



THE OHIO STATE UNIVERSITY

Fundraising Workplace Climate Survey Results: Understanding and Preventing Sexual Harassment

Dr. Erynn Beaton, Assistant Professor
Dr. Megan LePere-Schloop, Assistant Professor
John Glenn College of Public Affairs

Content Warning: Discussion of sexual harassment and assault



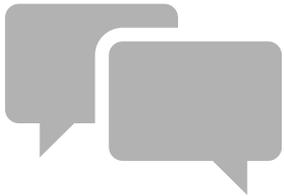
PURPOSE

- What is sexual harassment? What does it look like in the fundraising profession?
- Why another survey?
- What did we learn from the OSU survey? How does it align with fundraiser interviews?
 - Overall experiences with sexual harassment
 - Experiences with harassment across intersectional identity groups
 - Organizational efforts to prevent harassment
- What actions can we take to prevent sexual harassment in fundraising?



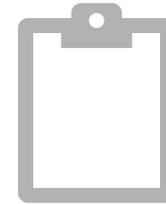


OSU-AFP PARTNERSHIP: TWO PARTS



INTERVIEWS

Conducted a total of 74 in-depth interviews with fundraisers who have been affected by sexual harassment; held both before and after survey was fielded (2018-2021)



SURVEY

Reviewed data from initial survey that was conducted on behalf of the AFP and Chronicle of Philanthropy by Harris Polls; conducted a follow-up survey of our own in 2020



*What is sexual harassment?
What does it look like in the
fundraising profession?*



SEXUAL HARASSMENT IS:

US Legal: unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when this conduct... affects an individual's employment, unreasonably interferes with an individual's work performance, or creates an intimidating, hostile, or offensive work environment. (US EEOC)

Canadian Legal: any conduct, comment, gesture, or contact of a sexual nature that is likely to cause offence or humiliation to any employee; or that might... be perceived by that employee as placing a condition of a sexual nature on employment or on any opportunity for training or promotion. (Canada Labour Code)

Psychological: unwanted sexual behavior "that is appraised by the recipient as offensive, exceeding her resources, or threatening her well-being." (Fitzgerald et al. 1997, p. 15)

Behavioral: defines sexual harassment as a list of unacceptable behaviors of different types or forms.



FORMS OF SEXUAL HARASSMENT

<u>Category</u>	<u>Definition</u>	<u>Colleague Example</u>	<u>Donor Example</u>
Gender Hostility	Unwelcome behaviors that disparage or objectify others based on their sex or gender	A colleague calls a fundraiser his “work wife” despite her visibly uncomfortable reaction	A donor talks about their sexual prowess in front of a fundraiser
Unwanted Sexual Attention	Unwelcome behaviors of a sexual nature that are directed toward a person	The Director of Development commonly massages the shoulders of his fundraisers during meetings without consent	A donor texts a “dick pic” to a fundraiser
Sexual Coercion	Pressure or force to engage in sexual behavior	A fundraiser’s more senior colleague hosts a party at his house and asks him to stay after to “relieve the tension”	A donor puts his hands up a fundraiser’s skirt while sitting next to one another at a dinner event



SEXUAL EXPLOITATION OF FUNDRAISERS

Journal of Public Administration Research and Theory, 2021, 1–17
doi:10.1093/jpart/maab005
Article



Article

“Whatever it Takes”: Sexual Harassment in the Context of Resource Dependence

Erynn E. Beaton, Megan LePere-Schloop, Rebecca Smith

The Ohio State University

Address correspondence to the author at beaton.13@osu.edu.

