

RESEARCH INTERESTS

Organizational culture and institutional identity in law enforcement and public sector organizations; self-categorization and identity negotiation among Black police officers; dual allegiance, belonging, and discretionary decision-making; the Bridge-Shield Paradox and the structural burdens placed on marginalized officers in predominantly White institutions; police legitimacy and community trust; implicit bias and stereotype threat in complex organizations; racial concordance and health disparities in dermatological and clinical settings; culturally responsive leadership development; organizational culture assessment and institutional change.

EDUCATION

- 2026 **Baylor University | Waco, TX**
Doctor of Education (Ed.D.), Learning and Organizational Change
Dissertation: Exploring Perceptions of Dual Allegiance and Self-Categorization Among Black Police Officers in a San Francisco Bay Area Police Department: A Holistic Single Case Study
Defended: February 23, 2026
Mentor: Stefan W. Vaughn, Ed.D.
Committee: Sarah Pratt, Ph.D.; Regan Postma-Montano, Ph.D.
Theoretical Framework: Self-Categorization Theory (Turner et al., 1987)
Design: Holistic single case study using semi-structured interviews and a focus group with four self-identified Black police officers in a San Francisco Bay Area police department
Themes: Group Boundaries and Belonging; Contrastive Sorting; Shifting Self-Definition
- 2023 **University of Oklahoma | Norman, OK**
Master of Arts, Human Relations
Specialty: Diversity, Equity, and Social Justice
Graduate Research: Racial concordance in dermatology and its implications for clinical outcomes
- 1997 **University of Oregon | Eugene, OR**
Bachelor of Science, Psychology
Research: Undergraduate research contributor, TRACS Study (Transition Research on Adolescents Returning to Community Settings), Michael Bullis, Ph.D. and Gina Mueller, Ph.D.
- 1995 **Foothill College | Los Altos Hills, CA**
Associate of Arts, General Education

SUMMARY OF TEACHING AND SCHOLARLY INTERESTS

I am committed to teaching and advancing scholarship on organizational culture, belonging, implicit bias, and stereotype threat, particularly as these forces shape decision-making, legitimacy, and institutional performance within complex organizations. My work focuses on systems — law enforcement, healthcare, and the legal profession — where culture either reinforces exclusionary dynamics or creates the conditions for trust, fairness, and effective practice.

My master's research at the University of Oklahoma examined physician-patient relationship dynamics and their implications for clinical outcomes, deepening my interest in how identity, perception, and institutional norms shape professional practice. Building on Schein's foundational work on organizational culture, I developed Cultural Current Theory, a practitioner framework that distinguishes between an institution's visible, espoused values and the Undercurrent forces — informal norms, implicit bias, and structural reward systems — that actually drive behavior. My doctoral research at Baylor University examined how Black police officers navigate dual allegiance, self-categorization, and shifting organizational identity within a predominantly White law enforcement institution, and led to the development of the Bridge-Shield Paradox: a conceptual framework describing how certain individuals function simultaneously as connectors across difference and protectors of institutional legitimacy while absorbing disproportionate strain and scrutiny.

These frameworks inform my teaching on how organizations reproduce or disrupt exclusionary dynamics, how culture operates beneath formal policy, and how leaders can intentionally shape conditions that support belonging, accountability, trust, and ethical practice. I am particularly interested in courses in organizational behavior, leadership, culture and society, social justice in institutional contexts, and research methods in applied social science.

ACADEMIC AND PROFESSIONAL POSITIONS

Consulting and Scholarly Practice

2019– Present **Cultural Current Consulting | Pinole, CA**

Founder and Cultural Architect

- Develops and delivers organizational culture consulting, leadership development training, and curriculum for law enforcement, healthcare, educational, and public sector organizations
- Applies Cultural Current Theory and the Bridge-Shield Paradox as practitioner frameworks across four industry tracks: law enforcement, healthcare, higher education, and corporate
- Developed proprietary digital assessment tools enabling organizations to conduct cultural assessments integrating practitioner theory with scalable technology
- Clients and engagements span government agencies, police departments, hospital systems, and academic institutions across the United States and internationally

2016– Present **Unmasking the BiasPhere**

Consultant and Scholar-Practitioner

- Produces applied research and training resources on implicit bias, stereotype threat, and institutional culture change

