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Diversity - Equity - Inclusion



March 2022

A Supplement of

THE VOICE

D2 Fixing the System for Gender Equity

By Ana Dison
Students Programs Director for
Women in STEM (WiSTEM)

March was Women's History Month—an annual reminder of the many contributions women have made in our society. During this time of reflection, we can simultaneously see the evolution of our society and the lack of progress as it relates to women across all sectors of modern society.

In year 2022 — a time of electric self-driving cars and app-controlled “smart homes” — we are still seeing headlines about the first women appointed to leadership positions in various sectors of the American workforce. Scroll through your news feed and you're likely to find a headline about a first woman CEO at a major corporation or a first woman dean at a four-year university. These accolades are indeed cause for celebration, yet they also leave me feeling bittersweet.

As a woman working to advance gender equality in STEM, I am too familiar with seeing and celebrating

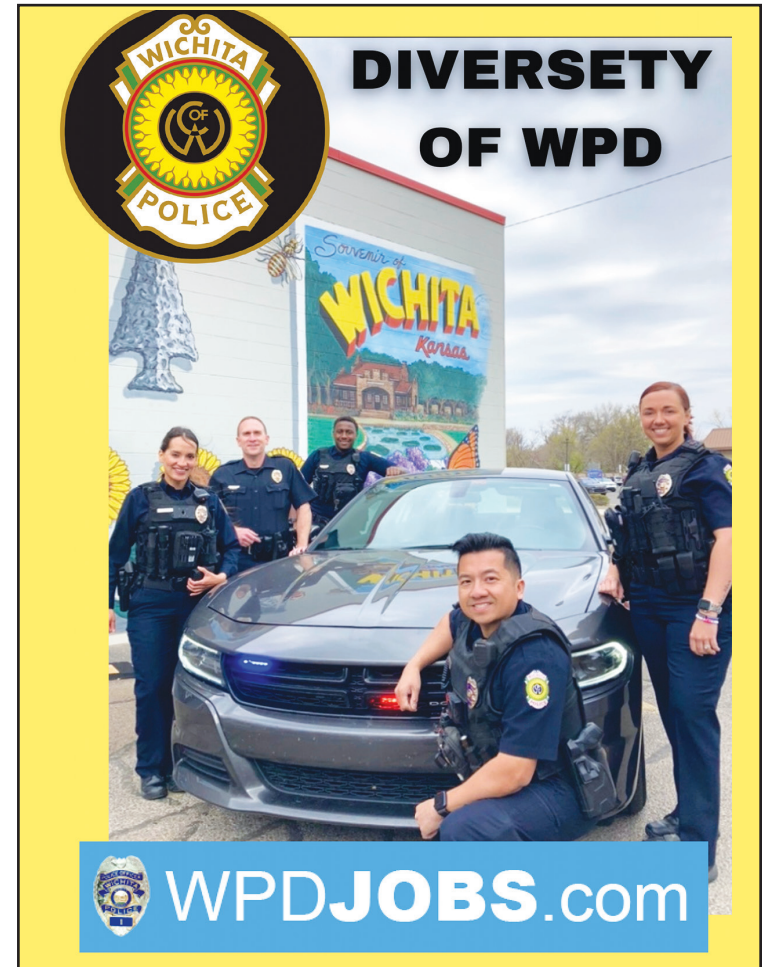
these firsts in an industry comprised of just 27% of women, according to statistics from the U.S. Census. To motivate and empower more young girls and women in these challenging fields, it's important for them to see more female leaders who can show by example that they, too, can be a doctor, an astronaut, a president. This, however, can be a challenge when women are still—in this modern day and age—fighting to break through the glass ceiling.

If we don't prioritize gender equity, we all stand to fail. Speaking from the STEM world, I'll give you just one example. We can thank the women engineers whose research led to a redesign of car airbags. Without their expertise, our airbags would still be fitted to protect the “average male” sized crash test dummy, leaving people of various height and weight unprotected. I want my students to see that they, too, can make life-saving contributions as leaders in the engineering world—or whatever profession they choose. But to get them there, we need more role models to show them what's possible.

Now, let's move this in another direction by asking one fundamental question: What can be done to change the systems that are maintaining the status quo?

Rather than “fixing” the excluded group, let's talk about how we can hold the systems within the U.S. workforce accountable. Because at the end of the day, the most sustainable, effective way to enact change requires a culture shift — a major overhaul that is hard, uncomfortable and messy. It is seemingly unending work that requires clarity, courage and fortitude for overcoming the accompanying criticism and bullying for engaging in conversation, pushing for change and implementing new ways of doing things.

The hard truth is that as we, as a society, rely on systems to make sense of our world, and we are uncomfortable when our systems are disrupted. This requires many voices, inputs, dismantling and rebuilding. Even if we try and don't succeed, our efforts will not be in vain. Sometimes moving the needle is enough to upend the paradigm.



