Creating a Respectful & Inclusive Campus Community
Learning Objectives

• Equip campus leaders with a common language, cultural competency skill set, and set of mental models to continue to engage as compassionate and courageous agents of change.

• Provide practical guidance regarding harassment prevention and response.

• Faculty, staff, and administrators will learn to facilitate, respond to, and manage the complex dynamics of diversity throughout campus in their interactions with all community members.

• Campus leaders will learn about some of the national best practices that support their development in creating a community where all community members experience a sense of purpose and belonging.

• Faculty, staff, and administrators will practice skills, actions, and behaviors that support their individual development ability to recognize and interrupt patterns of harassment (inclusive of sexual harassment), bullying, conscious and unconscious bias within a diverse and complex campus living and learning environment.
Agenda

2-hour Session

- Opening comments from Belinda M. Guthrie, Director of Equal Opportunity & Title IX
- Introduction of the JONES team
- Understanding & navigating the continuum of respect and inclusion
- Inclusive Leadership as a skill and preventative measure to inappropriate workplace behavior that can lead to harassment
- Recognizing behaviors across the continuum
- Exercise to understand power & privilege
- Case Study: What’s Harassment and What’s Not?
Navigating the Continuum

Respectful  Uncivil/Disrespectful  Bullying  Harassment

Where is the line?
Inappropriate Workplace Behavior:

Santa Clara University does not tolerate any employee, supervisor, director, student, vendor, or agent of the University to engage in inappropriate behavior with any employee, student, applicant, or contractor. Some consequences of this type of behavior are:

- Creates an unsafe learning environment and campus community
- Disrupts work relationships
- Lowers productivity
- Lowers morale
- Could put you or SCU at legal risk
Inappropriate Workplace Behavior:

Examples:
- Yelling at co-workers
- Cursing
- Using inappropriate or risky humor
- Gossiping or spreading rumors
- Showing obvious favoritism toward one employee
- Ignoring inappropriate behavior.
- Visual conduct: leering; making sexual gestures; displaying sexually suggestive objects, pictures, cartoons, or posters.
- Verbal conduct: making or using derogatory comments, epithets, slurs and/or jokes
Microaggressions

People from marginalized groups face chronic, continuing, and daily micro-aggressive stressors from well-intentioned individuals who are unaware of their insults, slights, and demeaning actions.
FIVE INCLUSIVE BEHAVIORS
Use “I” statements.
Share and own your thoughts, beliefs, and statements. No one is being as to speak for an entire group.
2. Listen to understand vs. Listen to respond.

Practice being fully present and listen with curiosity to the person’s perspective until they are done speaking before creating your response.
3. Operate in a “learner” mindset.

Seek to gain new perspectives that are different from your understandings and lived experiences. Recognize that discomfort often leads to real growth.
Manage “intent” vs. “impact.”

Intentionally seek and be open to feedback about the ways your words and actions have impacted others.
5. Be willing to admit mistakes and areas of growth.

Owning mistakes and practicing vulnerability allows all of us to grow through this dialogue.
Workplace Bullying:

repeated, health-impairing mistreatment that takes the form of:

1: verbal abuse, or
2: conduct that is threatening, intimidating, humiliating, or
3: work interference, sabotage which undermines legitimate business interests, or some combination of these categories of misconduct.

• Bully defined by Joel Neuman (2007), as “all those repeated actions and practices that are directed to one or more workers, which are unwanted by the victim, which may be done deliberately or unconsciously, cause humiliation, offense, and distress, and that may interfere with job performance and/or cause an unpleasant work environment.”

• Prof. Gary Namie of the Workplace Bullying and Trauma Institute defines bullying as “the repeated, health-endangering mistreatment of a target by a cruel perpetrator, through hostile verbal and nonverbal communication and interfering actions, or the withholding of resources (time, information, training, support, equipment — that guarantee failure), which are all driven by the bully’s need to control the target.”
The effects on the individual:

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<tr>
<th>Physiological</th>
<th>Psychological</th>
<th>Behavioral</th>
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<td>• Headaches/ Migraine</td>
<td>• Anxiety</td>
<td>• Becoming irritable</td>
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<td>• Sweating/ Shaking</td>
<td>• Panic Attacks</td>
<td>• Becoming withdrawn</td>
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<td>• Feeling/ being sick</td>
<td>• Depression</td>
<td>• Becoming aggressive</td>
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<td>• Irritable bowel</td>
<td>• Feeling of dread</td>
<td>• Increased aggressive</td>
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<td>• Raise blood pressure</td>
<td>• Tearfulness</td>
<td>• Increased consumption of tobacco/ alcohol, etc.</td>
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<td>• Inability to sleep</td>
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<td>• Obsessive dwelling on the bully, and seeking justice and revenge.</td>
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<td>• Loss of appetite</td>
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Sexual Harassment:

The Department of Education's Office for Civil Rights (OCR), the Equal Employment Opportunity Commission (EEOC), and the State of California regard Sexual Harassment as an unlawful discriminatory practice. Acts of sexual harassment may be committed by any person upon any other person, regardless of the sex, sexual orientation, and/or gender identity of those involved. The University has adopted the following definition of Sexual Harassment in order to address the special environment of an academic community.

