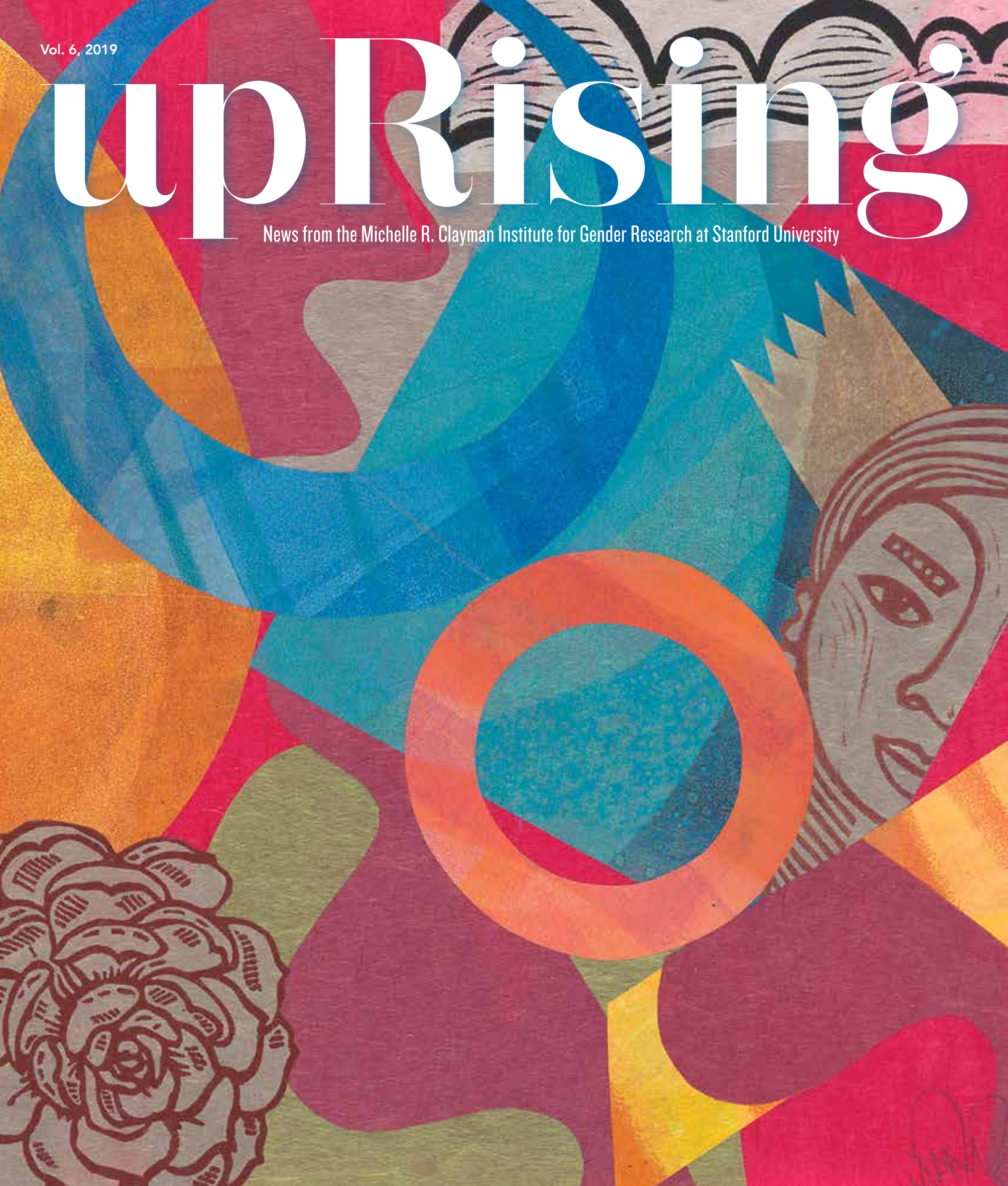


Vol. 6, 2019

# upRising

News from the Michelle R. Clayman Institute for Gender Research at Stanford University





## CONTENTS

Letter from the Director	3
Erin Cech on Inequality and the Culture of STEM	4
Behind the Scenes with an Institute Research Team	6
Myra Strober Prize Winner: Organizations as Equalizers	7
Research & Publications	8
Intergenerational Mentorship	9
Future of Feminist Scholarship: Graduate and Postdoctoral Fellows	10
Postcards from our Postdocs	12
Our Student Workers	14
Amara Tabor-Smith Presents Artist's Salon	15
Honoring our Founders	16
Year in Review: Clayman Institute Timeline	18
New Advisory Council Members	20
Michelle Clayman Appointed to Stanford Board of Trustees	21
News in Brief: Stanford VMware Women's Leadership Innovation Lab; Carolyn Lewis Attneave House; Michelle Mercer and Bruce Golden Family Endow Two Named Chairs	22
Dedication	23

### Research

### Future of Feminist Scholarship

### Recent Happenings

### Institute News

### About the cover



Photo: Scott La Rockwell

**FAVIANNA RODRIGUEZ** is an interdisciplinary artist, cultural strategist, and social justice activist based in Oakland, California. Her art and participatory projects address migration, economic inequality, gender justice, sexual freedom and ecology. Her works serve as a record of her human experiences as a woman of color confronting interlocking cultural traditions and biases, while embracing joy, freedom and complexity as an antidote to the life-long impacts of systemic inequality. Featured on our cover: Favianna's 2018 monoprint collage, "Keep the Flow" (Favianna Rodriguez, copyright 2019).

Photo: Linda A. Cicero / Stanford News Service



## LETTER FROM THE DIRECTOR

Dear Reader,

Welcome to the sixth edition of *upRising*. You will find in this issue examples of the broad range of exciting work we have been doing in the last year or so. What a year it has been! Inside, there are articles about the cutting-edge original research done by Clayman Institute students, staff, faculty and fellows; the intergenerational mentorship work that undergirds our daily activities; and the wonderful people who make up our community – including our advisors, students, researchers, staff and founders. We have always been proud of our long history at Stanford. Although our research topics have changed over time, we have maintained our core emphasis on conducting path-breaking gender research, translating gender research to broad audiences, and investing in the next generation of gender scholars. The support of people like you – our advisors, donors and friends – makes our work possible.

As I wrap up my ninth and final year as the director, I continue to be inspired and uplifted by the energy at the Clayman Institute. I know this will continue with our incoming director, Professor Adrian Daub. I couldn't be prouder to share our work with you. It has been an honor to serve as the director.

Shelley J. Correll

Barbara D. Finberg Director, The Clayman Institute for Gender Research



Welcome to the recently announced next director of the Clayman Institute for Gender Research, Adrian Daub. A Stanford professor of comparative literature and German studies, Daub has served since 2016 as director of Stanford's program in Feminist, Gender and Sexuality Studies (FGSS). In 2017–18, he was a Clayman Institute faculty research fellow. Daub's term as the Barbara D. Finberg Director begins Sept. 1, 2019.

### CLAYMAN INSTITUTE HIGHLIGHTS • ACADEMIC YEAR 2018–19

10

FACULTY RESEARCH FELLOWS

29

EVENTS SPONSORED AND  
CO-SPONSORED BY CLAYMAN INSTITUTE

8

FACULTY RESEARCH FELLOWS  
ACADEMIC DISCIPLINES: ART AND  
ART HISTORY • BUSINESS • HISTORY  
MEDICINE • ORGANIZATIONAL  
BEHAVIOR • POLITICAL SCIENCE  
RADIOLOGY/INTERVENTIONAL  
RADIOLOGY • RELIGIOUS STUDIES

700+

PEOPLE ATTENDING CLAYMAN INSTITUTE EVENTS

28

MEDIA MENTIONS

4,300

SUBSCRIBERS TO  
GENDER NEWS

4,100

TWITTER FOLLOWERS

189

FACULTY AFFILIATES

22

ADVISORY COUNCIL MEMBERS

SINCE ITS FOUNDING IN 1974:

45

YEARS OF GENDER  
RESEARCH

10

DIRECTORS

500+

GENDER NEWS  
ARTICLES

3

GRADUATE DISSERTATION FELLOWS  
POSTDOCTORAL FELLOWS  
SUSAN HECK INTERNS

250+

RESEARCH PROJECTS SUPPORTED

# Erin Cech Explores How the Professional Culture of STEM Reproduces Inequality

by Michela Musto

**W**hat skills or characteristics make someone an excellent scientist or engineer?

For former Clayman Institute Postdoctoral Fellow Erin Cech, answering this question is integral to understanding issues of diversity and inclusion in STEM. Cech, an assistant professor of sociology at the University of Michigan, returned to Stanford in November 2018 to speak at an event co-sponsored by the Clayman Institute and WISE Ventures. Cech identified how professional culture – or a discipline’s taken-for-granted norms, values and beliefs – can reproduce inequality in science, technology, engineering and mathematics (STEM).

