

**Nelson A. Rockefeller Center**

*Center for Public Policy  
and Social Sciences*

**ANNUAL** 2020-  
**REPORT** 2021

**Dartmouth College**

# Letter From The Director

# Jason Barabas



Dear Friends,

The past year at Dartmouth College was unique in many ways. Although I once roamed campus as an undergraduate and thought I knew it well, the “College on the Hill” was barely recognizable. By the time I took the helm at the Rockefeller Center, a global pandemic had forced most campus buildings to close, classes were being held online, and most campus social activities were on the verge of being canceled in addition to the suspension of intercollegiate sports programs. Beyond the devastating surge in COVID-19 cases, a profound sense of social unrest had gripped America—complete with nationwide mass protests and riots—the likes of which had not

been seen in generations. No part of the world was immune from what was unfolding, and it forced many tough conversations. While criminal justice policy reforms were fiercely debated, the ensuing months also featured epic climate events. As we witnessed, however, these natural disasters in the form of massive fires and hurricanes proved to be only a prelude to the proverbial political earthquakes that followed the bitterly contested presidential election in the U.S.

Yet, throughout all of this, Dartmouth persevered. We missed many opportunities for in-person community and contact, but the Rockefeller Center (affectionately known as “Rocky”) continued to serve students, faculty, and the wider community in innovative ways. Our public policy classes and experiential learning programs were quickly moved online. Students received financial support to complete their internships remotely. An exceptionally diverse set of speakers helped us examine a wide range of topics, from the high-profile issues of policing and public health that headlined the year to dozens of less visible but important issues that are, in true Rocky fashion, too broad to even begin to categorize.

As the pages of this annual report will detail, more than a quarter of the Dartmouth student body participated in Rocky programming and thousands of people tuned in for our public events. We set attendance records, in many instances, due in part to our new asynchronous program delivery methods, and we hope to keep the best innovations. However, as I said repeatedly throughout the year, our success-against-all-the-odds would not have been possible without the dedicated staff of the Rockefeller Center. The credit for the amazing achievements you will see throughout the annual report truly goes to them.

In the same spirit of everything that unfolded during this “unique” year, I tried to view Rocky from different vantage points as well. For example, during my inaugural year as the director of the Rockefeller Center, I have



Screenshots from our online exhibit “Outside the Lines: Nelson A. Rockefeller as Politician and Patron of the Arts”

spent many hours learning about our namesake, Nelson A. Rockefeller '30, who was extraordinary and probably best known for his political achievements. In particular, Nelson A. Rockefeller holds the distinction of being the highest elected office holder ever in Dartmouth history with his rise from being elected four times as governor of New York to eventually becoming vice president of the U.S. during the 1970s. While Rockefeller's leadership style has continued relevance in the modern political era, many do not realize that he created lasting impressions in other realms too. For example, he was a passionate supporter of the arts. During the past year—and assisted by talented student assistants and staff—we assembled a new online exhibit, titled “Outside the Lines: Nelson A. Rockefeller as Politician and Patron of the Arts.” The pictures above highlight a few of the links to works from the Rockefeller collection, which includes a prized painting by Pablo Picasso that is housed at the Hood Art Museum on campus. I encourage you to learn more by browsing the Rocky website.

Finally, I am delighted to report that Tim Harrison '78 was unanimously elected to serve another term as Chair of the Rockefeller Center's Board of Visitors. Tim's guidance, along with all those that have contributed generously to the Rockefeller Center over the years, is critical. While we saw the premature departure of a few board members—Neal Katyal '91 is joining Dartmouth's Board of Trustees and Mike Pyle '00 was appointed as an economic policy advisor to Vice President Harris—several members of the board renewed their terms and we were pleased to be able to add three new members, all of whom are alumnae with amazing life stories that are featured later in this report.

Thank you again for your support and for helping to make everything you will see in the following pages possible.

Yours sincerely,

Jason Barabas '93  
Director, Nelson A. Rockefeller Center  
for Public Policy and Social Sciences

# Rocky *by the Numbers*

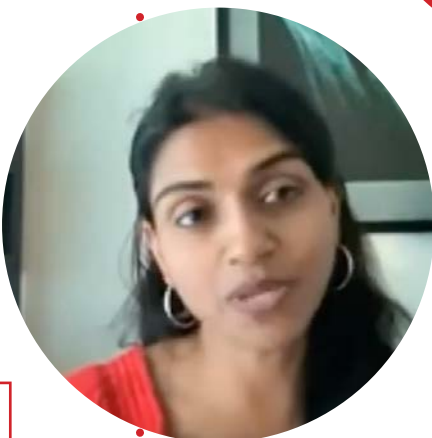
**622**

Dartmouth students impacted by the Rockefeller Center, participating in term or year-long classes or programs



**35**

Students participated in the Class of 1964 Policy Research Shop producing 13 nonpartisan reports for Vermont and New Hampshire policy makers

