

# Dartmouth Sustainability Office Inclusivity & Diversity Action Plan

## ***Department Overview & Mission:***

The Dartmouth Sustainability Office challenges and empowers Dartmouth College and our students to solve the human and environmental problems presented by a rapidly changing planet. We do this via hands on learning, building inclusive community, and transforming campus operations.

The Office consists of 5 full time employees and ~35 student employees who work on implementing various projects across campus. The Office offers a number of extracurricular & co-curricular programs aimed at equipping undergraduate students with skills to address sustainability challenges. We also work with faculty to support integration of sustainability into the curriculum & their research, and staff who are connected to the oversight and implementation of Dartmouth's operational system.

Sustainability problems are systemic and multifaceted. Therefore diverse points of view are necessary for generating effective solutions. As part of our vision for successfully carrying out our mission statement, we imagine a Dartmouth where diverse interdisciplinary groups of students, faculty, and staff come together to develop solutions that are just, equitable, and available to all people. Additionally, we envision a future in which campus operations are reimagined to prioritize human and environmental wellbeing.

Our office has a core set of values that we use to govern our interactions with end-users. Among these values are:

We collaborate, value new ideas, and will fearlessly try new things.

We embrace challenging conversations and contrary points of view.

We value pausing for reflection as well as learning from mistakes and from each other.

We actively create an office where everyone feels welcome and safe, values individual wellbeing and happiness, and works with a sense of team adventure.

## **Action Steps for Building & Managing a Culture of inclusivity:**

### ***Section 1: Work Process***

*Action Item:* Integrate specific inclusivity language into Office mission, vision, and values statement. Review this language and assess progress during annual strategic planning team meetings (end of spring term, beginning of fall term, winterim).

*Progress:*

*Fall 2016:* Inclusivity language included in Office mission, vision, and values statement.

Language reviewed by office staff in August & December 2016, posted on website, and distributed to all students.

*Action Item:* Drive diversity, inclusivity and social justice efforts from the top down into all of our programs. Make inclusivity & diversity efforts and progress an agenda item at a minimum of 1 staff meeting per month (staff meetings occur weekly).

*Progress:*

*Fall Term 2016 & Winter Term 2017:* Inclusivity programming, staff learning, and feedback from students has been discussed in at least 3 staff meetings + two additional staff gatherings to review intern debrief forms.

*Spring 2017:* 2 staff members (Fellow & Assistant Director) attended the Implicit Bias Training offered by the Office of Institutional Diversity & Equity.

*Spring 2017:* 1 staff member (Director) attended mandatory, day-long inclusivity training provided by Provost Division.

*July 2017:* Two staff members (Fellows) attended the Implicit Bias Training offered by the Dartmouth Office of Institutional Diversity & Equity. The interactive training explored how our bias may impact daily interactions and search processes.

*October 2017:* 3 Staff members (Director, Assistant Director, & Fellow) attended 2017 Annual Conference of AASHE. 2 Staff members participated in a pre-conference workshop focused on strategies to connect sustainability and inclusivity through curriculum, with particular goals of 1) closing the opportunity gap, and 2) standing in solidarity with all students. 2 Staff members presented the Dartmouth Sustainability Office Inclusivity Action Plan to gather feedback from sustainability staff and students at peer institutions.

*December 2017:* 2 staff members (Assistant Director & Fellow) participated in the Dartmouth Office of Institutional Diversity & Equity Summit - a series of workshops meant to empower Dartmouth faculty and staff with the knowledge and skills to drive success by leveraging the power of inclusivity.

*Spring 2018:* Director and Assistant Director attended DartSmart Trainings focused on the skills required to effectively manage, retain, and build an engaged workforce, and to explore issues that challenge and support an inclusive practice when leading Dartmouth's 21st century workforce.

*Action Item:* Encourage employees to attend campus events, eat in dining halls on campus, and visit student spaces. Senior staff should model this behavior and share events that staff are strongly encouraged to attend directly - e.g. MLK celebrations, Inauguration Week Panels, Justice Workshops, Community gatherings & presentations. Make space in staff schedules to do this. Set a standard/expectation for attending at least one Inclusivity/Diversity related event in a month -- a student organized event, theater production or film, outside speaker, training hosted by IDE.

*Progress:*

*Winter 2017:* Information shared with office staff about Inauguration Week Panels, MLK events, Climate Justice webinar, Resistance Workshop and at least one member was at each of these events.

*October 2017:* Sustainability Staff joined interns in '53 Commons for Food Day Harvest Dinner Celebration.