Sexual Harassment, as an umbrella category, includes the offenses of sexual harassment, sexual assault, domestic violence, dating violence, and stalking, and is defined as: Conduct on the basis of sex/gender that is sexual and satisfies one or more of the following:
Sexual Harassment:

Quid Pro Quo: an employee of the University conditions (either implicitly or explicitly) the provision of an aid, benefit, or service of the University on an individual's participation in unwelcome sexual conduct.

Hostile Environment Sexual Harassment: The University will act to remedy all forms of harassment when reported, whether or not the harassment rises to the level of creating a "hostile environment." A hostile environment is one that unreasonably interferes with, limits, or effectively denies an individual's educational or employment access, benefits, or opportunities. This discriminatory effect results from harassing verbal, written, graphic, or physical conduct that is severe or pervasive and objectively offensive.
Harassment:

Discriminatory harassment constitutes a form of discrimination that is prohibited by University policy and is defined as unwelcome conduct by any member or group of the community on the basis of actual or perceived membership in a class protected by University policy or law.

SCU does not tolerate discriminatory harassment of any employee, student, visitor, or guest.
Harassment is defined as unwelcome and unauthorized incidents and/or patterns of conduct and/or speech that are severe, persistent or pervasive when such conduct or action is based on a person’s or persons’:

- Race, color, national or ethnic origin
- Religious beliefs,
- Sex or gender identity,
- Marital status,
- Sexual orientation,
- Disability,
- Pregnancy
- Veteran status or
- Age
Discrimination:

Discrimination is defined, for the purpose of this policy, as any decision, act, or failure to act which interferes with or limits a person’s or group’s ability to participate in or benefit from the services, privileges, or activities of the University when such decision, act, or failure to act is based on race, color, religious belief, sex, marital status, sexual orientation, gender identity or expression, national or ethnic origin, disability, veteran status, or age.
Discrimination:

Race Discrimination

When a person is treated unfavorably in the terms and conditions of his or her employment because of their race, color, ancestry, or ethnic background.

- Do not have to be targeted at the person (not specifically about the person).
- Do not have to be directed at the person, i.e., the person could overhear.

Age Discrimination

When a person is treated unfavorably in the terms and conditions of his or her employment because of his or her age.

- Covers individuals between the ages of 40 and 70
- Both individuals can be over age 40
- Is the one EEO law that eventually covers everyone
- The average jury awards in age discrimination cases are up to 300 percent higher than those in discrimination cases involving sex, race, and disability.
Discrimination:

Religious Discrimination

Religious discrimination occurs when an employment rule or policy requires a person to either violate a fundamental precept of his or her religion or lose an employment opportunity. Title VII of the Civil Rights Act of 1964 prohibits employers from discriminating against individuals because of their religion in hiring, firing and other terms or conditions of employment.

- Issue of reasonable accommodation
- Issue of undue hardship
- Atheism is covered

Sex Discrimination

When a person is unfavorably treated in the terms or conditions of his or her employment because of his or her gender.

- Disparate treatment
- Disparate impact
Discrimination:

Disability Discrimination

When a person is treated unfairly in the terms or conditions of employment because of his or her actual or perceived disability.

- The Federal Americans With Disabilities Act (ADA) is the federal law that makes it illegal for employers to discriminate on the basis of a disability
- The person must be qualified to do the job
- For an injury, disease or ailment to be considered a "disability," it must "substantially limit one or more major life activities.
- The Courts pay close attention to whether or not the ailment affects the person's job and ability to earn a living. Even if the ability doesn't affect most areas of life, if it affects the person's employment, it is more likely to be considered a disability.
- Reasonable accommodation is the idea that, even if a person is disabled, and even if that disability may make it seem like he or she can't do a job, the employer must consider whether or not a "reasonable accommodation" can be made. A "reasonable accommodation" is when the employer modifies the job duties, provides some extra help (like letting the person take extra time on a test), or takes some other measure to ensure that the person can still do the job.
Discrimination:

Sexual Orientation Discrimination

Denying someone a job benefit or opportunity because of his or her sexual orientation (or perceived sexual orientation).

- No federal laws prohibiting this (yet) but many states do
- Frequently the same actions that violate the laws against sexual orientation discrimination violate other laws as well. It is possible that an employer who is discriminating on the basis of sexual orientation is also discriminating on the basis of gender.
If you experience harassment:

Regardless of the type of harassment you are experiencing, it is important to document everything. Write down details such as:

- The date, time and location of the harassment, what happened, what was said and who witnessed the behavior.

- Keep copies or take screenshots of any relevant emails, texts, photos or social posts.

- Tell a trusted friend, family member or co-worker what happened and write down the details of those conversations. Not only can they provide support, but they may also be able to provide corroborating statements should you need them.

- Keep records related to your productivity and job performance and, if possible, review your performance report or personnel file. This is so you have evidence should your performance ever be disputed.

- Store all documentation outside your office or your work computer and make sure it’s backed up in a safe place.
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