



Photo by Darla Bruno

Winter 2018 Newsletter

Study Leader Profile: Bill Sullivan

On August 2, 1990, after months of posturing in order to establish an excuse for war, Saddam Hussein's army invaded Kuwait. Within a week President George H.W. Bush announced Operation Desert Shield, and Bill Sullivan, then a senior executive at the National Security Agency, was tasked by the NSA Director to take on the title of "Battle Staff Director" and guide the signals intelligence support that the U.S. military would need to plan and fight what would come to be Operation Desert Storm. How's that for a day at the office?

Bill was born in Worcester, MA, and first lived in Millers Falls, MA. Later, his family moved to Windsor, CT.

All through Bill's early education his father was principal of every school he attended. By the time he got to high school his dad was concerned his teachers might be inclined towards favoritism, and so Bill was sent to the Loomis Institute (now the Loomis Chaffee School) to be taught by a dis-



interested faculty.

Next it was off to Tufts University, where he initially started as a pre-med student. After three semesters he realized he really did not know what he wanted to study. He thought it might be a good time to deal with the obligation of military service by enlisting in the Army and hopefully have some choice in how he might serve.

The Army came through by offering him service in military intelligence and sent him to the Army Language School in Monterey, CA, where he studied German. That was followed by two years with the Army Security Agency in Frankfurt, Germany.

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President's Corner



The past four months have been busy, but very productive. We concluded a spectacular Summer Lecture Series with a talk by Admiral James Stavridis, which capsulized virtually every issue covered during the series. Bill Sullivan, a Study Leader for us for many years, and a key member of the Summer Lecture Series Committee, has agreed to serve as our Vice President and my successor. We entered this fall season with much progress toward finding OSHER@Dartmouth a new home.

Sylvia Paxton, our Leadership Council, your Planning Committee,

and the Venue Committee have recognized the pressing need for a facility which can house our office and most of our classroom needs. With the loss of parking around the DOC House, our longtime home has become difficult to use, except in the late fall and winter.

We have commissioned architectural drawings for a new building which could house us, and have worked closely with the College to find a site for it in Hanover. The College has also said that they would be willing to loan us funds to build it.

We recognize that fund-raising, planning, and construction are some time away, and that we will need to find transitional space in the meanwhile. Working with the Provost's office and the Dartmouth Real Es-

tate Office, we have explored literally dozens of possible buildings that might work and still fit our budget. White River Junction has several possibilities, but parking appears to be very tight. Lebanon has several possible venues, one of which overlooks the Green, and is close to several restaurants. Parking in Lebanon, if one includes the lower areas behind the Opera House, appears to be quite good. All of these areas are served by Advance Transit, and we are assured that the Kendal Bus will do so as well.

In the event we temporarily move our offices and some classrooms out of Hanover, we will continue to offer classes in the many local venues which we have used, and

Continued on Page 3

Moving Forward: The Curriculum Committee

The OSHER@Dartmouth Curriculum Committee is working to meet challenges posed by changing demographics in our community. While committed to maintaining the quality of our traditional program, the Curriculum Committee also seeks to meet the needs of new and younger OSHER@Dartmouth members.

We now compete for enrollments with many other programs, courses, lecture series, and workshops proliferating in the Upper Valley. Some of our newer members are still working; many have schedules making it difficult for them to participate in our traditional 6 – 8 week courses. Early deadlines for course proposals (mid-August for Winter, for example, and mid-October for courses starting in March) also make it difficult to

commit to offering a course. To address these issues, the Curriculum Committee is engaged in the following efforts:

Recruiting: We're establishing a new sub-committee (to join our current trio of Vetting, Study Leader Support, and Evaluation) devoted entirely to recruiting. We're also experimenting with seasonal "Brainstorming Sessions" at which Osher participants join in imagining new approaches to course topics and formats.

Course Format: While remaining committed to courses of 6 – 8 weeks, the committee is also reviewing other formats, such as: highlighting shorter courses (2 – 4 weeks); shorter time-frames for courses (2 meetings/week for two or three weeks, for example); courses that use sever-

al study leaders to explore a broad topic, with each leader committing to one class only; making more effective use of our ties to local institutions like DHMC; and expanding into evening and weekend hours to attract those who can't take our current courses.

