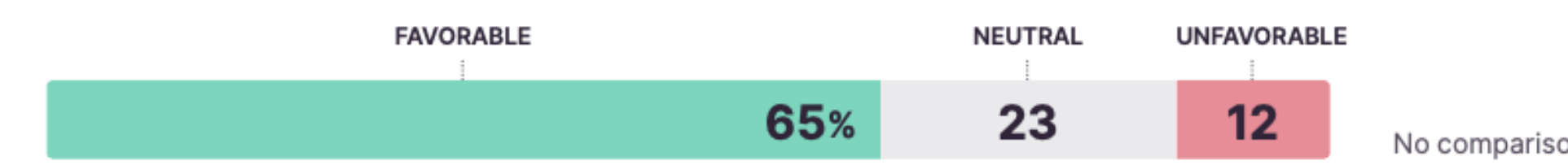
2023 Leading Forward Feedback

Leading Forward Feedback

457 (of 2240) participants from Geisel School of Medicine

1. Culture - Promote Geisel's values to enhance sense of community

n = 417



We have good working relationships among people in my team



I understand how my work contributes to Geisel's mission and strategic goals



I would recommend Geisel as a great place to work



I know our company values



I think I have a good understanding of what our company values mean



We have meaningful ways to stay connected as colleagues while working from different locations



The leaders at Geisel keep people informed about what is happening



The leaders at Geisel demonstrate that people are important to the institution's success



I believe our company values match our culture



I receive appropriate recognition for good work at Geisel



We acknowledge people who deliver outstanding service here



Generally, the right people are rewarded and recognized at Geisel



• OUR VALUES •



COMMUNITY

Cultivate community through compassion, engagement, teamwork, and support.



INTEGRITY

Demonstrate integrity, and build trust through transparency, accountability, and communication.



INCLUSION

Celebrate diversity through inclusion, respect, and a commitment to equity.



INNOVATION

Ignite innovation through collaboration, creativity, and curiosity.



EXCELLENCE

Pursue excellence in teaching, scholarship, and practice in the service of our community.

Operationalizing the Leading Forward Feedback

The Leading Forward Feedback Survey confirmed that Geisel needs to continue to focus on communications generally and around our values, in particular. Over the next 12-18 months Geisel will continue work to enhancing communications, particularly focusing on the following areas:

- Sharing resources to communicate more effectively and more widely. Geisel intends to build a creative service cell within the communications function designed to enhance coordination of communications between Geisel and its partners. This will include adding expertise in video production, digital communications, and design.
- Using different informational formats (e.g., video, community events, social media)

This effort enables Geisel to more effectively keep our community informed about what is happening, showcase and celebrate how people contribute to our school's success, and highlight how what we do aligns with our values/culture

The Leading Forward Feedback Survey data identified an opportunity to recognize faculty and staff who are doing excellent work. In the coming months we will introduce the **Leading Forward Awards**. The Leading Forward Awards will be presented to faculty and staff whose work, impact, and contributions to the Geisel School of Medicine exemplify and demonstrate a commitment to one or more of Geisel's values: Community, Excellence, Inclusion, Innovation, and Integrity. This awards program will serve to:

- Recognize our values in action and celebrate the valuable contributions of staff and faculty.
- Raise awareness of the shared values affirmed by our strategic plan.
- Encourage values-based decision-making and professionalism throughout the school.
- Highlight inclusive excellence and positively impact the Geisel culture.

Other Work in Progress

Staff Forum

Values integrated into budget planning and performance evaluations

Values "Road Show" to all strategic planning goal-level work groups

Succession planning strategy

Indicators of Progress

Leading Forward Feedback:

- 90% of respondents have good working relationships among their teams
- 72% of respondents recommend Geisel as a great place to work
- 70% of respondents know our values

Other indicators to be measured: Increased engagement levels among staff, faculty, students, remote/hybrid employees, alumni, and donors

Increased awareness and demonstration of shared values

Stronger sense of community and belonging

Special thanks to our community engagement events planning team:

Rachel Benoit
Christine Cyphers
Derik Hertel
Jessica Giordano
Tina Hoisington
Courtney Theroux
Kim Valcin
Jerome Wilcox

2. DEIB: Increase and celebrate diversity across Geisel, dismantling structural barriers to Diversity, Equity, Inclusion and Belonging (DEIB).

Champions: Lisa McBride, Lisa Adams

HOW DO WE ACHIEVE OUR D.E.I.B. Goals?

Climate + Intergroup Relations

OUR INITIATIVES

Climate—How members of the community feel about their work/learning environment

EL CAFECITO
Cafecito, or "little coffee," is the common Latin American word to refer to the tradition of conversing with friends over a cup of coffee.

CONVERSATIONS that MATTER
SPEAKER SERIES

Happy Rosh Hashanah

WELCOME BACK BBQ
One Campus Many Cultures

IMSA

Happy Diwali

RAMADAN MUBARAK

By surveying the community to understand the needs when it comes to creating a sense of belonging within the Geisel/DH communities

Access + Success

OUR INITIATIVES

Pathways into the Geisel/DHMC community (recruitment and retention of faculty, staff and students)

The NIH Intramural Postbac Program: How to Apply

Dartmouth Visiting Student Program

MEDICAL EDUCATION PREPARATION (MEDPREP)

DoctoreX

Xavier Pre-Med Society Club

By looking at ways we can be more intentional about recruiting and sustaining a more diverse population

Community + Partnership

Innovation and Partnerships

Dartmouth Health

Genentech
A Member of the Roche Group

FENWAY HEALTH

BNGAP
Building The Next Generation of Academic Physicians

DHHS
NEW HAMPSHIRE DEPARTMENT OF HEALTH & HUMAN SERVICES

Overcomers Refugee Services

BLACK HERITAGE TRAIL
NEW HAMPSHIRE

By creating partnerships locally and beyond

One Campus Many Cultures

Diversity
Inclusion
Community
Engagement

We are inspiring Inclusive Excellence

Co-Leaders for the Longitudinal Health Equity Curriculum

Dr. Lisa McBride
Associate Dean Diversity, Equity and Inclusion

Dr. Monique Gary
Breast Surgical Oncologist and Medical Director of the new Grand View/Penn Cancer Network Cancer Program

Dr. Velma Scantlebury
First Black Woman Transplant Surgeon of the United States
Co-Founder of Delaware Health Equity Coalition, Inc.

Shawn O'Leary
Director, Office of Diversity, Inclusion and Community Engagement

Jerome Wilcox
Director, Inclusive Excellence

Mayra Guardiola
Senior Program Coordinator

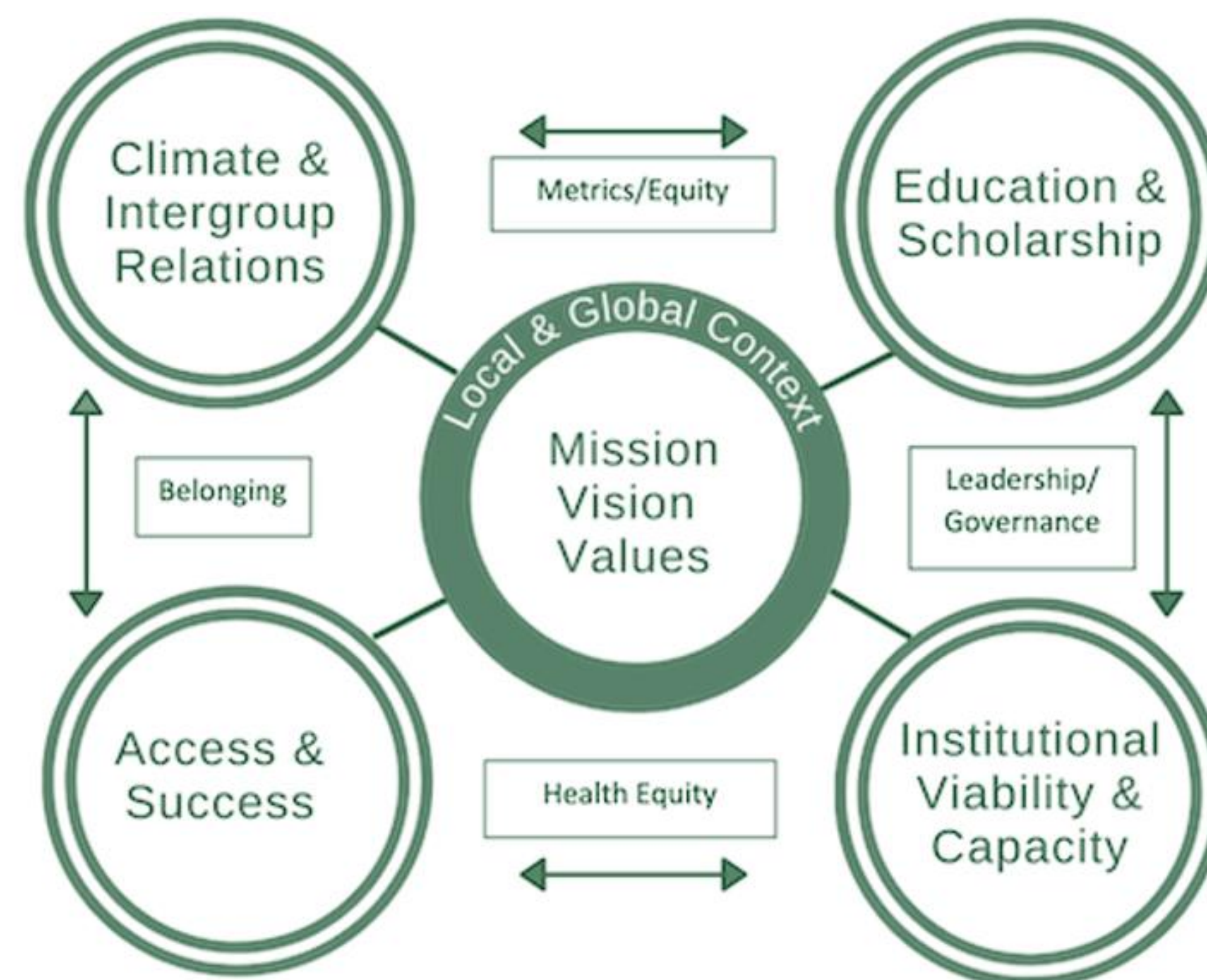
Firsi Guring
Senior Program Coordinator

Dr. Ruth Berggren
Professor of Medicine, DHMC
Director of Service Learning

Dr. Diana M. Rojas-Soto
Director, Medical Spanish
Pathway of Distinction

By increasing the manpower in the DICE office to include hiring its first full time Associate Dean of DEIB:
Dr. Lisa McBride

INCLUSIVE EXCELLENCE



Adapted from Smith, D.G. (2020) Diversity's Promise for Higher Education

Achieving Inclusive Excellence: Strategies for creating real and sustainable change in quality and diversity.

