



I trust that the start of the fall term has been as busy for you as it's been for our team in the Dean's Office. And while there have been challenges to overcome, the return to campus and classrooms has been overwhelmingly safe and smooth, and a welcome return to some of the normalcy we've missed over the past several months. For all of the work that you invested—and continue to do—in making our students' experience a positive one, thank you.

In this issue, I'm updating you on a new effort that launched during summer 2021—an onboarding initiative for new and new-to-role faculty (NNRF). The initiative grew out of recommendations in the Dietrich School of Arts and Sciences Diversity Review: External Review Report and Recommendations on Diversity, Equity and Inclusion (June 2019), and DSAS Faculty Diversity Committee led Lecturers' focus groups on mentoring held in Spring 2020.

Prior to completing the onboarding pilot design, Assistant Dean for Appointment Stream Faculty Lynn Clarke met with chairs of departments welcoming NNRF to outline the School's preliminary plans and obtain feedback.

The broad goal of our onboarding initiative is for newly hired faculty to have a rewarding and successful first year in the Dietrich School. To meet this goal, we set out to help orient, socialize, and facilitate early learning and development of our NNRF. We helped orient faculty by briefly introducing them to key Dietrich School policies, procedures, structures, and systems. We introduced our new hires to the School's mission of education and scholarly excellence, and to its liberal arts culture, and invited them to join us in co-creating that culture as we journey towards our core values of diversity and inclusivity. Finally, we introduced faculty to resources that will help equip them with the basic knowledge and skills they need to successfully perform their roles this year and, thereby, continue to advance their careers.

The pilot has seen two of its three stages completed to date. In the first stage, pre-onboarding, Associate Dean for Faculty Kay Brummond and Assistant Dean Clarke welcomed 28 Instructors, Lab Instructors, Lecturers, Research professors, and tenured and tenure stream faculty, and introduced them to key online information.

The second stage, entry onboarding, took shape as an approximately three-hour Zoom event designed and hosted by Assistant Dean Clarke, NNRF were introduced to the Dietrich School's leadership, had a chance to strategize their return to in-person training and/or teaching, with the assistance of University teaching and education software consultants, and received preliminary guidance on Dietrich School service expectations, governance, and annual review processes.

Finally, NNRF met their Dietrich School "peer buddies." Matched with NNRF in departments different from their own, buddies are resources for informal structured conversation, intra-divisional connection, and friendly support. Buddy relationships carry over into the third or post-entry stage of onboarding, which lasts one academic year.

For the pilot, post-entry onboarding will include interactive DSAS programming for new Lecturers, Lab Instructors, and Instructors. Possible topics include career support, best practices in teaching, and outreach and service.

In the future, we will continue partnering with departments and programs to provide a comprehensive onboarding program that is robust enough to advance our standards of excellence, and flexible enough to allow our departments and programs, and our new and continuing colleagues, to thrive.

We are still early in this exciting process, and anticipate sharing initial feedback and survey results from our first cohort of participants at the end of the onboarding year, in early Summer 2022.