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Diversity Foundations:
Bias Awareness and Mitigation

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She/Her/Hers

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Meet Your Facilitator

Kateeka J. Harris has nearly two decades of experience in higher education at four year and two-year colleges and universities including Title IX compliance, student conduct, multicultural program administration, and undergraduate admissions. Kateeka is a nationally recognized expert in Student Conduct and Title IX Administration and has held leadership positions within the Association for Student Conduct Administration, including President. Kateeka received her Master of Arts in Higher Education from Slippery Rock University and anticipates receiving her Doctor of Educational Leadership from Texas Wesleyan University next year.

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Vision

We exist to help create safe and equitable work and educational environments.

Mission

Bring systemic change to how school districts and institutions of higher education address their Clery Act & Title IX obligations.

Core Values

- Responsive Partnership
- Innovation
- Accountability
- Transformation
- Integrity

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Agenda

01

Culture and the impact of our Lived Experiences
- Why Diversity Matter
- Culture as an Iceberg
- Identity Development

02

Unpacking Bias and Stereotypes
- Bias Defined
- The Damage of Stereotypes and Bias
- Microaggressions

03

Mitigating the Impact of Bias
- Intent vs. Impact
- Personal Mitigation Strategies
- Institutional Strategies

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PRINCIPALS OF ENGAGEMENT

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Principles of Engagement: **Embrace**

- Awareness towards understanding
- Leaning into discomfort
- Critical self-reflection
- Opportunities for cognitive dissonance
- Helping to create safe space
- Opportunity to learn about biases
- Vulnerability, willingness to “catch” each other
- Speak from “I” perspective (not for an entire group); allow others to tell their own stories (check first)
- Share airtime - if you’ve spoken twice in a row, allow others to jump in first
- Staying in the moment (Stay present)
- Explore impact; acknowledge intent

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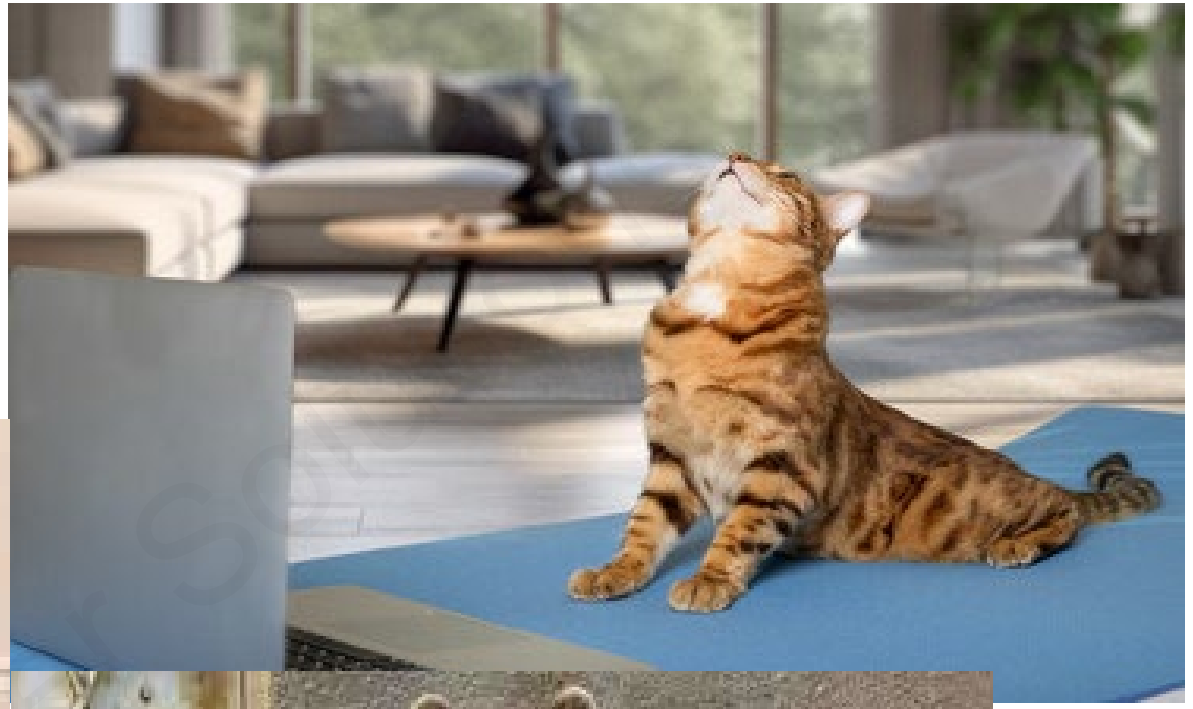
Doing Hard Things



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Realities of Diversity and Inclusion

- Diversity Defined
- Culture as an Iceberg
- Identity Development

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How Do you Define Diversity?

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Why Diversity Matters

Enriches the educational and workplace experience by encouraging critical thinking and cross-cultural communication.

Promotes personal growth and challenges stereotyped preconceptions.

Studies consistently show that diversity drives innovation and fosters creativity.

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What is culture?

- Culture can be defined as the total accumulation of many beliefs, customs, activities, institutions and communication patterns of an identifiable group of people.

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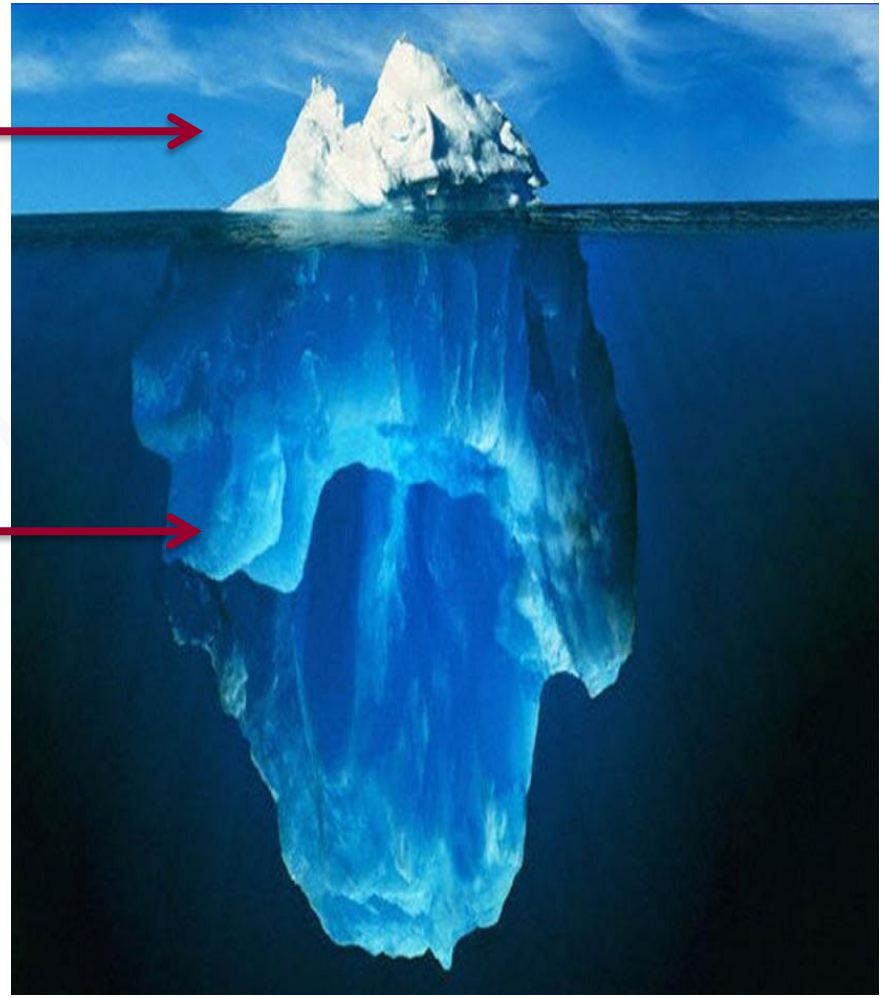
Culture as an Iceberg