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“It is our goal to help create a more inclusive and equitable Wichita. By investing in our communities of color, we are signaling that we believe in the ability for everyone to reach their full potential.”

– Pete Najera, United Way of the Plains President & CEO

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Questions? Contact Abel Frederic, United Way Vice President of Community Impact, at afrederic@unitedwayplains.org or (316) 267-1321 ext. 4211.



United Way of the Plains

Join us as a Champion of Health Equity

Our mission at the American Heart Association is to be a relentless force for a world of longer, healthier lives. The Association is a catalyst to achieving maximum impact in equitable health and well-being.

We're working toward progress with our 2024 Impact Goal, that every person deserves the opportunity for a full, healthy life. As champions for health equity, by 2024, the American Heart Association will advance cardiovascular health for all, including identifying and removing barriers to health care access and quality.

With a track record of helping to save and improve lives for nearly 100 years, the American Heart Association developed the 10 Commitments for a simple reason: A terrible problem that affects millions of Americans is getting worse. More specifically, people who already face inequitable health risks are becoming even more at risk.

The Commitments are major actions the AHA is taking to remove barriers to health equity in all areas of our work, including research, community engagement, advocacy and more. This approach boils down to three focus areas:

SOCIAL FACTORS

Many people face major health problems because of adverse "social determinants of health."

These are the conditions in which people live, shaped by the distribution of money, power and resources.

RURAL HEALTH

People in rural America face increased health risks, often because they live in remote areas. They suffer higher death rates from heart disease and stroke, lower life expectancy and higher maternal mortality.

STRUCTURAL RACISM

This is a system in which historical and current public policies, institutional practices, cultural representations and norms perpetuate racial inequity. Structural racism is a significant driver of health disparities.

We're focusing on these three barriers to health equity because science has led us to them over the course of our nearly 100-year history.

Some of our commitment include:

- Investing \$100 million in new research programs and grants focused on science-based solutions to health inequities and structural racism.
- Improving access to and the quality of health care for under-resourced populations and those in rural communities, as part of our 50-state focus on Medicaid expansion.

- Collaborating with our CEO Roundtable to create a road map, conceptual framework, and related tools for employers to identify and dismantle practices and policies in the workplace that contribute to structural racism and health inequities.

- Elevating the focus of our scientific journals on disparities, anti-racism and health equity. We will ensure these topics are prioritized for publication, and we will assess the diversity of authors in our journals, including editorial commentaries.

- Increasing the diversity of our workforce, by filling at least one-third of hires with diverse individuals and providing ongoing learning and development experiences for current staff and



Every person deserves the opportunity for a full, healthy life. As champions for health equity, by 2024, the American Heart Association will advance cardiovascular health for all, including identifying and removing barriers to health care access and quality.

managers to reduce bias in the recruiting and advancement.

Achieving health equity is core to our guiding values, our mission and our 2024 Impact Goal. It's powered by the hard work and generosity of volunteers and supporters. Please consider joining us on this important work, visit www.Heart.org for more information. ●●

- American Heart Association

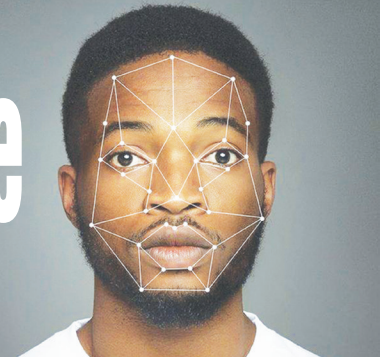
CHAMPIONING EQUITABLE HEALTH FOR ALL

Our efforts are powered by the hard work and generosity of volunteers and supporters. Please consider joining us on this important work.

Heart.org/Kansas

The banner features the American Heart Association logo in the top left corner. The background is a dark red collage of many small, diverse human faces. Five larger circular portraits of diverse individuals are arranged horizontally across the middle. The text "CHAMPIONING EQUITABLE HEALTH FOR ALL" is prominently displayed in white at the top. Below the portraits, a message of gratitude is written, followed by the website "Heart.org/Kansas".

Building Machines That Work for Everyone



• How diversity of test subjects is a technology blind spot, and what to do about it.

By Tahira Reid & James Gilbert,

Associate Professors of Mechanical Engineering, Purdue University

People interact with machines in countless ways every day. In some cases, they actively control a device, like driving a car or using an app on a smartphone. Sometimes people passively interact with a device, like being imaged by an MRI machine. And sometimes they interact with machines without consent or even knowing about the interaction, like being scanned by a law enforcement

facial recognition system.

Human-Machine Interaction (HMI) is an umbrella term that describes the ways people interact with machines. HMI is a key aspect of researching, designing and building new technologies, and also studying how people use and are affected by technologies.

