

## BGSU ALLIES

### Building Inclusive Leadership Practices and Policies to Transform the Institution

3-year, \$984,484 National Science Foundation grant

#### Co-PIs and Senior Personnel:

Peg Yacobucci, Mike Ogawa, Lisa  
Hanasono, Julie Matuga, Sheila  
Roberts, Ellen Broido, Deb O'Neil,  
Susana Peña, Hyun Kyoung Ro, Karen  
Root, Stacey Rychener, Mike Zickar



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## BGSU ALLIES - Goal

### Project Goal

To make allyship and inclusive leadership the  
expectation and norm at BGSU

### How?

Help faculty and administrators work together  
to reduce biases and transform institutional  
structures that prevent the advancement of  
women and underrepresented faculty



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# The Problem

Data reveal **three key equity problems:**

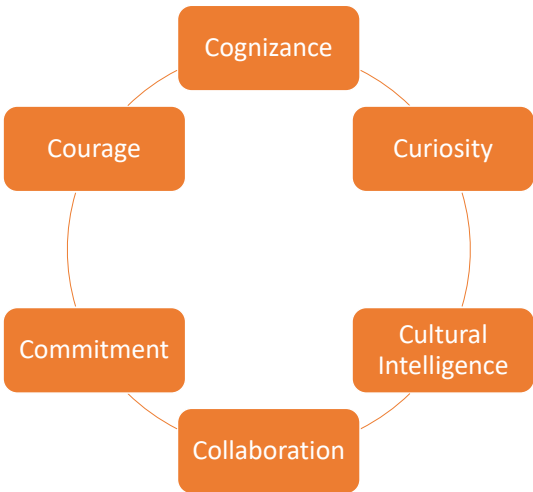
- Women and faculty of color are underrepresented in STEM applicant pools and hires relative to available pool of doctoral degree holders
- Women and faculty of color are not promoted to full professor or leadership positions at an equitable rate
- Women and faculty of color experience implicit and explicit gender and racial biases, both individually and in their intersection

*To address these biases, BGSU needs  
allyship and inclusive leadership training  
for faculty and administrators*



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# Six Signature Traits of Inclusive Leaders



Dillon & Bourke (2016)



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## 1. Cognizance of Bias

*Because bias is a leader's Achilles' Heel*

- Exhibit self-awareness; acknowledge individual and organizational biases
- Enact policies to diminish the impact of these biases on organizational members
- Promote environments of fairness; focus on:
  - Outcomes
  - Processes
  - Communications
- Strive for objective decision-making



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## 2. Curiosity

*Because different ideas and experiences enable growth*

- Be open-minded
- Seek to understand how others view and experience the world
- Embrace ambiguity
- Visibly demonstrate a desire for continued learning
- Listen attentively when another person is voicing a point of view
- Cope effectively with change



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### 3. Cultural Intelligence

*Because not everyone sees the world through the same cultural frame*

- Lead cross-cultural teams with confidence
- Take an active interest in learning about other cultures
- Seek to understand cross-cultural issues and differences
- Strategize and make sense of culturally diverse experiences



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### 4. Collaboration

*Because a diverse-thinking team is greater than the sum of its parts*

- Foster collaboration by empowering individuals and creating diverse groups
  - First step: Empower and engage your faculty & staff
  - Second step: Think about process & group composition



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## 5. Courage & Humility

*Because talking about imperfections involves risk-taking*

- Take risks
- Be humble
- Challenge your faculty & staff
- Challenge the system and the status quo
- Challenge yourself



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## 6. Commitment

*Because staying the course is hard*

- Demonstrate *commitment* to diversity and inclusion
- Align personal values and organizational values
- Align time, energy, and resources to address inclusion
- Treat everyone with fairness and respect
- Allocate resources toward improving diversity and inclusion within your department



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## Brainstorm Action Items

Each table is assigned one inclusive leadership trait.

First, discuss:

- **What specific action have you taken as a Faculty Administrator to help develop this trait?**
- **What specific actions can you take in the next semester to develop this trait?**

Second, choose the **top five action items** discussed at your table and post on the white boards.

Third, **share one action item** with group.



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## Creating Effective Action Items

- Ensure they are linked to specific goals
- Determine how they will be measured
- Establish a timeframe within which you would like to focus on these action items
- Ensure your action items will complement your current priorities

### Examples:

*Seek feedback from a trusted colleague about a decision you made that you may be second guessing*

*Critically examine policies/practices that may be in place because 'that is the way things have always been done' but may not be the best way moving forward*



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## Brainstorm NOW

Each table is assigned one inclusive leadership trait.

First, discuss:

- **What specific action have you taken as a Faculty Administrator to help develop this trait?**
- **What specific actions can you take in the next semester to develop this trait?**



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## Prioritize Action Items

Second, choose the **top five action items** discussed at your table and post on the white boards.

Third, **share one action item** with group.



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## Create Your Own Inclusive Leadership Action Plan

- Which **2 traits** do you want to focus on now? Why are they important to you?
  - Cognizance of Bias
  - Curiosity
  - Cultural Intelligence
  - Collaboration
  - Commitment
  - Courage and Humility
- Review white boards about your top 2 traits.
- Pick **2 action steps per trait** that you can commit to this semester to develop that trait.



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## ALLIES Facilitators

- **Stacey Rychener**  
Grant Specialist, Ctr. Of Assessment and Evaluation Services  
Internal Evaluator for ALLIES grant  
[Staceyr@bgsu.edu](mailto:Staceyr@bgsu.edu), 419-372-7303
- **Deb O'Neil**  
Professor, Management & Director Master of Organization Development program  
College of Business  
[oneild@bgsu.edu](mailto:oneild@bgsu.edu)
- **Susana Peña**  
Director & Associate Professor, School of Cultural and Critical Studies  
College of Arts & Sciences  
[susanap@bgsu.edu](mailto:susanap@bgsu.edu)
- **Mike Zickar**  
Chair & Professor, Psychology  
College of Arts & Sciences  
[mzickar@bgsu.edu](mailto:mzickar@bgsu.edu)



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