



NEWS

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2025 ISSUE II

From the Chair

As universities, institutions and the private sector step back from programmatic efforts to promote diversity, equity and inclusion, our work at CSWEP becomes that much more critical. CSWEP leadership remains deeply committed to principles of inclusion and belonging and we will work tirelessly to make the economics discipline a field where everyone is held to the same standards with access to the same resources, and are able to thrive. Our efforts to build networks, mentor our junior colleagues and support women in leadership will continue, all the more so as other sources of support come under threat.

This issue of the CSWEP *News* features contributions from women economists who have reached the highest echelons of academia, public policy and the corporate sector. Among the many nuggets of wisdom offered by these leaders, one theme struck me in particular: lean into the unknown and don't be afraid to take risks. In these uncertain times, that is advice we can all take to heart.

In addition to our Focus section, this issue contains calls for award nominations, and professional development opportunities open to all. In addition, please see information about CSWEP sessions at the Western Economic Association's 100th Annual Conference June 20–24 in San Francisco, California. CeMENT 2025 will again take place this summer in Chicago in late June.

Linda Tesar

We are also actively looking for new CSWEP liaisons. Please check out the announcement. We'd love to have you join the CSWEP network!

We invite nominations for CSWEP's 2025 Carolyn Shaw Bell Award and Elaine Bennet Prize. For the Bell Award, please start thinking about nominating senior women economists who have dedicated their efforts towards furthering the status of women in economics through their achievements, leading by example, mentoring junior faculty, and, more generally, increasing our understanding of how women can advance in our profession. The Elaine Bennet Prize recognizes and honors outstanding research in any field of economics by a woman not more than ten years beyond her Ph.D. The deadline for both awards is in mid-September.

Thanks to the organizers and mentors who make our many events and initiatives possible. Please forward this issue of the *News* to your students and colleagues. They can message info@cswep.org to be part of our mailing list for announcements and other news. Drop us a line if you want to volunteer for CSWEP activities or share comments and suggestions. Please check out our website and follow us on Twitter [@AEACSWEP](https://twitter.com/AEACSWEP) or Bluesky [@aeacswep.bsky.social](https://bsky.app/profile/aeacswep.bsky.social) to stay updated with our events and initiatives. As always, we invite feedback and ideas for new initiatives. I wish you a happy spring!

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Focus Introduction: Women in Leadership

Francisca Antman

Associate Dean of Faculty Success, College of Arts and Sciences and Professor, Department of Economics, University of Colorado Boulder

This issue of the CSWEP News focuses on women in leadership positions—an inspiring indicator of the advancement of women in the economics profession today. The extraordinary women economists featured in this issue have advanced to the highest levels of the profession across a range of industries, from academia and government to the private sector and non-profit institutions. Many have also held leadership positions in multiple organizations and moved across sectors, an amazing achievement highlighting the transferability of their leadership skills.

I was inspired to present their stories in this CSWEP issue, not only as a set of impressive biographical sketches, but also as a collection of tips and insights from leaders today to those aspiring to leadership positions in the future. I am amazed both by the leaders who have advanced to the highest rungs of academic institutions, and those who have broken the mold of a typical career to lead outside of academia. While their biographies are all truly unique, their career trajectories share many common themes for economists seeking to advance into leadership roles. Here are some of the lessons that resonated with me from these articles.

First, the benefits of economics training stand out as excellent preparation for a wide array of career paths and leadership positions. This will be reassuring to those who have already chosen economics as a field and a source of encouragement for more people considering a degree in economics.

Second, traits like courage, confidence, and adaptability are important to cultivate when preparing for a leadership role. Though the life of many academics can sometimes be relatively isolated in terms of focusing on research and scholarly work, leadership is a team sport, so taking opportunities to build collaborative skills when they arise, whether through committee work or other activities, can be a valuable undertaking.

Third, moving into a leadership position is often the culmination of following one's own values and interests. Staying attuned to the connection between your career, your values, and your views, is critical throughout your life.

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Remain Open To the Unexpected— and Keep Learning Along the Way

Susan M. Collins

*President and CEO of
the Federal Reserve Bank
of Boston*

My interest in economics started when I was relatively young. For instance, I wondered why living standards in Jamaica, where I spent most summers, were so different than in Manhattan, where I grew up. With a father who was an academic I could imagine myself as a professor—but I never expected to be a dean, a university provost, or the first Black woman to lead a Federal Reserve Bank.

My parents were both Jamaican, though I was born in Scotland, and my family moved to New York City just before I turned four. My mother was a university librarian, who shared her love of books and encouraged me to be true to myself. My father, who had a doctorate in social anthropology, worked at the United Nations. He enjoyed his job, but I recall his frustration when mentioning that the economists on his team were hard to argue with—and thinking to myself that I wanted to win arguments!

In college, I was excited to study economics. Its analytic approach resonated with me, and it combined my interests by using data to better understand complex societal issues. I've always loved learning and wanted to help improve people's lives.

