Building institutional culture that supports research integrity:
Ensuring value in diversity and inclusivity

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Build institutional **culture**
Support research **integrity**
Ensure value in **diversity**
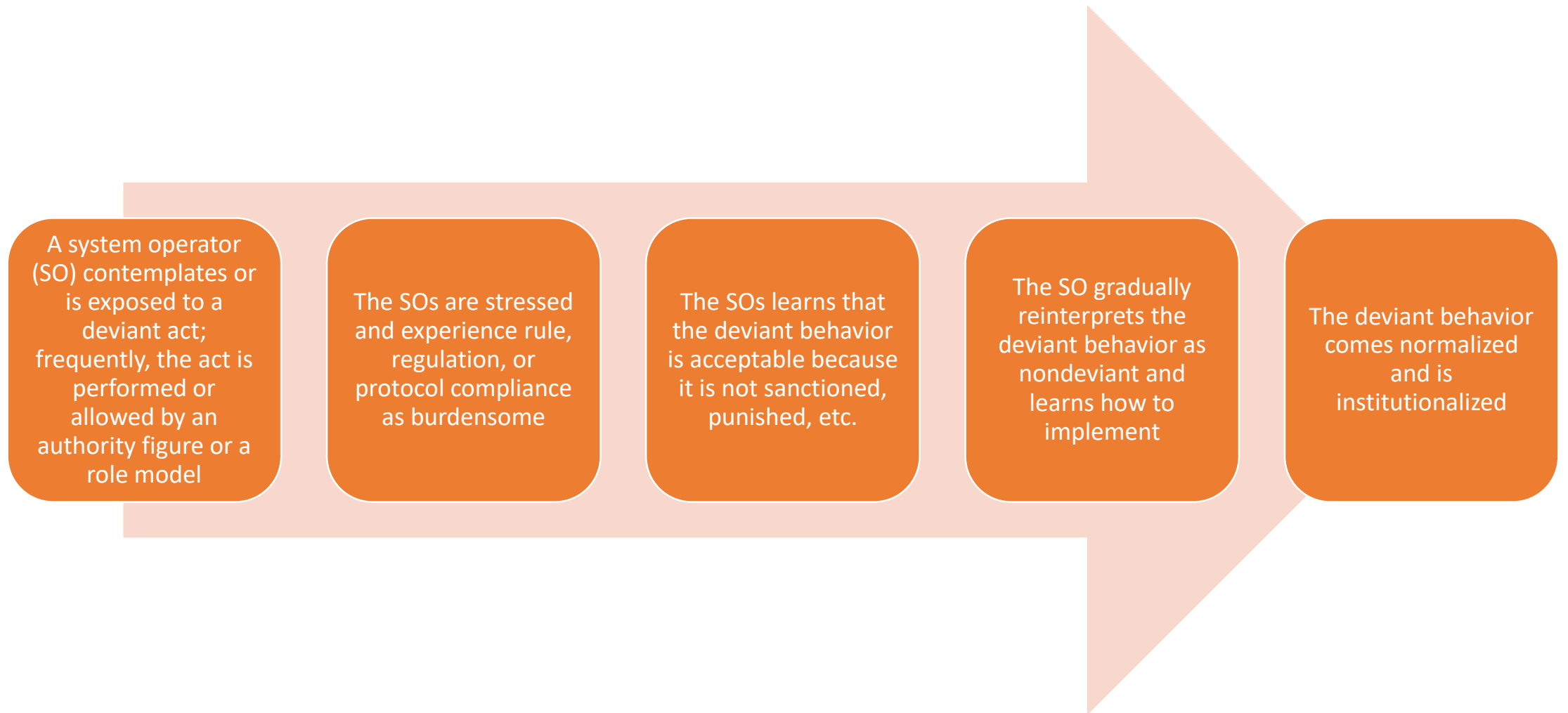Ensure value in **inclusivity**

Organizational Culture

a set of values, norms, guiding beliefs, and understandings shared by members of an organization and taught to new members as the way to feel, think, and behave.

how we do things around here

Normalization of Professional Deviance

John Banja, Emory University

A system operator (SO) contemplates or is exposed to a deviant act; frequently, the act is performed or allowed by an authority figure or a role model

The SOs are stressed and experience rule, regulation, or protocol compliance as burdensome

The SOs learns that the deviant behavior is acceptable because it is not sanctioned, punished, etc.

The SO gradually reinterprets the deviant behavior as nondeviant and learns how to implement

The deviant behavior comes normalized and is institutionalized

"Culture eats strategy for breakfast"

Peter Drucker

Building **culture** is a bit of a misnomer. Make no mistake, there is an existing culture.

*The question is...does the culture support integrity?

Integrity

adherence to moral and ethical principles;
soundness of moral character; honesty.

the state of being whole, entire, or undiminished:
to preserve the integrity of the empire.

a sound, unimpaired, or perfect condition:
the integrity of a ship's hull

The Theoretical Model of the Integrity Thermometer

- **Clarity:** The degree to which rules, standards and procedures with regard to ethical conduct are accurate, complete and easy to understand every employee.
- **Role Modeling:** The degree to which management sets a good example for the organization and its employees.
- **Enabling Environment:** The degree to which business objectives and organizational targets correspond to predetermined values and norms.
- **Support of Employees for Integrity:** The degree to which employees endorse ethical conduct.
- **Transparency:** The degree to which ethical or non-ethical conduct and the effects thereof are visible.
- **Openness to Discuss Dilemmas:** The degree to which employees can discuss dilemmas.
- **Comfort to Report Misconduct:** The degree to which employees voice out about misconduct.
- **Enforcement:** The degree to which ethical conduct is rewarded and misconduct sanctioned.

https://assets.kpmg.com/content/dam/kpmg/ch/pdf/ch-integrity-thermometer-en.pdf

Diversity

Presence of different people and perspectives

Inclusion

A sense of belonging, voice, and decision-making authority

"Today's scientific enterprise is dominated by a demographically narrow group: in the US, two-thirds of full-time employed scientists and engineers are White, and one-half are White men ([1]). Women make up 51% of the total population yet are underrepresented in science and engineering jobs (38.5%), are paid less, and experience attrition rates (19.5%) that are much higher than for men as they move up the career ladder ([1,2]).

These imbalances have rippling effects, influencing who participates in science, who sets research agendas, who receives funding, and ultimately, who benefits from science."

Diversity and Inclusion

- Education by its very nature is intended to be diverse and inclusive.
- Learning requires being exposed to topics and ideas different than those we currently understand.
- We strive to build a better world, and address global challenges to our health, well-being and safety.

Mission: The University of South Alabama, with a global reach and special focus on the Gulf Coast, strives to make a difference in the lives of those it serves through promoting discovery, health, and learning.

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