Addressing a capacity crowd in the Shriram Center for Bioengineering and Chemical Engineering, Cech asked the audience to brainstorm characteristics that make STEM professionals exceptional at their jobs.

The audience quickly identified numerous characteristics that seem to mark excellence in STEM. The ideal STEM professional works long hours. The ideal STEM professional completes projects on time and under budget. The ideal STEM professional publishes groundbreaking and innovative work in high-profile journals.

But what about having strong communication skills? Or the ability to manage a lab?

As Cech explained, “There’s this slippage between the things that are actually required to be successful and the things that are valued [in STEM]. But if you don’t know how to manage your lab and you don’t know how to write grants, are you going to be successful?”



At first glance, it might seem harmless to place greater value on technical skills like research than social skills like communication. Cech, however, drew the audience’s attention to how focusing solely on technical skills as markers of excellence can allow bias to creep into STEM.

Drawing on a breadth of survey and interview data conducted with STEM professionals in academia and industry, Cech demonstrated that STEM professionals often perceive men – especially heterosexual, white men – as being “naturally” more competent at technical work than women, people of color, and LGBTQ individuals. Heterosexual white men dominate the discipline’s most prestigious subfields, where they are paid more than people who belong to groups that have historically been underrepresented within the field.

In other words, the discipline’s professional culture – especially the beliefs people hold about who “fits” best within the field – plays an important role in perpetuating inequality.

Cech brings firsthand knowl-

edge to her understanding of how subtle biases are built into professional culture. Her interest in studying issues of diversity and inclusion developed at Montana State University, where Cech double majored in electrical engineering and sociology.

When Cech tried to discuss issues of diversity and access in undergraduate engineering courses, she routinely encountered resistance from others.

“My grandmother was blind, so I was interested in the ways that technologies could be assistive. And as I was taking classes, I would ask questions about access and diversity. It wasn’t just that my professors didn’t know the answers to [my questions], but [my questions were] totally irrelevant. They were not the things that we were supposed to be talking about.”

Over time, Cech began to understand how the resistance she

“It is common for STEM professionals to think you can abstract the messiness of humans and culture out of the work you do. I would make the argument that such a belief is itself a cultural ideology.”



encountered was related to an aspect of STEM's culture, which she described as "depoliticization." STEM professionals often believe innovation can – and should – be stripped of political and social concerns like inequality. Cech said, "It is common for STEM professionals to think you can abstract the messiness of humans and culture out of the work you do. I would make the argument that such a belief is itself a cultural ideology."

During her presentation, Cech elaborated about how STEM's depoliticized environment shapes professionals' values and beliefs. It can influence scientists' and engineers' decisions about which problems are worthy of being funded, studied or published in the discipline's top journals.

STEM's depoliticized culture also can prevent conversations about diversity, something Cech experienced when attempting to discuss issues of access in her undergraduate engineering courses. In an environment where problems are stripped of social concerns, people who ask questions about diversity or inclusion are at risk of jeopardizing their credibility as scientists. Cech said, "I was shut down a number of times in my technical classes asking those kinds of questions. I was shunted off to places like psychology and sociology to find tools to think through these things."

Although the climate in STEM can be intolerant to discussions of inequality, Cech found the social sciences provided conceptual frameworks to grapple with the types of questions she was interested

in exploring. After completing a doctorate in sociology at the University of California, San Diego, in 2011, Cech's research on STEM-based inequalities brought her to the Clayman Institute.

It was within the interdisciplinary space of the Clayman Institute that Cech – one of the Institute's first

for outward-facing purposes."

In recent years, Cech has published more than 20 articles in prestigious journals including *American Sociological Review*, *Social Forces* and *Gender & Society*. Her work also has been cited in *New York Times*, *Harvard Business Review*, *The Guardian*, *Chronicle of Higher Education* and *Huffington Post*.

"It's important to be willing to cause a little bit of trouble. And I say that lightheartedly ... but if we are given the opportunity to speak to [STEM] audiences, I think in some ways it's our duty [as social scientists] to utilize it – to be strong and brave in bringing our research-based critiques forward."

By bringing forward research-based understandings of inequality in STEM, Cech hopes STEM professionals may

eventually come to think of issues of inequality as integral aspects of their disciplines' professional responsibility rather than just an afterthought. Indeed, as Cech explained, one of the reasons it's so important to diversify the STEM workforce – in both the types of people and the types of projects professionals pursue – is because a diverse workforce will help scientists produce better work.

What Cech is proposing might seem like a radical shift in STEM's culture, but it's not. Producing better work is something most STEM professionals already value.



postdoctoral fellows – learned to value the importance of translating her results for a broader audience.

"What the Clayman Institute taught me was that it was important to believe in the potential of research to make people think differently about their work experience or their organization."

Now, as one of the leading experts on issues of inequality in STEM professions, Cech continues to believe in the importance of bringing research-based critiques forward.

"My admiration [for the Clayman Institute] has only deepened since I was a postdoc. I don't know of any other institute that is doing work quite like the Clayman Institute, in the way that it's harnessing academic research

---

MICHELA MUSTO is a Clayman Institute postdoctoral fellow.

# Behind the Scenes with an Institute Research Team: Intergenerational Mentorship and Research in Action

by Chloe Hart, Alison Dahl Crossley, Shelley J. Correll

In 2015, students and scholars at the Clayman Institute embarked on a research project, funded in part by the vice provost for undergraduate education and the Association of Title IX Administrators, in order to understand the power organizations and their leaders wield in influencing how their constituents make sense of sexual violence. Comprising the team were Chloe Hart (graduate student, sociology), Madeleine Lippey (undergraduate, Stanford '18), Shelley J. Correll (director, Clayman Institute) and Alison Dahl Crossley (associate director, Clayman Institute).

We subsequently published our research in the sociology journal *Socius* ("Leader Messaging and Attitudes toward Sexual Violence") and in *Harvard Business Review* ("When Leaders Take

Sexual Harassment Seriously, So Do Employees"). In addition, Hart presented findings to the Association of Title IX Administrators and published research-based action steps for their member newsletter.

This research was not only developed in conjunction with our Breaking the Culture of Sexual Assault symposium, but also encapsulates many of our organizational priorities: publishing cutting-edge gender research, supporting intergenerational mentorship and translating research to reach broad audiences.

## The Research

Within the last few years, there has been a surge of attention to the prevalence of gender-based violence and harassment. Although sexual harassment and sexual assault are certainly not new social problems, there has been increasing recognition of not only their ramifications but also a clear need for change.

However, research has largely overlooked one piece of the puzzle: how leadership in organizations can shape constituents' perceptions of sexual violence. This has become particularly

relevant as organizations are increasingly tasked with measuring, communicating about and addressing sexual violence.

We tested this by experimentally evaluating whether a leader's public stance toward sexual violence meaningfully im-

pacted others' views. We conducted two studies (in 2016 and 2017) with demographically diverse samples of adult U.S. residents through Amazon Mechanical Turk (MTurk). We created short statements based on a synthesis of 11 different publicly available statements made by universities about the release of their sexual assault prevalence surveys. We then tested whether such a brief, one-time informational statement released by an organization could shape whether readers believed that sexual assault or harassment should be prioritized within that organization.

The results reveal the unique ability organizations' leaders have to shape how people make sense of sexual violence. Even when presented with the same factual information, people were more likely to consider sexual assault or harassment a high-priority problem when the leader of the organization emphasized the problem, and they were less likely to do so when the leader downplayed the problem. Individuals' views about sexual violence within organizations are thus remarkably malleable.