- Diversity **must be a campus wide priority.** (Williams, 2007, p.9)
- Institutions **need a diversity leadership development process** to enhance the skills and shift the mental models of students, faculty, staff, and administrators. (Williams, 2007, p. 10)
- An empowered, **formal diversity infrastructure is essential.** (Williams, 2007, p. 11) **Diversity needs to be embedded in the symbolic and cultural fabric of the institution.** (Williams, 2007, p. 12)
- Motivational energy and entrepreneurial strategies are vital to change. (Williams, 2007, p. 13)
- **Administrative systems need to be modified to accommodate the needs of historically underrepresented populations.** (Williams, 2007, p. 13)

2. DEIB: Increase and celebrate diversity across Geisel, dismantling structural barriers to Diversity, Equity, Inclusion and Belonging (DEIB).

Champions: Lisa McBride, Lisa Adams

WHAT IS INCLUSIVE EXCELLENCE?

Inclusive excellence is a framework that integrates diversity, equity and inclusion into the core of an institution or community to achieve its goals.

Through Inclusive Excellence Framework, the School of Medicine stands firmly committed to and champions diversity and inclusion as core values central to its mission.

More than a short-term project or a narrow initiative, this comprehensive approach requires a fundamental transformation of the School's culture by embedding and practicing inclusion in every effort, aspect, and level of the institution. The goal is to make inclusion a norm that is implemented and practiced.



- Achieving inclusive excellence and cultural change is a process of perpetually disturbing and realigning structures and mind-sets; questioning the past; and encouraging students, faculty, and staff to stretch and find new ways to support, nurture, and leverage diversity in service to new levels of institutional excellence.

• (Williams, 2007, p. 14)

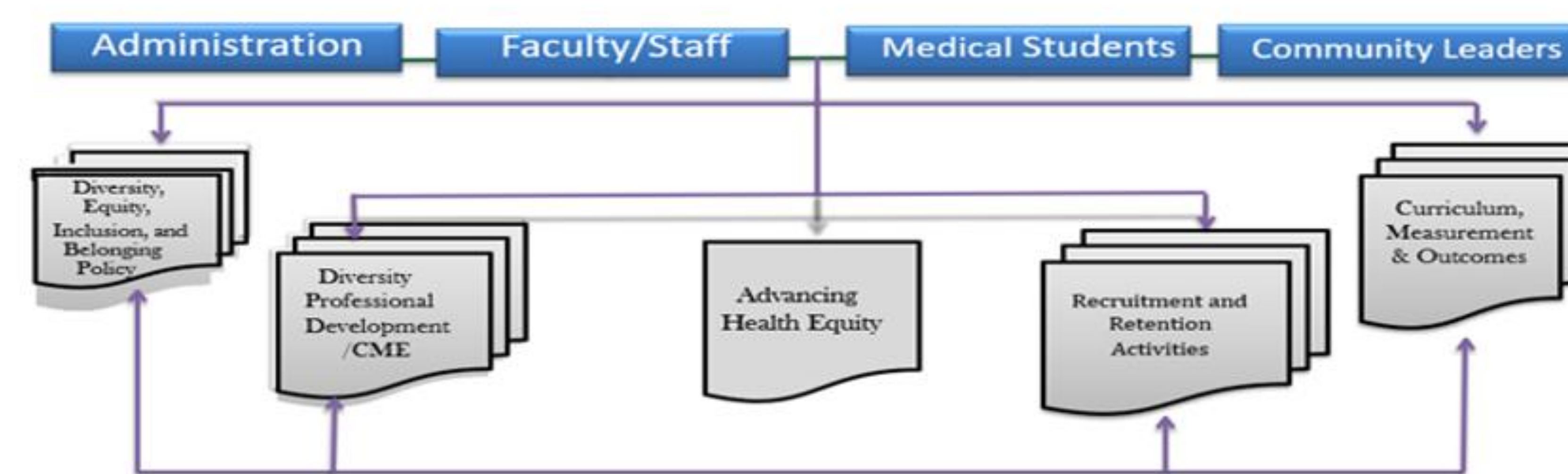


Increase diversity among Geisel faculty and administration, primarily by assessing and positively affecting the campus climate for underrepresented individuals by:

- ❖ Conducting regular diversity engagement surveys to assess and track changes in the climate for underrepresented faculty and staff.
- ❖ Developing and introducing programming designed to make improvements to the campus climate. Note: Held over 210 DEIB programs in first 11 months.
- ❖ Creating and implementing a diversity and health equity training program for all Geisel employees. Note: Have had 325 faculty, staff and student successfully completed 4-hour Med Safe Zone Training class and 25 complete the Med Safe Zone 2.0 training
- ❖ Assessing hiring practices to ensure that candidate pools represent the diversity of qualified applications.
- ❖ Creating a standard inclusivity statement that all faculty, staff, students and administrators will uphold. Note: Approved by DEIB committee this Month

GEISEL SCHOOL OF MEDICINE DEIB COMMITTEE

The Diversity, Equity, Inclusion, and Belonging (DEIB) Committee will be the primary advisory committee to the Dean of the Geisel School of Medicine on matters of diversity, equity, inclusion, and belonging. The Associate Dean for DEIB will provide leadership, direction and strategic input. The DEIB Committee will be comprised of a broad representation of nominated volunteers committed to a comprehensive concept of diversity and inclusive excellence. These individuals, approximately 18 members from the Geisel School of Medicine, Dartmouth Health and the community at large, will be able to bring experience, expertise and insights to build on campus-wide diversity initiatives.



DEIB Committee Objectives

To provide a forum where representatives from various segments of the College community can come together to discuss and consider forward-thinking, proactive strategies, methods and approaches that will aid Geisel School of Medicine in becoming a more diverse and welcoming environment at all levels.

2. DEIB: Increase and celebrate diversity across Geisel, dismantling structural barriers to Diversity, Equity, Inclusion and Belonging (DEIB).

Champions: Lisa McBride, Lisa Adams

Community Building and Partnership Programs

- Hearing Me Documentary Viewing and Panel session
- Stop the Bleed
- International Ice Cream Social
- First Chuseok/Harvest/ Full Moon Festival
- Iftar at DH
- Health session with Overcomers
- Orientation International Students Welcome lunch with Student Affairs
- Powered Plus with DHMC Cancer Center
- BIPOC Banquet
- Conversations That Matter Speaker Series “Caring for Muslim Patients During Ramadan”
- 2022 and 2023 DICE Welcome BBQ at Whale Back
- Unveiling of Samuel Ford McGill Lounge
- APAMSA welcome event with AAPI club at Hanover High School
- 2022 Nepali Dashain Celebration with APAMSA
- 2022 Diwali
- 2022 and 2023 Association of Native American Medical students: Indigenous Fly-in student session
- First Gen Group Dinner
- Multi-Faith Meditation and Prayer space Dedication at Geisel
- I am the DREAM: Past, Present, and Future
- 2023 Lunar New Year Celebration with APAMSA

Geisel Heritage/History Month

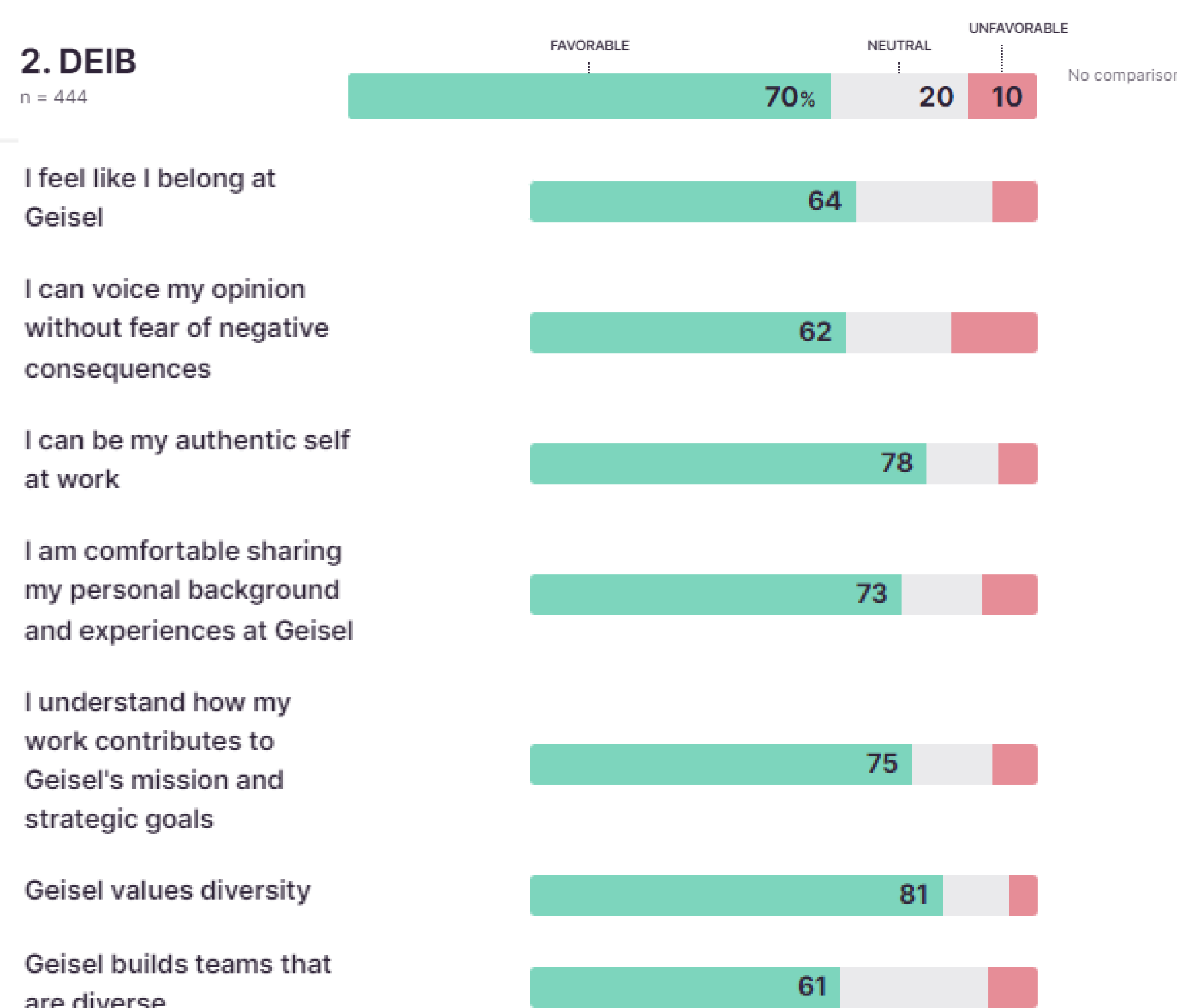
- 2022 Hispanic/Latinx Heritage month (8 events)
- 2022 Native American Heritage Month (4 events)
- 2022 First International Education Week (4 events)
- 2023 Black History Month (9 events)
- 2023 First Asian Pacific Islander Desi American Heritage Month (4 events)
- 2023 Pride Month (Pride MD hosted a Pride Picnic)
- 2023 Recognized Deaf Awareness Month
- 2023 Hispanic/Latinx Heritage Month (6 events)
- 2023 First LGBTQIA+ History Month (4 events)
- 2023 Native American Heritage Month (Month of November)
- 2023 International Education Week (Nov 13-17)



Geisel School of Medicine has received the 2023 Health Professions Higher Education Excellence in Diversity (HEED) Award from INSIGHT Into Diversity magazine.

