Multiple linear regression

Heleine Fouda

2023-11-19

Grading the professor

Many college courses conclude by giving students the opportunity to evaluate the course and the instructor anonymously. However, the use of these student evaluations as an indicator of course quality and teaching effectiveness is often criticized because these measures may reflect the influence of non-teaching related characteristics, such as the physical appearance of the instructor. The article titled, "Beauty in the classroom: instructors' pulchritude and putative pedagogical productivity" by Hamermesh and Parker found that instructors who are viewed to be better looking receive higher instructional ratings.

Here, you will analyze the data from this study in order to learn what goes into a positive professor evaluation.

Getting Started

Load packages

In this lab, you will explore and visualize the data using the **tidyverse** suite of packages. The data can be found in the companion package for OpenIntro resources, **openintro**.

Let's load the packages.

```
library(tidyverse)
library(openintro)
library(GGally)
```

This is the first time we're using the GGally package. You will be using the ggpairs function from this package later in the lab.

The data

The data were gathered from end of semester student evaluations for a large sample of professors from the University of Texas at Austin. In addition, six students rated the professors' physical appearance. The result is a data frame where each row contains a different course and columns represent variables about the courses and professors. It's called evals.

glimpse(evals)

```
## Rows: 463
## Columns: 23
## $ course_id
                 <int> 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 1~
## $ prof_id
                 <int> 1, 1, 1, 1, 2, 2, 2, 3, 3, 4, 4, 4, 4, 4, 4, 4, 4, 5, 5,~
## $ score
                 <dbl> 4.7, 4.1, 3.9, 4.8, 4.6, 4.3, 2.8, 4.1, 3.4, 4.5, 3.8, 4~
## $ rank
                 <fct> tenure track, tenure track, tenure track, tenure track, ~
## $ ethnicity
                 <fct> minority, minority, minority, minority, not minority, no~
                 <fct> female, female, female, male, male, male, male, ~
## $ gender
## $ language
                 <fct> english, english, english, english, english, english, en~
                 ## $ age
```

```
## $ cls_perc_eval <dbl> 55.81395, 68.80000, 60.80000, 62.60163, 85.00000, 87.500~
## $ cls_did_eval <int> 24, 86, 76, 77, 17, 35, 39, 55, 111, 40, 24, 24, 17, 14,~
## $ cls students
                 <int> 43, 125, 125, 123, 20, 40, 44, 55, 195, 46, 27, 25, 20, ~
## $ cls_level
                  <fct> upper, upper, upper, upper, upper, upper, upper, upper, ~
## $ cls profs
                  <fct> single, single, single, multiple, multiple, mult~
## $ cls credits
                  <fct> multi credit, multi credit, multi credit, multi credit, ~
## $ bty f1lower
                  <int> 5, 5, 5, 5, 4, 4, 4, 5, 5, 2, 2, 2, 2, 2, 2, 2, 2, 7, 7,~
## $ bty flupper
                  <int> 7, 7, 7, 7, 4, 4, 4, 2, 2, 5, 5, 5, 5, 5, 5, 5, 5, 9, 9,~
## $ bty f2upper
                  <int> 6, 6, 6, 6, 2, 2, 2, 5, 5, 4, 4, 4, 4, 4, 4, 4, 4, 9, 9, ~
## $ bty_m1lower
                  <int> 2, 2, 2, 2, 2, 2, 2, 2, 3, 3, 3, 3, 3, 3, 3, 7, 7,~
                  ## $ bty_m1upper
## $ bty_m2upper
                  <int> 6, 6, 6, 6, 3, 3, 3, 3, 2, 2, 2, 2, 2, 2, 2, 2, 6, 6,~
## $ bty_avg
                  <dbl> 5.000, 5.000, 5.000, 5.000, 3.000, 3.000, 3.000, 3.333, ~
## $ pic_outfit
                  <fct> not formal, not formal, not formal, not formal, not form~
## $ pic_color
                  <fct> color, color, color, color, color, color, color, color, ~
```

We have observations on 21 different variables, some categorical and some numerical. The meaning of each variable can be found by bringing up the help file:

?evals

Exploring the data

1. Is this an observational study or an experiment? The original research question posed in the paper is whether beauty leads directly to the differences in course evaluations. Given the study design, is it possible to answer this question as it is phrased? If not, rephrase the question.

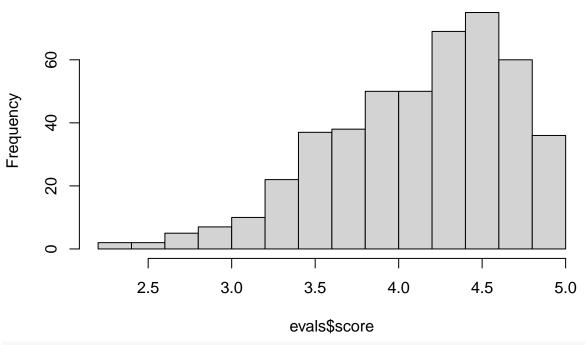
This is an observational study. It cannot be an experiment, because there is no interference or manipulation of the research subjects, and no control and treatment groups. And no,it is not possible to answer the original research question as phrased, given the study design. The research design implies that one examines the correlation between beauty and evaluations and find how much of the variability in course evaluations might be explained by beauty alone given the many other factors.

