**Blueprint for Equity, Inclusion, and Diversity in the Arts & Sciences**

**Department/Program Goals**

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| **Recruitment** | **Retention** | **Mentoring & Professional Development** |
| * Recruitment rates, over time, reflect the composition of the available pools of exceptional talent in all fields nationally. * A&S is a “magnet for talent”—attracting the very best teacher-scholars and staff. * Top ranked candidates are successfully recruited. * A&S faculty and staff are aware of and familiar with issues surrounding implicit bias. * Departments/programs exercise diligence in adopting effective recruiting strategies. * Faculty actively engage in an inclusive recruitment process. * A&S has a reputation for fostering a diverse faculty and staff. * Departments/programs will have effective recruitment strategies in place. * Successfully partner with Deanery/IDE/Provost’s Office to recruit outstanding faculty and staff. | * Awareness and knowledge about equity, inclusion, and diversity on the part of all faculty and staff. * Knowledge about issues and concerns surrounding the retention of faculty and staff. * Processes and procedures for tenure and promotion are made clear to faculty. * Faculty and staff are satisfied with their jobs. | * Faculty and staff receive effective mentoring. * Faculty and staff participate in on-campus and virtual workshops and seminars. * Successfully partner with Deans, IDE, DCAL, etc. to promote equity, inclusion, and diversity. * A&S has a reputation for mentoring and developing faculty and staff at all ranks. |

| **Department/Program Plan: Recruitment** | | |
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| **Action Steps** | **Action Taken** | |
| **YES** | **NO** |
| ***Chairs will:***  Become familiar with IDE’s guidelines for faculty and staff recruitment (see links in Additional Resources). |  |  |
| Ensure that equal opportunity statements are included in all job descriptions. |  |  |
| Post the Dartmouth inclusivity language on their websites (see excerpt in Additional Resources). |  |  |
| Encourage all faculty and staff members to participate in IDE/HR’s recommended options for implicit bias training. |  |  |
| Encourage search committees to advertise in newsletters, listservs, and prestigious postdoctoral fellow programs aimed at underrepresented scholars and staff members. |  |  |
| Review the ways in which resources, requirements, and assignments are distributed among faculty and staff members. |  |  |
| Review the ways in which your department is creating an environment that is welcoming and inclusive of all faculty and staff. |  |  |
| Look for opportunities to nominate faculty for external prizes/awards. |  |  |
| ***Search committee chairs will:***  Become familiar with IDE’s guidelines for faculty recruitment and follow its six key strategies (see link in Additional Resources). |  |  |
| ***Faculty and staff will:***  Look for opportunities to attend IDE/HR’s recommended options for implicit bias training. |  |  |
| Actively network throughout the year to ensure a rich and diverse applicant pool. |  |  |
| Faculty will annually complete the Faculty Record Supplement Form and highlight their activities to advance equity, inclusion, and diversity. |  |  |

**Evaluation Tool**

Please describe the challenges, opportunities, and plans for the coming year to advance diversity and inclusion.

Challenges

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Opportunities

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Plans for next year

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| **Department/Program Plan: Retention** | | |
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| **Action Steps** | **Action Taken** | |
| **YES** | **NO** |
| ***Chairs will:***  During annual performance reviews of staff, discuss engagement in workshops or presentations that focus on equity, inclusion, and diversity. |  |  |
| Be sensitive and responsive to potential retention risks among faculty and staff. |  |  |
| Encourage departing faculty and staff members to participate in exit surveys and interviews. |  |  |

**Evaluation Tool**

Please describe the challenges, opportunities, and plans for the coming year to advance diversity and inclusion.