The School of Medicine was recognized for its robust Diversity, Equity, and Inclusion (DEI) infrastructure across campus, numerous efforts designed to provide education and training opportunities for the next generation of doctors, basic science researchers, health scientist, and rural initiatives that improve access to care for all New Hampshire residents. As a recipient of the annual Health Professions HEED Award — a national honor recognizing U.S. health colleges and universities that demonstrate an outstanding commitment to diversity and inclusion — the School of Medicine will be featured, along with 64 other recipients, in the December 2023 issue of INSIGHT Into Diversity magazine. It marks the first time the Geisel School of Medicine college has been selected for the recognition, which is presented annually by the largest and most well-respected national diversity and inclusion publication and website in higher education. “The Health Professions HEED Award involves a rigorous application process that examines the recruitment, retention, and support of underrepresented students and employees, effective leadership in diversity mission-setting, innovative programming aimed at inclusive excellence, and many other aspects of diversity and inclusion across campus,” said Lenore Pearlstein, President and Co-owner of Potomac Publishing, Inc. and Co-publisher of INSIGHT Into Diversity magazine.

2023 Leading Forward Feedback



INTRODUCTION

“The success of our strategic plan requires that Geisel bolster its efforts to build upon an organically strong and incredibly collaborative community. This will require not only investments in the underlying infrastructure and programs that span our organization(s) but also a commitment to improve our communication efforts across Geisel, Dartmouth, and all our clinical, research, and education partnerships.”

One Geisel, Leading Forward!

INITIATIVES

Improve Communication

- Focus on how we can communicate and celebrate our community more effectively through a comprehensive and coordinated communications program.
- We seek to increase the engagement of our community in our research and education programs.
- **Initiative Lead:** Derik Hertel, Mike Sarra
- **Team:** Karen Borgstrom, Jaime Peyton, Bethany Solomon



Improve Collaboration

- Identify barriers to collaboration across the broader Geisel and Dartmouth communities.
- Invest in programs and infrastructure to support improved opportunities for collaboration across our research and education communities
- **Initiative Lead:** Diane Gilbert-Diamond
- **Team:** James Reed, Steve Bernstein, John Dick

NEXT STEPS

Establish shared mentoring norms across departments/programs

Establish a formal Faculty Institutional Mentoring Program

Enhance Communication with Department Chairs around faculty development and strategic initiatives

Recruit Department Chairs and create a task force to develop a Pilot project to measure dimensions of academic productivity for faculty

Incorporate DEIB as part of annual reviews

Explore a “suite of tools” for faculty advancement systems that align with our annual budget

STRATEGIC SUCCESSES SINCE 2022

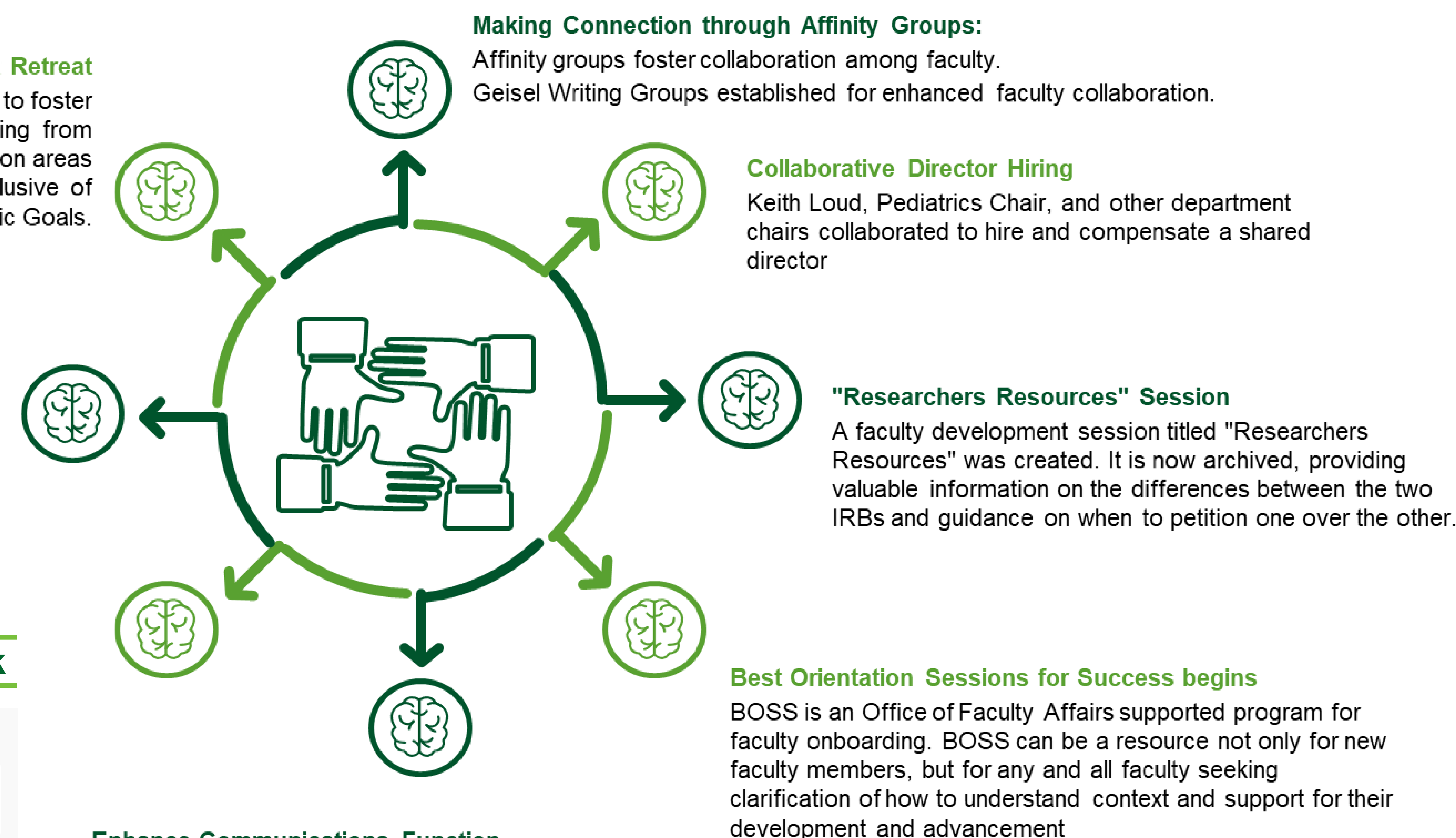
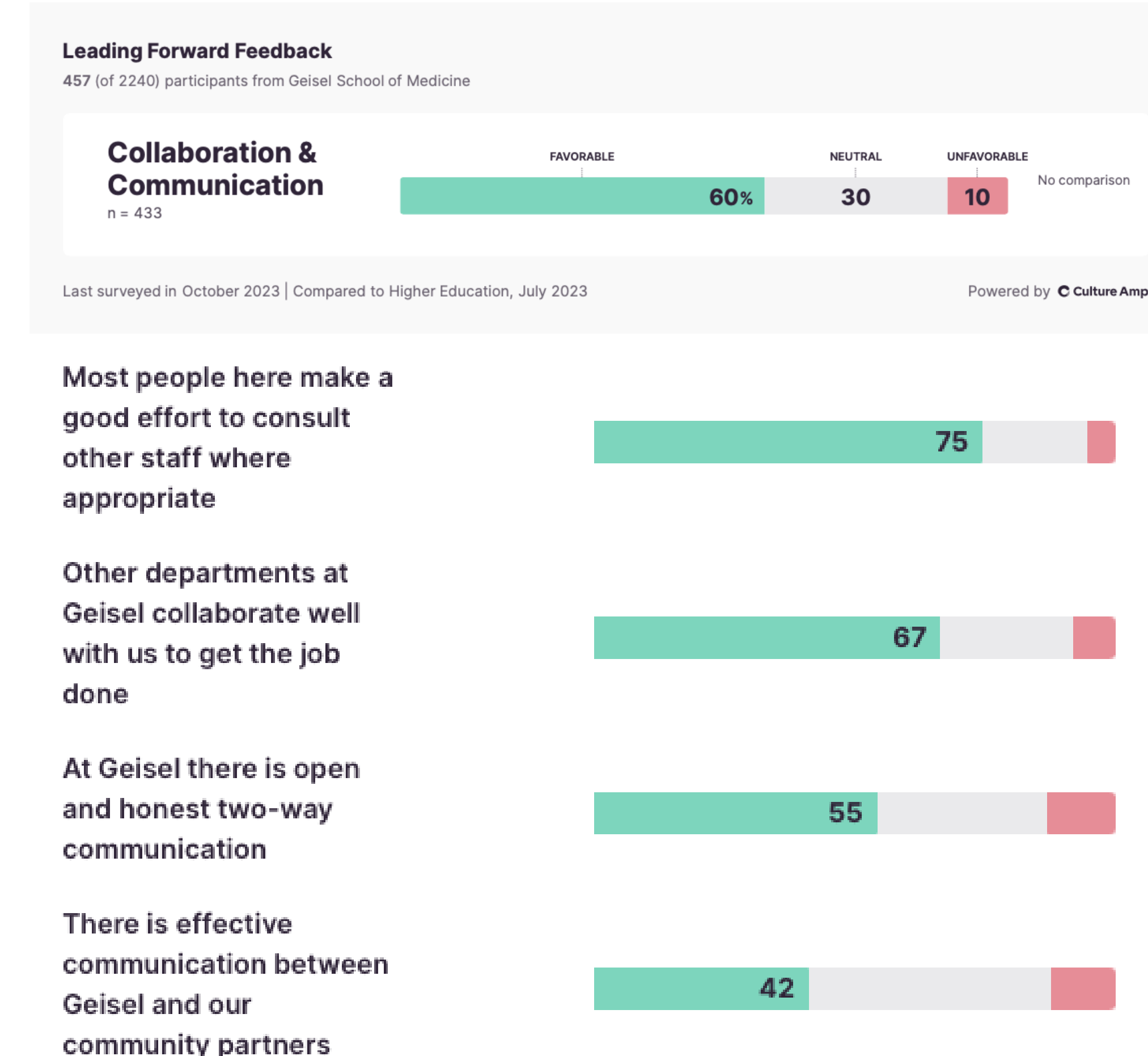
2nd Faculty Development Retreat

The annual OFA Leadership Retreat was created to foster greater academic collaboration and strategic planning from Geisel Leadership, focusing on the academic mission areas of research, education, and clinical. Collaboration inclusive of enhanced communication align with Geisel’s Strategic Goals.

