

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

Deans' Goals

Recruitment	Retention	Mentoring & Professional Development
<ul style="list-style-type: none"> • 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 aggressive recruiting strategies. • A&S has a reputation for fostering a diverse faculty and staff. • A rich array of graduate scholars, postdoctoral fellows, and staff members will be attracted to Dartmouth. • Deans will have effective recruitment strategies in place. 	<ul style="list-style-type: none"> • Retention rates reflect the composition of the available pools of exceptional talent in all fields nationally. • A&S retains the very best teacher-scholars and staff. • Processes and procedures for tenure and promotion are made clear to faculty. • Faculty and staff take advantage of opportunities to attend workshops of equity, inclusion, and diversity. 	<ul style="list-style-type: none"> • Opportunities for deans, chairs, and administrative supervisors to attend leadership workshops on equity, inclusion, and diversity. • A&S has a reputation for mentoring and developing faculty and staff at all ranks. • Faculty and staff are satisfied with their jobs.

Dean's Plan: Recruitment

Action Steps <i>The Deans will:</i>	Action Taken	
	YES	NO
Post the A&S Inclusive Excellence Plan and Blueprint for Equity, Inclusion, and Diversity on the DOF website.		
Become familiar with IDE's guidelines for faculty and staff recruitment (see links in Tools/Resources).		
Continue to partner with departments/programs to implement aggressive recruiting strategies to ensure rich and diverse applicant pools.		
Encourage search committees to advertise in newsletters, listservs, and prestigious postdoctoral fellows programs aimed at underrepresented scholars and staff members.		
Encourage chairs of departments/programs, administrative supervisors, faculty, and staff to follow IDE/HR's recommended options for implicit bias training.		
Continue to build the pipeline of graduate scholars and postdoctoral fellows to enrich Dartmouth's academic community.		
At the end of each search, the Associate Deans, in consultation with the department/program chairs, make recommendations for refining future search processes.		
Annually assess department/programs' recruitment strategies during the Dean's summer retreat.		
Post-Dean's retreat, associate deans will meet with the Provost's Diversity Liaison to develop a recruitment strategy for the Mellon Postdoctoral-to-Tenure Faculty Fellows Program.		
Associate deans will meet individually with chairs of departments/programs to review Blueprints, identify progress, and develop action steps.		

Evaluation Tool

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

Challenges

Opportunities

Plans for next year

Deans' Plan: Retention

Action Steps <i>The Deans will:</i>	Action Taken	
	YES	NO
Continue to articulate institutional expectations for tenure and promotion.		
Continue to assess CAP cases to make improvements to processes as needed.		
Continue to use the deans' annual retreat to refine retention issues and strategies.		
Work proactively with faculty and staff who may be a retention risk.		
Monitor IDE's annual faculty and staff reports and the COACHE Survey data to better understand faculty areas of concern.		
During annual performance reviews of staff, deans will discuss opportunities for faculty and staff to become aware and knowledgeable about equity, inclusion, and diversity.		
Encourage departing faculty and staff members to participate in exit surveys and interviews.		
Meet with IDE/DCAL/HR to ensure workshops on a range of topics related to equity, inclusion, and diversity are offered.		
Find ways to recognize and take into account the various forms of faculty service, and report on these efforts to the Provost by June 1, 2017.		
Work with the College Benefits Council, faculty committees, and the President to strengthen faculty retention.		

