



2021

DEI STRATEGIC REVIEW + ACTION PLAN

TUCK SCHOOL OF BUSINESS AT DARTMOUTH



BACKGROUND

At the start of the 2020 – 2021 school year, Dean Matthew J. Slaughter announced a new leadership role and appointment within the Deans' Office at the Tuck School of Business: one that would build upon the strengths of the community, advance the pursuit of the school's mission, and elevate a commitment to organizational change. Effective September 1, 2020, Dia Draper became the first Assistant Dean for Diversity, Equity, and Inclusion at the Tuck School. She assumed the role full-time starting January 1, 2021.

Among Dean Draper's portfolio is a charge to assess Tuck's approach to diversity, equity, and inclusion; work with teams across the school to develop recommendations to ensure the inclusion of underrepresented perspectives across offerings and settings; and guide Tuck's DEI plans forward, facilitating the setting of goals and the benchmarking of progress.

The school established an internal working group comprised of staff members Elle Higgins, Matthew Lotterhand, Miguel Ramirez, Taryn Rich, and Michele Wheeler, and an advisory team of students, alumni, faculty, and staff tasked with supporting a comprehensive strategic review of Tuck's culture, climate, and engagement with DEI. Hundreds of MBA students, alumni, faculty, and staff participated in surveys and interviews during this review process. It is their experiences, feedback, and ideas that have informed our data-driven and people-centered approach.

The Tuck Diversity, Equity, and Inclusion (DEI) Action Plan is based on this year-long process and a review of community culture, curriculum, MBA student recruitment, employee hiring and retention, co-curricular, and community engagement activities all through the lens of diversity and inclusion.



TUCK DEVELOPS WISE, DECISIVE LEADERS WHO BETTER THE WORLD THROUGH BUSINESS.

Diversity and inclusion are cornerstones to delivering on that mission. Among the attributes of wisdom are the inclusivity and empathy to understand and work effectively with others, and core to decisiveness is the ability to thoughtfully seize opportunities. It is through wise, decisive leadership that bold decisions can be made to substantially improve business performance and the world we live in.

DEI MISSION

To foster a culture and environment where all members of the Tuck community feel included and have the support to thrive.

We will honor diversity in all its forms, welcome each person as they are, and provide the spaces and opportunities to engage in respectful, meaningful, and growth-oriented discussion and debate.

We will model what truly diverse and inclusive leadership looks like within academic and business communities.

“

I firmly believe that inclusive cultural, gender, religious and political diversity leads to more thorough analysis, hedges risk, produces better solutions and optimizes gains.

DAVID GRAIN T'89
TUCK BOARD OF ADVISORS



OUR APPROACH

- ✓ Think big picture (forest) while balancing practical implementation (trees)
- ✓ Promote clarity, transparency, and trust. Make it safe to experiment and learn from our mistakes
- ✓ Work value focuses on impact, progress, and data driven decision making
- ✓ Cultivate collaboration and a collective movement towards DEI practices
- ✓ Nurture creativity, encourage expansive thinking, and embrace diversity of thought and dissenting opinions

OUR ACKNOWLEDGEMENT

We acknowledge that no DEI action plan can eliminate or solve society's complex problems. We are nevertheless committed to making our Tuck community as inviting, inclusive, equitable and diverse as possible. We developed our view of what a successful DEI action plan could yield at Tuck, knowing that despite the challenges and discomfort we may face, that we have both a duty and an opportunity to help make the world a more equal, more just, and more inclusive place beginning with our own community.

SUCCESS FOR TUCK'S DEI ACTION PLAN:

1. Positions Tuck as a destination for diverse students, staff, and faculty
2. Impacts academic, professional, and social aspects of student life
3. Includes participation from multiple constituents to shape, own, deliver and sustain
4. Is dynamic and will evolve; it will be creative and flexible, not prescriptive
5. Is delivered and owned in multiple places, success is not dependent on a single person or team
6. Prepares students to thrive in the workplace and lead businesses of the future
7. DEI becomes a cornerstone of Tuck's demonstrated values



STRATEGIC REVIEW

- PRINCIPLES THAT GUIDED OUR RESEARCH AND SOLUTIONS
- THE DISCOVERY PROCESS
- GENERAL TAKEAWAYS
- FINDING THEMES
- EMERGING PRIORITIES

STRATEGIC REVIEW

PRINCIPLES THAT GUIDED OUR RESEARCH AND SOLUTIONS

The DEI working team established 10 principles that guided our approach to the work and would inform our recommendations and solutions.

