

Damani K. White-Lewis

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Education

Doctor of Philosophy, Higher Education & Organizational Change (HEOC) June 2019
University of California, Los Angeles (UCLA)

Dissertation: The Facade of Fit and Preponderance of Power in Faculty Search Processes:
Facilitators and Inhibitors of Diversity

- **First Place - 2020 Outstanding Dissertation Award**
National Association of Diversity Officers in Higher Education (NADOHE)
- **Honorable Mention - 2020 Bobby Wright ASHE Dissertation of the Year Award**
Association for the Study of Higher Education (ASHE)
- **Honorable Mention - 2020 Outstanding Dissertation Award**
American Educational Research Association (AERA) Division J
- **Third Place - 2020 Dissertation Award Competition**
American Association of Blacks in Higher Education (AABHE)

Committee: Dr. Sylvia Hurtado (Chair), Dr. Jessica Harris, Dr. Maia Young, Dr. Kevin Eagan

Master of Arts, Higher Education May 2015
University of Maryland, College Park

Bachelor of Arts, Political Science May 2013
University of Maryland, Baltimore County

Academic Appointments

Assistant Professor of Higher Education | University of Pennsylvania July 2022 - Present
Graduate School of Education

Postdoctoral Scholar | University of Maryland, College Park 2019 - 2022
Maryland's PROMISE AGEP Social Science Research Studies
Principal Investigator: Dr. KerryAnn O'Meara

Graduate Research Analyst | UCLA 2015 - 2019
Higher Education Research Institute
Principal Investigators: Dr. Sylvia Hurtado & Dr. Kevin Eagan

Research Assistant | University of Maryland, College Park 2014 - 2015
O'Meara Research Team
Principal Investigator: Dr. KerryAnn O'Meara

Research Assistant | University of Maryland, College Park
Fries-Britt Research Team
 Principal Investigator: Dr. Sharon Fries-Britt

Research Areas

Racial Equity
 Faculty Careers & Academe
 Organizational Behavior & Management
 Departmental, Institutional, and Systemic Change
 STEM Education

Grants and Sponsored Research Activity (Total: \$1,189,764)

University of Pennsylvania – Excellence Through Diversity Fund

Funded: \$20,000

Co-Principal Investigator

2023-2024

“Visibilizing the Invisibilized: Equity and Faculty Labor at Penn GSE”

National Science Foundation (NSF)

2021-2024

Funded: \$987,764

Co-Principal Investigator

“Understanding when diversity, equity, and inclusion work ‘counts’ in faculty promotion & tenure evaluations”

UCLA Life Sciences – Advancing Faculty Diversity Grant

2021-2022

Funded: \$100,000

Evaluator

“Mentor Professor program evaluation study”

NIH Diversity Program Consortium, Coordination & Evaluation Center

2020-2021

Funded: \$42,000

Research Scientist

“Mentor training outcomes of faculty working with racial/ethnically diverse students in the biomedical sciences”

UCLA Dissertation Year Fellowship

2018-2019

Funded: \$20,000

Principal Investigator

“The facade of fit and preponderance of power in faculty search processes: Facilitators and inhibitors of diversity”

UCLA Graduate Research Mentorship (GRM) Fellowship

2017-2018

Funded: \$20,000

Principal Investigator

“Toward a more critical theory of fit and selection in faculty search committees”

Honors & Awards

Excellence in Scholarship Award, Professional-Track Faculty – UMD College of Education	2021
Travel Award - The Society of Multivariate Experimental Psychology	2019
Philip Neil Clark Award - UCLA HEOC	2018
Dean's Award – UCLA Graduate School of Education & Information Studies (GSEIS)	2015
Merit Scholarship - UCLA HEOC	2015

Publications

PEER-REVIEWED PUBLICATIONS

White-Lewis, D., Culpepper, D., O'Meara, K., Templeton, J., & Anderson, J. (In Press). One foot out the door: Interrogating the “risky hire” narrative in STEM faculty careers. *Journal of Women and Minorities in Science and Engineering*.

