



REPORT ON PHILANTHROPY 2024

Dickinson

THANK YOU

DEAR DICKINSONIANS,

It is with great pleasure that I share with you the incredible progress we've made this past year, thanks to your unwavering

support. Your generosity continues to shape Dickinson's future and nurture a new generation of leaders poised to make vital contributions to our world.

Your gifts to our Campaign for Scholarships: Change a Life—Change the World have been instrumental in providing access to a Dickinson education for deserving students. This year, we surpassed the \$70 million mark, bringing us 93% of the way to our \$75 million goal.

I have no doubt that we will hit that goal this year, thanks in no small part to the Change a Life Challenge Sam Rose '58 unveiled last year. Through this challenge, Sam has agreed to match every dollar given to scholarships up to \$10 million until the end of this fiscal year. And our community has responded in force, bringing Sam's challenge more than halfway toward its goal in its first few months.



Within this report, you'll find inspiring testimonials from students whose lives have been transformed by this kind of support. You'll also read about donors who have witnessed firsthand the impact of their gifts. These stories serve as a powerful reminder of the life-changing effect you have.

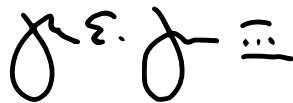
In recent years, we've embarked on a journey to maintain our position at the forefront of academic excellence by introducing innovative programs that prepare our students for the challenges of an ever-changing job market. Thanks to a leadership gift from Mark '81 and Lisa Burgess, we were able to take a major step forward in that regard by launching the Burgess Institute for the Global Economy. You can read more about the institute and their inspiration behind it in this report

But this is only one of many ways donors are partnering with Dickinson to innovate and strengthen our academic program. We've also established new funds enhancing humanistic study, philosophy and Middle East studies—all thanks to committed donors like you. And you'll also read about how alumni and families are partnering with the college to bolster our career development and mentorship for students.

As we celebrate the achievements and enhancements made possible through your generosity, we must remember that our work is ongoing. The challenges facing higher education and our world are complex and ever-evolving. However, with your continued support, we are confident in our ability to provide an exceptional experience for our students, who will become tomorrow's leaders.

In closing, I want to express my profound gratitude for your trust, commitment and dedication to Dickinson. We are honored to partner with you in our mission and look forward to the many great accomplishments we will achieve together.

Warmest regards,



John E. Jones III '77, P'11

President
Dickinson College



DEAR DICKINSONIANS,

Thank you for your continued support of Dickinson through your generous philanthropy. Your commitment to our institution plays a crucial role in shaping the future of our students, who are poised to become the leaders of tomorrow.

This report not only showcases inspiring donor stories and heartfelt messages from grateful students but also provides a comprehensive update on the college's endowment. The endowment serves as a critical component of Dickinson's mission, acting as a perpetual resource that enhances the educational experience we offer.

We are delighted to share that Dickinson’s prudent management of the endowment has yielded positive results, ensuring stable long-term growth while enabling us to expand our investments in student programs and services. Our endowment has now reached \$675 million (as of June 30, 2024), a testament to our dedication to responsible financial stewardship. In the past year, we achieved an impressive 8.7% rate of return, showcasing our ability to navigate the complexities of today’s financial landscape. Moreover, our 10-year average annual rate of return stands strong at 8.1%, consistently meeting or exceeding our strategic objectives.

In 2006, Dickinson hired Investure, LLC, to manage the portion of the endowment that the college controls. Investure was a pioneer in, and continues to be a leading provider of, outsourced chief investment officer services, managing the endowments of colleges and other nonprofits. Investure provides Dickinson with expertise across markets, access to a broad array of underlying investment managers, operational excellence and a large investment staff that would be prohibitively expensive for Dickinson in a stand-alone scenario. Dickinson and Investure work hand in hand to ensure that the college’s endowment is performing according to the goals of maximizing returns with managing risks.

This strategy and the financial success it supports reinforces the endowment’s lasting impact, ensuring that the resources available to current students will continue to benefit future generations of Dickinsonians. As you can see in the following pages, the endowment has increased by more than \$200 million over the last decade, and spending from the endowment now accounts for roughly 15% of Dickinson’s annual budget. In this way, the endowment’s effective management underpins every aspect of the Dickinson experience, and your support of it makes you an integral partner in our mission.

As endowment donors to the college ourselves, we are focused on the financial management of your donations and believe that our gift dollars are very well invested by Investure, our committee, the Board of Trustees and the administration of the college. As you peruse this report, we hope you feel a sense of pride in your partnership with Dickinson and the lasting impact of your investment. Your generosity is truly transformative, and we are deeply grateful for your continued faith in our institution.

Thank you once again for your unwavering support and philanthropic commitment to Dickinson.

Sincerely,



Gretchen Brigden '89

Partner and COO
Macro Intelligence
2 Partners, LLC
Chair, Dickinson Board of
Trustees Committee on
Investments



Holcombe T. Green III '92

Managing Director
Lazard Freres
Vice Chair, Dickinson
Board of Trustees
Committee on Investments

ENDOWMENT PERFORMANCE

Dickinson's total endowment ended fiscal year 2024 at a new high of \$675 million.

**55%
TOTAL
GROWTH**

(investment returns since 2014, plus new gifts, net of annual spending distributions to support operations)

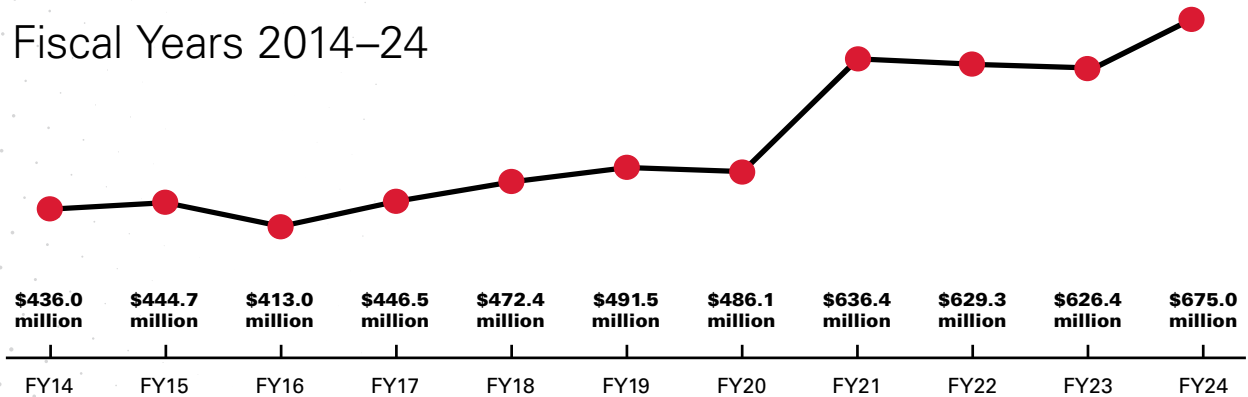
Dickinson's pooled endowment (the portion managed by the college's outsourced investment office, Investure LLC) ended fiscal year 2024 (July 1, 2023-June 30, 2024) at \$572.5 million, and the total endowment closed the fiscal year at \$675.0 million. The pooled endowment's new high results from a one-year gain of 8.7%, and the pooled endowment's long-term performance remains strong, with a 10-year average annual rate of return of 8.1%.