I received a bachelor's in economics from Harvard and a doctorate focused on international economics and econometrics from MIT, then headed back to Harvard as an assistant professor. During this time, I learned the importance of being open to unanticipated opportunities. For instance, I'm forever grateful to economist Richard Freeman for offering me a research assistant position when I was an undergraduate. I learned an incredible amount about doing empirical research and gained a valued mentor.

My husband and I later moved to Washington where we both had career opportunities. I enjoyed serving as a senior fellow at the Brookings Institution and a professor at Georgetown University. We also had two great kids. Like many people, I juggled being a parent and a professional: having a partner who truly shared family responsibilities was key. And it's been incredibly important to have a strong support network of family, friends, and colleagues throughout my career.

After more than 20 years of teaching and research, I was ready for new challenges. With my family's support, I accepted a position as dean of the Ford School of Public Policy at the University of Michigan, and we moved to Ann Arbor. I enjoyed the interdisciplinary environment. It was also very satisfying to enhance excellence and inclusion, helping students, faculty, and staff thrive. For me, leading a mission-driven organization is inspiring.

While my two and a half years as UM's provost during the COVID-19 pandemic were unanticipated, I learned a lot about leadership in complex, uncertain times. Success requires working with smart, capable people, and valuing their expertise. Having an economist's analytic mindset helped me tackle a range of issues, but I also missed using my knowledge to inform policy. That's one of the reasons I pursued the opportunity to join the Boston Fed in 2022 as Bank president and CEO.

Monetary policy is, of course, central to my current role. I also collaborate with committed experts on a varied portfolio. Our work includes economic research, supporting an effective, efficient payments infrastructure, ensuring a safe and secure financial system, and

↑ Focus Introduction

Finally, one surprising takeaway from these stories is that not all leaders have leadership ambitions at the outset of their professional journeys. Instead, aspirations sometimes develop over time, and are encouraged by mentors, colleagues, and friends along the way. On the one hand, we can take inspiration from this in that the leadership ranks are not predetermined—we all have the potential to become leaders one day. At the same time, we all stand on the shoulders of giants, and whether we aspire to leadership positions or not, we can all play a role in encouraging the next generation of leaders.

It was an honor to serve on the CSWEP Board and to be the feature editor of this outstanding issue. I am grateful to all of the contributors for sharing their insights and I am confident that their stories will continue to inspire readers for many years to come.

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↑ Unexpected

community economic development—all to advance our public service mission.

I'll end with a few reflections:

- Be intentional, but flexible. Remain open to the unexpected, see change as an opportunity, and learn along the way.
 - Figure out and focus on what is most meaningful for you. Success in any field takes hard work, and people are at their best when they genuinely enjoy what they are doing.
 - Networks in which you can receive and share support are essential, but they don't need to be large. What's most important is mutual respect and kindness—and exchanging candid, constructive feedback between people who have high expectations of one another. And institutions do matter.
 - Economics needs smart, capable people. We can do more collectively to ensure that it engages people from all backgrounds. Our discipline can provide a great base for a myriad of pathways, from research, to policy, to leadership, and more.
- I wish each of you every success in your own careers.

Lead From Where You Are

Mary C. Daly

*President and Chief Executive Officer of
the Federal Reserve Bank of San Francisco*

Leading is a journey, not a destination. And most people who get to leadership positions do it along a path that would not have looked obvious at the start.

I am no exception.

I began a long way from where I am today. All the way back in Ballwin, Missouri, with a GED that I hoped would get me a union bus driving job. So, when I got my Ph.D. and started my career, I just wanted to prove I could be there. Being President of the San Francisco Fed was not in my line of sight.

I was focused on furthering my research and creating a research community that helped me and everyone around me thrive. This turned out to be important, although I didn't know it at the time. Building a community allowed me to work with others, move ideas from vision to practice, and develop programs that changed me and the institution.

My very first example of this was with Sandy Black, who was at the New York Fed at the time. We were junior economists with limited influence and even less power. But we needed a community of practice, so we went through the hurdles and the paperwork to create the first Federal Reserve System Applied Micro Conference, which continues today.

My enduring lesson from that experience is simple: Leadership is not about position; it is about initiative, effort and contribution. You can lead from wherever you are. Even as a junior economist in a nearly 100-year-old institution.

And here is another lesson I have learned. You can't lead from the sidelines. You have to get in the game.

Very few opportunities come out of nowhere. People need to know you're looking and that you have the confidence to serve. And that takes self-belief. The belief that you've got the skills, the experience and the perspective to do jobs that you have never done before.

The truth is, it's hard to lead if you don't believe in yourself. Leadership, large and small, will challenge you. You will be unsure and even humbled sometimes. Having a foundation of confidence allows you to ask for counsel and advice, find the best ideas no matter where they come from, and chart a path that is right for the moment.

Each of these lessons have mattered in my career. They have helped me carve a leadership journey that has been rewarding and contributory.

But when I really think about what's mattered the most it's been a focus on others. Putting people before prominence and contribution before status. These values, along with a vision for where to go and a steady presence, help people align their talents and work collectively on something bigger—a conference, a program, a policy, or an institution.

