Response by Executive Committee on Inclusive Excellence to the External Review Committee Report December 2018

After a comprehensive review that included an onsite visit and series of meetings with stakeholders, the external review committee on inclusive excellence delivered a thorough and thoughtful report on our progress with the Inclusive Excellence Action plan and our goal to create an inclusive environment at Dartmouth where diversity thrives. We are grateful to the committee for their time, expertise and support of Dartmouth as we tackle this aspect of campus climate. We accept fully the spirit of their recommendations and are exploring ways to implement them.

Inclusive Excellence is part of a three-pronged approach to fostering a campus climate of respect and inclusion, where everyone can bring their full self and do their best work. The other two parts include Moving Dartmouth Forward (MDF) launched in 2014, and the Campus Climate and Culture Initiative (C3I) which we announced in January 2019. Many of the external review committee’s recommendations address the long-term sustainability and institutional accountability of our inclusion efforts, and their recommendations prompt us to think about the sustainability of all three initiatives, and how best to create accountability structures that support all three efficiently, while ensuring that what makes each initiative distinct from each other is preserved. In particular, the external review committee’s recommendations regarding communication and structures – and most pointedly the suggestion of creating an Executive Accountability Committee - strike us as best approached collectively.

We have shared the external review committee’s report with the Board of Trustees and other senior leaders, and are already at work addressing many of their recommendations. This month, senior leaders will meet to review key accomplishments, remaining tasks and collectively create a campus-wide communication plan to ensure everyone is aware of our progress and remaining tasks (Recommendations 1A, 2B, 11A). Our office of Institutional Research, Dartmouth Assessment and Research Team and faculty from Qualitative and Social Sciences are reviewing survey and other data we have currently, data collection tools we have to hand, and future data and survey needs for all of our three climate initiatives to better support our efforts with evidence on outcomes. (Recommendations 2A, 4D, 8A, 8B, 9A, 10B and 10C). Under the leadership of our Provost, we are coordinating efforts across the faculties on the creation of systematic recruitment and retention plans, and identifying the appropriate accountability structures for these. (Recommendations 4A, 4B, 4C, and 4E). And in the coming weeks and months, we will strengthen the channels through which students and staff learn about our climate initiatives and can contribute to their evolution. (Recommendations 6 A, 6 B and 7A).

Key recommendations from the External Review Committee concern sustainability and accountability. As we address these recommendations and build out our newest campus climate initiative, C3I, we will take what we have learned from this report, and our prior experience with Moving Dartmouth Forward and Inclusive Excellence, to build sustainable structures and
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effective accountability mechanisms. These will ensure we continue to progress towards our goal of an inclusive campus.

The Inclusive Excellence Executive Committee:

Philip J. Hanlon, President
Joseph Helble, Provost
Evelynn Ellis, Vice President Institutional Diversity and Equity
Richard Mills, Executive Vice President