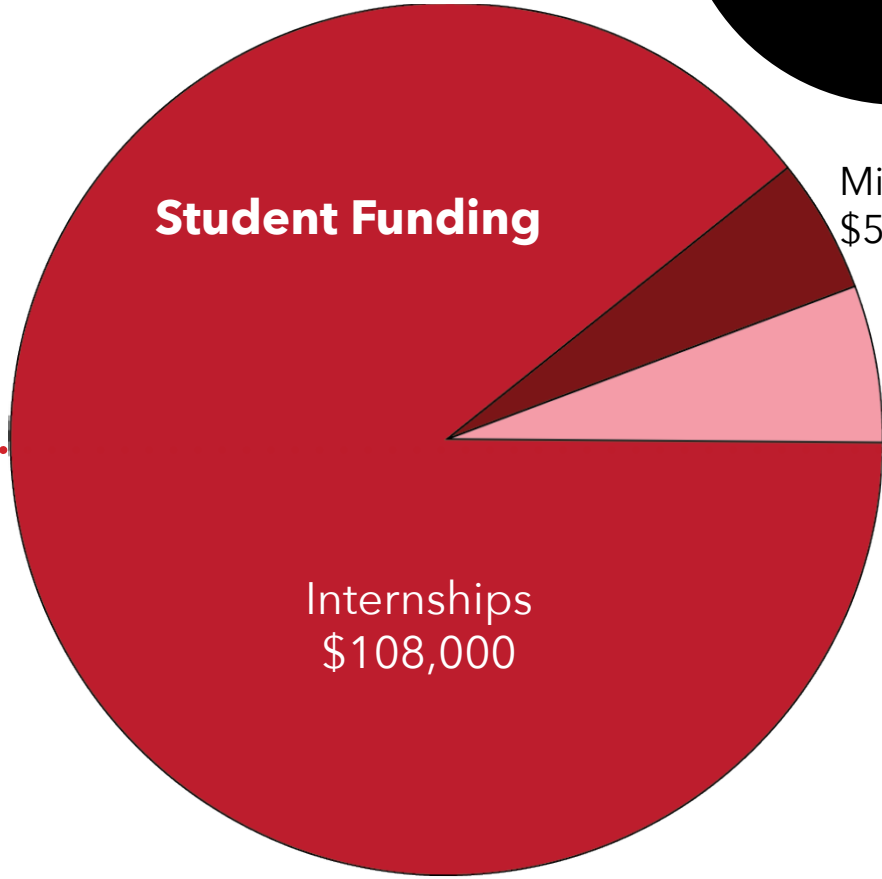


**7111**

views of our 26 Rocky Watch Programs in 2020-2021 school year

**384**

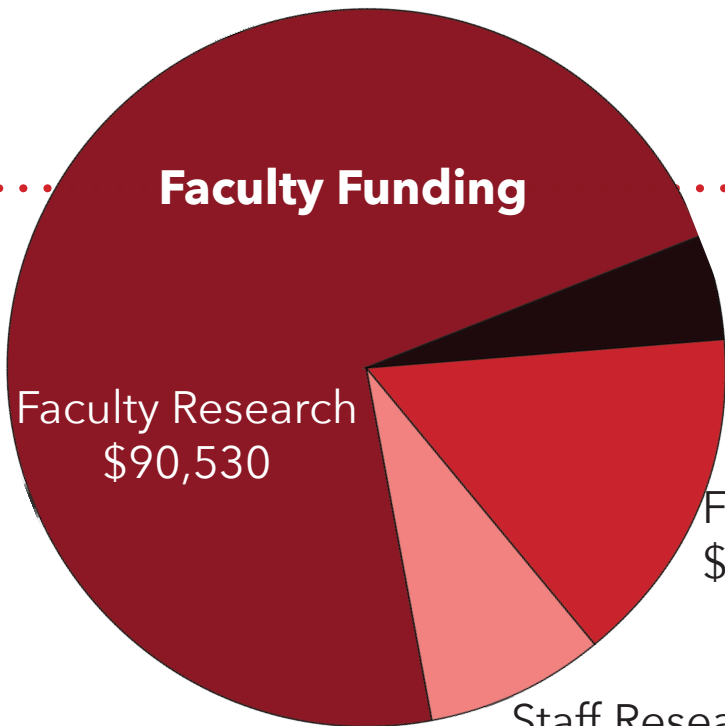
Enrollments in  
Public Policy  
courses, with 14 Public  
Policy courses offered



Mini-Grants  
\$5,995

Senior Honors Theses  
\$6,800

Internships  
\$108,000



Classroom enhancements  
\$6,000

Faculty Workshops  
\$19,500

Staff Research Support  
\$10,000

# Adaptations to Online Learning

The Rockefeller Center made the shift to online learning in spring of 2020. We were not content to just bide our time until in-person programming could return. Instead, we worked hard to create community, unique experiences, and foster growth, all in a virtual space. Here are two examples of our adaptations in motion.

## Topics in Global Policy Leadership *Public Policy 85*

The basic premise of Topics in Global Policy Leadership stayed the same, even though COVID precluded travel to South Africa. We brought South Africa to us. We scheduled a dozen or so meetings with a diverse group of experts in South Africa via Zoom. This was an imperfect substitute for being in a country as remarkable as South Africa, but it enabled students to do the core work of Public Policy 85: Asking questions of experts and then working in a group to formulate a white paper with specific policy recommendations for promoting growth and broadening prosperity in South Africa.

The course made use of many of the great films that have been made about pre- and post-Apartheid South Africa. We also invited renown photojournalist James Nachtwey '70 to speak to the class about his work in the country during the time of South Africa's political transformation. The students used many of Nachtwey's images in their final memo.



PBPL 85's strength is that the course is set up with the recognition that students can learn only so much from reading about a country's history or political system. Real learning comes from talking with different social and political actors within a country and seeing the constraints each faces. It was with these conversations that I became aware of the connection between what was being said in my textbooks and what was happening, why certain events were taking place, and why certain actors appeared more constrained than others.

-Arthur Raines '22

## Internships

In March of 2020, as the first COVID wave swept across the country, the Rockefeller Center for Public Policy assessed the potential impact on the spring term Rocky interns who were working in-person at their host organizations. All but two of the public policy internships were quickly canceled because of the pandemic. The remaining interns were working at the US State Department and the American Enterprise Institute, in Washington, DC. They listened to our concern about their health and safety, thankfully returned home, and continued to work remotely.

