

# Toward Equity: Aligning Action and Accountability

Toward Equity is a three-year strategic plan intended to unify essential diversity, equity, and inclusion (DEI) efforts across the institution. It includes a small number of concrete actions designed to have an impact on the community over the next three years and chart a path for future work in this area.

The actions found in Toward Equity are intended to serve as a catalyst for transformation across Dartmouth within each of the four priority areas: (1) Coordination; (2) Structure; (3) Accountability; and (4) Assessment. To ensure this work is accomplished, accountable DSLG members and responsible offices under their purview are listed for each action, and IDE will provide regular updates to the campus community. In addition to these actions, the implementation of key definitions, an institutional climate survey, an organizational assessment of IDE, and an assessment of resources dedicated to DEI will accelerate the College’s trajectory toward equity and accountability in the next three years.

Strategic plans generally are not intended to address every challenge an institution faces – and this plan is no different. The following plan will set institutional priorities that can be utilized across academic and administrative units to enhance the lived experiences of students, staff, and faculty, thereby improving education, research, and professional outcomes. Institutional initiatives that will also positively impact the community will continue to run parallel with this strategic plan (Appendix 1).

Toward Equity focuses on actions that, when institutionalized, can affect long-term, positive changes to the campus culture, student experience, and working environment. There are opportunities for everyone at Dartmouth to contribute to making our community more equitable and inclusive. As a newly created division at Dartmouth, Institutional Diversity and Equity (IDE) will oversee this campus-wide initiative, providing necessary guidance and consultation to campus leadership to implement these actions and report on progress. The plan’s initiatives will begin in Winter 2023 and conclude in 2025.

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## Office of Institutional Diversity & Equity (IDE)

### Description:

DEI Strategy Plan Oversight ~ While IDE will work with division leads by meeting on a semi-annual basis (and more frequently as needed) to discuss progress toward their assigned actions, it will be important to have input from the Dartmouth community on the impact of the plan. This will be achieved through the creation of two bodies: an internal oversight board and an alumni advisory council.

### Stakeholder(s):

#### Dartmouth University :

*Dartmouth's capacity to advance its dual mission of education and research depends upon the full diversity and inclusivity of this community; fostering and sustaining an environment where every individual is valued for their unique contributions, experiences, and perspectives; and where everyone can realize their greatest creative and academic potential.*

#### Dartmouth College Board of Trustees :

*In 2020, with the support of the Board of Trustees, Dartmouth College leadership made the decision to expand the Office of Institutional Diversity and Equity. As a part of that expansion, the senior vice president and senior diversity officer role was established and charged with strengthening existing diversity and inclusion initiatives on campus to infuse a greater sense of accountability and sustainability across the institution.*

#### Shontay Delaloe, PhD :

*Senior Vice President and Senior Diversity Officer ~ Dr. Shontay Delaloe assumed the inaugural role in July 2021 and immediately—with her team— reviewed Dartmouth's three main initiatives related to climate, culture, and diversity: Moving Dartmouth Forward (MDF), Inclusive Excellence (IE), the Campus Climate and Culture Initiative (C3I) as well as other publicly stated goals. In January 2022, IDE issued a 6-month status report on their findings.*

#### Dartmouth Oversight Board :

*The internal oversight board will be a representative group with members consisting of current students, faculty, and staff, as well as ex-officio members from the IDE staff. The charge of the oversight board will be to meet regularly with the SVP/SDO to review and comment on early iterations of the annual report and to invite senior leaders to discuss progress and opportunities related to specific goals assigned to their areas (e.g., the Dean of the Faculty of Arts and Sciences, the Office of Institutional Research, the Provost).*

#### Dartmouth Alumni Advisory Council :

*The alumni advisory council will be composed of a broad representation from the alumni community as well as ex officio members from the recognized alumni affiliated groups as determined in consultation with Advancement and the President's Office. The charge of the council will be to serve in an advisory capacity to the SVP/SDO in reference to this plan as well as long-term policy and planning related to DEI across the institution.*

