

Advocates & Allies: Best Practices

Advancing Change for Gender Equity

**The Women's Place – Ohio State
Rachel Bowen and Andrea Williams**

April 22, 2021



COMMENTARY • GENDER INEQUALITY

We can't let the coronavirus slow the march toward gender equality

BY HANZADE DOGAN BOYNER

June 1, 2020 8:00 PM EDT



Coronavirus Employment Shock Hits Women Harder Than Men

Women are more likely to work in vulnerable sectors like retailing and personal care



HEALTH, MONEY & JOBS, NATIONAL The Coronavirus Recession is a "She-cession" 5/15/2020 by AUDREY ANDREWS

"We should go ahead and call this a 'shecession.'"
— C. Nicole Mason, president and chief executive of the Institute for Women's Policy Research

The New York Times

The Coronavirus Outbreak > Latest Updates Maps and Cases States Reopening Everything

'I Feel Like I Have Five Jobs': Moms Navigate the Pandemic

Families are scrambling to balance work and child care in a society where women still do most of the domestic tasks. Will a worldwide emergency change anything?

make it

CLOSING THE GAP

How Covid-19 is impacting the mental health of millennial moms

Published Sun, May 10 2020 9:30 AM EDT
Updated Wed, May 13 2020 11:42 AM EDT

Courtney Cornley @CLASSICALCOURT

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Women are burned out at work and at home

Sheryl Sandberg on the "double-double shift" women are working during the coronavirus.

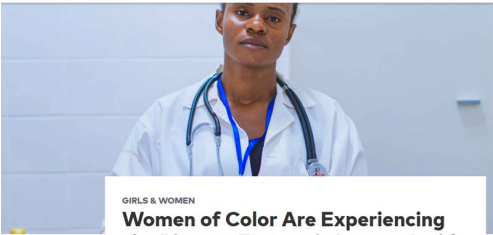
By Emily Stewart | emily.stewart@vox.com | May 18, 2020, 10:30am EDT

The Washington Post
Democracy Dies in Darkness

Politics

The pandemic upended child care. It could be devastating for women.

GLOBAL CITIZEN ISSUES TAKE ACTION REWARDS PARTNERS GLOBAL GOAL



GIRLS & WOMEN

Women of Color Are Experiencing the Biggest Economic Losses Amid COVID-19 Pandemic

By [Leah Rodriguez](#)
APRIL 8, 2020

Experts say it will likely take them years to recover.

News Jobs Events

PURPOSE

Apr. 30, 2020 12:21 pm

Centering women of color is key to COVID-19 response

The Women's Funding Collaborative offers six suggestions for philanthropic entities and policymakers.

By [Women's Funding Collaborative](#) / GUEST

Center for American Progress

Search ...

TRENDING: SYSTEMATIC INEQUALITY CORONAVIRUS HEALTH CARE DACA TAXES

WOMEN

On the Frontlines at Work and at Home: The Disproportionate Economic Effects of the Coronavirus Pandemic on Women of Color

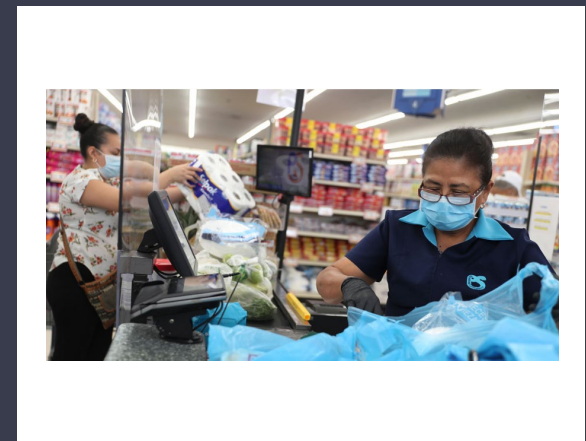
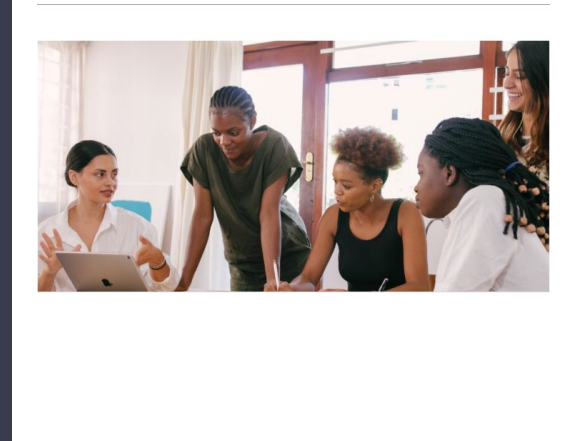
By [Jocelyn Frye](#) April 23, 2020, 9:00 am