Over the past fourteen months, we have continued to evolve our remote internship program model using an accumulation of virtual best practices. We have maintained steady applications numbers during the past year and post internship evaluations remain positive with all interns rating their experience as having either “met” or “exceeded” their expectations. We expect to return to in-person internships in the fall term 2021. Although virtual internships are not likely to completely go away as they allow a Rocky intern to access global internships with international NGO’s several time zones away, without the time and expense of travel. The world has embraced virtual internships and so has Rocky.



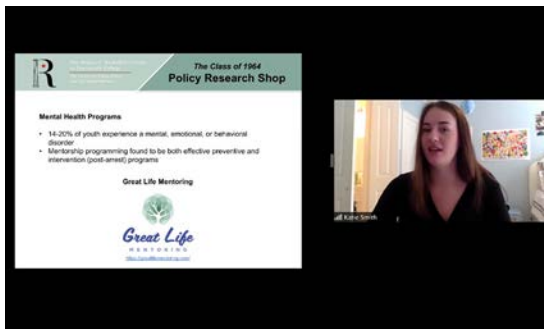
Although I was initially disappointed to hear that my Spring internship at the US Justice Department, Civil Rights Division was going to be remote, I still had a great time working to protect voting rights in the United States. My intern supervisor worked very hard to make sure that I was still integrated into the workflow of the office, including bringing in guest speakers every week to discuss various aspects of their work.

- John Cho '22



# Reflections Policy Research Shop

The 2020-2021 academic year was a difficult one for students, staff, and faculty at Dartmouth. Nonetheless, we pressed on with our curricular offerings in the fall, winter, and spring terms. Introduction to Public Policy Research (PBPL 45), the gateway course for the Policy Research Shop (PRS), was offered in the fall term as a hybrid class—the only course offered in this manner at the College during the fall term. Professor Shaiko, director of the PRS, had thirteen students physically in class and eighteen students remotely enrolled via Zoom.



Katie Smith Presenting her PRS Report

During the class, ten PRS projects were launched. These projects covered a wide variety of policy issues, including: pesticides and neonicotinoids, expansion of rural broadband coverage, sustainable waste management, funding for rail trails, regenerative agriculture, regional food hubs, child prone restraint regulations, child well-being metrics, the impact of in-app purchases on minors, homelessness in the Upper Valley, the valuation of Lake Winnepesaukee, and affordable housing in Hanover. During the winter and spring terms, PRS veterans joined the new cohort of PBPL 45 students on existing projects and also started new projects for presentation in the summer months.

Under normal circumstances, most of the PRS teams meet directly with the committee chairs of the relevant committees in the NH and VT legislatures to discuss the parameters of the projects. Similarly, at the end of the research process, the PRS teams travel to Montpelier or Concord to present their findings to the full committees. This year, we were unable to conduct any meetings in person. As a result, the students utilized Zoom and other online communications tools to reach out to committee chairs and interview subjects for their research. At the end of the process, most of the teams were able to present their findings to the various committees via Zoom as both states quickly pivoted to online committee hearings.

The students were more than up to the challenge of working together while in remote locations. Their resilience was also evident in their excellent presentations before the relevant committees in the VT and NH legislatures. With the availability of remote technology, the PRS set a new testimony record, with four testimonies in a single day—two in Vermont and two in New Hampshire. While we hope that the fall will bring with it a return to fully in-person classes and face-to-face meetings with policymakers, we have learned from the pandemic experience and will adapt our research enterprise to include some of the positive consequences of the pandemic in our teaching and learning model.



# Reflections First-Year Fellows

“The First-Year Fellows Group Project provided a natural incentive to stay connected with my peers in the program, an especially important consideration with a virtual setup. While the final product of our group project provided a nice sense of accomplishment, the most beneficial aspect was the process itself. Having a common task with my working group of five encouraged us to have regular meetings and, ultimately, pushed us to stay connected with each other across timezones.”

-Bella Dunbar '23

In spring of 2021, 26 students were selected as First-Year Fellows and placed into a diverse range of remote summer policy fellowships based in Washington, D.C. with Dartmouth alumni mentors. These fellows completed three prerequisites for this program: completion of the Rockefeller Center’s Introduction to Public Policy course, participation in the Dartmouth Leadership Attitudes and Behaviors program (D-LAB), and the successful completion of one introductory statistics course. These prerequisites give all applicants the necessary skills for entering a summer fellowship with Dartmouth alumni. Before fellowships with alumni mentors began, students participated in the Center’s rigorous Civic Skills Training (CST). Training sessions include such topics as public speaking, networking, professional communication strategies, team building, advocacy writing, project management, remote work best practices, and professionalism.

In 2020, similar to many organizations, the Rockefeller Center staff were faced with the challenge of trying to establish community in a virtual environment where members were geographically scattered. To address this challenge, a group project that focused on how mentor organizations were dealing with COVID was developed, implemented, and proved successful.

As organizations contemplate safe ways to reopen, most are coming to a realization that the way in which they operate or offer services may never return to pre-COVID conditions. As a result, most organizations are now in the process of re-imagining what their workplaces might look like in the future. Building off that success, a new group project was introduced this year in which Fellows in teams of five identified and answered questions related to how COVID-19 may be reshaping the world of these organizations beyond the duration of the pandemic. Each team produced a joint paper and presentation on how their host organizations plan to remain productive, recognize and respond to evolving employee needs, and grow into the post-pandemic future.