2. Describe the distribution of score. Is the distribution skewed? What does that tell you about how students rate courses? Is this what you expected to see? Why, or why not?

The distribution of scores is left skewed with a long tail going down to 2.0. Most scores are above the average, between 3.5 and 5. This means that in general students give courses above average scores. I'm a bit surprised as I thought on average the ratings would be a bit lower given the confidentiality of the process

hist(evals\$score)

Histogram of evals\$score

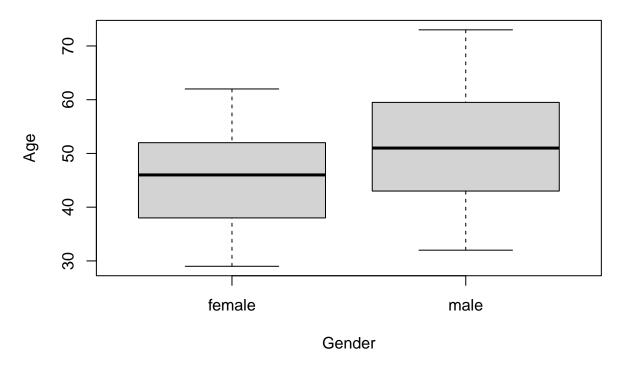


summary(evals\$score)

```
## Min. 1st Qu. Median Mean 3rd Qu. Max.
## 2.300 3.800 4.300 4.175 4.600 5.000
```

3. Excluding score, select two other variables and describe their relationship with each other using an appropriate visualization.

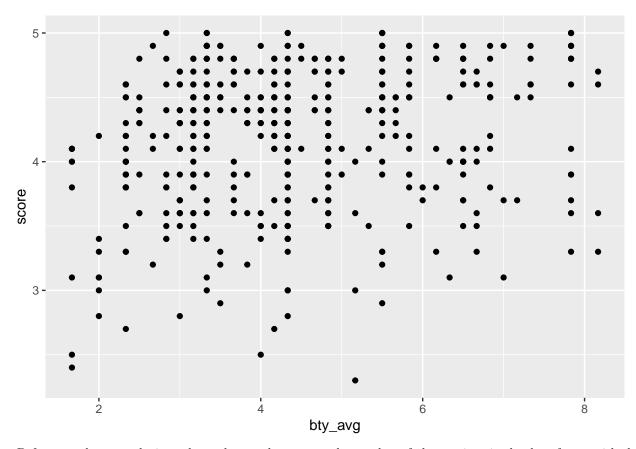
The boxplot visualization shows that women get higher rating if they are younger and men get better rating when they are older.



Simple linear regression

The fundamental phenomenon suggested by the study is that better looking teachers are evaluated more favorably. Let's create a scatterplot to see if this appears to be the case:

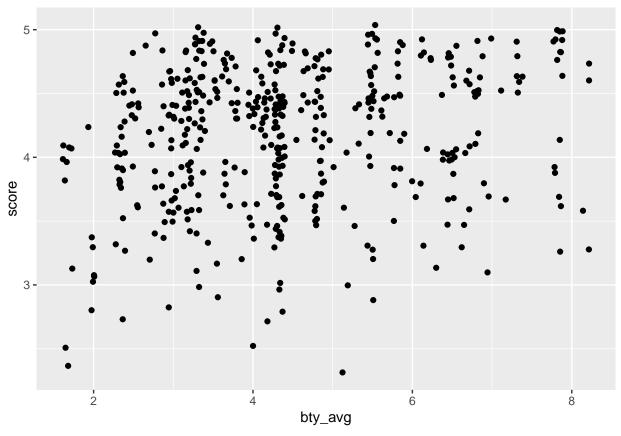
```
ggplot(data = evals, aes(x = bty_avg, y = score)) +
  geom_point()
```



Before you draw conclusions about the trend, compare the number of observations in the data frame with the approximate number of points on the scatterplot. Is anything awry?

4. Replot the scatterplot, but this time use <code>geom_jitter</code> as your layer. What was misleading about the initial scatterplot?

```
ggplot(data = evals, aes(x = bty_avg, y = score)) +
  geom_jitter()
```



After using the jitter function, there seems to be more points compared to the initial plot. The points also overlap with many other points.

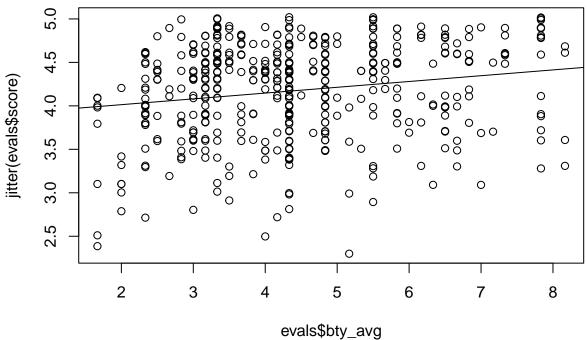
5. Let's see if the apparent trend in the plot is something more than natural variation. Fit a linear model called m_bty to predict average professor score by average beauty rating. Write out the equation for the linear model and interpret the slope. Is average beauty score a statistically significant predictor? Does it appear to be a practically significant predictor?