BUSINESS INSIDER

DOW +0.05% S&P 500 -0.34% NASDAQ 100 -0.69%

All the visceral ways black women in America have been hurt by the coronavirus unemployment crisis

By [Marguerite Ward](#) and [Tyler Sonnenmaker](#)
Jun 1, 2020, 1:25 PM



Today's Agenda

1. Why We Need Advocates & Allies
2. Learning about Gender Bias in Academia
3. Discovering What Works
4. Best Practices for Organizing A&A



Advocates & Allies

Goal: Transform the climate of Ohio State through men's direct engagement in equity work

How:

Allies –men or male-identified people who participate in a facilitated session to become active proponents of equity

Advocates – men or male-identified colleagues who facilitate the workshops for participants (allies), build ally networks, and advocate for inclusive practices in their areas of influence across the university





Outcome: Build a network of supportive allies; Improve recruitment, retention, promotion and sustainability of women and underrepresented groups





Why we need Advocates & Allies

Why We Need A&A

We envision a world with diverse leadership. But in the meantime, men remain the majority of academic and corporate leaders. To leverage institutional change from the top, we need men involved in the work of valuing and pursuing gender equity.



What's the rationale for this approach to addressing gender diversity?

- Men are overrepresented in faculty and leader demographics on campus
- Men training men is depolarizing
- Research shows that women and people of color are penalized for advocating for equity
- It is not the case that men don't care or don't understand issues of diversity
- It is the case that most men often do not possess understanding, vocabulary or skills to turn their intentions into actions



How we all win

Studies have argued the business case for diversity:
“The most diverse companies are now more likely than ever to outperform less diverse peers on profitability.”

We gain multiple perspectives that enhance innovation when women and everyone can thrive at work.

<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters#>





The Women's Place works to create an equitable environment for women and underrepresented faculty and staff. We focus on four areas:

- Influencing policy change
- Culture change
- Leadership development
- Reporting the status of women



The Women's Place Offers Workshops, Events, Grants and Scholarships

Annual Women's
Reception to recognize
Ohio State women's
accomplishments and
contributions

President and Provost's
Council on Women

Advocates & Allies for
Equity Workshops

Forward: Creating
Feminist Futures
Symposium



Women of Color
Writing Initiative

Critical Difference for
Women Re-entry
Scholarships and
Professional
Development Grants

Affinity Group
Partnerships Across
Ohio State

Cohort-Based
Leadership Programs
for Faculty and Staff



Learning about Gender Bias in Academia

Learning Outcomes for Ally Facilitations

After this discussion, you will be able to...

- Identify characteristics of **male privilege**
- Describe examples of **implicit bias**
- Recognize how **intersectional identities impact** what colleagues experience in academia
- Discover **obstacles to equity** for female colleagues
- Model **behaviors an ally should adopt** to increase equity



Approaches for Facilitating Sessions



Encourage mindful presence and minimize distractions



Create a “brave space” through the male-only environment



Offer opportunities for discussion, beginning with a check-in question to level set



Analyze hypothetical scenarios to practice situational responses

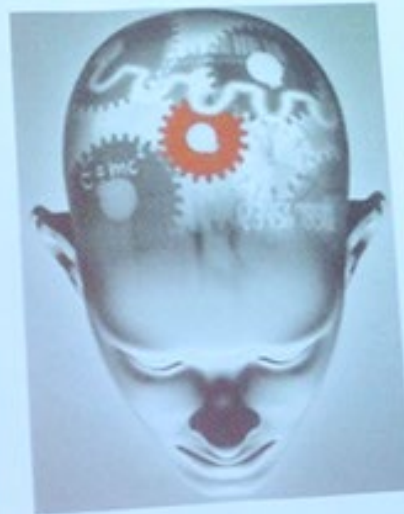


Share examples and data from our university



Utilize Zoom chat function and breakout rooms





Implicit Bias

Adapted from J. M. Herbers, "Status of Women in Physics 2016", Colloquium, Department of