Complex mass that is 1/10 visible and understandable

Complex mass that is 9/10 out of sight and more difficult to comprehend

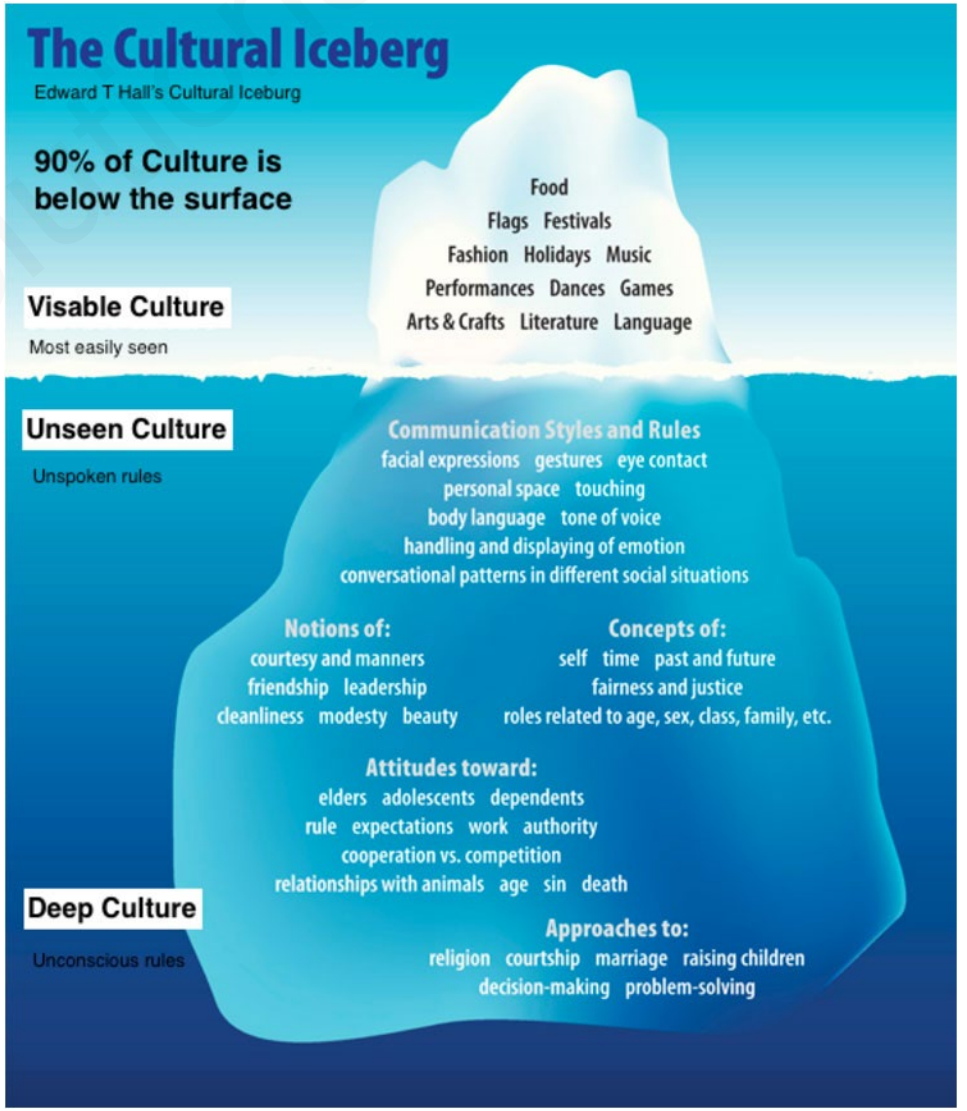


© TCC-OIDI, 2015

Culture as an Iceberg

Complex mass that is 1/10 visible and understandable – **"LET'S CELEBRATE!"**

Complex mass that is 9/10 out of sight and more difficult to comprehend – **UNDERSTAND**



The Benefits and Challenges of Diversity

Benefits

- Increased organizational adaptability
- Broader service range
- Variety of viewpoints
- Innovation and collaboration
- More effective execution

Challenges

Communication (Bias & Perception)

Resistance to change

Implementation of diversity and inclusion initiatives in workplace (and student) policies

Successful management of diversity in the workplace

Common definition

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Identity Wheel Activity

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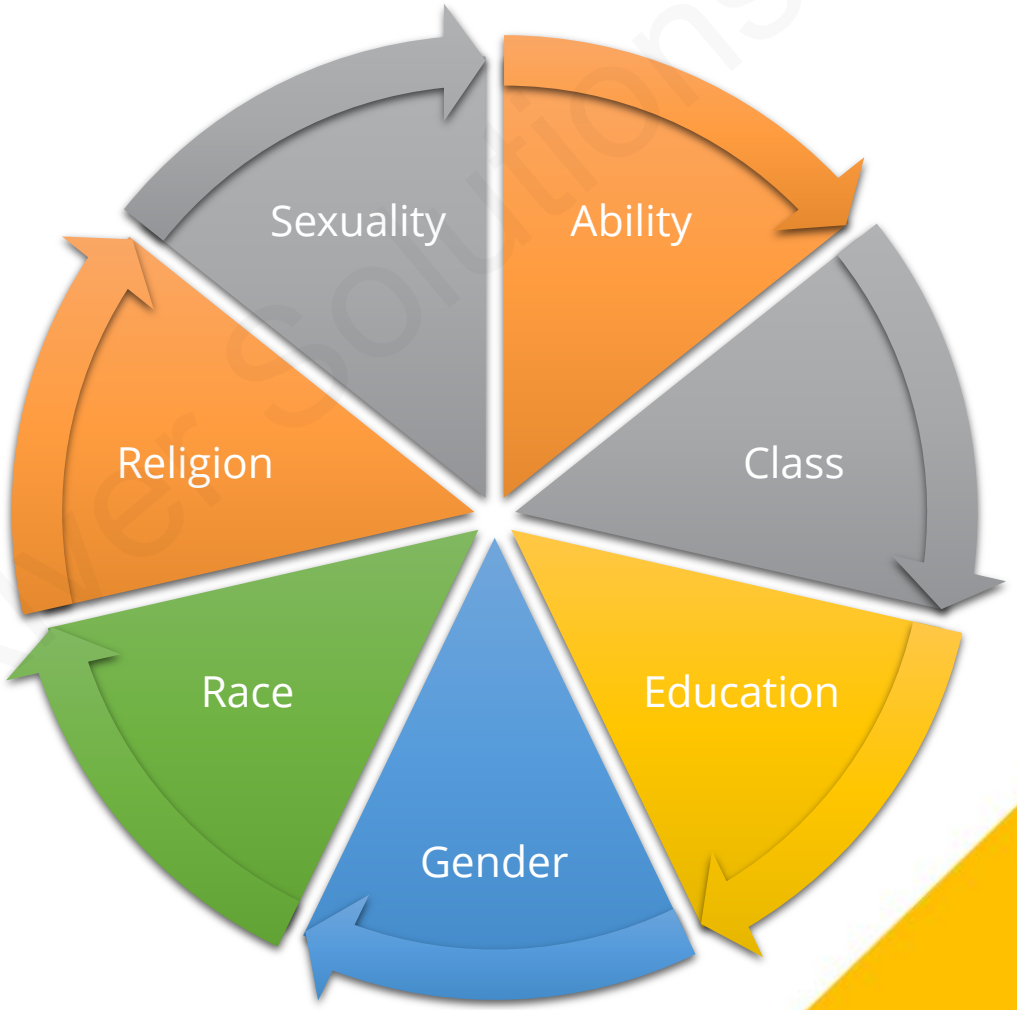
What is Identity?

- Our identities consist of various characteristics we use to categorize and define ourselves.
- There are visible and invisible characteristics.
- Some identities can provide us advantages in one context, and disadvantages in others.



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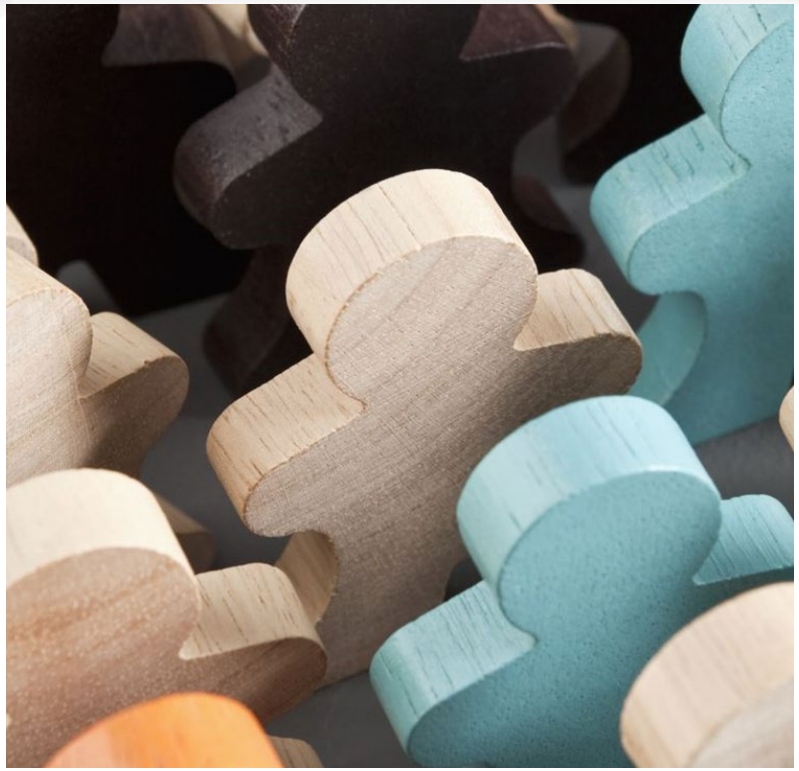
Discussion

1. Identities you think about most often
2. Identities you think about least often
3. Think of a time when you were othered due to an identity you possess
   - How did you respond?