Leading has been one of the most meaningful aspects of my career. Your journey will be different than mine, but this I can guarantee: If you invest in leadership, your journey will be just as rewarding. And you never know, you might just change the world. ■

Be Open-Minded and True to Yourself

If I could give a younger economist one piece of career advice, it would be this: Yield to the unknown.

When I was in graduate school, if you had asked me what I would do in my career, I would have stared at you blankly and shrugged. This is to say, I've never had a crystal-clear vision for my future. (Case in point, it was my mom who insisted I take my first econ class in college.) Later, as I worked toward my Ph.D. at Harvard, I knew two things: I loved research and teaching, but I also wanted to use my skills to address real-world problems. As for how exactly I'd accomplish that? The path forward wasn't obvious. Rather than sticking to a rigid plan, when faced with a choice, I've generally selected the option that sounded the most interesting and challenging at the time.

My career journey began as an assistant professor at Princeton University, where I immersed myself in research and teaching—and loved it. However, when I was offered the chance to join the Clinton administration as a special assistant to the president at the National Economic Council, I seized it. This experience not only allowed me to apply economic skills to actual policymaking, but it also taught me invaluable leadership lessons—chief among them, the ability to listen to diverse stakeholders on issues, even when I disagreed with them. I also learned that it's rare for everyone to be happy with a decision, and as a leader, you must be able to move forward with some dissent. Simply put, you cannot please everyone.

Since that first public service leave, I have held two flavors of leadership positions. The first was as an academic administrator at Princeton, where I founded the Education Research Section, directed the Industrial Relations Section, and served as dean of the School of

International and Public Affairs. The second has been in public service, first as a member and later chair of the Council of Economic Advisers in the Obama and Biden administrations. Today, I am president of The Brookings Institution, a think tank in Washington, D.C. As you can see, my career has spanned a range of roles—guided by my evolving interests, rather than a fixed fate. The one constant, however, is that I am drawn to places grounded in evidence, dedicated to helping others, and committed to solving problems both big and small.

If you want to pursue opportunities either in the public sector, leadership, or both—I urge you to do so! There are many important problems to be solved in the world, and we need a diversity of experiences and viewpoints at the table to increase the likelihood that we get it right. At the same time, you must remember that for every choice, there is an alternative path and the requisite trade-offs. In academia, for example, if you're currently on a tenure track, it is best to focus on securing tenure before taking on more administrative and leadership roles. The expertise and stature you gain will serve you well in those positions later on.

Another example: At Brookings, my focus is leading the Institution. As much as I love research, it has rightfully taken a back seat. Something, however, that should never take a back seat is your health. Do not neglect self-care, family, and friends. Not only is it important for your well-being, but you are the most effective leader when healthy and supported by a community.

The bottom line is there are many paths to a fulfilling life. To get there, find what you love to do, seek opportunities that allow you to do it, and accept that it won't always be perfect. I have been incredibly fortunate in my career as I have been able to combine the

Cecilia Elena Rouse

President, The Brookings Institution & Lawrence and Shirley Katzman and Lewis and Anna Ernst Professor in the Economics of Education, Princeton University

Something, however, that should never take a back seat is your health. Do not neglect self-care, family, and friends.

two things I love most: research and public policy. So, if you're shrugging your shoulders at your future—or can't predict exactly where you'll end up—trust that following what excites you will eventually lead in the right direction.

You don't need to have it all figured out—you just need to start. ■

How to Embrace Uncertainty in Your Career

Daryl Fairweather

Chief Economist, Redfin

If you had asked me 15 years ago, when I first started graduate school, what my career would look like now, I would have never imagined how things would have turned out; that I would write a book published by my alma mater, the University of Chicago Press while working in the private sector as chief economist at Redfin.

In graduate school, I didn't have much imagination: the only thing I could conceive of for my future was a copy-paste of what the post-docs and professors around me were doing. My image of the private sector was limited as well. Before graduate school, I interned at an investment bank, and I did not want to go back to the torture of 12-hour days of soulless work. If you've ever seen *Office Space* or *Severance*, you know what I'm talking about.

But I hoped not all jobs were like that. I believed there was a rewarding career out there for me even though my career path wasn't presently clear. So I took a leap of faith away from academia and took the first job within arm's reach as a litigation consultant... which I hated even more than working for the investment bank. So I took another leap and moved cities to work for Amazon. That was a critical milestone for me because it was the first time I liked my job and was recognized as great at my job. Then at 30, I leapt again and left the job I liked, for a job that seemed even more fulfilling: being Redfin's chief economist.

At Redfin I study the housing market, which encapsulates many of the subdisciplines of economics I learned in my Ph.D. Everything from game-theory negotiations between buyers and sellers to the macroeconomic impact of interest rates on the housing sector. For the last three years, I have been working another incredibly rewarding job as an author. My book *Hate the*

Game: Economic Cheat Codes For Life, Love & Work will be out on April 11, 2025.