Researchers, especially those traditionally trained in engineering, are increasingly taking a human-centered approach when developing systems and devices. This means striving to make technology that works as expected for the people who will use it by taking into account what's known about the people and by testing

the technology with them. But even as engineering researchers increasingly prioritize these considerations, some in the field have a blind spot: diversity.

As an interdisciplinary researcher who thinks holistically about engineering and design and an expert in dynamics and smart materials with interests in policy, we have examined the lack of inclusion in technology design, the negative consequences and possible solutions.

PEOPLE AT HAND

Researchers and developers typically follow a design process that involves testing key functions and features be-

fore releasing products to the public. Done properly, these tests can be a key component of compassionate design. The tests can include interviews and experiments with groups of people who stand in for the public.

In academic settings, for example, the majority of study participants are students. Some researchers attempt to recruit off-campus participants, but these communities are often similar to the university population. Coffee shops and other locally owned businesses, for example, may allow flyers to be posted in their establishments. However, the clientele of these establishments is often students, faculty

and academic staff.

In many industries, co-workers serve as test participants for early-stage work because it is convenient to recruit from within a company. It takes effort to bring in outside participants, and when they are used, they often reflect the majority population. Therefore, many of the people who participate in these studies have similar demographic characteristics.

ALGORITHMS' REAL-WORLD HARM

It is possible to use a homogenous sample of people in publishing a research paper that adds to a field's body of knowledge. And some re-

See **MACHINES** page D5

Intentional Commitment to Diversity, Equality & Inclusion



- **ADVANCE KANSAS** - A community initiative in partnership with Spirit AeroSystems, Meritrust Credit Union, Westar Energy and Juan Johnson, president of Diversity Leadership in Action, LLC. Host of Wichita's annual Diversity Awards Breakfast.
- **PROGRAMS RESPONSIVE TO STUDENT DIVERSITY** -
 - Accelerated Learning Program (ALP) for English
 - AVID for Higher Education - Butler is Kansas' only AVID college
- **DIVERSITY & INCLUSION COUNCIL** - Butler employees passionately keeping diversity and inclusion values alive.
- Repeatedly recognized as a **WBJ DIVERSITY AWARDS HONOREE** for our Diversity & Inclusion Initiatives.



ButlerCC.edu

Techno-Racism: Wrongfully Accused by an Algorithm

In what may be the first known case of its kind, a faulty facial recognition match led to a Michigan man's arrest for a crime he did not commit.

When Robert Julian-Borchak Williams pulled into his driveway in a quiet subdivision in Farmington Hills, Mich., a police car pulled up behind, blocking him in. Two officers got out and handcuffed Mr. Williams on his front lawn, in front of his wife and two young daughters. The police wouldn't say why he was being arrested, only showing him a piece of paper with his photo and the words "felony warrant" and "larceny."

His wife, Melissa, asked where he was being taken. "Google it," she recalls an officer replying.

The police drove Mr. Williams to a detention center. He had his mug shot, fingerprints and DNA taken, and was held overnight. Around noon on Friday, two detectives took him to an interrogation room and placed three pieces of paper on the table, face down.

"When's the last time you went

to a Shinola store?" one of the detectives asked, in Mr. Williams's recollection. Shinola is an upscale boutique that sells watches, bicycles and leather goods in the trendy Midtown neighborhood of Detroit. Mr. Williams said he and his wife had checked it out when the store first opened in 2014.

The detective turned over the first piece of paper. It was a still image from a surveillance video, showing a heavysset man, dressed in black and wearing a red St. Louis Cardinals cap, standing in front of a watch display.

Five timepieces, worth \$3,800, were shoplifted.

"Is this you?" asked the detective.

The second piece of paper was a close-up. The photo was blurry, but it was clearly not Mr. Williams. He picked up the image and held it next to his face.



Robert Williams may be the first person charged for a crime based on a flawed match from a facial recognition algorithm.

"No, this is not me," Mr. Williams said. "You think all black men look alike?"

Mr. Williams knew that he had not committed the crime in question. What he could not have known, as he sat in the interrogation room, is that his case may be the first known account of an American being wrongfully arrested

based on a flawed match from a facial recognition algorithm, according to experts on technology and the law.

A FAULTY SYSTEM

Facial recognition systems have been used by police forces for more than two decades. Recent studies by M.I.T. and the National Institute of Standards and Technology (NIST) have found that while the technology works relatively well on White men, the results are less

accurate for other demographics, in part because of a lack of diversity in the images used to develop the underlying databases.

Amazon, Microsoft and IBM announced they would stop or pause their facial recognition offerings for law enforcement. The gestures were largely symbolic, given that the

companies are not big players in the industry. The technology police departments use is supplied by companies that aren't household names, such as Vigilant Solutions, Cognitec, NEC, Rank One Computing and Clearview AI.