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Why Diversity Matters

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National Survey of Student Engagement. (2020). Sense of Belonging. Retrieved from https://nsse.indiana.edu/research/annual-results/belonging-story/index.html

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The Neuroscience of Bias

- How do our brains process information?
- In what ways does this affect how we see the world?

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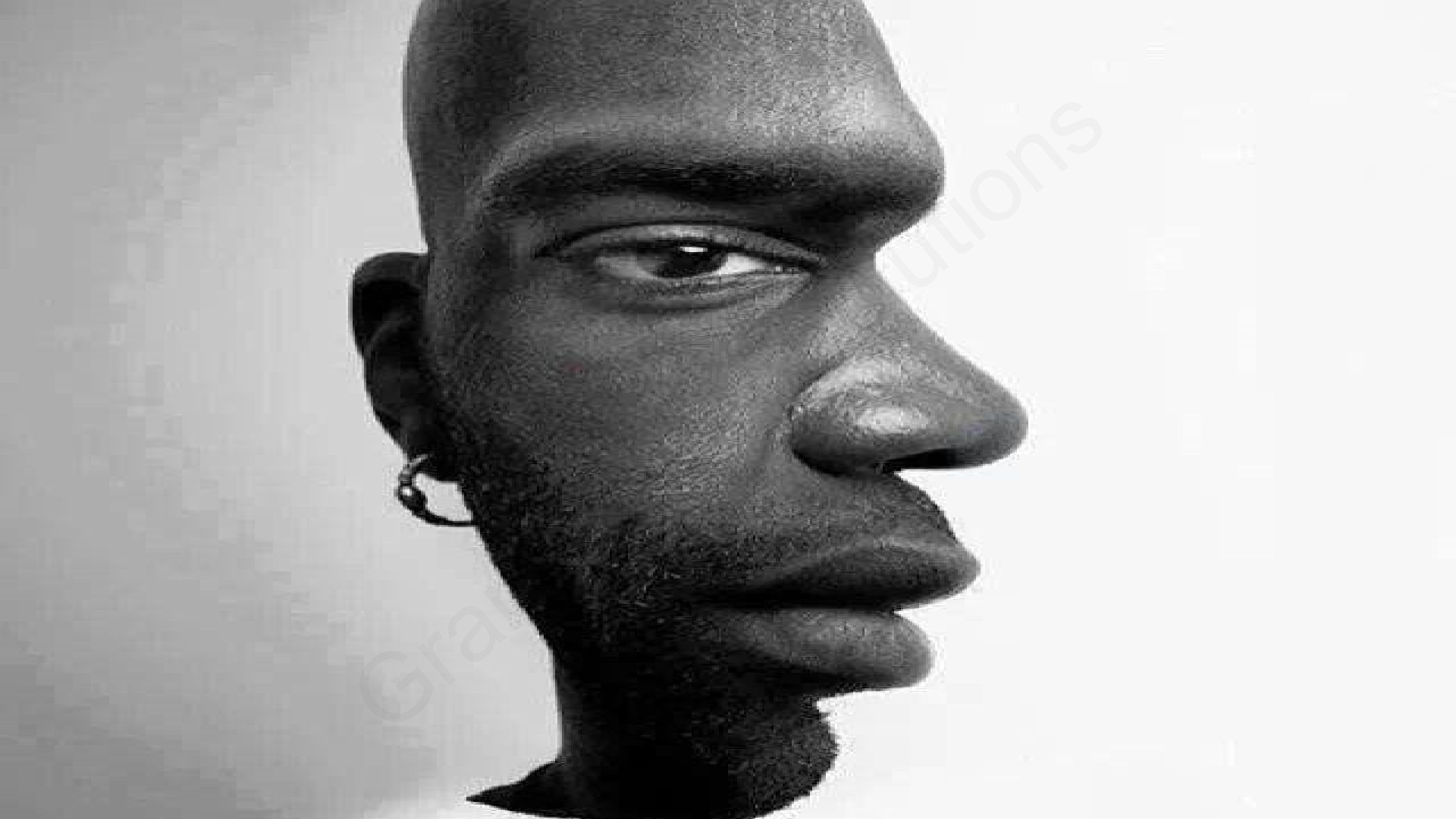

Which do you Prefer?

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Mariah or Whitney

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Day or Night

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iPhone or Android

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Kevin Hart or Eddie Murphy

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Raise or Promotion

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Baseball or Basketball

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Perceptions and Bias

Your views are informed by your lived experiences.

- Media
- Family
- Friends
- Education
- Societal Cues
- Culture

Your identity informs how you see the world and how the world sees you.

Multiple truths exist!

YOUR VANTAGE POINT, YOUR BIAS

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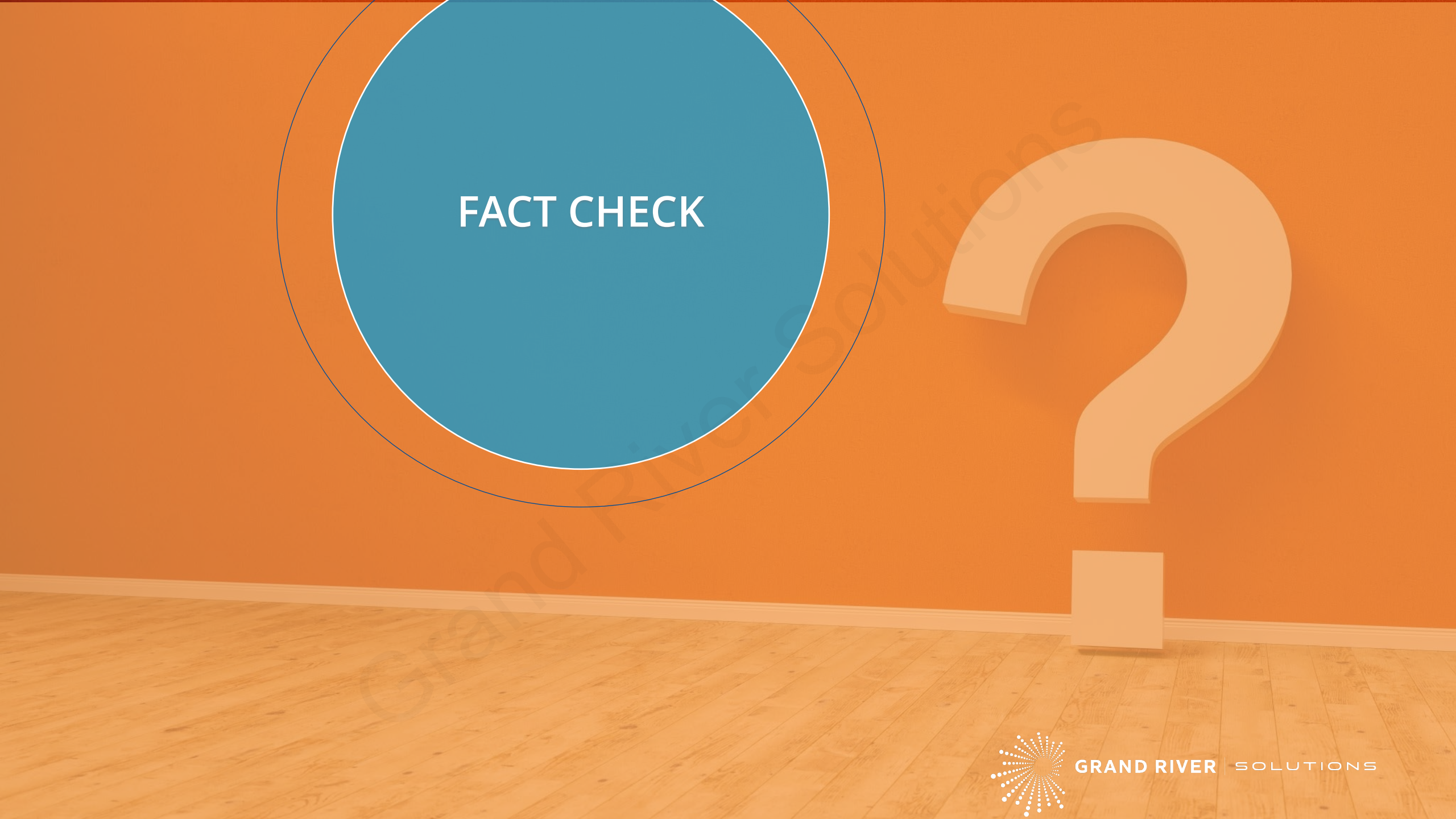
FACT CHECK



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Is the Great Wall of China visible from the moon?