Every time I leapt into something new, I left behind something certain for something unknown. The inclination to focus on the known over the unknown is what behavioral economists call ambiguity aversion, or uncertainty aversion. If given the option to choose between two bets, most people choose the bet where they know the odds, even if those odds are unfavorable. A famous behavioral economics experiment demonstrates this. Subjects were told they could earn \$1 if they pulled a red ball out of a bag. They had the option to pull the red ball from a bag with half red balls and half black balls, or pull from a second bag with an unknown red-to-black ratio. The second bag might have been 100% red, 100% black or some mixture. Without knowing anything, the odds of pulling red from the second bag are equal to the odds of pulling black. There is no reason to believe there are more black balls than red or vice versa. Yet, people overwhelmingly preferred to draw from the first bag, where the odds were known, even though it didn't increase their likelihood of success. Unknown risks are scarier than known risks, even when the odds of success are the same (Ellsberg, 1961).

This bias can be dangerous to one's career because it can keep you in situations that aren't good for you when you are more familiar with risks. I left academia for the private sector because I felt like I would have better odds even if the potential outcomes were more ambiguous. I didn't know what my career possibilities could be. I couldn't imagine how unique my career would be. I had to figure things out on the fly, like how to get a job offer, how to navigate workplace conflict, how to get promoted, and how to negotiate. The economics I

If given the option to choose between two bets, most people choose the bet where they know the odds, even if those odds are unfavorable.

learned in graduate school served me well. There is some debate about whether higher education is valuable as a signal or valuable for the skills that it imbues, and I am certain that the skills have mattered more. Had I remained afraid of ambiguity, I would have missed out on a career beyond my imagination.

D. Ellsberg, "Risk, Ambiguity, and the Savage Axioms," *Quarterly Journal of Economics* 75, no. 4 (1961): 643-69.

Learning by Doing: Leadership Lessons from My Journey

Shanthi Nataraj

Director of Economic Research, People eXperience and Technology Central Science, Amazon

The path to leadership rarely follows a predictable script. My career has been no exception. I started as an environmental engineer, cleaning up contaminated sites. About four years in, I wanted to do more than fix existing problems—I wanted to shape environmental policy. This led me to pursue a Ph.D. in environmental economics. While working on my doctorate, I shifted my academic focus, and wrote my dissertation on trade liberalization and small firm growth in India. My overarching goal was still to make a positive impact through evidence-based policy. This drive brought me to RAND, where I conducted research on the impacts of labor, trade, and industrial policies, and then to Amazon, where I now lead a team focused on enhancing hiring, development, and retention for Operations employees. Here are a few lessons I've learned along my leadership journey that may resonate with other women economists.

1. Throw Your Hat in the Ring. One of the most important lessons I've learned is to say “yes” to opportunities. Even if I don't already have 100% of the skills that may be required, I know that I can learn on the job. Early in my career at RAND, I was invited to work on a project comparing military and civilian employment. I wasn't a labor economist, and I knew very little about the military. But I accepted the challenge and built my knowledge in both areas, which opened doors to further work in personnel economics. Later on, a colleague asked me to partner on a project to extend RAND's Dynamic Retention Model, a structural model of individual behavior, to a new population. I wasn't an expert in structural modeling, but I joined the team, which broadened my skillset and prepared me to manage a wider range of projects.

2. Cultivate Your Network. Even in data-driven environments like Amazon, relationships matter. Building a strong network has helped me to understand workplace culture, influence decisions, and uncover opportunities. It's also crucial for finding mentors, who can offer guidance and serve as sounding boards for big decisions. Early in my career, I sought advice from a senior economist I admired. During our conversation, he mentioned an open management role on his team. With his encouragement, I applied—and got my first job as a manager. That was a pivotal moment in my journey.

3. Hire the Best—Even (Especially) When They Are Smarter Than You. Leadership isn't about knowing everything—it's about assembling the right team and enabling them to succeed. I manage a team of talented scientists with diverse expertise, from causal analysis to structural modeling to machine learning. I lead workstreams that rely on partner teams that specialize in methods well outside my own expertise, like fine-tuning large language models and launching products. My role isn't to know more than they do in their areas but to ask the right questions, guide their efforts, and ensure our projects align with broader goals.

4. Find and Use Your Voice. For many women, myself included, learning to speak up can be a challenge. Early in my career as an environmental engineer, I had to correct an experienced field manager about a mistake he was making on a landfill site. Though intimidated, I stood my ground calmly, showing him the specifications and following up to ensure the correction was made. In my current role, I often find myself in meetings with senior leaders, sometimes as the only woman or the most junior person. Rather than focusing on

potential mistakes, I focus on what I want to accomplish for my team or company. This shift in mindset has made me more confident in speaking up and advocating for what I believe is right.

Bottom Line. For women economists aspiring to leadership, my advice is simple: Don't wait to feel “ready” for the next step. Put yourself forward, take risks, and trust in your ability to grow into new challenges. Leadership isn't about having all the answers—it's about learning, adapting, and paving the way for others to succeed. ■

My role isn't to know more than they do in their areas . . .