Notably, in the three conditions in which leader messaging had an effect, this effect held even when controlling for political affiliation and gender, meaning that leader messaging shifted attitudes for both men and women and for both liberals and conservatives. This indicates that leaders are able to shift people's views on social issues regardless of characteristics that may already inform their opinions.

The ability of a leader's message to change perspectives on sexual violence is important because recognizing sexual violence as a problem within an organization is critical to enacting meaningful change. A community whose members do not recognize sexual assault or harassment as high-priority issues, even when a substantial proportion of the community has been affected, is unlikely to seek to change those rates. Indeed, research has demonstrated that sexual assault and harassment flourish in cultures in which sexual violence is accepted rather than problematized. Persuading members of an organization that sexual assault and harassment are high-priority problems is thus essential in creating a culture in which sexual violence is not tolerated.



Chloe Hart and Alison Dahl Crossley

# Organizations as Equalizers Can Bring – and Keep – More Women in the Workplace

by Fiona Lee

“Why aren’t more of India’s women working?” Aruna Ranganathan, assistant professor of organizational behavior in the Stanford Graduate School of Business, asked at the beginning of her Clayman Institute Faculty Research Fellows presentation.

While extant explanations and policy solutions place a burden on both the government and private citizens, Ranganathan observed, her research proposes a different direction in approaching this question.

“Organizations are a key actor that can help resolve the issue,” she said.

Ranganathan shared findings from her recent research (in collaboration with Sociology Assistant Professor David Pedulla) that comes from a large field study she had conducted at a garment factory in India for two years. In seeking a way for organizations to help improve the female labor force participation in India, which had been declining despite the country’s economic growth, she identified a key challenge faced by female workers as the conflicting demands placed by work and motherhood: “A significant proportion of women workers in the garment sector are mothers,” Ranganathan explained. “These women struggle to balance the competing demands coming from their work lives as well as their family demands to take care of their children.” She then argued that an organizational program such as employer-sponsored childcare – the focus of her research project – could not only improve the participation of women at work, but also function as an “equalizer” that reduces societal gender inequalities faced by women.

To examine the effect of employer-sponsored childcare on the quality of women’s work participation at the factory, Ranganathan compared the daily attendance of working mothers before and after they had gained access to the onsite childcare center. The effect was positive. She observed that a woman who had access to childcare was 5 percent more likely to show up to the factory on any given day. “Even though the effect might seem small, it adds up,” she noted. “On a monthly basis, women who have access to childcare are getting much more pay.”

There was another layer of the story when Ranganathan took a closer look at her data. Whether one’s child is a boy or a girl made a huge difference in how much the childcare program helped the workers. In fact, attendance of mothers with sons did not change much after they had gained access to childcare; for mothers with daughters, however, attendance increased by almost 10 percent. Why was this the case? She found the explanation rooted in India’s strong son

preference, which makes family members willing to provide informal childcare to mothers with sons, but not to those with daughters. One woman said in her interview, “I am confident that my mother

will take good care of my son [...] that’s not the case for my daughter.” Indeed, Ranganathan found the differential effect of the childcare program to be stronger for women living with a spouse or parents.

Therefore, employer-

er-sponsored childcare helped women, but particularly those facing a greater social disadvantage.

Ranganathan emphasized the value of her research in the current political climate in India, as the country is in the midst of a policy debate regarding mandating organizations to provide employer-sponsored childcare. “Even beyond childcare, there are a whole host of other work-family programs that organizations can provide,” she said. “It’s important for employers to begin to explore these options, as they might be especially helpful for disadvantaged women.”



FIONA LEE, a former Clayman Institute graduate dissertation fellow who has since completed her doctorate in psychology, currently works as a people scientist at a behavioral change company, Humu, developing a solution for creating more inclusive culture in organizations. She earned the 2018 Myra Strober Prize for writing this article. The \$1,500 annual prize honors the best Gender News article written by a Stanford graduate or undergraduate student that highlights news arti-

cles about women’s education, work, family or the nexus of work and family. Myra Strober is a labor economist and professor emerita at the School of Education and at the Graduate School of Business (by courtesy). She is the founding director of the Clayman Institute for Gender Research (then the Center for Research on Women).



# Research & Publications

## A SELECTION OF JOURNAL AND MEDIA PUBLICATIONS FROM CLAYMAN INSTITUTE RESEARCHERS, FELLOWS, STAFF AND AFFILIATES

**"Brilliant or Bad: The Gendered Social Construction of Exceptionalism in Early Adolescence,"** *American Sociological Review*, April 25, 2019. By Michela Musto.

**"Gender Inequality in Product Markets: When and How Status Beliefs Transfer to Products,"** *Social Forces*, Jan. 22, 2019. By Elise Tak, Shelley J. Correll, Sarah A. Soule.

**"Why Most Performance Evaluations Are Biased, and How to Fix Them,"** *Harvard Business Review*, Jan. 11, 2019. By Lori Mackenzie, JoAnne Wehner, Shelley J. Correll.

**"Study: When Leaders Take Sexual Harassment Seriously, So Do Employees,"** *Harvard Business Review*, Dec. 14, 2018. By Chloe Hart, Alison Dahl Crossley, Shelley J. Correll.

**"Leader Messaging and Attitudes Toward Sexual Violence,"** *Socius*, Nov. 12, 2018. By Chloe Hart, Alison Dahl Crossley, Shelley J. Correll.

**"How Masculinity Contests Undermine Organizations, and What to Do About It,"** *Harvard Business Review*, Nov. 2, 2018. By Jennifer L. Berdahl, Peter Glick, Marianne Cooper.

**"Two Powerful Ways Managers Can Curb Implicit Biases,"** *Harvard Business Review*, Oct. 1, 2018. By Lori Mackenzie, Shelley J. Correll.

**"Why Women Stay Out of the Spotlight at Work,"** *Harvard Business Review*, Aug. 28, 2018. By Priya Fielding-Singh, Devon Magliozzi, Swethaa Ballakrishnen.

**"Intentional Invisibility: Professional Women and the Navigation of Workplace Constraints,"** *Sociological Perspectives*, June 25, 2018. By Swethaa Ballakrishnen, Priya Fielding-Singh, Devon Magliozzi.

**"Pulled in Too Many Directions: The Causes and Consequences of Work-Work Conflict,"** *Sociological*

*Perspectives*, May 21, 2018. By Alison T. Wynn, Magali Fassiotto, Caroline Simard, Jennifer L. Raymond, Hannah Valantine.

**"Puncturing the Pipeline: Do Technology Companies Alienate Women in Recruiting Sessions?"** *Social Studies of Science*, Feb. 9, 2018. By Alison T. Wynn, Shelley J. Correll.

**"The Mysterious Origins of the Enduring Heart Symbol,"** *Wall Street Journal*, Jan. 26, 2018. By Marilyn Yalom.

**"Fit to be King: How Patrimonialism on Wall Street Leads to Inequality,"** *Socioeconomic Review*, 2018. By Megan Tobias Neely.

**"Policy" in "Special Issue: State of the Union, Gender Inequality,"** *Pathways, A Magazine on Poverty, Inequality and Social Policy*, 2018. By Marianne Cooper, Shelley J. Correll.

## BOOKS, CHAPTERS AND STORIES

***The Amorous Heart: An Unconventional History of Love***, 2018. By Marilyn Yalom.

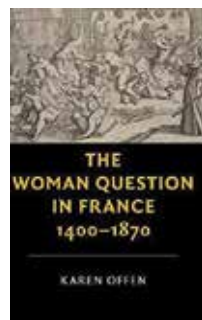
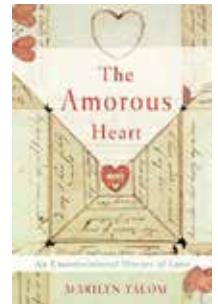
***The Woman Question in France, 1400–1870 and Debating the Woman Question in the French Third Republic, 1870–1920***, 2018. By Karen Offen.

**"Combating Gender Bias in Modern Workplaces" in *Handbook of the Sociology of Gender***, 2018. By Alison T. Wynn, Shelley J. Correll.

**"Feminists Reshaping Gender" in *Handbook of the Sociology of Gender***, 2018. By Alison Dahl Crossley, Laura K. Nelson.