The average beauty score is not a statistically significant predictor because most of points are not on the line. Although there is positive correlation, the R squared is a small value at only 0.03502. This means that only about 3.5 percent of the variation in score can be explained by beauty and about 96.7 percent of the variation is due to other factors and/or randomness.

```
m_bty <- lm(evals$score ~ evals$bty_avg)
summary(m_bty)</pre>
```

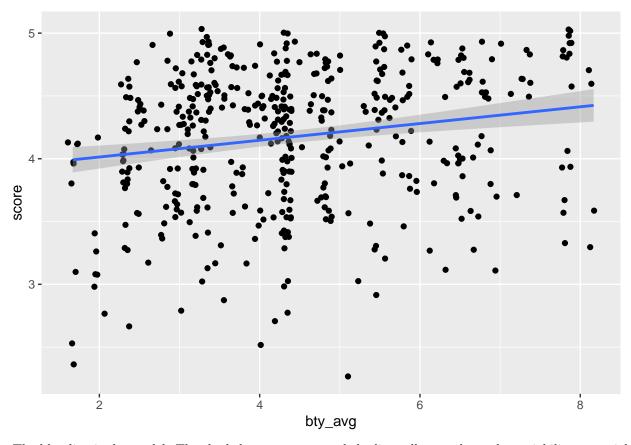
```
##
## Call:
## lm(formula = evals$score ~ evals$bty avg)
##
## Residuals:
##
       Min
                1Q
                    Median
                                 3Q
                                        Max
   -1.9246 -0.3690
                    0.1420
                             0.3977
                                     0.9309
##
##
## Coefficients:
##
                 Estimate Std. Error t value Pr(>|t|)
## (Intercept)
                  3.88034
                              0.07614
                                        50.96 < 2e-16 ***
  evals$bty_avg 0.06664
                              0.01629
                                         4.09 5.08e-05 ***
##
```

```
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
## Residual standard error: 0.5348 on 461 degrees of freedom
## Multiple R-squared: 0.03502, Adjusted R-squared: 0.03293
## F-statistic: 16.73 on 1 and 461 DF, p-value: 5.083e-05
plot(jitter(evals$score) ~ evals$bty_avg)
abline(m_bty)
```



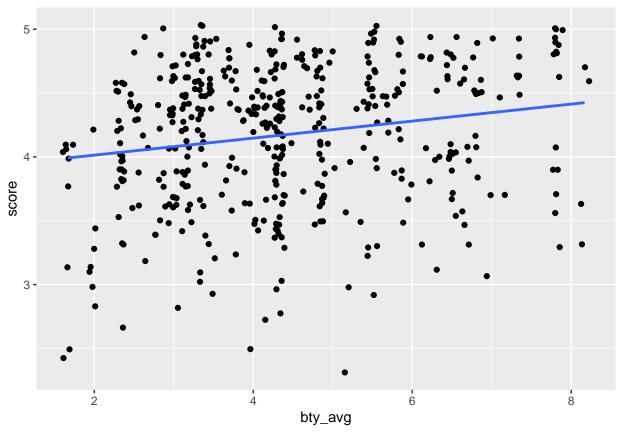
Add the line of the bet fit model to your plot using the following:

```
ggplot(data = evals, aes(x = bty_avg, y = score)) +
geom_jitter() +
geom_smooth(method = "lm")
```



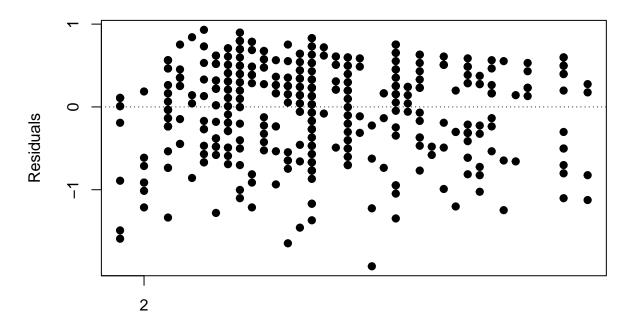
The blue line is the model. The shaded gray area around the line tells you about the variability you might expect in your predictions. To turn that off, use se = FALSE.

```
ggplot(data = evals, aes(x = bty_avg, y = score)) +
  geom_jitter() +
  geom_smooth(method = "lm", se = FALSE)
```



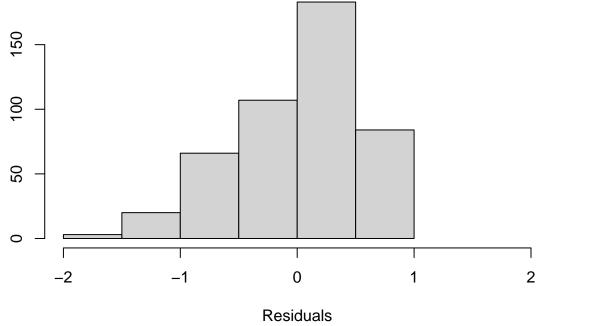
6. Use residual plots to evaluate whether the conditions of least squares regression are reasonable. Provide plots and comments for each one (see the Simple Regression Lab for a reminder of how to make these).