Moving from Academia to Policy to Management and Back

Lisa M. Lynch

Maurice B. Hexter Professor of Social and Economic Policy, Heller School for Social Policy and Management, Brandeis University

As an undergraduate at Wellesley College, my “plan” was to become a professional cellist but after hearing Yo-Yo Ma, I quickly pivoted to political science and economics. While at Wellesley, I worked as an intern in the Massachusetts State House, took courses at MIT in industrial relations, and spent my junior year at the London School of Economics. Studying industrial relations and working in the legislature taught me a great deal about negotiations and bringing together stakeholders with different interests. At LSE my advisor encouraged me to undertake a research study that resulted in my first published paper and sparked my interest in pursuing a Ph.D. in economics. Playing the cello taught me how to listen carefully, the benefits of teamwork, the value of self-reflection, and the importance of taking risks. These experiences laid a foundation for my subsequent leadership positions in policy and academia.

After returning to LSE to complete my Ph.D., I have been a faculty member at Bristol University, the Ohio State University, MIT’s Sloan School of Management, the Fletcher School of Law and Diplomacy at Tufts University, and the Heller School for Social Policy and Management at Brandeis University. Almost all my appointments have been in multidisciplinary departments where my research has benefitted from working with colleagues who speak a different disciplinary “language.”

In 1995 Labor Secretary Robert Reich appointed me as Chief Economist at the Labor Department. Utilizing labor department data and economic research I worked on policies including increasing the minimum wage and expanding workforce training. While many political appointees are experts in moving legislation through Congress, few have economics expertise. The

usual result: little discussion of economic constraints and opportunity costs and lots of discussion on how to best maneuver a particular initiative. I tried to make sure these economic concepts were part of the policy discussions.

In policy making one needs to react quickly and ditch the qualifiers and caveats that are a key part of our academic work. I learned that any policy initiative needs to be simultaneously incorporated within the budget process otherwise it might end up on the cutting room floor, a victim of zero-sum budget negotiations. To use my economics expertise to shape the political discourse, I also had to learn how to communicate better with non-economists.

In 2004, the President of the Federal Reserve Bank of Boston, Cathy Minehan, asked me to become a member of the Boston Fed’s board of directors. From 2007–2009 I was chair of the board where I led the search committee for Cathy’s successor and oversaw the board’s role in decision making at the Boston Fed associated with the many initiatives that were undertaken in response to the Great Recession. Building consensus, being comfortable with rapid decision-making, and figuring out how to acquire the knowledge needed on topics I did not have expertise in were all part of my work.

I became Dean at Brandeis University’s Heller School in 2008 while I was still serving as chair of the board of directors at the Boston Fed. This was certainly not an auspicious time to become a dean, but I loved meeting with trustees and donors to make the case for why investing in Heller would advance their hopes for a better university and social policy. I led a strategic planning process with our faculty and staff that included

Join the CSWEP Liaison Network!

Are you interested in connecting with others to improve the status of women in the economics profession? Consider becoming a CSWEP liaison. We are searching for liaisons who are in academic departments (both economics departments and others), government, business, and non-profit organizations in the United States and around the world. CSWEP liaisons have three responsibilities. They are 1: Distributing the CSWEP (electronic) newsletter four times a year to interested parties, and 2: Forwarding periodic emails from CSWEP about mentoring activities, conference opportunities, etc., and 3: (for those in economics departments) making sure that the department answers the annual CSWEP survey.

To see if your institution has a liaison, take a look at the list of over 300 amazing people at <https://www.aeaweb.org/about-aea/committees/cswep/participate/liaison-network>

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↑ Academia to Policy to Management

ways to advance diversity and inclusion at Heller and led a university-wide review of the academic administration structure. In both initiatives I was careful to ensure broad participation so that when recommendations were finally made, the basis for them would be widely understood and hopefully embraced by most. Given my experience in Washington I was not intimidated by university budget discussions and was comfortable building consensus to advance priorities.

I was appointed Provost at Brandeis in the fall of 2014 and shortly thereafter Interim President in 2015. During these appointments I was involved in a range of activities including fundraising, strategic academic and budget planning, first contract negotiations with part time contract faculty and doctoral students, negotiations with students who had occupied the administration building demanding increased diversity and inclusion at the university, and coordinating the university's response to COVID. Responding to the unexpected while not losing track of longer-term goals was a key challenge in these roles.

Moving from being an academic economist to the policy arena and then to senior academic leadership has been an amazing experience, but one that would not have been possible without the extraordinary support of my economist husband, Fabio Schiantarelli and family. My career was not what I would have predicted as a student planning to be a cellist at Wellesley College. Ultimately, even unplanned, every position I had prepared me for the next. Moving from being an academic economist to the policy arena and then to senior academic leadership has been an amazing experience.



A Non-Traditional Pathway to Academic Leadership

Marie T. Mora¹

Professor of Economics and Provost and Vice Chancellor for Academic Affairs, Purdue University Northwest

For much of my 30-year academic career, I did not see myself as an academic administrator. Instead, my path unfolded through chance opportunities, encouragement from mentors, and a strong alignment between my ideals and the administrative role.