Retirement Benefits Session

This session included representatives from Geisel, DH, and DHMC finance and human resources, fostering a collaborative approach to addressing retirement concerns.

2023 Leading Forward Feedback

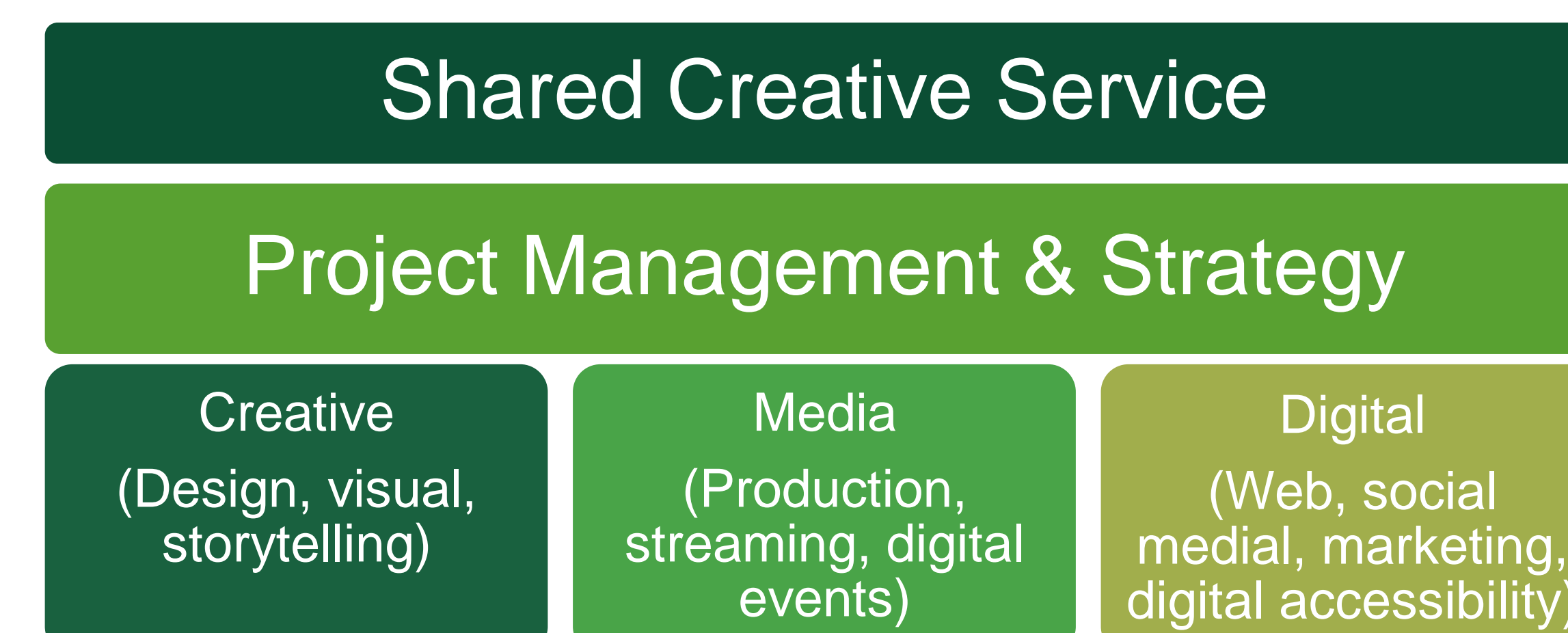


Enhance Communications Function

Creation of a shared creative resource that will enable communications to:

- Better synchronize communications effort
- Optimize scale and impact of communications
- Enable expanded use of more impactful mediums (e.g. video, social media, digital communications)

The creative service will add expertise in video production, design, digital marketing & communications, project management



4. Research: Drive growth in research, and foster an environment of scientific innovation, and scholarship.

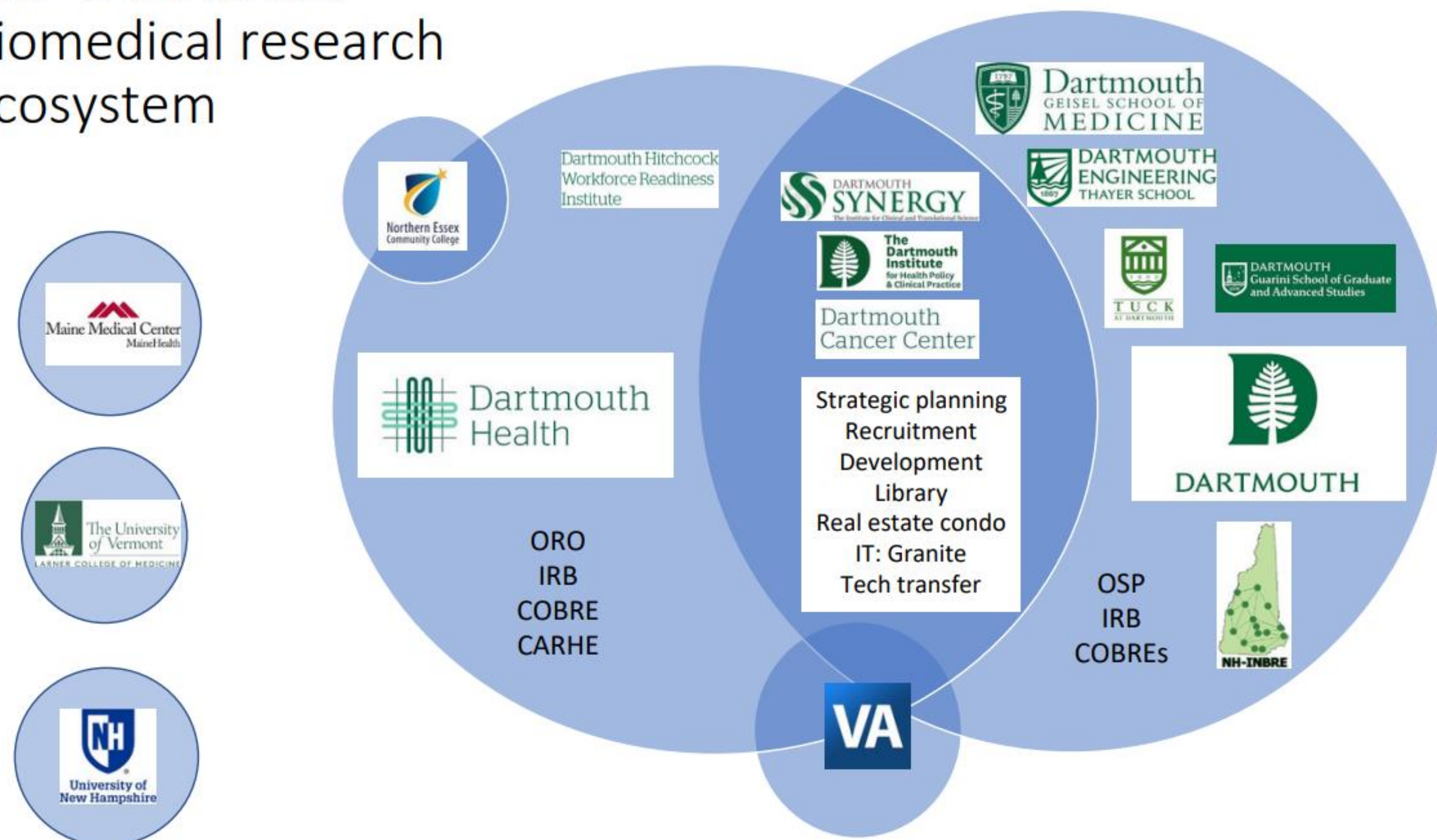
Champions: Steve L. Bernstein, Steve Leach, Brock Christiansen, Sue Roberts

INTRODUCTION

“Geisel will foster an environment where opportunities abound for foundational science and clinical departments to effectively partner in pursuit of scientific inquiry; innovation; and high-quality, impactful research. The school will further enhance its national reputation for research excellence and be known as an institution that offers an intellectually stimulating environment where foundational science and clinical faculty collaborate with one another and with other partners on discovery, clinical, and translational research and where outstanding, curiosity-driven science is embraced.”

-One Geisel., Leading Forward! Pg 10

The Dartmouth biomedical research ecosystem



ACCOMPLISHMENTS

- Key Appointment: Welcome Senior Associate Dean for Foundational Research, Sue Roberts
- Acquisition of Academic Analytics for advanced research capabilities.
- Diversifying Revenue Streams: new grant applications targeting ARPA-H (Thayer, Orthopedics) and EPA (Epidemiology)
- CTSA initial submission score 28; Council deferred funding decisions until federal FY24 budget available. CTSA team preparing A1 resubmission for January 2024.
- Meetings between S. Bernstein and research leadership at UNH to explore potential collaborations re: research training, interprofessional education, joint research activities, including some related to CTSA.
- S. Bernstein presented strategic vision for research in clinical departments to Dartmouth-Hitchcock Board of Trustees in September 2023. Presentation emphasized opportunities in geriatrics, healthcare delivery science, brain and behavior, women’s health.
- Exploration, planning for MSTP application to NIGMS in Jan. 2025 for MD-PhD training.
- Initiation of regular meetings between administrative leadership of ORO and OSP, including DH IRB and CPHS.
- Continued use of Granite (tiCrypt) for sharing of research data, including patient-level data with PHI, across the One Dartmouth enterprise.

