

NDEW 2019

Transactional & Policy Solutions

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Transactional Solutions

An exchange or interaction between people

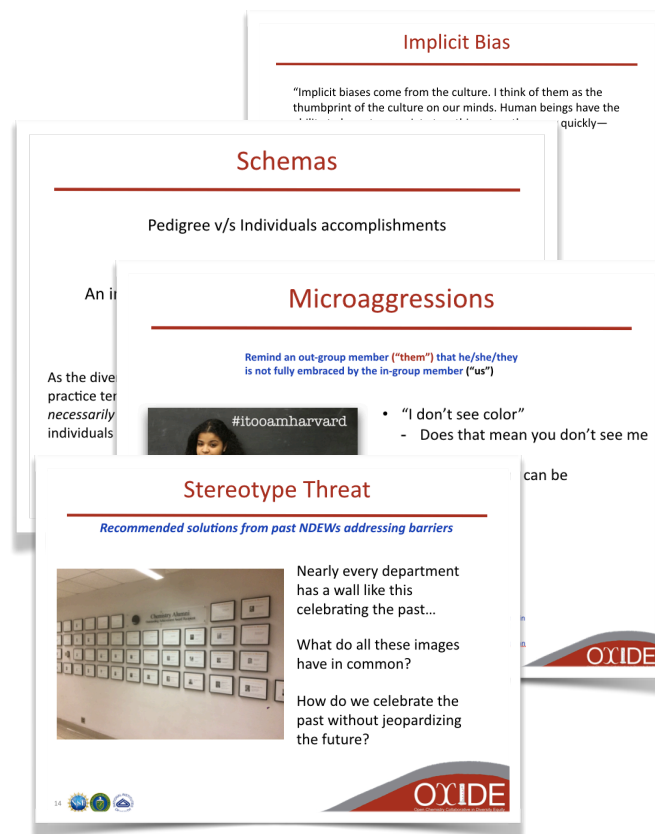
1 Leader <-> 1 student/follower/faculty member

- Strategies
 - Clarity w.r.t. what the department values
 - Scientific decision making
 - Top down leadership
 - Effective assessment
 - Facilitating a transparent merit based culture

Transactional Solutions

Strategies

- Clarity w.r.t. what the department values
 - **Members of the “out-group” are often penalized by unwritten rules and lack of transparency.**
- Scientific decision making
- Top down leadership
- Effective assessment
- Facilitate a transparent meritocratic culture



(1) Prince, Sara., “Why Diversity Matters.” www.mckinsey.com. McKinsey & Company, Jan 2015.

Clarity w.r.t. what the department values

Chemistry Example:

Professor Maybe has published at a higher rate than recent Junior professors who were tenured. A senior colleague informs you that they don't plan to support **Professor Maybe's** tenure case because he/she/they did not have enough external funding. The senior faculty member states.... **every tenured faculty member in this department should have a large funding portfolio.** About half of the faculty are confirmed to still be in favor of **Positive Maybe**.

- Transactional Actions:
 - How do you vote?
 - How would you communicate with the candidate?
- AND note that Members of “out-groups” —E.G., URGs— are often penalized by unwritten rules.

Transactional Solutions

Strategies

- Clarity w.r.t. what the department values
- Scientific decision making
 - **Implementing double-blind peer review**
 - **In evaluations, ensure that objective criteria are used**
 - ▶ **Ideally established prior to starting the process**
- Top down leadership
- Effective assessment
- Facilitate a transparent meritocratic culture

The image shows three overlapping presentation slides. The top slide is titled 'Schemas' and has the subtitle 'Pedigree v/s Individuals accomplishments'. The middle slide is titled 'Microaggressions' and includes a reminder to 'Remind an out-group member ("them") that he/she/they is not fully embraced by the in-group member ("us")'. It features a photo of a woman with the hashtag #itooamharvard and a list of microaggressions, including 'I don't see color' and 'Does that mean you don't see me'. The bottom slide is titled 'Implicit Bias' and contains a quote: 'Implicit biases come from the culture. I think of them as the thumbprint of the culture on our minds. Human beings have the ability to learn to associate two things together very quickly—that is innate.'*

(1) Dobbin, F.; Kim, S.; Kalev, A., You can't always get what you need: Organizational determinants of diversity programs. American Sociological Review 2011, 76 (3), 386-411

(2) Hernandez, R.; Watt, S. Careers, Entrepreneurship, and Diversity: Challenges and Opportunities in the Global Chemistry Enterprise, 2014; Vol. 1169, Chapter 19, pp 207-224.

