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

**Administrator/Staff 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 staff. * Top ranked candidates are successfully recruited. * A&S staff are aware of and familiar with issues surrounding implicit bias. * Administrators exercise diligence in adopting aggressive recruiting strategies. * A&S has a reputation for fostering a diverse staff. * Administrators will have effective recruitment strategies in place. * Successfully partner with Deanery/IDE/Provost’s Office/HR to recruit outstanding staff. | * Awareness and knowledge about equity, inclusion, and diversity on the part of all staff. * Knowledge about issues and concerns surrounding the retention of staff. * Staff are satisfied with their jobs. | * Staff receive effective mentoring. * Staff participate in on-campus and virtual workshops and seminars. * Successfully partner with Deans, IDE, HR etc. to promote equity, inclusion, and diversity. * A&S has a reputation for mentoring and developing staff at all ranks. |

| **Administrator/Staff Plan: Recruitment** | | |
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| **Action Steps** | **Action Taken** | |
| **YES** | **NO** |
| ***Administrators will:***  Become familiar with IDE’s guidelines for 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 staff members to participate in IDE/HR’s recommended options for implicit bias training. |  |  |
| Encourage positions be advertised in newsletters, listservs, and other publications in the higher education field. |  |  |
| Review the ways in which resources, requirements, and assignments are distributed among staff members. |  |  |
| Review the ways in which your department is creating an environment that is welcoming and inclusive of all staff. |  |  |
| ***Staff:***  If included in recruiting new employees to Dartmouth, staff are encouraged to attend IDE/HR’s recommended options for implicit bias training. |  |  |

**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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| **Administrator/Staff Plan: Retention** | | |
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| **Action Steps** | **Action Taken** | |
| **YES** | **NO** |
| ***Administrators 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 staff. |  |  |
| Encourage departing 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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| **Administrator/Staff Plan: Mentoring/Professional Development** | | |
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| **Action Steps** | **Action Taken** | |
| **YES** | **NO** |
| ***Administrators will:***  Continue to mentor staff at all ranks and to encourage opportunities for professional development. |  |  |
| Encourage staff to attend IDE/HR workshops on equity, inclusion, and diversity. |  |  |
| ***Staff will:***  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 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/)