

STEPHANIE J. CREARY
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COUNTRY OF CITIZENSHIP: USA

EDUCATIONAL BACKGROUND

Ph.D., Boston College Carroll School of Management Concentration: Management/Organization Studies	2015
M.S., Boston College Carroll School of Management Concentration: Management/Organization Studies	2012
MBA, Simmons School of Management (research-track, high honors)	2007
M.S., Boston University Sargent College of Health and Rehabilitation Sciences Concentration: Speech-Language Pathology	2000
B.S., Boston University Sargent College of Health and Rehabilitation Sciences Concentration: Communication Disorders (cum laude)	1998

EMPLOYMENT HISTORY

The Wharton School of the University of Pennsylvania	July 2017 –
<ul style="list-style-type: none">- Assistant Professor, Management Department, Organizational Behavior subgroup- Affiliated Faculty, Wharton People Analytics- Senior Fellow, Leonard Davis Institute for Health Economics (LDI)- Affiliated Faculty, Penn Center for Africana Studies	
SC Johnson College of Business, Cornell University	July 2015 – June 2017
<ul style="list-style-type: none">- Assistant Professor, Management and Organizations, School of Hotel Administration	
Harvard Business School, Research Associate	2007 – 2011
The Conference Board, Inc., Research Associate	2007 – 2010

RESEARCH INTERESTS

Identity, diversity, inclusion, boundaries, work relationships

PUBLICATIONS AND RESEARCH IN PROGRESS

Articles published in refereed journals

1. **Creary, S.J.** & Locke, K. 2021. Breaking the cycle of overwork and recuperation: Altering somatic engagement across boundaries. *Organization Science*.
2. Cha, S., **Creary, S.J.**, & Roberts, L.M. 2021. Fumbling in relationships across difference: The potential spiraling effects of a single racial identity reference at work. *Equality, Diversity, and Inclusion*, 40(1): 90-102.
3. Kniffen, K., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S.P., Bakker, A.B., Bamberger, P., Bapuji, H., Bhave, D.P, Choi, V.K., **Creary, S.J.**, Demerouti, E., Flynn, F.J., Gelfand, M.J., Greer, L., Johns, G., Kesebir, S., Klein, P.G., Lee, S.Y., Ozelik, H., Petriglieri, J.P., Rothbard, N.P., Rudolph, C.W., Shaw, J.D., Sirola, N., Wanberg, C.R., Whillans, A., Wilmot, M.P., van Vugt, M. 2020. COVID-19 and the workplace: Implications, Issues, and Insights for Future Research and Action. *American Psychologist*.
4. **Creary, S.J.**, Caza, B.B & Roberts, L.M. 2015. Out of the box? How managing a subordinate's multiple identities affects the quality of a manager-subordinate relationship. *Academy of Management Review*, 40(4): 538-562.
5. Humberd, B.K., Clair, J.A., & **Creary, S.J.** 2015. In our own backyard: When a less inclusive community challenges organizational inclusion. *Equality, Diversity and Inclusion*. 34(5): 395-421.

Articles under review at refereed journals

6. **Creary, S.J.** & Do, B. [Title blinded for review]. Authority, custodian work, and social inclusion. *2nd round revise and resubmit*, *Academy of Management Journal*. Received: August 12, 2021
7. **Creary, S.J.** & Smith, T.D. [Title blinded for review]. Racial consciousness in organizations. *1st round revise and resubmit*, *Journal of Applied Psychology*. Received: July 30, 2021
8. **Creary, S.J.**, Caza, B.B., Gibson, H., & Caza, A. [Title blinded for review]. Managers navigating mixed messages around inclusion. *Under 1st round review*, *Organization Science*. Submitted: July 5, 2021.
9. **Creary, S.J.** [Title blinded for review]. Allyship, emotional and somatic experiences, equity work. *Under 1st round review*, *Academy of Management Review*. Submitted: September 29, 2021.

Research in Progress

- **Creary, S.J.**, Rothbard, N., Scruggs, J, & Parke, M. How diversity, equity, and inclusion practices shape belonging and DEI voice behavior at work. *Drafting manuscript for submission to Academy of Management Journal*.
- **Creary, S.J.** How board directors manage diversity work on corporate boards. *Drafting manuscript*.
- **Creary, S.J.** Breathing new life: Renewing a minority organization following a merger. *Revising manuscript*.
- **Creary, S.J.**, Barnes, T., & Moore, O.A. How race-based allyship training affects DEI voice behavior at work. *Data collection completed for two of three studies*.
- **Creary, S.J.** & Younge, A. How inclusive leadership training influences sponsorship of Black and Latinx employees at work. *Data collection completed for two of three studies*.