#### Ad Hoc Working Group :

*In addition to these two groups, IDE will continue to convene an ad hoc working group of Board of Trustee members to advise on the implementation of the plan as well as other matters within the scope of the SVP/SDO's purview.*

## Vision

Long-term, positive changes to the campus culture, student experience, and working environment

## Mission

To unify diversity, equity, and inclusion (DEI) efforts across the institution

## Values

### Diversity:

Diversity includes attributes such as race, gender identity, age, ethnicity, ability, national origin, religion, sexual orientation, and socio-economic status, among other aspects of identity. The composite of the various backgrounds present in the Dartmouth community makes the campus diverse. Diversity coupled with equity, inclusion, and belonging allows for optimal creativity, innovation, and academic excellence.

### Equity:

Equity is successfully creating structures and systems that disrupt existing and potential barriers to individual success and ensuring that all persons are treated fairly. Our progress toward equity, diversity, inclusion, and belonging addresses the historical legacies of exclusion, promotes social justice and equips every member of our community to thrive.

**Inclusion:**

Inclusion is an active, intentional, and ongoing individual and organizational effort in which people from different backgrounds or identities are treated equitably, culturally and socially welcomed, and included in decision-making. The result of effective inclusion efforts is belonging.

**Belonging:**

Belonging refers to a personal sense of feeling seen and valued for being our authentic selves. Belonging is experienced and reenforced through cultural messaging that each member of the community purposefully creates.

**Accountability:**

Transparent Reporting and Communication ~ IDE will summarize progress toward the completion of this plan in an annual report that will be shared with the campus community each year. In addition to annual reports, an online progress dashboard will provide quarterly updates on actions and metrics for success where appropriate.

**Education:**

Training and Education ~ A recurring theme from our community engagement sessions was the need for additional training and education for the entire campus community. To meet this need, IDE is developing a curriculum centered on topics related to diversity, equity, and inclusion. As IDE builds more capacity within its division, over time the unit will continue to add new facilitated workshops and self-directed training for the community to continue to expand and apply their knowledge. IDE will also maintain a repository of external trainers, coaches, and consultants with expertise in diversity, equity, and inclusion. This list will be available for those seeking support beyond the capacity of IDE.

**Strategic Alignment:**

Aligning as One Voice Toward Equity ~ While this plan emphasizes accountability and communication from institutional leaders, every member of the Dartmouth community, whether they are faculty, staff or students can contribute to its success by:

- Developing personal goals to contribute to a more inclusive and welcoming environment;
- Proactively completing training modules, participating in workshops, and attending lectures and programs that center diverse perspectives;
- Participating in divisional action plan development and implementation; and
- Sharing feedback through institutional surveys.

We can all play a role in moving Dartmouth Toward Equity

## 1. Coordination

*Identify opportunities for coordinated approaches to supporting individuals who study and work at Dartmouth*

### Stakeholder(s)

**Dartmouth Students**

**Dartmouth Institutes**

**Dartmouth Employees**

**Dartmouth Departments**

**Dartmouth Schools**

**Dartmouth Centers**

**Dartmouth Divisions**

Dartmouth consists of schools, divisions, institutes, departments, and centers which each have unique cultures and, in some cases, specific approaches to addressing equity and inclusion for the communities they serve. The actions below provide opportunities for coordinated approaches to supporting individuals who study and work at Dartmouth.

### Action 1. Strategic Alignment

*Create a coordinated model where diversity practitioners for each division and school have a dottedline reporting relationship to IDE and work to align divisional DEI goals to institutional priorities.*

True campus-wide transformation will require alignment with institutional priorities at the divisional and school levels. This model, where divisional DEI practitioners develop initiatives for their local areas in consultation with IDE, ensures that all areas are better aligned. The coordinated structure will be developed in partnership with each DEI practitioner and their supervisor and implemented by Summer 2023.