O'Meara, K., Templeton, L., **White-Lewis, D.**, Culpepper, D., & Anderson, J. (2023). The safest bet: Identifying and assessing risk in faculty selection. *American Educational Research Journal*.

Culpepper, D.*, **White-Lewis, D.***, O'Meara, K., Templeton, L., & Anderson, J. (2023). Do rubrics live up to their promise? Examining how faculty search committees use rubrics in candidate evaluation and selection. *The Journal of Higher Education*.

*Joint first-authorship

White-Lewis, D., O'Meara, K., Mathews, K., & Havey, N. (2022). Leaving the institution or leaving the academy? Analyzing the factors that faculty weigh in actual departure decisions. *Research in Higher Education*.

White-Lewis, D. (2022). The role of administrative and academic leadership in advancing faculty diversity. *The Review of Higher Education*, 45(3), 337-364.

White-Lewis, D., Romero, A., Gutzwa, J., & Hurtado, S. (2022). “Moving the science forward”: Faculty perceptions of culturally diverse mentor training benefits, challenges, and supports. *CBE – Life Sciences Education*, 21(1), 1-10.

White-Lewis, D. (2021). Before the ad: How departments generate hiring priorities that support or avert faculty diversity. *Teachers College Record*, 123(1).

White-Lewis, D. (2020). The facade of fit in faculty search processes. *The Journal of Higher Education*, 91(6), 833-857.

Fries-Britt, S., & **White-Lewis, D.** (2020). In pursuit of meaningful relationships: How Black males perceive faculty interactions in STEM. *The Urban Review*, 52(3), 521-540.

Hurtado, S., **White-Lewis, D.**, & Norris K. (2017). Advancing inclusive science and systemic change: The convergence of national aims and institutional goals in implementing and assessing biomedical science training. *BioMed Central Proceedings*, 11(17), 1-13.

O'Meara, K., Fink, J., **White-Lewis, D.** (2017). Who's looking? Examining the role of gender and rank in faculty outside offers. *NASPA Journal about Women in Higher Education*, 10(1), 64-79.

MANUSCRIPTS UNDER REVIEW

White-Lewis, D., O'Meara, K., Wessel, J., Anderson, J., Culpepper, D., & Templeton, J. (Revise & Resubmit). Making the Band: Constructing Competitiveness in Faculty Hiring Decisions.

White-Lewis, D., O'Meara, K., Matthews, K., & Havey, N. (Under Review). An exploratory study of counteroffer conduct in faculty organizational departures.

BOOK CHAPTERS

White-Lewis, D. & Liera, R. (In Press). Exploring how COVID-19 exploits existing racial inequities in faculty hiring. In J. Michel (Ed.), *Higher Education amid the COVID-19 Pandemic: Teaching and Supporting Learning through Turbulent Times*. Rutgers University Press.

Cobian, K. P., **White-Lewis, D.**, Hurtado, S., & Ramos, H. V. (2022). Implementing case study design to evaluate diverse institutions and STEM education contexts: Lessons and key areas for systemic study. *New Directions for Evaluation: Evaluating a National Biomedical Diversity Initiative*.

REPORTS & WORKING PAPERS

Bensimon & Associates. (2022). Whiteness rules: Racial exclusion in becoming an American college president.

O'Meara, K., Templeton, L., Culpepper, D., & **White-Lewis, D.** (2022). Translating equity-minded principles into faculty evaluation reform. Washington, D. C.: American Council on Education (ACE).

White-Lewis, D., Bennett, J., & Redd, K. (2022). Framing the dialogue for systemic equity reform in STEM faculty careers. Washington, D.C.: Association of Public and Land-Grant Universities (APLU).

