SCHOOL OF MEDICINE

Limiting Bias Promising Practices For Searches



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UNIVERSITY OF CALIFORNIA DIVERSITY STATEMENT

Endorsed as Amended by the President of the University of California August 17, 2010 http://www.universityofcalifornia.edu/diversity/diversity.html

Diversity refers to the variety of personal experiences, values and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, gender identity, socioeconomic status, and geographic region, and more.

AT UCSF WE ARE COMMITTED TO THE BEST Our vision: to be the world's preeminent health sciences innovator

I. Excellence Requires Diversity

People who are different from one another bring unique information and experiences

- Diverse groups are more innovative and creative ^{1,2}
- Papers written by diverse groups have more citations and higher impact factors³
- Diverse groups share more information with others in the group⁴

Employee engagement is a validated predictor of organizational performance

Diverse workplaces with culturally competent workforces have the highest employee engagement ^{5,6}

US CENSUS		ACADEMIC MEDICINE
African American	13.4% 3.6	3% African American
Hispanic/Latinx	18.5% 3.2	2% Hispanic/Latinx
Asian	5.9% 19.	2% Asian
White	60.1% 63.	9% White

AAMC Faculty Roster, 2018



BY THE NUMBERS

Representation in Academic Medicine



National representation of medical school faculty by percent underrepresented minority (URM¹) status



National representation of medical school faculty by percent gender/URM status



Representation at UCSF



Gender/race/ethnicity UCSF School of Medicine faculty



URM pipeline, UCSF





We recognize the connection between diversity and innovation. Our goal is to be the workplace of choice for diverse, top-tier talent.

-UCSF'S 2014-2015 PLAN

II.Unconscious Bias May Impede Selecting The Best

"The greatest barrier to achieving gender equity in STEMM is systematic bias, frequently unconscious" - National Academy of Sciences"

- National Academy of Sciences

Social stereotypes that individuals form outside of conscious awareness

- All of us hold unconscious beliefs about various social and identity groups
- Stems from our tendency to organize social worlds by categorizing
- Often incompatible with conscious values

We all have biases

Data we receive from others may be biased

Certain scenarios can activate unconscious stereotypes and attitudes

- Project Implicit: 75% of people have implicit biases or associations
- Unconscious biases tend to map to existing social hierarchies ⁷
 Favor men, Whites, youth, heterosexuals, and physically able
- Men = Science; Women = Liberal Arts
 - E.g., Biases about rating of males and females on a math lab task was related to IAT sex-related beliefs ⁸
- Asian = Feminine; Black = Masculine
 - On the IAT, participants primed with the word Asian responded most quickly to words they had rated as more feminine whereas participants primed with the word Black responded most quickly to words they had rated as more masculine.⁹
- Unconscious biases are more likely to emerge in certain situations, such as when multi-tasking or under time pressure (i.e., "high cognitive load") ^{8,10}

Seminal studies and contemporary research have shown that unconscious bias influences hiring, evaluation, and selection and perception of leaders

Evaluation of CVs

- Selection of "Brian over Karen" 2x as often 11
- 50% higher call back rate if named "Emily and Gregg" vs "Lakisha and Jamal" ¹²
 - Adewale and Ngochi (Black Africans) also seen as more employable than "Lakisha and Jamal" ¹³
- Whites & Hispanics benefit from quality resume; Blacks
 evaluated negatively even with quality resume
 - Occupational stereotypes: Asians high status regardless of resume, Blacks and Hispanics lower status ¹⁴
- "Whitened Resumes": racial minorities' attempts to downplay ethnic/racial cues
 - Less resume whitening if employer specifies valuing diversity ¹⁵

Motherhood Penalty

- Mothers perceived as less competent; offered lower starting salaries ^{16,17} and less likely to be hired & promoted compared to fathers & employees without children ¹⁸
- Fathers not penalized;14 at times, there is a "fatherhood premium"
 - Fathers less likely to be laid off during Covid-19 than all other groups, including mothers and people without children ¹⁹