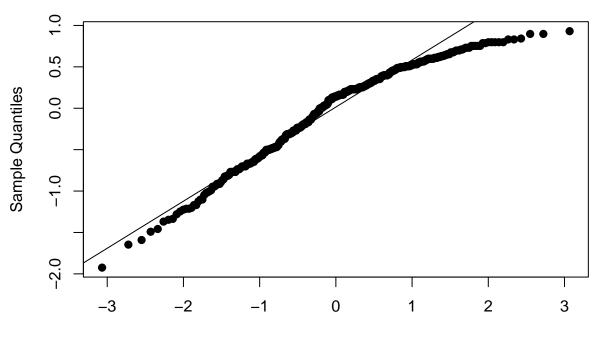
Residuals are not perfectly normally distributed and are a little left skewed a little and there are no apparent pattern in the residual plot.But, overall the assumption of normality is met.



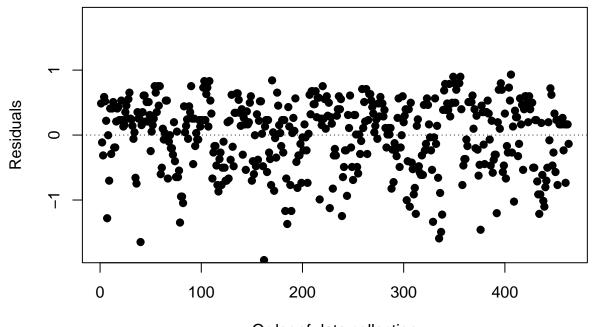
Beauty

```
hist(m_bty$residuals,
    xlab = "Residuals", ylab = "", main = "",
    xlim = c(-2,2))
```





Theoretical Quantiles

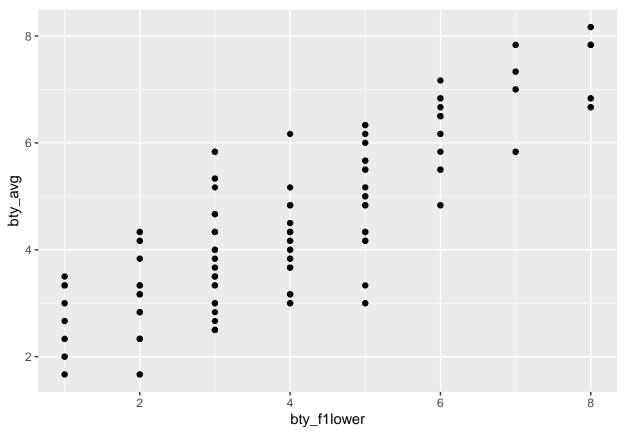


Order of data collection

Multiple linear regression

The data set contains several variables on the beauty score of the professor: individual ratings from each of the six students who were asked to score the physical appearance of the professors and the average of these six scores. Let's take a look at the relationship between one of these scores and the average beauty score.

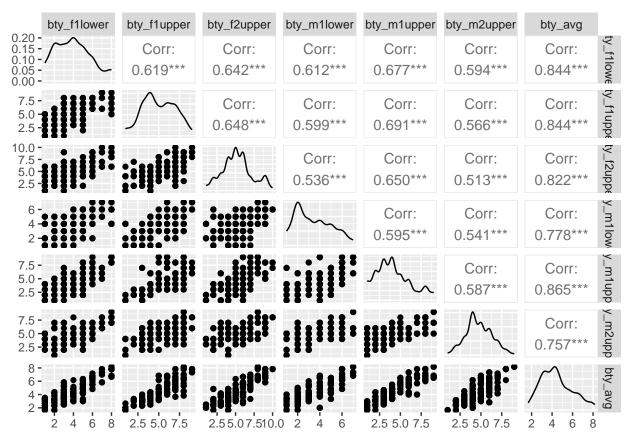
```
ggplot(data = evals, aes(x = bty_f1lower, y = bty_avg)) +
  geom_point()
```



```
evals %>%
summarise(cor(bty_avg, bty_f1lower))
```

As expected, the relationship is quite strong—after all, the average score is calculated using the individual scores. You can actually look at the relationships between all beauty variables (columns 13 through 19) using the following command:

```
evals %>%
  select(contains("bty")) %>%
  ggpairs()
```



These variables are collinear (correlated), and adding more than one of these variables to the model would not add much value to the model. In this application and with these highly-correlated predictors, it is reasonable to use the average beauty score as the single representative of these variables.

In order to see if beauty is still a significant predictor of professor score after you've accounted for the professor's gender, you can add the gender term into the model.

```
m_bty_gen <- lm(score ~ bty_avg + gender, data = evals)
summary(m_bty_gen)</pre>
```

```
##
## Call:
##
  lm(formula = score ~ bty_avg + gender, data = evals)
##
##
  Residuals:
##
                                 3Q
       Min
                1Q
                    Median
                                        Max
##
  -1.8305 -0.3625
                    0.1055
                            0.4213
                                     0.9314
##
##
  Coefficients:
##
               Estimate Std. Error t value Pr(>|t|)
                3.74734
                            0.08466
                                     44.266
                                            < 2e-16 ***
##
   (Intercept)
                0.07416
                            0.01625
                                      4.563 6.48e-06 ***
##
  bty_avg
  gendermale
                0.17239
                            0.05022
                                      3.433 0.000652 ***
##
## Signif. codes:
                     '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1
                   0
##
## Residual standard error: 0.5287 on 460 degrees of freedom
## Multiple R-squared: 0.05912,
                                     Adjusted R-squared: 0.05503
```

