

TESSA L. DOVER, Ph.D.

Associate Professor, Applied Social Psychology
Portland State University

Psychology Department (PSY)
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Education

Ph.D.	2017	Psychological and Brain Sciences, University of California at Santa Barbara
B.A.	2011	Psychology and Legal Studies, Claremont McKenna College

Employment

Associate Professor, Portland State University, September 2023 – Present
Assistant Professor, Portland State University, September 2017 – September 2023

Dissertation

Not all inequalities are created equal: Inequality frames and threat among members of advantaged groups (2017). Dissertation Committee Chair: Dr. Brenda Major

Refereed PublicationsChapters

Dover, T.L., Hunger, J.M., & Major, B. (2020). Consequences of prejudice and discrimination on health and well-being. In K. Sweeny & M. Robbins (Eds.), *Wiley Encyclopedia of Health Psychology* (pp. 231-238). Wiley.

Major, B., & **Dover, T.L.** (2016). Attributions to discrimination: Antecedents and consequences. In T. Nelson (Ed.) *Handbook of prejudice, stereotyping, and discrimination* (2nd ed., pp. 213-239). Psychology Press.

Articles

*Feasel, S.H., **Dover, T.L.**, *Small, P., & Major, B. (2023). Discrimination and perceived cultural mismatch increase status-based identity uncertainty. *Personality and Social Psychology Bulletin*. Advanced online publication:
<https://doi.org/10.1177/01461672231163736>

Maryn, A.G., & **Dover, T.L.** (2023). Reporting rape: Stigmatizing reactions to survivors who

seek accountability. *Violence Against Women*. Advanced online publication: <https://doi.org/10.1177/10778012231163574>

- Maryn, A.G., & **Dover, T.L.** (2023). Who gets canceled? Twitter responses to gender-based violence allegations. *Psychology of Violence, 13*(2), 117–126.
- *Feasel, S., **Dover, T.L.**, *Small, P., & Major, B. (2022). Effects of discrimination vs. self-blame attributions on health: A longitudinal study. *Stigma and Health, 7*(3), 289–299.
- *Harris, P., Gordon, A.M., **Dover, T.L.**, *Small, P., Collins, N.L., & Major, B. (2022). Sleep, emotions, and sense of belonging: A daily experience study. *Affective Science, 3*(2), 295–306.
- Maryn, A.G., & **Dover, T.L.** (2022). A rose by any other name: Unacknowledged sexual coercion among Latinx undergraduates. *Journal of Aggression, Maltreatment & Trauma, 41*(4), 497–518.
- Dover, T.L.** (2022). Not all inequalities are created equal: Inequality framing and privilege threat for advantaged groups. *Group Processes and Intergroup Relations, 25*(3), 746–767.
- Kaiser, C. R., **Dover, T. L.**, *Small, P., Brady, L., *Xia, G., & Major, B. (2021). Diversity Initiatives and White Americans' Perceptions of Racial Victimhood. *Personality and Social Psychology Bulletin, 48*(6), 968–984.
- *Glance, A. M., **Dover, T. L.**, & Major, B. (2021). Latinx identity and intersectional responses to stigma. *Cultural Diversity and Ethnic Minority Psychology, 27*(4), 593–601.
- *Lieckly, E., Townley, G., **Dover, T.L.**, Brusilovskiy, E., & Salzer, M.S. (2021). Exploring urbanicity and its relationship with stigma and well-being outcomes for people with serious mental illnesses. *American Journal of Orthopsychiatry, 91*(2), 208–216.
- *Glance, A. M., **Dover, T. L.**, & *Zatkin, J. G. (2021). Taking the black pill: An empirical analysis of the 'Incel'. *Psychology of Men and Masculinities, 22*(2), 288–297.
- Dover, T.L.**, Major, B., & Kaiser, C.R. (2021). Cardiovascular, behavioral, and psychological responses to organizational pro-diversity messages among racial/ethnic minorities. *Group Processes and Intergroup Relations, 24*(8), 1241–1261.
- Gordon, A., Prather, A., **Dover, T.L.**, *Espino-Perez, K., *Small, P., & Major, B. (2020). Anticipated and experienced ethnic/racial discrimination and sleep: A longitudinal study. *Personality and Social Psychology Bulletin, 46*(12), 1724–1735.
- Dover, T. L.**, Kaiser, C. R., & Major, B. (2020). Mixed signals: The unintended effects of diversity initiatives. *Social Issues and Policy Review, 14*(1), 152–181.
- Dover, T. L.**, Major, B., & *Glance, A. M. (2020). Discrimination, Health, and the Costs and Benefits of Believing in System Fairness. *Health Psychology, 39*(3), 230–239.