Scheduling Process: The committee is considering compressing proposal deadlines to allow more flexibility in developing and scheduling courses.

Those wishing to learn more about these efforts, or willing to lend a hand in the work, should contact the OSHER@Dartmouth office.

-Vic Henningsen,
Curriculum Committee

Friends of OSHER@Dartmouth

This quarterly Newsletter arrives in your home at roughly the same time as the Friends of OSHER@Dartmouth annual appeal. You may wonder what it's for and why it's needed. Membership dues, course fees, and proceeds of the endowment from the Bernard Osher Foundation cover our basic operating expenses, e.g., staff salaries, classroom rents, course catalogs, etc., but nowhere do we budget for unforeseen needs, such as additional audiovisual and kitchen equipment, or scholarships for those for whom membership and course fees are too burdensome. In the past, the support of our members for the "Friends" fund has made this possible.

In the coming year, we hope to be able to move to a new, temporary

home where most of our classes and office staff will be housed under one roof. In addition to moving costs, we will have to furnish our new facility. Our goal is to make it a warm and welcoming place where the OSHER@Dartmouth community can gather for classes, lectures, and social events. The Friends of OSHER@Dartmouth fund is especially important in this coming year and your generous support is truly appreciated.

- John Sanders, President
and Lisa King, Program Manager

(See page 7 for our current
Friends of Osher fund status!)

Holiday Office Hours

Our offices will be closing at 1:00 PM on Friday, December 22nd, 2017. We will return at 8:30 AM on Tuesday, January 2nd, 2018.

We wish all of our members and volunteers a safe and happy holiday season!



Summer Lecture Series 2017

The 20th edition of our Summer Lecture Series, entitled “Global Challenges Confronting the United States,” was, by all measures, a huge success. An average of 643 people attended the seven sessions in July and August, the highest average ever. The first session, featuring James Steinberg, an expert on the China-U.S. relationship and former Deputy Secretary of State, was attended by 735, setting a new SLS attendance record.

Other topics included Cyber Warfare, Nuclear Proliferation, Brexit and the European Union, Russia, and Global Warming. The final session, entitled Beyond the Horizon: 21st Century Global Security and Risk, featured Admiral James Stavridis, formerly NATO’s Supreme Allied Commander Europe, currently the Dean of the Fletcher School of Law and Diplomacy.

Former U.S. Secretary of Defense, William Perry, discussed the likelihood of a nuclear catastrophe, and indicated the danger is actually greater now than it was during the Cold War. Matthew Rojansky, Director of the Kennan Institute at the Woodrow

Wilson Center in Washington, D.C., explained why Russia matters, and that, while remote, the prospect of a nuclear exchange between Russia and the U.S. is still all too real.

Two features were added to the Summer Lecture Series in 2017. OSHER@Dartmouth collaborated with Hopkins Center Films to screen three documentaries on Tuesday evenings, each of which related to the next series session. Series ticket-holders were able to view these movies at no additional cost. The other new feature for 2017 was live-streaming of six of the seven sessions to the Osher program at the University of Vermont (UVM) in Burlington. This was a pilot program to see if it would be worthwhile to live-stream future Summer Lecture Series to other Osher programs.

At the conclusion of the SLS, a survey of the 556 series ticket holders (another record) was conducted,

and 210 responded. The first question asked if the participant found the overall series to be enlightening and if it provided new insights. Of 208 respondents to this question, 203 (or 98%), either “agreed” or “strongly agreed” with that statement. While there were a few comments expressing specific or overall concerns, the vast majority of comments were extremely positive. They include:

- “One of the very best Lecture Series anywhere!”
- “The overall theme was most compelling and timely.”
- “Outstanding presentations by all those who were involved.”
- “These speakers were amazing and the subjects couldn’t have been more topical.”

- Pete Bleyler, Co-Chair,
Summer Lecture Series Committee

Our Brand: Now OSHER@Dartmouth

We know what we do well in the Upper Valley - and we’re getting better all the time - but our name and brand have necessarily changed in these 25+ years. So, here’s what to call us now:

Our full legal name is the Osher Lifelong Learning Institute at Dartmouth, a name that appears in rare legal documents and where we list our location (for example, at our current office).