Traditionally, the route to academic administration is linear: starting as a department chair, then moving to associate dean, dean, and finally provost. While some early-career faculty pursue this trajectory, many do not consider administration until a practical opportunity arises, often due to a department chair vacancy. However, not everyone can become a department chair, as some departments have non-term-limited positions leading to infrequent vacancies or may face restrictive personal or professional circumstances. My experience illustrates that while the department chair position can be a gateway to administrative roles, alternative pathways exist.

I began my academic career in 1995 as an assistant professor of economics at New Mexico State University (NMSU), later becoming a tenured associate professor. In 2002, I moved to the University of Texas–Pan American (UTPA) achieving full professorship in 2006, to join my husband, Alberto Dávila (also an economist) after living apart for years.

I was content as a full-time faculty member, focused on teaching, research, and service, with no interest in administration. I declined opportunities to apply for administrative roles at UTPA, despite encouragement from colleagues. My administrative journey began when I accepted a half-time faculty fellow position in the Office of the Vice Provost for Faculty Affairs, encouraged by then-Vice Provost Ala Qubbaj. This role supported initiatives for advancing gender equity among STEM faculty through UTPA's \$3.1 million NSF ADVANCE grant. By this time, I had engaged in leadership roles on both the faculty (including the Faculty Senate) and in the economics profession (including as founding member and president of the American Society of Hispanic Economists, serving as member and one year as chair of the AEA Committee on the Status of Minority Groups in the Economics Profession, CSMGEP, and serving as director of the AEA Mentoring Program).

I applied for the faculty fellow position because it aligned with my values of increasing access and equity for underrepresented groups in higher education. The timing was favorable, as I had achieved full professor rank, meaning administrative work would not affect my faculty career progression. My new provost at the time, Havidán Rodríguez, inspired me to recognize the vital role academic administrators play in supporting students, faculty, and academic programs. Encouragement from fellow economists and mentors, including Cecilia Conrad, Adela de la Torre, and my husband, further motivated me to pursue academic leadership.

¹ The views described in this article are my own and do not necessarily reflect the views of Purdue University Northwest or Purdue University.

Finding the faculty fellow position rewarding, I actively sought an administrative career. In 2015, I became the Associate Vice Provost for Faculty Diversity at UTRGV, a role created to institutionalize NSF ADVANCE initiatives. My husband and I realized that to advance our careers, we needed to leave UTRGV, even if it meant living apart again. After a national job search, I accepted a position as Associate Provost for Academic Affairs at the University of Missouri–St. Louis (UMSL); my husband moved into a dean’s position the year before at Southeast Missouri State University. Less than a year later, I served as provost during the early days of COVID, addressing budget challenges and faculty workload. I also led efforts to apply for a \$1 million NSF ADVANCE grant at UMSL, which we were awarded during COVID. After fulfilling my short-term provost commitment, I transitioned into an associate vice chancellor role in the Office of Diversity, Equity, and Inclusion, partly to institutionalize NSF ADVANCE initiatives.

An opportunity then arose at Metropolitan State University of Denver (MSUD) as deputy provost, working under provost Alfred Tatum, whose values aligned with mine. However, he stepped down six months after I joined, and I was asked to serve as interim provost. Last year, I learned of the provost position at Purdue University Northwest, under new chancellor Kenneth “Chris” Holford, who had been their provost. PNW, an institution undergoing an exciting transformation, aligns with my values and has been an excellent fit for me.

Throughout my career, my training as an economist has been invaluable, particularly in understanding budget constraints and the importance of transparency. NSF ADVANCE has also played a critical role in my advancement. For aspiring academic leaders without access to department chair positions, I recommend seeking leadership roles on campus (such as Faculty Senate) or in the economics profession (AEA committees like CSWEP or CSMGEP). Find opportunities to

gain budget experience, supervisory experience, and leadership in strategic planning. Being open to changing institutions is crucial, especially if you are in an environment misaligned with your values. Do not underestimate the importance of mentors, including peer mentors, or being a mentor to others. Lastly, never compromise your integrity.

To everyone aspiring to leadership positions: embrace your unique journey without losing yourself along the way. ■

Academic Leadership in a Liberal Arts College

Lara Shore-Sheppard

Dean of the Faculty and Kimberly ’96 and Robert ’62 Henry Professor of Economics, Williams College

At Williams, the Dean of the Faculty is the chief academic officer, reporting to the President and responsible for the curriculum and all matters involving faculty—and at a liberal arts college with a strong system of faculty governance, a lot of matters involve faculty. This means I represent the interests and the views of the faculty in institution-wide policymaking and decisions. I am also responsible for the recruitment, development, evaluation, and promotion of faculty and the budgets of academic units. In addition to decision-making, my job involves a lot of problem-solving, from the exciting (such as finding a way for someone’s great idea to happen), to the mundane (such as reorganizing a system or program to help them function better), or difficult (such as helping to resolve a conflict). The job certainly has difficult elements, but I love working with people and finding creative approaches to challenges, so I find it meaningful and fulfilling, and I particularly enjoy working with faculty early in their careers and

helping set them up for success.

