In Search of Excellence: Equity, Diversity & Inclusion

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part of this presentation have been supported by cook ross
As you look at each slide, note the feelings, judgments, and reactions that emerge.
What patterns do you notice?

- Gender
- Setting
- Skin tone
- Body posture
- Clothing
- Ethnicity
- Age
- Facial expression
- Body type
John Fetterman

- Mayor of Braddock, PA (a suburb of Pittsburgh) – the tattoo on his arm is the zip code!
- Has a Master’s degree in Public Policy from Harvard
- Served in the Americorps
- Received international media attention for the economic revitalization programming he started in his community
Pratibha Patil
• Economist
• Attorney
• First female president of India, 2007-2012
**Ted Bundy**

- American serial killer and rapist
- Confessed to killing 30 women
Oxana Federova

- Miss Universe 2002
- Russian police captain and fashion model
- PhD in civil law
Mae Jemison

- Physician
- Professor
- U.S. Astronaut
GuruGanesha Khalsa

• Sikh devotional musician
• One of the world’s leading sales training experts
Catalyzing person or circumstance

Fast (Emotional) Brain

Slow (Thinking) Brain

Background

Catalyzing person or circumstance
John Ridley Stroop, 1935
What is bias?

A tendency or inclination that results in judgment without question.

An automatic response  A shortcut to interact with our world
What is Unconscious Bias?

Mental associations without:

- Awareness
- Intention
- Control

These often conflict with our conscious attitudes, behaviors, and intentions.
Law firm partners were sent a brief from “Thomas Meyer” with 22 spelling, grammar, technical analytic errors...

4.1/5
10.2 Errors Found

“HAS POTENTIAL”

“GOOD ANALYTICAL SKILLS”

“GENERALLY GOOD WRITER BUT NEEDS TO WORK ON...”

3.2/5
14.6 Errors Found

“NEEDS A LOT OF WORK”

“AVERAGE AT BEST”

“CAN’T BELIEVE HE WENT TO NYU...”

Dr. Arin N. Reeves
Research testing 2284 medical doctors found that overall doctors show a strong implicit bias against overweight people. Men’s bias was stronger than women’s, and bias was strongest among those tested who were the thinnest.

Janice A. Sabin, Maddalena Marini, and Brian A. Nosek, 2012
Height and Leadership

• A Study of 1.3 million Swedish men found that taller men were more likely to become CEOs and to be paid more as CEOs.

• In the U.S., 14% of men are over 6 foot tall, but 60% of CEOs are over 6 foot tall. An inch of height is worth $789 in annual salary!
Building Diverse Gender Teams in Science

- "John" was rated higher (4/7 versus 3.3/7)
- The average starting salary offered to "John" was $4,000 higher
- John was also seen more favorably to hire or would be willing to mentor.
- Female professors were just as biased as male professors

Corinne A. Moss-Racusin, John F. Dovidio, Victoria L. Brescoll, Mark J. Graham, and Jo Handelsman. 2012
Boaz Keysar, University of Chicago and Shiri Lev-Ari, Tel Aviv, MPIP
The road to unconscious bias is paved with good intentions!
The Unconscious is Malleable
6 Ways to Mitigate Your Biases

1. Recognize and accept that you have bias.
2. Develop the capacity to use a flashlight on yourself.
3. Practice “Constructive Uncertainty.”
4. Get feedback.
5. Engage with people you consider “others” and expose yourself to positive role models in that group.
University Environment

A variety of **Leaders** and **Teams** that serve the student population and work together to produce world-class research and teaching.
Diversity Advantages: Leaders

• We document a positive association between corporate return on assets and the share of women in senior positions (Christiansen, Lin, Pereira, Topalova & Turk, 2016 – IMF report).