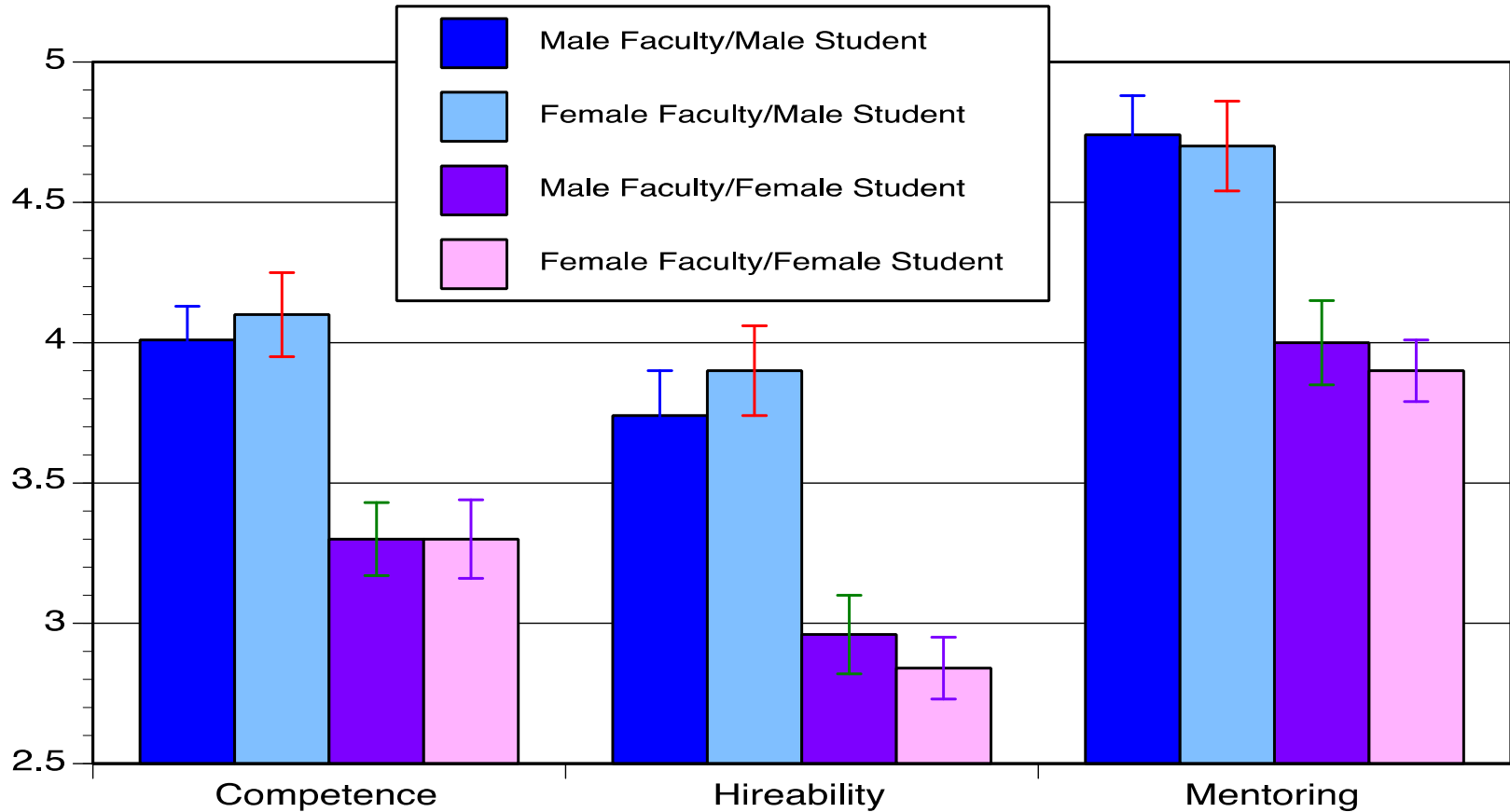
Science faculty are susceptible to implicit bias: an example.