Challenges

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Opportunities

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Plans for next year

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| **Department/Program Plan: Mentoring/Professional Development** | | |
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| **Action Steps** | **Action Taken** | |
| **YES** | **NO** |
| ***Chairs will:***  Review the mentoring and professional development guidelines and report on efforts in this regard. |  |  |
| Encourage Assistant/new Associate professors to develop action plans mapping out goals and benchmarks to help determine progress during the Assistants’ first six years and new Associates’ early post-tenure years. |  |  |
| Review action plans from junior and new Associate professors and discuss them as part of your annual meeting with faculty members. |  |  |
| Continue to meet with junior faculty to outline expectations for tenure and promotion. |  |  |
| Encourage senior faculty to mentor junior faculty. |  |  |
| Engage faculty at all ranks in discussions on mentoring and professional development opportunities (see mentoring and professional development guidelines document). |  |  |
| Continue to mentor staff and encourage opportunities for professional development. |  |  |
| Continue to encourage and promote the involvement of faculty in the National Center for Faculty Development & Diversity. |  |  |
| Encourage faculty and staff to attend IDE/DCAL/HR workshops on equity, inclusion, and diversity. |  |  |
| ***Assistant professors and new associate professors are encouraged to***:  Develop action plans mapping out goals and benchmarks to help determine progress during the Assistants’ first six years and Associates’ early post-tenure years. |  |  |
| Discuss progress on their action plans during annual meetings with department/program Chairs. development. |  |  |
| ***Faculty of all ranks and staff will:***  Look for opportunities to be involved in the National Center for Faculty Development & Diversity (faculty only). |  |  |
| Look for opportunities to attend implicit bias and other training workshops on equity, inclusion, and diversity. |  |  |
| Look for opportunities to discuss mentoring and professional development with chairs or administrative supervisors. |  |  |

**Evaluation Tool**

Please describe the challenges, opportunities, and plans for the coming year to advance diversity and inclusion.

Challenges

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Opportunities

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Plans for next year

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**Additional Resources**

**For recruitment:**

[HR Recruitment and Talent Acquisition](http://www.dartmouth.edu/~hrs/employment/recruitment)

[IDE Faculty Recruitment and Selection: A Guide for Dartmouth College Faculty Searches](http://www.dartmouth.edu/~ide/recruitment/facultyrecruitmentguide.pdf)

[IDE Policies and Procedures](https://www.dartmouth.edu/~ide/policies/)  
[Office of the Provost: Faculty Development](https://www.dartmouth.edu/~provost/initiatives/faculty_development.html)

[National Center for Faculty Development and Diversity (NCFDD)](http://www.facultydiversity.org/)  
[Stanford Diversity Initiatives Recruitment](https://vpge.stanford.edu/diversity-initiatives/recruitment)  
[Berkeley Faculty Equity & Welfare Senate Searches: Checklists and Templates](https://ofew.berkeley.edu/senate-searches-checklists-and-templates)

[Ford Foundation: Challenging Inequality](https://www.fordfoundation.org/work/challenging-inequality/)

[American Physical Society Tips for Hiring and Recruiting Minorities and Women for Faculty](http://www.aps.org/programs/minorities/recruitment/upload/Tips_for_recruiting_and_hiring_minorities.pdf)

**For retention:**

[Office of Institutional Research Interactive Fact Book](http://www.dartmouth.edu/~oir/data-reporting/factbook)  
[HR Training and Professional Development](http://www.dartmouth.edu/~hrs/profldev/)  
[HR Sheila Culbert Distinguished Employee Service Award](https://www.dartmouth.edu/~hrs/recognition/culbert_award.html)

[IE Staff Working Group Report (May 1, 2016)](http://inclusive.dartmouth.edu/sites/ie.dev/files/ie/wysiwyg/2016-05-staff-working-group.pdf)

**For mentoring and professional development:**

[Office of the Provost Initiatives](https://www.dartmouth.edu/~provost/initiatives/)

[Dartmouth Center for the Advancement of Learning](http://dcal.dartmouth.edu/)  
[National Center for Faculty Development and Diversity (NCFDD)](http://www.facultydiversity.org/)  
[HR Training and Professional Development](http://www.dartmouth.edu/~hrs/profldev/)