



May 11, 2017

Dear AASHE STARS Program staff,

Please accept this letter as Affirmation that Change Makers Program that resides at the Women's Center at Northwestern University qualifies Northwestern University for AASHE STARS innovation credit.

The Women's Center believes that Faculty and staff set the culture of a University and pass down its institutional values. If they can shift their understanding of inclusion, how would this impact each generation of students entering the University? What would it mean for faculty and staff who have never questioned power and privilege to start to think, and act, differently? This interest in action inspired the Women's Center at Northwestern University to create the Change Makers program in the fall of 2013. Using the University of Michigan's evidence-based Intergroup Relations Model, participants in the Change Makers Program explore social identities and then apply that understanding and cultural competency to create more inclusive classrooms, departments, and centers.

Change Makers program empowers Faculty, and Staff to be change agents of sustainability in diversity and innovation. The Change Makers program begins with a two-day intensive self-reflection and dialoguing workshop using an IGR format. Participants then attend two-hour monthly sessions over lunch throughout the academic year and use IGR exercises to continue to explore identity, while also providing a solid foundation of understanding of stereotype threat, unconscious bias, microaggressions, and change management theory. Using best practices, participants engaged in experiential exercises, role playing, goal setting, and reflection exercises.

Formal program evaluation began in 2015-2016 to evaluate the program's impacts. Thirty-three participants (6 faculty and 27 staff) completed pre-test and post-test measures on personal skills, desire for knowledge, current knowledge, and abilities. Qualitative outcomes around heightened sensitivity around power and privilege and knowledge about social identities and issues of privilege and power were substantial. Commitment and knowledge about issues of inclusion and diversity, skill building, and taking action were also significant.

Northwestern's Change Makers Program is the only one in the country using the Intergroup Dialogue model (IGD) in a sustained way with faculty and staff. Although other campuses are doing short term or two-day workshops, the Change Makers model is different because people stay engaged in dialogue and reflection throughout an academic year and beyond. To date, over 180 Faculty and Staff have been through the program. The Women's Center/Change Makers will be presenting at two conferences this spring/summer (NCORE and the IGD Biennial Conference).

Change Makers 2<sup>nd</sup> Cohort participant:

A handwritten signature in black ink that reads "Bernard Foster".

Bernard Foster  
Safe Ride Manager  
Student Affairs  
Division Services