Higher Education

2003–2006 **DeVry University**

Adjunct Professor, Career Development

- Delivered over 500 formal lecture hours; more than 1,600 total instructional hours including course preparation
- Recipient, Employee of the Semester Award

Law Enforcement and Public Safety

2016–
Present **Bay Area Rapid Transit (BART) Police Department | Oakland, CA**

Sergeant, Patrol Operations and Supervision

- Supervises patrol operations across a major transit authority serving the San Francisco Bay Area
- Leads training programs including active shooter preparedness, new employee orientation, and supervisor development

2014–2016 **San Francisco District Attorney's Office | San Francisco, CA**

District Attorney Inspector

- Conducted complex criminal investigations in collaboration with prosecutorial staff
- Qualified and served as expert in cell phone forensic technology for criminal investigations
- Liaison to federal task forces including the Internet Crimes Against Children (ICAC) Task Force
- Delivered active shooter response training and bias-based policing instruction to law enforcement personnel

2005–2014 **University of California, Berkeley Police Department | Berkeley, CA**

Police Officer / Detective

- Delivered community training programs including Fair and Impartial Policing, Bears That Care, and RadKids
- Served as Chair, Police Motors Training and Competition Unit (2012–2014)
- Athletics Liaison and Housing Liaison (2008–2014)
- Public Information Officer (2015–2019)

2006–2008 **Ruffin Performance, Inc.**

Founder and Business Owner

PUBLICATIONS

Doctoral Dissertation

Ruffin, Q.K. (2026). Exploring perceptions of dual allegiance and self-categorization among Black police officers in a San Francisco Bay Area police department: A holistic single case study [Doctoral dissertation, Baylor University]. ProQuest Dissertations and Theses Global.

Books

Ruffin, Q.K. (2025). Cultural current for law enforcement leaders. Amazon/Kindle.

Ruffin, Q.K. (2025). The AI paradox: How culture, code and control collide. Amazon.

Peer-Reviewed and Scholarly Articles

Olayinka, J.T., Gohara, M.A., & Ruffin, Q.K. (2021). #BlackGirlMagic: Impact of the social media movement on Black women's self-esteem. *International Journal of Women's Dermatology*, 7(2), 171–173.

Professional and Public Scholarship

Ruffin, Q.K. (2020). Ruffin's Theory of Cultural Current. Section 925. <https://www.section925.com/culture>

Ruffin, Q.K. (2020). "Black Lives Matter": A look at the slogan through a legal lens. Section 925. <https://www.section925.com/culture>

Ruffin, Q.K. (2020). Winning the heart of the community. LinkedIn Pulse. <https://www.linkedin.com/pulse/winning-heart-community-quincy-ruffin/>

Ruffin, Q.K. (2020). Culture and the cockpit: How power distance can get people killed. LinkedIn Pulse. <https://www.linkedin.com/pulse/how-power-distance-can-get-people-killed-quincy-ruffin/>

Ruffin, Q.K. (2020). Racism, bias, and the coronavirus. Unmasking the BiasPhere. <https://www.unmaskingthebiasphere.com>

Ruffin, Q.K. (2020). Police, diversity, and the culture of inclusion. Unmasking the BiasPhere. <https://www.unmaskingthebiasphere.com>

Ruffin, Q.K. (2019). They all look alike. Unmasking the BiasPhere. <https://www.unmaskingthebiasphere.com>

Ruffin, Q.K. (2019). All about perspective. Unmasking the BiasPhere. <https://www.unmaskingthebiasphere.com>

PRESENTATIONS AND SCHOLARLY ACTIVITY

Poster Presentations

Ruffin, Q.K. (2026, April 17–19). Mapping the cultural current: A framework for mentorship and leadership in dermatology. Poster presented at the Women's Dermatologic Society Forum and International Women's Dermatology Group (IVWG) Annual Meeting.