2020 First-Year Fellows



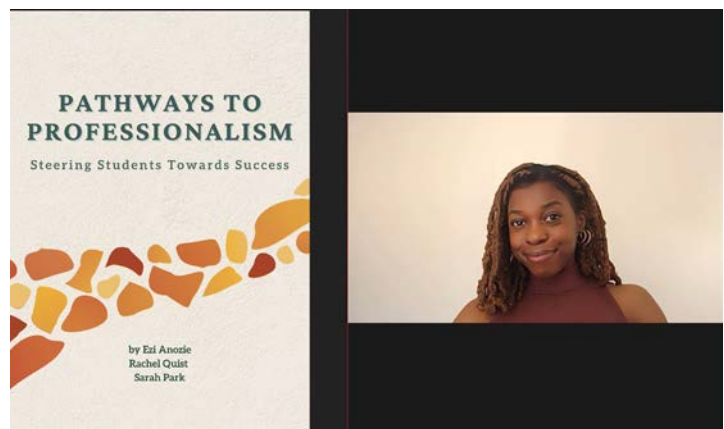
2021 First-Year Fellows

# Reflections MLDP

In the Management and Leadership Development Program (MLDP), students are encouraged to take what they've learned in sessions and apply it to the real world. Ezi Anozie '22, a student assistant for MLDP did just that!

In a student staff meeting with Program Officer Robin Frye, the group discussed a student who mismanaged an attendance issue. For Ezi, that highlighted a need for students who do not have first-hand workplace experience. She thought that a possible solution would be a collection of stories from students about navigating workplace challenges and successes in different professional environments.

The idea morphed into an active learning tool with reflection questions, academically rigorous references, and additional resources for students interested in learning further. The guide focuses on the core competencies of the Rockefeller Center's Co-Curricular programming. Ezi and two student partners, Sarah Park '21 and Rachel Quist '22, interviewed 40 students to find lived experiences that would exemplify how different skills are used in challenging workplace situations. With support from the Rockefeller Center staff and from her fellow partners, Ezi produced a guide that compiles a broad range of valuable student narratives that highlight how these skills show up and why these skills are important in workplace.



Each time Ezi revisits the stories, she sees them in a new light. “I hope that this guide serves as a living document, like the way you look at literature as a living work of art. The information doesn’t change,” she said, “but as you change, your perspective and what you can extrapolate and learn from the story completely changes.” She hopes her guide resonates with young professionals at different points of their early careers. As they become more seasoned in the workplace, she hopes that they pass it down to other young people.

“ [It is] important to surround yourself with people who motivate you to execute things to the highest standard

-Ezi Anozie '22



# RGLP

## Reflections

Events of the past year and a half have made us realize that we do not need to leave our country or even our community to encounter vastly different backgrounds, identities, and viewpoints. An increasingly polarized political climate, ongoing civil unrest related to racial inequity, and a rise in hate crimes against Asians and Asian-Americans have brought diversity, equity, and inclusion issues to the forefront. For these reasons, during the 2020-2021 academic year, one of the most relevant and meaningful Rockefeller Global Leadership (RGLP) sessions was “Inconspicuous Culture: Understanding ‘Other’ by Developing Sense of Self” led by Dr. Dottie Morris, the Associate Vice President for Institutional Diversity and Equity at Keene State College. The session, segmented into three distinct parts, led RGLP participants through the process of gaining a better understanding of their own complex identities in order to understand those of others, particularly in a leadership context.

Each session, Morris began by breaking students into random pairs to discuss current events. Spring 2021 participant Diana D’Souza’23 reflected after the session, “We were challenged to address uncomfortable topics within seconds of meeting: The Atlanta Shooting, the Boulder Shooting, and Black Lives Matter protests.” This discussion served to ground participants in the present moment and allowed them to begin to consider how current events and realities have an impact on themselves and others. Morris continued by stressing the importance of leaders having a strong understanding of their identity and how different parts of their identity can impact the environment and others around them, particularly keeping in mind the impact of power, authority, and influence.

In pairs, RGLP participants then had the opportunity to reflect on who they are, what their most important values are, and the legacies and layers that impact the way they view and interact with the world. Kaia Reznicek ’23, a member of the Winter 2021 cohort, wrote, “One thing that stood out to me from Dr. Dottie Morris’s session was how meaningful it is to think about the person themselves. Where did they come from? Where do they place their identity? How might these components of themselves and their lives contribute to their perspective, values, and ideals? This perspective is wonderfully holistic because you see the “other” not as an idea but as a person.”

The discussion pushed participants to consider how, as leaders, they can allow for multiple voices to be heard. Ben Brody ’22, a Winter 2021 RGLP participant, reflected, “I was especially interested by the final discussion about leadership and how leaders play a role in whether or not controversial opinions and viewpoints can be shared in a group. I was especially stuck on how difficult it could be to push someone else’s controversial opinion that you disagree with. As a leader, you have a responsibility to bring a voice to the minority, even when you disagree with the minority.”

Morris is a long-time RGLP speaker, and her session is always enjoyed by students, but against the backdrop of 2020 and 2021, the content was especially powerful and relevant. “Particularly in terms of discussion about power and privilege, I think this session was a good reminder to remain intentional and to consider important questions, such as who has a seat at the table, how do our worldview and lens impact our decision making, and how to remain inclusive and considerate of all stakeholders.” wrote Hayden Welty ’23 during the Fall 2020 term. Morris’s session is a good reminder that in addition to equipping students with the skills to be effective global leaders, RGLP is also preparing them to value diversity, fight for equity, and contribute to inclusive workplaces and communities here in the United States or in their home countries.




# Reflections RLF

On a warm May evening, Fellows from both the synchronous and asynchronous cohorts of the Rockefeller Leadership Fellow (RLF) program gathered outdoors under a large tent on campus for a meal. The pandemic had robbed them of the opportunity of gathering over dinner every week over the year and they were excited to share a meal together for the first time and talk about their post-graduation plans. Some Fellows had not met in person before.