True

False

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"The only thing you can see from the moon is a beautiful sphere, mostly white, some blue and patches of yellow, and every once in a while some green vegetation,"

Apollo 12 astronaut Alan Bean told NASA. "No man-made object is visible at this scale."

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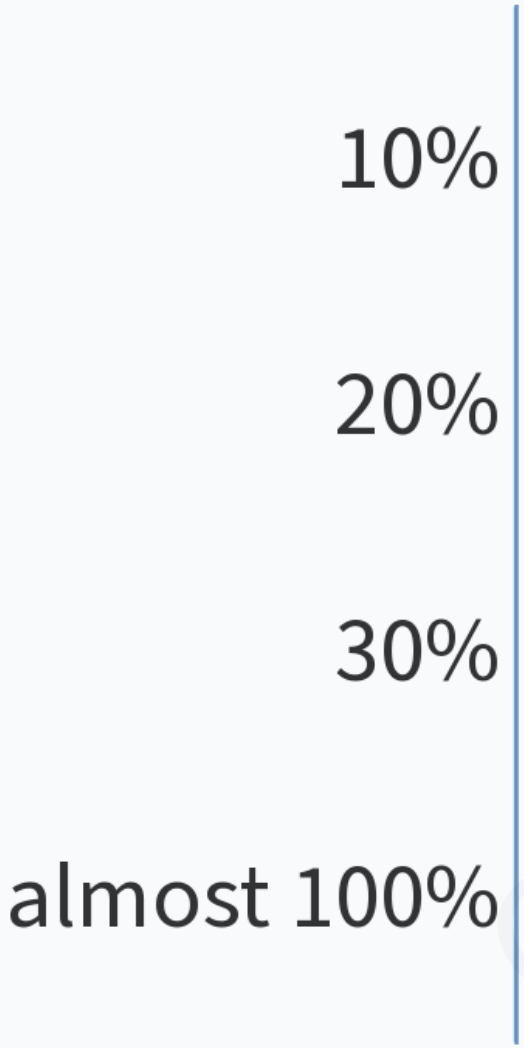
What percentage of our brains do we actively use?



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"It turns out that we use virtually every part of the brain, and that [most of] the brain is active almost all the time."

- Barry Gordon, Neurologist at Johns Hopkins School of Medicine.

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Bats are blind.

True

False

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Bats rely on "echolocation" in low-light environments when trying to find prey and other food sources.

Large bats“ can see three times better than humans."

Rob Mies, Executive director of the Organization for Bat Conservation

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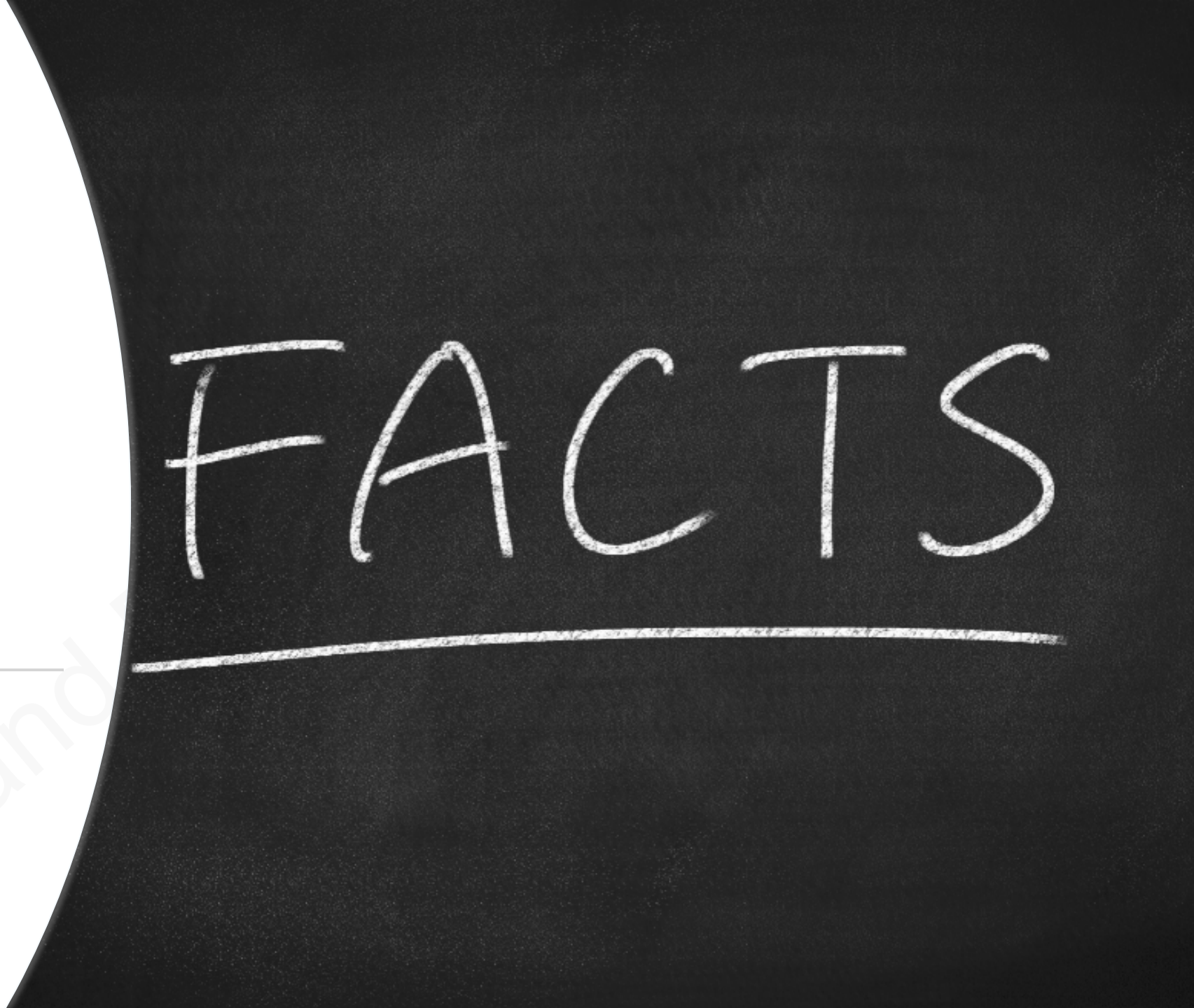
Why do we believe debunked facts?



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So, how does our brain really work?

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State the Color of the Text

Blue	Red	Green	Black
Green	Red	Blue	Black
Black	Blue	Green	Red
Green	Green	Black	Blue

Stroop, J. R. (1935)

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What We Now Know
Recap

Our brains are impacted by our lived experiences.

These experiences affect what information we focus on and how we categorize it.

Changing how we process information can be difficult, even when we are directed.

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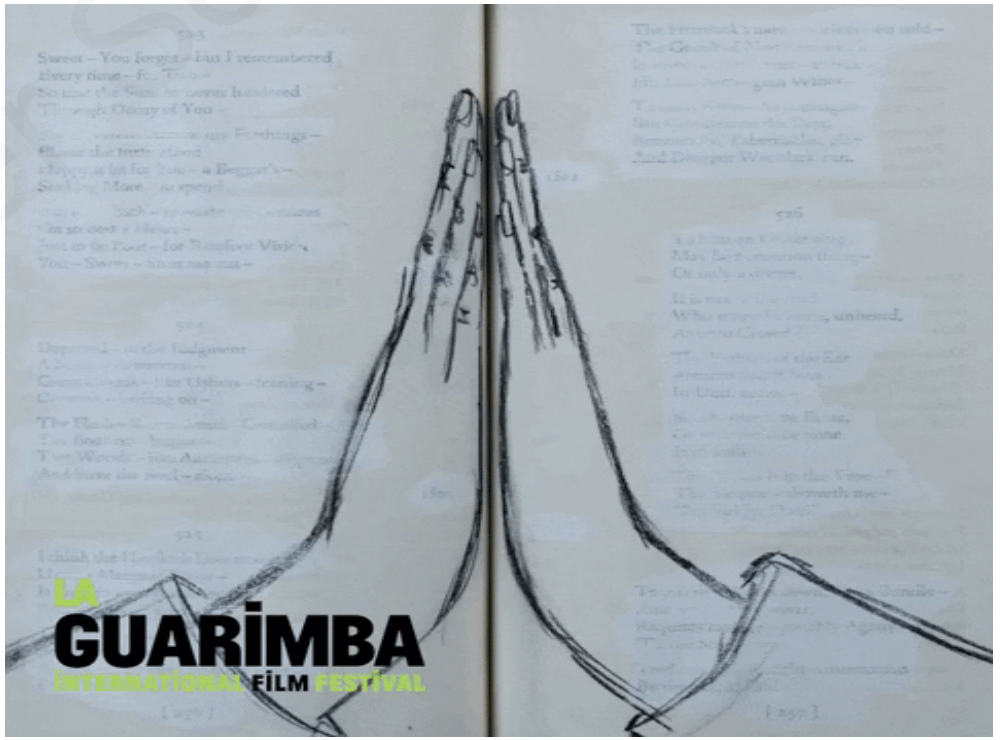
Two Things Help Change Beliefs

Failure

Trusted Person with New Information



OH... I SEE IT NOW!