- An experiment was conducted with 127 biology, chemistry and physics faculty at three private and three public U.S. research universities.
- Each was sent a resume for an undergrad interested in going to grad school and applying for a job as a technician.
- Faculty were asked to rate the candidates for competence and hireability, to suggest a starting salary, and to indicate how likely they would be to mentor the student.
- Half were named John and half Jennifer. The materials were otherwise identical.

Adapted from J. M. Herbers, "Status of Women in Physics 2016", Colloquium, Department of Physics, The Ohio State University, August 30, 2016. See also Moss-Racusin, Dovidio, Brescoll, Graham, & Handelsman (2012). *PNAS* 109(41), 16474-16479. Steinpreis, Anders, & Ritzke (1999). *Sex Roles*, 41(7/8), 509-528.



Both male and female faculty exhibited similar bias against the female candidate.



Gender Bias Implicates All of Us

Regardless of their own gender, many people serving as references tend to describe women in biased ways in letters of recommendation.

Check yourself:

<https://www.tomforth.co.uk/gender-bias/>



Samples of experiences female colleagues have had at Ohio State:

- I received an email from someone requesting a meeting with one of my male colleagues. The sender assumed I was my colleague's assistant.
- I am the first woman of color to lead my department. Instead of contacting only me, people will reach out to me AND my white associate director. Most frequently, white people in particular do this.
- A man in my unit continually speaks over me and disregards me; one time he physically stepped in front of me to get closer to the person I was speaking with, which put me out of view and out of the conversation.
- People at work make sexist and heteronormative comments about my private life. I have been asked if I am seeking a husband, and I've been told that the church is a great place to meet a man. I'm gay.



Acknowledge Your Privilege

The **ultimate privilege** is not having to think about aspects of your identity or question how they impact your outcomes.



B. Proudman, M. Welp, J.A. Morris, White Men as Full Diversity Partners, WMFDP, LLC, Portland, OR (2005) p. 28 - 31

Everyday Gender Equity Practices for Allies

- Resist the tendency to defend yourself by stating that you are more progressive than most men when it comes to gender diversity
- Talk to women about gender issues and believe what they say
- Be the voice that interrupts demeaning or patronizing behavior or comments
- Model your own behavior changes for others



2014-2015 Version 2.0 White Men as Full Diversity Partners ® p. 32



Actions to Promote Women's Advancement & Gender Equity

Credit	Credit women publicly for their ideas and contributions to scholarship, discussions, and collaborative projects.
Mentor	Mentor a woman colleague. Connect women with resources and networks that can help advance their careers.
Nominate	Nominate a woman colleague for a university or national award, prize, or leadership position.
Promote	Promote work-life balance for all employees, including those with caregiving responsibilities.

Actions to Promote Women's Advancement & Gender Equity

Commit

Commit to addressing gender pay gaps.

As a supervisor or hiring manager, establish fair and transparent practices for rewarding employees.

Find out more about how the local Chamber of Commerce or other city employers can partner towards this goal.

In Ohio, the Columbus Women's Commission pledges to address the gender pay gap through The Columbus Commitment, an initiative for local employers to promote pay equity.

columbus.gov/payequity/

Stand Up

Stand up to tell your colleagues about your commitment to gender equity.