**"Online Feminism is Just Feminism," in *Nevertheless, They Persisted: Feminisms and Continued Resistance in the U.S. Women's Movement***, 2018. By Alison Dahl Crossley.

**"Il Piccolo Tesoro,"** *Ploughshares*, Winter 2017–18. By Valerie Miner.





# Intergenerational Mentorship: Students, Staff and Faculty Benefit from Shared Work and Research

In feminist movements, generations of activists often work together to learn from and sustain each other to advance their goals. At the Clayman Institute, this same spirit of collaboration informs a breadth of programming and research efforts, through fellowships, internships, academic and community engagement, and more. Feminist mentoring enriches the lives of both mentor and mentee.

Intergenerational connections brought the Clayman Institute into being 45 years ago, when students Beth Garfield, Susan Heck and Cynthia Russell approached then-Assistant Professor Myra Strober with their vision for a Center for Research on Women. Throughout our history, our directors have maintained this principle. Today, it is not unusual for Clayman Institute faculty and staff to collaborate with postdoctoral fellows and graduate students on original research, publishing work together, translating their research and presenting findings at conferences.

The Clayman Institute maintains intergenerational mentorship as a core value, involving all members: our undergraduate and graduate students, postdoctoral fellows, researchers, staff members, advisors, fellows and affiliated faculty. These values not only reflect our past, but also constitute an investment in the future of gender scholarship and feminist community. The operation of these programs relies greatly on the generosity of Clayman Institute advisors and donors. Our deepest appreciation to this group for their valuable investment in the future of gender scholarship.



▲ Postdoctoral fellows enjoy an exchange with postdoctoral fellowship program alumna Ashley Farmer (2nd from left), now an assistant professor of history and African and African diaspora studies at the University of Texas at Austin. Also pictured from left: Alison Wynn, Aliya Rao and Megan Tobias Neeley.



▲ Clayman Institute Director Shelley J. Correll (center) enjoys a moment with our interns. From left, Carla Saadiya Forbes, Chelsea Arlene Medina, Mariana Benitez-Arreola, Alison Marie Romero, Amy Arrellin and Janelle Kwofie. Forbes, Medina and Romero were undergraduate Susan Heck interns; the other three were high school interns.



◀ At summer's end, interns present their work to Clayman Institute staff and fellows. High School Intern Amy Arrellin shares her research in the conference room at Carolyn Lewis Attneave House.

# Future of Feminist Scholarship: Graduate and Postdoctoral Fellows

by Cynthia Newberry

The Clayman Institute invests in future gender research through programs such as our fellowships for graduate students and postdoctoral researchers. While these up-and-coming scholars conduct important research during their time at the Institute, long after their fellowships are over, these scholars tell us that their fellowships have enhanced their connections, their research skills and their collaboration opportunities. We are paving the way for a bright future for these early-career gender scholars who are poised to become leaders in their fields. The Clayman Institute is grateful for the support of its advisors and major donors, whose generous gifts and endowments enable us to continue these programs each year.

Postdoctoral fellows are in-residence at the Clayman Institute for two years, and recently have completed their doctorates prior to joining us. In addition to their own research, they mentor students and interns, lead programs such as Graduate Voice and Influence, attend research presentations from faculty research fellows, and translate research to

broad audiences by writing for Gender News. Current postdoctoral fellows, all sociologists, are Megan Tobias Neely, Michela Musto and Alison T. Wynn.

After postdoctoral fellows complete their terms, their connection to the Clayman Institute often continues. Erin Cech, now an assistant professor of sociology at the University of Michigan, returned to Stanford to speak on the culture of inequality in STEM (see story p. 4). Upon publishing her book, *Remaking Black Power: How Black Women Transformed an Era*, Ashley Farmer, an assistant professor in the departments of History and African and African Diaspora Studies at the University of Texas at Austin, came to the Clayman Institute for a book talk. She took some time to engage in discussion with that year's postdocs as

well (see p. 9).

For those students working on completing their doctorates, the Graduate Dissertation Fellowship is awarded

each year to three outstanding Stanford doctoral students who are engaged in research on women or gender. Fellowships provide financial support for top gender scholars as they complete their dissertations, while encouraging interdisciplinary connections for their research.



Michela Musto and Alison T. Wynn.

Clayman Institute graduate dissertation fellows teach or TA a course in the Feminist, Gender and Sexuality Studies Program, have offices at the Clayman



Institute and participate in the intellectual life of the Clayman Institute. They also take part in the Graduate Voice and Influence Program. Current Clayman Institute GDFs are Emily K. Carian, sociology; Mariana Castrellon, law; and Taylor Orth, sociology.

GDFs often tell us their fellowships enhanced their time at Stanford. Former GDF Fiona Lee wrote: “I rarely had opportunities to collaborate with researchers outside of my own discipline. The Clayman Institute was a hub for enthusiastic gender scholars from diverse fields. As a graduate dissertation fellow, I attended faculty research talks and meetings and interacted with researchers affiliated with the [Institute]. From these experiences, I gained perspectives and connections that I could not get from elsewhere.”

Recent GDF graduates have followed diverse professional paths. The following are examples of where a few former GDFs are today:

**ANNELISE HEINZ** (GDF 2014–15), assistant professor of history at the University of Oregon, researches the intersections of race, gender and sexuality in American and transpacific history.



◀ **SUSAN FISK** (GDF 2014–15), assistant professor of sociology at Kent State University, works to “deepen our knowledge of the mechanisms that create gendered inequalities in the economy and to create interventions to disrupt them.”

**ED KING** (GDF 2015–16), a computational linguist at Google, applies his expertise on how an individual’s gender affects listeners’ processing of their speech.



◀ **MANA NAKAGAWA** (GDF 2014–15) is the diversity and inclusion strategy and operations lead at Facebook. She also worked closely with Sheryl Sandberg on her bestseller *Lean In: Women, Work and the Will to Lead*, focusing on the international research efforts for the book’s release in nearly 50 countries.

**SANDRA NAKAGAWA** (GDF 2015–16), science and technology policy legislative aide for the California Council on Science and Technology, worked to craft language for



Graduate dissertation fellows for 2018–19 are Emily K. Carian, Taylor Orth and Mariana Castrellon (L-R). Photo: Cynthia Newberry

California laws on such issues as a requirement that corporate boards of directors include at least one woman.

The Clayman Institute’s director, **SHELLEY CORRELL**, was a GDF herself in 2000–01.

**BEN ALLEN**, a 2016–17 GDF, said of his fellowship: “The sociological and social-psychological research I have been exposed to through my conversations within the Clayman Institute community have pointed me toward ways that computer science instructors can structure curricula to avoid the (specifically) gender-exclusionary practices present within computer science education as a field; I am grateful to have had the opportunity to work alongside these researchers.”

As the translation of gender research is a core principle of our work at the Institute, the program also trains fellows to speak to broad audiences. For example, former GDF Priya Fielding-Singh published an op-ed in the *San Francisco Chronicle*, “Dads Should Take More Active Role in Families’ Healthy Eating.” Fielding-Singh and collaborators also published an article in *Harvard Business Review* on another research project, “Why Women Stay Out of the Spotlight at Work.”

During their time at the Clayman Institute, fellows not only deepen their gender research skills, but also find their public voices. Whether they continue in academia or pursue careers in the private sector, nonprofits or government, Clayman Institute fellows have the research expertise, preparation and connections to make change in their spheres of influence.

---

CYNTHIA NEWBERRY is communications manager for the Clayman Institute.



# POSTCARDS FROM OUR POSTDOCS

**NAME:** Megan Tobias Neely

**POSITION:** Postdoctoral fellow, 2017–19

As a second-year postdoctoral fellow, I divide my time between carrying out my own research and contributing to the lively scholarly community here at the Clayman Institute. I write articles for Gender News, participate in the Faculty Fellows series, teach an introductory gender course to our summer interns and organize the Graduate Voice and Influence Program. These activities significantly enhance my own scholarship, which focuses on gender, race and social class inequality in the workplace and the labor force with a focus on the financial and technology sectors. Before coming to Stanford, I graduated in 2017 with a doctorate in sociology from the University of Texas at Austin. Although I'm not always such a jetsetter, this year also involved a flurry of travel and interesting experiences.