Becoming aware of what we do not see the first time can help us see it all the time!

Implicit Bias

What is implicit bias?

How does implicit bias affect us?

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UNCONSCIOUS BIAS

THE ROYAL SOCIETY

Stereotypes

A generalization where all group members are identified as having the same characteristics; actual differences among the members are ignored or not recognized.

- e.g., all surgeons are men.

Beliefs that associate groups with traits.

Stereotypes are created by an overexposure to single stories.

The Danger of a Single Story

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What are some commonly held beliefs about homelessness?

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A Single Story…

Discussion

1. Did you learn anything that surprised you about this individual?
2. Have you ever considered the barrier that were mentioned? Why or Why not?
3. What stereotypes did this individual have about his own community?
4. How did the interviewer push back on his views?

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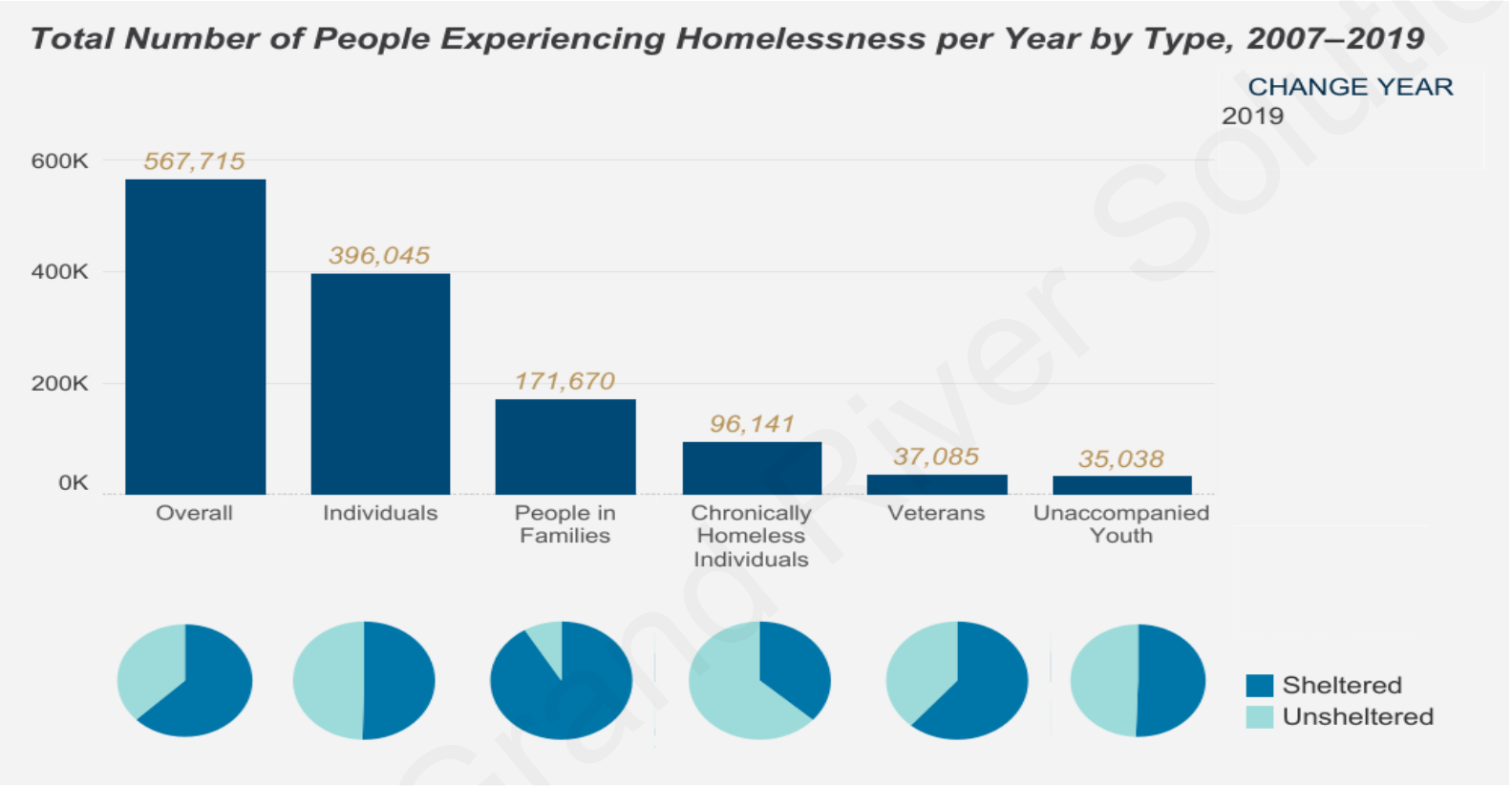
Statistics



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National Alliance to End Homelessness, "State of Homelessness: 2020 Edition", 2021

Kernel of Truth

- Descriptions that may accurately describe *some* members of a stereotyped group but may not apply to *every* member of the group.
  - e.g., most Italians may love sauce but not all.

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Break-Out Room Activity!

Your Turn

- Think of a stereotype about Millenials
- Form a group with 1-2 other people
- Share the Millenials stereotypes in your group
- Indicate how true at least one stereotype is by agreeing on a rough percentage of Millenials to whom it actually applies
- Agree on a rough percentage of Gen X'ers and Gen Z to whom the same Millenials stereotype applies
- You should end up with three percentages, one for each group

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Discussion

On what did you base your percentages?

Social Tactic for Mitigating Bias

Do not argue personal experience. We all have personal experiences, but we seldom have the actual

DATA!!

Prejudice

A **positive** or **negative** **feeling** about a person based on beliefs (stereotypes) about the group to which the person belongs; a prejudgment that involves liking or disliking.

Prejudice tends to be based on social comparison with other groups in which one's group is the point of reference (norm/ideal).

Social Tactic: Notice difference, but do not assign value (judging something or someone to be inherently better or worse).

Discrimination

- A behavior or action towards someone based on feelings one holds towards the group to which that person belongs.
- The behavioral manifestation of prejudice.
- Overt Examples: denial of job opportunities; redlining.
- Covert Examples: microaggressions.
  - e.g., most Italians may love sauce but not all.

Implicit Bias

Stereotypical thoughts, which can be followed by feelings (liking/disliking) **and/or** discriminatory behaviors.

Tends to involve a limited or inaccurate perception of others.

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Experiences

Implicit Bias

Actions

- Media
- Beliefs
- Education

- Automatic Thoughts
- Feelings

- Discriminatory
- Non-Discriminatory
- Overt
- Covert

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Why Bias Exists

Minimal Group Effect

- In-group favoritism occurs even when group membership is random.
- We are built to connect.

Bias and Self-Esteem

- Bias can be self-affirming.
- If other groups are inferior, my group ("I") must be superior.

Rationalization for Oppression

- Powerful group often retains power using stereotypes and prejudices.

Socialization/Exposure

- We learn it.
- Influence of family, teachers, peers, media, and experience.

Lack of Exposure to the Diversity within Other Groups

- We tend to appreciate the diversity within our own groups, but not other groups.

Categorization

- Our mental tendency to group things, including people (e.g., race, gender, and age in the U.S.).

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Brain Activity Break!

What does Implicit Bias look like in the real world?