### Action 2. Mentoring

*Expand and formalize existing mentoring programs into a mentoring initiative that connects alumni with underrepresented and marginalized undergraduate students.*

One of Dartmouth's strengths is its active alumni community and their commitment to service in the interest of students. Many of the alumni in affiliated groups<sup>8</sup> and others beyond those groups have expressed an interest in connecting and building a supportive relationship with current students to enhance their time while at the College and beyond. To facilitate these connections, the Division of Alumni Relations will work with the Division of Student Affairs to create a mentoring initiative for underrepresented/marginalized students. This initiative will be developed in the 2023-24 academic year and launched by Fall 2024.

### Stakeholder(s):

**Alumni**

**Marginalized Undergraduate Students**

**Underrepresented Undergraduate Students**

### Action 3. Recruitment & Retention

*Develop institutional strategies to recruit and retain diverse faculty and staff.*

The diversity of our community relies on each unit's ability to recruit and retain top talent from a variety of backgrounds. With this action, each school and division will expand existing efforts to develop new recruitment strategies and goals in consultation with IDE that will inform long-term institutional progress in pursuit of a diverse campus community. Current demographics for faculty and staff are found in Appendix 3. While recruitment presents clear opportunities to welcome a diverse group of new employees to our community, retaining talent, especially those from underrepresented groups, is also a critical focus of this action. Dartmouth

will create professional development programs for faculty and staff to ensure their sense of belonging and ability to access leadership opportunities on campus. This goal will be achieved by Fall 2025.

**Stakeholder(s):**

**Dartmouth Faculty**

**Dartmouth Staff**

**Action 4. STEM**

*Strengthen and expand existing initiatives to promote underrepresented students in STEM.*

Dartmouth has long been a leader and supporter of diversity within science, technology, engineering, and math (STEM) from being the first American medical school of record to award an MD to a Black man, Samuel F. McGill<sup>9</sup>, to being the first national research university to award more bachelor's degrees in engineering to women than men<sup>10</sup>, to current initiatives like the E.E. Just Program<sup>11</sup> that provides intellectual engagement and mentorship to students from underrepresented backgrounds who are interested in STEM. Building on this history and a keen desire to become a national leader in this space, a campus-wide coordinated approach to increasing diversity in STEM will be implemented by Fall 2024.

**Stakeholder(s):**

**Underrepresented Students**

## 2. Structure

*Build systems and structures to improve Dartmouth's ability to support an inclusive and equitable experience*

### Stakeholder(s)

**Dartmouth Staff**

**Dartmouth Students**

**Dartmouth Faculty**

This priority area is focused on building systems and structures that will ultimately improve Dartmouth's ability to support an inclusive and equitable experience for staff, faculty, and students.

### Action 5. Belonging & Safety

*Establish a Community of Care model to provide a more robust support structure to increase the overall sense of belonging and enhance the campus approach to safety.*

We strive to create an environment on campus where all members of the Dartmouth community feel included and have the necessary resources available to them if they are in an unsafe situation. A Community of Care model will establish a coordinated response to incidents directly impacting the campus community, implement an institutional bias reporting system, and create proactive initiatives (e.g., peer-to-peer safe walk programs). Aspects of this model are underway and related initiatives will be in development by Fall 2023.

### Action 6. Interdisciplinarity

*Continued support for interdisciplinary academic departments, programs, and areas of concentration that focus on underrepresented groups.*

Dartmouth values the critical role interdisciplinary studies play in the academic life of the College. This has been demonstrated by the recent move of Native American and Indigenous Studies, African and African American Studies, and Latin American, Latino, & Caribbean Studies from programs to departments. Additionally, Dartmouth continues to support the Program in Women's, Gender, & Sexuality Studies and is in the process of developing Asian American studies within Arts and Sciences. These programs provide meaningful contributions to the overall academic experience for undergraduate students. Progress toward this action is ongoing and will continue through the duration of the plan.