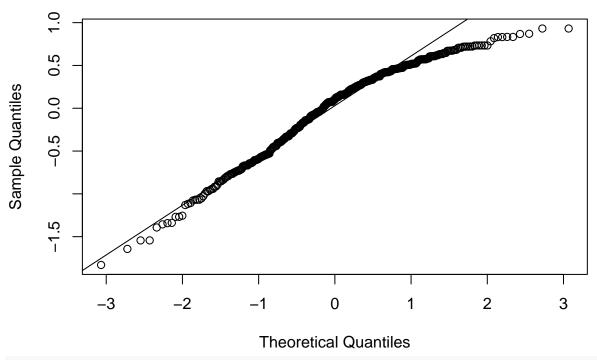
F-statistic: 14.45 on 2 and 460 DF, p-value: 8.177e-07

7. P-values and parameter estimates should only be trusted if the conditions for the regression are reasonable. Verify that the conditions for this model are reasonable using diagnostic plots.

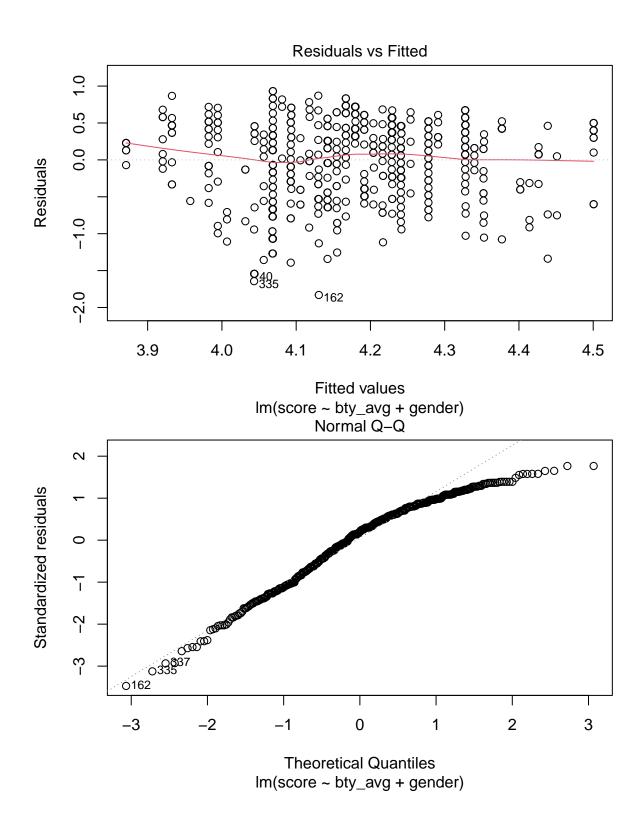
Based on the plots, we can see that this distribution appears to be left skewed. Assumptions seem reasonable: linearity of data, residuals are normal and no patterns in residuals.

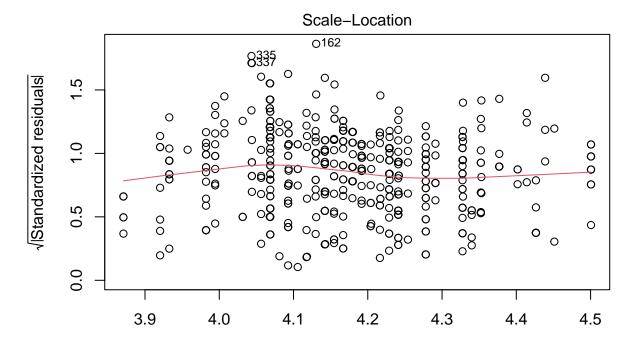
qqnorm(m_bty_gen\$residuals)
qqline(m_bty_gen\$residuals)

Normal Q-Q Plot

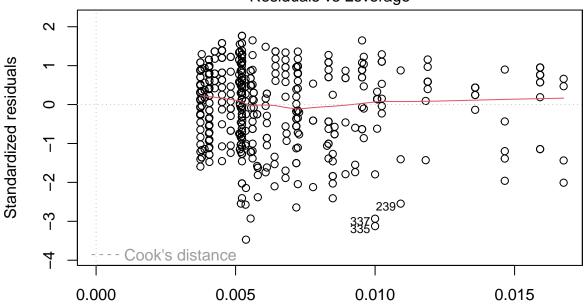


plot(m_bty_gen)





Fitted values
Im(score ~ bty_avg + gender)
Residuals vs Leverage



Leverage Im(score ~ bty_avg + gender)

```
axis(1, at = seq(-1, 2, 1))
axis(2, at = seq(-1, 1, 1))
box()
abline(h = 0, lty = 3)
hist(m_bty_gen$residuals,
     xlab = "Residuals", ylab = "", main = "",
     xlim = c(-2,2))
qqnorm(m_bty_gen$residuals,
        pch = 19,
        main = "", las = 0)
qqline(m_bty_gen$residuals)
plot(m_bty_gen$residuals,
     xlab = "Order of data collection", ylab = "Residuals", main = "",
     ylim = c(-1.82, 1.82), axes = FALSE)
axis(1)
axis(2, at = seq(-1, 1, 1))
box()
abline(h = 0, lty = 3)
Residuals
            2
                                                            -2
                                                                    _1
                                                                             0
                                                                                             2
                        Beauty
                                                                         Residuals
Sample Quantiles
                                                  Residuals
     0.0
     -1.5
                                     2
                -2
                          0
                                1
                                          3
                                                             0
                                                                   100
                                                                         200
                                                                                300
                                                                                       400
                 Theoretical Quantiles
                                                                  Order of data collection
```

8. Is bty_avg still a significant predictor of score? Has the addition of gender to the model changed the parameter estimate for bty_avg?

