Under the guidance of the URGE curriculum, Toolik Field Station (TFS) has developed several plans to either improve upon existing policies or create new ones to take steps towards becoming an anti-racist organization. This document provides a plan to incorporate deliverables into your organization as TFS continues to develop, assess, and finalize policies and resources. In the coming months, TFS will hire a Communication & DEI manager to review these proposed policies and put them into practice.

Deliverable	Existing Policy or Resource?	Initial Point of Contact(s)	Where It Is or Will Be Posted	Review/Update Interval	Racial Risk Assessment?	Training Recommended?	Approval, Check, and/or Consequence
Complaints and Reporting Policy	No	Amanda, Sarah	Online and onsite (alongside Title IX reporting flyers)	Recommended extensive review and update within the year to build a stronger policy; then review annually	Recommended for in-camp minor infractions reporting policy	Maybe for scientific liasions? Community Bystander Intervention training (GreenDot, ihollaback.org)	Approval by Office of Equity and Compliance; Consequences will need to be further developed.
Demographic Data	No	Stevie, Randy	Current goals online; demographic data TBD	Update annually and presented at the annual meeting.	Recommended	Not planned	Approval by HR or NSF?

Policies for Working with Communities of Color	No	Dave, Amanda		Revise in collaboration with Anaktuvuk Pass community contacts; review annually to improve and expand	Recommended	Yes, training for working with Native Alaskan Communities.	
Admissions and Hiring Policies	Yes	Sarah, Amanda	Internal Staff Handbook, on advertised positions	Review policy every 2 years	Recommended	Implicit bias training for hiring committee members	Approval of TFS management as well as in compliance with UA HR.
Safety Plan	Modification to existing	Ruby, Sarah, Scott	Online and sent as part of an orientation packet to new staff/visitors	Review annually	Yes	In coordination with training for working with communities of color	Approval by TFS management and the safety coordinator
Resource Map	No	Amanda, Cezanna	Online and sent as part of an orientation packet to new staff/visitors	In current review; then revised on rolling basis	Recommended	No	

Additional considerations for each deliverable (use this space to elaborate on table entries, organize it as appropriate for your pod):

● **Agreement** - This agreement can be adapted to outline how you will interact and meet with leadership about these policies, as well as regular meetings with key contacts such as diversity/inclusion committees, HR, etc.

● **Pod Guidelines** - Toolik URGE pod guidelines can be adapted into longer term plans/bylaws. TFS will be hiring a Communication & DEI manager who will take the lead and work with staff and the research community to regularly revise and update TFS policies to be anti-racist. This may take the form of a committee or working group that meets regularly.

● **Complaints and Reporting Policy -** Toolik does not currently have a complaint and reporting policy specific for incidents of racism. However, the UAF Office of Equity and Compliance has an institutional-wide reporting structure for all instances of discrimination that all TFS guests/staff could go to. Additionally, the TFS Code of Conduct, seen by all before or upon arrival at camp, explicitly prohibits racial harassment. A formal complaint policy specific for TFS, as described in this deliverable, should be developed in coordination with the UAF Office of Equity and Compliance following the hiring of the Communication & DEI manager.

Additionally, TFS should develop and adopt a policy for reporting and addressing microaggressions/bias within camp in accordance with the plan proposed in the deliverable. The structure of this reporting system, its intended outcomes, and the consequences for those who receive complaints have yet to be identified. A racial risk assessment will need to be conducted before implementing, with special attention to the challenges of keeping anonymity of those reporting and preventing retaliation. Maintaining anonymity for those who want it will need to be prioritized to ensure this future reporting system is effective and not harmful to those who make reports.

● **Demographic Data -** Toolik does not currently collect demographic data of camp residents, but generally its population, as noted by long-term employees, has not been representative of statewide, national, or international demographics. There are issues to work through on how demographic data can be collected and made public, but we will need to work closely with HR and NFS, the predominant funding agency for projects based out of TFS, on this and it may take several years and/or involvement of additional funding agencies (NSF, BLM, NASA, USGS) for wider aggregation of data. The challenges involved with this are listed in the deliverable, but more attention should be given to mitigating potential unintended consequences/impacts (such as feelings of isolation, tokenization, or negative pushback) of directly collecting demographic data with a racial risk assessment.