REINFORCE TUCK'S MISSION

Tuck develops wise, decisive, and inclusive leaders who better the world through business.

LEADING EDGE W/ DARTMOUTH

Partner with and be at the forefront of DEI efforts across Dartmouth College.

OFFER THE BEST LEARNING EXPERIENCE

Set a high quality bar and aim to be best in class to cultivate wise business leaders prepared for a diverse world.

STRATEGIC, PRIORITIZED, AND PRACTICAL

Set long term goals with actionable plans that drive impact.

SYSTEMATIC AND SCALABLE

Develop sustainable systems, structures and tools that drive institutional and individual engagement.

EXPERIENCE PRINCIPLES

MODEL FROM THE TOP

Senior leadership models commitment with actions and words.

ACTIONABLE, MEASURABLE, ACCOUNTABLE

Prioritize and implement DEI efforts whose impact can be identified, measured, and assessed.

TRANSPARENT COMMUNICATIONS

Share updates on progress with courage to own mistakes, misses and learnings.

PROACTIVE AND PARTICIPATORY

Engage the Tuck/Dartmouth and Upper Valley communities in thoughtful dialogue, celebrate difference, raise awareness.

INTEGRATED EXPERIENCE

Opportunities to learn and grow are integrated across student life, academic life and extra-curricular activities. Faculty, staff and alumni feel informed and included.

ORGANIZATIONAL PRINCIPLES



STRATEGIC REVIEW

THE DISCOVERY PROCESS

We sought to gather candid observations, feedback, and ideas from the Tuck community to help us direct focus and prioritize our analysis.

Through synthesis, we found the strongest themes, insights, and supporting details in the highest need areas to tee up analysis and ideation.



665 SURVEY
PARTICIPANTS

We gathered quantitative data inviting all Tuck MBA students, alumni, faculty, and staff to surface patterns around the highest frequency themes + open feedback entries.

GO WIDE



100+ LIVE
CONVERSATIONS

We dug deeper behind those key questions engaging in rich dialogue to uncover the motivations, drivers, emotions and connections behind them.

GO DEEP



COMPETITIVE INTEL AND
BEST PRACTICES

Through our secondary research, we unearthed benchmarks and examples of “best in class” organizations and approaches that provided further inspiration and ideation to advance DEI.

STRATEGIC REVIEW GENERAL TAKEAWAYS

During our analysis, 12 insights emerged as core issues that need to be addressed to fulfill our mission and vision for DEI at Tuck.

1 EMPATHY AND UNDERSTANDING

One of the strongest unanimous themes, people articulated a desire for safety, candor, courage, empathy and dialogue

4 AVOIDANCE AS HINDRANCE

Friendly 1:1 and pleasant interpersonal translates to issue avoidance or tendency to shy away from conflict, addressing bias, and learning from mistakes

7 BE BEST IN CLASS

Tuck's efforts should reflect our desire and capability to be a world class institution with an inclusive culture that inspires the world

10 BEYOND VISIBLE DIVERSITY

Equity and inclusion means broader representation beyond gender or race. Nurture, embrace all forms of difference

2 REDUCE MINORITY FATIGUE

Eliminate the need for historically excluded groups default voice to educate, discuss, address and answer questions pertaining to DEI, causing stress, fatigue and at times (reliving) trauma

5 SYSTEMS VS. PERSONS

Develop systems and create sustainable, consistent opportunities for education, celebration and communications that help people feel included and informed

8 PLATFORMS TO DIALOGUE

Students, faculty and staff cite a need for forums, facilitation, safe spaces, and "know how" to encourage deeper discussion on DEI

11 TALE OF TWO EXPERIENCES

Lived experiences, perceptions and sense of belonging differ greatly. Excluded groups lack connection and confidence from not seeing themselves reflected in case studies and faculty

3 CELEBRATE DIFFERENCE

Avoid viewing all community members as the same to avoid offense, instead of celebrating differences, lived experiences and promoting learning

6 TOP-DOWN COMMITMENT

Leadership vision, action, and communication is both expected and required for people to feel DEI is truly a priority

9 PASSIVE VS. ACTIVE ALLYSHIP

While everyone can express ethical value of DEI, the predominant approach is one of passive support vs. active engagement

12 WISE AND PREPARED

Incorporate DEI more fully and intentionally into the curricular and co-curricular experience to develop leaders prepared for a diverse, complex world

STRATEGIC REVIEW FINDING THEMES

During the discovery process, 8 reoccurring themes emerged from the feedback and sentiments shared by Tuck MBA students, alumni, faculty, and staff.