**Nov. 7–8 at UNRISD** Last November, I traveled to Geneva, Switzerland, to present my research at the Palais des Nations. The United Nations Research Institute for Social Development (UNRISD) hosted the conference, titled "Overcoming Inequalities in a Fractured World: Between Elite Power and Social Mobilization." Other presenters included Vandana Shiva, Saskia Sassen and Naila Kabeer – all of whom are scholars whose work I read as an undergraduate and inspired me to pursue a graduate degree in sociology. UNRISD recently invited me to publish my paper in an edited volume alongside these scholars.



**Feb. 5–6 NIH** I flew to Washington, DC, for a working group meeting at the National Institutes of Health (NIH). This advisory committee will provide recommendations to the NIH's director, Francis Collins, on "Changing the Culture to End Sexual Harassment." Throughout the year, we will help develop strategies and suggest system-wide changes to culture and climate to prevent harassment and gender discrimination.





**Feb. 7–10 SWS** Next, I traveled to Denver, Colo., for the Sociologists for Women in Society's conference, where I joined the Clayman Institute's Director Shelley Correll, Associate Director Alison Dahl Crossley, and affiliated students and former postdocs. The theme of the meeting was "Building Solidarity: Celebrating the Past, Navigating the Present, and Preparing for Our Futures."

**March 13–17 ESS** In March, I flew to Boston, Mass., for the Eastern Sociology Society's annual meeting. There, I met up with Aliya Rao, the 2016–18 Clayman Institute postdoctoral fellow. Aliya, an assistant professor of sociology at Singapore Management University, and I organized a mini-conference on the topic of emotions at work. We also have been writing an article together on the expectation to express passion for work that was invited to be revised and resubmitted to *Sociology Compass*.



**Monthly gVIP Meetings** As a postdoctoral fellow, I serve as the faculty mentor of the Clayman Institute's Graduate Voice and Influence Program. This program creates a cross-disciplinary community of women graduate students from all seven schools at Stanford and imparts critical research-based professional training. This year, the program included sessions with Staci Haines from the Strozzi Institute for Embodied Leadership, Joy Gaston Gayles with the National Center for Faculty Development and Diversity, and Deborah Gruenfeld and Kay Kostopoulos from Stanford's Graduate School of Business.

**NAME:** Michela Musto

**POSITION:** Postdoctoral Fellow, 2018–20

**BACKGROUND:** Musto graduated from the University of Southern California with a doctorate in sociology and a graduate certificate in Gender Studies in 2018.

Her areas of expertise include gender, sexualities, children and youth, education, sport and social inequalities. This year's highlight: It has been such a privilege to be a postdoc at the Clayman Institute. Not only has this fellowship provided me the time and space to further develop my own work, but it also has connected me with an interdisciplinary community of gender scholars on Stanford's campus. **"Between learning the ins and outs of the Institute as well as writing Gender News articles on scholars like Erin Cech – a Clayman Institute alum who is now an assistant professor at the University of Michigan – I have been able to see the many avenues my career could take next."**



## CARTE POSTALE

CORRESPONDANCE

**NAME:** Alison T. Wynn

**POSITION:** Diversity and inclusion postdoctoral fellow, 2017–19

**BACKGROUND:** Wynn received a doctorate in sociology from Stanford University. Her research examines organizational policies and practices that may inadvertently create or reinforce inequality. Prior to graduate school, she worked as a human capital analyst with Deloitte Consulting. This year's highlights: One was speaking at the Engineering Career, Community, & Connections event. The other was having my research featured in a podcast called Better Life Lab, by Brigid Schulte with *Slate* and *New America Foundation*. **"I think what I love most about both opportunities was the chance to share my research with a broader audience and translate academic research into a concrete, usable format—a vitally important endeavor the Clayman Institute particularly fosters."**





# Student Workers Completing Multiple Years of Service, Mentorship

by Cynthia Newberry

From supporting events to coordinating archival materials, student workers at the Clayman Institute make many valuable contributions. This year, the staff will bid a fond farewell to two undergraduate workers, Edwina Owusu-Adjapang and Chiamaka Agali, who first came to the Clayman Institute in 2015 and 2017. Owusu-Adjapang will graduate with a degree in energy resources engineering, and Agali will earn a medical anthropology degree. Both women plan to pursue medical school.

The two students met through Stanford's African Student Association. Owusu-Adjapang was the first to begin working at the Clayman Institute, and later asked the staff to consider hiring Agali. Arriving directly from Ghana, the adjustment to Stanford was difficult at times, Owusu-Adjapang says. As an international student who is also low-income, she struggled with navigating college life. Event Coordinator Natalie Mason says, "We established a pretty comfortable environment for them to come to," and they often shared both laughter and their frustrations.

Fellowship Manager Wendy Skidmore says, "They're both an important part of our team and always willing to take on new things." Program Administrator Jennifer Portillo says she has enjoyed "watching them maneuver and learn and grow as individuals." They have demonstrated maturity through juggling a challenging class load with work, and learning how to function as part of a team. Over the years, their responsibilities evolved and increased. "Our relationship has felt more like

a partnership," Portillo says. She describes how Agali began working on a large archiving project at the Clayman Institute, and then took initiative by meeting with a professor from the campus-wide archiving effort and bringing back her own ideas to the Institute.

Owusu-Adjapang reflects on some of the valuable experiences she's had at the Clayman Institute. "I've learned to ask for help when I need it. I've also gotten mentorship." She mentions Melissa Abad, research associate for the Stanford VMware Women's Leadership Innovation Lab. "Melissa talks to us about the academy and graduate school. Basically, as women of color, there aren't that many opportunities and so you have to create them, you have to actively seek them."

She also mentions Clayman Institute Executive Director Lori Nishiura Mackenzie, who organized a visit to Genentech for the students. Mackenzie asked them to create an infographic based on Institute research. Owusu-Adjapang says, "We have a support system here of women who are able and willing to help us, and push us up the ladder."

The ideas they have learned at the Clayman Institute have influenced the students' work. Owusu-Adjapang spent a recent summer in Ghana, working with youth on sexual health education and consent. Agali, whose family moved from Nigeria to Kansas City when she was small, looks forward to her own Ghana experience with a Stanford program this summer. She will be placed at a school where she will encourage girls



Top: Student workers Chiamaka Agali and Edwina Owusu-Adjapang. Bottom: Chiamaka Agali, Wendy Skidmore, Jennifer Portillo, Natalie Mason and Edwina Owusu-Adjapang

to pursue their interests in STEM.

Reflecting on her time at the Clayman Institute, Agali says, "It's been a lot of fun. Everyone is so kind." Noticing that the students had explored little of the Bay Area while at Stanford, Portillo and then-Event Assistant Mia Toney got approval for a field trip. "We went to Santa Cruz. It was beautiful," Owusu-Adjapang says. "We walked around on the beach, and I tried a corn dog for the first time. I don't know how I feel about it," she laughs.

In addition to the events and the mentorship, it's clear Owusu-Adjapang and Agali appreciate the support they receive at the Clayman Institute. Agali says, "Jennifer reminds me so much of my mom," who always has encouraged her daughter's interest in science. "I never thought my boss would be a part of my Stanford experience, but she's become so integral to it."



# A Moving Exploration of Spiritual Ritual

by Cynthia Newberry

At a presentation exploring spiritual symbols and rituals and culminating with a dance and spoken-word performance, a common audience description of Amara Tabor-Smith's work was "moving."

Appearing in February 2019 at an Artist's Salon sponsored by the Clayman Institute, Tabor-Smith shared excerpts from her choreography and performance work and insights into the years-long development of what she has come to call "Conjure Art." She coined and adopted the phrase to explain how her performances utilize indigenous and religious spiritual ritual in pursuit of healing.

Tabor-Smith said social and environmental justice "have always been an inspiration for my art-making practice." A turning point came in 2010 with a piece called "Our Daily Bread," where she explored what it means to let go of practices and rituals. "I wanted to bring spiritual ritual more to the forefront."