Our website address is osher.dartmouth.edu. There are other variants, depending on which corner of Social Media you’re playing in, and if you’re playing there, we’re sure you’ll find us.



Most importantly, our BRAND name is: OSHER@Dartmouth (caps shown). This is the Brand we are consistently building in everything we do, say, display, or publish.

Finally, our Logo combines the Osher logo and our Brand name with the organization’s benefit, promise, and commitment: “Discovering the new. The provocative. The timeless.”

- Bruce Macdonald, Chair,
Marketing & Communications
Committee

President’s Corner (cont.)

to use the DOC House for special events.

As we go to press, it is not likely we will have a final answer to this interim housing, but Leadership will make every effort to keep our members up to date. Our Friends of Osher gifts will be very important to furnish our new home.

Warmest wishes for the Holidays and the New Year!

- John H. Sanders, Jr., M.D.
President

Study Leader Profile (cont.)

Following three years in the Army, it was back to Tufts University to earn a degree in German Language and Literature and European History. It was here that he met Lois Lorimer who, after a winding path, he would marry some years later in Woodstock, VT.

In 1961, Bill joined the NSA as a German linguist, analyst, and reporter. He thoroughly enjoyed a 4½ year tour in Munich, but realized that if he really “wanted to make things happen” he would have to move into management. Returning to NSA Headquarters, he decided he needed to understand the defensive half of the NSA mission, and spent four years as manager of a threat analysis team in NSA’s Communications Security Directorate.

An assignment as Deputy Chief of NSA Policy Staff was interrupted when NSA Director Bobby Inman asked Bill to take on a special intelligence assignment “on loan” to the Undersecretary of Defense for Policy. This task involved developing policy advice for the Secretary of Defense on especially sensitive intelligence matters.

Bill’s career was clearly on the right track, because from there he was sent to the National War College

in Washington, D.C. The War College is where senior level courses in national security strategy are taught to prepare future military and civilian leaders for high-level policy, command, and staff responsibilities. Here he wrote a yearlong study on the Arab-Israeli conflict. Just as important as the academics were the contacts he made at the War College. Later, when Bill was asked to join in reorganizing a particular intelligence program, much of the task was facilitated by his ability to pick up the phone and talk to someone he knew from the War College.

Following graduation from the War College, Bill was made NSA’s Chief of Legislative Affairs, followed by a variety of operation management assignments, another “on-loan” task as Chairman of the Director of Central Intelligence’s National Signals Intelligence Committee, and then back to the NSA again. By the time Desert Storm war began, Bill was in charge of signals intelligence gathering for half the globe. In a post mortem at the Pentagon after the war, Bill acknowledges that he probably didn’t make many points with several senior generals with his remarks. They had just talked about brilliant tactics and perfectly executed plans causing the

swift defeat of Hussein’s forces. Bill pointed out that they had just defeated a “third-rate army”. It’s tough to enjoy after-game “high-fives” when you find out that it was only the J.V. team you just beat.

After retirement Bill kept his security clearance and served on the professional staff of the Aspin/Brown Commission charged with determining the roles and capabilities of the U.S. Intelligence Community for the 21st Century. When that was completed, he set up his own consulting firm, “Strategies for Intelligence,” working principally with Raytheon and the Johns Hopkins Applied Physics Laboratory. He also continued to do pro bono work for the NSA.

Bill moved to Woodstock, VT, in 2003 and joined ILEAD in 2004. It was Curriculum Committee member Evangeline Monroe who asked Bill to teach his first OSHER@Dartmouth course. He’s taught quite a few courses since and, in continuation of a life of service, Bill has agreed to become OSHER@Dartmouth’s new Vice-President and future President.

- Steve Tofel,
Marketing & Communications
Committee



Members of Janet Rae’s Fall 2017 “Intro to Acrylics” course work on their technique as Janet offers guidance.

Too Much of a Good Thing Makes You Want More

No, that isn’t the title of a bad country song: it’s a reflection of the state of mind our members often display after participating in a well-thought-out, well-presented course on a topic their Study Leader obviously enjoys. We need more Study Leaders to inspire this same emotion!