1 REPRESENTATION

- Increase representation across students, faculty, and staff
- Push beyond race, gender, nationality, sexual orientation to include neurodiversity, socioeconomic background, etc.
- Representation of perspectives, thoughts, and lived experiences

2 EQUITY + INCLUSION

- Go beyond diversity into fair access, opportunity, and having a seat at the table
- Feeling welcome and at home vs. feeling they are just here
- Both overt and subtle gestures can include and exclude
- Tuck social settings and experiences

3 ALLYSHIP

- Develop better understanding of allyship, DEI training, opportunities to learn
- Forums to share stories and BIPOC experiences
- Understand allyship in social vs. professional spaces
- Non-racist vs. anti-racist.

4 CULTURE + ENVIRONMENT

- Opportunities to build trust, safety to voice opinions
- Welcome and hear new ideas, opposing views
- Top-down modeling of behavior
- Aware of the “haves” vs. the “have nots”—two different experiences
- Willingness to embrace truth

5 DEI BUSINESS CASE

- Produces better results
- In line with workplace trends
- Future (wise) thought leaders
- Attracts best talent – students, faculty, and staff
- DEI is a must do, not a “nice to have”

6 ONGOING EVOLUTION

- There is no DEI gold standard yet, but Tuck is also not at competitive parity
- Perfection isn't the goal
- Visible progress and meaningful impact take time
- Share metrics of success + actions

7 BRAND + REPUTATION

- Pros/cons of small, tight, nice
- Homogenous culture, explore multidimensional standards of “fit”
- Don't do DEI to avoid looking bad vs. striving to look great
- Safety, isolation, and the perception of Upper Valley

8 SYSTEMS + TOOLS

- Establish goals, processes, and structure
- Mechanisms for feedback, communication, accountability, and collaboration
- Leadership proactive vs. reactive
- Everyone has a role to play in DEI at Tuck

STRATEGIC REVIEW EMERGING PRIORITIES

Key areas where we need to focus our institutional resources, efforts, and energy to drive change.



REPRESENTATION AND FIT

Increasing diversity in student, faculty and staff alone isn't sufficient, also cover:

- Being able to see myself at Tuck
- Mono-culture and profile
- Brand, perception and appeal for URM communities
- Not limited to visible diversity



CULTURE AND ENVIRONMENT

In order for DEI efforts to be successful and sustainable, they require a nurturing culture where the following are present:

- Safety, candor, and trust
- DEI environment and norms
- Platforms to dialogue/engage
- Leaning into courage



CURRICULUM AND PROGRAMMING

Integrating DEI into academic, social and community involves:

- Wise and prepared leaders in DEI
- Bridging gap between tale of two experiences
- Integrated focus and foundational expectations and preparation



ALLYSHIP

Progress & results require active participation from everyone:

- Active vs. passive allyship
- Education, training, tools
- Collective accountability to reduce minority fatigue



COMMUNICATION

Doing the work pairs alongside talking about the work and progress under way:

- Clarity of goals and focus
- Reporting on progress and metrics
- Humility and honesty at the good and bad, and success and failures

During our analysis, we recognized that the 8 themes that were identified could be synthesized into 5 emerging priorities. As we assessed the recommendations and priorities, the team realized that allyship and communication were not necessarily separate areas of focus so much as critical elements that were undercurrents to addressing representation, inclusion, and the curriculum.

DIA DRAPER
Assistant Dean, DEI

DEI ACTION PLAN

- FOCUS AREAS
- KEY OBJECTIVES
- INTERIM PROGRESS
- MOVING FORWARD: A 3-YEAR ROADMAP

TUCK DEI ACTION PLAN FOCUS AREAS

1

INCREASE REPRESENTATION

KEY OBJECTIVES: Raise representation of various forms of diversity, particularly with race, gender, and socio-economic diversity across student, faculty, staff and leadership positions.

2

NURTURE A CULTURE OF INCLUSIVITY

KEY OBJECTIVES: Foster an environment where all students, faculty and staff believe they can bring their authentic selves to Tuck in order to succeed and thrive.