*January 2018:* Dartmouth MLK Celebration supported on Office communication platforms (Ruckus, Facebook, Instagram)

*January 2018:* Each Sustainability Office Staff member committed to attending one of Dartmouth's MLK Celebration programming events

*Action Item:* Develop specific learning outcomes for core student engagement programs. Include ability to collaborate with a diverse range of stakeholders across difference and ability to incorporate diverse perspectives into conversations and proposed solutions. Communicate these learning outcomes to students clearly during application process.

*Progress:*

*Fall 2016:* Learning outcomes incorporating inclusivity drafted and integrated into Sustainability Office Internship Program and Ecoreps Program. These learning outcomes were shared along with position descriptions.

*Winter 2017:* Learning outcomes per above developed for Sugar Crew spring break program and shared as part of application process.

*Spring 2017:* Mandatory Intern Inclusivity Commitment and Action, built on theme of getting out of our comfort zones and trying to walk in the shoes of others on campus. Every Intern committed to attend an event that they wouldn't typically attend as part of their internship and was asked to report out on the experience in their debrief form.

*Action Item:* Include inclusivity language in all student staff position description. Include a specific question about fostering an inclusive environment and conducting outreach to underrepresented groups on campus on internship application. Make it clear that possessing the desire and skills to integrate inclusivity into sustainability work and to actively focus on outreach will be strongly considered as a value sought in our hiring processes and selection of students for various sustainability programs. Follow up with specific questions focused on these goals in student interviews. Finally, include assessment questions on debrief form asking students to evaluate how they did address inclusivity and diversity as part of their position.

*Progress:*

*Fall 2016:* Language integrated into internship positions, application, interview script, and debrief forms.

*Fall 2017:* All interns completed debrief forms to reflect on how they addressed inclusivity and diversity as part of their positions.

*Winter 2018:* All interns completed debrief forms to reflect on how they addressed inclusivity and diversity as part of their positions.

*Action Item:* Review and discuss Inclusivity & Diversity Action Plan at annual All-Intern Retreat and revisit this discussion during one all-intern dinner a term.

*Progress:*

*Fall 2016:* Plan discussed at All Intern Retreat.

*Winter 2017:* Plan revisited and reviewed at All Intern Dinner. Interns participated in a brainstorming activity to select one action that they would commit to collectively to broaden their outreach on campus and experience difference in a new way.

*Fall 2017:* Inclusivity Plan introduced and explained at reviewed at All Intern Retreat. All interns completed debrief forms to reflect on how they addressed inclusivity and diversity as part of their positions.

*Winter 2018:* Inclusivity Plan updates reviewed at first all intern dinner. 17F Intern Debrief forms reviewed at intern dinner.

*Spring 2018:* All interns completed debrief forms to reflect on how they addressed inclusivity and diversity as part of their positions.

**Action Item:** Designate one Sustainability Fellow (staff position in Office) to be a point person from within the Sustainability Office staff to motivate efforts and hold each of us accountable to fulfilling our mission. This individual will actively seek out and compile resources for staff to reference. Will ask questions, organize events focusing on inclusivity, inform staff and students of activities around campus etc. Individual will directly engage with race, gender, class and similar social issues that arise on campus, will actively foster connections to students, faculty, & staff from underrepresented communities, and will raise questions and ideas for how our office can do better on a weekly basis.

*Progress:*

*Fall 2016:* Appointed one Sustainability Fellow, to be the point person from within Sustainability Office staff who motivates efforts and hold our team accountable to carrying out the to-dos of our Action Plan. Annelise has met with a wide range of faculty and staff on campus to discuss best practices, compile resources, and build connections.

*Fall 2016:* Sustainability Fellow participated in a Pre-Conference Workshop at AASHE titled “Developing and Implementing a Critical Social Justice Lens for 21st Century Campus Sustainability Work.” She shared key takeaways with office staff.

*June 2017:* The Office one Sustainability Fellow, to be a point person from with in the Sustainability Office staff to motivate efforts and hold each member accountable to carrying out to-dos of our action plan. Joe has met with a range of faculty and staff on campus to compile resources and build connections.

## **Section 2: Client Service/Outreach**

**Action Item:** Office Internships will continue to focus on organizing termly events (such as panels, feeds, trainings, storytelling events, and lectures) that foster friend-making and community building in addition

to events that educate our community on both how sustainability works at Dartmouth (energy, waste, water use etc.) and on how it is connected to social justice issues.