LaFave, A., **White-Lewis, D.** & Smith, S. (2016). Non-tenure track faculty (NTTF) and community engagement [Working Paper]. Boston, MA: New England Research Center for Higher Education.

https://scholarworks.umb.edu/cgi/viewcontent.cgi?article=1049&context=nerche_pubs

White-Lewis, D., & Valle K. (2015). Form & formula: How the federal government distributes aid to students. Washington, D.C.: Institute for Higher Education Policy. http://www.ihep.org/sites/default/files/uploads/docs/pubs/ihep_analysis_guide_web_final.pdf

CONFERENCE PRESENTATIONS

White-Lewis, D., O'Meara, K., Wessel, J., Anderson, J., Culpepper, D., & Templeton, J. (2022). Faculty selection: Findings from a naturalistic experimental study. Paper presented at the annual meeting of the American Educational Research Association, San Diego, CA.

White-Lewis, D., & McLewis, C. (2021). Deeper than the pool: The merit of mentoring in advancing faculty diversity. Paper presented at the annual meeting of the Association for the Study of Higher Education, San Juan, PR.

White-Lewis, D., O'Meara, K. Culpepper, D., Templeton, L., & Anderson, J. (2021). One foot out the door: Interrogating the "risky hire" narrative in STEM faculty careers. Paper presented at the virtual annual meeting of the American Educational Research Association.

White-Lewis, D., & O'Meara, K. (2021). Faculty hiring studies: Understanding the role of rubrics, risk, merit & diversity. Poster presented at the AGEP National Research Conference.

White-Lewis, D., Culpepper, D., Templeton, L., & Anderson, J. (2020). Examining the use of rubrics in faculty hiring decisions. Paper presented at the annual meeting of the Association for the Study of Higher Education, New Orleans, LA.

Cobian, K., Eagan, M. K., Guerrero, L., & **White-Lewis, D.** (2020). Strategies and lessons on evaluation from the NIH Diversity Program Consortium & the enhance diversity study. Paper presented at the AAC&U Project Kaleidoscope (PKAL) Virtual Conference.

White-Lewis, D. (2020). The preponderance of power in faculty search committees: facilitators and inhibitors of diversity. Paper presented at the annual meeting of the American Education Research Association, San Francisco, CA [Conference Cancelled].

White-Lewis, D. (2019). The facade of fit in faculty search processes. Paper presented at the annual meeting of the Association for the Study of Higher Education, Portland OR.

O'Meara, K., Culpepper, D., **White-Lewis, D.,** Templeton, L., & Anderson, J. (2019). Shifting lenses: Examining and mitigating cognitive and social biases in faculty selection. Paper presented at the annual meeting of the Association for the Study of Higher Education, Portland, OR.

McLewis, C., & **White-Lewis, D.** (2019). "If I knew then what I know now" Predictors of Black women making their same college choice decision. Paper presented at the annual meeting of the American Education Research Association, Toronto, CA.

White-Lewis, D. (2018). Examining the relationship between institutional striving, faculty satisfaction, and faculty stress. Paper presented at the annual meeting of the Association for the Study of Higher Education, Tampa, FL.

Slaughter, C., & **White-Lewis, D.** (2018). Changing institutions, changing minds? Revisiting the impressionable years hypothesis among millennial college students. Paper presented at the annual meeting of the Western Political Science Association, San Francisco, CA.

Eagan, K., & **White-Lewis, D.** (2017). STEM Faculty: Work, life, and impact in the classroom. Presentation presented at the annual Higher Education Research Institute STEM Institute. Los Angeles, CA.

White-Lewis, D. (2017). Differences in career satisfaction and educational practices between part-time and full-time faculty in STEM. Paper presented at the annual meeting of the Association for the Study of Higher Education, Houston, TX.

White-Lewis, D., Figueroa, T., Cobian, K., & Hurtado, S. (2017). Predicting identity, success skills, and achievement in introductory STEM courses. Poster presented at the annual meeting of the Association for Institutional Research, Washington, D.C.