3

ENRICH THE LEARNING ENVIRONMENT

KEY OBJECTIVES: Prepare wise leaders to lead in an increasingly diverse and complex world and workforce and nurture a growth mindset.

CRITICAL ELEMENTS OF PLAN EXECUTION

RESOURCES Align strategic planning, staffing and resource allocation to reflect diversity goals and objectives

ACCOUNTABILITY Incorporate accountability measures and support systems to activate action plans and deliver desired outcomes

COMMUNICATION Increase transparency of goals and action plans while providing updates on progress, learnings and metrics



DEI
at TUCK

FOCUS AREAS AND KEY OBJECTIVES

1

INCREASE REPRESENTATION

Raise representation of various forms of diversity, particularly with race, gender, and socio-economic diversity across student, faculty, staff and leadership positions.

KEY OBJECTIVES:

- **BROADEN** the pool of under-represented and historically excluded applicants
- **EVALUATE** and **ADDRESS** systemic barriers and implicit bias in recruiting processes
- **PURSUE** a continuous and diverse candidate pool while developing a pipeline of student, staff, and faculty talent
- **ENRICH** and **EMPOWER** a diverse community in order to recruit, retain and promote top minority talent



2

NURTURE A CULTURE OF INCLUSIVITY

Foster an environment where all students, faculty and staff believe they can bring their authentic selves to Tuck in order to succeed and thrive.

KEY OBJECTIVES:

- **PROMOTE, NURTURE** and **CELEBRATE** difference in the Tuck and Dartmouth community
- **TAKE** a leadership stance within Dartmouth and the Upper Valley to promote, engage and partner on DEI initiatives
- **FOSTER** a growth mindset that develops positive, informed and impactful allies of diversity, equity and inclusion
- **ESTABLISH** community guidelines and expectations to encourage learning, dialogue, and positive relationships.



3

ENRICH THE LEARNING ENVIRONMENT

Prepare wise leaders to lead in an increasingly diverse and complex world and workforce and nurture a growth mindset.

KEY OBJECTIVES:

- **ENHANCE** the learning experience by further integrating DEI into our curriculum, case studies, and classroom experience
- **PROVIDE** necessary support, tools and resources for faculty and staff to incorporate DEI within the learning environment
- **PROMOTE** knowledge, education and awareness to empower a supportive learning community
- **FOSTER** trust, well-being, and openness to discuss DEI along with shared sense of responsibility and participation

TUCK DEI ACTION PLAN

1 INTERIM PROGRESS: INCREASE REPRESENTATION

Tuck partners with the following organizations to support diversity and inclusion and recruitment initiatives: Consortium for Graduate Study in Management; Dartmouth Office of Institutional Diversity & Equity; Forté Foundation; Management Leadership for Tomorrow; Reaching OUT MBA (ROMBA); Toigo Foundation.

The fully-funded Tuck Diversity Conference and Women in Business Conference welcome prospective students from all around the world to join us for enriching programming and events that showcase Tuck's curriculum and community while also inviting them to make authentic connections with students, staff, faculty, and alumni as they consider joining our personal, connected and transformative MBA program.

DYNAMIC AND DRIVEN: THE CLASS OF 2022 LAUNCHES AT TUCK | AUGUST 2020

The Tuck class of 2022 sets school records for percentage of women – nearing gender parity – international representation, and more.

INTRODUCING THE TUCK CLASS OF 2023 | AUGUST 2021

T'23s began their MBA studies at Tuck having set a new record for first generation college students, average GMAT, and more.

EXPANDING ACCESS TO BUSINESS EDUCATION | 2018 - PRESENT

A priority of the Tuck Difference Campaign, Tuck is targeting historic investments in student scholarship, Tuck-Dartmouth programs, and minority business programs. This support has allowed Tuck to double the number of scholarships it now awards to MBA students. Those in the Tuck Class of 2022 experience a 97.4% increase in the number of scholarships awarded compared to the number of scholarships awarded to the Class of 2020. Tuck scholarships range from \$10,000 to full tuition. The average Tuck scholarship currently is \$29,290.

TRILANTIC NORTH AMERICA AND DARTMOUTH'S TUCK SCHOOL OF BUSINESS TO LAUNCH EXECUTIVE EDUCATION PROGRAM TO ADVANCE GENDER EQUITY IN PRIVATE MARKETS | APRIL 2021

The program will equip private markets leadership teams with the tools to cultivate a diverse talent pipeline, foster an inclusive and equitable workplace environment, develop core skills to promote the advancement of female leaders in the sector and highlight the critical role of male allyship.