Evaluation of reference letters

- More "standout" adjectives for males 20
- Women's letters shorter, contained more "doubt raisers" & focus on teaching; men as researchers ²¹
- More "communal" adjectives for women and "agentic" adjectives for men ²²

Bias into academic pathways

- Faculty more likely to respond to research inquiry requests from fictional White male doctoral students than any other group ²³
- When reviewing identical student resumes, research faculty rated men as more competent than women, with higher starting salaries ²⁴

Leadership

- Women often overlooked for leadership potential
 - \circ $\,$ Men more likely to be valued for leadership potential
 - Women valued for demonstrated leadership performance ²⁵
- Women in leadership penalized more often than men for displays of emotion, especially pride or anger.
 - However, women also penalized for being emotionally unexpressive e.g., not warm ²⁶

Evaluation of contributions

- Women less likely to get credit for joint efforts ²⁷
- Women who co-author more often less likely to receive tenure
 - Men receive tenure at similar rates regardless of solo or co-authorship ²⁸
- Research topics/approaches more likely to be undertaken by URM viewed as peripheral to academic fields and devalued in advancement ²⁹

Evaluation of contributions

NIH Review

 Black applicants 10% less likely than Whites to receive NIH investigator initiated research grants ³⁰

Part of the disparity due to topic choice ³¹

 Black applicants more likely to be associated with topics like health disparities, disease prevention and intervention, socioeconomic factors, healthcare, lifestyle, psychosocial, adolescent, and risk



Funding gap between Black and White scientists at each stage of the R01 application and review process

III. How to combat unconscious bias

On the individual level

Enhance internal motivation to reduce bias

Recognize unconscious bias (IAT)

Implicit bias is changeable 32

- Knowledge of bias can reduce its impacts
- New information can cause reinterpretation of scenario
- Priming has an effect: Can counter stereotypes
- Enhance perspective taking and communication skills
- Facilitated discussions with colleagues from diverse groups

On the institutional level

- Concrete, objective indicators & outcomes reduce standard stereotypes ³³⁻³⁵
- Decreasing ambiguity about individual contributions to joint outcome reduces bias in performance evaluation ³⁰
- Use structured interviews and objective evaluation criteria ^{35,36}
- Commit to specific credentials before reviewing applications ³⁷
- Allow sufficient time as bias stronger when under time pressure ^{32,36,38}
- Accountability for decision makers ^{39,40}
- Provide training workshops ³⁸

Key Links and Additional Resources

Office of Diversity and Outreach https://diversity.ucsf.edu/

UCSF Faculty Equity Advisors https://diversity.ucsf.edu/faculty-equity-advisor

UCSF Leadership Equity Advances Diversity (LEAD) Advancing Faculty Diversity Grant https://diversity.ucsf.edu/advancing-faculty-diversity-grant-lead

University of California Coro Project: Leading with Diversity: Strategies for Recruitment and Retention https://www.ucop.edu/human-resources/coro/uc-coro-cohort-

projects.html

University of California: Guidelines for Addressing Race and Gender Equity in Academic Programs in Compliance with Proposition 209

https://www.ucop.edu/uc-legal/files/guidelines-eguity.pdf

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University of California Diversity Reports, Key Resources and Initiatives, and Data https://www.ucop.edu/faculty-diversity/index.html

AAMC Unconscious Bias Resources for Health Professionals https://www.aamc.org/what-we-do/diversityinclusion/unconscious-bias-training

AAMC E-learning seminar: The Science of Unconscious Bias https://www.aamc.org/initiatives/leadership/recruitment/17842 0/unconscious bias.html

NIH Scientific Workforce Diversity Toolkit https://diversity.nih.gov/sites/coswd/files/images/SWD Toolkit Interactive-updated 508.pdf

Implicit Association Test: https://implicit.harvard.edu/implicit/

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