- Dover, T.L.**, Major, B., & Kaiser, C.R. (2016). Members of high-status groups are threatened by organizational diversity messages. *Journal of Experimental Social Psychology*, 62(1), 58-67.
- Dover, T.L.**, Major, B., Kunstman, J.W., & Sawyer, P.J. (2015). Does unfairness feel different if it can be linked to group membership? Cognitive, affective, behavioral and physiological implications of discrimination and unfairness. *Journal of Experimental Social Psychology*, 56 (1), 96-103.
- Dover, T.L.**, Major, B., & Kaiser, C.R. (2014). Diversity initiatives, status, and system-justifying beliefs: When and how diversity efforts de-legitimize discrimination claims. *Group Processes and Intergroup Relations*, 17(4), 485-493.
- Kaiser, C.R., Major, B., Jurcevic, I., **Dover, T.L.**, Brady, L.M., & Shapiro, J.R. (2013). Presumed fair: Ironic effects of organizational diversity structures. *Journal of Personality and Social Psychology*, 104 (3), 504-519.
- Levin, S., Matthews, M., Guimond, S., Sidanius, J., Pratto, F., Kteily, N., Pitpitan, E. V., & **Dover, T.L.** (2012). Assimilation, multiculturalism, and colorblindness: Mediated and moderated relationships between social dominance orientation and prejudice. *Journal of Experimental Social Psychology*, 48(1), 207-212.
- Dover, T.L.**, Matthews, M., Krauss, D.A., & Levin, S. (2012). Just world beliefs, expert psychological testimony, and verdicts: A mediational model. *Analyses of Social Issues and Public Policy*, 12(1), 340-363.

Non-Refereed Publications

- Dover, T.L.**, Major, B., & Kaiser, C.R. (2016). Diversity policies rarely make companies fairer, and they are threatening to white men. *Harvard Business Review*. <https://hbr.org/2016/01/diversity-policies-dont-help-women-or-minorities-and-they-make-white-men-feel-threatened>

Selected Scholarly Works in Progress

Articles under review at refereed journals

- *Hachem, Z., & **Dover, T.L.** (*invited resubmission*). Conservatives become more pro-White in hiring decisions in the context of diversity initiatives. Invited resubmission, *Journal of Experimental Psychology: General*.
- *Hachem, Z., **Dover, T.L.**, *Small, P., & Major, B. (*invited resubmission*). Ethnic identity development in response to discrimination. Invited resubmission, *Self and Identity*.
- *Saucedo, J., Crain, T.L., Martinez, L.R., & **Dover, T.L.** (under review). Racial diversity in recruitment: The role of realistic website previews for racial and ethnic minority

applicants. Under review at *Journal of Business and Psychology*.

Articles in preparation

- Dover, T.L., & *Hachem, Z.** (*in preparation*). Lay responses to diversity initiatives: A mixed methods approach. Planned submission, *Cultural Diversity and Ethnic Minority Psychology*.
- Dover, T.L., Major, B., & Cole, S.** (*in preparation*). Conserved Transcriptional Response to Adversity and skin-deep resilience in Latinx undergraduates. Planned submission, *Health Psychology*.
- Dover, T.L.** (*in preparation*). When performing poorly feels better than performing well: Stereotype (dis)confirmation and group identification in college women. Submitted/rejected, *European Journal of Social Psychology*. Planned submission, *Self & Identity*.