I did not set out to become a senior administrator; in fact I distinctly recall thinking as an assistant professor when I learned about a problem one of my predecessors had to handle that I would never want to be Dean of the Faculty! Instead, I focused on my research and teaching and taking on college service roles that were interesting to me, including committees focused on the curriculum and on resource allocation and policy, and several times serving as committee chair. I was also deeply engaged in several interdisciplinary endeavors, including as a co-founder of an undergraduate program in Public Health and leading a public policy-focused program jointly sponsored by the Economics and Political Science Departments. One of my most important service roles was as chair of the Economics Department—the largest department at Williams—during the pandemic period. As department chair, I gained experience both with building consensus and with managing staff, and navigating the variety of challenges that the pandemic posed was great practice for my current role.

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Though I did not make decisions about what to do in my career specifically with an eye to future leadership, looking back I believe that many of the choices I made did in fact help me to develop necessary expertise and forge good relationships with colleagues that I can rely on now for ideas and support. At Williams, senior leaders come from within the faculty and their peers nominate them for consideration by the President, so knowing I had the support of my colleagues was an important consideration for me when I was considering whether I wanted to try an institutional leadership position. I tried to take on administrative tasks such as committee service in areas that I found interesting or that I could learn from while avoiding time-consuming committees that had no power. Committee and interdisciplinary work helped me get outside the bubble of my own department and get to know colleagues from other disciplines. Understanding other disciplinary perspectives is valuable for building trust with faculty from all

across the college, and being connected to the broader college community has been essential in order to be able to take an institution-wide view.

I have also found that many of the skills that economists develop are really useful for my administrative role, including: comfort with analyzing and interpreting data; making compelling written and oral arguments on the basis of evidence; planning long-term projects that will take years to come to fruition and convincing others to get on board and provide necessary resources. Being accustomed to thinking carefully about the design and implementation of public policy has been invaluable for crafting policy at the level of an institution. Additionally, working collaboratively on research is great practice for the kind of teamwork that is essential in my role. Almost everything I do is as part of a team—of other administrators, of the staff in my office, or of faculty, and incorporating others' good ideas in policies and decisions is crucial.

Calls, Sessions & Events at Upcoming Meetings

Summary

Call for Nominations

1. CSWEP Carolyn Shaw Bell Award.
Deadline: 19 September, 2025
2. CSWEP Elaine Bennett Research Prize.
Deadline: 19 September, 2025

Call for Applications

Call for Mid-Career P2P Mentoring Program.

CSWEP Sessions at Upcoming Meetings

Western Economic Association 100th Annual Meeting, June 20–24, 2025, San Francisco, California.

CSWEP Events

Westerns Networking Lunch.

Call for Nominations: CSWEP Carolyn Shaw Bell Award

Deadline: September 19 2025

The annual Carolyn Shaw Bell Award is given to an individual who has furthered the status of women in the economics profession, through example, achievements, increasing our understanding of how women can advance in the economics profession, or mentoring others. Nominations should include a nomination letter, updated CV, and three or more supporting letters, with preferably at least two letters from mentees. Nomination letters should be focused on examples of how the nominee has fulfilled the criterion of advancing the position of women in economics, rather than strictly on academic achievements.

A CSWEP-appointed committee reviews nominations and the prize will be awarded at the January 2026 AEA Meetings in Philadelphia, PA. The Award Committee automatically retains and considers applications for a period of three years, and previous nominators are encouraged to update nomination packages if appropriate.

Nominations are **due by September 19, 2025**. Send nominations for this award to CSWEP Committee Coordinator at info@csweb.org.

For more information and a list of past recipients of the Bell Award, visit <https://www.aeaweb.org/news/call-for-nominations-bell-award-april-21-2025>.

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Brag Box

“We need every day to herald some woman’s achievements . . . go ahead and boast!” – Carolyn Shaw Bell

Congratulations to the 2025 John Bates Clark medalist **Stefanie Stantcheva**, Harvard University.

One of the most prestigious and eagerly anticipated AEA awards, the John Bates Clark Medal is awarded annually each April (formerly biennially from 1947–2009) to that American economist under the age of forty who is judged to have made the most significant contribution to economic thought and knowledge. For the full press release, <https://www.aeaweb.org/about-aea/honors-awards/bates-clark>

▶ If you have an item for a future Brag Box, please submit it to info@csweb.org. We want to hear from you!

Congratulations to **Barbara Fraumeni**, University of Southern Maine, and **Susan Collins**, FRB Boston, 2025 Distinguished Fellows.