*Progress:*

*Fall 2016 & Winter 2017:* Hosted 5 All Community Brunches in the Sustainable Living Center, these were open to campus.

*Fall 2016 & Winter 2017:* Hosted 3 All Ruckus Community Dinners (1 upcoming on 3/7)

*Fall 2016 & Winter 2017:* Hosted 4 Ruckus Dialogues on Arthur L. Irving Institute for Energy & Society, waste system at Dartmouth, feedback on Sustainability Inclusivity & Diversity Plan, and MLK Day events

*Spring 2017:* House Community interns & partners hosted the inaugural Third Space Dinner series — co-sponsored by DGALA. Dinners invited pairs of students from Dickey Center, Tucker, Farm Club, NAD, the Action Collective, OPAL Ambassadors, 4A, the SLC, EcoReps, and Triangle House to attend dinners and engage in a food centered discussion, over a local, gourmet meal, about the intersection of food with culture, class, race, injustice, community and more!

*Fall 2017:* Sustainable Dartmouth Interns organized three “sustainability feeds” open to the community. The feeds were advertised to Campus Events and Ruckus listservs and held in neutral locations, including the first floor of a residence hall, Hitchcock, as well as the common space at the Sustainable Living Center (SLC). Feeds aim to create inclusive social spaces around sustainably sourced food. ~ 30 students in attendance at each event.

*Fall 2017:* Sustainability Office Third Space Interns and Artist of Color Collective collaborated to host “QPOC Food & Arts” The event featured music, open mic, spoken word, food, crafting, films and art showing for POC, queer and queer POC allies. ~40 Students in attendance.

*Winter 2018:* Sustainable Dartmouth Interns organized three sustainability feeds throughout open to the entire Dartmouth Community to create an inclusive social space around food. Dinners advertised on Ruckus and campus events listservs. ~20 students in attendance.

*Winter 2018:* Dartmouth Bikes Mechanic Skills Workshops created to build an inclusive social space around a common interest, Dartmouth Bikes interns organized skills workshops open to all Dartmouth Students to teach basic bike mechanic skills. Interns also made time for open shop hours where students could come to the Dartmouth bikes shop and share the space. Advertised to Ruckus, campus listservs. ~40 students in attendance.

*Winter 2018:* Third Space Cooking Learning Sessions created to use food to convey ideas about sustainability and create community. Thirdspace also creates a space for conversation about fine dining and privileges associated with eating local, and barriers associated with eating locally and cooking on campus as a student. ~30 students, 2 staff in attendance.

*Action Item:* Provide opportunities and spaces for members of the sustainability community to receive training and engage in dialogue on the intersectionality of sustainability with other issues, social justice, and environmental racism. Educate students in our community on how to engage in dialogue and collaborate with people from different communities.

*Progress:*

*Fall 2016:* Offered Speak Up Workshop from OPAL to all students involved in sustainability. 15 students in attendance.

*Winter 2017:* Mandatory Climate Justice training for Intern Team with East Michigan Environmental Action Council. 25 students in attendance.

*Winter 2017:* Offered Speak Up Workshop from OPAL to all students involved in sustainability. 10 students in attendance.

*Winter 2017:* Have disseminated information and strongly encouraged students to attend MLK week events & Call to Action Workshops hosted by Dartmouth Action Collective.

*Winter 2017:* Collaboration on 2 House Communities Dinners & 2 Speed Stories events with Tuck Center. Discussions focused on race, identity, and ethical living.

*Spring 2017:* Developed workshop for spring with East Michigan Environmental Action Council and peer offices on different strategies for activism (DSC, Tucker, OPAL).

*Spring 2017:* Hosted 7th Annual Sustainability & Social Justice Dinner featuring social entrepreneur Christine Souffrant & Dia Draper from Tuck School of Business. Discussion focused on how social entrepreneurship is a form of activism.

*Spring 2017:* Co-hosted/co-sponsored two Speed Stories with Tucker & the Thought Project, and the Living Learning Communities — Melanie Taylor (NAS) & Prasad Jayanti (Computer Science). 35+ students attended each event. Professor Jayanti talked about his love of computer science and about how his experience as an immigrant shapes his academic life. Professor Taylor talked about how her working class background shaped and tested her path to becoming a professor.

*Spring 2017:* Co-sponsored the Indigenous Women and Leadership Conference

*Summer 2017:* All student interns and all staff completed a mandatory OPAL Speak-Up Training. The training focused on strategies to prepare for and challenge bias and prejudice, as well as how responding to bias might be affected by the power relationship involved, location, and context.