Clare Garvie, a lawyer at Georgetown University's Center on Privacy and Technology, has written about problems with the government's use of facial recognition. She argues that low-quality search images — such as a still image from a grainy surveillance video — should be banned, and that the systems currently in use should be tested rigorously for accuracy and bias.

"There are mediocre algorithms and there are good ones, and law enforcement should only buy the good ones," Ms. Garvie said.

About Mr. Williams's experience in Michigan, she added: "I strongly suspect this is not the first case to misidentify someone to arrest them for a crime they didn't commit. This is just the first time we know about it." ●●

MACHINES from page D4

searchers who conduct studies this way acknowledge the limitations of homogenous study populations. However, when it comes to developing systems that rely on algorithms, such oversights can cause real-world problems. Algorithms are as only as good as the data that is used to build them.

Algorithms are often based on mathematical models that capture patterns and then inform a computer about those patterns to perform a given task. Imagine an algorithm designed to detect when colors appear on a clear surface. If the set of images used to train that algorithm consists of mostly shades of red, the algorithm might not detect when a shade of blue or yellow is present.

In practice, algorithms have failed to:

- Detect darker skin tones for Google's skincare program and in

automatic soap dispensers;

- Accurately identify a suspect, which led to the wrongful arrest of an innocent man in Detroit; and reliably identify women of color.

MIT artificial intelligence researcher Joy Buolamwini describes this as algorithmic bias and has extensively discussed and published work on these issues.

Many problems, like an automated soap dispenser working for a White hand but not a Black hand, could be avoided with more inclusive testing.

Even as the U.S. fights COVID-19, the lack of diverse training data has become evident in medical devices. Pulse oximeters, which are essential for keeping track of your health at home and to indicate when you might need hospitalization, may be less accurate for people with melanated skin. These design flaws, like those in algorithms, are not inherent to the device but can be traced back to the technology being designed and tested using populations that were

not diverse enough to represent all potential users.

BEING INCLUSIVE

Researchers in academia are often under pressure to publish research findings as quickly as possible. Therefore, reliance on convenience samples — that is, people who are easy to reach and get data from — is very common.

Though institutional review boards exist to ensure that study participants' rights are protected and that researchers follow proper ethics in their work, they don't have the responsibility to dictate to researchers who they should recruit. When researchers are pressed for time, considering different populations for study subjects can mean additional delay. Finally, some researchers may simply be unaware of how to adequately diversify their study's subjects.

There are several ways researchers in academia and industry can increase the diversity of their study participant pools.

One is to make time to do the inconvenient and sometimes hard work of developing inclusive recruitment strategies. This can require creative thinking. One such method is to recruit diverse students who can serve as ambassadors to diverse communities. The students can gain research experience while also serving as a bridge between their communities and researchers.

Another is to allow members of the community to participate in the research and provide consent for new and unfamiliar technologies whenever possible. For example, research teams can form an advisory board composed of members from various communities. Some fields frequently include an advisory board as part of their government-funded research plans.

Another approach is to include people who know how to think through cultural implications of technologies as members of the research team. For instance, the New York City Police Department's use of a robotic dog

in Brooklyn, Queens and the Bronx sparked outrage among residents. This might have been avoided if they had engaged with experts in the social sciences or science and technology studies, or simply consulted with community leaders.

Lastly, diversity is not just about race but also age, gender identity, cultural backgrounds, educational levels, disability, English proficiency and even socioeconomic levels. Lyft is on a mission to deploy robotaxis next year, and experts are excited about the prospects of using robotaxis to transport the elderly and disabled. It is not clear whether these aspirations include those who live in less-affluent or low-income communities, or lack the family support that could help prepare people to use the service. Before dispatching a robotaxi to transport grandmothers, it's important to take into account how a diverse range of people will experience the technology. ●●



Why are Almost all NFL Coaches White?

By George B. Cunningham
Professor, Sports Management,
Texas A.M. University

Brian Flores, the former Miami Dolphins head coach fired at the end of the 2022 season, filed a lawsuit on Feb. 1, 2022, against his former team, the NFL and two other NFL teams, charging widespread discrimination.

In the 58-page document filed in a Manhattan federal court, Flores alleges a pattern of racist hiring practices by the league and racial discrimination during the interview

process with the Denver Broncos and New York Giants, as well as during his tenure with Miami.

In the lawsuit, the firm representing Flores said the coach hopes to “shine a light on the racial injustices that take place inside the NFL.”

The lack of racial diversity in the NFL's high-level coaching ranks is real. As of a few weeks after the close of the National Football League's regular season, there was one Black head coach, one Latino head coach, and one Arab-American head coach left in the League – Mike Tomlin of the Pittsburgh Steelers, Ron Rivera of the Washington

Commanders and Robert Saleh of the New York Jets, respectively.