No topic of conversation was off limits. Some Fellows commented on how people's virtual appearance aligned with their actual appearance. Others engaged in intense conversations about future plans. It was moving to see how, despite being physically apart all year, they had been connected by a shared experience. Staff and students rejoiced when relaxed restrictions and increased vaccination rates finally made an in-person social event possible, and it ended up being the perfect way for Fellows to relax, enjoy one another's company, and celebrate the end of a long year.

Creating an environment for group bonding is one of the most important components of the RLF program because it builds community cohesion and lasting networks. It enables students to get the support they need from their peers when things get tough. Year after year, in addition to learning about leadership, participants in the RLF program rave about the bonds they create. Even long after they have graduated from this program, alumni continue their relationships with others from the same cohort. We hear from alumni about how much this program has meant to them in building lasting friendships and networks.

The pandemic clearly brought challenges and opportunities. A shift to remote programming resulted in the creation of an asynchronous cohort and a focus on the newly important concept of "virtual presence." For the first time, the program accommodated 34 students, up from an average of 25 participants in past years. As the world wrestles with the idea of what a 'new normal' will look like, the Center is determined to direct its efforts towards building community among its program participants without compromising quality.



I was uncertain of how well my fellow student assistant, Sarah, and I succeeded in our attempts to promote fraternity as a program until the end-of-program social that we hosted in May. It was highly rewarding to witness my peers interacting in person, with synchronous and asynchronous Fellows mingling. I detected and personally felt undeniable joy as everyone rejoiced in one another's physical presence, reveling in the amusement of connecting real people to faces on a screen or names on a discussion board. As we all learned several times over this academic year, physical being is an important part of community, and ending RLF with an affirmation of this truth solidified the positive experience I had with the program while building a community of my peers.



- Marie Smith-Lopez '21

# Reflections Rocky Seniors



“ [Rockefeller Leadership Fellows] has been instrumental in my journey as a leader and the many sessions we have had throughout the year really speak to the different dimensions involved within leadership and how I, as an individual, can work on bettering those skills. Rocky is an excellent place to work on yourself, get career advice, meet other inspiring peers, and hone both soft and hard skills.

- Aameena Razzaque '21 ”



“ One of my favorite classes of all time was the Economics of Public Policymaking (PBPL 40) with Professor Charles Wheelan. Even though I took the course almost two years ago, I still constantly reference the great articles and papers we read. Almost every day I see something in the world around me that reminds me of one of the topics we covered. The ubiquity and applicability of public policy is incredible and one of the main reasons I love studying it! Taking PBPL 40 started me down the path of studying public policy, which I will continue to study at Georgetown next year. And when I was applying to graduate school, Professor Wheelan was eager to provide helpful advice. I am so grateful to Rocky for helping me find my love of public policy and for supporting me at every juncture in my academic and professional life!

- Sarah Solomon '21 ”



“ Experiential learning is what I see as the future of higher education. The fact that the Rockefeller Center gives students the chance to work on real-world projects is amazing, and helped me land my selective consulting job. Jobs and all aside, I feel like Rocky educated me. That is, learning about Public Policy shaped my understanding of the world and myself. The nuance of politics and the importance of fact-based research, all in service of serving the public, reducing suffering. Rocky grounded me as an adult in this complicated world. I feel like I'm able to parse through the complexity of policy decisions from town zoning ordinances to the American Rescue Plan and child tax credits. Thank you Rocky!

- Eitan Darwish '21 ”

# Public Programs

## Reflections

### Election Night



On Tuesday, November 3rd, 2020, Chip Reid, National Correspondent for CBS News in Washington DC, spoke virtually with Dartmouth students and community members as the polls closed on election night.

The program was the first in-person event hosted by the Rockefeller Center since the onset of the COVID-19 pandemic. Tents set up across Dartmouth's campus allowed students to gather, view election returns, and pose questions to Reid over Zoom.

During the event, Reid discussed various election scenarios and their significance. In particular, he set out to answer the question: What would a Joe Biden or Donald Trump victory mean for the nation? Reid concluded his remarks by anticipating a question from the audience: "Is this election a turning point in American history?" Dryly, Reid replied, "duh."

- Written by Ben Vagle '22

### NPR's Nina Totenberg

On April 29, 2021, the Rockefeller Center welcomed NPR Legal Affairs Correspondent Nina Totenberg hosted at an event titled "The Supreme Court and Its Impact on You." In a discussion moderated by Professor Charles Wheelan '88, Totenberg provided insight on the future of the Supreme Court and answered audience questions regarding current pending cases as well as her decades of experience in covering the Court.

Regardless of the politically motivated shifts and questions surrounding the Court in the past few years, Totenberg explained that her respect for the Court as an institution has only continued to grow over her decades of reporting.

Totenberg cited several instances in which prominent members of the Court, such as Justices Brennan and Kennedy (devout Catholics) and Justice Fortas (a proponent of the Vietnam War) went on to act on cases in ways that "did not at all reflect their personal views," whether it be by protecting a woman's right to an abortion or upholding free speech that opposed the Vietnam War. It is in these cases, said Totenberg, that "...I have an enormous respect for the Court."