Truong, T., Ruffin, Q., Wilson, B., Ayoola, V., Wassef, C., Rao, B., & Murase, J.E. (2023). A pilot study utilizing stereotype threat and implicit bias-based teaching modules for dermatology residents. Poster presented at the Skin of Color Society Annual Meeting, New Orleans, LA. <https://socs2023-trexperts.ipostersessions.com/Default.aspx?s=0C-FB-31-9D-D4-32-39-A2-CB-80-4E-07-F1-78-74-39>

Wilson, B.N., Ruffin, Q., Botto, N., Sliwka, D., & Murase, J.E. (2022). Development of teaching modules to combat stereotype threat and implicit bias in dermatology residents and dermatologists. Poster presented at the Skin of Color Society Annual Meeting, Boston, MA. [Recipient, Skin of Color Science Symposium Shaping the Future of Dermatology Award]

Invited Lectures

2024 "Organizational Culture." Leading Agencies in Crisis Conference, San Diego, CA.

2022 "Social Determinants of Health." Stanford School of Medicine, Stanford University, Stanford, CA. Oral presentation.

- 2021 “Social Determinants of Health.” Stanford School of Medicine, Stanford University.
- 2021 “Implicit Bias in Medicine.” Office of Child Health Equity, Stanford School of Medicine, Stanford University. Invited panelist.
- 2020 “Racism and Implicit Bias in the Medical Encounter.” Stanford School of Medicine, Stanford Advocacy Track (StAT). Virtual panel discussion.
- 2020 “Implicit Bias in the Classroom.” Vallejo Unified School District, Vallejo, CA. Virtual training.
- 2020 “Bias in the Classroom: Strategies for Fair and Balanced Teaching.” Hogan Middle School, Vallejo, CA. Bias facilitator training.
- 2020 “Implicit Bias.” Calbright College, Oakland, CA. Virtual training.
- 2018 “Racial Profiling.” Contra Costa County Sheriffs Regional Police Academy, Pittsburg, CA.
- 2017 “Implicit Bias in the Courtroom.” Marin County YMCA, Marin, CA.
- 2017 “Active Shooter Response in the Office.” Golden Gate Regional Center, San Francisco, CA.
- 2016 “Hate Crimes and Racism.” Not in Our Town Screening, San Francisco, CA. Oral panel.
- 2015 “Know Your Rights: Protocol for Police Encounters.” Job Corps, Treasure Island, CA.

CURRICULUM AND TRAINING DEVELOPMENT

“Bridging Racial Differences: Developing Medical Leaders with Skills to Combat Stereotype Threat and Implicit Bias in Medicine.” Curriculum designed for Rutgers New Jersey Medical School, Department of Dermatology (2022). Subsequently adopted by Northwestern University Feinberg School of Medicine Department of Dermatology, Harvard School of Medicine Department of Dermatology, and University of Pennsylvania School of Medicine Department of Dermatology.

“Building a Culture of Inclusion in the Educational Setting.” Faculty training curriculum developed for Northgate High School (2021).

“Building a Culture of Inclusion in the Educational Setting.” Faculty training curriculum developed for Valley View Middle School (2021).

Cultural Current Workshop Curriculum. Six-module organizational culture diagnostic and leadership development curriculum deployed across law enforcement, healthcare, and corporate contexts. Includes a proprietary 30-item assessment instrument adapted from five peer-reviewed measurement scales.

TEACHING EXPERIENCE

Formal Instruction

2003–2006 **DeVry University**

Adjunct Professor, Career Development

- Formal lecture hours: 500 | Total instructional hours including preparation: 1,600+
- Courses: Career Planning and Development; Professional Communication; Workforce Readiness
- Recipient, Employee of the Semester Award

Community and Professional Training

2005–2014 **UC Berkeley Police Department | Berkeley, CA**

Instructor, Community Training Programs

- Programs: Bears That Care, RadKids, Active Shooter Response, Fair and Impartial Policing
- Total instructional hours including preparation: 150 | Formal lecture hours: 100

2016–
Present **Bay Area Rapid Transit Police Department | Oakland, CA**

Instructor, Professional Development Programs

- Programs: Active Shooter Preparedness, New Employee Orientation, Supervisor Orientation
- Total instructional hours including preparation: 120 | Formal lecture hours: 80

PROFESSIONAL SERVICE

Service to Professional Organizations

2021–Present **Advisor, Implicit Bias and Race Relations**, International Journal of Women’s Dermatology (IJWD)

2020–2021 **Consultant, Special Issue**, International Journal of Women’s Dermatology (IJWD), Vol. 7, Issue 2, March 2021: “Skin of Color and Diversity and Inclusion in Dermatology.”
<https://journals.lww.com/ijwd/toc/2021/03000>

