Policies in Action Working Group Report Summary

The first recommendation of the National Academies of Science, Engineering, and Medicine (NASEM) Consensus Study Report, titled "Sexual Harassment of Women: Climate, Culture, and Consequences in Academic Sciences, Engineering, and Medicine," strongly encourages academic institutions to take steps "to foster greater cooperation, respectful work behavior, and professionalism at the faculty, staff, and student/trainee levels."

As part of the broader Campus Climate and Culture Initiative (C3I) and to support NASEM's recommendation, a working group was established to "identify any areas in which hierarchical power-differentiated relationships [...] could conflict with these goals of greater cooperation, respectful work behavior, and professionalism at all levels."

Specifically, the working group's charge is to:
● Identify specific areas where conflicts could exist;
● Examine specific policies that help mitigate conflict in those areas, enlisting best practices from peer institutions and NASEM as appropriate;
● Recommend policy changes and training needed to eliminate such potential conflicts;
● Recommend key performance indicators to be tracked to measure progress toward providing a healthy learning [and working] environment for all students, faculty, and staff.

The working group drew from informal surveys, stakeholder interviews, peer institution comparisons, examination of existing relevant Dartmouth policies, and an in-depth analysis of the 2016 Community Study to identify areas where conflicts exist. Those areas include:
● Mistreatment, such as exclusionary, offensive, intimidating, hostile behavior
● Inequitable access to key services
● Fear of retaliation or lack of motivation to report
● Lack of accurate and responsible communication regarding decision-making

From these findings the working group identified 21 recommendations categorized by their impact and the resources required to implement them. Recommendations are divided into the following categories:
● High Impact, Low Effort
   ○ EX: Institute a College-wide code of ethics and conduct that is a mandatory part of onboarding and renewed every year
● High Impact, Medium Effort
   ○ EX: Onboarding and mentoring for junior faculty
● High Impact, High Effort
   ○ EX: Submit a campus-wide ADVANCE grant to further improve the diversity and power dynamics of the academy at Dartmouth
● Medium Impact, Low Effort
   ○ EX: Provide an opportunity for junior faculty to voice concerns about fairness and clarity of the tenure and promotion process
● Medium Impact, Medium Effort
   ○ EX: Consolidate and organize relevant policies for ease of use and transparency for the community.

The Provost is committed, with the support of the working group, to identify and implement three of the recommendations during the academic year 2020-21.

Recommendations:

(1) Adopt a College-wide code of ethics and conduct and create a position of Assistant Provost for Faculty Affairs in the Provost's Division to publicize the code of ethics and conduct, review the code of ethics and conduct with incoming faculty and staff members, and serve as a reporting office for violations of the code of ethics and conduct and other climate issues.

> (a) Require all new faculty and staff members to receive and sign the code of ethics and conduct during orientation, and all faculty and staff members to review and sign the code of ethics and conduct annually.

> (b) Institute a College-wide system for reporting violations of the code of ethics and conduct that provides a clear reporting process for violations and that is separate from the administrative chain of command for determining salaries, raises, promotions, and resources.

(2) Implement a mentoring system for graduate students and postdocs.

> (a) Create advisory committees for postdocs and graduate students to include faculty members both inside and outside of the postdoc's or graduate student's primary department.

> (b) Develop a mentoring guide for faculty who mentor graduate students or postdocs.

(3) Institute a system to represent staff interests, promote equitable and inclusive support and supervision of staff, and improve dynamics of positional power between faculty and staff.

> (a) Create a Staff Council to identify and communicate staff interests.

> (b) Solicit input from Board of Trustees committees on dynamics related to gender, race, and positional power.