- Written by Shawdi Mehrvarzan '22



# Rocky Watch Public Programs

## SUMMER

### **Rocky Presents: Careers for the Public Good**

#### **"Social Entrepreneurship"**

**PANELISTS** Michael Belinsky '08  
Zak Kaufman '08  
Sanat Mohapatra '20

### **NH Gubernatorial Forum**

**CANDIDATES** Dan Feltes  
**MODERATOR** Charles Andru Volinsky Wheelan '88

### **Rocky Presents: Careers for the Public Good**

#### **"Government Service"**

**PANELISTS** Austin Boral '16  
Terra Branson-Thomas '10  
Janos Marton '04  
Katelyn Mooney '14

### **Rocky Presents: Careers for the Public Good**

#### **"Nonprofit Work"**

**PANELISTS** Brian Freeman '11  
Josh Koenig '16  
Farah Salam '17  
Derek Summerville '11

### **Rocky Presents: Careers for the Public Good**

#### **"International Development"**

**PANELISTS** Katie Dutko '09  
Josh Stern '04  
Jordyn Turner '16  
Yi Yang '14

## FALL

### **"Rocky in the 2020s: The Past, Present, and Future of the Nelson A. Rockefeller Center for Public Policy and Social Sciences"**

**SPEAKER** Jason Barabas '93

### **"Aren't We All in This Together? How the Supreme Court Is Helping to Pull Us Apart"**

**SPEAKER** Constitution Day  
Linda Greenhouse

### **"Higher Education in America: An Existential Crisis"**

**SPEAKER** Perkins Bass  
Distinguished Lecture  
Mark W. Huddleston

### **"After George Floyd: Policing, Racism, and Criminal Justice Reform"**

**PANELISTS** Frank Baumgartner  
Andra Gillespie  
Phillip Atiba Goff

### **"Race Against Time: The Politics of a Darkening America"**

**SPEAKER** The Orvil E. Dryfoos '34 Lecture  
Keith Boykin '87

### **"2020 New Hampshire Elections: Potential Sea Change in NH Politics"**

**SPEAKER** Andrew Smith

### **"2020 Presidential Election Night Watch Party"**

**SPEAKER** Chip Reid

### **"What Now? Presidential Post-Election Analysis"**

**PANELISTS** Carlos Algara  
Jamil Scott  
Amber Spry

### **"Diversity and Inclusion in the Military"**

**PANELISTS** Veterans Day Program  
Brad Carney '20  
Karla Rosas '20  
Jason Lyall

### **"Post-Election Analysis with CNN's Jake Tapper '91"**

**SPEAKER** Jake Tapper '91

## WINTER

### **"Standing Alone: Why the U.S. Rejects Global Norms on Women's Rights"**

**PANELISTS** Jennifer M. Piscopo  
Julie Suk

### **"Where Do We Go from Here?: King's Still Unanswered Question"**

**SPEAKER** MLK Jr. Day Speaker  
Clayborne Carson

### **"Did the System Work? The Fragile State of American Political Institutions"**

**PANELISTS** Linda L. Fowler  
Matthew Dickinson

### **"How We Study Race: A Discussion Across Disciplines"**

**PANELISTS** Kimberly Juanita Brown  
Matthew F. Delmont  
Deborah Karyn King  
Eng-Beng Lim

### **"Sexual Politics After #MeToo"**

**SPEAKER** Roger S. Aaron '64 Lecture  
Amia Srinivasan

### **"Women, Entrepreneurship, and Atlanta in the New South"**

**SPEAKER** Portman Lecture in the Spirit of Entrepreneurship  
Monica Delores Hooks '92

### **"The Public Option Beyond Healthcare"**

**SPEAKER** Anne Alstott

### **"The Burden of Student Debt: Dimensions, Complexities, and Options"**

**SPEAKER** Perkins Bass Distinguished Lecture  
Mark W. Huddleston

### **"GameStop, Robinhood, and Reddit: Market Structure, Social Media, and Financial Bubbles—New Wine or Old Wine in New Bottles?"**

**SPEAKERS** Peter R. Fisher  
Curt Welling D'71, T'77

## SPRING

### **"Apollo's Arrow: The Profound and Enduring Impact of Coronavirus on the Way We Live"**

Class of 1930 Fellow Lecture  
**SPEAKER** Nicholas Christakis

### **"Conservatism: What It Is, How We Lost It, and How We Find It Again"**

**SPEAKER** Brooks Family Lecture  
Oren Cass

### **"The Supreme Court and Its Impact on You"**

**SPEAKER** Celebrating Law Day  
Stephen R. Volk '57 Lecture Series  
Class of 1930 Fellow Lecture  
Nina Totenberg

### **"The First 100 Days: the Biden Presidency"**

**PANELISTS** James Baehr '05  
Amanda Brown Lierman '07  
Janos Marton '04

### **"The Tipping Point: How the Subminimum Wage for Tipped Workers Keeps Incomes Low and Sexual Harassment High in the US Restaurant Industry"**

**PANELISTS** Saru Jayaraman  
Catharine A. MacKinnon

### **Working for Justice: Dartmouth Alumni on Pursuing Racial and Social Justice in Your Career**

**PANELISTS** Jessica Guthrie '10  
Janos Marton '04  
Jorge Miranda '01

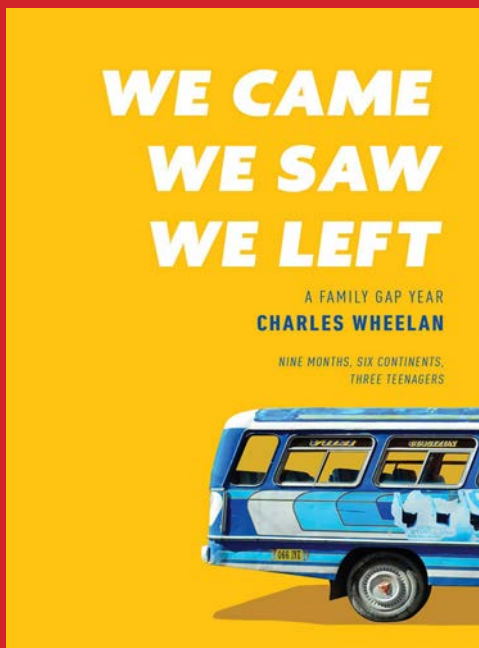
### **"Drug Court - Where Justice Meets Treatment"**

**SPEAKER** Perkins Bass Distinguished Lecture  
Tina Nadeau

### **"Fact-Based Journalism in an Age of Suspicion"**

**SPEAKER** Bernard D. Nossiter '47 Lecture  
Alissa Johannsen Rubin

# Staff and Faculty *Publishing*



Professor Charles Wheelan, author of several popular academic books and a recent novel about a pandemic (months before the actual pandemic!) has released a more personal book, a memoir of his 2016 trip around the world with his wife and their three teenagers: *We Came, We Saw, We Left: A Family Gap Year*.