The Award of Distinguished Fellow was instituted in 1965. Past presidents of the association and Walker medalist shall be Distinguished Fellows. Additional Distinguished Fellows may be elected, but not more than four in any one calendar year from economists of high distinction in the United States and Canada. For the full press release, <https://www.aeaweb.org/about-aea/honors-awards/distinguished-fellows/susan-collins> and <https://www.aeaweb.org/about-aea/honors-awards/distinguished-fellows/barbara-fraumeni>

Call for Nominations: CSWEP Elaine Bennett Research Prize

Deadline: September 19 2025

The annual Elaine Bennett Research Prize supports, encourages, and recognizes outstanding contributions by young women in the economics profession. Nominees should be at the beginning of their career, normally within ten years of completing their dissertation and earning their PhD. However, adjustments will be made for nominees who have had childrearing or medical leave. Nominees will have demonstrated exemplary research contributions in their field. Nominations should contain the candidate's CV, relevant publications, a letter of nomination, and two supporting letters. The Bennett Prize is for fundamental intellectual contributions to economics. Correspondingly, the nomination letter should describe the candidate's research and its significance, and supporting letters should come from experts in the field who are best able to speak to these contributions, regardless of departmental or agency affiliation. A CSWEP-appointed committee reviews nominations and the prize will be awarded at the January 2026 AEA Meetings in Philadelphia, PA.

Nominations are due September 19, 2025. Send nominations for this award to CSWEP Committee Coordinator at info@cswebp.org.

For more information and a list of past recipients of the Bennett Prize, visit <https://www.aeaweb.org/news/call-for-nominations-bennett-prize-april-21-2025>.

Call for Applications: Mid-Career Peer-to-Peer (P2P) Mentoring Program

CSWEP's Mid-Career P2P Mentoring program aims to help mid-career economists find community, support, and mentoring. The first cohort launched in the fall of 2023, and a second round of rolling enrollment began in 2025, supported by a grant from the Co-Impact Foundation.

Participants form groups that meet regularly (typically virtually), and CSWEP provides a suggested curriculum and resources. The curriculum consists of five modules on topics like planning for promotion, productivity, and time management, with several alternative modules that can be substituted to meet the group's needs. The curriculum is designed with associate professors or equivalent non-academic or non-tenure-track positions in mind, but it is easily adaptable for full professors, administrators, managers, and others.

To learn more about P2P and to enroll your group in the program, visit cswebp-mentoring.org.

CSWEP Sessions at Upcoming Meetings: Western Economic Association 100th Annual Meeting

June 20–June 24, 2025
Marriott Marquis, San Francisco

Advances in Economic Theory

Session Chair: Natalia Lazzati, UCSC
Organizer: Galina Hale, UCSC

Career Concerns with Misspecified Learning: Theory and Applications
Anqi Li, University of Waterloo

Does Partial Randomization Encourage or Discourage Participation? Theory and Evidence

Tugce Cuhadaroglu, University of St. Andrews

Simultaneous choice model: The statistical power of three monotone restrictions

Natalia Lazzati, UCSC
Discussants: *Alessandra Cassar, University of San Francisco; Anqi Li, University of Waterloo; Tugce Cuhadaroglu, University of St. Andrews*

Advances in Econometrics

Session Chair: Jessie Li, UCSC
Organizer: Galina Hale, UCSC

Evaluating the Impact of Regulatory Policies on Social Welfare in Difference-in-Difference Settings

Dalia Ghanem, UC Davis

Lee Bounds with a Continuous Treatment in Sample Selection

Ying-Ying Lee, UC Irvine

Instrumental Variable Regression with Varying-intensity Repeated Treatments

Shu Shen, UC Davis

Subvector Inference for Constrained Estimators

Jessie Li, UCSC

Inequality and Careers

Session Chair: Galina Hale, UCSC
Organizer: Galina Hale, UCSC

Demographic Differences in Letters of Recommendation for Economics Ph.D. Students

Beverly Hurtle, FRBNY

Skewed Aspirations: The Impact of Economic Inequality on Adolescent's Cognitive and Non-cognitive Performance

Yang Jiao, Texas A&M

Wealth Inequality and Labor Mobility: The Job Trap

Elena Pellegrini, Boston College

Immigrant Peers and the Short-Run Academic and Long-Run Outcomes of US-Born Students

Briana Ballis, UC Merced

Discussants: *Katheryn Russ, UC Davis; Lorien Rice, Northeastern; Brenda Samaniego, UCSC; Marianna Bitler, UC Davis*

Gender Issues

Session Chair: Galina Hale, UCSC
Organizer: Galina Hale, UCSC

Gender Stereotypes in Task Choice: An Experimental Investigation of Taste-Based vs. Statistical Self-Stereotyping

Lea Weigand, University of Zurich

Demonetization and Child Health: Evidence from India

Roopal Jain, Shiv Nadar University

Reproductive Rights in Action: Using Sales Data to Quantify the Pill's Fertility Effects Across the Age Profile.

Kelly Ragan, Stockholm School of Economics

Discussants: *Leila Bengali, FRBSF; Ariel Zucker, UCSC; Roopal Jain, Shiv Nadar University*

CSWEP Events: Western Economic Association 100th Annual Meeting

Saturday, June 21, 2025

CSWEP will sponsor a networking breakfast on Saturday June 21 from 7:30-9am. Nancy Rose will give brief remarks. Seats are limited, and registration is required. The registration link will be available [here](#) by May 23, 2025.

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