- **Creary, S.J.**, McKenny, A., Smith, T.D., & Lee, S. Examining differences in Black entrepreneurs' identity narratives and investor evaluations when #BlackLivesMatter. *Idea development*.

Other articles, book chapters, and reports

- **Creary, S.J.**, Rothbard, N., & Scruggs, J. 2021. Improving workplace culture through evidence-based diversity, equity, and inclusion practices. *The Wharton School of the University of Pennsylvania*.
- **Creary, S.J.** & Rogers, J. 2021. How board directors can advance racial justice. *Strategy+business*. Spring 2021, Issue 102.
- **Creary, S.J.** 2020. How company leaders can promote racial justice in the workplace. *Strategy+business*. Winter 2020, Issue 101.
- **Creary, S.J.** 2020. How to elevate diversity, equity, and inclusion work in your organization. *Knowledge@Wharton*, Published on July 20, 2020.
- **Creary, S.J.** 2020. How to be a better ally to your Black colleagues. *Harvard Business Review*, Published on July 8, 2020.
- **Creary, S.J.** 2020. How to begin talking about race in the workplace. *Knowledge@Wharton*, Published on June 15, 2020.
- **Creary, S.J.** 2020. Speaking out on racism as a company leader. *Wharton Magazine*, Published on June 10, 2020.
- **Creary, S.J.**, McDonnell, M., Ghai, S., & Scruggs, J. 2019. When and why diversity improves your board's performance. *Harvard Business Review*, Published on March 27, 2019.
- Caza, B., Ramarajan, L., Reid, E., & **Creary, S.** 2018. How to make room in your work life for the rest of your self. *Harvard Business Review*, Published on May 30, 2018.
- **Creary, S.J.** & Roberts, L.M. 2017. G.I.V.E.-based mentoring in diverse organizations: Cultivating positive identities in diverse leaders. In S. Blake-Beard and A. Murrell (Eds.). *Mentoring diverse leaders: Creating change for people, processes, and paradigms*, Taylor & Francis.
- Caza, B.B. & **Creary, S.J.** 2016. The construction of professional identity. In A. Wilkinson, D. Hislop and C. Coupland (Eds.). *Perspectives on contemporary professional work*, Elgar.
- **Creary, S.J.** 2015. Resourcefulness in action: The case for global diversity management, In L.M. Roberts, L. Wooten, & M. Davidson (Eds.) *Positive organizing in a global society: Understanding and engaging differences for capacity-building and inclusion*, Routledge.
- **Creary, S.J.** & Gordon, J.R. 2015. Role conflict, role overload, and role strain. In C. Shehan (Ed.), *Encyclopedia of family studies*, Wiley.
- Roberts, L.M. & **Creary, S.J.** 2013. Navigating the self in diverse work contexts. In Q. Roberson (Ed.), *Oxford handbook of diversity and work*, Oxford University Press.
- Roberts, L.M. & **Creary, S.J.** 2012. Positive individual identities: Insights from classical and contemporary theoretical perspectives. In K. Cameron and G. Spreitzer (Eds.), *Oxford handbook of positive organizational scholarship*, Oxford University Press.
- **Creary, S.J.** 2009. The Impact of Workforce Reductions on Layoff 'Survivors': Results from a Global Survey. *Executive Action* 316.

- **Creary, S.J. & Rosner, L.** 2009. Mission Accomplished? What Every Leader Should Know about Survivor Syndrome. Executive Action 307.
- **Creary, S.J.** 2008. Leadership, Governance, and Accountability: A Pathway to a Diverse and Inclusive Organization. Research Report 1429.