SOME AREAS FOR STRATEGIC INVESTMENT

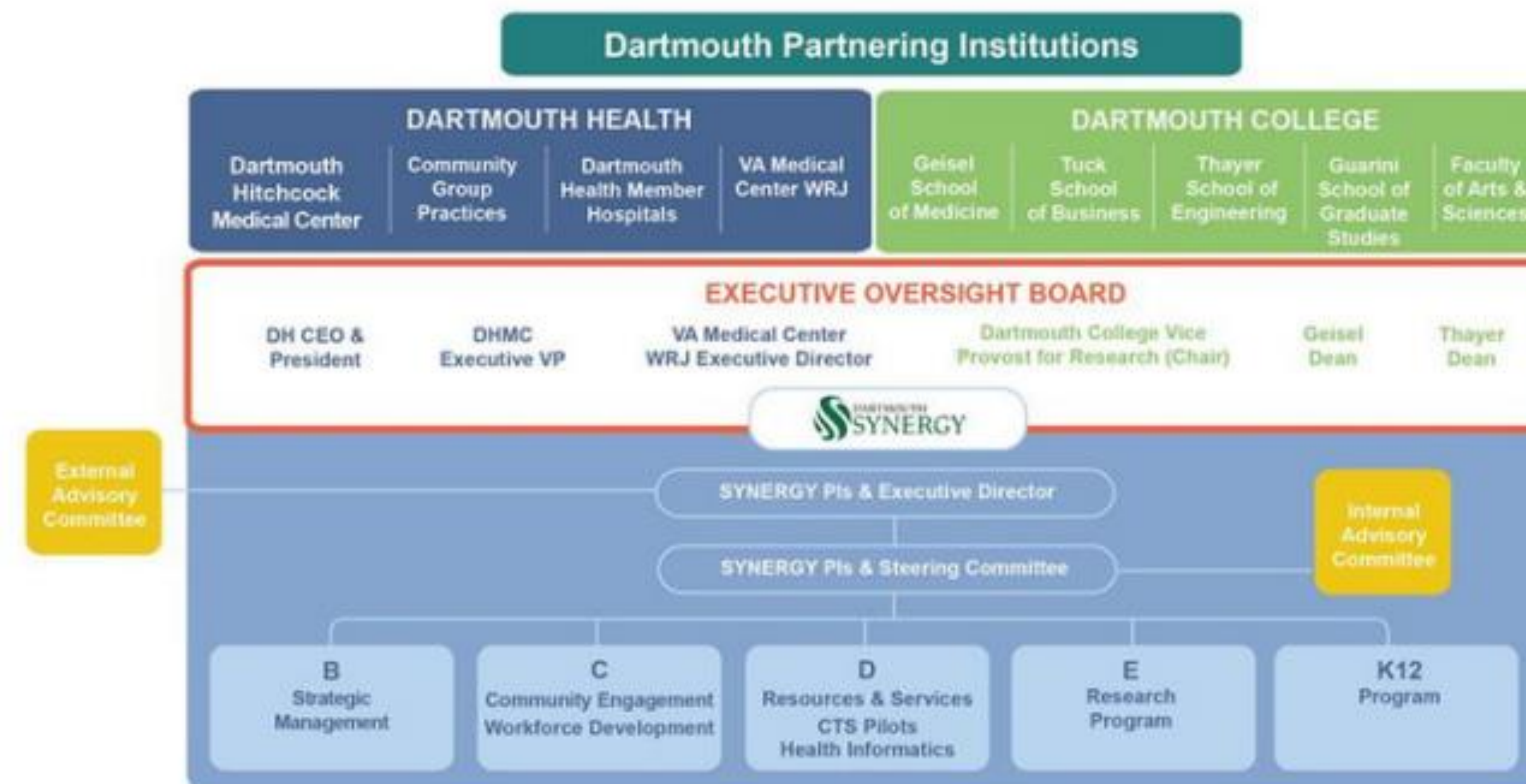
This section highlights various research areas and the personnel leading them:

- Geriatric Center of Excellence:** Includes a photo of a patient and caregiver, and an ACCREDITED GERIATRIC ED logo.
- Personnel:** M. Bruce, S. Deiner, E. Fishery, K. Kirkland, K. Carazzini, A. Barnato, S. Hassanpour, S. Beilock, L. Marsch, F. Gilli, E. Stommel, J. Leyenaar, A. Budney, C. Stevens, L. Fiellin, M. Linzey, W. Doucette, K. Bujarski, J. Hong, F. Cluston-Feller, M. Bruce, J. Salwen-Dereimer, K. Fortuna, A. Cooper, A. Gormley, K. Himes, C. Wira, S. Ringer, D. Goodman, E. Damiano, F. Cluston-Feller, C. Stevens, R. Barth.
- Research Areas:** Dementias, Seizure disorders, Movement disorders, Neurodegenerative disorders, Cognitive science, Substance use, Depression, Suicide, Maternal health, Immune protection in female Reproductive tract, Physical activity in breast cancer survivors, Breast cancer localization.
- Partnerships:** Veterans Rural Health Resource Centers, NIGMS, IDE, Center for Rural Health Care Delivery Science, Center for Precision Health and AI, Master of Health Care Delivery Science.

OBJECTIVES AND GOALS

- To solidify Dartmouth’s position as the nation’s leader in the science and practice of healthcare delivery in rural spaces
- To further enhance the Cancer Center’s outstanding national reputation in research, clinical care, and training
- To establish research centers in areas of current strength that will serve as national magnets for investigators, practitioners, and patients
- To train the next generation of biomedical scientists, and attract a diverse pool of talent from across the US and internationally

SYNERGY (CTSI) as foundation of research infrastructure



TACTICS, STRATEGIC TEAM OVERVIEW

Initiative	Responsible Party	Others
a. Articulate and adopt a disciplined approach to evaluating and prioritizing investment into research areas.	Barbara Jobst	Marnie Halpern
b. Enable the work of the Geisel and Dartmouth Health communities by creating a unified research administration structure to serve all faculty and programs.	Barbara Vance	Jen Friend
c. Be recognized nationally as a destination where early-career scientists acquire the skills, mentorship, and career guidance needed to accelerate their professional development.	Jon Lurie	Deb Hogan
d. Boldly pursue new funding streams, make traditional and team science easier, and promote curiosity-driven research.	Audrey Calderwood	Todd Mackenzie

CONCLUSIONS AND NEXT STEPS

Our goal is to grow the number and variety of research programs at Dartmouth, centered at Geisel and DH, but with enhanced partnerships with Thayer, Arts & Sciences, Tuck, Guarini, and the WRJ VA.

We also seek to enhance the breadth and depth of research training programs, with a particular interest in the establishment of a suite of programs to train physician scientists. The Dartmouth CTSA, SYNERGY, will be a common operational ‘touch point’ for many of these programs.

HEALTH & HEALTH EQUITY ARE FOUNDATIONAL

“Improving human health and creating systems to achieve health equity are foundational tenets for our research and education programs, as is improving the health and wellbeing of the communities we serve and supporting the wellbeing of our students, faculty, and staff so that they can continue their good work.”

-One Geisel, Leading Forward! Pg. 16

INITIATIVES

Develop and implement programs and systems that will enhance the health and well-being of our students, faculty, and staff.

Launch curricular enhancements to ensure that our learners will be positive change agents in their future professional roles to promote health, health equity and wellness in the communities that they serve.

Continue to support and increase investment in Geisel faculty research in the domains of health equity and the social and political drivers of health.

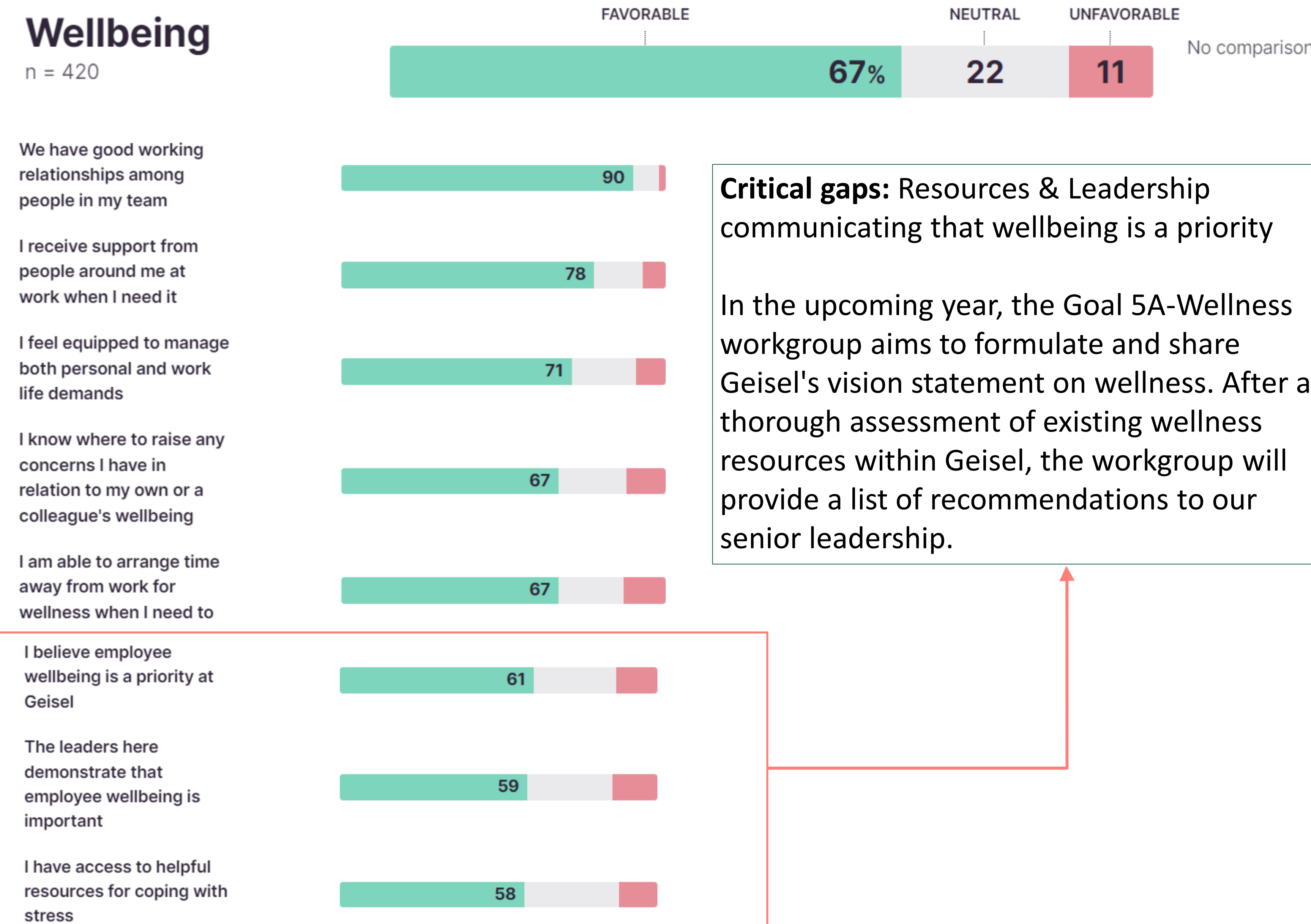
Enhance Dartmouth's influence on health equity through policy and community engagement.