If you collect travel tips the way other people collect stamps, if you love playing with variations on a fa-

vorite family recipe, if you can solve a Rubik’s cube in 30 seconds, or are so fascinated by the science behind the first television broadcast that you’ve replicated the equipment in your basement, why not share that thrill with others by becoming a Study Leader?

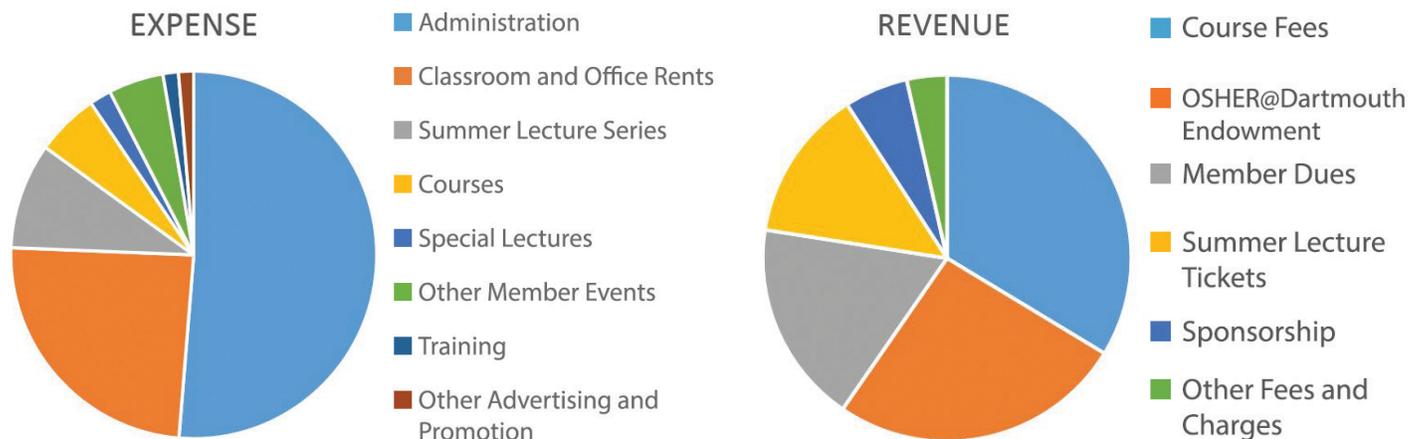
Contact the OSHER@Dartmouth office for more information.

Share your passion!

Treasurer's Report

FINANCIAL REPORT FOR YEAR ENDING JUNE 30, 2017

In the year under review OSHER@Dartmouth offered members a broad range of events. Added to the long standing Summer Lecture Series and a now 4-term curriculum of courses were a wide variety of other activities, including lectures and round table discussions, movies, a gala evening of music, and the publication of an anthology of members writing and art. The broadening of our programs with these exciting new opportunities was made possible by the additional revenue derived from the Osher endowment.



Expense: In the fiscal year ending June 30, 2017 expenses were \$480,358, 90% of budget. Putting all the events together requires considerable efforts from our dedicated staff. Consequently, Administration (51%) remains our largest item of expense. Second are rents (24%) for DOC House, offices at 7 Lebanon St and for various classrooms throughout the Upper Valley. Other contributors include expenses incurred in delivering the summer lecture series (9%) and our four terms of courses (6%).

Revenue: OSHER@Dartmouth realized \$525,331 in revenue in the fiscal year, 1.1% over budget. Major contributors were fees from members for courses (34%) and distributions from the Osher endowment (26%) divided between current year (19.5%) and past year (6.5%) distributions. Other major contributors were member dues (18%) and the sale of tickets for the Summer Lecture Series (13%). In addition, nine individuals and entities provided sponsorship for selected events for which we are very grateful.

Reserve Funds: At the end of each fiscal year, any cash remaining in our general operations account is transferred to the operating reserve. As a result of exceptional circumstances, in fiscal year 2017 we had a positive cash surplus at year-end of \$44,973 that was transferred to reserves. The surplus was the result our ability to apply a substantial portion of past-years' funds in the Osher account to offset current year qualified operating expenses. We plan for a balanced budget and do not expect to have a cash surplus of this magnitude in future years.