PROSPECTIVE STUDENT RECRUITMENT, SUMMER 2021

Piloting the relocation of a Tuck Admissions Officer to the greater New York and New Jersey area to focus on developing relationships with prospective applicants, alumni, corporate and organizational partners in one of the world's most diverse geographies.



DEI
at TUCK

TUCK DEI ACTION PLAN

2 INTERIM PROGRESS: NURTURE A CULTURE OF INCLUSIVITY

The Tuck community is enriched through the activities of 11 cultural affinity student clubs: Asia Business Club; Association of Christian Tuck Students (ACTS); Black Students Association at Tuck (BSAT); Tuck Consortium Student Association; Hispanic American Student Association (HASA); International Club; Jewish Club; Latin American & Iberian Business Club; Muslim Student Association; South Asia Business Association (SABA); Tuck Africa Club; Tuck Pride

The mission of the Tuck Association of Diverse Alumni (TADA), which recently celebrated its 10-year anniversary, centers around its commitment to promoting the interests and supporting the ongoing needs of diverse alumni and students to ultimately attain critical mass for a highly engaged alumni ecosystem.

TUCK ALLIES THROUGH LEADERSHIP AND KNOWLEDGE (TALK) BOOK CLUBS | 2020 – 2021

DEI book groups comprised of students, faculty and staff read *The New Jim Crow*, *How to Be an Antiracist*, and *So You Want To Talk About Race*.

W50: CELEBRATING 50 YEARS OF WOMEN AT TUCK | 2020

TUCK DIVERSITY BUSINESS PROGRAMS CELEBRATE 40TH ANNIVERSARY | 2020

10 YEARS FOR TUCK ASSOCIATION OF DIVERSE ALUMNI | 2020

EMPOWERING EVERY VOICE: DIVCO 2020 | 2020

CHARTING UNCHARTED TERRITORIES: WIB CONFERENCE 2020 | 2020

CELEBRATING BLACK LEGACY MONTH AND ON SOCIAL | 2021

CELEBRATING AAPIHM AT TUCK AND ON SOCIAL | 2021

DEI: MAKE IT YOUR BUSINESS—THE FIRST-EVER MBA DEI SUMMIT | 2021

NEW DEI CORDS AND STOLES AT INVESTITURE AND GRADUATION | 2021

STRENGTH THROUGH STORIES: DIVCO 2021 | 2021



DEI
at TUCK

3 INTERIM PROGRESS: ENRICH THE LEARNING ENVIRONMENT

DEI & The Tuck Curriculum: Tuck's rigorous and relevant curriculum evolves to meet the needs of our students and to reflect the important changes going on in the world. One example of the evolving curricular content at Tuck is Managing Organizations (MO), the final organizational behavior installment in the MBA program's required core curriculum. MO builds on ideas developed in Tuck Launch (orientation) and the Managing People course and focuses on how organizations get things done. MO explores organizations as complex social systems that bring together tasks and structures, people and culture, and the role of leadership in managing these systems, keeping them well-aligned, and in service of achieving strategic goals in a way that harnesses the benefits of diversity, equity and inclusion (DEI).

THE TUCK NEXT50 INITIATIVE: A SEED FOR CHANGE

An initiative to partner with and support faculty in developing more diverse, equitable, and inclusive case work and course materials. Next50 Fellows will also help launch a DEI focused case competition thanks to a generous alumni gift to Tuck from Win D'72 T'73 and Christie Neuger. The Neugers also pledged an additional \$1 million to support faculty teaching and research on DEI topics.

NEW INTERCULTURAL & INCLUSIVE LEADERSHIP PROGRAMS LED BY TUCK'S VINCENT MACK

The month-long program explores the Intercultural Development Inventory assessment, The History of Disparities In the Workplace & features a panel of alumni leaders who share their wisdom on how to leverage difference. The new Inclusive Leadership Workshop series also includes a session on inclusive leadership, a critical capability to leverage diverse thinking in complex and dynamic business environments.