She shared a video excerpt from a performance in 2013 in San Francisco that honored the legacy of a mentor, choreographer Ed Mock. Titled "Room Full of Black Men," the work was an affecting combination of jazz music and movement performance from a multi-generational group of black men performers, all dressed in white in a white room.

Her work now often takes place in such smaller, site-specific spaces rather than large, traditional performance venues. "I like the proximity of people," she explains. Currently, she's engaged in a multi-year, multi-site-specific work centered on Oakland, which has been identified as a hub for the displacement and trafficking of women and girls, the majority of them black. Incorporating about 20 women artists, activists and survivors, Tabor-Smith's performances have appeared in the streets of Oakland and in

local gathering places. Her purpose was to reveal vulnerability and find collective humanity, "taking the time to develop ritual around our grief, our exhaustion, our depression, our joy."

From the moment audience members entered the room, it was clear the Artist's Salon would defy traditional formats. The chairs were rearranged into a semi-circular space. Audience members came to the front of the room to kneel down and explore a long paper scroll, which featured symbols based on Haitian "vèvè" and comments for a collaborative work honoring the artist Ana Mendieta. She ended her presentation by performing a solo work in progress. Combining movement and spoken word, she revealed a multi-generational story about race, identity and white privilege, much of it based in her own family history.

"Amara's presentation captured the essence of the Artist's Salon," Clayman Institute Event Coordinator Natalie Mason said. "She shared her talent through a moving performance, and at the same time brought to light social issues, which are at the heart of her work."

Tabor-Smith is a Stanford TAPS/IDA Artist-in-Residence and the Artistic Director of Committee on Black Performing Arts. She is a 2018 USA Artist Fellow, a 2017 UBW Choreographic Center Fellow, and is a 2016 recipient of the Creative Capital Grant along with collaborator Ellen Sebastian Chang. She is the artistic director of Deep Waters Dance Theater.

Tabor-Smith received her MFA in Dance from Hollins University.

Led by Clayman Institute Artist-in-Residence Valerie Miner, the Artist's Salon program shows how the



Artist-in-Residence Valerie Miner, Amara Tabor-Smith, Clayman Institute Director Shelley Correll.

arts contribute to larger issues of gender equality. At each annual event, a faculty or staff artist at Stanford is invited to share their work and engage in dialogue with the Stanford community.



## Honoring our Founders: Myra Strober Feted as First Director

**T**he Clayman Institute for Gender Research shone a spotlight on the incomparable contributions of Myra Strober at the Honoring our Founders event in May 2018. “Myra’s vision and leadership are why we are all here today,” Clayman Institute Director Shelley J. Correll said in her opening remarks, “and why the work of what is now called the Clayman Institute continues.”

More than 100 longtime friends and supporters gathered to honor the women who started the Stanford Center for Research on Women (CROW) 45 years ago. In addition to Correll, the program included remarks from Nannerl Keohane, an early faculty affiliate; Marilyn Yalom, former director and senior scholar; Cynthia Russell, who as a student approached Strober about establishing the center; and concluded with a toast from the Institute’s Executive Director Lori Nishiura Mackenzie. Honoring our Founders was hosted at the Faculty Club by the Clayman Institute and co-hosted by the Graduate School of Education and Graduate School of Business.

When CROW opened its doors in 1974, Strober was its first director. She served until 1976 and then again from 1979 to 1984. Russell, one of the three students who co-founded the Institute with Strober, and a current Clayman Institute Advisory Council member, spoke about her work and friendship with Strober through the past four decades. “I am so pleased that Myra has been recognized for her courage and commitment in founding what is now

known as the Clayman Institute,” she said. “Myra has always believed that an interdisciplinary center devoted to research on women could be viable at Stanford, and it is thrilling to see how successful the Institute has become. I am grateful for the opportunity I had to begin my career working with Myra when the Institute was launched and to call her a close friend to this day.”

Strober continues her involvement in the Institute not only as a member of the Advisory Council, but also as a valued peer, faculty emerita and mentor to the Institute’s fellows. She is a labor economist and professor emerita of the Schools of Education and Business. Her research focus is on gender issues at the workplace, work and family, and multidisciplinary in higher education. Her most recent book, *Sharing the Work: What My Family and Career Taught Me about Breaking Through (and Holding the Door Open for Others)*, was published in 2016 by the MIT Press.

Strober was the first chair of the National Council for Research on Women, president of the International Association for Feminist Economics, and vice president of the NOW Legal Defense and Education Fund (now Legal Momentum). She was an associate editor of *Feminist Economics* and a member of the Board of Trustees of Mills College. Strober holds a bachelor’s degree in industrial and labor relations from Cornell University, a master’s degree in economics from Tufts University and a doctorate in economics from MIT.





Opposite page: Strober addresses a full reception room at Honoring our Founders. This page: (top left) Molly Anderson, Institute Advisory Council (AC) member; Caroline Simard, managing director, Stanford VMware Women's Leadership Innovation Lab; Ina Coleman, AC member; (top right) Director of Programs Shivani Mehta; Executive Director Lori Nishiura Mackenzie; Associate Director Alison Dahl Crossley; and Christine Min Wotipka, former faculty research fellow; (middle left) Michelle R. Clayman, AC Chair; Director Shelley J. Correll; Esther Koch; and Deborah Byron, AC member; (middle right) Nannerl Keohane, early faculty affiliate; and Cynthia Russell, Institute co-founder and AC member; (bottom) Robert Nimmo, AC member; Lori Nishiura Mackenzie; honoree Myra Strober; Cynthia Russell; Susan Colby, former AC member; and Mayree Clark, AC member.



# Clayman Institute Year in Review, 2018–19

## FEBRUARY 2018



**Riché Barnes**, assistant professor of anthropology and dean of Pierson College at Yale University, discusses her book, *Raising the Race: Black Career Women Redefine Marriage, Motherhood, and Community*



Artist's Salon with **Chang-Rae Lee**, the Ward W. and Priscilla B. Woods Professor of English and Creative Writing at Stanford

## MARCH 2018



**Correll** appears in conversation with **Gretchen Carlson** ('90) to discuss sexual harassment and Carlson's new book, *Be Fierce: Stop Harassment and Take your Power Back*



Former Postdoc **Ashley Farmer** returns to share her new book, *Remaking Black Power: How Black Women Transformed an Era*

## APRIL 2018

**Michelle R. Clayman** begins term on Stanford Board of Trustees

## MAY 2018

**Rina Friedberg** honored with 2018 Marjorie Lozoff Award



**Murphy Temple** receives 2018 Marilyn Yalom Prize for research in history

Honoring Our Founders event with **Myra Strober**

Stanford VMware Women's Leadership Innovation Lab secures major endowment from VMware

## SEPTEMBER 2018

**Fiona Lee** wins 2018 Myra Strober Prize

10 Stanford faculty members join the 2018–19 Faculty Research Fellows program

**Michela Musto** joins as postdoctoral fellow

Clayman Institute welcomes three graduate dissertation fellows: **Emily Carion**, **Mariana Castellon** and **Taylor Orth**

## NOVEMBER 2018

**Erin Cech** delivers guest lecture: "Professional Cultures and Inequality in STEM"



**Cynthia Newberry** joins as communications manager

**Michelle Mercer** (AB '81 and JD '86) and **Bruce Golden** (MBA '85) endow two named chairs, one in women's leadership and one in feminist and gender studies

Celebration of the Seeds of Change initiative, and Fireside Chat with VMware CEO **Pat Gelsinger** (MSEE '85)

## FEBRUARY 2019



Artist's Salon with **Amara Tabor-Smith**, Stanford TAPS/IDA Artist-in-Residence and the Artistic Director of Committee on Black Performing Arts

## MARCH 2019



Executive Director **Lori Nishiura Mackenzie's** 10th anniversary at the Clayman Institute

## APRIL 2019

Attneave House Celebration: Stanford community honors **Carolyn Lewis Attneave** (MA '47, PhD '52), for whom the Clayman Institute's historic building has been renamed

## MAY 2019

Gender Equality in 2019: Symposium featuring **Shelley Correll, Erin Cech, Adina Sterling, David Pedulla**

## In Remembrance

### Eleanor Maccoby

The Clayman Institute remembers the powerful legacy of Stanford psychologist Eleanor Maccoby, a pioneer in gender research, a leader in our formation in the 1970s, and a mentor to women faculty. She died at age 101 in December 2018. Of her landmark 1974 book with Carol Jacklin, *The Psychology of*

*Sex Differences*, Maccoby said: "Its basic message was that most of what we think about as essential differences in the sexes are myths. They aren't true."



