Vision of Outcomes--Aspirations for the Future:
The Societies Consortium's Adaptation of Outcome-based Actions Recommended in the June 2018 NASEM Report and Its Summary Diagram

SOCIETIES CONSORTIUM ON SEXUAL HARASSMENT IN STEMM

NOTE: The following outcome-based actions exceed what can be accomplished as a first step on the journey to inclusion. This work is a marathon, not a sprint. However, the following provides a directional vision for some key outcomes a society would need to ultimately achieve—and actions that are key contributors—to eventually create ethical, professional and inclusive conduct, climate and culture in STEMM fields. *These Outcomes Are Intentional Objectives of Consortium Model Policies and Tools, <u>in different ways</u> at each stage of the journey toward inclusion.*

01 Strive for Committed and Diverse Leadership

<u>Leaders' Explicit Aim</u> is to eliminate sexual/intersecting race and other harassment; <u>Leaders Develop Knowledge and Skills</u> to articulate value of inclusive aims, align policies and process to resolve sexual/intersecting harassment; <u>Aims Exceed Legal Compliance</u> to focus on inclusive conduct, climate, culture (also comply); <u>Leaders Mentor a Diversity of Early-Mid Career Professionals</u> to prepare them for leadership

02 Create Inclusive Communities by Advancing Diverse and Respectful Environments and Definitions of Excellence:

<u>Hiring, Promotion, Leaders Appointed—Society Activities and Honors</u> define excellence to include—and reflect actions that value–inclusion, increase welcome, compositional diversity and equity for women, LGBTQ-identifying people, and people of color; <u>Civility and Respect</u> are named and elevated in society policy and activities; <u>Understanding of What Conduct is Inclusive vs. Harmful is Elevated; Harmful Conduct is Proactively Interrupted</u> which requires clarity of policies, examples of do's and don'ts, effective training beyond compliance (e.g., case studies, workshops, courageous stories of experience)

03 Improve Transparency and Accountability

<u>Policies with Expected Conduct (Do's) and Harmful Conduct (Don'ts) Are Clear</u> and response action is authorized by the governing board; is aligned with severity and frequency of failure to meet conduct expectations and resulting harm to individuals, the society community and the field; and is in fact taken (showing no one is "too big" to be accountable); <u>Transparency About Response to Conduct Concerns</u> is achieved by recognizing that no reports of conduct concerns may mean inadequate means of reporting or fear of adverse impacts; by reporting-out on how to raise conduct concerns and providing formal and Informal means (including anonymous); and, when ready, by collecting data and reporting-out aggregate data on numbers and types of concerns raised and actions taken; <u>Climate is Assessed</u> through surveys, focus groups and/or other inputs to identify issues and make sure the voices of early career, women, LGBTQ-identifying people, people of color, other minoritized people are heard; <u>Harassment and Breaches of Research Integrity</u> are treated as equally undermining of excellence and integrity, whether addressed in a single policy covering both, or in separate companion policies

04 Take Preventative and Responsive Actions:

<u>Diffuse Hierarchical "Power and Dependent" Relationships in the Society</u> by intentionally assembling multi-generational, multi-career stage, and diverse planning, activity, honors and nominating committee leaders and members, event moderators and panels, authors and editorial staff, and seeking diversity in volunteer governance; assuring that there are multiple leaders to diffuse one person's power, as well as a "critical mass" of committee members who are earlier career, women, LGBTQ, and people of color (to enable feelings of welcome and full participation); providing funding and opportunities for valuable experiences to people at all career levels, with attention to who decides on the conferral of these benefits (e.g., consider a small group rather than putting the power in one person); and paying attention to the diversity of people in all of these roles; <u>Provide Support for the Identified Target of Harassment, While Treating Everyone Equitably</u> when questions of conduct at odds with community standards arise by providing <u>Support Services—Permitting and Broadly Communicating Informal, Anonymous and Confidential Options for Raising Conduct Concerns</u> (e.g., to someone whose role is to be an ally for those with conduct concerns and who is not themselves likely to be viewed as part of the Society's power structure, or through an ombudsperson)—<u>Promoting Restorative and Community-building Resolution Options</u> with the aim of elevating understanding of conduct that is harmful, a target's experience of harm and the cause, and evidence of commitment of the person who caused the harm to embracing desirable conduct to avoid recurrence.