Abstract

Research suggests powerful resource dependencies are present in the public and nonprofit sectors. The individuals operating at the nexus between organizations and resource providers, and who mitigate dependencies, are referred to as boundary spanners. Research suggests that there may be both positive and negative personal repercussions for boundary spanners, but research has not sufficiently examined these unintended consequences through a gender lens. Bringing together research on resource dependence and sexual harassment, this study explores sexual harassment as an unintended consequence for boundary spanners of resource dependence mitigation strategies. Drawing on a feminist methodology and purposive sampling, we engaged in interviews with 36 professional fundraisers, a quintessential boundary spanning role, to examine the problem of sexual harassment by donors. These experiences leave fundraisers feeling harassed by donors and exploited by employers that pressure them to do “whatever it takes” to obtain donations. We contribute to research on resource dependence by surfacing sexual harassment and exploitation as unintended consequences for boundary spanners of strategies to mitigate organizational resource dependence. Our findings assist in reconsidering the assumptions that underly resource dependence theory and related research.

Resource dependence (RD) theory is an influential theory for public affairs and nonprofit studies (Abzug et al. 2016; Malatesta and Smith 2014). It suggests that resource providers will enjoy a degree of power and influence over organizations dependent upon those resources (Pfeffer and Salancik 2003). Individuals that manage relationships with important external stakeholders can help shape stakeholders’ perceptions and mitigate RDs (Pfeffer and Salancik 2003, 18). Research shows, however, that there are unintended

consequences (Merton 1936) for the individual employees that serve in these positions, such as role stress and conflict (Floyd and Woodriddle 1997; Heimovics et al. 1993; Manev and Stevenson 2001; Van Sell et al. 1981). These unintended consequences are important because negative effects may lead to the boundary spanner’s withdrawal and ineffectiveness (Miles 1976; Van Sell et al. 1981), which would counterproductively undermine their ability to mitigate dependencies. We draw together the two separate streams of literature on RD and sexual harassment to surface unintended consequences that have been overlooked.

While research on sexual harassment tends to focus on employee-to-employee harassment (e.g., Tinkler and Zhao 2020), some research finds that boundary spanning employees in for-profit organizations experience

We are grateful to Drs. Stephanie Moulton and Amanda Girth whose generous guidance and encouragement was instrumental to this manuscript, to Shaun Khurana who contributed to the study’s data production, to the Association for Fundraising Professionals who partnered with us to recruit participants, and to the anonymous reviewers who provided constructive advice.

“[My supervisor] then would say things to me about the way that I dressed...like, ‘Oh we’re going to send you out to talk to so-and-so because he’s going to love it, and you should not wear a bra.’”

Associated Behaviors:

- Pressure to dress in an attractive manner because it will benefit the organization
- Pressure to put yourself in situations where you are vulnerable to unwanted sexual attention because it benefits the organization

Beaton, E. E., LePere-Schloop, M., & Smith, R. (2021). “Whatever it Takes”: Sexual Harassment in the Context of Resource Dependence. *Journal of Public Administration Research and Theory*.



Why another survey?



NEED FOR RIGOROUS SURVEY DESIGN

Based on MSPB survey of Federal Employees

Account for different understandings of sexual harassment

- Original survey asked: “Have you ever personally experienced sexual harassment in the fundraising profession?”
- OSU survey asked about specific behaviors:
 - **Gender Hostility** - The presence of sexually oriented material in any format (e.g., photos, videos)
 - **Unwanted Sexual Attention** - Unwelcome sexually suggestive looks or gestures
 - **Sexual Coercion** - Pressure for sexual favors
 - Questions designed to capture experiences of sexual exploitation by organizations

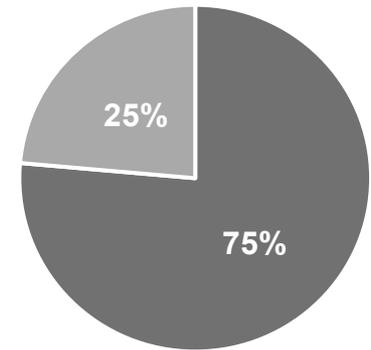
Need to locate experiences in clear time frame and organizational settings