She was the first woman to chair the Stanford Psychology Department and the first part-time tenured faculty; her milestones were many. Of Maccoby's critical role in founding what was to become the Center for

Research on Women, and later the Clayman Institute, Strober said: "Eleanor was clear throughout her time on the [Center's founding Policy Board] that the mission of the Center had to be research, that although several other universities had created women's studies programs that offered classes, Stanford's comparative advantage was in research, and we needed to concentrate on pushing the field forward."

Maccoby joined us in May 2018 for the "Honoring our Founders" event, where she is pictured (above).

### Elizabeth Roden

Elizabeth Bushnell Brewer Roden, educator, playwright, actress and activist, passed away on Feb. 7, 2019. The Clayman Institute honors Roden's place as one of our Senior Scholars, as she participated for many years in the work of Stanford University's Center for Research on Women and Gender (CROW).

Roden wrote an impressive series of plays about unsung women artists such as Sarah Bernhardt, Maud Gonne, Jeanne Stafford and Dorothea Lange. Her last play, *Dorothea*, had many successful productions and iterations.



# Four New Leaders Join Clayman Institute Advisory Council

by Shivani Mehta

A key element in the Clayman Institute's growth over the years has been each director's deep interest in expanding our network and bringing together incredible supporters of gender research. These supporters contribute to our work in many ways, and one meaningful way is by serving on the Institute's Advisory Council. This extraordinary group includes some of the Institute's strongest advocates, who provide expert guidance, facilitate strategic connections, and serve as an important and solid pillar of support. Advisors convene twice a year on the Stanford campus. We are delighted to provide a spotlight on our four newest members.

## Arun Chandra

Arun's connection to the Clayman Institute began with his daughter, who is a high school participant of the Stanford VMware Women's Leadership



Innovation Lab's Seeds of Change program. Arun also is connected to Stanford via his son, a current student ('21). Arun is vice president in global operations

at Facebook and previously served as vice president of global operations for Hewlett Packard Enterprise. He graduated from IIT Kanpur with a bachelor's degree in computer science, followed by a master's degree in computer science from The Ohio State University and an MBA from Santa Clara University. Arun also volunteers his time on the boards of Saint Francis High School and Santa Clara University Leavey School of Business.

## Sumita Chandra

Sumita became passionate about gender studies while raising a daughter with a keen interest in technology. She is an active member of the Stanford Parents' Club, where she serves as co-chair of the



Family Weekend Extravaganza and is also involved in other activities on campus. Sumita's son is a current Stanford student ('21). Sumita's daughter is a

high school participant of the Stanford VMware Women's Leadership Innovation Lab's Seeds of Change program. Sumita received her master's degree in economics in India and her MBA from Santa Clara University. She previously worked at Hewlett Packard as a senior financial analyst and has volunteered in various leadership roles at her children's schools and the Palo Alto Hills Club.

## Pamela Hamamoto

Pamela served under President Barack Obama as ambassador to the United Nations in Geneva from 2014 to 2017, where she led the United States' largest overseas multilateral diplomatic post.



In 2015, she co-founded International Gender Champions, a global network of leaders committed to promoting gender equality through specific actions and policy changes. Previously, she worked as a civil engineer and computer programmer fo-

cused on hydroelectric energy generation and as a strategic planner in the telecommunications sector. She also spent 10 years as an investment banker. Pamela has served as a valued trustee to several educational institutions, as co-chair of President Obama's National Finance Committee in Northern California and as a member of the Stanford Athletic Board. She currently serves on the board of the Ploughshares Fund and as a Stanford Distinguished Careers Institute (DCI) Fellow. She earned bachelor's and master's degrees in civil engineering from Stanford and an MBA from UCLA.

## Leah Middlebrook

Some of Leah's earliest childhood memories involve accompanying her mother, former Stanford professor and Clayman Institute Director Diane Wood Middlebrook, to events and meetings at the Center for Research on Women (now known as the Clayman Institute for Gender Research). The building has been moved, but the rooms are the same, and the stairs creak in the same way. Leah Middlebrook teaches comparative literature and Spanish at the University of Oregon. She moved to Oregon after earning a bachelor's degree from Columbia University and a master's and doctorate from UC Berkeley. She divides her time in Oregon between Eugene and Portland. She is an avid runner, skier, swimmer, reader, teacher and mentor. Leah considers these last two qualities as legacies from her mother.



SHIVANI MEHTA is director of programs for the Clayman Institute.



# Michelle R. Clayman elected to the Stanford University Board of Trustees

Continuing three decades of service as an alumna, Michelle R. Clayman was elected to the Stanford University Board of Trustees in 2018. She serves as chair of the Clayman Institute Advisory Council; she endowed the Institute in 2010.

Clayman recently said of her year of service on the Board of Trustees:

“It’s been a privilege to sit in board meetings. I’ve been impressed with the collegiality of the board.” Regarding the content of discussions, she said, “The range of topics covered is vast. The conversations have been deep, and the administration and board are not shy about tackling complicated issues in a thoughtful way.”

In keeping with her long commitment to gender equality, Clayman emphasized her support of the president’s Inclusion, Diversity, Equity & Access in a Learning Community (IDEAL) initiative. “I’ve been pleased that the IDEAL initiative is front and center. Providing equal access and opportunity has been central to the work of the Institute for over 40 years,” she said.

Those at the Clayman Institute who have worked with Clayman for almost a decade reflected on the qualities she will bring to her appointment. “Michelle’s collaborative leadership speaks volumes,” Director Shelley Correll said. “The future of a more diverse and inclusive university looks more promising with the addition of Michelle to the Board.”

“In our research, we talk about the kind of leader who is a driver of out-

standing outcomes and a collaborator who helps all the boats rise. Michelle is that kind of leader,” Executive Director Lori Nishiura Mackenzie said.

A Stanford Graduate School of Business alum (MBA ’79), Clayman has held numerous volunteer positions at the school, including serving as a member of the Dean’s Advisory Council.



Beyond GSB, Clayman served on the Humanities and Sciences Council as well. “I was delighted by the election of Michelle Clayman to the Board of Trustees,” commented then-Dean of the School of Humanities & Sciences Richard Saller. “Her contributions to Stanford are already manifold, and she will bring fresh perspectives to the Board, as she did to the H&S Council.”

Following on her long service to the GSB, Clayman first came to the Institute for Gender Research because she wanted to know more about the kind of work Stanford was doing around women and gender, she said in a 2005 interview. “I was impressed by the breadth of research covered: history, literature, law, medicine, anthropology and psychology.” She said, “Its work is important because it is often cross-disciplinary and cutting edge.”

The founder and managing partner of New Amsterdam Partners, an institutional money management firm in New York, Clayman is a prominent voice in the financial community. She sits on the boards of the Society of Quantitative Analysts and the Q Group (the Institute for Quantitative Research in Finance).

“Michelle’s collaborative leadership speaks volumes. The future of a more diverse and inclusive university looks more promising with the addition of Michelle to the Board.”  
—Shelley Correll

She is also a volunteer for the CFA Institute, a global association of investment professionals. Her work has been published regularly in financial journals, and she is a frequent commentator for Bloomberg and other financial media.

Clayman earned bachelor’s and master’s degrees in philosophy, politics and economics from Oxford University in 1975 and an MBA from Stanford in 1979. She was the first woman to win the Stanford GSB Excellence in Leadership award, in 2008, and also was recognized with a 2010 National Council for Research on Women (NCRW) “Making a Difference for Women” award. She is a recipient of the Stanford Medal for service to the university and the John Gardner Award for service to the GSB. She co-founded two initiatives at the GSB: the Women’s Initiative Network (WIN) and the Women’s Circles.

In her local community, Clayman was a Girl Scout leader for 17 years and serves as board chair of the Girl Scouts of Greater New York.

This story includes staff and university reporting.