INVITED RESEARCH PRESENTATIONS

2022

- London Business School

2021

- University of New Hampshire Paul College of Business and Economics
- Memorial Sloan Kettering Cancer Center
- Rice University Department of Psychological Sciences
- Yonsei University School of Business
- York University Schulich School of Business
- University of Pennsylvania Social and Behavioral Science Initiative
- Mass General Hospital Surgery Grand Rounds

2020

- Brigham Young University Marriott School of Business
- University of North Carolina at Chapel Hill Kenan-Flagler Business School
- University of California at Berkeley Haas School of Business
- INSEAD Lifelong Learning
- University of Alberta School of Business
- Benedictine University
- Case Western Reserve University Weatherhead School of Management
- Children's Hospital of the University of Pennsylvania

2019

- University of Pennsylvania Perelman School of Medicine
- University of Denver
- Johns Hopkins University Applied Physics Laboratory
- INSEAD, Fontainebleau, France
- Georgia Tech Scheller College of Business

2013-2018

- Harvard Kennedy School, 2018
- Harvard TH Chan School of Public Health, 2018
- The Wharton School of the University of Pennsylvania, 2016
- Cornell University Institute for Healthy Futures, 2016
- Harvard T.H. Chan School of Public Health, 2015
- Cornell University School of Hotel Administration, 2015
- Rutgers School of Business, Camden, NJ, 2015
- Columbia University Mailman School of Public Health, 2015

- Simmons Center for Gender in Organization Distinguished Scholar Speaker Series, 2015
- Pepperdine University Graziadio Business School, Malibu, CA, 2014
- Washington University in St. Louis Olin Business School, 2014
- Simmons Center for Gender in Organization Distinguished Scholar Speaker Series, 2013

CONFERENCE AND KEYNOTE PRESENTATIONS

2021

- Genentech
- Academy of Management Meeting, Virtual
- Boston College Center for Work and Family
- Center for Positive Organizations Positive Organizational Scholarship Roundtable
- South African Society of Industrial and Organizational Psychology
- Morgan Stanley
- Microsoft
- Citi
- PepsiCo
- IBM

2020

- PepsiCo
- IBM
- Pfizer
- DiversityInc
- Academy of Management Meeting, Virtual
- KPMG, LLP

2019

- Academy of Management Meeting, Boston, MA
- Boston College Center for Work and Family
- University of Michigan Ross Business School, Center for Positive Organizations
- AIG
- Kering S.A.
- New Directions in Identity Research Conference, The Wharton School

2018

- Philadelphia Chamber of Commerce, Philadelphia
- The Wharton School of the University of Pennsylvania
- Purdue University Krannert School of Management
- New Directions in Identity Research Conference, INSEAD, Fontainebleau, France
- Academy of Management Meeting, Chicago, IL
- WorkHuman Conference, Globoforce, Austin, TX
- University of Pennsylvania Perelman School of Medicine
- Work Family Researchers Network Conference, Washington, DC

- Positive Relationships at Work Microcommunity Research Meeting at George Mason University, Fairfax, VA
- Harvard Business School Gender & Work Conference, Learning about and from Black Experience

2015-2017

- Academy of Management Meeting, Atlanta, GA, 2017
- New Directions in Leadership Conference, INSEAD, Fontainebleau, France, 2017
- Academy of Management Meeting, Anaheim, CA, 2016
- Association of Fundraising Professionals, Ithaca, NY, 2016
- Cornell University Hospitality, Health, and Design Symposium, 2016
- Cornell University Public Service Center Patient Care Advocate Team Program, 2016
- Cornell University College of Business, Management and Organizations, 2016
- Academy of Management Meeting, Anaheim, CA, 2016
- 3rd Biennial Positive Relationships at Work Microcommunity Meeting, 2016
- United Nations ID2020 Summit, New York, NY, 2016
- Cornell University 91st Annual Hotel Ezra Cornell Diversity Dialogue Series, 2016
- International Summer School on Advanced Practice-based Studies, Warwick Business School, United Kingdom, 2015
- 7th International Process Symposium, Kos, Greece, 2015
- Academy of Management Meeting, Vancouver, Canada, 2015
- 7th Biennial Positive Organizational Scholarship Research Conference, Lake Buena Vista, FL, 2015
- Oxfam CGO International Symposium on Gender & Intersectionality, Boston, MA, 2015