This rate of return over the last decade compares favorably to our passive benchmark (6.4%), which is based on a basket of varied, widely held securities, and is in line with our strategic goal of spending-plus inflation (8.6%) for the same 10-year period. This shows that the endowment, which is managed for long-term growth and stability, continues to perform strongly. It's important to note that the endowment is managed to maximize risk-adjusted returns, net of all costs, over rolling 10-year periods, which enables Dickinson to minimize the negative impacts of downturns in the economy while positioning the endowment to recover quickly from down years.

Note: Dickinson's endowment is composed of the pooled endowment, which is managed as part of a consortium of colleges and universities by Investure LLC, and the nonpooled endowment, which consists of funds held in trust for the college, endowed pledges and other assets. The pooled endowment makes up roughly 80% of the total endowment, while the nonpooled assets make up the remaining 20%. Throughout this report, information about the endowment's investment returns refer solely to the pooled endowment, while information about the endowment's total value refers to the pooled endowment and the nonpooled assets. For more information, visit dickinson.edu/financialoperations.

ENDOWMENT GROWTH

Fiscal Years 2014–24



Dickinson's total endowment has grown by 55% (investment returns, plus new gifts, net of annual spending distributions to support operations) since fiscal year 2014.

The combination of generous gifts and sound fiscal management has generated tremendous growth for Dickinson's endowment throughout the last 10 years. This has had a significant impact on the college, improving nearly every aspect of the Dickinson experience. Sustained growth like this is the only way to continue to move Dickinson forward and is only possible thanks to generous donors like you.

ENDOWMENT SPENDING in Fiscal Year 2024

\$27.7
million
in spendable income

—EQUALS—

\$11+ million
for scholarships
and financial aid,
helping Dickinson meet our
commitment to support the
full demonstrated need of
every admitted student

—AND—

Funding for academic enhancements

such as the new **Burgess Institute**
for the Global Economy and the
Griffith Fund for Humanistic
Teaching & Inquiry

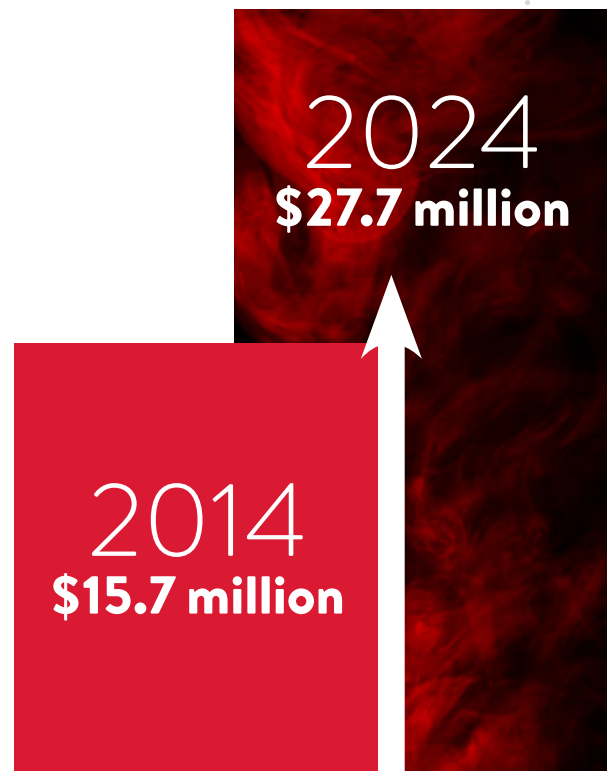
—AND—

Support for facilities enhancements

such as the **HUB renovation project**

—AND—

More than \$6 million
for faculty support, visiting scholars
and lectures, library resources
and much more—all without diminishing
the long-term value of the endowment
or drawing resources from
tuition revenue.



“10 years ago the spendable income from the endowment we could use to support our budget was roughly half of what it’s grown to today. This spendable income growth has had a tremendous impact, allowing us to fund increases in financial aid to meet increasing need among current and prospective students, and to innovate and enhance the Dickinson experience at the same time.”

David S. Walker, CPA
Vice President for Finance & Administration

FUTURE GIFTS REMAIN **CRITICAL**

As Dickinson's endowment continues to rise, our financial discipline and budgetary reserves outside of the endowment enable Dickinson to use the endowment on enhancements rather than balancing operating budgets. This means that the endowment can be used to fund excellence and continue to move Dickinson forward.

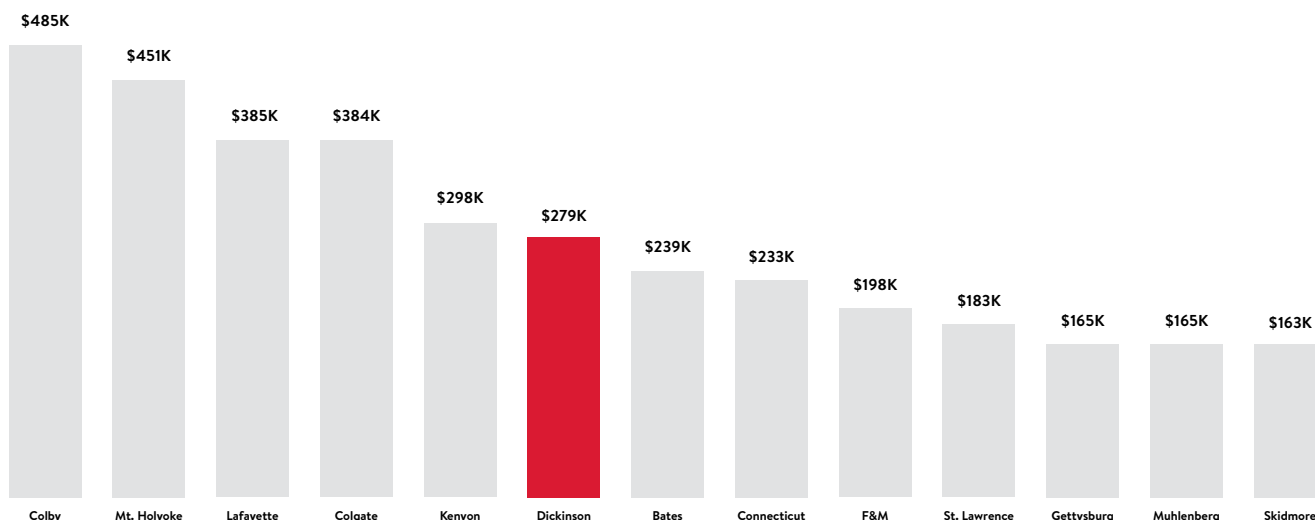
As the chart below illustrates, every college's ability to provide life-changing experiences for its students can be captured in endowment dollar per student. That's because more endowment dollars per student means more money to create excellent experiences for each student. The gains in this area that we've been able to make over the last decade are only possible through our partnership with dedicated donors like you. If we want to continue to enhance Dickinson, we can only do that through continued partnership with you. Thank you for your vital philanthropic support.

COMPETITIVE ADVANTAGE

Over the last decade Dickinson's endowment dollar per full time student growth has out-paced key competitor institutions like **F&M and Gettysburg**. Because every dollar more we have in our endowment per student allows us to enhance the Dickinson experience for every student, our endowment growth over the last decade is giving Dickinson a competitive advantage over our peers that sets the college up for future success and impact.

PEER INSTITUTION COMPARISON

Total Endowment Dollars per Full-Time Student Data gathered from NACUBO surveys on fiscal year 2023 endowments.