Hurtado, S., Norris, K., Thornton, P., & **White-Lewis, D.** (2017). Advancing inclusive science and systemic change: The convergence of national aims and institutional goals in implementing and assessing biomedical science training. Paper presented at the annual meeting of the American Education Research Association, San Antonio, TX.

White-Lewis, D., Figueroa, T., Eagan, K., & Hurtado, S. (2016). Understanding STEM faculty approaches to student talent development. Paper presented at the annual meeting of the Association for the Study of Higher Education, Columbus, OH.

Figueroa, T., Hurtado, S., Cobian, K., Wilkins, A., & **White-Lewis, D.** (2016). Cultivating STEM talent: Lessons from STEM pioneers and exemplar institutions. Paper presented at the annual meeting of the Association for the Study of Higher Education, Columbus, OH.

LaFave, A., & **White-Lewis, D.** (2016). Non-Tenure Track Faculty (NTTF) and community engagement. Poster presented at the annual meeting of the American Democracy Project, Indianapolis, IN.

Figueroa, T., Cobian, K., **White-Lewis, D.,** Hurtado, S. (2016). The college experiences that influence post-bacc STEM pathways. Paper presented at the annual meeting of the Association for Institutional Research, New Orleans, LA.

Fries-Britt, S., & **White-Lewis, D.** (2016). In pursuit of meaningful relationships: How Black males perceive faculty interactions in STEM. Paper presented at the annual meeting of the American Education Research Association, Washington, DC.

Eliason, J., Cochran, T., Waugaman, C., **White-Lewis, D.,** LaRiviere, K. & Jackson, R. (2015). "The matthew effect" in the higher education and student affairs faculty labor market. Paper presented at Council for the Advancement of Higher Education Programs (CAHEP), Denver, CO.

Teaching

University of Pennsylvania

EDUC 5800: The Professoriate: Foundations, Careers, and Current Issues

Spring 2023

University of California, Los Angeles (UCLA)

EDUC 299: Research Practicum (TA, Graduate course)

Fall 2018

University of Maryland, College Park

EDHI 677: Ranking Systems in Higher Education (TA, Graduate course)	Winter 2015
HESI 315: Student Leadership in Organizations (IoR*, Undergraduate course)	Spring 2015
EDCP 315: Student Leadership in Organizations (IoR, Undergraduate course)	Fall 2015
EDCP 217: Introduction to Student leadership (IoR, Undergraduate course)	Spring 2014

***IoR = Instructor of Record**

Guest Lectures

HIED 602 – Research, Assessment, and Evaluation in Higher Education, Dr. Roman Liera Presentation: Qualitative Research and Evaluation Panel	2021
EDL 750 – Advanced Qualitative Methods, Dr. Katherine Cho Presentation: Leveraging Qualitative Data to Address Problems in Faculty Hiring	2021
EDEL 9002 – Quantitative Research for Scholar Practitioners, Dr. Devon Graves Presentation: Leveraging Quantitative Data to Address Pervasive Myths in Faculty Hiring	2021
EDHI 653 – Organization and Administration of Higher Education, Dr. KerryAnn O’Meara Presentation: The Facade of Fit and Preponderance of Power in Faculty Search Processes: Facilitators and Inhibitors of Diversity	2021
HED 4220(B) – Organization and Governance of Higher Education, Dr. Cecilia Orphan Presentation: The Facade of Fit and Preponderance of Power in Faculty Search Processes: Facilitators and Inhibitors of Diversity	2021
HED 4220(A) – Organization and Governance of Higher Education, Dr. Cecilia Orphan Presentation: The Facade of Fit and Preponderance of Power in Faculty Search Processes: Facilitators and Inhibitors of Diversity	2021

Consulting

Research Consultant College Futures Foundation & Bensimon & Associates California Presidential Search Process	2021 – 2022
Research Consultant APLU & National Science Foundation (NSF) <i>Envisioning and Enacting an Inclusive & Diverse STEM Professoriate</i>	2020 – 2022
Assessment Consultant National Society of Black Physicists (NSBP) <i>Physicists Inspiring the Next Generation (PING)</i>	2014

Invited Talks, Presentations, & Panels

-- 2023 --

Panelist: 2023 NSF INCLUDES Aspire Alliance Summit on Systemic Change for an Inclusive and Diverse Faculty. Invited panelist at ASPIRE Alliance (Scheduled for July 2022).