*Fall 2017:* The Sustainability Office partnered with Native American Programming, Tucker Center, and the Office of Student Life to organize a “Know Your Rights” workshop focused on collaborative, strategic justice work at Dartmouth. The event was open to campus and advertised on Ruckus and Campus Events listservs, as well as social media accounts. All interns and staff were present; ~ 55 students total in attendance. Sustainability Office hosted a Ruckus dialogue to debrief the workshop and gather feedback about how future events and programming can

continue to build solidarity between groups pursuing justice on campus; ~10 students in attendance.

*Fall 2017:* Malik Yakini, keynote speaker at Food Day 2017, met with students for tea in Hornig Library. Discussion focused on the development of food sovereignty as part of the larger movement for freedom, justice and equity. Event advertised on Ruckus and Campus Events listservs. 20 students in attendance.

*Fall 2017:* Collaboration on 1 Speed Stories event with Tuck Center. Conversation focused on personal relationships with the natural world, the importance of leaning into mystery and doubt, and how we shouldn't be afraid to fail. 72 students in attendance.

*Fall 2017:* Sustainability Office Residential College Intern organized a "Let's Taco 'Bout It" event in collaboration with Tucker Center and the Housing Communities. Students gathered to make a locally sourced dinner and discuss identity and the importance of self-care. ~40 students in attendance.

*Winter 2018:* Two Speed Stories Events Collaboration with Tucker Center: Professor Duthu, Native American Studies, (70 students, two staff members in attendance) and Professor Tse, Psychological and Brain Sciences (40 students, 1 staff member in attendance).

*January 2018:* 2018 Martin Luther King Jr Celebration Event, *A Single Garment of Destiny:* Sustainability partnered with the Office of Institutional Diversity and Equity (IDE) and the Center for Whole Communities of Burlington, VT to craft a workshop informing value-based action around the intersection of sustainability and social justice in the legacy of MLK. 30 students from a range of groups including Sustainability, Tucker Center, Environmental Studies, Women, Gender & Sexuality Studies, Latin American, Latino & Caribbean Studies, Native American Studies, English, Government and Geography.

*January 2018:* Tea with M. Kalani Souza, a minister of Native Hawaiian and Pacific Island cultural traditions and a social justice activist who uses storytelling, music, and performance to promote cross-cultural understanding and speaker for Dartmouth's 2018 Martin Luther King Jr. Celebration. 10 students 2 staff in attendance.

*January 2018:* Spectrum of Justice Workshop in collaboration with Tucker Center to explore a spectrum of justice based work in the attempt to better understand how we can best work collaboratively despite diverse approaches and talents. Participants also spent time thinking of ways in which to can challenge oneself to take different, deeper, and more allied action. 25 students and two staff in attendance.

*February 2018:* The Dartmouth Outing Club, Native American Programming, and the Sustainability Office welcomed River Warriors to engage in discussion about the culture of outdoor spaces. River Warriors Society is a multi-tribe Native American coalition of canoeists who canoed down the Missouri River to the Dakota Access Pipeline Resistance Camps at Standing Rock. (50 students, one staff in attendance).

*Spring 2018:* Sustainability Action Workshop completed two OPAL trainings: Intentiontree, to create space for participants to reflect on and discuss social identities and how they relate to our experiences in society; and waste communication, to reflect on how positionalities influence perceptions of sustainability, and what it means to center various groups on campus during the implementation of our initiatives regarding waste and local food. 20 students in attendance.

*Spring 2018:* All interns attended a mandatory OPAL Speak Up Training to practice the skills for responding to prejudice, bias, and stereotypes and to support peers find the courage to speak up too.

***Action Item:*** Collaborate around "big weeks" with partner offices on campus - e.g. OPAL & Pride, NAD & PowWow, Sustainability Office & Earth Week. Create overlapping events that communicate intersectionality of these issues.

*Progress:*

*Winter 2017:* Created Social Justice Mini Committee in larger Earth Week Planning Committee. Working with PRIDE & NAD to coordinate Earth Week activities and streamline/connect messaging.

*Winter 2017:* Organizing series focused on DAPL for spring term. Will include a booth at PowWow on DAPL, a speaker at Sustainability & Social Justice Dinner who focuses on the issue, and sharing images/hosting a photographer who has spent time at protest site.