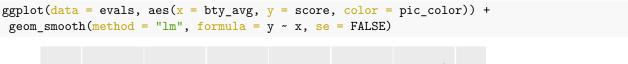
Bty-avg is still significant and together with gender, explains 5.5 percent of the variation in scores. The presence of gender has slightly improved our model, but both variables still offer low explanatory value.

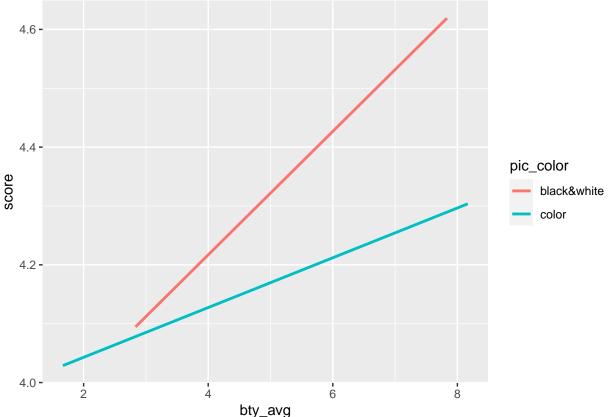
Note that the estimate for gender is now called gendermale. You'll see this name change whenever you introduce a categorical variable. The reason is that R recodes gender from having the values of male and

female to being an indicator variable called gendermale that takes a value of 0 for female professors and a value of 1 for male professors. (Such variables are often referred to as "dummy" variables.)

As a result, for female professors, the parameter estimate is multiplied by zero, leaving the intercept and slope form familiar from simple regression.

$$\widehat{score} = \hat{\beta}_0 + \hat{\beta}_1 \times bty_avg + \hat{\beta}_2 \times (0)$$
$$= \hat{\beta}_0 + \hat{\beta}_1 \times bty \quad avg$$





9. What is the equation of the line corresponding to those with color pictures? (*Hint:* For those with color pictures, the parameter estimate is multiplied by 1.) For two professors who received the same beauty rating, which color picture tends to have the higher course evaluation score?

score=(3.74734+0.17239)+0.07416(bty-avg). Between two professors who received the same beauty rating, the gender that tends to have the higher course evaluation score is male.

The decision to call the indicator variable gendermale instead of genderfemale has no deeper meaning. R simply codes the category that comes first alphabetically as a 0. (You can change the reference level of a categorical variable, which is the level that is coded as a 0, using therelevel() function. Use ?relevel to learn more.)

10. Create a new model called m_bty_rank with gender removed and rank added in. How does R appear to handle categorical variables that have more than two levels? Note that the rank variable has three levels: teaching, tenure track, tenured.

R splits the rank variable with three levels into two variables, ranktenure track and ranktenured.

```
summary(m_bty_rank)
##
## Call:
## lm(formula = score ~ bty_avg + rank, data = evals)
##
## Residuals:
##
      Min
               10 Median
                               3Q
                                      Max
##
  -1.8713 -0.3642 0.1489 0.4103 0.9525
##
## Coefficients:
                   Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
                    3.98155
                               0.09078 43.860 < 2e-16 ***
                               0.01655
                    0.06783
                                         4.098 4.92e-05 ***
## bty_avg
## ranktenure track -0.16070
                               0.07395
                                       -2.173
                                                 0.0303 *
## ranktenured
                   -0.12623
                               0.06266 -2.014
                                                 0.0445 *
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
```

Residual standard error: 0.5328 on 459 degrees of freedom

F-statistic: 7.465 on 3 and 459 DF, p-value: 6.88e-05

m_bty_rank <- lm(score ~ bty_avg + rank, data = evals)</pre>

The interpretation of the coefficients in multiple regression is slightly different from that of simple regression. The estimate for bty_avg reflects how much higher a group of professors is expected to score if they have a beauty rating that is one point higher while holding all other variables constant. In this case, that translates into considering only professors of the same rank with bty_avg scores that are one point apart.

Adjusted R-squared:

The search for the best model

Multiple R-squared: 0.04652,

We will start with a full model that predicts professor score based on rank, gender, ethnicity, language of the university where they got their degree, age, proportion of students that filled out evaluations, class size, course level, number of professors, number of credits, average beauty rating, outfit, and picture color.

11. Which variable would you expect to have the highest p-value in this model? Why? *Hint:* Think about which variable would you expect to not have any association with the professor score.

I would expect picture color to have the highest p-value in this model because it should have the least association with the professor score.