From trekking through the rainforest in the Amazon, driving the length of New Zealand, and trying to find a treatment for a flesh-eating bacteria, the laugh out loud journey takes you on a trip just when you need to escape, when you are stuck inside and dreaming of taking off around the globe.

In a follow up to her 2018 book, *Teaching Leadership: Bridging Theory and Practice*, Deputy Director Sadhana Hall published *Leadership Blueprints* in July 2021.

In the book, she provides an in-depth look at the Co-Curricular programs of the Rockefeller Center. Her readers are encouraged to take the content and “adopt, adapt, and adjust” to their own leadership needs. Sadhana says, “Leadership is for everyone. Whether the reader is a professor, a student, a manager, or an employee, *Leadership Blueprints* shows that leadership is about bringing talk into action.”





# Faculty Research

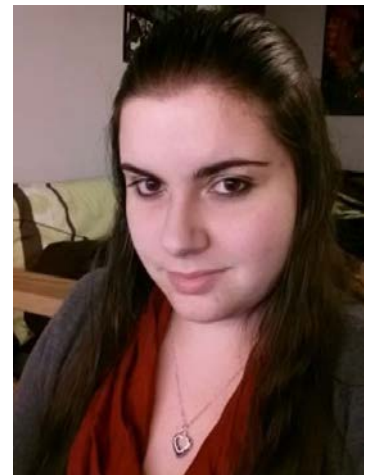
*David Kraemer, Associate Professor of Education,  
Awarded Rockefeller Center Research Grant  
"Examining the Cognitive Basis of Motivated Reasoning"*



Whether the evidence concerns the effectiveness of a COVID-19 vaccine at preventing disease, the success of a gun control policy in reducing violent crime, or the validity of an argument about the fairness of the criminal justice system, Americans are frequently presented with information relevant to public policy. How individuals interpret this information contributes to which policies are successful and ultimately impacts public health, safety, and prosperity.

Motivated reasoning is the process by which an individual uses available information to support their prior beliefs rather than using it to determine which conclusion is best supported by the evidence. Oftentimes, the conclusion that an individual draws about this information is based less on the information itself, and more on the personally-held beliefs of the individual. Therefore, it is critical to better understand the motivated reasoning process, in order to inform efforts aimed at reducing biases on decision-making stemming from personally-held beliefs.

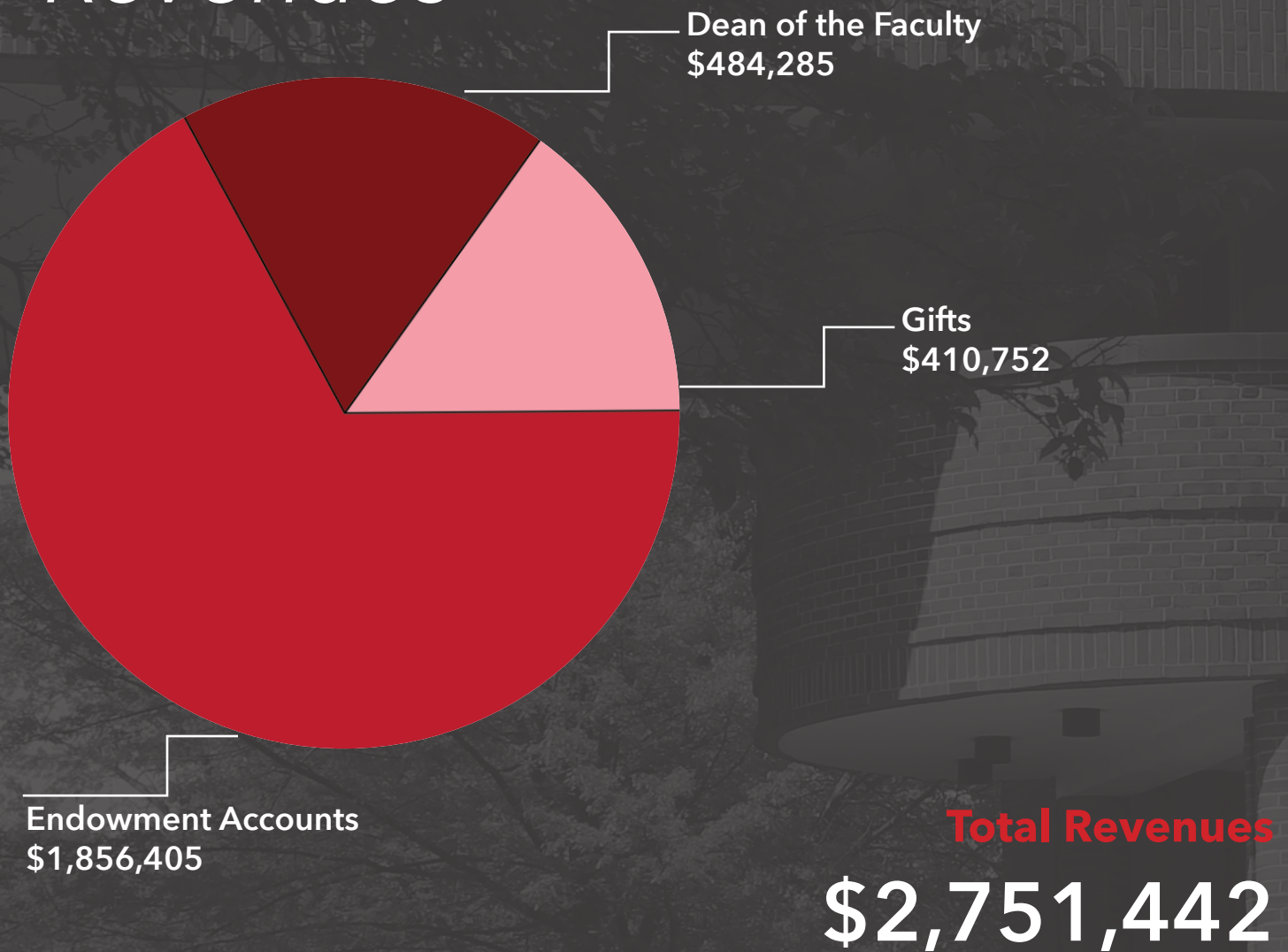
In a line of research spearheaded by graduate student, Kay Alfred GR '21, we developed two experiments to study the motivated reasoning process. Our results so far demonstrate that when individuals agreed with the conclusions of a certain argument (e.g., "No couple should be denied the right to marry," and "All same-sex couples are couples," followed by the conclusion statement, "Therefore, no same-sex couple should be denied the right to marry") they performed equally well at judging the validity of the polarizing and non-polarizing statements. However, when individuals disagreed with the conclusion, their performance was disrupted for the polarizing statements, but remained the same for the non-polarizing statements. In other words, the ability of participants to judge the consistency of an argument depended on whether they agreed with the conclusion, and whether the topic was one that aligned with their political ideology.