• Gender diversity – only after a “critical mass” of about 30 percent women has been reached – associated with higher firm performance than completely male boards (Joecks, Pull & Vetter, 2013)
Leadership Diversity is good for “business”

Likelihood of financial performance above national industry median, %

<table>
<thead>
<tr>
<th>Executive gender diversity by quartile</th>
<th>Executive ethnic diversity by quartile</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014²</td>
<td>2014²</td>
</tr>
<tr>
<td>Top 15%</td>
<td>Top 35%</td>
</tr>
<tr>
<td>Bottom 15%</td>
<td>Bottom 33%</td>
</tr>
<tr>
<td>54 47</td>
<td>58 43</td>
</tr>
<tr>
<td>55 45</td>
<td>59 44</td>
</tr>
</tbody>
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McKinsey report, 2017
Diversity Advantages: Teams

- Ethnically heterogeneous teams outperformed ethnically homogeneous teams on brainstorming (McLeod, Lobel & Cox, 1996)

- Lab and field studies show that heterogeneity among group members (age, tenure, education and functional area) is related to group and organizational creativity, adaptability, and innovation (Murray, 1989)
Specific University/Healthcare Examples

- Diversity among physicians and allied health professionals *improves access to care for underserved groups, develops culturally informed care, and broadens the health research agenda* (Cohen et al, 2002)

- At institutions of higher education, diversity among faculty and student bodies is beneficial for student learning, skills development, and for advancing intellectual engagement and democratic outcomes (Campbell et al, 2013)
More Diverse Faculty and Improved Education

• Among minority students, 96% reported that studying under minority professors had a positive impact on their education (Hodes Research report, 2008)

• Faculty widely believe that improving classroom diversity broadens the scope of classroom discussions and strengthens their overall quality (American Association of University Professors report, 2000)

• Female faculty play a key, if not critical role, in the success of female graduate students (Fox, 2010)
And finally....what about Research Quality?

- Gender diversity has been found to have a positive effect on the quality of science produced by collaborative working groups of academic scientists (Campbell et al, 2013).

- Papers coauthored by ethnically diverse contributors lead to greater contributions to science as measured by impact factor and citations (Freeman et al, 2014).
Search Committee - Best Practices

Framework

• Committee Composition
• Establish Position - Criteria and Key Competencies drives:
  – Position Advertisement
  – Review CV – Short List
  – Interview Questions/Candidate Assessment
Committee Composition – Best Practices

• Diversity of the Committee
  – Different perspectives

*Fair Selection Process* implies the bulk of the committee’s efforts occur up front

  – position description, criteria matrix/weighting, advertisement, interview questions, list of assessors, references for assessment, i.e. CV, interview, seminars, one-on-one, etc.

*Be consistent throughout the process

*Be mindful of your thoughts and impressions*
Position Criteria – Best Practices

• **Position**
  – Align with department’s strategic plan (and Faculty/University)
  – Set the criteria for the appointment – should be specific and measurable
  – Develop a rubric of competencies to assess, and weight each
    o need committee consensus
    o To be included in each assessor’s package
## Sample Rubric

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>WEIGHT (%)</th>
<th>ASSESSMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Productivity</td>
<td></td>
<td></td>
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<tr>
<td>Teaching Knowledge/Skill</td>
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<tr>
<td>Collaboration</td>
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<tr>
<td>International Influence</td>
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<tr>
<td>Funding</td>
<td></td>
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<tr>
<td>Contribution to Equity/Diversity/Inclusion</td>
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<tr>
<td>Attract and Supervise Graduate Students</td>
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<tr>
<td>Public Engagement/KM</td>
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<td></td>
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<tr>
<td>Leadership</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department “Fit”</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100 %</strong></td>
<td></td>
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</table>
“Fit”

What does this mean?
Rubric

Rubric guides all elements of the search process

Recruitment

– broad advertisement description to include research teaching and contributions to equity, diversity and inclusion statement

– Shortlist with consideration of non-traditional career paths, career interruptions, interdisciplinary research, scholarship, publication delay

– Candidate Assessment - Who (list of assessors), What Methods (interview questions, presentations, etc.)
THANK YOU!