Keynote: *Successfully Navigating Academia: Structural and Agentic Lessons for Workloads, Writing, and the Workforce* Invited presentation at Cornell University – Future Professors Institute (Scheduled for June 2022).

Presenter: *Five Lessons Learned in Advancing Racial Equity in Faculty Evaluation.* Invited speaker at Whittier College (April 2023)

Panelist: Trustee’s Council for Penn Women. Invited panelist at University of Pennsylvania (March 2023).

Presenter: *Racial Equity, Faculty Evaluation, and Organizational Change.* Invited speaker at University of Pennsylvania - Department of Chemistry (March 2023)

Presenter: *The Role of Administrative and Academic Leadership in Advancing Faculty Diversity.* Invited speaker at Pennsylvania State University (February 2023)

Presenter: *Five Lessons Learned in Advancing Racial Equity in Faculty Evaluation.* Invited speaker at University of California, San Diego (UCSD) (February 2023)

-- 2022 --

Presenter: *Actualizing Racial Equity throughout the Faculty Hiring Process.* Invited presentation at the Ivy+ Faculty Advancement Network [FAN]

Keynote Speaker: *Five Lessons Learned in Advancing Racial Equity in Faculty Evaluation.* Invited keynote at the National Science Foundation’s AGEP 2022 National Research Conference: Making Waves to Advance Diversity, Equity, and Inclusion in the STEM Professoriate (November 2022).

Moderator: *Understanding and Perceptions of Evolution by Students in Community College and Other Institutions.* Invited speaker at CBE – Life Sciences Education Webinar Series (October 2022)

Keynote Speaker: *Racial Equity, Faculty Evaluation, and Organizational Change.* Invited keynote at American University Racial Equity Summit (October 2022).

Co-Presenter with Dr. Roman Liera: *Actualizing Racial Equity throughout the Faculty Hiring Process.* Invited presentation at the Ivy+ Faculty Advancement Network [FAN] (April 2022)

Presenter: *Successfully Navigating Academia: Structural and Agentic Lessons for Workloads, Writing, and the Workforce* Invited presentation at the University of West Virginia (April 2022).

Co-Presenter with Dr. Sylvia Hurtado: *Recruitment and Training of Faculty to Become Culturally Aware Mentors.* Invited presentation at University of California Irvine’s CREATE Symposium (April 2022).

Presenter: *Actualizing Racial Equity throughout Faculty Hiring and Academic Careers.* Invited presentation at the University of Pennsylvania (April 2022).

Presenter: *Actualizing Racial Equity throughout Faculty Hiring and Academic Careers.* Invited presentation at UCLA Dean’s Council (March 2022).

Presenter: *Moving the Science Forward: Perceptions of Culturally Responsive Mentor Training Benefits, Challenges, and Supports.* Invited presentation at CBE – Life Sciences Education Webinar Series (February 2022)

-- 2021 --

Keynote Speaker: *Prioritizing Racial Equity throughout the Faculty Hiring Process.* Invited keynote speaker at University System of Maryland Promise Academy’s 1st Biomedical Conference (September 2021).

Presenter: *Theoretical Framing in Organizational Research: A Primer.* Invited presentation at the Association of Public and Land-grant Universities’ (APLU) Virtual Convening “Equitable STEM Faculty Evaluation & Reviews of Research.”