NEED FOR REPRESENTATIVE SAMPLE

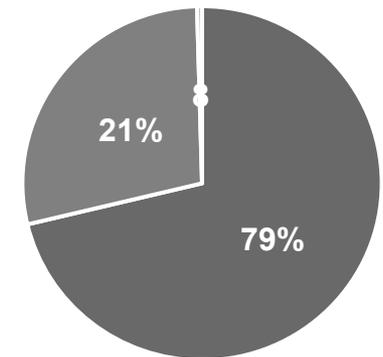
	AFP Members (US & CA)	Harris Poll Survey	OSU Survey
Female	20127	818	1270
Male	6217	215	504
Gender non-conforming/ Self-describe/ Prefer not to say	-	7	8
TOTAL	26344	1040	1782

AFP Members



■ Female ■ Male

OSU Survey Respondents



■ Female ■ Male ■ Self-Describe



*What did we learn from the
OSU survey?*



There were, unfortunately way too many [experiences of sexual harassment] for me to remember, but often from older males, either donors that were considering large gifts, or donors that had been with an organization for a long time. You were meeting them for coffee, taking them to dinner or lunch, and they were more forward than should be allowed, but it just happened. For the most part, very rarely did I directly say, “What you just said makes me uncomfortable.”





OVERALL EXPERIENCES WITH SXH

Experiences of sexual harassment Behaviors

	Coworker	Stakeholder	Either	Never
<i>Harris Poll – All respondents</i>				
Ever in Career	8.26	13.65	21.01	78.94
<i>OSU Survey – Estimates for all AFP members</i>				
Ever in Career	62.9	57.15	75.78	24.22
Over past two years	31.77	23.91	42.13	57.87
<i>MSPB Survey – Estimates for all Federal Employees</i>				
Over past two years	-	-	14.00	86.00



EXPERIENCES WITH SXH IN PAST 2 YRS

Experiences of Sexual Harassment over Past 2 Years

	Coworker	Stakeholder	Either	Never
<i>ALL AFP MEMBERS</i>	31.77	23.91	42.13	57.87
Gender Hostility	18.74	17.36	36.1	63.9
Unwanted Sexual Attention	8.68	15.79	24.47	75.53
Sexual Coercion	3.09	3.68	6.78	93.22



There were men who groped me at one event, and one man leaned in and whispered to me something about, "Black women like it like this?" Or, "I've never had a black woman." I can't tell you how many times I've had people reference my race in terms of sexuality. Without even a second thought about how disgustingly inappropriate, and hurtful that is.



	Overall	Gender Hostil.	Sexual Attn.	Sexual Coerc.
<i>GENDER: Female</i>	44.37	37.76	26.59	7.33
Female & BIPOC	43.05	37.58	29.88	10.06
Female & Caucasian	44.56	37.79	26.13	6.95
Female & Hetero	42.93	36.1	25.1	6.55
Female & LGB+	60.58	56.58	43.33	16.29
<i>GENDER: Male</i>	30.32	27.26	13.19	3.63
Male & BIPOC	28.22	26.61	18.01	5.12
Male & Caucasian	30.61	27.35	12.51	3.42
Male & Hetero	28.29	25.53	12.34	3.44
Male & LGB+	36.47	32.48	15.76	4.2
<i>RACE: BIPOC</i>	41.24	36.46	28.27	9.64
BIPOC & Hetero	41.73	36.83	28.56	8.91
BIPOC & LGB+	38.00	34.04	26.36	14.35
<i>RACE: Caucasian</i>	42.26	36.05	23.92	6.37
Caucasian & Hetero	40.88	34.39	22.68	5.74
Caucasian & LGB+	53.54	49.68	34.01	11.5
<i>All</i>	42.13	36.10	24.47	6.78



Often, there's no HR department. There's no one to go to. I think in my 30 years, [I've] only ever worked [at] a place once for two years that had an HR person. I've never worked anywhere that had a policy or anything like that. My experience isn't uncommon. It's becoming more frequent to have policies and procedures, but we're still talking about tens of thousands of nonprofits who run on a shoestring... That all contributes to folks' incidents, because people are getting away with it, but also the lingering trauma because there's no one to talk to.





