

Summary of DEI workshop by Dr. Joyce Yen

What follows is a summary of various resources, references, and ideas presented in the Sept. 2021 ECE faculty retreat workshop: “Putting Justice, Equity, Diversity, and Inclusion into Action in ECE: Research, Data, and Best Practices.” The workshop was led by Dr. Joyce Yen, Director of the University of Washington ADVANCE Center for Institutional Change.

A synopsis of the some workshop content can also be found via Joyce’s November 2019 PLOS Channels and Collections blog: “Advancing Diversity, Equity, and Inclusion is a Leadership Issue for Us All” - <https://blogs.plos.org/collections/advancing-diversity-equity-and-inclusion-is-a-leadership-issue-for-all-of-us/>.

Questions may be directed to Joyce at joyceyen@uw.edu.

Workshop Key Concepts

- Excellence and diversity
- Diversity definition: social and historical significance in the modern world (K. Thomas)
- Diversity debt
- Leadership
- Innocence, curiosity, compassion
- Privilege
- Bias
- Accountability
- Norms follow power
- Who is allowed to belong is granted by those in power
- Structures and systems
- Intent versus impact
- “Works according to design” – Ijeoma Oluwa
- Circle of influence versus circle of concern
- Move from what to how
- Lead measures
- Fix the system rather than the individual
- Immunity to change – foot on the gas, foot on the brake

Books Cited

- *Leadership on the Line* by Ronald A. Heifetz and Marty Linsky (3 column leadership chart)
- *Biased: Uncovering the Hidden Prejudice That Shapes What We See, Think, and Do* by Jennifer Eberhardt (example of race and facial recognition)
- *The Diversity Bonus* by Scott Page (excellence demands diversity)
- *Hidden Brain* (book and podcast) by Shankar Vedantam (bias and privilege)
- *White Fragility* by Robin DiAngelo (quote related to sense of belonging, power, norms, and changing structures)
- *Black, Brown, and Bruised: How Racialized STEM Education Stifles Innovation* by Ebony Omotola McGee (lived experiences of BIPOC STEM persisters, engineering and JEDI)

- *Mediocre: The Dangerous Legacy of White Male America* by Ijeoma Oluo (works according to design) Book excerpt available at: <https://www.thecut.com/2020/11/book-excerpt-mediocre-by-ijeoma-oluo.html>
- *An Inclusive Academy: Achieving Diversity and Excellence* by Abigail Stewart and Virginia Valian (this is the one book to buy with great chapters covering the research on bias and other related topics, focused on faculty diversity in higher education, covers issues from faculty recruitment, hiring, promotion, retention, and mentoring, and tips for individual faculty, department chairs, and institutions)
- *Emergent Strategy: Shaping Change, Changing Worlds* by Adrienne Maree Brown (passion, action, accountability, fractals and change)
- *Deep Work* by Cal Newport (now what but how - 4 disciplines of execution)
- *Equity in Science: Representation, Culture, and the Dynamics of Change in Graduate Education* by Julie R. Posselt (deep case study examples of equity efforts in STEM and the impact of culture, small wins)
- *Immunity to Change: How to Overcome it and Unlock the Potential in Yourself and Your Organization* by Robert Kegan and Lisa Laskow Lahey (Immunity X-Ray)

Additional Concepts and Articles and Resources Cited

- Diversity debt concept – see for example <https://medium.com/@abarrica/startups-diversity-debt-and-what-to-do-about-it-cd385364506>
- “Leadership training not [diversity] sensitivity training” concept from J. Katz’s TED talk about male violence against women
- Calls for Anti-Racism in Science (these were listed in the slide but there are many, many more across a wide variety of mainstream, science, and social media)
 - The politics of science and racism by S. Paez and E.D. Jarvis. <https://www.the-scientist.com/news-opinion/opinion-the-politics-of-science-and-racism--67835>
 - Shut Down STEM: <https://www.shutdownstem.com/>
 - Promoting diversity and advancing racial equity in the biomedical sciences by K. Gibbs. <https://www.ascb.org/publications-columns/science-and-society/promoting-diversity-and-advancing-racial-equity-in-the-biomedical-sciences/>
 - We exist. We are your peers. by M. O. Platt. <https://www.nature.com/articles/s41578-020-00248-x>
 - The ecological and evolutionary consequences of systemic racism in urban environments by C. Schell et al. <https://science.sciencemag.org/content/early/2020/08/12/science.aay4497/tab-pdf>
 - Too many senior white academics still resist recognizing racism by N. Bumpus. <https://www.nature.com/articles/d41586-020-02203-w>
- “A Tale of O” by R. Moss Kanter (video about Xs and Os and who is in the spotlight – see, especially, the first 5 minutes of the video on YouTube, <https://www.youtube.com/watch?v=p56b6nzslaU>, or the book for the full story)
- “How Diversity Makes Us Smarter” by K. Phillips (*Scientific American*)
- “How university diversity rationale inform student preferences and outcomes by Starck et al., (*PNAS* 2021)
- “White Privilege: Unpacking the Invisible Knapsack” by P. McIntosh (examples of privilege in action)
- Research on bias in evaluation examples (but see *An Inclusive Academy* for more references including more recent research)
 - Bertrand and Mullainathan (2004) *The American Economic Review* (job callbacks)
 - Steinpreis et al. (1999) *Sex Roles* (academic CV evaluation)