Let's run the model...

```
##
## Call:
## lm(formula = score ~ rank + gender + ethnicity + language + age +
## cls_perc_eval + cls_students + cls_level + cls_profs + cls_credits +
## bty_avg + pic_outfit + pic_color, data = evals)
##
## Residuals:
## Min 1Q Median 3Q Max
## -1.77397 -0.32432 0.09067 0.35183 0.95036
```

```
##
## Coefficients:
##
                           Estimate Std. Error t value Pr(>|t|)
                                                14.096 < 2e-16 ***
## (Intercept)
                          4.0952141
                                    0.2905277
## ranktenure track
                         -0.1475932
                                     0.0820671
                                                -1.798
                                                        0.07278
## ranktenured
                         -0.0973378
                                    0.0663296
                                                -1.467
                                                        0.14295
## gendermale
                          0.2109481
                                     0.0518230
                                                 4.071 5.54e-05 ***
## ethnicitynot minority
                         0.1234929
                                     0.0786273
                                                 1.571
                                                        0.11698
## languagenon-english
                         -0.2298112
                                     0.1113754
                                                -2.063
                                                        0.03965 *
## age
                         -0.0090072
                                     0.0031359
                                                -2.872
                                                        0.00427 **
## cls_perc_eval
                          0.0053272
                                     0.0015393
                                                 3.461
                                                        0.00059 ***
## cls_students
                                                 1.205
                                                        0.22896
                          0.0004546
                                     0.0003774
## cls_levelupper
                          0.0605140
                                     0.0575617
                                                 1.051
                                                        0.29369
## cls_profssingle
                         -0.0146619
                                     0.0519885
                                                -0.282 0.77806
## cls_creditsone credit 0.5020432
                                                 4.330 1.84e-05 ***
                                     0.1159388
## bty_avg
                          0.0400333
                                     0.0175064
                                                 2.287
                                                        0.02267 *
## pic_outfitnot formal
                         -0.1126817
                                     0.0738800
                                                -1.525
                                                        0.12792
## pic colorcolor
                         -0.2172630
                                     0.0715021
                                                -3.039
                                                        0.00252 **
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
## Residual standard error: 0.498 on 448 degrees of freedom
## Multiple R-squared: 0.1871, Adjusted R-squared: 0.1617
## F-statistic: 7.366 on 14 and 448 DF, p-value: 6.552e-14
```

12. Check your suspicions from the previous exercise. Include the model output in your response.

I was wrong. The variable cls-profssingle had the highest p-value, which makes sense because the evaluation is on one single professor not the number of professors.

13. Interpret the coefficient associated with the ethnicity variable.

##

##

##

Residuals:

-1.7836 -0.3257

1Q

Median

0.0859

3Q

0.3513

The score is increased by 0.12 points if the professor is ethnicity notminority.

14. Drop the variable with the highest p-value and re-fit the model. Did the coefficients and significance of the other explanatory variables change? (One of the things that makes multiple regression interesting is that coefficient estimates depend on the other variables that are included in the model.) If not, what does this say about whether or not the dropped variable was collinear with the other explanatory variables?

I dropped cls-profs (0.77806) and the other variables changed in terms of coefficients and p-value significance.

Max

0.9551

```
## Coefficients:
##
                           Estimate Std. Error t value Pr(>|t|)
                           4.0872523 0.2888562
## (Intercept)
                                                14.150 < 2e-16 ***
## ranktenure track
                          -0.1476746
                                     0.0819824
                                                 -1.801 0.072327
## ranktenured
                          -0.0973829
                                      0.0662614
                                                 -1.470 0.142349
## ethnicitynot minority
                                                  1.649 0.099856
                          0.1274458
                                     0.0772887
## gendermale
                          0.2101231
                                     0.0516873
                                                  4.065 5.66e-05 ***
## languagenon-english
                          -0.2282894
                                      0.1111305
                                                 -2.054 0.040530 *
## age
                          -0.0089992
                                      0.0031326
                                                 -2.873 0.004262 **
## cls_perc_eval
                           0.0052888
                                     0.0015317
                                                  3.453 0.000607 ***
## cls_students
                           0.0004687
                                      0.0003737
                                                  1.254 0.210384
## cls_levelupper
                           0.0606374
                                     0.0575010
                                                  1.055 0.292200
## cls_creditsone credit
                          0.5061196
                                     0.1149163
                                                  4.404 1.33e-05 ***
## bty_avg
                           0.0398629
                                      0.0174780
                                                  2.281 0.023032 *
## pic_outfitnot formal
                                                 -1.501 0.134080
                         -0.1083227
                                      0.0721711
## pic_colorcolor
                          -0.2190527
                                      0.0711469
                                                 -3.079 0.002205 **
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
## Residual standard error: 0.4974 on 449 degrees of freedom
## Multiple R-squared: 0.187, Adjusted R-squared: 0.1634
## F-statistic: 7.943 on 13 and 449 DF, p-value: 2.336e-14
 15. Using backward-selection and p-value as the selection criterion, determine the best model. You do not
    need to show all steps in your answer, just the output for the final model. Also, write out the linear
    model for predicting score based on the final model you settle on.
score = 3.77 + ethnicity(0.17) + gender(0.21) + language(-0.21) + age(-0.006) + cls-perc-
eval(0.005) + cls-credits(0.505) + bty-avg(0.05) + pic-color(-0.19)
m_backward <- lm(score ~ ethnicity + gender + language + age + cls_perc_eval
             + cls_credits + bty_avg
             + pic_color, data = evals)
summary(m_backward)
##
## Call:
## lm(formula = score ~ ethnicity + gender + language + age + cls_perc_eval +
##
       cls_credits + bty_avg + pic_color, data = evals)
##
## Residuals:
##
        Min
                  1Q
                       Median
                                     3Q
                                             Max
## -1.85320 -0.32394 0.09984
                               0.37930
                                         0.93610
##
## Coefficients:
##
                           Estimate Std. Error t value Pr(>|t|)
## (Intercept)
                           3.771922
                                      0.232053 16.255
                                                       < 2e-16 ***
## ethnicitynot minority
                                      0.075275
                                                 2.230
                                                        0.02623 *
                          0.167872
                                                 4.131 4.30e-05 ***
## gendermale
                           0.207112
                                      0.050135
                                                -1.989
## languagenon-english
                          -0.206178
                                      0.103639
                                                        0.04726 *
                          -0.006046
                                      0.002612
                                                -2.315
                                                        0.02108 *
## age
## cls_perc_eval
                                      0.001435
                                                 3.244 0.00127 **
                           0.004656
                                                 4.853 1.67e-06 ***
## cls_creditsone credit
                          0.505306
                                      0.104119
## bty_avg
                           0.051069
                                      0.016934
                                                 3.016
                                                        0.00271 **
## pic_colorcolor
                          -0.190579
                                      0.067351
                                                -2.830
                                                        0.00487 **
## ---
```

