



ADVANCE BU

Advancing and Maintaining Equity

January 2024

Monthly Newsletter

Springing Into Action

Welcome back to campus. We hope everyone had a restful and restorative break. The ADVANCE BU team has an exciting slate of opportunities for the Spring 2024 semester. First, join us for the award-winning **Advocates & Allies workshop** focused on practical and evidence-based ways to promote equity in the workplace (more details below). Next, get your free copy of ***Rage Becomes Her: The Power of Women's Anger*** (while supplies last) and sign up for our **ADVANCE BU Book Club** to see the ways women are socialized into silence, but can embrace justified anger to create meaningful social change. And then grab some popcorn and join us for a screening and discussion of the critically acclaimed film ***Picture a Scientist***, which reviewers called a “fascinating and frightening examination of bias” (WGBH), and “sweeping in scope yet intimately compelling” (Science). Watch B-News for announcements of other Spring events. Remember that faculty and staff who participate in our events will have their names entered into a drawing for \$500 in professional development funds. The more events you attend, the more chances you have to win! Finally, we invite faculty and staff to join us for an **ADVANCE BU Coffee Break**. Chat about your equity ideas or concerns over a warm cup of your favorite beverage. Drop in on the first Mondays of the month at 3 p.m. in the Faculty & Staff Lounge on the first floor of the Library. Or email **Jackie Hogan** to set up a more convenient time (or a more confidential chat).

Advocates & Allies

As ADVANCE BU works to increase workplace equity, we are mindful of three key components of equity work: allyship, advocacy, and accountability. Allyship entails **engaging with others** in pursuit of equity goals; advocacy is **taking purposive actions** to advance equity; and accountability necessitates **accepting the responsibility** to act (Anchia, Bilén-Green & Burnett 2018). These three principles are particularly important when it comes to everyday workplace interactions, where subtle forms of bias often occur. Scholarship on microaggressions has demonstrated that even relatively small but frequent slights—like routinely being ignored, interrupted or belittled—affect women and minoritized and marginalized groups in cumulative and negative ways (Griffith, et al., 2021). This not only affects these individuals, but leads to poorer organizational outcomes—reduced productivity, higher employee turnover, and lower levels of innovation and resilience. However, a growing body of evidence also suggests that even relatively minor bystander interventions, if regularly practiced, have the potential to shift institutional cultures toward increased equity and inclusion (Anicha, et al., 2018, 2017, 2015; Goulden, Mason & Frasch, 2011). That’s why ADVANCE BU is bringing the Advocates and Allies program to campus. Advocates and Allies (A&A), developed by North Dakota State University (NDSU) with NSF ADVANCE funding, uses carefully chosen readings, case studies, Bradley’s own data, and training exercises to sensitize faculty, staff and administrators to workplace bias and to respond to it effectively. Trainers from NDSU will guide us through this well-tested bystander awareness and allyship program during workshops scheduled on **Jan. 24 and 25**. Multiple time slots are available. More than 30 institutions across the US have already instituted A&A on their campuses. Employing the A&A framework has led to significant improvements in gender equity, including increased retention and promotion of women faculty, an overall increase in the number of women faculty (particularly in STEM), increased numbers of women full professors and deans, and the creation of “diversity-positive” campus cultures (Anicha et al. 2017). Please join us in this crucial effort by registering for your preferred session today!

[Join Us and Register for Your Session Online Now](#)

Equity Quick Takes: *Bystander Intervention 101*

Research demonstrates that bystander intervention (speaking up on behalf of a targeted individual or group) is one of the most effective means of changing inequitable workplace behaviors. These interventions can be direct and immediate (such as confronting the behavior) or indirect (such as structuring discussions to give everyone equal voice). The good news is that these strategies are easy to learn and implement—with a bit of practice. Even minor interventions can have a positive impact on changing workplace behaviors and institutional culture. Griffith et al. (2021) identify a range of intervention strategies (below). [Sign up for an Advocates & Allies workshop](#) to practice these and other techniques.

Direct bystander interventions

- Point out the biased behavior
- Point out when a comment or behavior is not consistent with shared values and goals
- Explain the negative impact an attitude or behavior can have on the department or institution
- State that a behavior is not consistent with the offender's own values as you perceive them
- Provide contradicting evidence
- Speak to the offender in private about their problematic behavior or comment
- Ask the offender to apologize



Indirect bystander interventions

- Structure the discussion to give everyone equal voice
- Bring attention to previously ignored points of view
- Redirect attention to a less biased interpretation
- Suggest a change to processes to make them more objective (e.g. hiring/promotion criteria)
- Redirect the discussion to stop the problematic behavior
- Discuss with colleagues what to do if it happens again
- Speak to a trusted senior colleague after the fact
- Share your own experience as a target of incivility
- State how a behavior has made you feel
- Offer the target of incivility support