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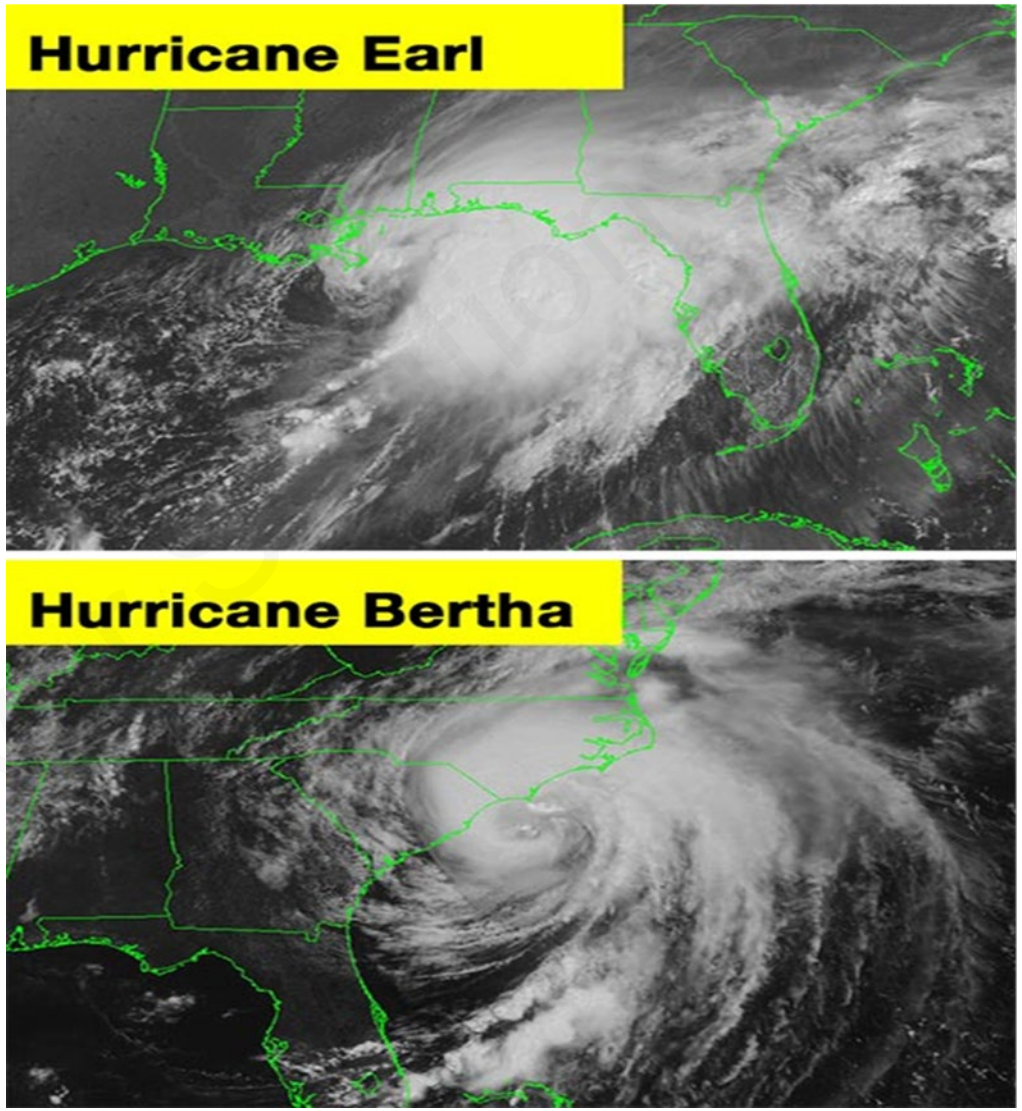
Which Hurricane Is More Dangerous?



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All things being equal yet unequal…

- Researchers sent out 5,000 resumes with white-sounding names and African-American names to potential employers
  - White names received 50% more callbacks
  - Whites with a criminal record were interviewed at a rate of 17%
  - African-Americans without a criminal record were interviewed at a rate of 14%
  - African-Americans with a criminal record were interviewed at a rate of 5%

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All things being equal yet unequal…

- Taller employees receive higher wages than their shorter counterparts. (Schick & Steckel, 2015)
- Thinner job applicants were less likely to be recommended to be hired for a job when they were seen in a photo sitting next to a larger applicant than when sitting alone or next to a thinner person. (Hebl & Mannix, 2003)
- In a study of performance reviews, 66% of women received negative feedback on their personal style such as “You can sometimes be abrasive”? Compare to 1% of men.
- When a woman’s name was replaced with a man’s name on a résumé, evaluators were 60% more likely to hire the applicant.

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Can algorithms have bias?

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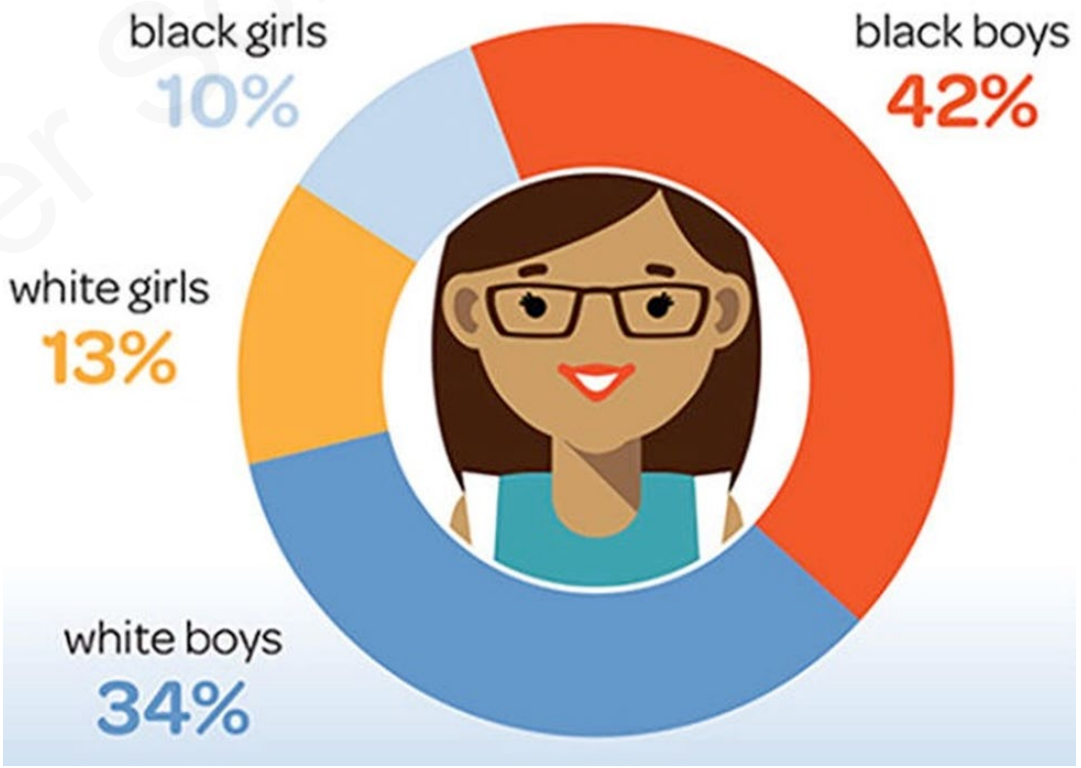
Implicit Bias in Early Education

- Teachers watched a video of a classroom and were asked to identify challenging behaviors.
- Eye tracking showed the amount of time they spent watching each child.