2007-2014

- 2rd Biennial Positive Relationships at Work Microcommunity Meeting, Malvern, PA, 2014
- Work, Identity, and Meaning Working Group, Boston College Carroll School of Management, Chestnut Hill, MA, 2014
- Academy of Management Meeting, Symposium presentation, Philadelphia, PA, 2014
- Academy of Management Meeting, Lake Buena Vista, FL, 2013
- University of Michigan Ross School of Business 6th Biennial POS Research Conference, 2013
- Boston College Carroll School of Management, Meaning, Identity, and Institutions Working Group, 2012
- 1st Biennial Positive Relationships at Work Microcommunity Meeting, Ashland, MA, 2012
- Eastern Academy of Management International Meeting, Bangalore, India, 2011
- Eastern Academy of Management Annual Meeting, Boston, MA, 2011
- Academy of Management Annual Meeting, Montreal, Canada, 2010
- Academy of Management Annual Meeting, Philadelphia, PA, 2007
- Spelman College, 2007

PROFESSIONAL SERVICE

Editorial Review Boards

- *Member, Academy of Management Journal*, 2020-present
- *Member, Organizational Behavior and Human Decision Processes*, 2020-present
- *Member, Organization Science*, 2020-present

Ad-Hoc Journal Reviewer

- *Administrative Science Quarterly*, since 2015
- *Journal of Personality and Social Psychology*, since 2019

Academy of Management

- Chair, Phillips and Nadkarni Outstanding Paper on Diversity and Cognition Award Committee, 2020-2021.
- Elected Representative-at-Large, MOC Division, 2017-2020.
- Diamonds in the Rough, Professional Development Workshop, Co-Chair, MOC Division, 2018, 2019, 2020.
- Most Innovative Student Paper Award Committee Member, OB Division, 2017.

European Group for Organizational Studies

- Sub-Theme Co-Convenor, 37th EGOS Colloquium (Virtual), Amsterdam, The Netherlands, 2021. “Organizing for an Inclusive Society: Meanings, Motivations, and Mechanisms.” Sub-theme: *Social-symbolic work for inclusion: Constructing inclusive organizations and institutions*. With Tom Lawrence and Nelson Phillips.
- Sub-Theme Co-Convener, 36th EGOS Colloquium (Virtual), Hamburg, Germany 2020, “Organizing for a Sustainable Future: Responsibility, Renewal, and Resistance.” Sub-theme: *Social-symbolic work for societal grand challenges: Constructing sustainable selves, organizations, and institutions*. With Tom Lawrence and Nelson Phillips.
- Sub-Theme Co-Convener, 35th EGOS Colloquium, Edinburgh, Scotland 2019, “Enlightening the Future: The Challenge for Organizations.” Sub-theme: *The politics and ethics of social-symbolic work*. With Tom Lawrence and Nelson Phillips.
- Sub-Theme Co-Convener, 34th EGOS Colloquium, Tallinn, Estonia 2018, “Surprise in and around Organizations: Journeys to the Unexpected.” Sub-theme: *Social-Symbolic work and the unexpected in organizational life*. With Tom Lawrence and Nelson Phillips.
- Sub-Theme Co-Convener, 33rd EGOS Colloquium, Copenhagen, Denmark 2017, “The Good Organization.” Sub-theme: *Social-Symbolic work: Aspirations, efforts and struggles*. With Tom Lawrence and Nelson Phillips.

The Wharton School of the University of Pennsylvania

- Lead Organizer, Wharton People Analytics Diversity, Equity, Inclusion Convening, 2019 to present
- Co-organizer, Wharton OB Conference, 2017- present
- Co-organizer, OB IDEAS Lab, 2017- present
- Moderator and Presenter, Whitney M. Young Conference, 2019, 2021
- Moderator and Presenter, One Wharton Week, 2018, 2019, 2020
- Guest, Wharton Business Daily Radio with Dan Loney, 2019, 2020

- Guest, Knowledge@Wharton Business Radio with Dan Loney, 2018, 2019
- Management Seminar Committee, OB Representative, 2019
- Moderator, Wharton Leadership Lecture with Amity Millhiser, 2019
- Keynote, Wharton Seminars for Business Journalists, 2018
- Presenter, Wharton Global Forum, 2018
- Presenter, The Wharton School, Quaker Days 2022, 2018
- Presenter, Wharton Non-Profit Board Fellows, 2018
- Presenter, The Wharton School, IDDEAS Conference, 2018
- Panelist, Wharton Society for the Advancement of Women in Academia, 2018
- Moderator, Wharton People Analytics Conference, 2018

Center for Positive Organizations, University of Michigan Ross School of Business

- Research Advisory Board, 2019-2022.