## VMware Invests in Long-Term Research to Accelerate Women's Leadership

The technology firm VMware provided a \$15 million gift in May 2018 to endow the Stanford VMware Women's Leadership Innovation Lab, formerly called the Center for Women's Leadership. The Center launched in 2013 with seed funding from Stanford then-President John Hennessy. It was led by Professor Shelley J. Correll, also director of the Clayman Institute. Correll has been named director of the Women's Leadership Lab.

"We are calling this new endeavor a 'lab' to underscore our core goal of creating broad research collaborations that include academic researchers and industry practitioners," Correll said. "To have the biggest impact, research needs to include a combination of basic and applied research. The Stanford VMware lab will do just that, researching basic causes of gender inequality and using this knowledge to generate interventions that are empirically evaluated in actual workplaces."

Partnership and collaboration are at the core of the Stanford VMware Lab's mission. The Lab's Corporate Program is designed to connect research with affiliates in industry. "I learned a lot about partnership while director of the Clayman Institute and look forward to continuing that model at the new Lab," said Correll.

"This wonderful gift demonstrates VMware's visionary leadership in recognizing the impact of the Stanford team's groundbreaking research," said Michelle R. Clayman, chair of the Clayman Institute's Advisory Council. "Gender research and gender equity are important in improving lives, technology, innovation and society. Hats off to VMware for being in the vanguard."

VMware has supported other university programs to level the playing field for women, such as the Seeds of Change initiative, led by Director of Leadership Research and Programs and Senior Research Scholar Sara Jordan-Bloch, which partners Stanford undergraduates in technology disciplines with female high school students interested in STEM careers. The goal is to expand the program nationally.

"To solve the systemic issue of gender equality, we must actively pursue research and identify solutions that address gender equality as a social good and business imperative," says Pat Gelsinger, CEO of VMware and a Stanford alumnus (MSEE '85).

## Stanford Renames Clayman Institute's Building for Carolyn Lewis Attneave

Stanford honored Carolyn Lewis Attneave, an internationally renowned scholar and psychologist, by renaming Serra House, home to the Clayman Institute for Gender Research since 1979. The building is now Carolyn Lewis Attneave House.



The committee that recommended Attneave's name called her "an inspiring role model who, in her pursuit of scholarly knowledge for the public good, embodies the ideals of Stanford University to the highest degree" and noted that "she largely created the field of Native American mental health, which was virtually nonexistent when she began her professional career in the 1950s."

Attneave was born of mixed Lenni-Lenape and Scandinavian heritage and dedicated her professional life to cross-cultural understanding. She earned two Stanford degrees in education: her master's in 1947 and doctorate in 1952. She taught at two Texas colleges before joining the Oklahoma State Department of Health, where she provided mental health services to American Indian tribes.

Attneave's focus on Native Americans took her to Philadelphia and Boston, where she founded the organizations now known as the Society of Indian Psychologists and North American Indian Center of Boston. She also explored, as a Stanford doctoral student, the educational needs of Japanese-Americans interned during World War II and, later, the counseling needs of African-American communities in Philadelphia. She died in 1992.

Clayman Institute Director Shelley Correll said, "It's such a fitting choice, because Attneave is someone whose work deserves recognition, and she's also someone who worked with several marginalized communities. The resonance with Clayman Institute's mission for equality makes the source of our new name a story we'll be proud to share."

The Board of Trustees decided last year to rename some campus features previously named for Father Junipero Serra. Native American students raised concerns in 2016 based on the harmful impacts of the California mission system on Native Americans.

The house was built in 1923 as a retirement residence for Stanford's first president. A renaming celebration in April 2019 included Attneave's family, students, Clayman Institute staff and affiliates, university officials and Native American community members.



## Alums Michelle Mercer and Bruce Golden Endow Two Named Professorships for Gender Scholars

To inspire a broader recruitment effort of faculty gender scholars, two named professorships have been established at Stanford's School of Humanities and Sciences, thanks to a generous gift from Michelle Mercer and Bruce Golden. Clayman Institute Director Shelley J. Correll will serve as the inaugural Michelle Mercer and Bruce Golden Family Professor in Women's Leadership. A search is underway to fill the second named chair, the Michelle Mercer and Bruce Golden Family Professorship in Feminist and Gender Studies.

"In making these gifts, the donors seek to recognize the value to society of feminist and gender studies as an academic discipline and to leverage Stanford's reputation as a leader in higher education by encouraging and catalyzing the recruitment of faculty working in this area," the dean's office states.

Michelle Mercer, AB '81 and JD '86, has worked in the non-profit sector, government and the law, and is especially passionate about feminist issues, immigrant rights and women's reproductive rights. She currently serves on the board of the Immigrant Legal Resource Center in San Francisco and on the Clayman Institute Advisory Council. Bruce Golden, MBA '85, is a partner at Accel Partners, where he focuses on enterprise software. Mercer and Golden currently live in San Francisco.

In addition to serving since 2010 as the Barbara D. Finberg Director of the Clayman Institute for Gender Research, Correll directs the Stanford VMware Women's Leadership Innovation Lab. She is professor of sociology and organizational behavior at Stanford University and professor by courtesy at Stanford Graduate School of Business.

This issue of *upRising* is dedicated to our extraordinary Barbara D. Finberg Director (2010–19) **Shelley J. Correll**. Her leadership, vision and intellectual rigor have set a new standard for gender research at Stanford and beyond. This is evident within the breadth of impact of her work, from mentoring generations of students and early-career gender scholars, to publishing cutting-edge research, to leading innovative, research-based change in organizations and academia. Correll is a feminist academic and leader of the highest caliber. For her years of distinguished and impactful leadership of the Clayman Institute for Gender Research, we dedicate this issue of *upRising* to Shelley Correll.



Editorial Director: Alison Dahl Crossley  
Editor: Cynthia Newberry  
Designer: Sarah Caplan  
Proofreader: Barbara J. Egbert  
Cover Artist: Favianna Rodriguez  
Photographers: David Castillo, Cynthia Newberry, Michael Spencer, Jennifer Townhill

### The Michelle R. Clayman Institute for Gender Research

Carolyn Lewis Attneave House  
589 Capistrano Way  
Stanford, CA 94305  
650-723-1994  
gender-email@stanford.edu  
gender.stanford.edu | @Clayman\_Inst

### The Barbara D. Finberg Director

Shelley J. Correll

### Advisory Council

Michelle R. Clayman, Chair  
Barbara Adachi • Molly Anderson • Beth Axelrod  
Mari Baker • Valli Benesch • Deborah Byron  
Arun Chandra • Sumita Chandra • Mayree Clark  
Ina Coleman • Arjan Eenkema van Dijk  
Elizabeth Garfield • Pamela Hamamoto • Hannah Kain  
Gina MacArthur • Michelle Mercer • Leah Middlebrook  
Robert Nimmo • Cynthia Russell • Myra Strober  
Sally Thornton

### Debra Satz

Marta Sutton Weeks Professor of Ethics in Society  
Vernon R. and Lysbeth Warren Anderson Dean  
School of Humanities and Sciences

### In Memoriam

Barbara D. Finberg  
Susan Heck  
Jing Lyman  
Diane Wood Middlebrook

### Staff

Alison Dahl Crossley • Lori Nishiura Mackenzie  
Natalie Mason • Shivani Mehta • Valerie Miner  
Cynthia Newberry • Jennifer Portillo  
Wendy Skidmore

### Student Staff

Chiamaka Agali • Edwina Owusu-Adjapang



Clayman Institute staff and postdocs. Back row: Michela Musto, Cynthia Newberry, Natalie Mason, Shelley J. Correll, Lori Nishiura Mackenzie, Alison Dahl Crossley. Front row: Shivani Mehta, Jennifer Portillo, Wendy Skidmore, Alison Wynn.



## MISSION

Since 1974, The Michelle R. Clayman Institute for Gender Research has been committed to making the future feminist. We empower students and scholars in three key ways:

- Conduct and invest in intersectional gender research
- Mentor students through fellowships and internships
- Inspire, translate and amplify gender scholarship

## JOIN US

Donate Today to Support Our Work  
[gender.stanford.edu/donate](https://gender.stanford.edu/donate)

Subscribe to Gender News  
[gender.stanford.edu/subscribe](https://gender.stanford.edu/subscribe)