MBA PROGRAM PARTNERING WITH TUCK EXECUTIVE EDUCATION DIVERSITY BUSINESS PROGRAMS

Connecting seasoned entrepreneurs from diverse backgrounds together with Tuck MBA students for projects, panel discussions, and networking events. Tuck's Diversity Business Programs include: [Building a Successful Diverse Business](#); [Growing an Established Diverse Business](#); [Digital Excellence Program for Minority Entrepreneurs](#); [Supplier Diversity Professional Excellence Program](#)

DEI @ TUCK BRIDGE

In Inclusive Leadership: The Business Case for Diversity, Bridge students learn about the framework of Inclusive Leadership and discuss the role and impact of diversity in/on individuals, teams and organizations.

TUCK LAUNCH ADAPTS TO A CHANGING WORLD

Increased DEI content in Tuck Launch (required first-year student orientation) via two DEI modules that challenge students to reflect on their own lived experiences and exposure to issues of diversity.

BUILDING A STRONG BLACK TECH COMMUNITY: INSIDE AFROTECH 2020

Increased funding for student participation in DEI-related conferences, and funding for [Tuck student clubs and affinity groups](#) to boost inclusion through the Return on Inclusion Fund.



TUCK DEI ACTION PLAN

IMPORTANT STATEMENTS & UPDATES

- [Racism in America and Hope at the Tuck School](#) | June 2020
- [Together We Will Rise: A Message from Student Board Leadership](#) | June 2020
- [Letter from Black Students Association at Tuck and the Consortium Student Group](#) | June 2020
- [Stand United: A Message from the Tuck Association of Diverse Alumni](#) | June 2020
- [Dia Draper Named Tuck Assistant Dean for Diversity, Equity, and Inclusion](#) | September 2020
- [A Shared Commitment to Diversity, Equity, and Inclusion at Tuck](#) | October 2020
- [Update on Diversity, Equity, and Inclusion at the Tuck School](#) | November 2020
- [Update on Diversity, Equity, and Inclusion at the Tuck School](#) | January 2021
- [Dartmouth Names Inaugural SVP/Senior Diversity Officer](#) | February 2021
- [Update on Diversity, Equity, and Inclusion at the Tuck School](#) | February 2021
- [Standing Together against Anti-Asian Hatred](#) | March 2021
- [Update on Diversity, Equity, and Inclusion at the Tuck School](#) | April 2021
- [Tuck Increases Support for Military Veterans](#) | May 2021

TUCK DEI ACTION PLAN

MOVING FORWARD: A 3-YEAR ROADMAP

The pathway towards success and sustainability for Tuck's DEI Action plan requires a multi-year approach of both immediate actions in programming and activities, as well as longer term shifts in behaviors and mindsets.

DEFINE

- Establish infrastructure and teams
- Create and share the Tuck DEI plan
- Model DEI principles and behaviors
- Launch communication strategy for clarity, engagement, and transparency

EXECUTE

- Accelerate action plan rollout and participation
- Evaluate and improve data collection
- Release new programming and events
- Foster greater partnerships at Dartmouth, upper valley and beyond

ELEVATE

- Continued implementation and evaluation
- Increased collaboration between Tuck and Dartmouth
- Advance our systems, tools, resources
- Showcase impact through metrics
- Assess progress and re-evaluate

2021

2023

GET INSPIRED. GET INFORMED. GET INVOLVED.

RESOURCES

- [Tuck DEI Language & Lexicon Guide](#)
- [The Seven Tuck Ground Rules for Navigating Difficult Conversations](#)
- [Inclusive Leadership Opportunities for Students](#)
- [Community Data](#)

INCLUSION, DIVERSITY, EQUITY IN ACTION COMMITTEE (IDEA) AT TUCK

This committee will serve as an advisory body as Tuck takes meaningful action on the findings of our DEI Strategic Review and the focus areas of our DEI Action Plan. The committee will support efforts to prioritize recommended next steps, establish infrastructure needs, and identify the data and metrics that will indicate success in achieving our DEI goals. Committee members will include students, partners, staff, faculty, and alumni who will partner not only with the Office of the Dean, but also with offices and organizations across campus, and within the Upper Valley community.

To get involved with the IDEA committee, contact tuck.diversity.equity.inclusion@tuck.dartmouth.edu.

QUESTIONS? FEEDBACK?

Contact tuck.diversity.equity.inclusion@tuck.dartmouth.edu.



ACKNOWLEDGMENTS

Thank you to the DEI Strategic Review Advisory Team and our partners:

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