Discovering What Works

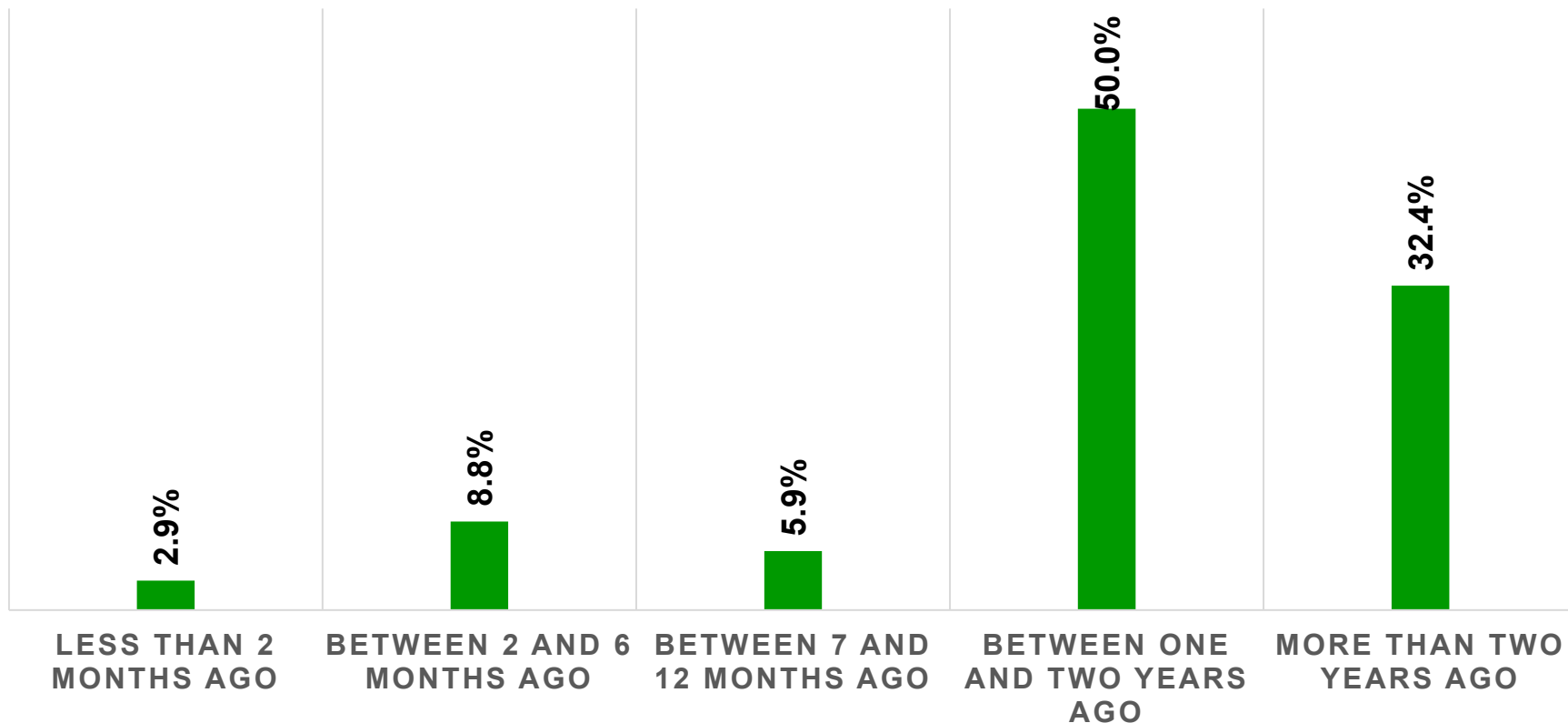
Assessment Survey

Responses

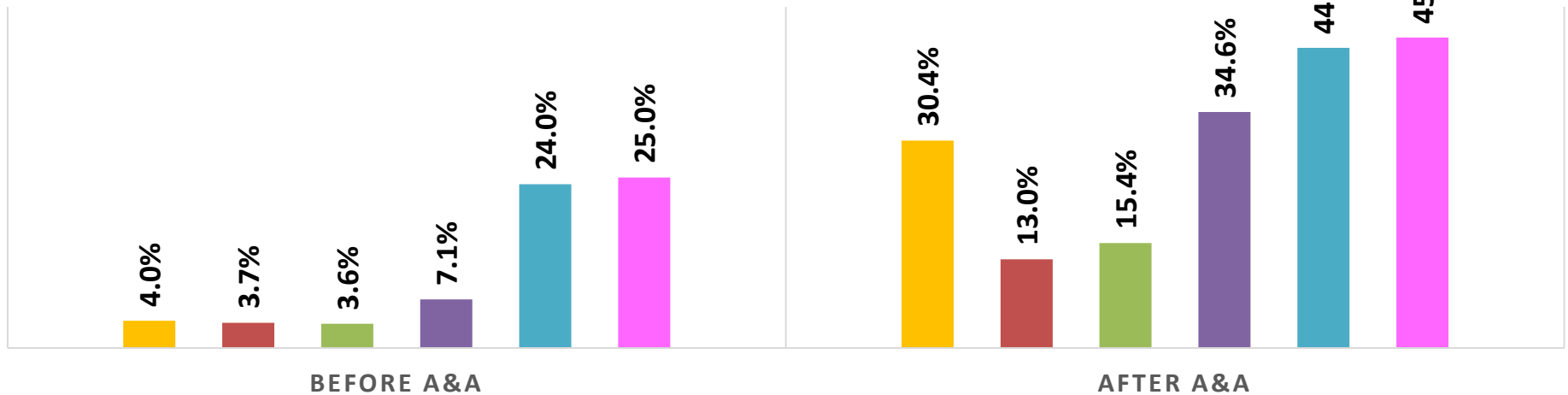
- **Control Group:** 24 individuals from units that hosted at least one A&A Facilitation, but that didn't participate in the training.
- **Treatment Group:** 52 individuals that participated in at least one A&A Facilitation hosted in their units.
- **Units:** 24 different offices and departments (at Ohio State)
- **Timeframe:** 2015 - 2020