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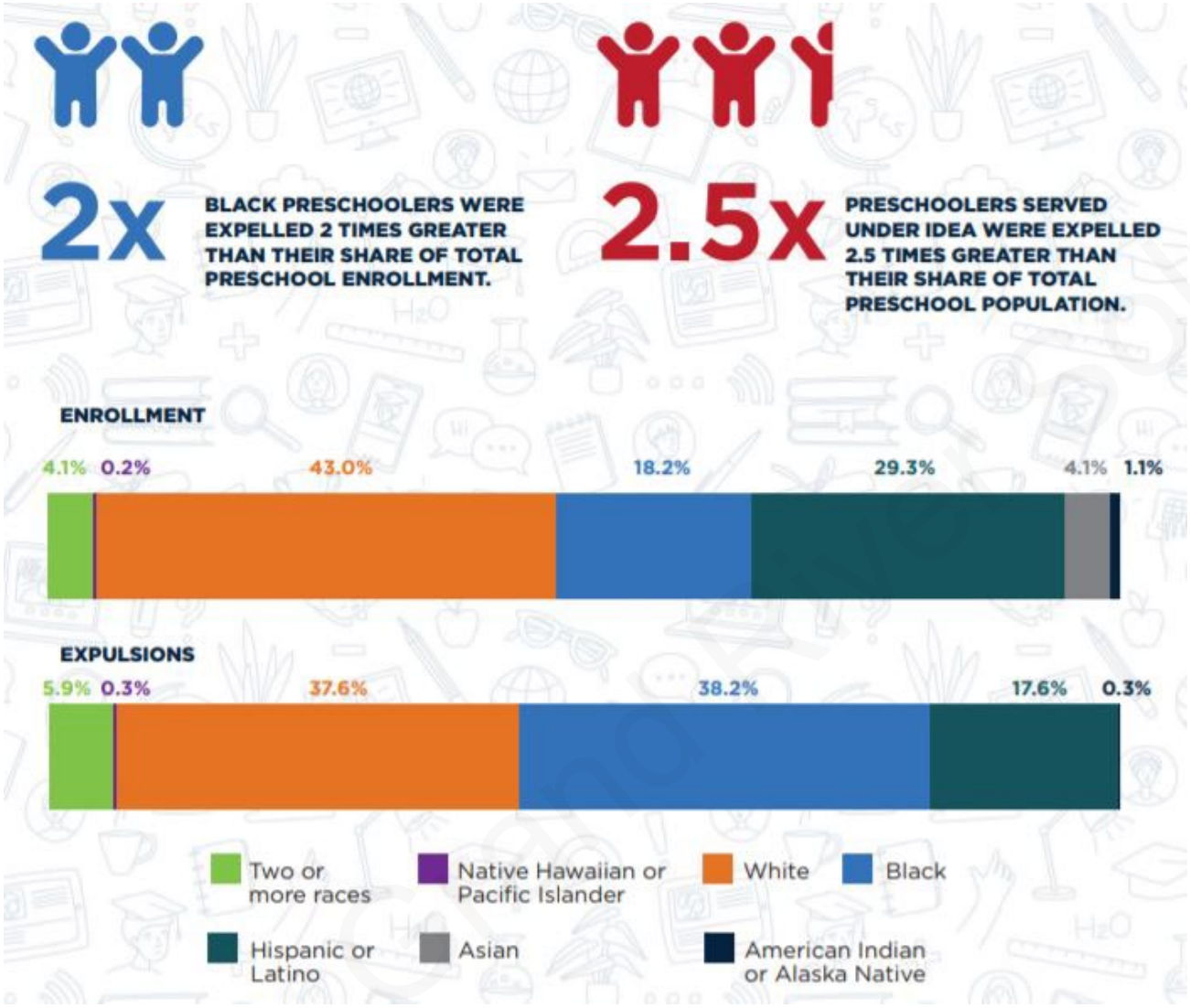
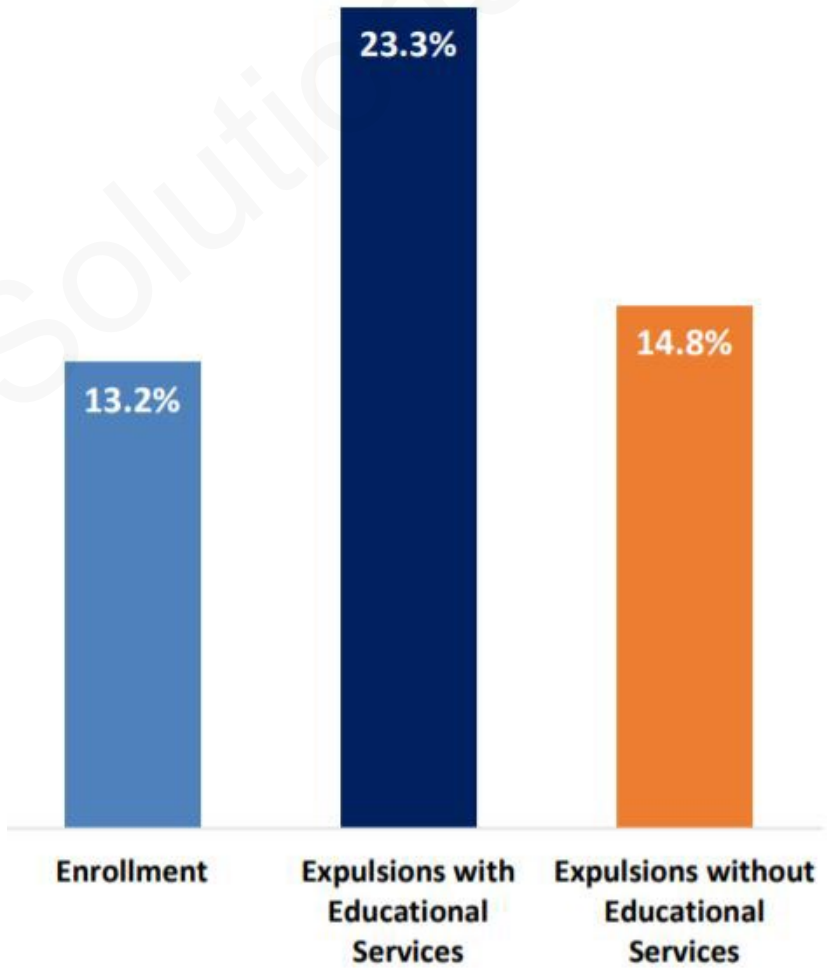


Expulsions Among Pre-School Students in 2017-18

School Expulsions Among Students Served Under IDEA (2017-2018)

- Students with disabilities served under IDEA represented 13.2% total enrollment.
- Received 23.3% of all expulsions with educational services.
- Received 14.8% of expulsions without education services.



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Microaggressions

Statements, actions, or incidents regarded as instances of indirect, subtle, or unintentional discrimination against members of a marginalized group.

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The impact of bias on the target.

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Stereotype Threat

The threat of being viewed through the lens of a negative stereotype or the fear of doing something that would inadvertently confirm a stereotype.

The hypervigilance and extra stress uses up cognitive resources.

Can affect performance.

Discourages individuals from building valuable relationships.

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Attributional Ambiguity

A state of uncertainty about the cause of a person's outcomes or treatment.

Targets of prejudice experience ambiguity about the causes of both good and bad events.

Augment: "I deserve to be treated this way."

Discount: "I just got in because of affirmative action."

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Internalized Messages

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Coping Strategies

Ways in which one deals with (positive/negative) prejudice and the various –isms can include:

- Appeal to authorities
- Educating the ignorant
- Lash out at the behavior
- Avoid the behavior

Strategies for Mitigating Personal Bias

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NEW PARADIGM AHEAD

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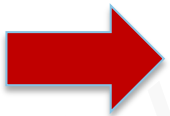
Competence vs Humility

Great Place to Start

Cultural Competence

- Academic knowledge and training
- Idea that one can become competent' in other cultures
- Supports the myth that culture does not change or evolve
- Not rooted in lived experience
- Promotes skill building and working toward an end goal



Goals

Cultural Humility

- Introspective and co-learning
- Idea of learning with and from others
- No end goal or end result
- Encourages lifelong learning
- Critical self reflection
- Critical self critique
- Supports Personal and Institutional Accountability
- Attempts to diminish power dynamics that create inequity

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"Practicing Cultural Humility and Defining Underserved Populations"
GCADV.org

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Cultural Humility*

- Allows **culturally competent individuals** to identify the **presence** and **importance** of differences between **their orientation and that of each person they interact with** and to explore ***compromises*** that would be **acceptable** to **both**.
- A ***lifelong*** **process** of ***self*-reflection** and ***self*-critique**.

Ubuntu
interdependence
"I am because you are"

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*J. Murray-Garcia, MD & M. Tervalon, MD, *Journal of Health Care for the Poor and Underserved. 1998*

Personal Mitigation Strategies
Bias Awareness
Cultural Immersion
Visualize and Empathize
Priming for Equity
PACE your Response

Bias Awareness

- Look for your biases.
  - Implicit Association Test
  - Self-awareness and reflection about when and why you may be experiencing discomfort
  - Bias posters and reminders
- Resist the urge to shame or guilt.
- Remember that because you are human, you have bias!

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Cultural Immersion

- Seek opportunities to encounter and engage in positive interactions with out-group members.
  - Attend cultural events.
  - Engage with people outside of your community.
  - Invite out group members to your events.
- Positive contact can alter perceptions of the group or directly improve evaluations of the group. (Pettigrew & Tropp, 2006)
- Use credible learning resources like movies,
podcasts, and books.

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Visualize and Empathize

- Visualize in detail positive examples that go against a stereotype.
  - These others can be abstract (Student Athlete), famous (Labron James), or non-famous (a personal friend).
- Put yourself in their shoes.

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Practicing Empathy

- Pick a character.
- What is one good quality you can find in this character?
- How might this character be misunderstood?

Find Your P.A.C.E

- When trying to convince someone of why they should or can do something it important to be clear on why they think they can't

Pause for Pain

Anticipate/ Acknowledge

- Anticipate questions or pain points the person may have
- Acknowledge when there has been a negative impact

- Connect your views to the person's values
- Connect to similar emotions you may have experienced

Connect

Explore Options

- Can you find a middle ground?
- Are there mutually beneficial options?