Cornell University

- Faculty Research Mentor: Ryan Nowicki, SHA '16 (Spring 2016 to Summer 2017); Kirsten Wohlers, CALS '19 (Summer 2016 to Summer 2017); Melissa Call (Spring 2017); Sarah Malek (Spring 2017); Mahilet Kebede (Spring 2017); Alexandra Bruns-Smith, SHA '17 (Fall 2016 to Spring 2017); Lu Kong, SHA PhD student (Fall 2016 to Spring 2017); Archana Podury, A&S '19 (Summer 2016 to Spring 2017); José Guzman-Rodriguez, SHA '16 (Summer 2016); Samuel Clement, SHA '16 (Spring 2016)
- Coordinator, Cornell Institute for Healthy Futures Faculty Fellows Seminar Series, 2016.
- Faculty Advisor, Cornell University Healthy Futures Club, 2016 to 2017.
- Presenter, Cornell University Public Service Center, Patient Care Advocacy Team (PCAT) Program, 2015 to 2016.
- Faculty Co-Chair, Positive Relationships at Work Roundtable, Center for Hospitality Research and Cornell Institute for Hospitality Labor and Employment Relations, School of Hotel Administration (SHA), 2015-2016.
- Judge, Hospitality Sales and Marketing Association International (HSMIAI) Case Competition, 2016.
- Presenter, Cornell University Healthy Futures Club, 2016.
- Judge, Models of Excellence Speaking Competition, SHA, 2015.
- Presenter, Center for Hospitality Research Advisory Board Meeting, SHA, 2015.

Positive Relationships at Work (PRW) Microcommunity

- Founder and steering committee member in charge of co-leading the community's reinvigoration 2011 - 2016
- Co-leader of organizing team for the 2016 Positive Relationships at Work Research Meeting, hosted by Cornell University, 2015-2016.
- Member of organizing team for the 2014 Positive Relationships at Work Research Meeting, hosted by Drexel University, 2013-2014.
- Member of organizing team for the 2012 Positive Relationships at Work Research Meeting, hosted by Boston University, 2011-2012.
- Co-organized annual Professional Development Workshop (PDW) at the Academy of Management Meeting, 2012, 2013, 2014.

The PhD Project Management Doctoral Students Association (MDSA)

- Conference presenter, 2012 to 2018
- Member of the Planning Committee for the Annual MDSA Conference. Past-President, 2012-2013, President, 2011-2012

Boston College Carroll School of Management

- Co-organized, Work, Identity, and Meaning Research Community, 2014 - 2015
- Member, Work, Identity, and Meaning Research Community, 2009 - 2015
- Invited to represent Boston College at DocNet and PhD Project recruiting sessions, 2012
- Served on new doctoral student orientation committee, 2010, 2011
- Student interviewer for prospective PhD students, 2010, 2013, 2014

Gender and Race in Organizations (GRO) Research Group, Harvard Business School

- Presented and helped to develop work-in-progress research related to gender, race, status, and identity in organizations, 2009 – 2015

Simmons College Center for Gender in Organizations

- Participant in an incubator/think tank on developing research on intersectionality and integrating it into MBA and executive education curricula, 2012 – 2013

HONORS & AWARDS

- Academy of Management Journal Best Reviewer Award, 2021
- Wharton School Teaching Excellence Award, 2018, 2019, 2020
- University of Bath's Centre for Business, Organizations and Society #thinklist30, 2020
- Academy of Management Organizational Behavior (OB) Division Showcase Symposium, Symposium Chair, 2016
- Cornell University Family Fellows Program Honored Guest, 2016
- Academy of Management Managerial and Organizational Cognition (MOC) Division Showcase Symposium, Symposium Organizer, 2015
- Academy of Management Managerial and Organizational Cognition (MOC) Division Outstanding Reviewer Award, 2015
- Academy of Management Gender and Diversity in Organizations (GDO) Division Best Reviewer Award, 2013, 2014
- Academy of Management Gender and Diversity in Organizations (GDO) Division Best Student Paper Award, 2013
- Boston College Donald J. White Award for Teaching Excellence, 2012
- AHANA Leadership Council and GLBTQ Leadership Council Faculty Recognition Award, Boston College, 2012
- Academy of Management Emerald Award for Best International Symposium, Nominee, 2010