When did you most recently participate in an Ally Facilitation?

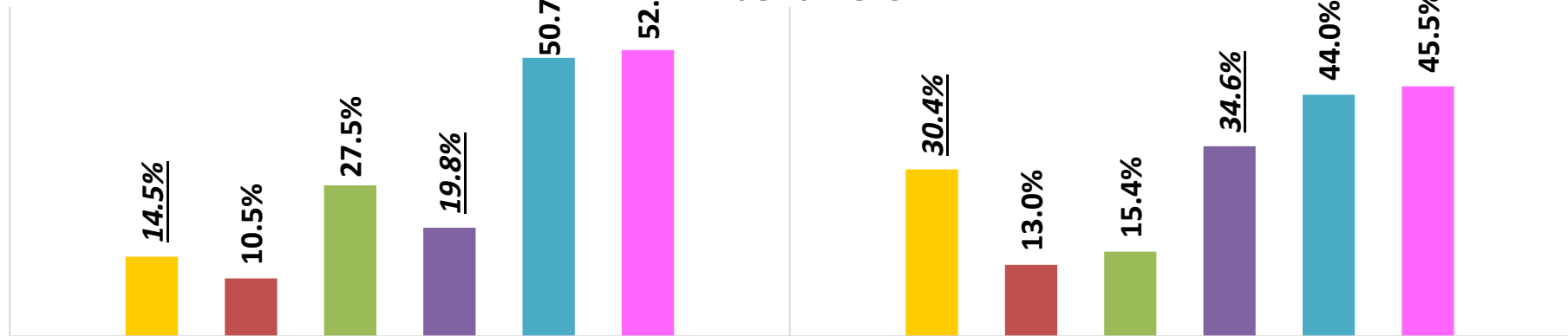


Frequency (very often) in which individuals (Treatment group) engaged in the following behaviors before and after taking the A&A Facilitation



- I actively addressed gender bias -or any other- in my workplace (e.g., by reporting sexual misconduct; interceding in favor of a colleague)
- I spoke up in meetings on issues about gender inequity
- I shared my commitment to gender equity with others in my unit (e.g., by engaging in conversations about gender bias; including gender neutral language in syllabi, emails, official documentation)
- I worked to learn and share information on gender equity and implicit bias. (e.g., by participating in trainings/workshops; sharing videos, posts or other material addressing gender bias)
- I took steps to better support work/ life balance (e.g., by not scheduling meetings that conflict with child care responsibilities)
- I nominated women for important awards, prizes, or leadership positions.