ORGANIZATIONAL EFFORTS

Org Policy and Harassment over Past 2 Years

	Coworker	Stakeholder	Either	Never
No	31.78	32.71	54.67	45.33
Yes	31.75	23.70	41.65	58.35
Don't Know	32.36	22.95	42.82	57.18

Org Training and Harassment over Past 2 Years

	Coworker	Stakeholder	Either	Never
Not Offered	35.27	29.16	47.88	52.12
Offered	31.35	22.29	40.91	59.09
Dont Know	23.65	17.39	31.87	68.13



*What actions can we take to prevent
sexual harassment in fundraising?*



Disclaimer: We don't claim to have all the answers. The answers are evolving and are likely to be different for each organization

However, we have:

- spoken with a lot of fundraisers
- reviewed the data
- read the literature/research



SXH PREVENTION PRACTICES

1. Demonstrate a Commitment to Equality and Inclusion
 - 7 embedded practices including having diverse leadership/board
2. Follow or Exceed Federal and State Laws
 - 3 embedded practices including knowing the laws in your area
3. Write a Clear Anti-Harassment Policy
 - 9 embedded practices including involving multiple stakeholders in drafting/revision of the policy
4. Educate stakeholders on Sexual Harassment
 - 8 embedded practices including regularly sharing information on sexual harassment, not just during a training
5. Encourage Stakeholders to report Sexual Harassment
 - 5 embedded practices including making reporting simple and safe
6. Properly Investigate Complaints
 - 11 embedded practices that includes taking action before a complaint is made if necessary
7. Take Appropriate Action on Sexual Harassment Complaints
 - 5 embedded practices including taking remedial action

Beaton, E. E., LePere-Schloop, M., & Smith, R. (Forthcoming). A Review of Sexual Harassment Prevention Practices: Toward a Nonprofit Research Agenda. *Nonprofit & Voluntary Sector Quarterly*.



POLICIES



My first thought was, “Well, he’s a volunteer, he’s a board member. If it was a colleague of mine harassing me, I would have an avenue with which to report that and be responsible for reporting that. Does that really apply to volunteers?” My understanding then was that it doesn’t.





WHAT CAN BE DONE: POLICIES

Have a policy and ensure that it addresses:

- Behavior of board, volunteers, donors, and other stakeholders
- Note multiple parties to which SXH can be reported, consider a third-party expert for reporting and investigation of complaints
- Also, review the policy regularly to ensure it is meeting needs

The Research

- Effective policies should include a definition of sexual harassment, procedures for dealing with complaints, safeguards for confidentiality, and specific sanctions for sexual harassment
- A zero-tolerance policy may increase the likelihood that a bystander will report an incident
- Women rely more heavily on formalized rules



Including ALLIANCE OF NONPROFITS FOR INSURANCE (ANI) & NONPROFITS INSURANCE ALLIANCE OF CALIFORNIA (NIAC)

www.insurancefornonprofits.org

OTHER “POLICIES” RAISED AS OPTIONS:

Sample Harassment Prevention Policy

[Nonprofit] is committed to a work environment in which all individuals are treated with respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal opportunities and prohibits discriminatory practices, including harassment. Therefore, [Nonprofit] expects that all relationships among persons in the workplace will be business-like and free of bias, prejudice, discrimination, and harassment.

In order to keep this commitment, [Nonprofit] maintains a strict policy of prohibiting unlawful harassment of any kind, including sexual harassment and harassment based on race, color, religion, national origin, sexual orientation, gender identity or expression, sex, age, physical or mental disability or any other characteristic protected by state, federal or local employment discrimination laws. This policy applies to all employer agents and employees, including supervisors and non-supervisory employees, and to nonemployees who engage in unlawful harassment in the workplace.