### Stakeholder(s):

**Underrepresented Groups**

### Action 7. Black Culture

*Realize the stated commitment to establish an Institute for Black Intellectual and Cultural Life.*

In response to a letter authored by Black-identified community members at Dartmouth following the national racial unrest in 2020, Dartmouth made a commitment to establish an Institute for Black Intellectual and Cultural Life. The institute will serve as a critical convener and nexus point for the creative, cultural, and scholarly expression of the Black community at Dartmouth, providing an important foundation for the entire community on topics relating to issues of race and Black culture. Efforts related to this initiative are ongoing and plans for the institute to be launched should be realized by Fall 2023.

### Stakeholder(s):

**Institute for Black Intellectual and Cultural Life**

**Black Community at Dartmouth**

### **Action 8. DEI Data**

*Standardize and align the collection and reporting of DEI data across divisions and schools.*

Establish a cross-functional working group to create mechanisms for disaggregating data and creating clear methodologies to be used when reporting demographic information. This working group will be convened by IDE in collaboration with the Office of Institutional Research. This action will be implemented by Summer 2024.

**Stakeholder(s):**

**Dartmouth Divisions**

**Dartmouth Schools**

### 3. Accountability

#### *Create accountability and reporting systems*

This priority area addresses the College's need to create clear accountability and reporting systems that incorporate the lived experiences of staff, faculty, and students—and provide necessary training and education to ensure accountability becomes a feature of the Dartmouth community.

#### **Action 9. Feedback & Dialogue**

*Provide mechanisms to support community feedback and dialogue on issues of equity and belonging*

Senior leaders will provide a variety of mechanisms, including public forums, to support community feedback and dialogue on issues of equity and belonging. Discussions about topics related to diversity, equity, inclusion, and belonging will be prioritized by senior leaders. These forums can take the form of workshops, town halls, and small group discussions in which community members have an opportunity to learn about the College's trajectory, ask questions to clarify expectations, and have open conversations about the current climate. Each member of DSLG will create these opportunities within their respective units. IDE will advise senior leaders on appropriate formats for their communities. These opportunities for feedback and dialogue will begin in Spring 2023 and should be ongoing throughout the duration of the plan.

##### **Stakeholder(s):**

**Dartmouth Senior Leaders**

#### **Action 10. Training & Education**

*Provide DEI training and education for all leaders*

Provide DEI training and education for all leaders (senior leaders, department chairs, deans, diversity deans, administrative leaders, etc.) to meet expectations for developed leadership competencies. As new research related to organizational leadership emerges that is connected to best practices in DEI management, it is critical for leaders at all levels to continue to build and model their skills to create a more inclusive community<sup>13</sup>. To this end, IDE will provide leadership training for faculty, staff and administrative leaders that centers inclusive management and conflict resolution practices, building on training efforts from C3I. These trainings began in Summer 2022 and will continue through the duration of this plan.

##### **Stakeholder(s):**

**Dartmouth Leaders**

**Dartmouth Diversity Deans**

**Dartmouth Department Chairs**

**Dartmouth Administrative Leaders**

**Dartmouth Deans**

#### **Action 11. Past Injustices**

*Create a mechanism to identify where and how the college can improve its historical accountability for past injustices impacting marginalized groups*

Create a mechanism to identify where and how the college can improve its historical accountability for past injustices impacting marginalized groups including Native Americans, enslaved Africans, LGBTQ-identified people, women, and those who identify as Jewish (by practice or ethnicity). Dartmouth, like many of its peers, is poised to confront and take steps to restore injustices that have impacted historically excluded communities... The college will continue supporting current initiatives and identifying new opportunities to address its past. A report outlining the campus-wide work in this area will be authored by Spring 2024.

**Stakeholder(s):**

**Marginalized Groups**

**Native Americans**

**Enslaved Africans**

**LGBTQ-Identified People**

**Women**

**Self-Identified Jewish People**

**Samson Occom :**

*This work has already begun, with the historical accountability student research program, the repatriation of Samson Occom's papers to the Mohegan Tribe in 2022, and faculty research on the history of enslaved people at Dartmouth.*

**Mohegan Tribe**

## 4. Assessment

### *Incorporate evaluation and assessment into processes and procedures at Dartmouth*

This priority area reflects actions that will incorporate a lens of evaluation and assessment into processes and procedures at Dartmouth. These additional measures are intended as early steps in integrating an evidence-based approach to decision-making and regular reviews of existing processes that impact the experiences of staff, faculty, and students.