Selected Presentations at Professional Meetings

- Dover, T.L.** (2023, May). *Psychological & behavioral Impacts of organizational DEI initiatives: Moving from stagnation & backlash to justice & inclusion?* [keynote address]. Diversity in Organizations Conference, Brussels, Belgium.
- Maryn, A., & **Dover, T. L.** (2022, June). *Challenge, Threat, and Stigma: Psychophysiological Responses to Sexual Violence Survivors*. Presentation at the Canadian Psychological Association Annual Conference in Calgary, AB.
- Dover, T.L.** (2022, April). *Intergroup responsiveness in organizational DEI initiatives: A framework to move from stagnation & backlash to justice & inclusion* [Distinguished Speaker Address]. Western Psychological Association Convention, Portland, OR, United States.
- *Hachem, Z., **Dover, T.L.**, & *Waklatsi, A. (2022, February). *Perceptions of diversity initiatives and organizational intent* [Poster presentation]. Annual Convention for the Society for Personality and Social Psychology, San Francisco, CA, United States.
- *Waklatsi, A., **Dover, T.L.**, *Hachem, Z. (2022, February). *Conservative values lead to increased pro-White hiring decisions in the presence of diversity initiatives*. [Poster presentation]. Annual Convention for the Society for Personality and Social Psychology, San Francisco, CA, United States.
- Dover, T.L.** (2021, February). *The Unintended consequences of signals sent by organizational diversity initiatives* [Paper presentation]. Annual Convention for the Society for Personality and Social Psychology, Virtual.

- Kaiser, C.R., Major, B., & **Dover, T.L.** (2020, June). *The ironic consequences of diversity initiatives on organizational justice* [Accepted paper presentation]. General Meeting of the European Association of Social Psychology, Krakow, Poland (not held due to Covid-19).
- *Glance, A. M., & **Dover, T. L.** (2020, February). *Labeling and reporting sexual violence: Stigma as a barrier for trauma survivors* [Poster presentation]. Annual Convention for the Society for Personality and Social Psychology, New Orleans, LA, United States.
- Dover, T.L.** (2019, February). *Diversity initiatives, inequality, and perceptions of justice among advantaged and disadvantaged groups* [Paper presentation]. Justice & Morality Preconference preceding the Annual Convention for the Society for Personality and Social Psychology, Portland, OR, United States.
- Dover, T.L.,** & Major, B. (2018, March). *Fairness beliefs as a double-edged sword for low-SES minority students* [Paper presentation]. Presented at the Health Preconference preceding the Annual Convention for the Society for Personality and Social Psychology, Atlanta GA, United States.
- Dover, T.L.,** & Major, B., & Kaiser, C.R. (2018, March). *Organizational pro-diversity messages: Unintended consequences for majority and minority groups* [Paper presentation]. Annual Convention for the Society for Personality and Social Psychology, Atlanta, GA, United States.
- Dover, T.L.,** Major, B., & Kaiser, C.R. (2017, October). *Diversity initiatives and perceptions of anti-White bias* [Paper presentation]. Annual Convention of the Society of Experimental Social Psychology, Boston, MA, United States.
- Kaiser, C. R., Major, B., **Dover, T.L.,** *Xia, G., & Brady, L. (2017, October). *Diversity initiatives and White Americans' perceptions of racial victimhood* [Paper presentation]. Annual Convention of the Society of Experimental Social Psychology, Boston, MA, United States.
- Dover, T.L.,** Major, B., & Kaiser, C.R. (2016, August). *Psychological barriers to diversity programs in library science* [Paper presentation & round-table discussion]. National Diversity in Libraries Conference, Los Angeles, CA, United States.
- Dover, T.L.,** Major, B., Kaiser, C.R., & Quintanilla, V. (2016, June). *Diversity policies and discrimination claims: Evidence from social psychology* [Paper presentation]. Annual Meeting for the Law and Society Association, New Orleans, LA, United States.
- Kaiser, C. R., Major, B., **Dover, T.L.,** & Quintanilla, V. D. (2015, May). *Organizational diversity initiatives affect perceptions of discrimination* [Paper presentation]. Annual Meeting of the Law and Society Association, Seattle, WA, United States.
- Dover, T.L.,** *Duong, L., & Major, B. (2015, February). *When performing well is worse than performing poorly: Stereotype disconfirmation and hostility among men* [Poster

presentation]. Annual Convention for the Society for Personality and Social Psychology, Long Beach, CA, United States.

Dover, T.L., Major, B., & Kaiser, C.R. (2014, July). *Diversity messages as identity threat cues for Whites* [Paper presentation]. General Meeting of the European Association of Social Psychology, Amsterdam, Netherlands.

Major, B., & **Dover, T.L.** (2014, January). *Pro-diversity messages in organizations create identity threat among whites* [Paper presentation]. Annual Convention for the Society for Personality and Social Psychology, Austin, TX, United States.

Dover, T.L., & Major, B. (2014, January). *Stereotype (dis)confirmation: Gender identification moderates the effect of stereotype (dis)confirming feedback on identity and future performance* [Poster presentation]. Annual Convention for the Society for Personality and Social Psychology, Austin, TX, United States.