Evaluation Tool

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

Challenges

Opportunities

Plans for next year

Deans' Plan: Mentoring/Professional Development

Action Steps <i>The Deans will:</i>	Action Taken	
	YES	NO
Encourage assistant professors to develop action plans mapping out goals/benchmarks to help track progress during their first six years. These plans can be discussed as part of your annual meetings with faculty members.		
Encourage new associate professors to develop action plans mapping out goals and benchmarks to help determine progress during their first post-tenure years.		
Review mentoring and professional development guidelines for faculty during new department/program chair orientation. This should also be reviewed during your annual meetings with assistant professors.		
Work with department/program chairs to encourage the development to action plans by assistant and new associate professors.		
Continue to mentor junior faculty, administrative supervisors, and staff.		
Encourage chairs, administrative supervisors, faculty, and staff to attend professional development opportunities (offered by IDE/the Provost's Office/DCAL/HR).		
Facilitate professional development opportunities for faculty (how students learn, how to create an inclusive classroom that is supportive of diverse student backgrounds and learning styles).		
Encourage IDE to provide additional on-campus and virtual National Center for Faculty Development & Diversity workshops.		
Encourage and promote the involvement of faculty in National Center for Faculty Development & Diversity workshops.		
Identify ways to encourage and recognize faculty efforts on equity, inclusion, and diversity (faculty record supplement or external review forms).		
Look for opportunities to participate in leadership training workshops (offered by IDE/the Provost's Office/DCAL/HR) on mentoring/advising.		
Look for opportunities to attend a national conference that focuses on "best practices" for the recruitment and retention of faculty (or their designee).		

Evaluation Tool

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

Challenges

Opportunities

Plans for next year

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

Department/Program Goals

Recruitment	Retention	Mentoring & Professional Development
<ul style="list-style-type: none"> • 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 aggressive 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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

Action Steps	Action Taken	
	YES	NO
<i>Chairs will:</i> Become familiar with IDE’s guidelines for faculty and staff recruitment (see links in Tools/Resources).		
Ensure that equal opportunity statements are included in all job descriptions.		
Post the Dartmouth inclusivity language on their websites (see excerpt in Tools/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 fellows 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.		
<i>Search committee chairs will:</i> Become familiar with IDE’s guidelines for faculty recruitment and follow its six key strategies (see link in Tools/Resources).		
<i>Faculty and staff will:</i> 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

Opportunities

Plans for next year

Department/Program Plan: Retention

Action Steps	Action Taken	
	YES	NO
<i>Chairs will:</i> 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

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Challenges

Opportunities

Plans for next year

Department/Program Plan: Mentoring/Professional Development

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' first 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' first post-tenure years.		
Discuss progress on their action plans during annual meetings with department/program chairs.		
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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Plans for next year

Blueprint for Equity, Inclusion, and Diversity in the Arts & Sciences Administrator/Staff Goals

Recruitment	Retention	Mentoring & Professional Development
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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

Action Steps	Action Taken	
	YES	NO
<i>Administrators will:</i> Become familiar with IDE’s guidelines for staff recruitment (see links in Tools/Resources).		
Ensure that equal opportunity statements are included in all job descriptions.		
Post the Dartmouth inclusivity language on their websites (see excerpt in Tools/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.		
<i>Staff:</i> 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

Opportunities

Plans for next year

Administrator/Staff Plan: Retention

Action Steps	Action Taken	
	YES	NO
<i>Administrators will:</i> 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

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Challenges

Opportunities

Plans for next year

Administrator/Staff Plan: Mentoring/Professional Development

Action Steps	Action Taken	
	YES	NO
<i>Administrators will:</i> Continue to mentor staff at all ranks, and encourage opportunities for professional development.		
Encourage staff to attend IDE/HR workshops on equity, inclusion, and diversity.		
<i>Staff will:</i> 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

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Challenges

Opportunities

Plans for next year

Additional Resources

For recruitment:

[HR Recruitment and Talent Acquisition](#)

[IDE Faculty Recruitment and Selection: A Guide for Dartmouth College Faculty Searches](#)

[IDE Policies and Procedures](#)

[Office of the Provost: Faculty Development](#)

[National Center for Faculty Development and Diversity \(NCFDD\)](#)

[Stanford Diversity Initiatives Recruitment](#)

[Berkeley Faculty Equity & Welfare Senate Searches: Checklists and Templates](#)

[Ford Foundation: Challenging Inequality](#)

[American Physical Society Tips for Hiring and Recruiting Minorities and Women for Faculty](#)

For retention:

[Office of Institutional Research Interactive Fact Book](#)

[HR Training and Professional Development](#)

[HR Sheila Culbert Distinguished Employee Service Award](#)

[IE Staff Working Group Report \(May 1, 2016\)](#)

For mentoring and professional development:

[Office of the Provost Initiatives](#)

[Dartmouth Center for the Advancement of Learning](#)

[National Center for Faculty Development and Diversity \(NCFDD\)](#)

[HR Training and Professional Development](#)