THE IMPACT OF NEW ENDOWMENT GIFTS

In fiscal year 2024
donors added

**\$21 million
IN GIFTS**

to the endowment,
*the largest annual addition
to Dickinson's endowment
in the last 20 years.*

**THANK
YOU**

**to all of our donors for
your investment this year!**

**\$72.2
million**

**in new gifts to the pooled
endowment over
last decade**

**HAS
GENERATED**

**\$31
million in
estimated
additional
returns**

Endowment giving makes a far-reaching and permanent impact on Dickinson, enhancing the experiences of current students as well as future generations. Each endowed gift generates income each year for the operating budget while also generating returns funding the future as well. That means every gift to the endowment is truly an investment in today and tomorrow.

But all this endowment growth is about much more than numbers. The real story here is the way these gifts have enabled Dickinson to enhance the student experience and innovate academically over the last decade.



The campus recently celebrated Sam Rose '58 and the scholarship campaign during the dedication of the Samuel G. Rose '58 Gardens, during which Sam had the opportunity to meet with some of the students benefiting from his scholarship support.

CHANGING LIVES— CHANGING THE WORLD

**THOUSANDS OF DONORS RALLY BEHIND EFFORT TO
PROVIDE A SCHOLARSHIP FOR EVERY DESERVING STUDENT**

**Dickinson's historic \$75 million Campaign for Scholarships: Change a Life—
Change the World reached \$70 million last year, 93% toward its goal.
Thus far, more than 5,000 donors have joined in to provide scholarships and
financial aid to more than 1,800 students each year and to establish more than
100 permanently endowed scholarship funds.**

“We’re so grateful for the experiences that Posse and Dickinson have given to us, and we’re both very passionate about giving back where our hearts are. So we give back because we want to help open those doors that were opened for us.”

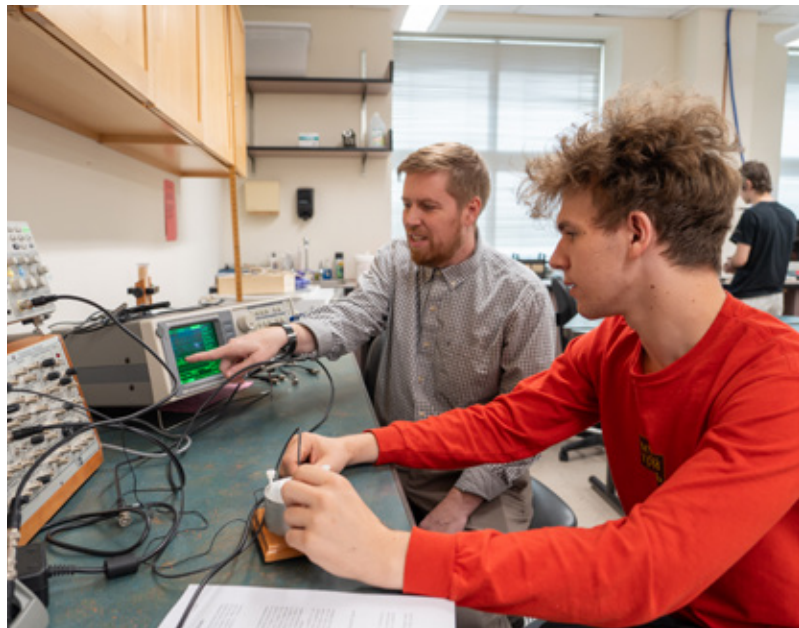
Nalleli Sagardia Hassan '07 and Khwaja Mohammed Hassan '05



In January, the campaign for scholarships received a huge boost toward its goal, when Sam Rose '58 launched his \$10 million Change a Life Challenge. Through this challenge, Rose has pledged to match every gift toward scholarships up to \$10 million through June 2025. In its first six months the challenge rallied thousands of donors, who have given more than \$5 million toward scholarships.

“Sam stands as an outstanding example to us all that we can dig in and do the hard work required for genuine progress,” said Dickinson President John E. Jones III '77, P'11.

And the wider Dickinson community is stepping up to join Rose in doing this work. The campaign’s success has resulted from a groundswell of support across the entire Dickinson community. Thus far, 5,031 Dickinsonians have joined in to make a gift to the campaign.





“Your scholarship support has been instrumental in allowing me to pursue my studies as a biochemistry & molecular biology major. Thanks to your generosity, I have been able to focus on my education with fewer financial worries. I am thrilled to share that I was accepted into the Ph.D. program in physical therapy at Drexel University. Your support has not only helped me to achieve my academic goals but has also provided me with the confidence and resources to pursue my dreams in the field of physical therapy. Thank you for your generosity and belief in my potential.”

Saul Torres-Nieto '24



The community impact was perhaps most visible on Dickinson's Day of Giving last year, during which donors gave over \$690,000 for scholarships (\$1.38 million including Rose's matching gifts) with 783 gifts on a single day. Scholarship giving that day was further amplified by a series of successful alumni challenges. The day included a successful \$60,000 scholarship challenge from 1989 alumnae Amy Barefoot, Gretchen Brigden, and Ashley Brookes Richardson as well as scholarship challenges from Raven's Claw, Wheel and Chain, and the classes of 1994 and 1995.

As the college approaches the final goal, the campaign is bringing a wide range of Dickinsonians together behind this historic effort. It is only through the energy, commitment and generosity of this powerful community that we will be able to uphold our commitment to making this priceless education affordable.



Campaign Progress: By the Numbers

Number of Students Currently Supported by
Grants and Scholarships:

1,800+



NEW SCHOLARSHIP
FUNDS CREATED:

100

TOTAL SCHOLARSHIP DONORS: 5,031
(since the start of the campaign)



\$70 million,

93% toward funding our commitment to
**A SCHOLARSHIP FOR EVERY STUDENT
WHO NEEDS ONE**



“Growing up as a first-generation, low-income college student, I knew that college was in my future; I just wasn’t sure of how I was going to achieve that. With this scholarship and your generosity, I was able to attend Dickinson College, and I’m so glad that I came here.”

Cimani Smith '28



“Donor support for scholarships allows us to bring in such a diverse group of students from a wide range of financial backgrounds, and that has a real impact on the Dickinson experience. Not only are you changing those students lives, but this campaign is enlivening the classroom for everyone.”

Renée Cramer P'28

Provost and Dean of the College

A Lasting Impact



“Donor-supported scholarships are the only way many students like me are able to attend Dickinson. I will always remember the lessons I learned here, the friends I made here and the alumni-donors who helped to make it all possible.”

Christian T. Polk '24



“It’s important for us to give back to the college because we want Dickinson to be able to tackle as many projects and initiatives as possible. We want to help make the college a better place for current and future students while remaining engaged members of the Dickinson community.”

Clayton Hevey '16 and Faith Wilwerding '16

By raising \$75 million toward scholarships, the Change a Life—Change the World campaign will provide an additional \$3.2 million to scholarship funding each year, helping Dickinson uphold our commitment to meeting the full demonstrated need of every admitted student, without additional strain on college operations.



LET THE WHEEL EVER TURN!

**WHEEL AND
CHAIN'S
CENTENARY
YEAR BRINGS
CAMPUS
CELEBRATIONS,
FUNDRAISING
MILESTONES**

This year, the Wheel and Chain honorary society marked 100 years since the society's founding and the 25th anniversary of the Wheel and Chain Leadership Award. To honor this momentous moment, Wheel and Chain members demonstrated their enduring commitment to their alma mater—and to future alumnae leaders—in a big way.