Panelist: *Academic Job Market Panel.* Invited panelist at UCLA’s Career Center – Graduate Career Services (May 2021).

Panelist: *Graduate Student and Recent Graduate Panel on Academic Publishing.* Invited panelist at the Journal of Critical Scholarship on Higher Education and Student Affairs (April 2021).

Presenter: *The Facade of Fit and Preponderance of Power in Faculty Search Processes: Facilitators and Inhibitors of Diversity.* Invited presentation at iChange Campus Summit (April 2021)

Presenter: *The Facade of Fit and Preponderance of Power in Faculty Search Processes: Facilitators and Inhibitors of Diversity.* Invited presentation at University of Maryland, College Park - Department of Psychology (March 2021)

Presenter: *Disrupting Racism in Higher Education and Faculty Hiring.* Invited presentation at Salisbury University’s Inaugural Anti-Racism Summit (February 2021)

Presenter: *Advancing Faculty Diversity: Navigating the Faculty Hiring Terrain.* Invited presentation at University of Maryland, College Park ADVANCE Program – Advancing Faculty Diversity (AFD) Symposium (January 2021)

Panelist: *Best Practices in Minority Faculty Recruitment and Retention.* Invited panelist at the American Association of Colleges & University’s Virtual Annual Meeting (January 2021)

Keynote Speaker: *Alpha Achievers Induction Ceremony Keynote Speech.* Invited speech at Hammond High School (January 2021)

-- 2020 --

Presenter: *The Facade of Fit and Preponderance of Power in Faculty Search Processes: Facilitators and Inhibitors of Diversity.* Invited presentation at University of Maryland, College Park Department of Psychology’s Equity, Diversity, and Inclusion Committee (November 2020)

Presenter: *The Facade of Fit and Preponderance of Power in Faculty Search Processes: Facilitators and Inhibitors of Diversity.* Invited presentation at University System of Maryland Provosts Meeting (October 2020)

Panelist: *Two Pandemics and the Future of the Professoriate.* Invited panelist at the Samuel DeWitt Proctor Institute (August 2020)

Presenter: *Supporting Black Students in STEM: Paradigms, Practices, and Policies that make a Difference.* Invited presentation at Saint Mary's College of California (July 2020)

Guest Lecturer: *Faculty Hiring and the Academic Job Market.* Invited presentation at the University of Denver, HED 4211 – Dr. Mike Nguyen (April 2020)

-- 2019 --

Panelist: *Developing Relationships in Graduate School.* Invited panelist at the University of Maryland, College Park (September 2019)

Service

Service to the University of Pennsylvania

Invited Panelist at University of Pennsylvania Board of Trustees Meeting	2023
Invited Presentation at University of Pennsylvania Department of Chemistry	2023

Service to the Graduate School of Education

Panelist for WSDM Student-Faculty Mixer	2023
Panelist for GSE Doctoral Student Teaching Workshop	2023
Panelist for Trustee's Council for Penn Women Event	2023
McGraw Center Director Search Committee Member	2022 - 2023
Panelist for Master's Students Interested in Doctoral Study	2022

Service to the field

Panelist for National Academies of Science, Engineering, and Medicine (NASEM) - Committee on Pathways to Doctoral Degrees in Computing	April 2023
National Science Foundation Review Panel	December 2022
National Science Foundation Review Panel	February 2022
National Science Foundation Review Panel	2021
ASHE Program Committee - Faculty Section Co-Chair	2019 - 2020
ASHE Proposal Reviewer	2017 - Present
AERA Proposal Reviewer	2017 - Present

Editorial Boards

Journal of the Professoriate

Ad Hoc Journal Reviews

The Journal of Higher Education
 Research in Higher Education
 Journal of Women and Minorities in Science and Engineering
 Innovative Higher Education

Educational Evaluation and Policy Analysis
MIT Science Policy Review
Studies in Higher Education
American Educational Research Journal
Educational Researcher