Transactional Solutions

Strategies

- Clear value proposition
- Quantitative decision making
- Top-down leadership
 - **When leaders hold their reportees accountable for advancing diversity through individual evaluations (e.g., in annual reviews).**
- Effective assessment
- Facilitate a transparent meritocratic culture

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Transactional Solutions


Top Down Leadership

- Middle managers held accountable for diversity by their upper managers tend to improve climate and inclusion among their reports.
- Diversity management with actionable responsibilities

**Diversity Training -
Positive or negative impact?**

Addressing Barriers

“Hundreds of studies have now challenged the received wisdom that *anti-bias training* is the first step employers should take in promoting diversity.”




Prof. Frank Dobbin
Prof. of Sociology
Harvard University


“A review of those studies shows that anti-bias educational efforts produce *negligible change in attitudes*, and have **never** been shown to diminish workplace discrimination.”

“Overall....Mandatory diversity training has a *negative effect*.”

Like NDEWs, D&I conversations have to be Peer-To-Peer, not “Training” by “experts.”

Dobbin, Frank, and Alexandra Kalev. 2014. “Why Firms Need Diversity Managers and Task Forces”. Pp. 170-198 in *How Global Migration Changes the Workforce Diversity Equation*, edited by M. Patai, H. Sheikh, C. Tilly, and F. Sparrow. Newcastle: Cambridge Scholars Publishing.

2



Dobbin, F.; Kim, S.; Kalev, A., You can't always get what you need: Organizational determinants of diversity programs. *American Sociological Review* 2011, 76 (3), 386-411

Transactional Solutions

Strategies

- Clear value proposition
- Quantitative decision making
- Top down leadership
- Effective assessment
- Facilitate a transparent meritocratic culture
 - **Make hiring, tenure, and promotion decisions based upon ability, results, and merit.....**
effective rubrics needed BEFORE you see the applicants/files

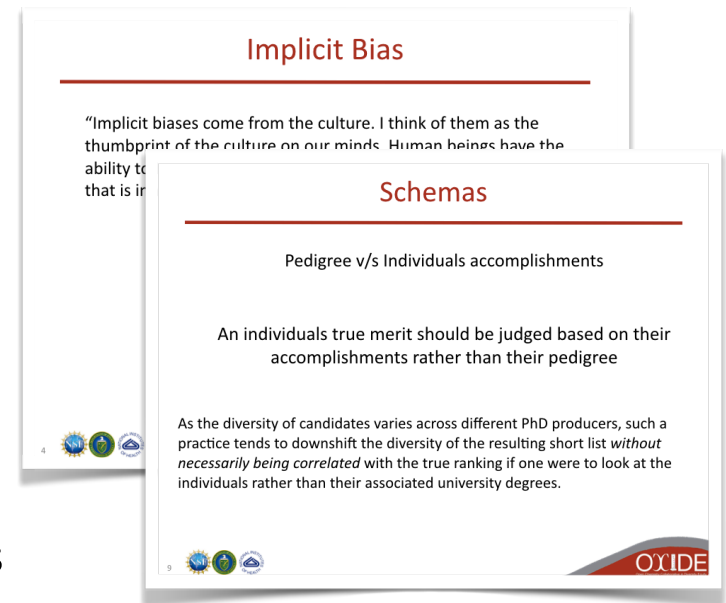
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Policy Solutions

NDEW 2013: Solutions to get there

1. Create a department diversity committee

- Broadly reflective of your faculty's perspectives (e.g., include straight, able-bodied white male faculty)
- Don't overburden URG (under-represented groups) faculty
- Establish deliverables to measure the committee's success



(1) <http://oxide.jhu.edu/2/NDEW2013> (accessed April 5, 2018.)