“THE WHEEL AND CHAIN SCHOLARSHIP, TO ME, IS ONE WAY TO PAY FORWARD THE GIFT OF A DICKINSON EDUCATION AND TO SUPPORT THE WOMEN LEADERS IN THE MAKING WHO COME AFTER US.”

—Kathy Bachman '75

A Momentous Year

The senior women's honorary society was founded in 1924 to recognize Dickinson women with demonstrated leadership, fine personal character and active involvement on campus and in the local community. Members, known as “blue hats” because of the emblematic caps they wear, are “tapped,” or inducted, during spring of their junior year.

During the society's centenary year, more than 300 alumnae raised a combined \$3 million-plus to support Dickinson initiatives, including the Wheel and Chain Leadership Award. And in April, more than six generations of women leaders joined together on campus for a weekendlong celebration.

“It was wonderful to be back on campus, participating in an event with so many exceptional leaders who have forged incredible pathways in their careers and lives,” says **Cathy Andriadis '80**, a member of the planning committee.

Lighting the Way

One of the weekend's highlights was the announcement of this year's Wheel and Chain Leadership Award. The award was established in 1997 by women members of Dickinson's Board of Trustees and by honorary-degree recipient **Ann Conser Curley '63**. It's bestowed on a student who demonstrates vigorous participation in campus activities, service to the college and community, strong leadership skills and high personal character—the very qualities all Wheel and Chain members share.



The centenary-year recipient certainly fills the bill.

Claire Wayne '26 is a first-generation college student from Nashville with sights set on a career in international relations. A high-achieving political-science major who's pursuing a security-studies certificate, Wayne gives back to the college as a tour guide and Student Senate member and through her work in helping to reestablish the Trendsetters student association for Dickinson first-generation college students. This year, she's studying abroad in England through Dickinson's prestigious Oxford program.

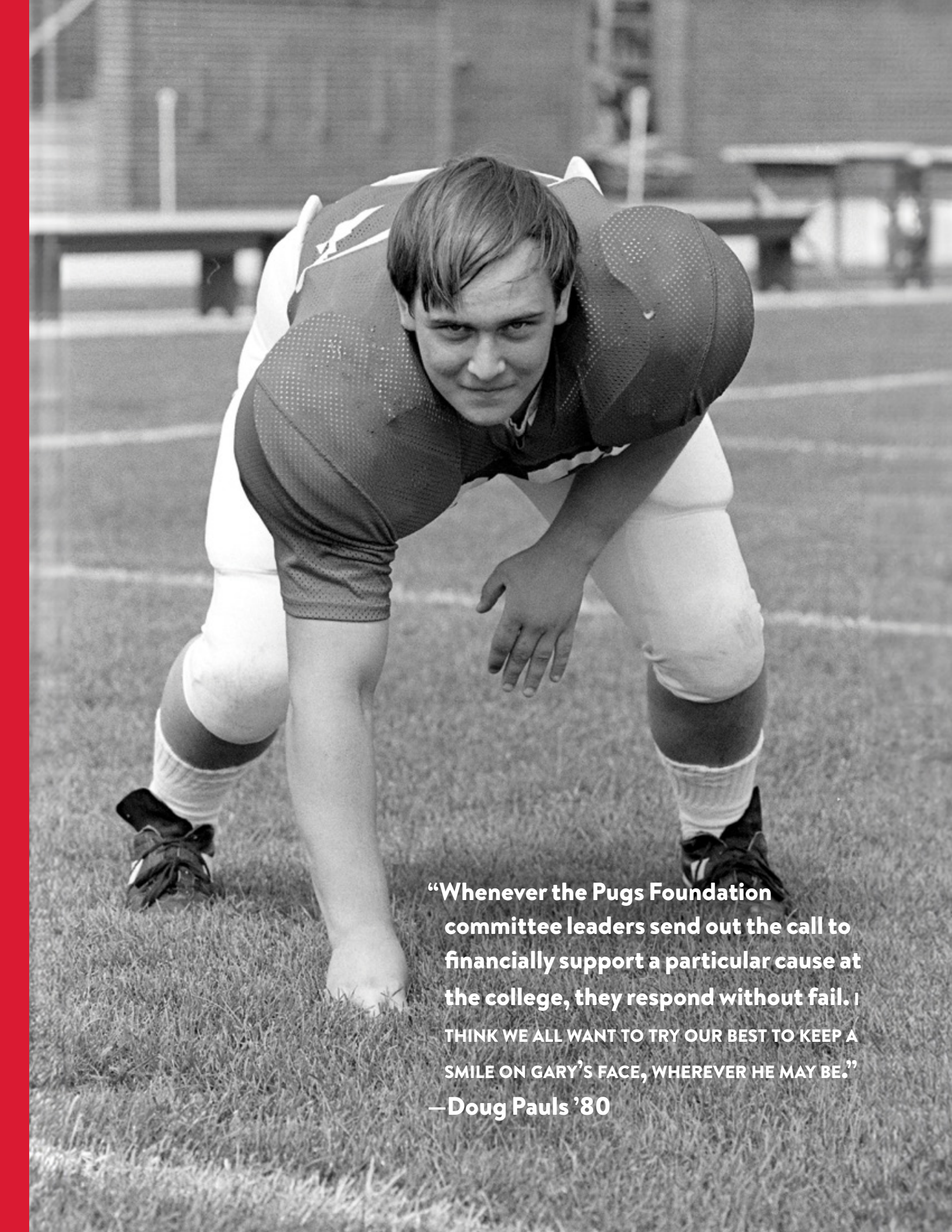
Wheel and Chain members **Anna Marks Crouch '09** and **Kathy Bachman '75** say it's gratifying to lend a helping hand to student-leaders like Wayne—particularly through a society that continues to provide them with meaning and community years after graduation day.

“As a student, I was honored to join such an accomplished and fun group of women leaders. Over the years, it has been a joy to see how we pursued our professional and personal lives, each of them different, yet still sharing the same values and zest for life that brought us together,” Bachman says. “The Wheel and Chain Leadership Award, to me, is one way to pay forward the gift of a Dickinson education and to support the women leaders in the making who come after us.”

And there's plenty of inspiration to help light the way forward, says Wayne, who describes the April tapping ceremony, when her award was announced, as one of the most memorable moments of her college career.



“I will never forget being surrounded by so many generations of women who have worked, through a variety of leadership positions, to better the Dickinson community and help those around them. They do so much behind the scenes. It's leaders like them who make Dickinson a place so many call home.” —**Claire Wayne '26**



“Whenever the Pugs Foundation committee leaders send out the call to financially support a particular cause at the college, they respond without fail. I THINK WE ALL WANT TO TRY OUR BEST TO KEEP A SMILE ON GARY’S FACE, WHEREVER HE MAY BE.”

—Doug Pauls ’80

THE ART OF FRIENDSHIP

HOW A LEGENDARY ALUM SPARKED AN ENDURING LEGACY

To the world, he was Gary Knechtel, but to his Dickinson teammates, fraternity brothers and friends, he was, simply “Pugs.” Today, he’s immortalized through the Pugs Foundation, an alumni-led force for good that’s generated more than \$1.1 million in support of athletic and scholarship initiatives at Dickinson.

Just who was this Pugs, and why does he inspire such an outpouring of love and generosity? As the Pugs Foundation enters its 15th year, take a look back at the man behind this unique Dickinson legacy and ahead toward the good work still to be done in his name.