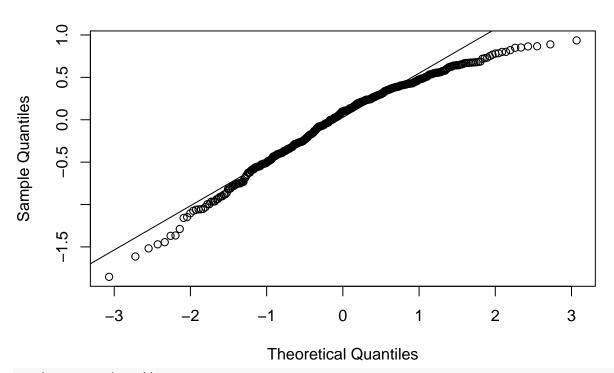
```
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
## Residual standard error: 0.4992 on 454 degrees of freedom
## Multiple R-squared: 0.1722, Adjusted R-squared: 0.1576
## F-statistic: 11.8 on 8 and 454 DF, p-value: 2.58e-15
```

16. Verify that the conditions for this model are reasonable using diagnostic plots.

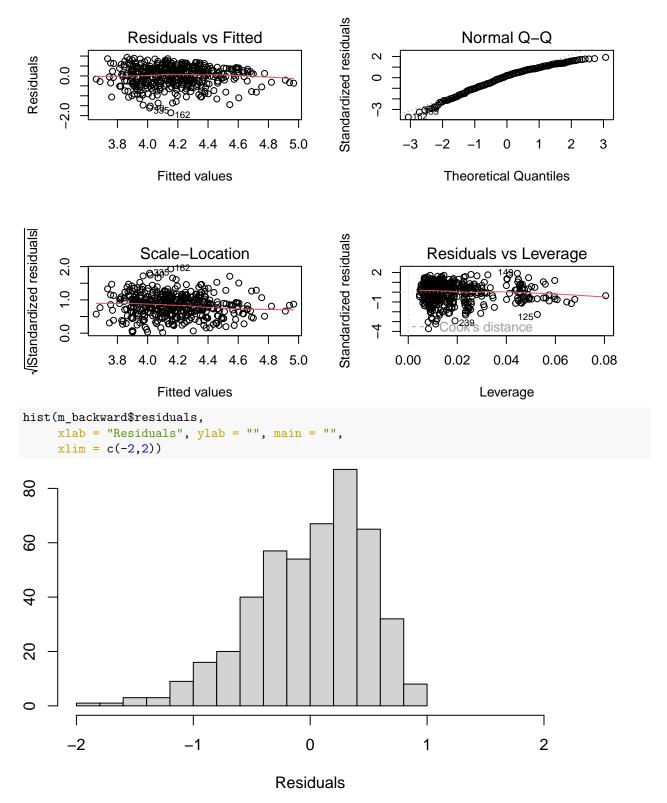
Insert your answer here

```
qqnorm(m_backward$residuals)
qqline(m_backward$residuals)
```

Normal Q-Q Plot



par(mfrow = c(2, 2))
plot(m_backward)



17. The original paper describes how these data were gathered by taking a sample of professors from the University of Texas at Austin and including all courses that they have taught. Considering that each row represents a course, could this new information have an impact on any of the conditions of linear regression?

Yes, as that information could affect the independence of the observations

18. Based on your final model, describe the characteristics of a professor and course at University of Texas at Austin that would be associated with a high evaluation score.

The classifications for highest ranked professors based on my final model would be: non-minority, male, young, speaks English, high number of evaluations, higher amount of credits being taught, perceived as beautiful, and picture is colored.

19. Would you be comfortable generalizing your conclusions to apply to professors generally (at any university)? Why or why not?

I would be wary to generalize my conclusions to colleges and universities outside of continental U.S. as cultural environments, expectations and diktats vary immensely around the world.

24