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

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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

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.
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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

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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

Middle managers held accountable for diversity by their upper managers tend to improve climate and inclusion among their reports.

Diversity management with actionable responsibilities

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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

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

(1) http://oxide.jhu.edu/3/NDEW2013 (accessed April 5, 2018.)
6. Conduct weekly/monthly lunch with faculty to discuss departmental climate

- generate a diversity counter space
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 website (embed in your mission statement)

NDEW 2017: Solutions to get there

(1) http://oxide.jhu.edu/2/NDEW2017 (accessed April 5, 2018.)
### ToDo List from NDEW 2017

#### Recommendations for Diversity Action Plans (DAPs)

**Definition**
- 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.

**Operating Principles**
- A DAP should emphasize the following drivers for inclusive excellence:
  - 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

**Dissemination**
- 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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(1) [http://oxide.jhu.edu/2/NDEW2013](http://oxide.jhu.edu/2/NDEW2013) (accessed April 5, 2018.)
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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.

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