2018–2020 **Executive Administrator**, San Francisco Dermatologic Society

2015–2019 **Public Information Officer**, National Organization of Black Law Enforcement Executives (NOBLE)

2012–2014 **Chair, Police Motors Training and Competition Unit**, UC Berkeley Police Department

2009–2019 **Mentor**, Berkeley Community Fund

PROFESSIONAL MEMBERSHIPS

2020–Present **Police Against Racism (PAR)**

2015–Present **National Organization of Black Law Enforcement Executives (NOBLE)**

1994–Present **Phi Beta Sigma Fraternity, Inc.**

HONORS AND AWARDS

2022 **Shaping the Future of Dermatology Award**, Skin of Color Science Symposium. For research entitled “Development of Teaching Modules to Combat Stereotype Threat and Implicit Bias in Dermatology Residents and Dermatologists.”

2003–2006 **Employee of the Semester**, DeVry University

2006 **Blue Ribbon Academy Class**, Alameda County Sheriff’s Office Regional Police Academy

2006 **Class Mentor, 133rd Academy Class**, Alameda County Sheriff’s Office Regional Police Academy

MEDIA AND PUBLIC ENGAGEMENT

WWO Radio Sow “Inside Justice and Politics” (Police and Community Relations) 2026

Calgary Journal. “Research shows the lack of skin of colour articles in dermatology literature” (Jazmine Canfield, reporter). 2022.

Stanley Roberts Videocast. “Why Aliens Will Never Invade Earth” (Implicit Bias). 2021.

PROFESSIONAL CERTIFICATIONS

2020 **Diversity and Inclusion Certificate**. Cornell University

2019 **Principled Policing, Train the Trainer**. Northern California Regional Public Safety Training Authority

2019 **Assertive Supervision**. Marin Consulting Associates (POST)

2018 **POST Supervision Certificate**. Police Officer Standards and Training (POST)

2015 **Fair and Impartial Policing Instructor Certification**. Fair and Impartial Policing LLC

2015 **Racial Profiling Train the Trainer**. Museum of Tolerance (POST)

2016 **Crisis Intervention**. Oakland Police Department

2016 **Homicide Investigation Specialist**. Institute of Criminal Investigation

SPECIALIZED LAW ENFORCEMENT TRAINING

Selected professional development spanning campus policing, prosecutorial investigation, and transit authority supervision.

- 2019 **Assertive Supervision.** Marin Consulting Associates (POST)
- 2016 **Police Supervisory Course.** South Bay Regional Training Center
- 2016 **Crisis Intervention.** Oakland Police Department
- 2016 **Homicide Investigation Specialist.** Institute of Criminal Investigation
- 2015 **Officer Involved Shootings Investigation.** South Bay Regional Training Center
- 2015 **Domestic Violence Investigation.** Institute of Criminal Investigation
- 2014 **Investigation and Trial Prep (DA Investigators Course).** Irvine Valley College
- 2014 **Wiretap / Electronic Interception.** Department of Justice
- 2013 **Domestic Violence Specialist.** Institute of Criminal Investigation
- 2013 **Criminal Investigation Core.** Institute of Criminal Investigation
- 2012 **Background Investigation.** Santa Rosa Junior College
- 2012 **Hostage Negotiations.** D-Prep
- 2011 **Traffic Collision Investigation.** Contra Costa County Sheriffs Regional Academy
- 2011 **Field Training Officer.** South Bay Regional Police Services Consortium
- 2009 **Interview / Interrogation Patrol.** Institute of Criminal Investigation
- 2009 **Ethics in Law Enforcement.** Berkeley, CA
- 2007 **Motorcycle Patrol.** Alameda County Regional Sheriffs Academy
- 2006 **Active Shooter Response.** Berkeley, CA
- 2006 **Basic Police Academy.** Alameda County Sheriff's Office Regional Police Academy

KEYWORDS AND AREAS OF SCHOLARLY INTEREST

Organizational culture • Implicit bias • Stereotype threat • Cultural Current Theory • Bridge-Shield Paradox • Police legitimacy • Procedural justice • Principled policing • Fair and impartial policing • Racial concordance • Health disparities • Culturally responsive leadership • Self-categorization theory • Institutional identity • Belonging • Dual allegiance • Organizational belonging • Leadership development • Organizational change