Dover, T.L., & Major, B. (2013, January). *Pro-diversity messages and discrimination concerns for majority and minority group members* [Poster presentation]. Annual Convention for the Society for Personality and Social Psychology, New Orleans, LA, United States.

Major, B. & **Dover, T.L.** (2012). *Is it fair for us now? How system justifying beliefs influence illusion of fairness effects among low status groups* [Paper presentation]. Annual Convention of the Society of Experimental Social Psychology, Austin, TX, United States.

Dover, T.L., Matthews, M., Krauss, D., & Levin, S. (2011, April). *Just world beliefs and jury decision making: The role of expert psychological testimony* [Poster presentation]. Western Psychological Association Annual Convention, Los Angeles, CA, United States.

Dover, T.L., Armstrong, M., McCabe, J., & Krauss, D. (2011, March). *Perceptions of expert psychological testimony: factors that make the difference* [Poster presentation]. International Congress on Psychology and Law, Miami, FL, United States.

Levin, S., Matthews, M., Guimond, S., Sidanius, J., Pratto, F., Kteily, N., Pitpitan, E. V., & **Dover, T.L.** (2010, July). *Assimilation, multiculturalism, and colorblindness: Mediated and moderated relationships between social dominance orientation and prejudice* [Paper presentation]. Annual Scientific Meeting of the International Society of Political Psychology, San Francisco, CA, United States.

Invited Colloquia

Dover, T.L. (22 April 2022). *Intergroup responsiveness in organizational DEI initiatives: A framework to move from stagnation & backlash to justice & inclusion* [invited colloquium]. Presented to Diversity Equity & Inclusion Working Group: Main Medical Center Research Institute, Scarborough, ME (virtual).

Long, K., Schon, K., Bernard, D., & **Dover, T.L.** (24 June 2020). *Psychological and Physiological Impacts of Racism* [panel discussion]. Day of Collective Engagement:

Racism and Antiracism, Our Realities and Our Roles, Boston University, Boston, MA (virtual).

Dover, T.L. (14 October 2019). *Stigma and Sex Work: Some Social Psychological Perspectives*. Invitation from Psi Chi Chapter of Portland State University. Lecture presented at Portland State University. Portland, OR.

Dover, T.L. (25 October 2018). *Inequality and Threat for Members of Advantaged Groups*. Invitation from Department of Psychology, Reed College. Lecture presented at Reed College. Portland, OR.

Honors, Grants, and Fellowships

Funded Grants & Fellowships

Dover, T.L. (principal). "Assessing Skin-Deep Resilience in Students Pursuing Biomedical Research Careers." National Institutes of Health (via BUILD EXITO Pilot Project Program). \$23,156. 2021-2022.

Dover, T.L. (principal). "Stigma as a Barrier for Labeling and Reporting Sexual Violence." Grants-in-Aid, Society for the Psychological Study of Social Issues. \$1750. 2019-2020.

Dover, T.L. (principal). "Efficacy and Unintended Consequences of Organizational Diversity Initiatives." PSU Faculty Development Program Grant. \$14,250. 2019-2020.

Dover, T.L. (co-principal) & Major, B. (co-principal). "Examining Health Costs of Social Mobility Among Latino/a American Young Adults." Russell Sage Foundation (Special Initiative on Integrating Biological and Social Sciences). \$149,824. 2017-2019.

Dover, T.L. Special Fellowship in the STEM Disciplines. Awarded by the University of California at Santa Barbara Graduate Division. 1 year of graduate funding (approx. \$32,000 stipend + \$14,000 tuition/fees). 2016-2017.

Dover, T.L. Doctoral Student Travel Grant. Awarded by the Academic Senate, University of California at Santa Barbara. \$1,200. 2014.

Dover, T.L. Graduate Research Fellowship. Awarded by the National Science Foundation Graduate Research Fellowship Program. 3 years of graduate funding (approx. \$96,000 stipend + \$42,000 tuition/fees). 2011-2014.

Dover, T.L. Graduate Study Award. Awarded by the Phi Beta Kappa Alpha Association. \$1,000. 2011.

Awards & Recognitions

2017 McClintock Award for Service, Research, and Teaching. Awarded by University of California at Santa Barbara's Department of Psychological and Brain Sciences.

