THE UNIVERSITY OF NORTH CAROLINA SYSTEM

2018 UNC System Advancement Symposium
Talent Management Through an Equity Lens

UNC System Advancement Symposium
May 15, 2018

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Assistant VP, Finance, Talent and Administration
“It’s okay for your eyes to hurt when the lights come on.”

- Nikkita Oliver, Poet, Artist, Human Rights Activist
DIVERSITY, EQUITY AND DIFFERENCE

"We cannot just escape our history and biases by pretending they don’t exist. This is not someone else’s problem..."

-Ana Mari Cauce, Interim UW President

wǝɫǝbʔaltxʷ (Intellectual House), April 2015
UW RACE & EQUITY INITIATIVE GOALS

1. To confront individual bias and racism

2. To transform the University’s policies and practices

3. To accelerate systemic change
DIVERSITY

Any dimension used to differentiate groups and people from one another. It means respect for and appreciation of, differences in ethnicity, gender, age, national origin, disability, sexual orientation, education, religion.

- Association of American Colleges and Universities (AAC&U)
EQUALITY

In any given circumstances, people who are the same in those respects, relevant to how they are treated in those circumstances, should receive the same treatment.

- IM Young, Justice and Politics of Difference, 1990

EQUITY

[Recognizes] this society has many groups in it who have not always been given equal treatment, or a level field on which to play…thus, the concept of equity provides a case for unequal treatment for those who have been disadvantaged over time”

- Krause, Traini, Mickey, Ethical Leadership/Decision Making in Education, 2001
EQUALITY VS. EQUITY
INCLUSION

The active, intentional, and ongoing engagement with diversity in ways that increase one’s awareness, content knowledge, cognitive sophistication, and empathic understanding of the complex ways individuals interact within systems and institutions.

- Association of American Colleges & Universities
TM THROUGH AN EQUITY LENS

Hire Strong →
Recognize IMPLICIT BIAS

Retain Smart →
Recognize MICROAGGRESSIONS
QUALITATIVE BENEFITS OF DIVERSITY

• Enhances Creativity
• Improves Bottom Line
• Breakthrough Innovations
• Changes the way you Think!
QUANTITATIVE BENEFITS OF DIVERSITY

Profile of US Population 2045

49.8%
24.6%
13.1%
7.8%
3.8%
0.9%

High Growth Student Populations, 1980-2014

285%
Growth in Hispanic enrollment at colleges

240%
Growth in Black enrollment at colleges

375%
Growth in Asian/Pacific-Islander enrollment at colleges

* Non-Hispanic members of race

Gender and ethnic diversity are clearly correlated with profitability, but women and minorities remain underrepresented.

Likelihood of financial performance¹ above national industry median, %

Executive gender diversity by quartile
2014² 2017³
Top 54 55
Bottom 47 45

Executive ethnic diversity by quartile
2014² 2017³
Top 58 59
Bottom 43 44

Average of 13% women in sample
Average of 14% women in sample
Average of 12% minority in sample
Average of 12% minority in sample
PERCEPTION IS REALITY
THE PEPSI AD...

“Such an unfortunate incident demonstrates the serious need for racial diversity in corporate America and other aspects of society. Given the rapidly changing demographics of our nation, especially among millennials, and hundreds of millions, if not billions of dollars at stake, corporations like Pepsi and others can ill-afford to alienate an ever-growing, racially pluralistic consumer market.”

-Dr. Elwood Watson, East Tennessee State University
The Huffington Post, April 11, 2017
The Internet, the Boson - Higgs Particle and Implicit Bias walk into a bar.

The bartender says, “Hey, all three of you have something in common!”
“If you asked me to name the greatest discoveries of the past 50 years, alongside things like the internet and the Higgs particle, I would include the discovery of unconscious bias and the extent to which stereotypes about gender, race, sexual orientation, socioeconomic status, and age deprive people of equal opportunity in the workplace and equal justice in society.”

- Dr. Nancy Hopkins, Professor MIT
BU Commencement, May 2014
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Disability ('Disabled - Abled' IAT). This IAT requires the ability to recognize symbols representing abled and disabled individuals.

Arab-Muslim ('Arab Muslim - Other People' IAT). This IAT requires the ability to distinguish names that are likely to belong to Arab-Muslims versus people of other nationalities or religions.

Asian American ('Asian - European American' IAT). This IAT requires the ability to recognize White and Asian-American faces, and images of places that are either American or Foreign in origin.

Age ('Young - Old' IAT). This IAT requires the ability to distinguish old from young faces. This test often indicates that Americans have automatic preference for young over old.

Race ('Black - White' IAT). This IAT requires the ability to distinguish faces of European and African origin. It indicates that most Americans have an automatic preference for white over black.

Native American ('Native - White American' IAT). This IAT requires the ability to recognize White and Native American faces in either classic or modern dress, and the names of places that are either American or Foreign in origin.

Weapons ('Weapons - Harmless Objects' IAT). This IAT requires the ability to recognize White and Black faces, and images of weapons or harmless objects.