Frequency (very often) in which individuals engaged in the following behaviors



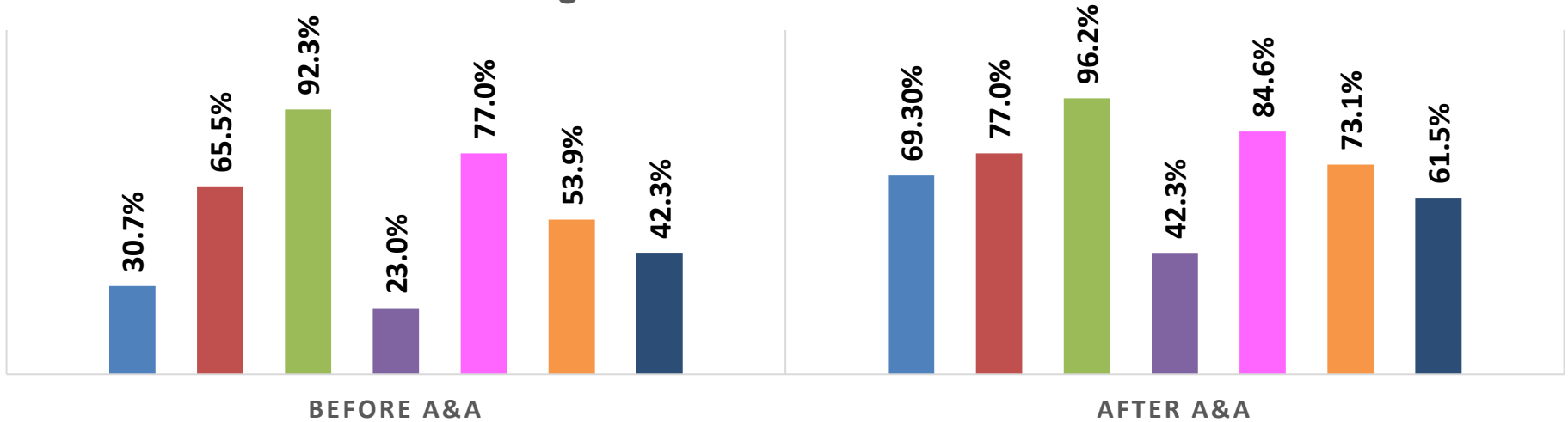
TYPICALLY (C. GROUP)

AFTER A&A (TR. GROUP)

- I actively address gender bias -or any other- in my workplace (e.g., by reporting sexual misconduct; interceding in favor of a colleague)
- I speak up in meetings on issues about gender inequity
- I share my commitment to gender equity with others in my unit (e.g., by engaging in conversations about gender bias; including gender neutral language in syllabi, emails, official documentation)
- I work to learn and share information on gender equity and implicit bias. (e.g., by participating in trainings/workshops; sharing videos, posts or other material addressing gender bias)
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- I nominate women for important awards, prizes, or leadership positions.



Extent to which individuals (Treatment group) agree with the following statements about their units



- My unit sustained meetings/trainings/workshops to address gender-bias during a typical semester
- My unit respected working schedules to achieve a better work/life balance during a typical semester (e.g., by not scheduling meetings that conflicts with child-care responsibilities)
- My unit nominated women for prizes, awards, or leadership positions during a typical semester/year
- My unit conducted reviews on gender bias (e.g., climate surveys) during a typical semester/year
- My unit ensured diverse applicant pools in searches and hires during a typical semester/year
- My unit allowed spaces or open discussions on issues about gender inequity during a typical semester
- My unit shared commitment to gender equity on official documentation, official website, emails or bulletin boards during a typical semester



Control Group

What other actions (if any), besides the ones you read above, have you taken to identify, address, and/or avoid gender bias in your workplace?

- Treat and respect everyone exactly the same, regardless of gender/race. We are all human beings first.
- I have taken steps to understand how my own behavior may be perceived and to ensure that I act in ways that more consistently support colleagues. I have taken part in larger political activity to contribute to societal changes that I believe support gender equity.
- I would actively address gender inequity in conversations in my department if they ever happened.
- I mentor female students and postdocs.



Treatment Group

What other actions (if any), besides the ones you read above, have you taken to identify, address, and/or avoid gender bias in your workplace since participating in the Advocates & Allies program?

- Following our sessions, I shared personal key learnings in our large team meeting that led to positive discussion and others sharing resources. It was well received! My immediate team members are aware of my role as an advocate as well, and both female direct reports have opened up about issues with more confidence knowing I am part of this program.
- Developed a successful proposal for a DEI task force in our unit, acted as an unofficial DEI advocate in any hiring committees I have served on, adopted and promoted flex policy for/to my staff and unit
- I have pointed out women's contribution to shared work in public spaces.



Best Practices for Organizing Advocates & Allies Programs

Beginning Steps

Ground the effort in research on best practices

Gain the active support of senior men.