YEAR 1 TACTICS

- Establish mission statement that is aligned with Dartmouth College initiative; Conduct baseline assessment
- Engage adjunct faculty; Develop tools for MD, MPH, MS curriculum review; Develop position description for race and health equity educator position
- Establish career development “pathways” for scholars at various stages of career development; Seek funding for sustainment; Develop a faculty recruitment plan
- Establish a coalition of Geisel and Dartmouth Health community engagement functions to establish policies, practices, and guidance

YEAR 1 ACCOMPLISHMENTS

2023 Leading Forward Feedback: The September 2023 survey establishes a baseline to guide improvement efforts



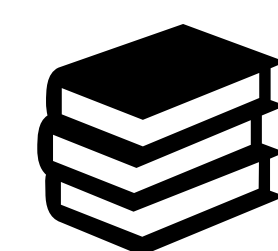
Dartmouth Health Equity Research Pathways:

Building and supporting a community of scholars who are asking challenging questions and investigating ways to eliminate health inequities, to achieve social justice in health



Undergraduate	Faculty Director: Inas Khayal, PhD	5	\$500,000 philanthropy raised
Pre-doctoral	Faculty Director: Alka Dev, DrPH	4	T32 submitted with funding for 12 slots
Early career faculty	Faculty Director: Erika Moen, PhD	3	Two K-awards and 1 R01 under development

Health Equity 2.0: Student grants to catalyze ethical community-engaged scholarship for learners in partnership with served communities

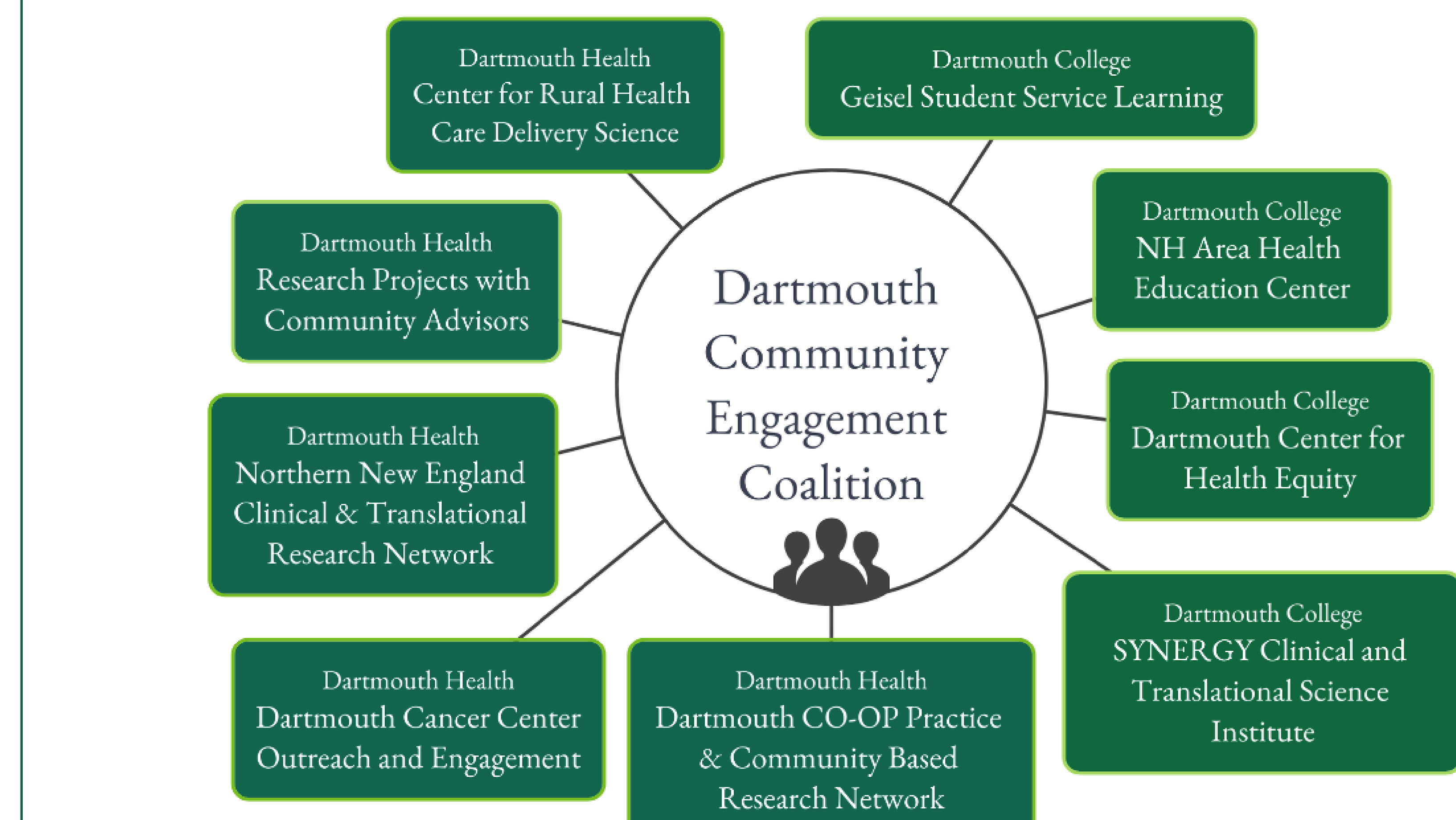


Geisel MD and/or MPH students are invited to apply for competitive mini-grants (\$500 for a pilot project) or midi-grants (up to \$5000 for more established projects or those with a broader scope) to support a service learning project of their choosing.



THE OFFICE of DIVERSITY, INCLUSION & COMMUNITY ENGAGEMENT
 THE CENTER FOR HEALTH EQUITY
 Center for Advancing Rural Health Equity

Dartmouth's Community Engagement Coalition: Empowering Health Equity Through Meaningful Partnership

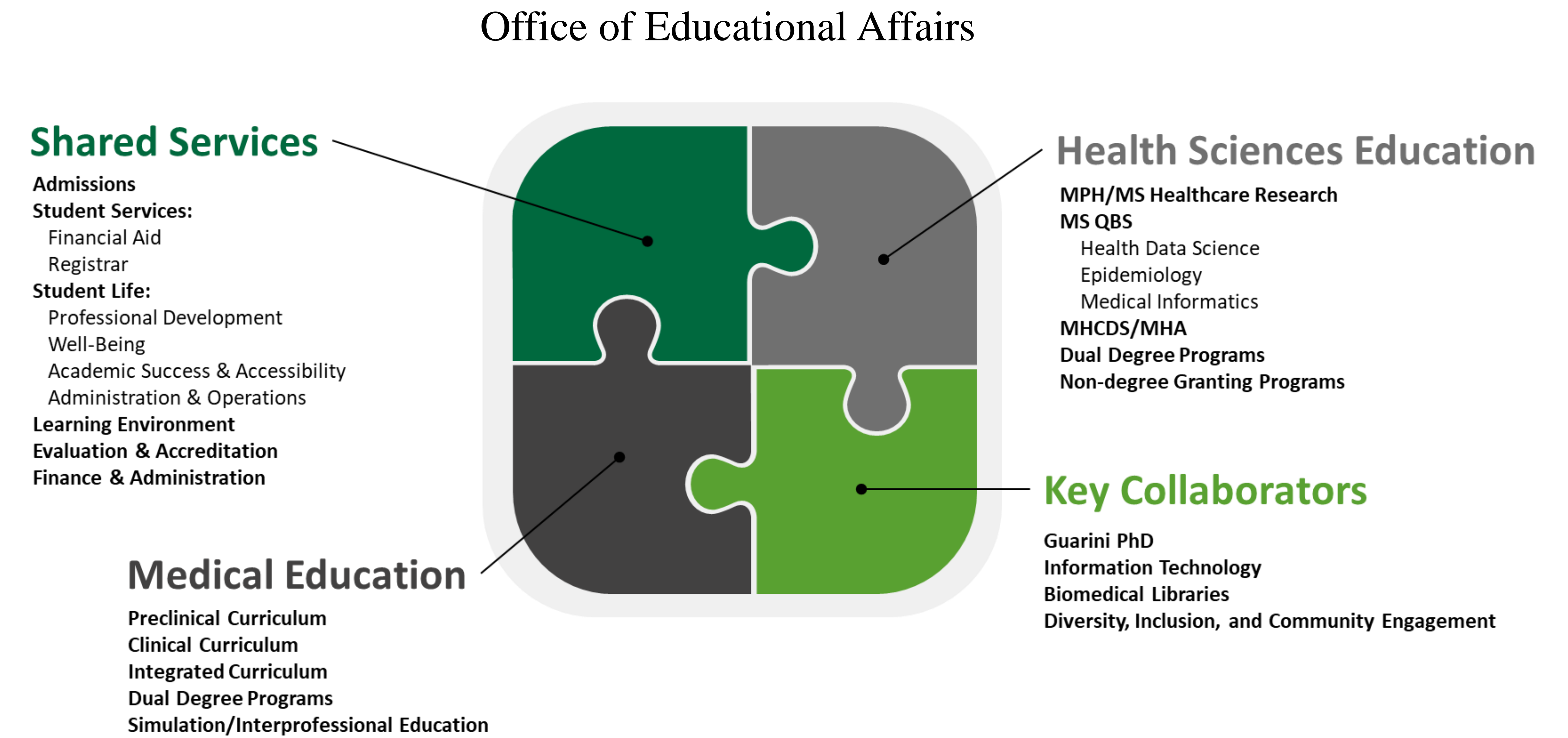


6. Education: Diversify and enhance programs and initiatives that support interprofessional collaboration and professional development across our degree programs.