Sexual harassment includes, but is not limited to, making unwanted sexual advances and requests for sexual favors where either:

1. Submission to such conduct is made an explicit or implicit term or condition of employment; or
2. Submission to or rejection of such conduct by an individual is used as the basis of employment decisions affecting such individual; or
3. Such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Employees who violate this policy are subject to discipline up to and including the possibility of immediate discharge.

Examples of unlawful harassment include, but are not limited to:

- Verbal conduct such as epithets, derogatory jokes or comments, slurs or unwanted sexual advances, invitations or comments.
- Visual conduct such as derogatory and/or sexually oriented posters, photography, cartoons, drawings, e-mail and faxes or gestures.
- Physical conduct such as assault, unwanted touching, blocking normal movement or interfering with work directed at an employee because of the employee's sex or other protected characteristic.
- Threats and demands to submit to sexual requests in order keep one's job or avoid some other loss, and offers of employment benefits in return for sexual favors.
- Retaliation for having reported or threatened to report unlawful harassment.

Any employee or other person who believes he or she has been harassed by a co-worker, supervisor, or agent of [Nonprofit] or by a nonemployee should promptly report the facts of the incident or incidents and the names of the individual(s) involved to his or her supervisor, or in the alternative, to the Director of Human Resources (or whoever is responsible for human resource activities in your nonprofit). Upon receipt of a complaint, the Agency will undertake a prompt, thorough, objective and good faith

Sample Harassment Prevention Policy
Provided by the Nonprofits Insurance Alliance Group

Pg 1 of 2
03/31/2016

- No alcohol at hosted events
- Discourage meetings outside an office environment, and/or at a donor's homes, and/or encourage "pairing up" for such meetings
- "No questions asked" if a fundraiser chooses to abruptly leave a meeting with a donor
- Create a secret code in the donor management system to caution about a donor's behaviors
- Formal mentorship programs for younger fundraisers about how to deal with sexual harassment by donors

Available as a link (along with other useful resources) at:

<https://www.councilofnonprofits.org/tools-resources/sexual-harassment-the-nonprofit-workplace>



TRAINING



During the harassment training, I asked the trainer, "What do I do?" Because they were going to sexual harassment for your boss or for colleagues. I was like, "What about a donor? What do I do when a donor asks me to sit on his lap?" ...

"Oh yeah. You...I don't know" [laughs] was basically the response.





WHAT CAN BE DONE: TRAINING

Have trainings and ensure they:

- Are given to volunteers, board members, and other stakeholders
- Are interactive (e.g. role play) and customized to the organization
- Are customized by group or include examples relevant to different groups of employees (e.g. fundraisers, managers, generational differences, etc.)

The Research

- Policies are not effective without training
- Training is not effective when it is one-size-fits all
- Training should include role playing to be most effective
- Training can be just as effective online as in-person



BUILDING A CULTURE



What I tell my team now here... [and my previous employer] was really good about this. They would say, "If you are ever in a situation where you feel uncomfortable or don't feel comfortable going into it, or something is happening, I don't care if this person wants to give \$100 million, get out. You are more than welcome to leave. You will never get in trouble. We will never question your decision to get out."





WHAT CAN BE DONE: LEADERSHIP

Help build a culture of awareness and support:

- Talk to other members of your organization and raise awareness about the specific ways fundraisers may be vulnerable
- Identify other groups of stakeholders in the organization that might have vulnerabilities (e.g. social workers)
- If you lead a team, make it explicit that you prioritize their safety and comfort above all else

The Research

- An inclusive culture can decrease incidence of harassment
- Putting women in leadership positions may increase reporting and decrease the incidence of harassment



IN A TRAINING, THE TRAINER:



said something like, "Claire, let's take you for example. If we're out on a date, I'm not going to just immediately ask you to have sex with me. We're going to go on dates and then we'll..."
He was trying to be funny or just be gross and parallel a relationship between a man and a woman between relationship between the donor and the donor development officer. Basically, you don't just want to jump in bed with the donor or you don't just ask them for the money. You have to court them. That's what he was trying to say and that was his example.