Affiliations

National Center for Institutional Diversity
Association for the Study of Higher Education
American Educational Research Association

Media Mentions

Collaborative on Academic Careers in Higher Education [COACHE] (2023). Research-practice partnership supports institutional effectiveness. *Collaborative on Academic Careers in Higher Education Impact Report*. Retrieved from: <https://coache.gse.harvard.edu/coache-impact-report>

Augenbraun, E. (2022, December 13). Damani White-Lewis studies why university faculties often lack diversity. *Penn GSE News*. Retrieved from: <https://www.gse.upenn.edu/academics/faculty-directory/white-lewis>

Harmon, J. (2022, November 19). Damani White-Lewis joins faculty at the University of Pennsylvania. *Ampersand*. Retrieved from: <https://seis.ucla.edu/news/damani-white-lewis-joins-faculty-at-the-university-of-pennsylvania>

Connor, T. (2022). Black faculty and radical retention. Footnotes: A magazine of the American Sociological Association. Retrieved from: <https://www.asanet.org/black-faculty-and-radical-retention>

Flaherty, S. (2022, July 12). Rubrics mitigate gender bias in faculty hiring. *Inside Higher Ed*. Retrieved from: <https://www.insidehighered.com/news/2022/07/12/study-rubrics-mitigate-gender-bias-faculty-hiring>

Palmer, A. (2021, July 26). Changing the culture: How can we create a more diverse faculty? *Equity, Diversity, and Inclusion in Teaching (EDIT) Media*. Retrieved from: <https://www.editmedia.org/2021/07/26/changing-the-culture-how-can-we-create-a-more-diverse-faculty/>

Wood, S. (2021, January 24). Panel Offers Recommendations on How Best to Recruit and Retain Faculty of Color. *Diverse: Issues in Higher Education*. Retrieved from: <https://diverseeducation.com/article/202970/>

Harmon, J. (2020, November 19). HEOC Alumnus' Dissertation on Faculty Search Processes Received ASHE Award. *Ampersand*. Retrieved from: <https://ampersand.gseis.ucla.edu/damani-white-lewis-heoc-alumnus-dissertation-on-faculty-search-processes-receives-ashe-award/>

Flaherty, S. (2020, October 21). The Souls of Black Professors. *Inside Higher Ed*. Retrieved from: <https://www.insidehighered.com/news/2020/10/21/scholars-talk-about-being-black-campus->

[2020?utm_source=Inside+Higher+Ed&utm_campaign=a0cabd9f49-DNU_2020_COPY_02&utm_medium=email&utm_term=0_1fbc04421-a0cabd9f49-198896845&mc_cid=a0cabd9f49&mc_eid=c28c899f76](https://www.insidehighered.com/news/2020/07/14/study-concept-faculty-fit-hiring-vague-and-potentially-detrimental-diversity-efforts)

Hightower, A. (2020, September 25). EDIC Workshop: Effecting Institutional Change – Discussion on Institutional Racism. *Plantae*. Retrieved from: <https://plantae.org/edic-workshop-effecting-institutional-change-discussion-on-institutional-racism/>

Harmon, J. (2020, July 15). More Diversity Needed in Faculty Hiring Process. *Ampersand*. Retrieved from: <https://seis.ucla.edu/news/damani-white-lewis-more-diversity-needed-in-the-faculty-hiring-process>

Flaherty, S. (2020, July 14). A Bad Fit? *Inside Higher Ed*. Retrieved from: <https://www.insidehighered.com/news/2020/07/14/study-concept-faculty-fit-hiring-vague-and-potentially-detrimental-diversity-efforts>

Ellen, P. S., Cotte, J., & Goodman, J. K. (2019, March 1). The Business School's Glass Ceiling. *BizEd*. Retrieved from: <https://bized.aacsb.edu/articles/2019/march/the-business-schools-glass-ceiling>