#### **Action 12. Exit Surveys**

*Develop a mechanism to regularly review trends from exit survey data as a marker of the overall employee experience for faculty and staff.*

As a part of the Inclusive Excellence initiative, an institutional exit survey was implemented for all employees who voluntarily departed from their positions. This data collection began in 2019 and provides a proxy for the campus culture from the perspective of employees... This action is anticipated to be implemented as a regular practice by Summer 2024.

##### **Stakeholder(s):**

**Dartmouth Faculty**

*to identify trends that may inform future professional development, policies, and processes.*

**Dartmouth Staff**

**IDE**

**Office of Human Resources :**

*The Office of Human Resources in partnership with IDE will review survey responses on an annual basis*

#### **Action 13. Committees**

*Establish a regular process for assessing search and governing committee participation for women and faculty of color.*

Recognizing that faculty of color and women faculty have been found to bear a heavier burden on mentorship and service, the Inclusive Excellence initiative called for departments, divisions, and schools to measure and balance institutional workload across faculty. This action had been implemented in the past with varied results. The action will focus on creating a system and regular process for reporting committee service for faculty. The metrics and process for data collection on faculty service will be refined by Fall 2025.

##### **Stakeholder(s):**

**Dartmouth Committees**

**Faculty of Color**

**Women**

#### **Action 14. Mentoring Committees**

*Assess and evaluate graduate student mentoring committees with faculty from multiple graduate programs to track and evaluate equity and inclusion in their mentorship experience.*

Ensuring support and mentorship for graduate students is critical to their overall experience as those with strong mentors are more likely to be successful in securing fellowships and funding, and to have broader social networks that are linked to job placement outcomes<sup>21</sup>. This is especially true for graduate students from underrepresented groups. Building on the call in C3I for all graduate students to have mentoring committees, Dartmouth will assess and evaluate the implementation of mentoring committees on the graduate student experience across demographics. This assessment will be used to refine this feature of graduate programs and data on the impact will be compiled by Fall 2024.

**Stakeholder(s):****Graduate Student Mentoring Committees****Graduate School Faculty****Action 15. Community Life***Assess and strengthen community life and inclusivity for all students.*

As the demographics of our undergraduate and graduate populations shift and students' needs continue to evolve, it is critical for Dartmouth to evaluate its current capacity to effectively support students' needs... Recommendations resulting from these organizational reviews should be implemented by Winter 2024.

**Stakeholder(s):****Division of Student Affairs :**

*To that end, the Division of Student Affairs will conduct organizational reviews for the Office of Pluralism and Leadership (OPAL), the Native American Programs, and the Tucker Center and will include The Guarini School of Graduate and Advanced Studies, the Tuck School of Business, and the Geisel School of Medicine in those discussions.*

**Office of Pluralism and Leadership (OPAL)****Native American Programs****Tucker Center****The Guarini School of Graduate and Advanced Studies****Tuck School of Business****Geisel School of Medicine****Administrative Information****Start Date:** 2022-09-01**End Date:** 2025-08-31**Publication Date:** 2022-11-14**Source:** [https://cpb-us-e1.wpmucdn.com/sites.dartmouth.edu/dist/4/2424/files/2022/11/TowardEquity\\_Fall-2022.pdf](https://cpb-us-e1.wpmucdn.com/sites.dartmouth.edu/dist/4/2424/files/2022/11/TowardEquity_Fall-2022.pdf)**Submitter:****Given Name:** Owen**Surname:** Ambur**Email:** [Owen.Ambur@verizon.net](mailto:Owen.Ambur@verizon.net)**Phone:**

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