Serious—But Funny

Knechtel, an avid Penn State football fan, was born in Greensburg, Pa., near Pittsburgh. As a student-athlete in Dickinson’s class of 1980, he declared an economics major and joined the Phi Kappa Sigma fraternity. He also played Red Devils football. And, as described in a locker-room plaque in his honor, Knechtel was a quintessential lineman—one who gave wholly and freely for the good of the team and also carried that spirit of loyal generosity into his life off the field.





“He loved sports, particularly football, but he loved people more,” explains Dennis Crawford ’80, who describes Knechtel as “like John Belushi in *Animal House*” but more soulful, loving and serious about athletics.

But not too serious. For example, when Knechtel was dubbed with the nickname “Pugs”—a good-natured ribbing referring to his perceived resemblance to the Addams Family character—he received it with characteristic jocularity. That humor and goodwill—marked by Knechtel’s ready laughter—sparked countless friendships, his friends say. For many, Knechtel’s integrity, honor and kindness sealed the deal for life.

“In my mind, if I were to go to a dictionary and look up the word ‘friend,’ I am convinced I would see a picture of Gary,” says **Doug Pauls ’80**. “He was the true definition of friend to me and many others, and probably the nicest person I have ever met.”

The Glue

After graduation, Knechtel returned to western Pennsylvania, raised two children with wife Janice and forged a successful career as general manager of Industrial Appraisal Co. of Pittsburgh. He also gave back to his community in Jeannette, Pa., as a football coach. And he remained in touch with Dickinson friends, faithfully placing calls, organizing get-togethers and spurring a core group of Dickinsonians to attend Alumni Weekend year after year.

That level of participation in campus events wasn't the norm in the early years after Knechtel's graduation. Back then, fewer fraternities and sororities maintained a presence on campus, and alumni engagement suffered for it.

But Knechtel's draw was irresistible, says **Pete Dooner '80**, a fellow Phi Kap. "He was the glue who held us together," Dooner says.

That remained true after Knechtel's death in 2010, at age 52, when Crawford, Dooner, Pauls and **Brian Starkman '81** joined forces to establish the Pugs Foundation. The idea was to keep Knechtel's spirit of friendship and giving alive through annual "Puggah" gatherings and philanthropic efforts—endeavors that were deeply important to their dear late friend. The foundation's primary fundraiser is a golf outing during the Friday of Alumni Weekend. All interested Dickinsonians are invited to take part.

Loyalty and Connection

The cornerstone of the foundation is the **Gary Knechtel '80 Memorial Scholarship**. Established in 2010 by Knechtel's friends and family, it places a Dickinson education within reach of worthy students with demonstrated financial need. Preference is given to students from Knechtel's home region of western Pennsylvania.

Reflecting Knechtel's passion for sports, the Pugs Foundation also has supported athletics initiatives. This includes renovations of Dickinson Park and of the Durden Athletic Training Center football and basketball locker rooms.

When the COVID-19 pandemic hit, the foundation provided emergency funding to help students in need and to support the college's quick remote-learning rollout. And last year the Pugs Foundation became the first group to sponsor a suite in the **John M. Paz '78 Alumni & Family Center**.

Naturally, like the locker rooms and scholarship, the suite in the Paz Center bears the Pugs name.

"It's been incredible to see the bonds of friendship and philanthropic impact of the Pugs Foundation," says Carlo Robustelli, vice president for college advancement. "These guys have furthered Gary's legacy in amazing ways, paying forward the friendship, scholarship and athletic programs that enrich the student experience and forge a lifetime of loyalty and connection."

An Alumni Weekend Tradition

But perhaps the heart of the Pugs Foundation beats within the group's annual "Puggah" gatherings, traditionally held at Morgan Rocks and now hosted in the Paz Center.

"There are a lot of people who have this sense that Pugs was what was right in this world," Crawford says. "We just do what Pugs would want us to—celebrate what's good in life—camaraderie, memories and continued friendships."

Over time, the foundation has grown from about 40 participants, mostly from the class of 1980, to more than 100 members who include alumni from 1976 through 1985. And those celebrations keep rolling on, with no signs of slowing.

"Whenever the Pugs Foundation committee leaders send out the call to financially support a particular cause at the college, they respond without fail," Pauls says. "I think we all want to try our best to keep a smile on Gary's face, wherever he may be." ■

BURGESS INSTITUTE

Offers Every Dickinson
Student a Pathway
to Business Success,
Leadership, Impact

**NEW INSTITUTE
RESULTS FROM
LARGEST
ACADEMIC
PROGRAMING
GIFT IN THE
COLLEGE'S
HISTORY**



“I think of education as a business, and for any business to be successful, you need something that really differentiates you from your competitors. With this institute ... I think we have something that truly makes Dickinson stand out.”

—Mark Burgess '81



Recognizing their gift to establish the Burgess Institute as well as past giving, Mark '81 and Lisa Burgess were recently inducted into Dickinson's Founders' Society.

This fall, thanks to the largest academic programming gift in the college's history, Dickinson launched a new institute that creates a formal pathway to help students in any major launch successful careers in business. The new Burgess Institute for the Global Economy was established through a gift from Mark '81 and Lisa Burgess, who credits his Dickinson education for his own success in business—which includes multiple stints as a CEO—but feels the college could take student career preparation to the next level.

"I loved the diversity of classes I was able to take at Dickinson and working closely with professors, and even designing my own independent study," says Burgess, who is currently CEO of Mauser Packaging Solutions, a sustainable-container company with over 11,000 employees. "And I know that, like a lot of other graduates, I gained the ability to look into things deeply, to be curious and to solve problems—all things that helped me in my career. But I thought, if we could add leadership development, hands-on experience, a grounding in how global economies work, industry-specific career support and connections with our strong network of alumni business leaders, then our students interested in business could graduate with a real advantage in the marketplace."



Joining the Burgesses in this effort are several alumni and parent investors:

“Strengthening the opportunities in business, finance and leadership will better serve students interested in these areas, building on the critical-thinking skills students develop at Dickinson. I AM PARTICULARLY EXCITED ABOUT THE EMPHASIS ON HANDS-ON LEARNING, ALUMNI LEADING WORKSHOPS AND INCREASED OPPORTUNITIES FOR NETWORKING AND INTERNSHIPS. THESE PROGRAMS WILL INCREASE THE MARKETABILITY OF DICKINSON GRADUATES.” —Gordon Wright '83



“The Burgess Institute is an exemplary example of the ‘useful education’ that Dickinson has provided since Dr. Rush began using that expression over 250 years ago. THE INSTITUTE SERVES TO LINK THE CRITICAL-THINKING FUNDAMENTALS OF DICKINSON’S LIBERAL-ARTS EDUCATION WITH UNDERSTANDING OF AND EXPOSURE TO FINANCE, BUSINESS AND CAPITALISM. WE ARE VERY HAPPY THAT THE INSTITUTE’S OFFERINGS ARE BEING MADE AVAILABLE TO ALL STUDENTS.” —Jim Chambers '78

To that end, the Burgess Institute launched this fall with a range of initiatives, including:

- **an executive-in-residence program featuring distinguished alumni from various fields visiting classes, leading discussions and mentoring students**
- **new and redesigned courses exploring business, finance and economic systems from a wide range of perspectives**
- **new Center for Career Development staff members providing industry-specific support in business and finance**
- **site visits and enhanced career exploration trips, like Winter Break trips to Google and Bank of America headquarters**
- **active learning opportunities through research, simulations, case studies, community-engaged learning, clubs, competitions, internships and alumni-sponsored course projects**
- **seminars and workshops on business ethics, financial literacy and artificial intelligence**
- **networking events with Dickinson's recently formed Finance & Business Network.**

“The hope is not just to help our students to get that first job after college but to prepare them for leadership roles in which they can make an impact across communities around the world for years to come,” says Senior Lecturer in International Business & Management Steve Riccio, the institute’s executive director, who led a faculty study group this summer to help professors from a range of departments develop institute-affiliated courses. “It’s been exciting to see professors make connections with the global economy from disciplines as varied as philosophy, religion, history and sociology.”