FUND	BALANCE ON JUNE 30, 2017
Operating Reserve	\$202,802
Friends of Osher	\$45,801
Memorial Gifts	\$11,210
OSHER@Dartmouth Account	\$9,939

In addition to our operating reserve, we have the Friends of Osher fund that received \$12,825 in donations from members and spent \$3,976 for new classroom equipment. The Memorial Gifts fund received one donation; no funds were withdrawn. The OSHER@Dartmouth account (distributions carried forward from past years) finished the year at \$9,939.

- Iain S. Sim, Treasurer and Chair, Finance Committee

Town Representatives

Ever wonder how that message about an OSHER@Dartmouth event appeared on your town’s listserv; or how that poster got on your local bulletin board? Chances are you live in one of the more than 30 communities served by an OSHER@Dartmouth Town Rep. Before we became OSHER@Dartmouth, they were known as Ambassadors, but when Mary Niles set out to revital-

ize the program - which had, quite frankly, withered away - she decided to start with a new name and a new approach to communicating with our members in the Upper Valley.

A Town Rep’s job is fairly straightforward. If event posters are available to distribute, the Town Rep simply lets the office know how many they need and posters are mailed to their homes. When it comes to posting on

the town listserv, the office emails a message to the Town Rep, who then posts it on their listserv. This is the single most cost-effective way we publicize our events, and we owe these volunteers our gratitude. We also thank Laura Belback in the office, who administers the Town Rep program. Here is the current list of our Town Representatives:

The following towns are in need of representatives. Please contact the OSHER@Dartmouth office if you’d like to take on that role:

- Barnard
- Brownsville
- Hanover
- Hartford
- Lebanon
- Norwich
- Pomfret
- Post Mills
- Quechee
- Sharon
- Springfield
- Strafford
- West Lebanon
- White River Junction
- Wilder

Town	Name of Representative
Bradford	Hank Buermeyer
Corinth	Hank Buermeyer
Cornish	Leigh Callahan
East Corinth	Hank Buermeyer
Eastman	Mary Niles
Enfield	Claudia Considine
Fairlee	Anne Taylor & Smith Reed
Franconia	Phyllis Towle
Grantham	Klaran Warner
Hartland	Deborah Luquer
Littleton, Franconia	Phyllis Towle
Lyme	Anne Baird
New London	Donna Ferries
Orford	Sylvia Paxton
Plainfield	Leigh Callahan
Sunapee	Tim Eliassen
Thetford	Steve Tofel
Topsham	Hank Buermeyer
West Fairlee	Roland Kuchel
West Windsor	Barbara Gerstner

Finally, we have several Town Representative Emeriti to whom we would like to extend our thanks. The following members have volunteered their time and efforts to help promote our program and events, and we extend our heartfelt gratitude for their service: Inge Brown, Sally Gage, Mike Galbraith, Kathleen Halperin, Sam Hanford, Mary McKenna, Nancy Merrill, Gerald Monroe, Donna Palatucci, Barbara Parry, Smith Reed,

Ellis Rolett, and Sue Sellew.

If your town isn’t listed above, or if your Town Rep has “retired” and you’d like to help out, please contact Laura Belback in the office at 603-646-0154 or laura.j.belback@dartmouth.edu. It’s a great way to help your neighbors and OSHER@Dartmouth!

- Steve Tofel,
Marketing & Communications
Committee

Editor’s Note: Town Representatives, when volunteering to take on duties for a town or region, can specify whether they wish to physically post printed items or share electronically via listserv. They are not required to do both tasks. Contact Laura Belback in the office if you have questions about acting as a Town Representative for printed items, online items, or both.

Letters to the Editor



Q:What is the point of the Suggestion box I see in the lobby when I attend classes at the DOC House?

A: The Suggestion boxes located at the DOC House and our 7 Lebanon Street office are provided so that our members and volunteers can submit suggestions and questions to the OSHER@Dartmouth staff and committees. You are free to sign your name if you wish to receive a direct response to your submission. Anonymous submissions are also welcome, and are likely to be addressed in this section of each quarterly newsletter.

Have a question or comment for us? Mail your submission to this address:

Osher Lifelong Learning Institute at Dartmouth
7 Lebanon Street, Suite 107
Hanover, NH 03755

E-mail: osher@dartmouth.edu

(Please include "Letters to the Editor" in the subject line of your message.)