Associate the program with a university office or position that has funding and staffing



Needs Assessment

Begin by assessing concerns with gender equity at your institution.

- Use anonymous surveys, focus groups, and departmental or institutional culture surveys
- Collect disaggregated data on trends in hiring, tenure, staff turnover, and leadership

The results should determine the program's content and influence future evaluation



A&A Organization

Maintains logistical support and leadership through The Women's Place



Guided by an Advisory Council of women university leaders



Promoted through a cross-university coalition of Advocates and colleges supporting the program, including Medicine, Engineering, Social Work, and Food, Agricultural and Environmental Sciences



Creating Momentum

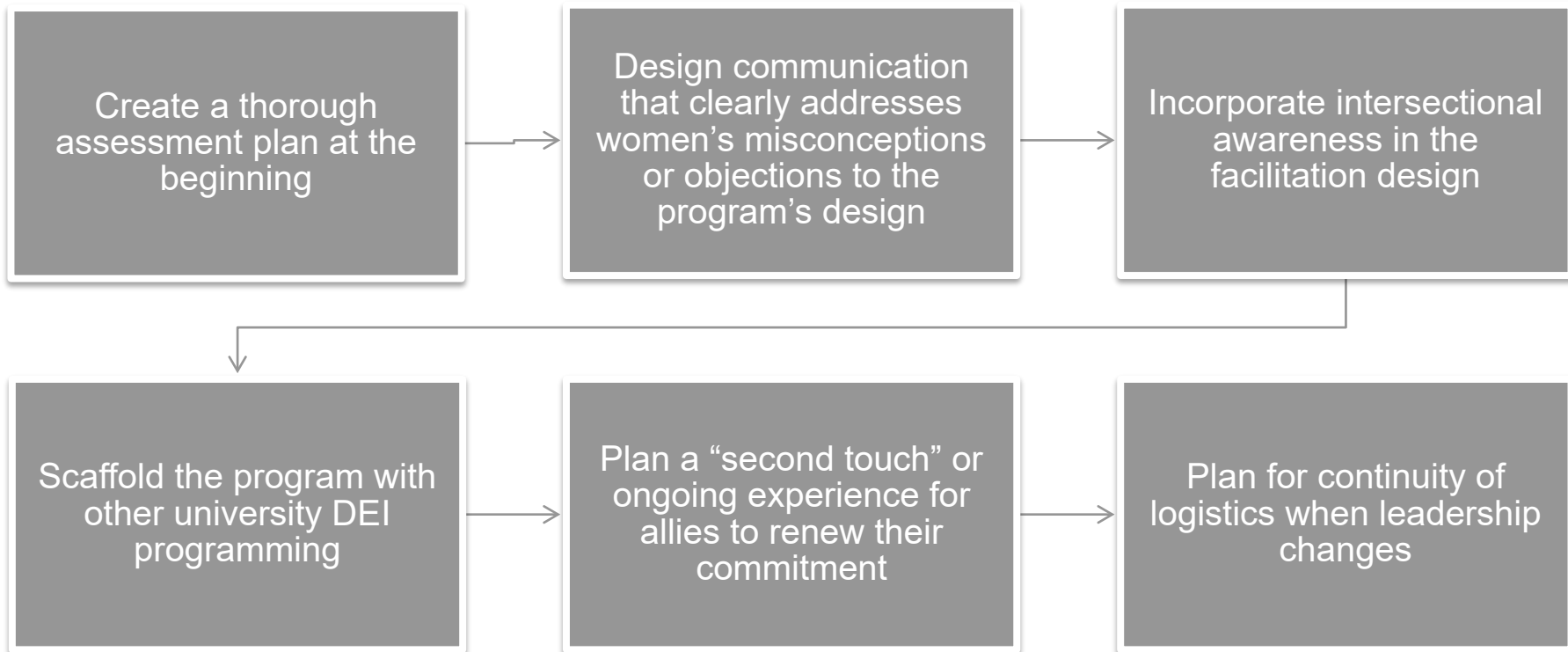
A one-time facilitation may not transform participants. How can you maintain momentum in the program?

- Create a “second touch” experience for participants in the months following
- Create communication streams to disseminate new research and relevant media
- Foster communities of practice in which past participants continue learning and build accountability





Retrospective Advice



THANK YOU!

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