Rather than functioning as a new academic department, the Burgess Institute builds on Dickinson’s already strong liberal-arts foundation and programs in areas like international business & management and quantitative economics to offer business and leadership preparation for students with any major. In this way, the institute will serve as a kind of “business of” program for any discipline, opening new career paths and possibilities. Students will learn how to harness free-market enterprise to tackle contemporary challenges. And because of the institute’s focus on active-learning, they won’t just learn how business and capitalism can promote the well-being of humans, society and the natural world—they’ll experience this firsthand.



This fall through one of the Burgess Institute's first site visits, Utz Brands CEO Howard Friedman '92 gave students an inside look at the Utz factory and the business behind the snack powerhouse.



“The Burgess Institute will build on our already strong and innovative programs to prepare our students for the world they are entering,” says Dickinson President John E. Jones III ’77, P’11. “This will make Dickinson the go-to liberal-arts college for students who want to become tomorrow’s CEOs, leaders and difference-makers.”

And giving Dickinson that kind of edge in the higher-ed marketplace is exactly what Burgess hopes the institute does as well.

“I think of education as a business, and for any business to be successful, you need something that really differentiates you from your competitors,” explains Burgess, who is also a member of the college’s Board of Trustees. “Dickinson is already a great college with great faculty, great classes, and great study-abroad programs. But there are a lot of great liberal-arts colleges out there, so how do we stand out? Well, with this institute, now when prospective students look at the college and they see that they can get that great liberal-arts education and also get experiences in finance, business, leadership and a lot of other areas that are going to help them in their careers, then I think we have something that really differentiates us. Then I think we have something that truly makes Dickinson stand out.” ■

Enhancing the Academic Program

The Burgess Institute is among the many ways alumni and parents have recently partnered with Dickinson to innovate and strengthen the academic experience we offer students inside and outside the classroom.

MIDDLE EAST PROGRAMMATIC ENHANCEMENT FUND

Established by anonymous donors, this fund supports interdisciplinary study and teaching related to the Middle East through developing new courses, offering students field research and student faculty research opportunities, hosting speakers, and more. Committed to an interdisciplinary study of this critical region, the fund will benefit faculty and students across the curriculum, not just within the Department of Middle East Studies.

PHILOSOPHY FUND

Established by anonymous donors, this fund supports events that benefit Dickinson's philosophy professors and any students interested in furthering their engagement with philosophy topics.

GRIFFITH FUND FOR HUMANISTIC TEACHING AND INQUIRY

Established through the bequest of Janda Kirk Griffith, this fund supports humanities education at Dickinson across a range of pedagogical and research needs, including grants that help faculty take students to field sites, performances and museums, as well as funding for students to attend conferences to showcase their work.



CAREER COMMUNITIES

NEW CAREER CENTER MODEL LEVERAGES ALUMNI, PARENT SUPPORT TO ENHANCE STUDENT EXPERIENCE

“We understand how important it is for students to have great mentors, advisors and counseling as they leave college and start working. We hope our gift will help Dickinson provide the resources to help students with that all-important first step.”

—Stuart P’21 and Pamela Mathews P’21

Thanks to support from alumni and parent philanthropists, Dickinson is launching a new model of career services that are tailored to the fields in which students are interested. And it’s available at every stage of their college careers—and beyond!

“This innovative and creative developmental model provides an additional layer of support,” says Melissa Sturm-Smith, senior associate provost for integrated student academic success.

“It’s another way to help students as they explore whatever their interests and passions are, and to get them career-ready for whatever industry they’d like to pursue.”

Students subscribe to themed Career Communities, led by advisors with expertise in specific sectors or industries. Students, however, are not limited to just one community. They may join as many Career Communities that capture their passions, allowing them to explore a wide range of sectors as their interests evolve.

Each Career Community is designed to help students learn about potential paths within a given field or sector and acquire the specialized knowledge, skills and experiences that employers in that sector are looking for today. Along with Dickinson’s liberal-arts education, this gives students a distinct edge, says Annie Kondas, executive director of the Center for Career Development.

“This new model complements what Dickinson already does so well—transformational education with a focus on hands-on learning—and then takes it to a deeper level,” Kondas explains. “And because these communities are available to students from day one, they help them develop these skills and experiences much earlier than they otherwise might.”



The career center's new model makes it easy for students to network with alums like Cody Nichols '15 (above right), customer sales lead at Campbell's, who recently visited campus.

THE CAREER COMMUNITIES ARE:

- **business and finance**
- **data and technology**
- **environment, natural resources and sustainability**
- **government and law & policy**
- **health, wellness and human services**
- **marketing, communications, fine arts and entertainment**
- **nonprofit, education and social impact**
- **and career exploration.**

The first seven Career Communities are for students with a good idea of the career paths they'd like to pursue. These groups are led by career pathway advisors—professionals who specialize in a given industry or sector, understand its conventions, needs and trends and maintain

relevant professional networks. They know the internships, certifications and skills that set young job-seekers apart and help students develop industry-tailored resumes and interview techniques and find entry-level opportunities.

The last community, the Career Exploration Community, is led by an experienced career generalist and is ideal for students who are not yet sure what fields they'd like to explore. One-on-one sessions and guided group opportunities help these students discover their passions and how to connect them to their life goals and academic pursuits. From there, they can confidently join the Career Community (or Communities) that best match their interests.

Students at every stage of this journey are encouraged to take advantage of multiple hands-on learning opportunities, such as internships and research projects, and to reflect on whether their passions and interests have deepened or shifted. As they plan their next steps, Dickinson experts are there to help, every step of the way. Help is also available after graduation day.

Staffing Up

This more individualized approach requires a stable of specialist advisors. Dickinson recently hired three new career-services staff members and restructured seven existing positions to include pathway-advisor roles.

All of these pathway advisors are deeply immersed in their industries, and they stay abreast through regular conferences and weekly informational interviews with working professionals. Many are seasoned academic advisors, while others have direct experience in the sectors they represent.



It Takes a Village

With the help of career pathway advisors, and building on its Dson Connected programming, Dickinson is exponentially increasing communitywide involvement in internships, hiring and advising. Alumni, parents and friends can get involved through:

- Career workshops, seminars, lectures and panel discussions: Sample topics include job-search and interview strategies, trends, career paths and in-demand skills.
- Career Community meetings: Whether on campus or virtually, you may speak about your professional path, share resources and knowledge and/or facilitate discussions about your industry.
- Job shadowing.
- Informational interviews.
- Internship and job opportunities.
- Focused LinkedIn communities curated by Dickinson's Office of Alumni Engagement.
- Advisory roles: Serving on advisory boards, alumni may provide guidance on how to improve career services, expand professional networks and meet the evolving needs of both students and alumni.

As Kondas notes, the involvement of alumni and families is a win-win.

“It not only enhances the value of the Center for Career Development but also strengthens the bonds between alumni and between alumni and students,” she says. “This creates a community where professional growth and success are continuously supported.”