COURSES TAUGHT

- **Leading Diversity in Organizations** (Undergraduate and MBA): 2017 to present, The Wharton School
- **Strategic Management** (Undergraduate): 2016-2017, Cornell University Hotel School
- **Foundations of Social Entrepreneurship** (Undergraduate and Graduate): 2016, Cornell Hotel School
- **Leading Individuals and Groups** (MBA): 2014-2015, Simmons School of Management
- **Organizational Behavior** (Undergraduate): 2011. Boston College Carroll School of Management

Teaching materials developed

- Leading Diversity at Work, Knowledge@Wharton Podcast, 2020 – present
- Leading Diversity@Wharton Speaker Series, 2018 – present
- **Creary, S.J.** 2020. A framework for leading classroom conversations about race. Harvard Business Publishing Education, Published on June 15, 2020.
- Thomas, D.A. & **Creary, S. J.** 2011. Renewing GE: The Africa Project (B). Harvard Business School Case 412-028.
- Thomas, D.A. & **Creary, S. J.** 2011. Renewing GE: The Africa Project (A). Harvard Business School Case 411-093.
- Thomas, D.A. & **Creary, S. J.** 2011. Shifting the Diversity Climate: The Sodexo Solution. Harvard Business School Case 412-020.
- Thomas, D.A. & **Creary, S. J.** 2011. Teach Plus: Mobilizing a New Generation of Teacher Leaders. Harvard Business School Case 412-027.
- **Creary, S.J.** 2010. Is Age Really Just a Number? Investigating Approaches to Employee Engagement. Research Report 1465.
- Mitchell, C. & **Creary, S.J.** 2010. Diversity and Inclusion: Global Challenges and Opportunities. Council Perspectives 004.
- Thomas, D.A. & **Creary, S.J.** 2009. Meeting the Diversity Challenge at PepsiCo: The Steve Reinemund Era. Harvard Business School Case 410-024.
- Thomas, D.A. & **Creary, S.J.** 2009. Creating the Partnership Solutions Group at Lehman Brothers. Harvard Business School Case 409-042.
- Thomas, D.A., Roberts, L.M. & **Creary, S.J.** 2009. The Rise of President Barack Hussein Obama. Harvard Business School Case 409-115.
- Thomas, D.A., Roberts, L.M. & **Creary, S.J.** 2009. The Rise of President Barack Hussein Obama (TN). Harvard Business School Teaching Note 409-134.

DISSERTATION COMMITTEE SERVICE

(Thesis Examiner) - Cecile Feront, University of Cape Town: “How do privileged insiders become change agents? A study of institutional volition” PhD Granted: July 2021. Placement: Lecturer, Sustainability Institute, Stellenbosch University

GRANT ACTIVITY

Current Grants					
Title of Project	Funding Agency	Amount of Grant	Period of Grant	Type of Grant	Role in Grant
Inclusion in the Workplace	Moody's/ Wharton Center for Leadership and Change Management	\$43,000 over two years	2021-2022	Research	Principal Investigator (PI)
Black Leaders	Executive Leadership Council/ Wharton Center for Leadership and Change Management	\$20,000	2021	Research	PI
Black Leaders	DiversityInc/ Wharton Center for Leadership and Change Management	\$35,000	2021	Research	PI
Women and URM Leaders	Deloitte/ Wharton Center for Leadership and Change Management	\$325,000 over three years	2021-2023	Research and Programs	PI

Past Grants					
Title of Project	Funding Agency	Amount of Grant	Period of Grant	Type of Grant	Role in Grant
Inclusion in the Workplace	Wharton Dean's Research Fund	\$13,010	2019-2021	Research	Co-PI with Nancy Rothbard
Hospital Emergency Departments	Wharton Dean's Research Fund	\$12,720	2018-2020	Research	PI
Speaking Up for Women and Racial Minorities	Wharton Center for Leadership and Change Management	\$5,520	2019	Research	PI
Leadership and Promotion Experiences in the US Army	Wharton Center for Leadership and Change Management	\$10,000	2018	Research	PI
Corporate Board Diversity	Deloitte/Wharton People Analytics	\$50,000	2018	Research	PI