Overall, this work has demonstrated in specific ways how individuals are influenced by motivated reasoning. These results inform our ongoing research efforts to investigate ways to mitigate these ubiquitous cognitive biases and present information in ways that are more readily interpretable by all.

# Financial Statement

## Revenues

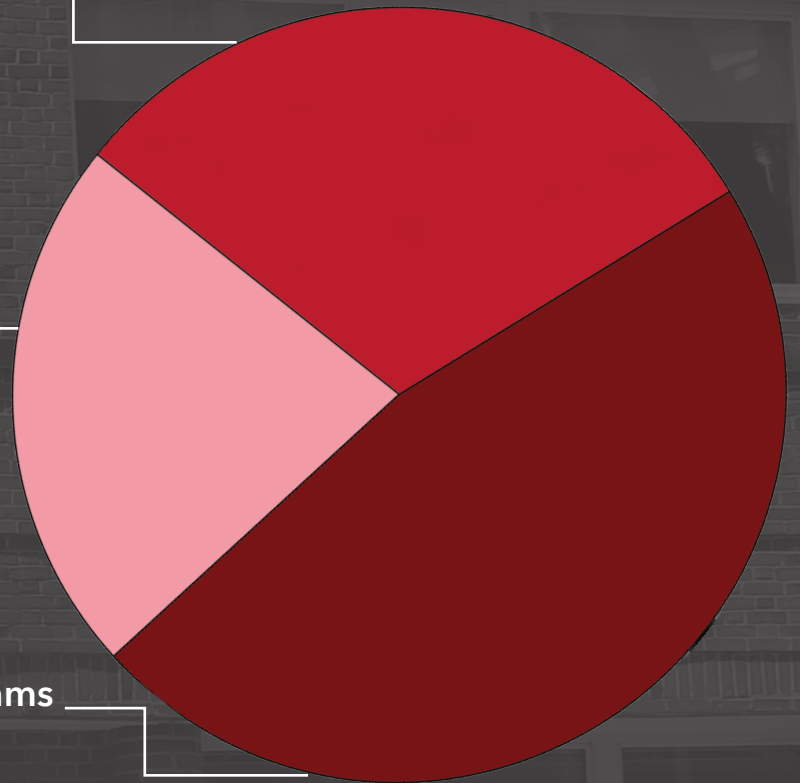


# Expenses

**Curriculum and Research**  
**\$617,261**

**Operations**  
**\$449,219**

**Student and Public Programs**  
**\$947,633**



## **Total Expenses**

**\$2,014,113**

Note: Expenses were lower than anticipated due to COVID-19 protocols. Spending is expected to return to past levels once pandemic restrictions ease.

The Nelson A. Rockefeller Center delivers innovative programs that engage students in scholarship and leadership. It is only through the generosity of past, present, and future donors that the Center can pursue this mission and to achieve it with such positive impact. Thank you for your support!

# New Board Members



Kal Alston '80

Professor in Cultural Foundations of Education and in Women's and Gender Studies and Associate Dean for academic programs in the School of Education at Syracuse University

"I couldn't be more pleased to join the Rocky Board of Visitors. The College and the Center's commitment to developing ethical and visionary leaders in all sectors could not be more essential in these times -- in our localities, our institutions, and our world!"

## Maxine Lum Mauricio '93, P'21, P'24

Executive Vice President, General Counsel and Corporate Secretary of EMCOR Group, Inc.

"From the San Francisco Public Defender's Office, Senator Daniel Akaka's Office and the Democratic National Committee in Washington, D.C., to Governor Mario Cuomo's Office in the World Trade Center – the internships that I was able to participate in as a student at Dartmouth provided the basis for my career today. The Rockefeller Center provides such opportunities to students. The leaders of tomorrow are being cultivated today through Rocky's programming and funding, and I want to be a part of that process."



Leah M. Wright Rigueur D'03

Associate research professor at the Agora Institute and in the Department of History at Johns Hopkins University

"I'm excited to join the Rocky Board and collaborate with a visionary group of leaders and students. In particular, I'm thrilled about working in a community that sits at the intersection of practice and theory, and in doing so, creates meaningful and powerful democratic change."

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## Nelson A. Rockefeller Center

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