● **Policies for Working with Communities of Color -** Toolik Field Station is currently attempting to re-establish their relationship with the nearby Alaska Native village of Anaktuvuk Pass in hopes to ultimately build a trusting environment to co-produce research questions that are meaningful to the Anaktuvuk Pass community and to the researchers. While reaching out to Anaktuvuk Pass community is one first step to building a relationship, TFS should prepare and train staff/researchers to ensure the historical patterns of colonization are not repeated. The proposed efforts to help educate TFS staff and visitors, highlighting and reflecting upon the Indigenous history and present of the lands surrounding Toolik, should be taken this coming field season. However, more explicit actions need to be added to this policy, and a racial risk assessment should be conducted ASAP before further outreach is conducted with Anaktuvuk Pass. One particular challenge for this policy involves ensuring working relationships that are built are maintained even after employee turnover or changes in community members. Indigenous communities are especially fatigued by "helicopter researchers", whose fleeting relationships can have a harmful impact.

Additionally, this policy should be further developed to expand TFS outreach and support to beyond that of one community as well as to address the communities of color that live/work at TFS.

● **Admissions and Hiring Policies -** This is an audit of Toolik's existing hiring policies and a list of proposed strategies and goals to improve the equity of hiring practices. Many policies/processes are dictated by UAF as a whole and are unable to be changed by TFS.

However, there are many areas identified through which TFS can improve its hiring practices, including advertising to a wider, more diverse audience, revising job postings and hiring rubrics to reduce hiring biases, and investing in a long-term approach to recruiting. Several of these actions could be adopted within the year while others will require longer development and consistent revision. Anti-bias training should be taken as the policies are reviewed and updated by staff to ensure bias does not impact the development of these policies as well as afterward for implementing the policy itself.

Additionally, Toolik's hiring practices have only a slight influence over the visitors, often hired by projects at other institutions, that come to camp. To tackle this challenge, TFS may want to work with institutions where projects are based to encourage and influence equitable hiring practices there. Several concrete steps are listed in this deliverable to foster these practices within the community and should be adapted within this coming field season.

Toolik's hiring policy should also be revised and developed in coordination with its policies for working with communities of color, safety plan, and resource map to ensure that BIPOC hirees are not simply recruited, but equally importantly, supported once hired.

● **Safety Plan -** Many of the policies described in this plan (e.g. carrying a sat phone, code of conduct) are widely practiced, but have not been viewed under an anti-racist lens. In this deliverable, we review potential safety issues with a racial risk assessment to identify steps that will mitigate race-specific risks. Additionally, several new key areas are proposed that require further development and action to put into place. Immediate action can be taken this coming field season to make pamphlets, vehicle magnets, and visibility vests with TFS logo to use as identifying information when approached by threatening/curious individuals. In camp, field gear and vehicle maintenance/repair clinics should be developed while keeping in mind the range of background and experience with which visitors may come to camp. These will require a collaborative effort between the Communication & DEI manager and other TFS departments

In comparison, more challenges exist for developing and enforcing efforts that help foster a culture of inclusivity. This goal should be revisited with an in-depth racial risk assessment to identify concrete actions that TFS can take. These actions will likely require cooperation and adaption by not only TFS staff, but also by all visitors/camp residents/scientists, and thus will need to be widely publicized before and during a project's stay at TFS. Training for both staff and visitors should be paired with the training for the deliverable on working with communities of color to emphasize the importance of these new policies, and then also on the details associated with implementing the safety plan policy.

●   **Resource Map -** The resource map is currently being drafted to specifically address racism. Once this version is completed, it will be shared on the TFS website and made available to TFS visitors before and during their stay.