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Strategies for Mitigating Institutional Bias

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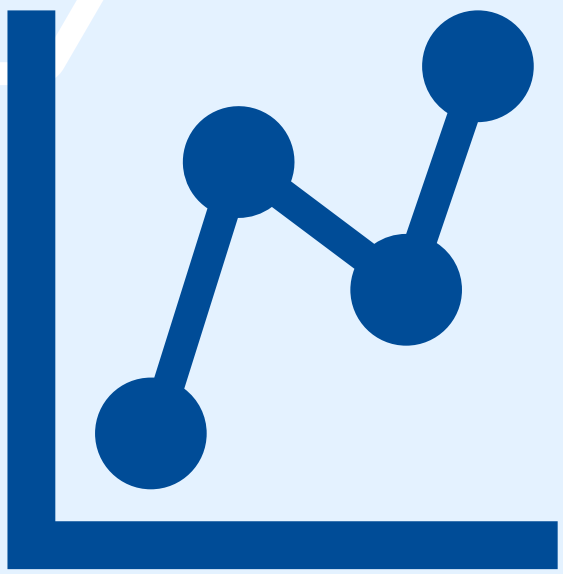
Institutional Mitigation Strategies

- Track
- Target
- Train
- Respond Responsibly
- Restore
- Reward

Track

- Analyze existing data to identify systemic implicit bias in organization.
  - Potential implicit bias within an organization: hiring, promotion, discipline, curriculum
  - Potential implicit bias in service delivery and impact between organization and students, families, community members, etc.
  - Power Mapping



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Target

- Develop concrete, objective indicators and outcomes for hiring, evaluation, and promotion to reduce standard stereotypes.
(Fiske & Taylor, 1991; Heilman, 2001; Bernat & Manis, 1994)
- Utilize targeted universalism to set universal goals and use targeted processes to achieve those goals.

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Train

- Promote bias literacy through ongoing training.
  - Everyday bias examples help individuals be more self-aware and vigilant.
  - Normalizes bias as a human trait.
- Review your institutional data.
  - Provide updates on where you are and where you want to go.
- Opportunities for discussions with diverse groups can help individuals feel more secure in exploring their bias.

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Respond Responsibly

- Have clear standards to guide behavior and practices that are easily available and can be reasonably assessed.
- Consistently hold individuals accountable for behaviors that violate these standards.
- Be willing to share good and bad news (internally or externally as appropriate).

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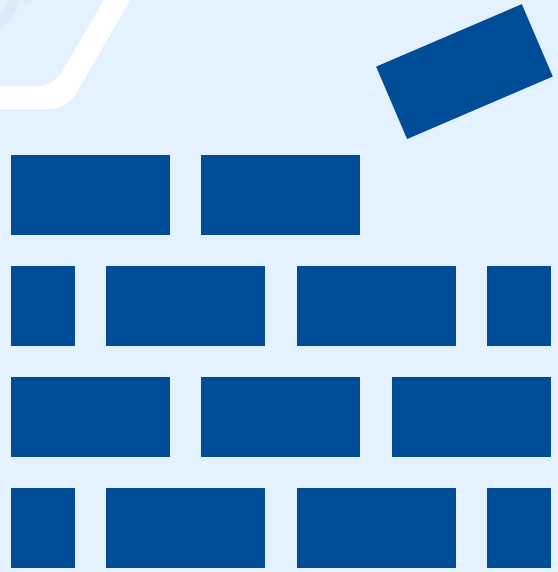
Restore

- Utilize restorative practices when violations occur to repair harm, restore relationships, and reduce the possibility of the violation recurring.
- Facilitate discussions to explore how everyone has been affected by an offense and, when possible, to decide how to repair the harm and meet community needs.
(McCold, 2003)



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Reward

- Develop standardized criteria to assess the impact of individual contributions to a more inclusive campus in performance evaluations. (Heilman & Haynes, 2005)
- Celebrate your wins and create opportunities for community gratitude.

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What else can we do?

1. Use personal mitigation strategies to limit biased behavior.
2. Implement institutional bias mitigation strategies to create bias safeguards in your systems.
3. Collect the data and keep track of how you are doing.

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Why Inclusion Matters

Students report that it is important for them to see themselves reflected in the faculty and curriculum to which they are exposed to create a sense of belonging and inclusiveness

Students report less discrimination and bias at institutions where they perceive a stronger institutional commitment to diversity.

More collegial working environments lead to higher performance and lower turnover among staff and faculty

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National Survey of Student Engagement. (2020). Sense of Belonging. Retrieved from https://nsse.indiana.edu/research/annual-results/belonging-story/index.html

Take-Home Messages

1. All human beings have bias!

2. Implicit bias has multiple causes but overexposure to single stories is a main cause.

3. The impact of our biases on others can be harmful (microaggressions /discrimination).

4. You can have a stereotypical thought, prejudicial feeling, and choose to not discriminate.

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Final Thoughts…

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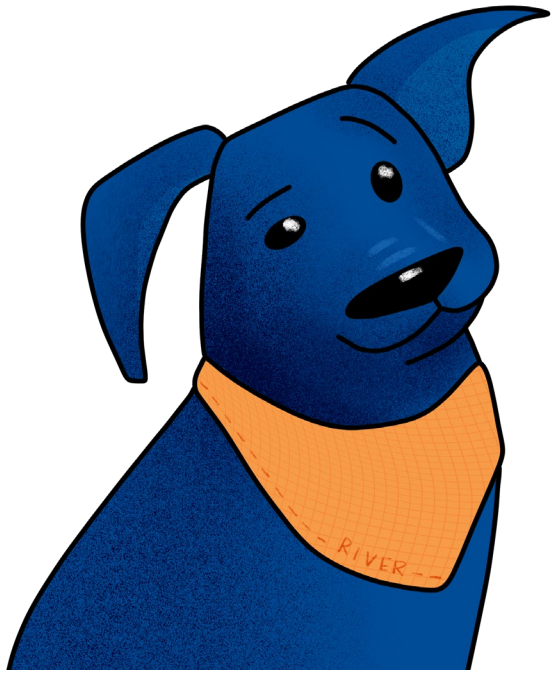
Complimentary Subscription

Questions?



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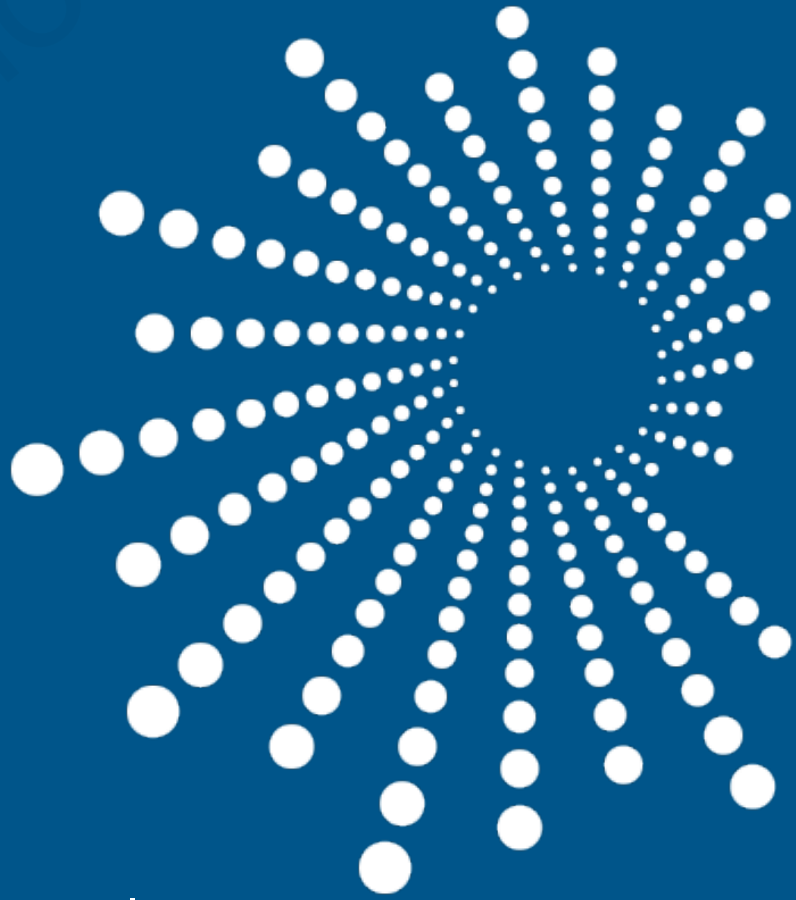

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