We will post your question or suggestion anonymously unless you direct us to include your name.

Osher Art Gallery

Stop by our 7 Lebanon Street offices to enjoy new bi-monthly exhibits!

November/December
Bruce and Ann Peck
etchings, paintings on silk

January/February
Patti Warren & Rosalie desGroseilliers
watercolor

The gallery is free to view during regular office hours:

Mon-Thurs 8:30a to 4:30p
Fri 8:30a to 1:00p



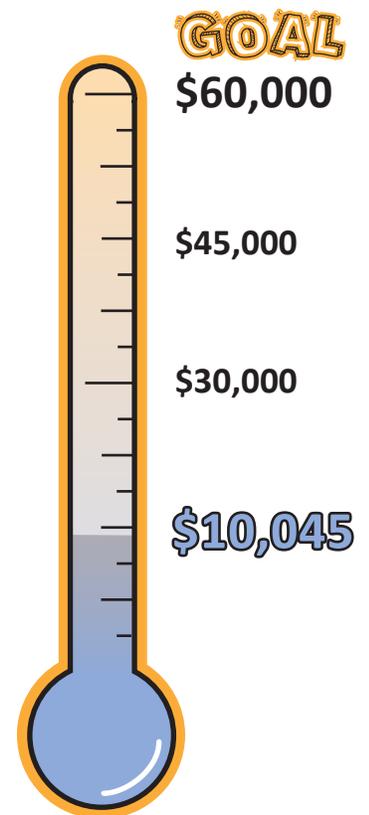
Members of Roger Dontonville’s fall 2017 “Geocaching: Treasure Hunting With a Purpose” course pose with their reward after successfully reaching the end of their geocache hunt that day.

Friends of Osher

In anticipation of moving into transitional office/classroom space, our organization has set a goal of \$60,000 for this year’s Friends of Osher gifts. This is based on needs for new furniture, audio-visual equipment, moving costs, and other expenses. As of December 5, 2017, we have received \$10,045 of that goal, consisting of gifts from 86 member households. We thank these members for their generosity.

OSHER@Dartmouth is a 501c3 organization. Your gift is tax-deductible. After making a gift, you will receive an official letter of thanks and recognition from Dartmouth College.

We wish everyone a happy and safe holiday season. Thank you for considering OSHER@Dartmouth in your year-end giving!





OSHER@Dartmouth

Discovering the new. The provocative. The timeless.

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603.646.0154
Email: osher@dartmouth.edu
Web: osher.dartmouth.edu

Winter Term
January 15 -
March 12, 2018

Tech Café Dates

Need help with your laptop or mobile device? Have a question about registration or downloading course materials? Stop by and get answers!

Thurs., Jan. 18 2:30 pm - 4:00 pm
Tues., Jan. 30 10:00 am - 11:30 am
Thurs., Feb. 15 ... 10:00 am - 11:30 am
Tues., Feb. 27 12:30 pm - 2:00 pm

No appointment necessary. All Tech Café sessions take place at the DOC House.



Lisa's Corner by Lisa King, Program Manager

WE NEED YOUR HELP!

Our organization is run by volunteers who help out as often as a few hours a week to a few hours a month. There is no required schedule.

We are looking for **PASSIONATE** people to assist with reaching out to recruit Study Leaders. You don't have to attend any meetings, just spend a few minutes to train with office staff before beginning the work.

We are also in need of people to join our Membership Services Committee, which helps organize and provide support for our social events.

Our Marketing & Communications Committee is seeking new members to help us find new ways of spreading the word about our organization.

We need assistance at our Tech Café's to help answer questions and troubleshoot problems on members' iPads, Androids, laptops, and other mobile devices.

And we are **ESPECIALLY** in need of Study Leaders for our summer and fall 2018 terms. We have received requests for courses on playing cribbage and chess, learning the basics of knitting, creating with clay, the history and structure of stone walls, and social media (including acronyms and slang like LOL, ICYMI, etc.). If you don't want to offer a course on the topics mentioned here, why not introduce a topic YOU love? Our Curriculum Committee has members who are willing to provide advice and guidance through the journey of becoming a Study Leader. Contact osher@dartmouth.edu for more information.

ANSWERS

TEACH