*Spring 2018:* Sustainability and Social Justice Dinner: Students, faculty, and staff gathered to participate in conversation about indigenous rights, resource use, and advocacy work. Panel speakers included Dartmouth alumna Aja DeCoteau '03 who works for the Columbia River Inter-Tribal Fish Commission, Brandi Colander who has worked on natural resources and energy at the National Wildlife Federation, as well as in academia and with the Department of the Interior, and Dartmouth Professor Bruce Duthu '80, who has extensive teaching, research, and advocacy experience in interdisciplinary Native American law and policy. ~150 in attendance.

### ***Section 3: Communication & Transparency***

***Action Item:*** Keep student sustainability community apprised of our efforts and progress through a termly email to Ruckus (student listserv) that updates on Inclusivity Action Plan progress.

*Progress:*

*Fall 2016:* Progress update sent to Ruckus listserv

*Winter 2017:* Progress update sent to Ruckus listserv

*Spring 2017:* Progress update sent to Ruckus listserv

*Fall 2017:* Progress update sent to Ruckus Listserv

*Winter 2017:* Progress update sent to Ruckus Listserv

*Summer 2018:* Progress update sent to Ruckus Listserv

*Action Item:* Encourage feedback from students via Sustainability Office Hours, on Ruckus, at Intern Dinners, at Green Groups Directorate Meetings & Green Group Feeds, through individual appointments with Office staff, regular anonymous surveying of student community, and during Ruckus Dialogues. Host Ruckus Dialogues in response to controversial events on campus or upon request from students.

*Progress:*

*Fall 2016 & Winter 2017:* Spaces mentioned above have consistently been offered throughout the term. Interns surveyed in December via comprehensive debrief form that included questions about inclusivity, diversity, and feeling welcomed in our community.

*Fall 2017:* Each staff member set aside office time to allow for individual debriefs with interns.

*February 2018:* Inclusivity Landing Page on created on Office website, including form to submit anonymous feedback to our Office on our Inclusivity plan.

*March 2018:* Each staff member set aside office time to meet for individual debriefs with interns.

*Action Item:* Expand advertising techniques. Send all events to Campus Listserv in addition to Ruckus listserv. Build a communications checklist that encompasses the wide range of communication strategies to employ. Make as many events as possible free and centrally located on campus. Host events in different spaces that are comfortable for different communities.

*Progress:*

*Winter 2017:* Communication checklist in progress to insure and track consistent advertising of all events across all groups.

*Action Item:* Make Inclusivity Action Plan, Mission statement, Events, & Program Applications publicly available on our website and send to students once a term via the Ruckus listserv.

*Progress:*

*Winter 2017:* Materials sent to Ruckus listserv. Space created on new website for Inclusivity Action Plan.

#### **Section 4: Accountability & Assessment**

*Action Item:* Continue to inform ourselves and reach out to different offices and individuals who are more knowledgeable than us in this area.

*Progress:*

*Spring 2016:* Met with colleagues from Rockefeller Center, Dia Draper, Director of Strategic Initiatives at Tuck, Prof. Reena Goldthree, Nancy Vogeles from Tucker Center, students involved in social justice movements. Had two staff members participate in Inclusive Excellence Working Groups. 3 staff members attend IDE workshops with Lee Mun Wah.

*Fall 2016:* Communicated with Whitney Flynn '07 T'16, Co-Chair of Tuck Elevate and Tuck Centennial Awardee, and leaders of Just Transition movement in Vermont and Rhode Island. Met with colleagues from OPAL and Office of Student Life.

*Winter 2017:* Met with colleagues from Tucker Center and Dartmouth Center for Service.

*April 2017:* Office Director attended a full day inclusivity and diversity workshop for senior leadership team members. The training was led by two external facilitators. The workshop was called “Deepening our Capacity to Create Inclusive Campus Environments.” The objective was to help equip campus leaders with a clear understanding of the “leadership case” for inclusion and to help participants see and engage in authentic dialogue around the full range of differences on campus. By exploring the dynamics of privilege and marginalization, Director felt more equipped to identify and interrupt micro aggressions. The workshop also catalyzed new partnerships and ideas. Both our Office Director and the Director of the Masters in Health Care Delivery are working on organizing another training with the facilitators for more staff members to continue this work.

*Action Item:* Receive feedback through annual surveys to Ruckus, termly surveys to student staff, and focus groups about students' experiences with the Sustainability Office. Ask for specific feedback on interactions with staff, experiences in sustainability spaces, communication methods, etc.