Of the nine head coaching vacancies filled by early February, just one was Black (Lovie Smith of the Houston Texans) and one was multiracial (Mike McDaniel of the Miami Dolphins).

At issue is the glaring absence of non-White head coaches. In a league in which most of the players are Black, it's hard to ignore that most of the NFL head coaches are White.

The NFL denies charges it discriminates against minority candidates. “The NFL and our clubs are deeply committed to ensuring equitable

employment practices . . .,” the league said in a Feb. 1 statement in response to Flores' lawsuit. “Diversity is core to everything we do, and there are few issues on which our clubs and our internal leadership team spend more time. We will defend against these claims, which are without merit.”

I have studied diversity and inclusion in sport for more than two decades, including the ways in which race and gender intersect to affect leadership opportunities for women and men. My research shows that biased decision-making, organizational cultures that value similarity, and

societal forms of bias and discrimination are all to blame for the lack of diversity among NFL head coaches.

HISTORY OF EXCLUSION

The dismal numbers are nothing new. In 1989, Art Shell became the first Black head coach of an NFL team in the modern era. But his hiring did not break down the barriers other minority coaches face in the NFL.

Seeking to address its diversity problem, the NFL adopted the Rooney Rule in 2003, requiring teams to interview at least two minority candidates for their head coach openings.

See NFL page D8

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D7

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APRIL 21, 2022

THE COMMUNITY VOICE

D8 NFL Requiring every Team to Hire a Minority or Female Offensive Coach

The NFL will require every team to hire a minority or female offensive assistant coach for the 2022 season.

As part of its diversity effort, NFL owners adopted a policy that allows for the coach to be “a female or a member of an ethnic or racial minority.” The coach will sign a one-year deal and be paid from a league-wide fund.

The head coach and offensive staff must work closely with the minority or female coach.

“It’s a recognition that at the moment, when you look at stepping stones for a head coach, they are the coordinator positions,” Steelers owner Art Rooney II, the chairman of the NFL diversity, equity and inclusion

committee, said, via Kevin Seifert of ESPN. “We clearly have a trend where coaches are coming from the offensive side of the ball in recent years, and we clearly do not have as many minorities in the offensive coordinator [job].”

Teams like the Buccaneers, who currently have a minority or female coach or coaches serving as an offensive assistant, already meet the requirement of the policy.

But it does represent the first hiring mandate in the history of the Rooney Rule.

The league also expanded the language of the Rooney Rule to include women at all levels. It now will read that women and/or people of color can satisfy the re-



On April 20, the Washington Commanders announced the start of the Doug Williams Diversity Coaching Fellowship, which will hire a coach from a Historically Black College and University (HBCU) to become an offensive assistant. The position is being added as part of the new NFL requirement for all teams to hire a minority or female coach.

quirement to interview two external minorities for top positions, including

head coach.

Teams are not required to interview

a woman, but women now are included in the fulfillment process.

“The truth of the matter is that as of today, at least, there aren’t many women in the pool in terms of head coach,” Rooney said. “We hope that is going to change over the years, but for that reason we didn’t see it as inhibiting the number of interviews for racial minorities at this point in time. Obviously, we can address that as time goes on, but for now we didn’t see that as an issue.

“Really, we are looking at probably the early stages of women entering the coaching ranks, so we may be a little ways away before that becomes a problem.” ●●

NFL from page D6

In 2021, the league expanded the rule to include general managers and offensive and defensive coordinators.

The policy had positive short-term effects, as the league saw an increase in Black and Latino coaches. The gains have since diminished, though, and the number of Black head coaches at the start of the 2021 season, three, was the same as in 2003. (Now, it’s two - Tomlin and Smith - plus one with a Black father who identifies as multiracial - McDaniel.)

In short, the NFL is back to where it started.

When looking for explanations, it is helpful to explore factors at the individual, organizational and societal levels. Research evidence shows some of these explanations are better than others.

At the individual level, people might not obtain a job if they lack skills or experience, don’t have contacts or don’t apply. There is no consistent evidence, though, that any of these explanations describe Black coaches.

For example, scholars have found that Black assistant coaches in college football were less likely to be promoted and had less career satisfaction than their White counterparts, but neither was a function of the coaches’ experience,

skills or social networks. This is the case in the NFL, too, where sports economists have also shown that Black assistant coaches are equally as skilled as their White counterparts.

Other researchers have analyzed NFL data from 1985 to 2018 and found no racial differences in the performance of head coaches.

In short, there is no evidence that Black coaches are unqualified.