References:

- Anicha, C., Bilen-Green, C. & Burnett, A. (2018). Advocates and Allies: The Succession of a Good Idea or What's in a Meme? (Dispatch). *Studies in Social Justice*, 12(1), 152–164.
- Anicha, C. L., Bilen-Green, C., Burnett, A., Froelich, K. & Holbrook, S. (2017). Institutional transformation: Toward a diversity-positive campus culture. *Journal of Women and Minorities in Science and Engineering*, 23(2), 147–167.
- Anicha, C. L., Burnett, A. & Bilen-Green, C. (2015). Men faculty gender-equity advocates: A qualitative analysis of theory and praxis. *The Journal of Men's Studies*, 23(1), 21–43.
- Goulden, M., Mason, M. A. & Frasch, K. (2011). Keeping women in the science pipeline. *The ANNALS of the American Academy of Political and Social Science*, 638(1), 141–162.
- Griffith, J., Malone, M. F. T. & Shea, C. M. (2021). From bystander to ally among faculty colleagues: Construction and validation of the bystander intervention behavior scale. *Equality, Diversity and Inclusion: An International Journal*, 41(2), 273–293.

Upcoming Events:

Advocates & Allies Workshops

Choose the session that's best for you:

Wednesday Jan. 24

- 9–11:30 a.m. | Westlake 012 (Men and non-binary people)
- 9–11:30 a.m. | Westlake 014, (Women and non-binary people)
- 2:30–5 p.m. | Westlake 010A (Men and non-binary people)
- 2:30–5 p.m. | Westlake 026A (Women and non-binary people)

Thursday Jan. 25

- 9–11:30 a.m. | Westlake 014 (All genders)

[Register Here](#)

Picture a Scientist - Film screening and discussion

(Date and time TBA)

ADVANCE BU Book Club - Discussion of *Rage Becomes Her: The Power of Women's Anger*

(Date and time by arrangement with participants)

ADVANCE BU Coffee Breaks

First Mondays of the month | 3 p.m. Faculty & Staff Lounge on the first floor of the Library (to the far left of the Library entrance).

Higher Ed Equity in the News:

As faculty and staff in tertiary education struggle with chronic resource shortages, a disinvestment in employee support, low salaries, and ever-expanding workloads, a team from the University of Chicago offers [5 Ways to Instill More Joy in Higher Ed Workplaces](#).

- 1. Take active steps to retain staff members from day one.** Treat annual performance reviews as “retention-oriented conversations.” Offer professional development opportunities that allow faculty and staff to hone their particular skills and expertise, which not only enhances job satisfaction but adds value to the organization. And remember that low pay is the top reason people leave academe. So, developing regular compensation reviews and salary equity processes is essential to sustaining a stable and productive workforce. If salary increases are not possible due to budget constraints, then it is crucial to at least ensure adequate staffing in each unit. “Employees tend to perceive their base salary as fairer if the institution staffs their teams appropriately.”
- 2. Cultivate a shared mission and vision.** In addition to having a clear institutional mission and vision, each unit should articulate its shared goals. These should be concrete and detailed, for instance, not simply achieving “educational excellence,” but rather developing a “signature student experience” or other specific outcomes. Such shared goals strengthen a sense of communal effort and efficacy, and can enhance satisfaction for faculty, staff and students alike.
- 3. Buffer against the often decentralized and siloed organization of colleges and universities.** Forge working relationships across departments, colleges, and units to broaden perspectives, expand problem-solving and innovation capacity, strengthen a sense of community, and reduce factional tensions.
- 4. Make the implicit explicit.** Empower faculty and staff to “openly discuss our ideal workplace culture” and take steps to achieve it. This may include challenging examinations of power dynamics between administrators, faculty and staff, and may necessitate changes to long-standing practices. Building in greater flexibility and meaningful dialog creates an environment of mutual respect, trust, and commitment.
- 5. Lead with gratitude.** Create opportunities for faculty and staff to share their accomplishments, large and small, and express appreciation frequently and generously, whether in writing, verbally, in public or privately. Encourage employees to “shake off their losses. Make it very clear that we all will have off days and hardships in our roles, and not every new initiative will be successful right away. There will be days when the work doesn’t feel worth doing. Create a safe enough space to acknowledge that, to show the employee that you care for them even during difficult patches and to demonstrate you are invested in their growth through losses as well as wins.”



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BRADLEY University

Bradley University Marketing and Communications | 1501 W Bradley Ave, Peoria, IL 61625

[Unsubscribe tthompson4@bradley.edu](mailto:tthompson4@bradley.edu)

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