2014 Gordon Allport Intergroup Relations Prize. Awarded by the Society for the Psychological Study of Social Issues for Kaiser, C.R., Major, B., Jurcevic, I., Dover, T.L., Brady, L.M., & Shapiro, J.R. (2013). Presumed fair: Ironic effects of organizational diversity structures. *Journal of Personality and Social Psychology*, 104 (3), 504-519.

Teaching, Mentoring and Curricular Achievements

Courses Taught (Portland State University)

Undergraduate Courses:

Social Psychology: Social Relationships & Groups – PSY 343 (Fall 2017, Winter 2018, Fall 2018, Winter 2019, Fall 2019, Winter 2020, Fall 2020, Winter 2021, Fall 2021, Winter 2022)

Psychology of Stigma & Social Inequality – PSY 410/426 (Spring 2018, Spring 2019, Spring 2020, Spring 2021)

Independent Research – PSY 401 (Winter 2018 thru Spring 2022)

Graduate Courses:

Stigma & Health – PSY 510/610 (Winter 2018, Winter 2021)

Psychophysiological Methods – PSY 510/610 (Winter 2019, Winter 2022)

Advanced Applied Social Psychology – PSY 514/614 (Fall 2021)

PSY 601, Independent Research (Spring 2018 thru Spring 2022)

Graduate Dissertations, Theses, and Comprehensive Exams

Dissertation Chair:

Maryn, A. (April 2021). *Claiming Miscommunication to Justify Rape: The Role of Liking the Perpetrator.*

Dissertation Committee Member:

Money, E. (ongoing).

Granger, A. (ongoing).

Snoeyink, M. (ongoing).

Lee, J. (ongoing). *Exploring associations between military identity and wellbeing after military separation.*

Carsey, T. (ongoing). *Obsessive Compulsive Disorder at Work.*

Yang, E. (May 2022). *The influence of state, parent, and peer drug culture on adolescent*

marijuana behavior and attitudes: Using the structural equation model.

Lindwall, J. (June 2021). *Underrepresented Minority and First Generation STEM Students in Research Training Communities of Practice: Participation and Identity Construction Trajectories.*

Thesis Committee Member:

Saucedo, J (ongoing). *Diversity in Recruitment: The Role of Realistic Website Job Previews for Racial and Ethnic Minority Applicants*

Granger, A. (March 2021). *What do you find threatening? The roles of individual differences on threat perceptions and fear of Muslims in the United States.*

McMahon, K. (June 2020). *Nurse can't even: The immediate impact of incivility on affect, well-being, and behavior*

Money, E.E.L. (May 2020). *Perceptions of Police Use of Force at the Intersection of Race and Pregnancy.*

Snoeyink, M (April 2020). *Bisexuality and creativity: The role of cognitive flexibility and social support.*

Leickly, E. (May 2019). *Urbanicity as a Moderator of the Relationship Between Stigma and Well-being Outcomes for Individuals with Serious Mental Illnesses.*

Hamilton, K.M. (May 2020). *Does X Mark the Applicant? Assessing Reactions to Gender Non-Binary Job Seekers.*

Brown, N.D. (June 2018). *The Impact of Leader Race and Gender on Perceptions of Organizations in Response to Corporate Error.*

Comprehensive Exams:

Committee Member

- Money, Emma (November 2020), major area committee member, minor area examiner.
- Denning, Emily (November 2020), major area committee member, minor area examiner.
- Lee, James (March 2021), major area committee member, minor area examiner.
- Glance, A.M. (November 2019), major area committee member.
- O'Connor, E. (November 2019), major area committee member, minor area examiner.
- O'Neill, A.G. (November 2019), major area committee member, minor area examiner.

Examiner

- Lindwall, J. (November 2019), minor area examiner.

Research Mentorship

Graduate Students

- Avery Waklatsi (2020-present)
- Zeinab Hachem (2019-present)
- Alyssa M. Glance Maryn (2018-2021)

Undergraduate Honors Thesis Student

Jessica Goodpaster (2020-present)

Juliane Bauer (2019-2020)

Build EXITO Students

Jessica Hlavinka (2021-present)

Cassandra Korman (2019-present)

Gee Setthavongsack (2019-present)

McNair Scholars

Edgar Alcantar (2022-)

Yovanni Munoz (2020)

Undergraduate & Post-Baccalaureate Research Assistants (31):

Jillian Britton (2021-)

Nicholas Oshiro (2021-)

Maria Castro-Mendoza (2021-)

Rochelle Clark (2021-)

Tsiolah Novak (2021-)

Nicole Payne (2021-22)