*Progress:*

*Spring 2016:* Survey sent out to Ruckus listserv and reviewed feedback. Mandatory intern debrief form sent and evaluated.

*Fall 2016:* 3 Focus groups organized to ask questions in depth about Office’s approach. Mandatory intern debrief form sent and reviewed by all staff. Hosted optional midterm check-ins with interns asking about challenges and strengths of internship program, interactions with staff, goals they wanted to accomplish.

*Winter 2017:* Hosted optional midterm check-ins with interns.

*Action Item:* Seek feedback from collaborating offices (FO&M, OPAL, Wellness, Center for Service, Tucker etc).

*Action Item:* Understand who we are reaching by counting attendance at events, number of applicants, demographic information of applicants, etc. Develop tool to track this information and compare over time.

*Progress:*

*Fall 2016:* Reach of office ranged from 5 people at small gatherings (e.g. coffee chats with alumni, Office Hours, etc) to ~250 at larger events (e.g. Harfest). 43 Internship applications, 25 EcoRep applications.

*Winter 2017:* Reach of office ranged from 5 people at small gatherings (e.g. breakfast with alumni, Office Hours, etc) to ~200 at larger events (e.g. Fresh).

*Winter 2017:* Staff have personal connections with ~40 students in any given term (except summer).

Action Item: Quantify how staff members and/or office programs are serving Upper Valley community.

*Progress:*

*Spring 2016 & 2017:* Sugar Crew Students volunteer at annual Vershire Pancake Supper.

*Summer 2016 & Fall 2016:* Claremont Soup Kitchen Partnership & CSA

Program with the Organic Farm. Hosted two gleaning events open to entire Dartmouth community at Organic Farm.

*Fall 2016:* Hosted Staff Sustainability sale and Non-Profit Donation day at Sustainable Moving Sale Warehouse.

All terms: Staff participate in monthly Sustainable Hanover conversations. Co-sponsored 3 events with committee in 2016 and supported several others via advertising.

Action Item: Encourage employees to participate in volunteer time-off program with United Way. Organize volunteer day for all office staff to participate in together.

Action Item: Develop accountability mechanisms to assess integration of inclusivity and diversity efforts into all roles in the office (Staff).

*Progress:*

*Fall 2016 & Winter 2017:* Inclusivity integrated into staff meeting agenda regularly. Every staff member attended at least one inclusivity-related event per term. Will increase this to one event/month. Staff monthly learning lunches included inclusivity and social justice as main discussion topic.

Action Item: Develop formal structures, data driven structures for assess progress.

*Progress:*

*Fall 2016:* Termly intern survey populated with new questions to generate data.

*Winter 2017:* Evaluated Balanced Scorecard as assessment tool for Office's progress.

## **Section 5: Staff Recruitment/Retention**

Action Item: Include inclusivity work in all future job postings.

*Progress:*

*Spring 2018:* The Office conducted three hiring process in Spring 2018: Sustainability Corp Manager, Fellow, and Sustainable Dartmouth Internship. For all three of these position the inclusivity plan was included in the the job description and actively practicing inclusivity and supporting work on campus intersectional with sustainability was listed as a Key Accountability of these positions. Written job applications and in-person interviews included questions about this accountability, how candidates have done this work in the past and would do so in their roles in the Office.

Action Item: Expand advertising of positions open in office. Draw on colleagues at peer institutions, in IDE & HR's Talent Acquisition team, and on professional networks to expand reach and broaden applicant pool.

*Action Item:* At interview level, be sure that list of interviewed applicants includes people of diverse gender, race and geographic location.

*Action Item:* Broadly advertise student staff positions on campus. Post positions on Dartboard, participate in Student Jobs Fair. Encourage past and present interns to nominate peers for positions.

*Progress:*

*Fall 2016:* Tabled at Student Jobs Fair.

*Fall 2017:* All internship positions listed on Jobnet web Search

*Action Item:* Encourage staff to attend professional development and networking opportunities that may extend beyond traditional campus sustainability gatherings. Enable staff to attend rallies and political actions of personal significance.

*Progress:*

*March 2018:* Staff learning lunches with The Dean's Office and Title IX Office: All Office staff attended learning lunches organized by the Sustainability Office to network with areas on campus that support students in ways that may not be directly connected to students' sustainability work but relate to their wellness and happiness.

*Action Item:* Continue to build a culture that values difficult dialogue and acknowledgment of difference within office meetings, lunch gatherings, etc. Conduct weekly check-ins for staff in which they can provide & receive feedback.