Research-based Imperatives for Two-Pronged Collaborative Engagement By The Societies Consortium and Societies: Resources and Community & Bridge Building Initiatives

The resources being developed and initiatives being pursued by the Societies Consortium benefit from the input of many stakeholders and national expertise. They support and complement initiatives of societies and others in STEMM fields. They are evidence-based and grounded in research, responding to the following research findings, among others:

Sexual and intersecting bases of harassment (e.g., race, sexual orientation, gender identity and expression) pose significant barriers to inclusion of all talent in academic sciences, engineering, and medicine, undermining excellence in the fields. Medicine has the greatest incidence, followed by engineering, and then science. Next to the military (at 69% of women), academic workplaces (at 58% of women faculty and staff) have the highest incidence of sexual harassment, compared with the private sector (46% of women) and government (43% of women). (NASEM 2018 Report pp. 56, 60)

While legal compliance is necessary, it is not enough to prevent high rates of sexual harassment. Rates of sexual harassment in the workplace have not significantly decreased despite 30 years of laws prohibiting such conduct as discrimination. (NASEM 2018 Report pp. 39-41, chapter 5).

Gender harassment (a form of sexual harassment, including sexism, crude and sexually hostile remarks, and devaluation, denigration and disrespect of individuals on the basis of sex —put-downs, as opposed to sexual come-ons) is most prevalent. It causes harm equivalent to that caused by sexual coercion and unwanted sexual attention and often marks the beginning of a progression to other forms of sexual harassment. Research has found that gender harassment has negative professional and psychological outcomes (NASEM 2018 Report pp. 25-27, 42, 72, 90), providing support for why gender harassment is a form of hostile environment sexual harassment, and should be considered discrimination.

Certain climates correlate with high incidence of sexual harassment. Male dominated settings that lack civility and respect, and tend to concentrate power in individuals, correlate with increased risk of sexual harassment. (NASEM 2018 Report pp. 52-56, chapter 6)

Perception of tolerance of sexual harassment is the strongest indicator of the occurrence of sexual harassment. (Academies Report pp. 121-22) Publicly demonstrating intolerance of sexual harassment is critical—i.e., that complaints are taken seriously, targets are supported, sanctions are imposed on harassers (while maintaining privacy)—and can help to prevent people from sexually harassing others. (NASEM 2018 Report p. 50) This can be done, in part, by reporting on the types and numbers of incidents and the kinds of consequences or action taken. (NASEM 2020 Report Promising Practices)

Formal reporting and resort to legal process are rare likely due to fear of or actual cost to career and relationships. (NASEM 2018 Report pp. 81-82, 106-07). Over-reliance on reporting is not a high-impact strategy for prevention.

Community building and adoption of high expectations and standards of inclusive conduct that are actively intolerant of sexual and intersecting bases of harassment are important strategies. Restorative remedies can contribute to elevating understanding, building a community intolerant of sexual and intersecting forms of harassment, and restoring positive relationships.

(See, e.g., David R. Karp, "Restorative Justice And Responsive Regulation In Higher Education," Restorative And Responsive Human Services, 2019, pp. 143-164; David Acosta and David R. Karp, "Restorative Justice As The Rx For Mistreatment In Academic Medicine," Academic Medicine 93, no. 3 (2018): pp. 354-356; Campus PRISM, "A Report On Promoting Restorative Initiatives For Sexual Misconduct On College Campuses," Saratoga Springs, New York: Skidmore College Project on Restorative Justice, 2016)