ORGANIZATIONS AND LEADERS

On the other hand, research does show that leaders and organizations make a difference in who gets hired. For example, an analysis from Arizona State University’s Global Sports Institute shows that seven NFL teams have hired only White head coaches.

The types of positions Black coaches have access to also matters. Offensive and defensive coordinators are frequently in line for head coaching opportunities. But research at the NFL and NCAA levels reliably shows that White coaches are overrepresented in these coveted coordinator positions.

What’s referred to as “the glass cliff” offers another organizational explanation. This theory suggests that members of underrepresented groups are most likely to be hired by organizations that have a history of poor performance or that are in crisis. When performance continues to wane, the leaders are likely to be replaced by majority group members. Researchers have shown that race

and racism also affect the glass cliff, including leaders in sport. Relative to white coaches, minoritized men’s basketball coaches were more likely to be hired to teams with a history of losing, and if they were unable to turn things around, they were likely to be replaced by White coaches.

These examples show that leaders clearly make a difference. A study of the Las Vegas Raiders further illustrates the point. Under former general manager Reggie McKenzie, who is Black, the Raiders had the highest share of Black players in the league, at 79.2%. In 2016, when McKenzie won NFL executive of the year, the Raiders also had the highest share of Black coaches, at 82.3%.

Raiders Head coach Jon Gruden was fired during the 2021 season after revelations he sent racist and homophobic emails.

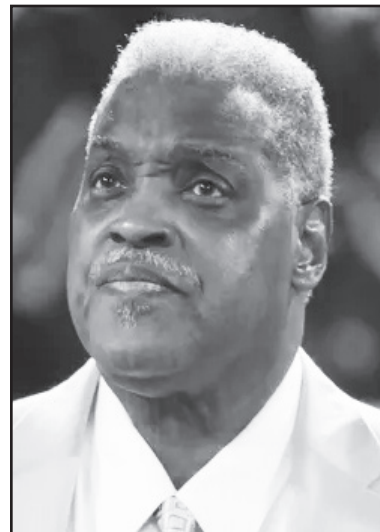
Following the 2018 season, the Raiders fired McKenzie and brought in a White head coach, Jon Gruden, and a White general manager, Mike Mayock. The percentage of Black players has decreased every year since. In 2021, in one of the most damaging blows to the NFL in recent memory, Gruden resigned after it was discovered that he made racist and homophobic comments after an analysis of thousands of emails sent to NFL executives and others. Mayock was fired after the season, too. At the same time, the percentage

of Black players on the Raiders roster dropped to 67.2%.

Though the study on the Raiders focuses on players, organizational scholars have consistently shown that people are most likely to hire others who are of the same race. Bias among decision-makers can affect the diversity of the organization.

SYSTEMIC RACISM

Finally, societal factors make a difference, the most prevalent



After retiring as a player in 1983, Art Shell became an offensive line coach for the Los Angeles Raiders. In 1989, Shell was promoted to head coach of the Raiders, making him the first African-American head coach in the National Football League in the modern era.

of which are systemic forms of racism, meaning racial bias at the community, state and national levels.

Societal factors reflect people’s collective racial biases, as well as the racially tinged laws, policies and norms embedded in societies’ institutions.

A focus on systemic racism moves beyond individual actors and prioritizes the societal patterns of prejudice and discrimination. For example, my colleague and I have shown that county-level racism is predictive of fans’ reactions to Black Lives Matter protests by NFL players.

Systemic racism has an enduring impact that can affect people years later. Researchers have shown that counties most dependent on slavery in 1860 also have high levels of racism today. As systemic racism increased in these counties, Black residents’ poverty rates increased and their social mobility decreased.

Given the impact of systemic racism across all elements of society, it is hardly surprising that NFL coaches, analysts and scholars – including those in media studies, sport studies, sociology, sport management, and behavioral science – point to systemic racism as a reason for the lack of Black coaches in the league.

The evidence is clear: Organizations, their leaders and systemic racism all contribute. Until structural change occurs, the pattern will continue. ●●

This is an updated version of an article originally published on January 24, 2022.

Diversity Plus Multi-Cultural Connections Help Nonprofits Accomplish More

• **The Research Brief is a short take about interesting academic work.**

By Brad R. Fulton
Associate Professor of Nonprofit Management, Indiana University

THE BIG IDEA

Increasing staff diversity does not automatically make a nonprofit more effective. But such organizations can benefit from that change if they can help their employees learn how to acknowledge and talk about their social differences.

This is what I found when I analyzed data on the race, class, gender and religion of the leadership team members of 178 organizations engaged in community organizing across the country. I measured effectiveness in several ways, including how many times the groups secured meetings with public officials, how many different organizing tactics they used and whether they collaborated with other nonprofits working on similar issues.