Kayleen Bettencourt (2019-21)

Sophia Serrano (2019-22)

Cloey Layton (2019-22)

Melody Adyani (2019-21)

Victoria Bui (2019-21)

Nora Farris (2019-21)

McKenzie Figuracion (2019-21)

Narantungalag Gerelt-Od (2019-21)

Julia Griffin/Bennion (2019-21)

Hannah VanDyke (2019-21)

Madison Tindle (2019-21)

Juliane Bauer (2018-21)

Rishi Krishnamurthy (2018-21)

Alexandra Wenig (2019-20)

MacKenzie West (2019-20)

Sam David (2019-20)

Douglas Van Anda (2019-20)

Rosa Mejia (2019-20)

Sean Reilly (2018-20)

Phuc Nguyen (2017-20)

David Roberts (2018-19)

Alexis Christensen (2017-19)

Hailey Smart (2017-19)

Tammy Dvir (2017-18)

Omar El-Cherbini (2017-18)

Governance Activities for the University, College, Department

2021-2022. Member, Graduate Committee. PSU Department of Psychology.
2020-2021. Member, Undergraduate Committee. PSU Department of Psychology.
2019-2020. Member, Graduate Committee. PSU Department of Psychology.
Ad-Hoc Member, Diversity Committee. PSU Department of Psychology.
2018-2019. Member, Undergraduate Committee. PSU Department of Psychology.
2017-2018. Member, Graduate Committee. PSU Department of Psychology.

Professionally-Related Service

Ad-hoc Reviewer

National Science Foundation – Social Psychology Program (2021-present)
Swiss National Science Foundation – Humanities and Social Sciences Division (2022-present)

Committee Chair

SPSSI Grants-In-Aid Awards (2021-present)

Committee Member

SPSSI Grants-In-Aid Awards (2020-2021)

Editorial Board Member

Cultural Diversity and Ethnic Diversity Psychology (2020-present)

Ad-hoc Reviewer (2012-present)

Cultural Diversity and Ethnic Minority Psychology
Group Processes and Intergroup Relations
International Journal of Psychology
Journal of Applied Social Psychology
Journal of Cross-Cultural Psychology
Journal of Experimental Social Psychology
Journal of Personality and Social Psychology
Journal of Political Psychology
Personality and Social Psychology Bulletin
PLOS ONE
Social Psychological and Personality Science
Social Justice Research
Stigma and Health
Translational Issues in Psychological Science

Professional Memberships

American Psychological Association, Divisions 8 & 9
Society for Personality and Social Psychology
Society for the Psychological Study of Social Issues

Selected Media Attention

Insight into Diversity Magazine: *Diversity Fatigue: How Ineffective Training Hurts Workplace Inclusiveness* (Mariah Bohanon, 17 April 2018).

<http://www.insightintodiversity.com/diversity-fatigue-how-ineffective-training-hurts-workplace-inclusiveness/>

Slate: *You Say You Want a Diverse Workforce* (L.V. Anderson, 21 January 2016).

http://www.slate.com/articles/business/the_ladder/2016/01/corporate_diversity_policies_can_harm_the_people_they_re_intended_to_help.html

Washington Post: *Workplace Diversity Policies 'Don't Help — And 'Make White Men Feel Threatened'* (Justin Moyer, 5 January 2016).

<https://www.washingtonpost.com/news/morning-mix/wp/2016/01/05/workplace-diversity-policies-dont-help-women-minorities-and-make-white-men-feel-threatened/>

Forbes: *The Real Problem With Diversity Programs: Too Many Lawyers* (Kim Elsesser, 5 January 2016).

<http://www.forbes.com/sites/kimelsesser/2016/01/05/the-real-problem-with-diversity-programs-too-many-lawyers/>

Huffington Post: *Diversity Programs Are Failing Minorities. Here's A Better Way* (Emily Peck, 6 January 2016).

http://www.huffingtonpost.com/entry/diversity-programs-are-failing-minorities-heres-a-better-way_568c119be4b014efe0dbeb8a

New York Magazine: *White Men Are Butthurt About Workplace Diversity* (Dayna Evans, 6 January 2016).

<http://nymag.com/thecut/2016/01/white-men-workplace-diversity.html#>

Inc.: *Why Most Diversity Programs Don't Work* (Tess Townsend, 6 January 2016).

<http://www.inc.com/tess-townsend/diversity-programs-hbr-study.html>