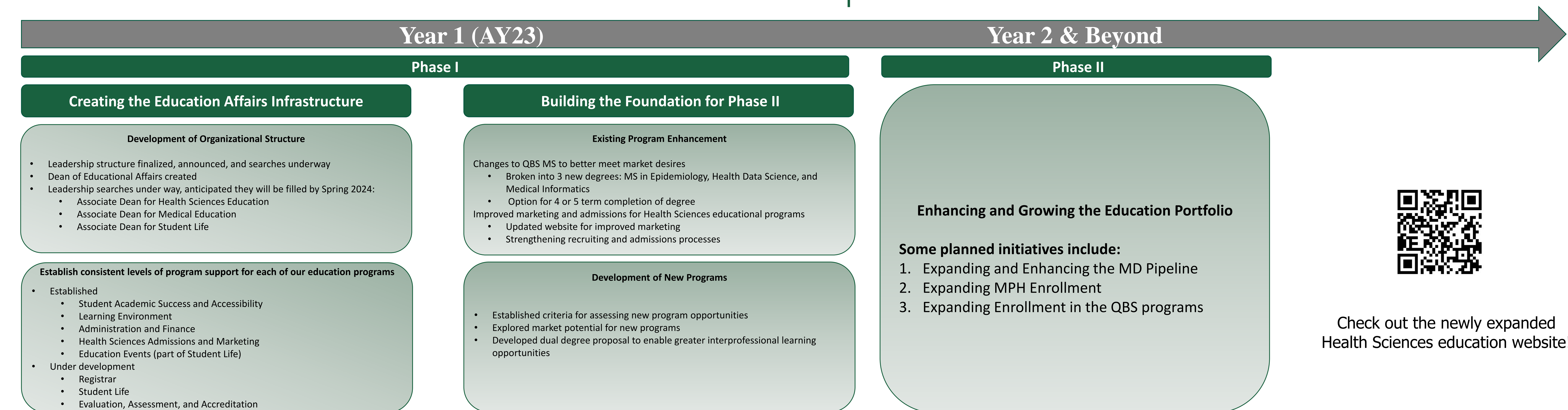
Champions: Sonia Chimienti, Craig Westling,
Initiative Leads: Aleen Cunningham, Andy Rose,
Project Team: Scott Gerber, Courtney Theroux

Initiatives:

- 1 Develop and implement programs and systems that will enhance the health and well-being of our students, faculty, and staff. Develop an administrative and leadership infrastructure that supports interdisciplinary learning and that fosters interprofessional collaboration and education.
- 2 Integrate across existing educational programs and create new interprofessional programming and health sciences degrees through collaboration and partnerships, internally at Geisel and Dartmouth and with external partners.
- 3 Invest in premier career development and advising opportunities for learners across our degree programs.
- 4 Expand our capacity to provide clinical experiences for clinical students that will address healthcare shortages and develop skills in achieving health equity for diverse patient populations.
- 5 Invest in premier career development and advising opportunities for learners across our degree programs.



To date, much of the work has focused on initiatives 1-3



PHASE 1: Setting the Foundation

1. Is participation in the Dartmouth campus conversion to LTW (heat) feasible?
2. What is the "highest and best" use of our Vail and Remsen buildings?

PROJECT BACKGROUND AND GOALS:



A team led by RFS Engineering was retained to perform a study of the Geisel School of Medicine's Hanover campus facilities, specifically the Remsen Medical Sciences Building (Remsen), the Electron Microscope Facility (EM Wing), and the Vail Basic Sciences Building (Vail). The purpose of the study was to inform and guide planning regarding potential renovation and re-use of the Remsen/EM Wing/ Vail complex. Renovation could be for continued use by GSM, or by other Dartmouth College groups.

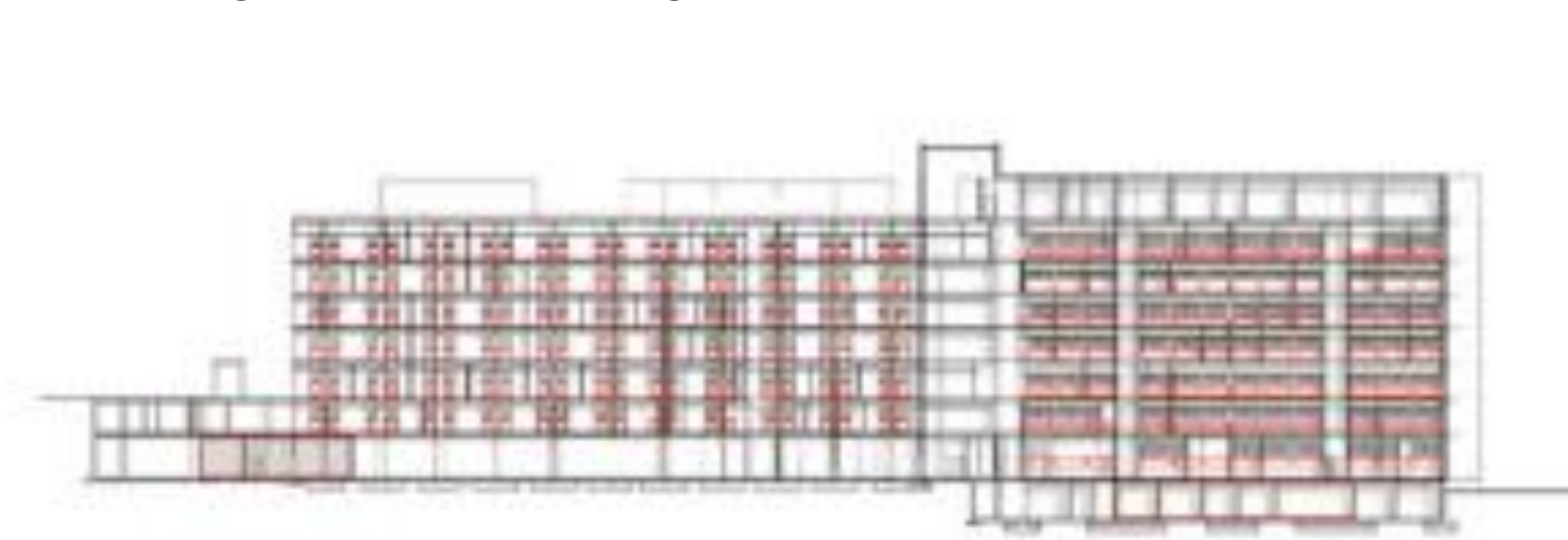
Three renovation scenarios were developed:

- **Scenario 1:** Continued service to Medical School
- **Scenario 2:** Academic Adaptive Reuse
- **Scenario 3:** Residential Adaptive Reuse

Common to all three scenarios was an assessment of the complex's mechanical infrastructure to integrate with the planned campus-wide conversion to Low Temperature Hot Water (LTHW), which Dartmouth is currently in planning for to replace its campus steam system. Also common to all three scenarios are code upgrades, with specific code-related scopes adapted to the individual scenarios. Following development of the scenarios, cost modeling was performed to prepare order-of-magnitude total project cost estimates. The study began in April 2023 and had a duration of approximately six months, concluding in September 2023.

Continue as Medical School

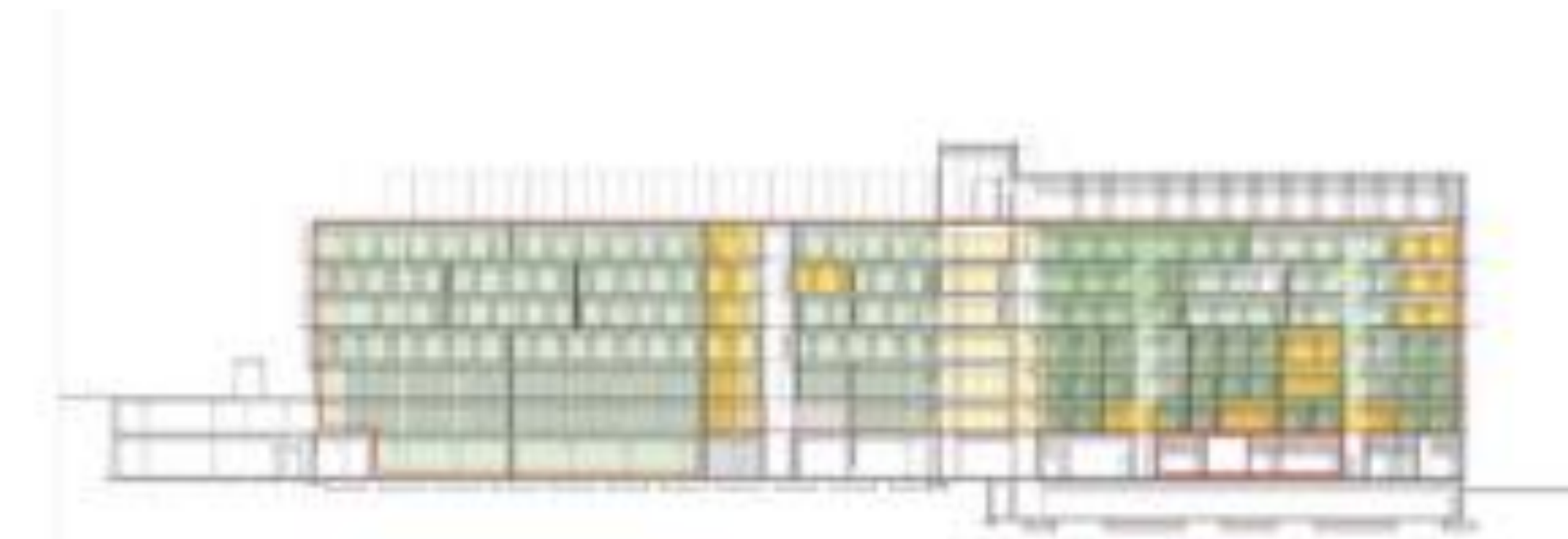
- Low Temperature Hot Water
- **No change to program layout**
- No change to exterior cladding



Scenario 1

Academic Adaptive Reuse

- Low Temperature Hot Water
- **New classrooms, meeting rooms & offices**
- **New exterior cladding & thermal barriers**



