

Year 1 Public Description of Work for  
Action Collaborative on Preventing Sexual Harassment in Higher Education

Dartmouth College

**C3I Ambassador Program**

**This Action Applies to Rubric Item(s):**

- 3. Leadership Education and Skill Development
- 4. Bystander Intervention Programs
- 6. Ally or Ambassador Programs

**Description of Work:**

Created in October 2019, the Campus Climate and Culture Initiative (C3I) Ambassador Program has been developed as a community effort with a continuing commitment to improve the standards of how colleagues engage both as individuals and as greater members of Dartmouth College. Ambassadors are individuals who have exhibited qualities of being an effective agent in the fields of equity and inclusion. Upon being selected after going through a robust application process, each Ambassador regularly engages with their cohort of fellow Ambassadors to further develop as a campus leader while also guiding others in this pursuit.

With support from their department and division leaders, each Ambassador attended a 2.5-day training to support them in leading change in their respective departments to reduce the harm of gender bias. The ambassadors work with a cohort of faculty and staff colleagues throughout the year, engaging in regular conversations around:

- Articulating and understanding how bias impacts people in the workplace.
- Distinguishing the needs of their learners through understanding learning preferences and the climate of their department.
- Facilitating a gender bias training and several conversations on the impact of bias with their departments.
- Assessing and constructing a change management plan that will support reducing gender bias in their department in collaboration with the Director of C3I.

The C3I Ambassador program reflects the critical aspect of the 2018 NASEM report, which delves into the necessity to empower leaders throughout the Institution to be change-agents in evoking

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positive systemic changes. Particularly in addressing climatic and cultural changes, the C3I Ambassadors have voluntarily stepped into leading this crucial work to substantively improve the dynamics within their respective departments.

One such initiative that a couple of the Ambassadors are spearheading is an ongoing diversity and inclusion program within the College's Finance and Administration division, where participants engage in workshops geared towards "develop[ing] and broadening our understanding around diversity . . . , race, and inequality." The Ambassadors have continued to set the tone of this program in terms of "how we as a community advance our understanding, abilities, experiences, and accountability to ultimately promote authentic engagement and become a more inclusive and racially aware people for our institution and community." As the sessions continue, the 70+ attendees delve deeper into conversations and action plans pertaining to implicit biases, radicalized identity and impact, community building, and dismantling harmful social constructs.

Another approach through which the Ambassadors within the Thayer School of Engineering have also achieved significant progress with is their initiative in leading and moderating a series of bias and anti-racism forums for the entire Thayer community. By collaborating alongside a working group composed of student leaders, faculty, and staff, the Ambassadors conduct C3I trainings at monthly faculty meetings in which they examine the impacts of identity, bias, and inclusion.

Likewise, the Ambassadors from the Division of Student Affairs have embarked on their own journey in promoting equity and inclusivity through advocating for systemic change within the work their department does. The Ambassadors are leading the charge in having all first-year students read Private Racism by Sonu Bedi, facilitating programmatic elements as part of the curriculum. Through the institutional lens, the Ambassadors are also focusing on the Global Diversity and Inclusion Benchmarks (GDIB), as developed by the American College Personnel Association (ACPA). Initially a project of the Center for Global Inclusion, the "GDIB provides a host of ideas for helping organizations and communities strive to create more diverse and inclusive environments."<sup>1</sup> By working to implement systemic changes to reflect the recommendations from the GDIB, the Ambassadors are confronting inequities via a multi-faceted approach.

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<sup>1</sup> Global Diversity and Inclusion Benchmarks: <https://centreforglobalinclusion.org/gdib/>. Version specific for higher education institutions: <https://centreforglobalinclusion.org/The-Centre/gdib-acpa-edition/>

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As the C3I Ambassadors continue their programs within their respective areas, the Office of Institutional Diversity and Equity is continually working alongside the Ambassadors in substantively addressing institutional climatic and cultural changes. Though this is the inaugural C3I Ambassador cohort, the plan is to continue in supporting the Ambassadors' work and development while also formulating a long-term strategy to onboard additional Ambassadors in the coming years.

**Website for further information (if applicable):** <https://sites.google.com/dartmouth.edu/c3i-ambassador-program/home>

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