- Madera et al. (2009) *Journal of Applied Psychology* (letters of recommendation)
- Moss-Racusin et al. (2012) *PNAS* (lab manager job)
- Russ et al. (2002) *Communication Education* (teaching evaluations)
- Eaton et al. (2019) *Sex Roles* (intersectionality and bias)
- Sample types of biases
 - Implicit bias
 - Anchoring bias
 - Halo effect
 - Confirmation bias
 - In-group bias
 - Availability heuristic
 - Cloning
 - Negative stereotypes
 - Positive stereotypes
- Moral licensing, illusion of fairness, paradox of meritocracy, and shifting criteria
 - Illusion of fairness: Kaiser et al. 2016
 - Paradox of Meritocracy: Castilla and Bernard, 2010
 - Moral licensing Stewart and Valian, 2018
 - Shifting criteria: Uhlmann and Cohen, 2006; Norton, Vandello, and Darley 2004; Phelan, Moss-Racusin, and Rudman 2008
 - See also "Promises and Pitfalls of Diversity Statements: Proceed with Caution." Carnes et al. (2019) *Academic Medicine*.
 - See also *Invisible Women: data bias in a world designed for men* by Caroline Criado Perez (Chapter 4 myth of meritocracy - most of the data cited is based in or relevant to academia)
- Leadership, accountability and diversity
 - Kalev et al. (2006) *American Sociological Review*
 - Dobbin & Kalev (2019) Why Doesn't Diversity Training Work
article: <http://anthronow.com/uncommon-sense/why-doesnt-diversity-training-work>
 - McClelland and Holland. (2014) *Psychology of Women Quarterly*
 - "I Spent Two Years Trying to Fix the Gender Imbalance in My Stories" by Ed Yong (The Atlantic)
 - "Who gets to look out to the edge of the universe?" by M. Koren (The Atlantic) and Strogler and Natarajan (2019) *Physics Today* (Hubble Space Telescope proposal review process changes)
- Action Bias
 - Aiko Bethea and action bias. <https://brenebrown.com/podcast/brene-with-aiko-bethea-on-inclusivity-at-work-the-heart-of-hard-conversations/>
- Systems - *individuals, interactions, institutions, and ideas*
 - Cheryan and Markus (2020) *Psychological Review* (systems model)
 - *Clash!: 8 Cultural Conflicts That Make Us Who We Are* by Markus and Conner (2013)
 - Examples
 - Mendoz-Denton et al. (2018) *Nature* (graduate student publication gaps and chemistry)
 - Carnes et al. (2005) *Journal of Women's Health* (NIH pioneer awards)
 - Casadevall (2015) *mBio* (ACM meeting conveners)
 - Fang and Casadevall (2016) *mBio* (Modified lottery funding model)
 - Harvey Mudd Computer Science <https://www.inc.com/kimberly-weisul/how-harvey-mudd-college-achieved-gender-parity-computer-science-engineering-physics.html>

- Intent and Impact example: Germano et al. (2021) *Psychological Science* (unintentional impact of diversity awards)
- 4 Disciplines of Execution (see *Deep Work* by C. Newport and *The 4 Disciplines of Execution* by McChesney, Covey, and Huling)
 - Wildly important goals
 - Lead measures
 - Lead measures are (new) measurable (potentially new) behaviors that drive success, can be implemented, and impact lag measures (outcomes).
 - Lag measures are outcomes to be measured and improved. Lag measures information comes too late to impact the outcome.
 - Compelling scorecard
 - Accountability cadence
- Interrupting bias and decision fatigue - Danzinger et al. (2011) *PNAS*
- Evaluation processes – change the system
 - Shapiro et al. (2018) *Academic Medicine* (department chair interviews with frustrated faculty mock scenario)
 - "An Engineering School with Half of Its Leadership Female? How Did That Happen?" by A. Gallimore (2019) *Chronicle of Higher Education* (redefined merit to include "taking inequality seriously")
 - "The case for cluster hiring to diversity your faculty" by C. Freeman (2019) *Chronicle of Higher Education* (diversity statements then dossier for faculty candidate evaluations)
 - "Faculty should use their discretion more effectively to advance equity" by K. O'Meara (2021) *Inside Higher Education* ("discretion elimination" versus leverage discretion to advance equity)
 - "Why your 'objective' screening rubric produced biased results" by A. Vaillancourt (2021) *Chronicle of Higher Education*
 - "How a search committee can be the arbiter of diversity" by L. Leske and C. Pendleton (2020) *Chronicle of Higher Education*
 - Yen, J. (2019) Debiasing the evaluation process of in-person review panels for a postdoctoral fellowship. *Nature Astronomy*.
- Immunity to change X-Ray (see *Immunity to Change: How to Overcome it and Unlock the Potential in Yourself and Your Organization* by R. Kegan and L. Lahey and "The Real Reason People Won't Change" in *Harvard Business Review*, Nov. 2001)
 - Column 1: Commitment (improvement goal)
 - Column 2: Doing/Not doing instead (behaviors)
 - Column 3: Hidden competing commitments
 - Column 4: Big assumptions
- Small wins
 - *Equity in Science* by J. R. Posselt
 - Correll, S. (2017) Reducing Gender Biases In Modern Workplaces: A Small Wins Approach to Organizational Change. *Gender & Society*. (small wins model for bias reduction)
 - Correll, S. (2019), VPFDD A small wins approach to organizational change 2. <https://www.youtube.com/watch?v=xIBxylZrQIQ> (also about effectively practices in faculty search processes)