Policy Solutions

NDEW 2013: Solutions to get there

4. Conduct a faculty meeting on diversity excellence; include discussion for the business case for diversity

Universal Design

- Americans with Disabilities Act (ADA)
 - A physical or mental impairment that substantially limits one or more of the major life activities of an individual
- Is a design principle that aims to create products and environments that can be used by as many people as possible without the need for adaptation or specialized design

Schemas

Pedigree v/s Individuals accomplishments

judged based on their pedigree

at PhD producers, such as a resulting short list *without* if one were to look at the degrees.

Implicit Bias

"Implicit biases come from the culture. I think of them as the thumbprint of the culture on our minds. Human beings have the ability to learn to associate two things together very quickly—that is innate."*

*Dr. Malzarotti R. Banaji, quoted in HIL Corbett, & Ross, 2010

OXIDE

(1) <http://oxide.jhu.edu/2/NDEW2013> (accessed April 5, 2018.)

Policy Solutions

NDEW 2015: Solutions to get there

6. Conduct weekly/monthly lunch with faculty to discuss departmental climate
 - generate a diversity counter space)

Microaggressions

Remind an out-group member ("them") that he/she/they is not fully embraced by the in-group member ("us")

Tokenism & Overburdening

Tokenism
Refers to individuals (usually URGs) who are hired, admitted or appointed to a group to provide a false sense of diversity from other group members. They are often expected to "prove" that they can discriminate.

Stereotype Threat

Recommended solutions from past NDEWs addressing barriers

Nearly every department has a wall like this celebrating the past...

What do all these images have in common?

How do we celebrate the past without jeopardizing the future?

OXIDE

(1) <http://oxide.jhu.edu/2/NDEW2013> (accessed April 5, 2018.)

Think-Pair-Share

Policy Solutions: Hiring Gender

A potential female hire is verbally attacked in a faculty member's office about her science during a faculty interview visit.

How do you move forward?

- A. Work with staff to ensure that said professor never speaks with a candidate again.
- B. Set-up a diversity and civility training workshop for all faculty
- C. Set-up a faculty meeting to discuss appropriate HR practices
- D. Offer to resign as department head because you are tired of your faculty undermining your efforts



Policy Solutions

NDEW 2017: Solutions to get there


11. Develop department's Diversity Action Plan

- Embed in your strategic plan
- With accountability and visited yearly (just like your strategy plan)
- Publish executive summary on department web site (embed in your mission statement)

ToDo List from NDEW 2017

Recommendations for Diversity Action Plans (DAPs)

Definition	Operating Principles
<ul style="list-style-type: none">• A DAP is a written statement which summarizes a group's —viz, your department's— plan to advanced inclusive excellence on a stated time frame.• At right, is a list of operating principles that were recommended by chairs and participants at NDEW 2017 for inclusion in a DAP	<ul style="list-style-type: none">• A DAP should emphasize the following drivers for inclusive excellence:<ul style="list-style-type: none">• Equity, not equality• Value commitment, not on time served or availability• Work structure (for faculty/trainees/staff) should be flexible and constructed transparently• Civility & respect towards all• Absolute standards for RPT, not a curve• Deemphasize genius myth• Pathways, not gateways or pipeline• Diversity equity is a social justice core value• Define and promote diversity broadly AND focus on diversity inequities affecting targeted and specified groups
<h4>Dissemination</h4> <ul style="list-style-type: none">• DAPs should be incorporated into departmental strategic plans• A summary of the DAP that fits within a few lines should be incorporated into the Diversity Statement published on departmental websites	



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Dissemination

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- A summary of the DAP that fits within a few lines should be incorporated into the Diversity Statement published on departmental websites

Operating Principles

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Transactional & Policy Solutions

Conclusion

- Transactional solutions are necessary because you need to make sure that individuals feel engaged with the in-group policies.
- Policy solutions are necessary because they allow you to magnify your time and leadership
- If you are to manage D&I, you need to be aware that out-group members are often disenfranchised by policy solutions.

Transactional Solutions
& Policy Solutions:
**Line-up your solutions/
actions, with the
culture you want to
have within your
department**

Hernandez and Watt, "A Top-Down Approach for Diversity and Inclusion in Chemistry Departments," in *Career Challenges and Opportunities in the Global Chemistry Enterprise*; ACS Symposium Series, Vol 1169, edited by H. N. Cheng, S. Shah, and M.L. Wu, Chapter. 19, pp. 207-214 (2014).