Power of Philanthropy

Innovations like these are possible because of generous members of the extended college community who support initiatives like the **Career Excellence Innovation Fund**. The fund also provides for a variety of career-shaping and professional-development opportunities for students, such as conferences, off-campus job fairs and online courses and certifications that employers seek.

Stuart P'21 and Pamela Mathews P'21 are the parents of three recent college graduates, including one Dickinsonian. They support career initiatives at Dickinson because they've seen the challenges new graduates can face today.

"We understand how important it is for students to have great mentors, advisors and counseling as they leave college and start working," says Stuart. "We hope our gift will help Dickinson provide the resources to help students with that all-important first step."



Nick '98 and Natascha Blake Hunter '97 also support career development as well as other Dickinson initiatives. They're happy to see their alma mater innovate in response to complex and evolving challenges in the working world.

"A lot has changed since we did this more than 25 years ago," Nick explains. "It's wonderful to see Dickinson offering the best support available."

Best of all, these services are designed to build on the benefits of a Dickinson liberal-arts education.

"We are a community of inquiry and curiosity, and this developmental model completely honors that liberal-arts tradition in a way that is responsive to the current marketplace," says Sturm-Smith. "We know that liberal-arts graduates are incredible folks to hire, and we believe that adding this specificity [to career exploration and readiness] will help them rise to the top of employers' lists."

Don Nagle '76 and Cindy Stites '77 have also generously supported the Career Excellence Innovation Fund, and after learning more about the new career communities from Sturm-Smith and Kondas, they're eager to see their impact of their gift.

"We hope that our gift will help provide students opportunities to use their Dickinson education to find work and careers which they find meaningful and rewarding," says Nagle. "We believe deeply in the value of a Dickinson liberal-arts education. We also believe in an integrated approach that links the Dickinson experience to a student's career development." ■

ACCEINING IT

New Funding Helps More Students Thrive



“I extend a heartfelt ‘thank you’ to the generous donors who are helping us realize our vision and to President Jones for his support of these initiatives. These developments represent significant progress toward achieving our diversity, equity and inclusivity goals.”

—Tony Boston | Dickinson’s Chief Diversity Officer

As a first-generation college student newly arriving at Dickinson, **Hena Rahman '26** didn’t know quite what to expect, and she was hesitant about asking for help. Social and educational events and conversations with students in the know helped this Posse Scholar find her way and forge a meaningful sense of belonging. Now, she’s paying it forward by helping new students do the same.

That’s the beauty of Dickinson’s **Academic & Co-Curricular Excellence (A.C.E.) program**, which makes a positive mark in the trajectories of students from historically underrepresented populations. Thanks to a recent \$1 million gift, the program is expanding substantially and providing support to more of the students who can benefit from it.

Poised to Grow

The A.C.E. program pairs first-year students from underrepresented populations with trained peer-mentors who can offer on-the-ground advice on anything from how to ask professors for help to the best study and snack spots. A.C.E. workshops and social events bring the whole group together each month to learn new skills and deepen friendships.

Previously, the program accommodated 20 A.C.E. peer mentors who connected with one (sometimes two) first-year students each. The new gift, provided by donors who wish to remain anonymous, makes the A.C.E. program available to more first-year students of color, international students and first-generation college students without compromising the individualized attention they receive.

Part of the gift provides for the creation of, and five years' salary and benefits for, a new assistant director within Dickinson's Popel Shaw Center for Race & Ethnicity. This person's duties will include oversight of the A.C.E. program, allowing for the PSC to train and oversee more student-mentors, and more mentors means that more students from all class years will be able to take part.

The new funding also increases the program's special-events and workshops budget, giving all participating students more opportunities to learn together and connect—a key aspect of the program for Rahman, who encourages her mentees to take full advantage of these life-enhancing events.

Finally, a part of the gift will be set aside as seed money to endow the A.C.E. program, ensuring that these vital services will remain available to future students.

That's good news to students like **Isaiah Bañuelos '25** (Latin American, Latinx & Caribbean studies), who learned to make the most of his Dickinson education as a first-year student in the A.C.E. program. Fresh from a high-level summer internship in the legal field, this exceptional student is one of two senior student-coordinators for the program.

“Through mentorship, students gain access to resources and strategies that empower them to succeed academically and socially in environments where they may feel marginalized,” Bañuelos says.



“The program fosters a sense of belonging by connecting mentees with other students of color, creating a network of peers who share similar experiences. This community not only provides guidance but also strengthens students' ability to thrive in a space that might otherwise feel isolating.”



Above: Students and alumni connected during the Alumni of Color reception, which celebrated the 10th anniversary of Dickinson's Popel Shaw Center for Race & Ethnicity.

Exciting Developments

This program expansion is just part of the college's ongoing work toward a more inclusive campus environment, which has made several major leaps forward recently.

During the Alumni of Color Reception this summer, alumni from across generations connected with students, paid tribute to two trailblazing alumni, and celebrated and reimagined their connections to the college and to each other.

Dickinson's Popel Shaw Center for Race & Ethnicity, which recently celebrated its 10th anniversary now has a new home on West Louthier Street, with a kitchen and dedicated spaces for students, professors and staff to meet with each other, visiting scholars and other guests for workshops, small-group discussions, meetings and special events.

Within the past academic year, Dickinson also launched two new grants supporting faculty- and staff-led initiatives that strengthen a sense of belonging, community and inclusion. And faculty and staff affinity groups are in the works.

These important steps forward can mean all the difference to both the institution and the lives of individual students, stresses Yvette Davis, director of the Popel Shaw Center.

“The peer mentors and I are deeply grateful to the donor whose generosity is making the expansion possible and to the program’s many departmental supporters at Dickinson, who make it possible for us to expand the A.C.E. program and deepen the vital sense of belonging it fosters,” Davis says. “I also would like to express many thanks to the peer mentors and mentees, whose leadership and community-building efforts make this a powerful program with academic, social and professional impact during their time at Dickinson and far beyond.”



“The peer mentors and I are deeply grateful to the donor whose generosity is making the expansion possible and to the program’s many departmental supporters at Dickinson, who make it possible for us to expand the A.C.E. program and deepen the vital sense of belonging it fosters.”

—Yvette Davis | Director of the Popel Shaw Center

Over the next several years, the college hopes to build a sustaining endowment to support the A.C.E. program. If you are interested in supporting this initiative, contact Carlo Robustelli, vice president for College Advancement, at giving@dickinson.edu or 800-543-3809.

WHY WAIT?

Meeting With Students Inspires Couple to Accelerate Their Giving



Bob '75 and Sue Rebeck Otway '75 with Genesis Whitlock '25 and Ellie Pattillo '23, two Dickinsonians supported by scholarship donors.

“We believe in the liberal-arts education Dickinson offers, because we know what it has done for us, and we know that Dickinson invests in areas that are important to us and to the world.”

—Bob '75 and Sue Rebeck Otway '75

Dickinson has been a powerful source of connection for Bob '75 and Sue Rebeck Otway '75, who met at their alma mater and have long maintained deep and enduring friendships with alumni, professors and staff. Nearly 50 years after their graduation day, they connected with two current students who inspired them to give back to the college in a different and meaningful way.

High-flying Beginnings

Their Dickinson story begins with Bob's flashy arrival on campus. Raised in Princeton, N.J., where his dad owned a gas station, Bob had taken a ground-school course as an elective in high school and went on to pursue a pilot's license before he was old enough to drive a car. Looking to transfer after his sophomore year at another college, he flew to Carlisle in a four-seater plane to tour Dickinson's campus, his dad by his side.