My analysis focused on organizations that were sufficiently diverse,

as defined by a metric pioneered in the 1970s by Rosabeth Moss Kanter, a sociology-trained business researcher. An organization's leadership team is sufficiently diverse along a particular social dimension, by this measure, when at least two groups represent at least 20% of the team.

There was a range, however. For example, one organization in Illinois was 50% Black and 50% White, while an organization in Texas was 10% Asian, 30% Black, 20% Latino and 40% White. The nonprofits also varied in terms of how they were diverse. Some had substantial religious diversity but minimal gender diversity. Others were diverse along multiple dimensions.

The groups that not only had diverse teams but whose leaders and staff also regularly talked about their racial, class, gender and religious differences with their colleagues were more successful overall. They were better able to mobilize their volunteers, forge alliances with other groups and secure

meetings with public officials to further their goals.

I also saw that the types of interactions made a difference.

Socializing and doing group activities, such as sharing meals, serving others, playing games and even singing songs, helped these groups maximize their effectiveness in reaching their goals. That was particularly true when the events gave the leaders and staff opportunities to highlight characteristics of their culture or community.

For example, it helped if they could experience the different ways their colleagues celebrate birthdays and particular holidays. And when the nonprofits encouraged overtures to connect across race, class, gender and religious lines, their staff became more invested in one another and in their work.

WHY IT MATTERS

The organizations I studied, as well as nonprofits in general, are becoming more diverse. For example, the percentage of nonprofit leaders of color is increasing, albeit slowly.

Pressure to increase diversity is coming from funders, advocacy organi-



zations and many communities. This is a response to the heightened attention focused on racial injustices, growing economic inequality, sustained gender inequities and increasing religious pluralism.

Yet as nonprofits become more diverse, many leaders and staff tiptoe around talking about their differences. Some of them claim they "don't see color" or want to emphasize only what they have in common with others from different backgrounds.

Becoming more diverse, however, is not an end in itself. My research suggests nonprofits need to learn to understand, value and utilize their diverse perspectives to become more equitable and effective.

WHAT'S NEXT

My study was based primarily on survey data. To gain more detailed insights about the impact of diversity within nonprofits, I've teamed up with Matthew Baggetta, a sociologist. We're gathering observational data on how members interact with one another and engage their social differences, starting with a 15-month pilot study in which we observed nearly 100 meetings held by three organizations in Indianapolis.

Among other things, we documented which members interacted with whom, the context of their interactions and what they talked about. Next, we will carefully examine the interactions of group members across lines of difference and how those interactions affect the organizations' outcomes. ●●

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D10 The Alzheimer's Association is Accelerating Reach to Diverse Communities

DIVERSITY - EQUITY - INCLUSION

At the Alzheimer's Association, diversity is integral to our mission and vital to our vision of a world without Alzheimer's disease and all other dementia. We seek to be inclusive of the millions of people currently affected by Alzheimer's disease, their caregivers, and the communities in which they live. The Alzheimer's Association views diversity broadly and includes considerations such as, but not limited to, race, ethnicity, gender identity, age, socioeconomic status, sexual orientation, regional, place or national origin, religion, language, and persons with disabilities.

As the American population ages and becomes increasingly more diverse, the Alzheimer's Association will expand its mission activities to remain inclusive and meet the demand for culturally and linguistically sensitive education, information, care, and support. The Alzheimer's Association believes we must create a society in which people feel safe, cared for, and valued.

Systemic racial and social injustice permeate all aspects of society and are intertwined with the causes of health disparities, including the disproportionate prevalence of Alzheimer's

among Black, Hispanic, and other diverse communities. In 2021, the Association deepened its commitment to addressing these inequities in the fight against Alzheimer's and all other dementia by partnering with diverse organizations, such as the African Methodist Episcopal (AME) Church, Services & Advocacy for LGBT Elders (SAGE), American Indian and Alaska Native (AI/AN) communities and the National Hispanic Medical Association (NHMA).

Currently the Alzheimer's Association is accelerating our reach locally by sharing and developing resources and exchanging ideas with diverse communities to increase momentum of awareness about Alzheimer's and the Alzheimer's Association. By partnering with organizations locally and nationally to advance diversity and inclusion, we strengthen the message that the Alzheimer's Association is here for all people.

The Alzheimer's Association – Heart of America Chapter serves 65 counties in Kansas and Missouri, while the Central and Western Kansas Chapter serves 69 Kansas counties. Some of the local organizations these chapters are partnering with include Telemundo KC,

Mattie Rhodes Center, African Methodist Episcopal (AME) Church, and the Negro Leagues Baseball Museum.

The Alzheimer's Association is also actively working with Veterans Affairs, multiple Area Agencies on Aging and various Chamber of Commerce groups including the Black Chamber, LGBT Chamber, and Hispanic Chamber to learn about and stay connected to the diverse communities they serve. In addition, education programs and support groups specifically designed to address health equity and access to care in diverse communities are continually being planned and offered across both chapters.

