

# Campus Climate and Culture Initiative (C3I) External Advisory Committee (EAC) Review

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# Overview and Summary of Key Findings and Recommendations

## Overview

As part of its response to an institutional need to more aggressively address sexual harassment on campus, Dartmouth established the Campus Climate and Culture Initiative (C3I). Its formation was publicly announced in January of 2019 as was the formation of the External Advisory Committee (EAC) to report on and evaluate the effectiveness of C3I. In carrying out its charge from President Hanlon, the EAC applied a critical and constructive lens to C3I and its associated activities. The findings and recommendations in the report are based on an in-person visit, a virtual review meeting and review of institutional documents related to C3I. The EAC also considered internal and external communications about C3I. The EAC sought to avail itself of all those interested in sharing their feedback along with those serving in official capacities and as members of advocacy and other groups.

Dartmouth was quick to embrace the recommendations of the National Academies Report, “Sexual Harassment of Women: Climate, Culture and Consequences in Academic Sciences, Engineering and Medicine,” and to become an inaugural member of the National Academies Action Collaborative on Preventing Sexual Harassment in Higher Education. To convey its seriousness toward climate and culture change, the College announced its adoption of all of the recommendations from the report. How the adoption of the Academies Report recommendations is operationalized and how well the community perceives the claim to adopt them, is tempered by the structure in place to support C3I, communications about C3I, the level of engagement of various constituencies in C3I and the integration of C3I into the fabric of the College.

In its first year of existence, under the leadership of C3I Director, Theodosia Cook, C3I has made progress in beginning to define itself and its set of associated activities. Chief among these activities were climate surveys, mandatory Title IX training, establishment of the C3I Ambassadors and leadership training. C3I interacted closely with the Title IX office, the Sexual Violence Prevention Program and the Office of Diversity and Equity. Beyond defining a framework and a set of initial activities, C3I will need to chart a course for the future that is more integral within the College, has higher visibility and authority and has a clear set of metrics on which to judge progress. With the departure of its inaugural director, C3I is at risk of losing any momentum gained. The College should take this as an opportunity to revisit and renew its commitment to C3I and its process for meeting its goals.

Overall, the well-intentioned efforts by Dartmouth College to meet the stated goals of C3I are not yet bearing fruit that will be needed for sustainable impact. Underpinnings that have been put in place thus far, are positioned for broader impact with appropriate and forceful next steps to address the current shortcomings.

## Summary of Key Findings and Recommendations

### Key Findings:

- In its first year, C3I has laid the groundwork for campus engagement in efforts to change the culture
- In its creation and implementation of C3I, the institutional stance appears to be more reactive than proactive
- C3I appears more as a collection of activities that are siloed and insufficiently integrated within the campus structure
- Structurally, the C3I Director role lacks sufficient visibility, authority and voice in decision making related to the Initiative and its goals

### Key Recommendations:

- Devise a reporting structure for the C3I Director that integrates it in the academic hierarchy and allows the visibility and authority needed to successfully carry out responsibilities – this includes access to resources and direct control over allocated budget
- Revise organizational structure to allow for better coordination between the offices of C3I, IDE, Title IX and SVVP and their activities
- Ensure full engagement of faculty, students and staff in C3I through increased awareness and participation in C3I across sectors to avoid silos
- Develop and implement a communication plan that provides on point messaging and conveys a sense of urgency, a deep commitment and proactive stance, and transparency
- Delve more deeply into behaviors that need to change for culture and climate transformation, particularly more subtle behaviors that are more difficult to identify and address, such as biases and other exclusionary behaviors