Bob majored in economics, joined Sigma Alpha Epsilon and worked at the Carlisle Airport, teaching locals and students in the Blue Mountain Battalion to fly and recertifying private pilots. An education class with the late **Ben James '34**, later a friend, taught Bob the theory behind his methods. Soon, he met the fellow econ major who'd become his wife.

One of five siblings, Sue was a first-generation college student from rural Pennsylvania who'd grown up working at her family's farm-market deli stand. Having studied abroad in high school, she was interested in Dickinson's language curriculum. A Dickinson scholarship made her college degree possible, and she formed lifelong friendships—and sharpened leadership skills—through Delta Nu.

As graduation neared, so did weighty decisions. Instead of working for his family's business, Bob remained in Carlisle and ran the flight department for Frank Black (now Tuckey Mechanical Services). After a short stint working at Dickinson, Sue went on to earn an MBA at Penn State and launched a data-analysis career at IBM's parts-distribution center. Promoted into corporate management, Sue oversaw logistics for the tech powerhouse.

Sue remains active in retirement, volunteering for Dickinson as class agent and admissions and

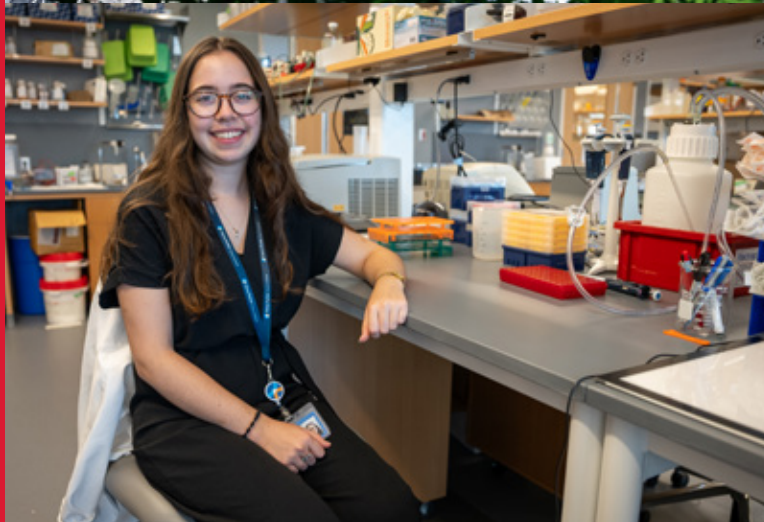
reunion volunteer, and for organizations including Safe Harbor and the Leadership Education & Farming (LEAF) Project. Bob still runs aviation operations for Graham Capital Corp, and he joins Sue in giving back financially. The Otways are Mermaid, John Dickinson and Old West society members who support the College Farm, F.A.R.M. Lab and the economics and data-analytics programs.

Last year, they established the **Bob and Sue Otway '75 Scholarship Fund**, prioritizing students interested in economics and/or sustainability who, like Sue, could not afford college without financial aid. The original plan was to provide scholarship support through their estate, but an on-campus luncheon with Provost and Dean Renée Ann Cramer and two current Dickinson scholarship awardees inspired them to accelerate the timeline.

“Once we met with a couple of scholarship recipients, we realized how nice it would be to kickstart the scholarship fund with some investments while we were still alive. The need is there now—why wait?” Sue explains. “So we made an initial donation to endow the fund.”

The first Otway Scholar will receive funds this year, and the couple plans to give annually toward the scholarship. They look forward to meeting future recipients.

“We believe in the liberal-arts education Dickinson offers, because we know what it has done for us,” Sue says, “and we know that Dickinson invests in areas that are important to us and to the world.” ■



DEAR DICKINSONIANS,

Thank you for investing in the future through Dickinson. Your philanthropic support fuels innovation and excellence at the college, helping us to prepare today's students to become tomorrow's leaders.



Dickinson's endowment is truly its destiny. Now at \$675 million, the endowment enables us to invest in initiatives that propel our mission forward. Programs like the Burgess Institute for the Global Economy, the Griffith Fund for Humanistic Inquiry and the many funds supporting scholarships, internships and more are only possible because of your consistent support for the endowment. In short, this support enables us to become the college our founders envisioned—and the college we are destined to be.

It's important to note that there are two other important factors that make the endowment and your giving so powerful—the effective investment of these endowed funds and the college's sound budgeting. By consistently generating returns that outperform inflation and other benchmarks, we ensure that your endowed gift will truly make an impact that lasts forever. And by consistently balancing the college's annual budget so that we never have to draw from our endowment to weather a crisis, we ensure that your gift and all of our endowed funds enable us to innovate, not react.

This means that our endowment can guide us toward the future we envision, a future where Dickinson can dedicate even more resources toward carrying out our historic mission. It is only through this partnership with you that we will continue to enhance this useful education in the liberal arts and sciences that prepares students to shape a brighter future for all of us.

Much of this report is focused on the dollar figures and numbers that outline the financial health of your investment with us. But, as you know, the true impact of your support goes well beyond numbers. As the stories here highlight, your giving truly changes lives. And because every student whose life you change goes on to make a positive impact in the wider world, you can be sure that your gifts are also truly changing the world.

The stories you read in this report are just a snapshot of the impact you and your fellow donors are making. If you're curious to learn more about how your philanthropy is transforming lives at Dickinson and beyond, don't hesitate to reach out to me at 800-543-3809 or giving@dickinson.edu.

Thank you once again for all that you do for Dickinson.

Sincerely,

A handwritten signature in black ink, appearing to read 'Carlo Robustelli'.

Carlo Robustelli

DICKINSON CELEBRATES THESE RECENTLY ESTABLISHED FUNDS:

ACE Peer Mentoring Program
Annual Support

ACE Peer Mentoring Program
Endowment Support

Anna Kuka and Rochus Rychlik
Annual Scholarship

Bob and Sue Otway '75 Scholarship

Catherine & Richard White
Scholarship

Charles I. '63 and Emily Zilinsky
Wagner '63 Global Studies
Scholarship In memory of Sharon
Beth Wagner

Class of 1989 Scholarship

Coach David B. Eavenson Training
Room

Courtney Erin Shackelford '03
Orchestra Fund

Cumberland County Juvenile
Justice System Internship

David Richman '66 and Janet Perry
Scholarship

David Strouse Annual Scholarship

Dickinson Park Soccer Field
Improvement Initiative

Dorothy Culp Fund for British
Literature

Dr. Kenneth A. Glick '72
Scholarship

Eskin Family Annual Scholarship

Friends of Red Devils Basketball

George and Jennifer Ward Reynolds
'77 Fund for the Burgess Institute
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George Hager '78 Fund for the
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Gordon Wright '83 and Carolyn
Gray-Wright Fund for the Burgess
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Griffith Fund for Humanistic
Teaching and Inquiry

Hal Munter '67 Fund for Global
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Henry P. Sorett '68 Chair in Civil
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J Cameron & Helen T Frendlich
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J. Robert Kramer II '73 and Patricia
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James D. '78 and Niecy A.
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Janda Kirk Griffith Endowed
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Jane Howson Weaver '72
Scholarship

Jeanette Moses Scholarship

John M. Paz '78 Fund for the
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John Ott '79 Scholarship

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Stuart and Pamela Mathews Fund
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Terri and Douglas Pauls '80 Fund
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Vera J. and Richard W. Barefoot
Scholarship

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Reed Memorial Scholarship

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THANK **YOU**

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