Scenario 2

Residential Adaptive Reuse

- Low Temperature Hot Water
- **Accommodate ~360 undergraduate residents, amenity space & classrooms**
- **New exterior cladding and thermal barriers**



Scenario 3

Scenario 1:
Continue as
Medical School

LTHW
Code Updates

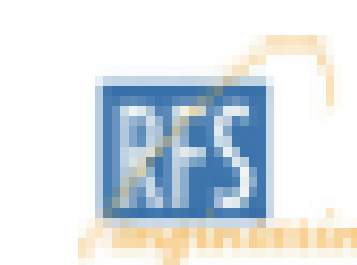
Scenario 2:
Academic Adaptive
Reuse

LTHW
Code Updates

Scenario 3:
Residential Adaptive
Reuse

LTHW
Code Updates

Special Thanks



Perkins&Will

OBJECTIVE

“**Design and build a new multipurpose building** on our campus that will optimize support for and growth of educational programs, expand capacity for our core research missions, and enable increased collaboration through shared spaces and modern laboratories”

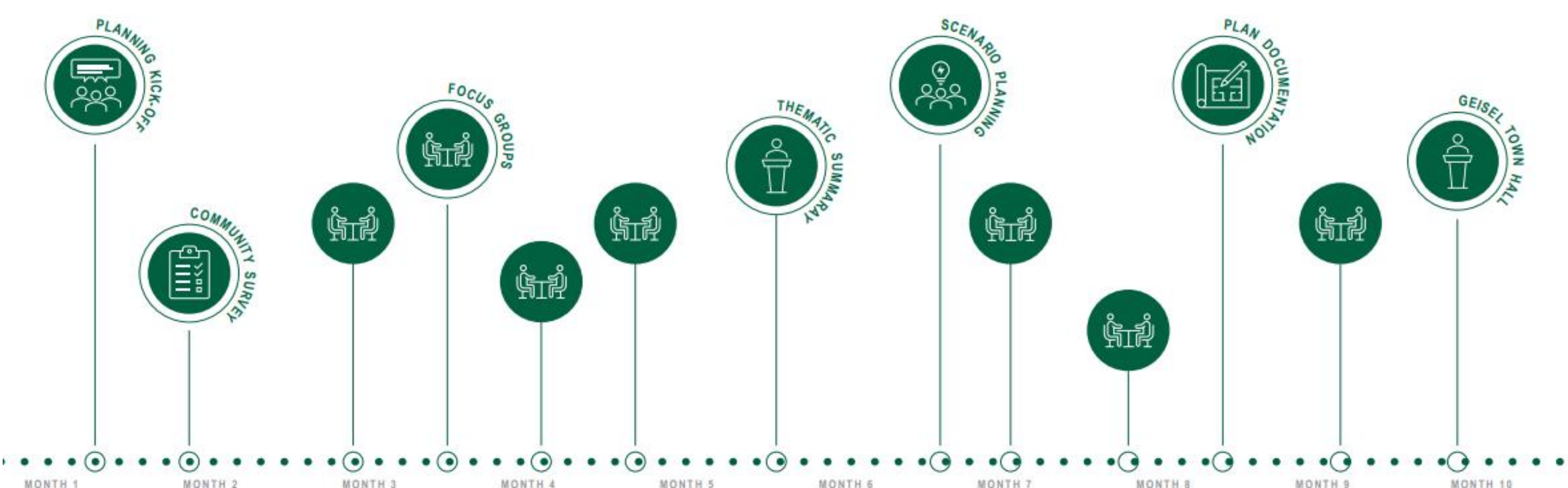
One Geisel! Leading Forward pg. 19

In 2023 the Facilities Master Planning process progressed by selecting a partner through a Request for Proposal (RFP) process, with a primary goal of ensuring a comprehensive and community engaged approach to exploring a new mixed-use education and research facility for the School.

PURPOSE OF A FACILITY MASTER PLAN

- ENGAGE** with campus community to understand the strengths, challenges, and opportunities
- ALIGN** strategic planning with physical planning
- DEVELOP** a long-term comprehensive vision that can inform short term campus improvements
- ENSURE** no physical planning issues are considered in isolation
- GENERATE** institutional support for the implementation of the plan
- ELEVATE** aspirations and raise funds

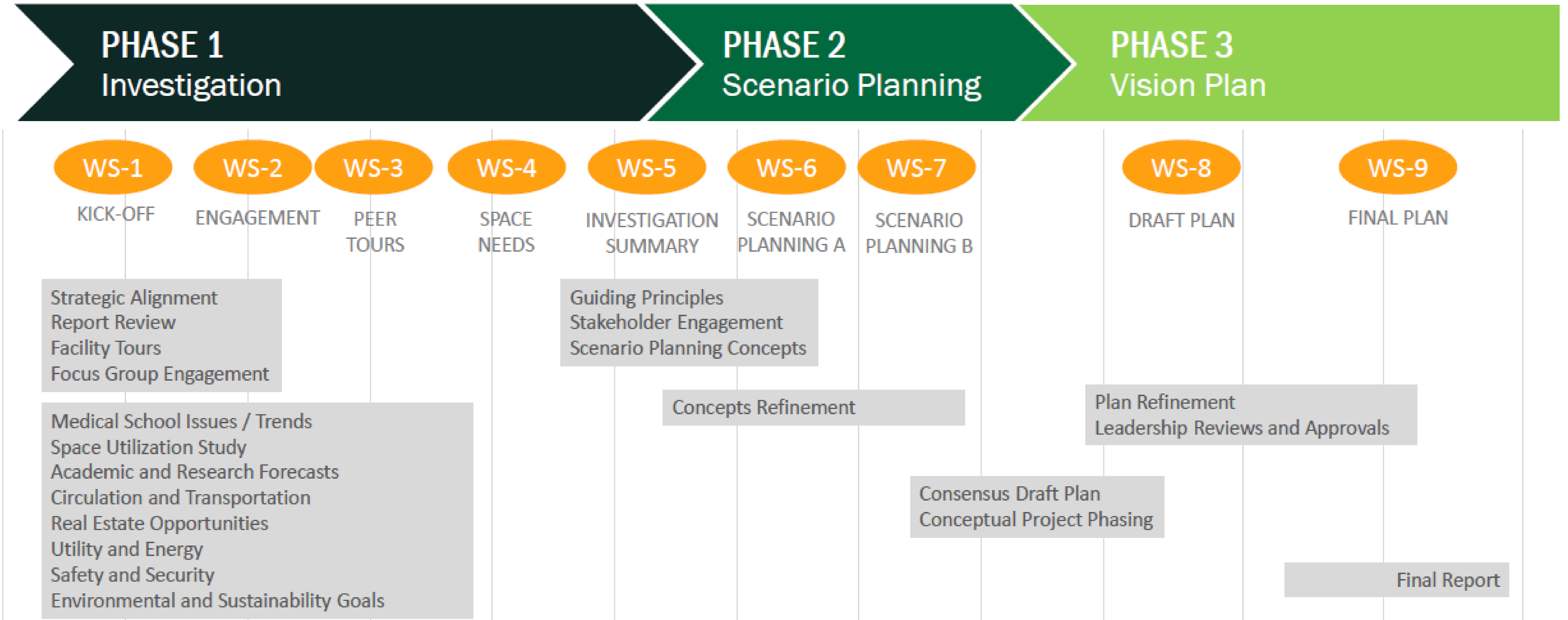
Geisel is setting out to create a **FACILITIES MASTER PLAN** that aligns with the vision established in our 2023-2029 *One Geisel, Leading Forward!* strategic plan as well as within the framework of Dartmouth's 2020 *Planning for Possibilities - A Strategic Campus Framework* plan. The master planning's success will be determined by a thoughtful process that **ENGAGES THE GEISEL COMMUNITY**, focuses on our values, and brings the perspective of our national thought leaders who have focused their careers on the advancement of medical education and research.



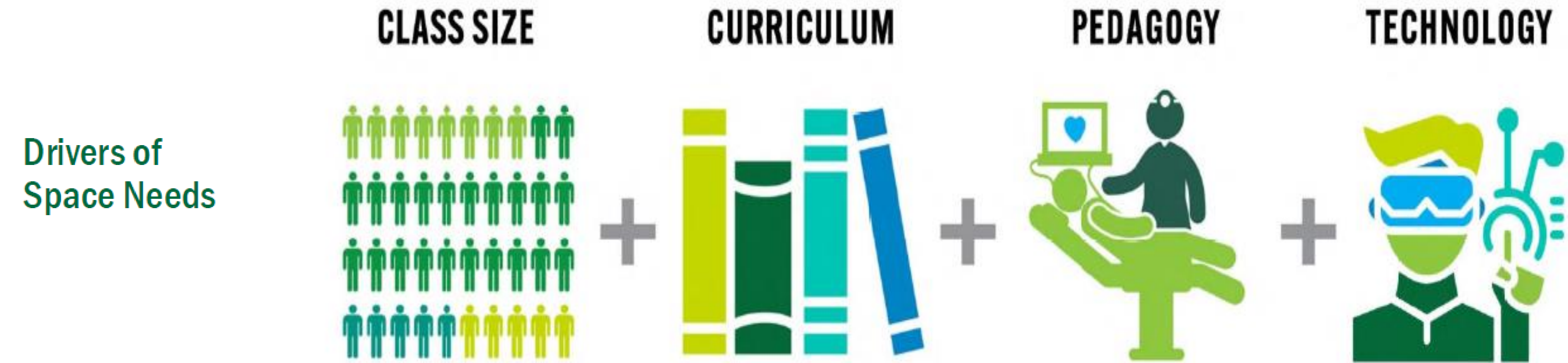
PHASE 2: Planning for the Future

PROPOSED TIMELINE TO DEVELOP FACILITY MASTER PLAN

The Facilities Master Plan will evaluate the suitability and capability of Geisel’s existing Hanover and Lebanon facilities to support the education and research goals of the School as defined by the 2022 Strategic Plan, *One Geisel, Leading Forward!*, and importantly, will explore how a new, multi-purpose research and education facility might support those aspirations. **The overarching goal is for our planning partners to work with our community to develop a facilities master plan, to include possible renovations and construction of new facilities, as will be required for the Medical School to achieve its strategic aims.**



TEAM OVERVIEW:



Engagement with the Geisel and broader Dartmouth community will be critical to establish an understanding of the current challenges and programmatic needs, answer the question of “location”, qualify scenarios, and create consensus and enthusiasm for the future direction of the school’s campus.

