Thank you for serving as a facilitator for this session! Your role is to read aloud the following instructions and guide discussion of the “Small Group Discussion Guide” listed below. Once everyone has read the letters, please discuss and annotate the included hard copies, identifying both striking and subtle instances of bias your group has identified.

**Small Group Discussion Guide:**

Given the information presented, please review these example letters of recommendation **[https://goo.gl/UCoQhR].** These letters are compiled from excerpts of REAL letters of recommendation. Your role, as a group, is to identify the specific language that emphasizes bias within the letters. After taking a few moments to review the material, please annotate the hard-copy of each letter noting text that you believe revealed bias. Keep in mind the following questions:

* Was there a substantial difference in the overall tone of each letter?
* What were the most striking forms of bias you identified?
* What were some more subtle differences you noticed between the letters?
* Are there excerpts from each letter that would sound unusual if the gender was swapped?
* What about the information presented to you were you surprised by? Was there anything you felt you were already aware of?

**Larger Group Reflection Questions (only discuss if there is extra time):**

* What were the most striking *examples* of bias you noticed between the two letters?
* What *examples* of more subtle bias did your group notice?
* Were you surprised by any of the presented information regarding differences in letters of recommendation associated with gender? Was there anything you already expected?
* In what ways does professional implicit bias play a role in your life?
* What ways can you imagine minimizing this type of bias in your own life/position?
* In what ways can we discriminate between “bad” letters of recommendation and “biased” letters of recommendation?

**Implicit Bias Session Feedback Form**

Position (check one): [ ] Graduate Student [ ] Post-Doc [ ] Faculty [ ] Staff

What did you learn from this workshop that was of use to you?

How has your understanding/perspective on this topic changed before and after this session?

Will you apply what you learned in your role/s in the department? How?

What questions do you still have on this topic?

Please rate the effectiveness/quality of this workshop according to the below metrics (1-5):

Interest in content: 1 (little) 2 3 4 5 (high)

Quality of information: 1 (low) 2 3 4 5 (high)

“New” information to you: 1 (little) 2 3 4 5 (very)

Concrete outcomes: 1 (few) 2 3 4 5 (many)

Overall effectiveness: 1 (little) 2 3 4 5 (very)

What recommendations do you have to improve this workshop?

What other topics would you like investigated in future workshops/townhall meetings?

Are you aware of successful diversity-related initiatives at other institutions that you feel would be worthwhile for the PMB Diversity Committee to pursue? If not, do you have any personal ideas in mind? Use back of paper if needed.