FROM POSTSTRUCTURAL FEMINISM: ATTEND TO LANGUAGE

- Talk openly about the issues
- Replace terms like “solicitation” with “ask” or something similar
- Phase out metaphors that compare fundraising to dating or sexual relationships
- Instead of speaking about developing relationships between fundraiser and donor, speak about developing relationships between organization and donor

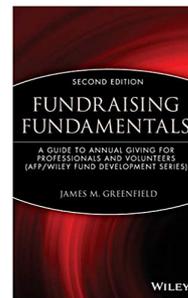


Edit solicit codes for Mr. Robert Hernandez

Solicit code *	Start date	End date
Do not call after 9:00 P ▼	m/d/yyyy	to m/d/yyyy
Do not phone on weeks ▼	m/d/yyyy	to m/d/yyyy

[+ Add a solicit code](#)

Save [Cancel](#)



LETTER TEXTS: WRITE LOVE LETTERS!

Much has been written and said about how to write successful annual appeal direct mail letters. Their mission is simple: to inspire people to action. Who writes these letters? What is the key to their success? Francis Prey provided one great answer: Write love letters! He was suggesting that the direct mail letter writers think about the last love letters they wrote: their preparation time, their careful choice of words, all the emotions the letters contained, even the letters' length (more than one page, no doubt). Much was at stake with each love letter. What were the essential ingredients that inspired a reply of equal enthusiasm? Or, where or why did the message fail? The answer to either of these questions will ensure success with direct mail letters! When given equal time and attention, writing letters for friend-raising purposes is not all that different from writing love letters.

Most appeal letters written for nonprofit organizations are drafted by professional staff in the fund development office. They have written them before; their letters have received lots of replies with money enclosed. Other organizations invite professional letter writers and direct mail consultants to help them. Two of the better books of instruction on how to write direct mail letters are Jerry Huntsinger's *Fund Raising Letters*, a se-



This donor that I referred to that was harassing my staff person. High-powered donor, military official, board member, committee member. They celebrated him rolling off the board and thanked him for his years of service... I sat in that room going, "This guy's an ass, [laughs] has treated women in this organization badly and you're celebrating him as if he's the best thing since sliced bread."





FROM ORGANIZATIONAL JUSTICE: HOLD HARASSERS TO ACCOUNT

- Especially as a bystander but also as the target, if possible, say something in the moment
- Take remedial action on formal reports of harassment, and be transparent about what those are
- Do not give positive references for harassers that are moving on to the next organization (“pass the trash”)
- Have gift acceptance policies that prevent the organization from honoring harassers and/or give the organization the basis for turning down such a donation

Bill Cosby Freed as Court Overturns His Sex Assault Conviction

The entertainer had been serving a three- to 10-year sentence in a prison outside Philadelphia.

Neil Gorsuch Confirmed to Supreme Court After Senate Uses 'Nuclear Option'

The Senate confirmed judge Neil Gorsuch to the Supreme Court Friday in a mostly party-line vote that reflected weeks of bruising political fighting.

Press Release February 2, 2018

The Humane Society of the United States accepts the resignation of Wayne Pacelle as president and CEO

The Humane Society of the United States announced that it has accepted the resignation of Wayne Pacelle, as president and CEO, effective immediately. Wayne has served in this capacity since 2004, and previously served for 10 years as the organization chief political and communications operative.

The HSUS has named Kitty Block as acting president and CEO. Ms. Block, an attorney, is currently president of Humane Society International, the HSUS's global affiliate.