Skin-tone ('Light Skin - Dark Skin' IAT). This IAT requires the ability to recognize light and dark-skinned faces. It often reveals an automatic preference for light-skin relative to dark-skin.

Sexuality ('Gay - Straight' IAT). This IAT requires the ability to distinguish words and symbols representing gay and straight people. It often reveals an automatic preference for straight relative to gay people.

Gender - Science. This IAT often reveals a relative link between liberal arts and females and between science and males.

Presidents ('Presidential Popularity' IAT). This IAT requires the ability to recognize photos of Donald Trump and one or more previous presidents.

Gender - Career. This IAT often reveals a relative link between family and females and between career and males.

Weight ('Fat - Thin' IAT). This IAT requires the ability to distinguish faces of people who are obese and people who are thin. It often reveals an automatic preference for thin people relative to fat people.

Religion ('Religions' IAT). This IAT requires some familiarity with religious terms from various world religions.

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1. IMPLICIT BIAS: UNDERSTAND IT

Attitudes and stereotypes that affect our understanding, actions and decisions in an unconscious manner.
2. IMPLICIT BIAS: IT IS PERVERSIVE

Everyone has it.

It’s not your fault.

It doesn’t make us bad people.
3. IMPLICIT BIAS: DAYLIGHT IT

“The only way to be fair is to recognize you are not.” – Jerry Kang

“You do not have to fear my implicit bias. You should fear if I don’t know I have implicit bias.” – Caprice Hollins

“Prejudice is a habit that can be broken.” - Patricia Devine

“Give yourself a second to make a decision consciously and deliberately, to reduce IB.” – Mazerin Banaji
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<th>IMPLICIT ATTITUDES</th>
<th>IMPLICIT STEREOTYPES</th>
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<tr>
<td>80% - Young &gt; Old</td>
<td>76% - Women + Family</td>
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<td>76% - Able Bodied &gt; Disabled</td>
<td>72% - Blacks + Weapons</td>
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<td>72% - Thin &gt; Overweight</td>
<td>72% - Women + Humanities</td>
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<td>68% - White &gt; Black</td>
<td>61% - Asians + Foreign</td>
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*From Jerry Kang, UCLA*
Who Should We Hire?

“Greg” YES

“Lakisha” NO

“Jamal” NO

“Emily” YES
IMPLICIT BIAS – 3 STEPS

1. Understand It
2. It is Pervasive
3. Daylighting Lessens It
UW ADVANCEMENT’S RACE-CONSCIOUS STRATEGY

• 1-1 Implicit Bias conversations
  • With managers at each vacancy
  • With interview panels
  • At New Staff Orientation
  • As requested with individual teams

• Org-Wide Training
  • Year 1: White Privilege
  • Year 2: Microaggressions & Cross-Cultural Communications
  • Year 3: Dismantling Institutional Racism

• Community
  • Equity Team - Monthly
  • Book Club – Bi-Monthly
UW ADVANCEMENT’S RACE-CONSCIOUS STRATEGY (cont’d)

• Recruiting Practices
  • ALG Partnership
  • Audit job descriptions and job postings
  • Intentional and explicit in-take meetings
    • Implicit Bias conversation with every vacancy
    • Pre-selected candidate review
    • Consideration of diverse interview panel
  • Seed pools (don’t post and pray!)
  • 3 Diversity Questions
THREE DIVERSITY QUESTIONS

Online Application (with Cover Letter)

• UW Advancement works with a diverse community, both externally (donors and friends) and internally (faculty, staff, students). **Tell us how you were able to work successfully in a diverse environment in your work or personal experience.**

Phone Screen

• UW Advancement is committed to creating an environment of inclusiveness where every person feels welcomed and valued. We believe that attracting and retaining diverse staff is crucial to serving the communities where our employees and students work and live. **What contributions have you made to promote a diverse, multicultural and inclusive environment?**

Interview

• What does diversity mean to you?
“Our glorious diversity—our diversities of faiths, and colors and creeds—that is not a threat to who we are. It MAKES us who we are.”

-Michelle Obama, FLOTUS
Final Speech, January 2017
RESOURCES

WEBSITES

• Projectimplicit.org
• Kirwaninstitute.org
• Timwise.org
• Robindiangelo.com

PODCASTS

• Still Processing
• Hidden Brain
• Invisibilia (The Culture Inside, Flip the Script, Frame of Reference)
• Scene on Radio (Seeing White Series)
• Yo, Is This Racist?
• Code Switch

BOOKS

• Between the World and Me – Te-Nehisi Coates
• Why are all the Black Kids Sitting Together in the Cafeteria? – Beverly Tatum
• Waking Up White – Debbie Irving
• Blindspot – Mahzarin Banaji, Tony Greenwald
• Diversity, Equity and Inclusion – Caprice Hollins, Ilsa Govan
• Stamped from the Beginning - Ibram X. Kendi
• Thinking, Fast and Slow – Daniel Kahneman
• White Rage – Carol Anderson
• The Diversity Bonus – Scott Page
• Whistling Vivaldi – Claude Steele
• White Fragility – Robin DiAngelo