Linking Research and Action: An Architectural Approach

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Overview

- **Context:** Multi-level, multi-causal dynamics
- **Challenge:** Linking research to action
- **Key Roles:** Catalysts and Intermediaries
- **Systems Approach:** An Architecture of Inclusion
Central Premise

For knowledge to drive institutional transformation, it is critical to **systematically activate key roles** in a way that takes account of the multi-level dynamics of under-participation.

- Organizational Catalysts
- Institutional Intermediaries
Setting the Context: Knowledge’s Key Role in Institutional Transformation

1. Identifying the multi-level dynamics of under-participation
2. Legitimating the need for change
3. Prompting institutional mindfulness at critical junctures
4. Modeling improvement and innovation
1. Multi-level dynamics of under-participation
The Need for a Multi-level, Systems-based Approach

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2. Legitimating the Need for Change

- Data demonstrating disparities and mechanisms
- Research exposing hotspots and barriers
- Respected researchers making the case
- Comparisons (and competition) creating “market” for improvement
3. Prompting Institutional Mindfulness

- Reflection about patterns, barriers, leverage points
- Inquiry prompting collective attentiveness to practices
- Capacity to use knowledge at key pivot points
- Systematic assessment of decisions, strategies, and change theories
4. Modeling Improvement and Innovation

- Heading off “I’d like to, but…”
  - Can’t be done
  - Don’t know how to do it
  - Won’t work
  - No time

- Avoid reinventing the wheel

- Doing (and assessing) what works
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Key Roles: Mel Hochster

- Chair & JEMcLaughlin Distinguished Professor of Mathematics
- Member of National Academy of Sciences
- Guggenheim Fellow (visiting MIT), 1982
- American Academy of Arts and Sciences (elected 1992)
- National Academy of Sciences (elected 1992)
Women in Mathematics: We’ve Come a Long Way – or Have We?

- “Overwhelming evidence of gender bias in evaluation of candidates”
- “Studies have shown that gender bias is significant and pervasive.”
- Multi-disciplinary data about the dynamics and dimensions of gender bias
“I had never thought about this gender thing before. . . . It was that he, who was a member of the National Academy of Science, gave this talk. . . . It was the drama of his gesture that really affected people. The information had been out, and he just had such a huge impact. Why? The National Academy of Science gets it. He gives over this important occasion for himself. Instead of talking about math, he talked about the problem of gender in science. It was hugely important -- an amazing lesson in how this progresses.”
Organizational Catalysts:

- Legitimacy and commitment
- Speak the language
- Role operating at convergence of systems
- Positioned to use knowledge where it can influence action
- Situated in a larger community of influence
Strategies of Organizational Catalysts

- Mobilize varied forms of knowledge to enable change
- Develop collaborations in strategic locations
- Reproduce and diffuse leadership
- Maintain pressure and support for change
Integrating Multiple Forms of Knowledge

- Micro-level decisions: social science and repeat play
- Accumulated disadvantage: statistical studies
- Organizational culture: climate studies and insider knowledge
- Network analysis: mapping and cultivating networks
- Frame analysis: surfacing and assessing assumptions
- Action research and assessment: what works and what doesn’t
Catalyzing the Catalysts: Institutional Intermediaries
Committee on Strategies and Tactics for Recruiting to Improve Diversity and Excellence (STRIDE)

What is STRIDE?

The STRIDE Committee provides information and advice about practices that will maximize the likelihood that diverse, well-qualified candidates for faculty positions will be identified, and, if selected for offers, recruited, retained, and promoted at the University of Michigan. The committee leads workshops for faculty and administrators involved in hiring. It also works with departments by meeting with chairs, faculty search committees, and other department members involved with recruitment and retention.

Please contact the ADVANCE Program to learn more about STRIDE and to discuss schedule availability and fees.
What Institutional Intermediaries Do

- Cultivate organizational catalysts
- Build capacity for organizational learning
- Leverage legitimacy
- Pool knowledge
- Create accountability as part of ongoing participation in community of practice
NSF ADVANCE: A Systems View

Ecosystem

Inter-Institutional

Institutional

Unit / Group

Relational

Individual Level

NSF

Institutional Intermediaries

Organizational Catalysts

STRIDE

NSF
Overview

- **Context**: Multi-level, multi-causal dynamics
- **Initiating Change**: Linking research to action
- **Key Roles**: Catalysts and Intermediaries
- **Systems Approach**: An Architecture of Inclusion
Expanding the problem frame

Advancing Institutional Citizenship

Minimizing Bias

Remedying Discrimination
Linking Research and Action: An Architecture of Inclusion

- Re-framing the problem and the aspiration
- Identifying multi-level dynamics of under-participation
- Developing effective strategies
- Identifying and “activating” key roles
- Creating pressure and opportunities for change
- Building institutional mindfulness
- Linking the multiple levels of action needed to reshape contexts where decisions occur