“The last few days have been very hard for our entire family of staff and supporters,” said Rick Bernthal, Chairman of the Board of the HSUS. “We are profoundly grateful for Wayne’s unparalleled level of accomplishments and service to the cause of animal protection and welfare.”

“We are most grateful to Kitty for stepping forward to lead the organization as we continue to advance our mission, which has never been more important,” added Bernthal.



THE OHIO STATE UNIVERSITY

Erynn Beaton, beaton.13@osu.edu

Megan LePere-Schloop, lepere-schloop.1@osu.edu

John Glenn College of Public Affairs



ACADEMIC REFERENCES

- Beaton, E. E., LePere-Schloop, M., & Smith, R. (2021). "Whatever it Takes": Sexual Harassment in the Context of Resource Dependence. *Journal of Public Administration Research and Theory*.
- Beaton, E. LePere-Schloop, M. & Smith, R., (forthcoming). A Review of Sexual Harassment Prevention Practices, Toward a Nonprofit Research Agenda. *Nonprofit & Voluntary Sector Quarterly*.
- Berdahl, J. L. (2007). Harassment Based on Sex: Protecting Social Status in the Context of Gender Hierarchy. *Academy of Management Review*, 32(2), 641-658.
- Choi, H., Hong, S., & Lee, J. W. (2018). Does Increasing Gender Representativeness and Diversity Improve Organizational Integrity? *Public Personnel Management*, 47(1), 73–92.
- Fitzgerald, L. F., Drasgow, F., & Magley, V. J. (1999). Sexual Harassment in the Armed Forces: A Test of an Integrated Model. *Military Psychology*, 11(3), 329-343.
- Fitzgerald, L. F., Swan, S., & Magley, V. (1997). But was it really sexual harassment? Legal, behavioral and psychological definitions of the workplace victimization of women. In W. O'Donohue (Ed.), *Sexual Harassment: Theory, Research and Treatment* (pp. 5-28). Needham Heights, MA: Allyn & Bacon.
- Jacobson, R. K., & Eaton, A. A. (2018). How Organizational Policies Influence Bystander Likelihood of Reporting Moderate and Severe Sexual Harassment at Work. *Employee Responsibilities and Rights Journal*, 30(1), 37-62.
- Lindenberg, K. E., & Reese, L. A. (1996). Sexual Harassment Policy: What do employees want? *Policy Studies Journal*, 24(3), 387-403.
- Lopez, S. H., Hodson, R., & Roscigno, V. J. (2009). Power, status, and abuse at work: General and sexual harassment compared. *The Sociological Quarterly*, 50(1), 3–27.
- Lukes, S. (2004). *Power: A radical view*. Macmillan International Higher Education.
- Newman, M. A., Jackson, R. A., & Baker, D. D. (2003). Sexual Harassment in the Federal Workplace. *Public Administration Review*, 63(4), 472–483.
- Portillo, S., & DeHart-Davis, L. (2009). Gender and Organizational Rule Abidance. *Public Administration Review*, 69, 339-347.
- Preusser, M. K., Bartels, L. K., & Nordstrom, C. R. (2011). Sexual Harassment Training: Person versus Machine. *Public Personnel Management*, 40(1), 47–62.
- Reese, L. A., & Lindenberg, K. E. (2003). The Importance of Training on Sexual Harassment Policy Outcomes. *Review of Public Personnel Administration*, 23(3), 175–191.
- Reese, L. A., & Lindenberg, K. E. (2005). Gender, Age, and Sexual Harassment. *Review of Public Personnel Administration*, 25(4), 325–352.
- Rospenda, K. M., Richman, J. A., & Nawyn, S. J. (1998). Doing power: The confluence of gender, race, and class in contrapower sexual harassment. *Gender & Society*, 12(1), 40–60.
- Yu, H. H., & Lee, D. (2019). Gender and Public Organization: A Quasi-Experimental Examination of Inclusion on Experiencing and Reporting Wrongful Behavior in the Workplace. *Public Personnel Management*. 1-26.