The Alzheimer's Association appreciates hearing feedback from all individuals regarding how the Association can better serve.

Community Forums are ideal for generating this important feedback and several forums have been planned in diverse communities including a Black American Community Forum on April 26 at Wichita State University's Hughes Metropolitan Complex in Wichita and a Hispanic American Community Forum on April 27 at the Dodge City Public Library in Dodge City, KS.

The Alzheimer's Association will continue to cultivate relationships within diverse communities by sharing time, talent, resources and exchanging ideas. If you have any questions about the Alzheimer's Association or how to access their free services, please call the 24/7 Helpline at 800.272.3900. The trained support staff speak English, Spanish, Chinese, Hindi and many other languages and someone will always be available to help. Whether you are a person experiencing memory loss, a caregiver, a health care professional, or a member of the general public, your questions can be answered at the Helpline. Please call day or night. Another way to learn more is to visit our website at alz.org.

The Alzheimer's Association is a worldwide voluntary health organization dedicated to Alzheimer's care, support, and research. Our mission is to lead the way to end Alzheimer's and all other dementia — by accelerating global research, driving risk reduction and early detection, and maximizing quality care and support. Our vision is a world without Alzheimer's and all other dementia®. ●●

- Alzheimer's Association

APRIL 21, 2022

THE COMMUNITY VOICE



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APRIL 21, 2022

THE COMMUNITY VOICE

D12 The First Battle In The Culture Wars: The Quality Of Diversity

By Nicholas Ensley Mitchell,
Assistant Professor of
Curriculum Studies,
University of Kansas

American diversity is in the spotlight as racial discrimination in the United States reemerges as a major topic of public discussion, touching everything from education to housing to policing.

The context of the quality of American diversity is inescapable as multiple debates around race relations continue to rage.

We tend to think of diversity in demographic terms, but that's an incomplete take. It has a qualitative element to it, but the quality of diversity is rarely discussed in popular culture.

The quality of diversity is how Americans exist among each other. It can be described in two ways: segregated coexistence and living in community.

These two terms reflect a fundamental battle in American culture between segregation and integration. As a curriculum theorist who studies how race impacts education and society, I

believe it is necessary to acknowledge this distinction.

SEGREGATED COEXISTENCE

Segregated coexistence is a standard of diversity that relies on a surface-level demography that you could call "diverse" because different races all live in one geographic region, such as cities like Detroit or my native Baton Rouge, LA.

Beneath this demography, the reality is a ubiquitous state of de facto racial segregation where enclaves are so numerous in American cities that people easily associate races and ethnicities with certain neighborhoods, schools and ZIP codes.

An August 2021 map compiled by CNN based on 2020 census data vividly lays bare the endemic residential segregation in the U.S.

In June 2021, the Othering and Belonging Institute at the University of California-Berkeley, a research group, released a report on residential segregation. "Out of every metropolitan region in the United States with more than 200,000 residents, 81% (169 out of 209) were more segregated as

of 2019 than they were in 1990," the report noted.

It also asserted that "83% of neighborhoods that were given poor ratings (or 'redlined') in the 1930s by a federal mortgage policy that denied Blacks mortgages were as of 2010 highly segregated communities of color."

Segregated coexistence is the racist seed from which many contemporary conflicts about race have their roots.

That's because segregating where people live is physical confirmation of their forced inferiority. Denying them equitable treatment in other areas becomes easy once they have been denied the freedom of movement.

LIVING IN COMMUNITY

Living in community is a different reality. It's not easily achieved because integration is hard for many reasons.

Before different races can live in community, there must first be interracial justice that leads to racial reconciliation. Noted scholar Eric Yamamoto describes this process as the recognition of the historical and contemporary harm different racial

groups have caused one another, affirmative efforts to address justice grievances and the restructuring of present-day race relations in such a way that broken relationships are healed.

The success or failure of integration depends on whether Americans want to racially reconcile or if they are so accustomed to the conflict that they cannot come together.

This means remaking how governments allocate resources, including providing equitable funding for schools and, in the private sector, diversifying executive leadership.

Doing that work means answering the political and moral question that has been with us since this country's founding: How should we treat those whom we see as different from us?

This question permeates everything from civil rights cases before the Supreme Court to whom we welcome as neighbors or ostracize as outsiders and trespassers.

All these debates have momentous implications for America's domestic stability. But they are often discussed



How should we treat those whom we see as different from us?

as a matter of theory and political talking points, with no grounding in the real world.

If we are going to debate diversity in any situation, perhaps we should ask ourselves if we want to live in segregated enclaves or in community, with the full knowledge of what that means and what our answer says about us as individuals and as a nation. ●●



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