

Adina D. Sterling

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Employment

2023-present	Katherine W. Phillips Associate Professor of Management, Columbia University, Graduate School of Business
2018-present	Founder & Co-Director, Equity by Design Lab
2019-2023	Associate Professor of Organizational Behavior Stanford University, Graduate School of Business and by courtesy, Sociology
2015-2019	Assistant Professor of Organizational Behavior Stanford University, Graduate School of Business
2011-2015	Assistant Professor of Strategy Washington University in St. Louis, Olin Business School

Education

2006-2011	Emory University, Goizueta Business School Atlanta, Georgia PhD in Organization and Management, 2011 Dissertation: Who You Know: Pre-Entry Contacts and Post-Entry Social Structure (Published)
1997-2002	The Ohio State University Columbus, Ohio B.S. in Chemical Engineering, Minor in Economics <i>Magna Cum Laude</i>

Peer Reviewed Research Publications[†]

14. J. Dudley and A. D. Sterling. 2026. “How the 2023 SCOTUS Affirmative Action Decision is Reshaping Employer Hiring Practices and Implications for P-20 Education Policy.” *Impacts of Anti-DEI Initiatives on Educational Institutions and Policy*.

13. S. Wang and A. D. Sterling. 2025. Setting Up the Gap? Gender Differences in Initial Salary Offers in Hiring. *Organization Science*, 36(6):2399-2415.

12. A. D. Sterling. 2024. This is Why I Leave: Race and Voluntary Departure. *Administrative Science Quarterly*, 69(4), 926-961.

11. A.D. Sterling and J. Merluzzi. 2021. Tryouts as Alternative Hiring Arrangements in Organizations. *Research in Organizational Behavior*.

Note: In published in press in 2021; backdated by the publisher to 2019.

10. Gender Pay Gap Among STEM Graduates. 2020. *Proceedings of the National Academy of Sciences*, 117 (48) 30303-30308.

9. R. Galperin, O. Hahl, **A. D. Sterling**, and J. Guo*. 2020. Too Good to Hire? Capability and Commitment Inference in Labor Markets. *Administrative Science Quarterly*, 65(2): 275-313.

8. D. Elfenbein and **A. D. Sterling**. 2018. (When) Is Hiring Strategic? Human Capital Acquisition in the Age of Machines. *Strategy Science*, 3(4):668-682.

7. **A. D. Sterling** and R. M. Fernandez. 2018. Once in the Door: Gender, Tryouts and the Initial Salaries of Managers. *Management Science*, 64(11): 5444-5460.

6A. J. Merluzzi and **A. D. Sterling**. 2017. Lasting Effects? Referrals and Career Mobility of Demographic Groups in Organizations. *Industrial Labor Relations Review*, 70(1): 105-131.

Revised and expanded version:

6B. **A.D. Sterling**. 2022. Race and the Enduring Effects of Labor Market Networks on Careers in the Workplace. Forthcoming in the 5th edition of *Social Stratification*, edited by David B. Grusky, Nima Dahir, and Claire Daviss.

5. **A. D. Sterling**. 2015. Pre-Entry Contacts and the Generation of Nascent Networks in Organizations. *Organization Science*, 26(3): 650- 667.

4. **A. D. Sterling**. 2014. Friendships and Search Behavior in Labor Markets. *Management Science*, 60(9): 2341-2354.

3. M. Bidwell, F. Briscoe, I. Fernandez-Mateo and **A.D. Sterling**. 2013. The Employment Relationship and Inequality: How and Why Changes in Employment Practices are Reshaping Rewards in Organizations. *Annals of the Academy of Management*, 7: 61121.

2. P. Roberts and **A. D. Sterling**. 2012. Network progeny? Prefounding social ties and the success of new entrants. *Management Science*, 58(7): 1292-1304.

1. C. I. Rider, **A. D. Sterling** and D. Tan. 2016. Career Mobility and Racial Diversity in Law. Diversity in Practice, Chapter 12. Race, Class, and Gender in Legal and Professional Careers, Cambridge Univ. Press in American Bar Foundation's Research Group on Legal Diversity.

Business & Policy Publications

4. S. Correll and **A.D. Sterling**. 2025. Making a Business Case for DEI. *Contexts*, 2(2): 16-17.
3. **A. D. Sterling**. 2018. Gender and Networks. *State of the Union Report*. Stanford Poverty and Inequality Center.
2. J. Merluzzi and **A.D. Sterling**. 2017. Black Employees Are More Likely to Be Promoted When They Were Referred by Another Employee. *Harvard Business Review*.
1. **A. D. Sterling**. 2016. How Having an MBA vs. a Law Degree Shapes Your Network. *Harvard Business Review*.

Working Papers (manuscripts available)

5. Is It the (Written) Expression that Counts? Gender and Hiring in a Global Sales Firm (with N. Overmeyer). 2nd Revision Requested, *American Sociological Review*.
4. Breaking Down Information Inequality: Evidence from a Field Experiment in the Technology Industry (with J. Choi and S. Ireokomos). *Under Review*.
3. The Impact of #MeToo Movement on Female Employees (with H. Wu and H. Xu). 1st Revision Requested, *Management Science*.
2. The Price of Entry? Race, Internships and Good Jobs in Early Careers (with M. Thompson and D. Rojas). *Under Review*.
1. Gender Differences in Persistence Following Rejection: Evidence from Academic Research Grants (with L. Doering and Y. Chen). *Under Review*

Work-in-Progress

3. Signals and Proof: Examining Mechanisms to Narrow the Gender Pay Gap at Workforce Entry. A. D. Sterling (with S. Gilmartin and S. Sheppard).
2. Under Scrutiny: An Assessment of Hiring Decisions Using Eye-tracking Software.
1. Race, Health, and Hiring. Experimental Design Stage

Teaching Experience

Courses Taught

Spring, Fall 2025	Organizational Change, MBA Elective, Columbia University
Spring 2018-Fall 2025	Equity by Design, MBA Elective, Columbia/Stanford GSB
Summer 2016, 2017, 2018	Organization Design (Core MSx Course), Stanford GSB
Spring 2018, 2019, 2021, 2022	Economic Sociology of Markets and Organizations - PhD Level Course, Stanford GSB Note: Cross-listed as a PhD Sociology Course
Spring 2017	Introduction to Organizational Behavior, Stanford Law School
Fall 2011-2014	The Individual in the Managerial Environment (BSBA core course), Washington University Olin Business School
Spring 2010	Teaching Assistant, Leading & Managing Change (MBA/BSBA course), Emory University Goizueta Business School
Spring 2009	Teaching Assistant, Leading Organizations and Strategy (MBA core course) Emory University Goizueta Business School
Fall/Winter/Spring 1999-2001	Mathematics Teaching Assistant, Department of Mathematics, The Ohio State University

Cases Authored

5. When the Wind Shifts: Leadership at the Edge of Progress and Backlash
CBS Case (2025)
4. From Contractor to Rising Star at McKinsey through Skills-Based Hiring
(2025)
3. The Myth of Merit in Banking:
Hiring for Internships
CBS Cases A and B (2025)
2. The NYC Liberty, The Audacity to Build a Super Team in the
WNBA, CBS Cases A and B (2025)
1. GoDaddy and the Holy Grail:
Equal Access to Top Performance Reviews (2020)
Cases: SM-318A, SM-318B, SM-318C

<i>Editorial Work</i>	Management Science, Associate Editor, 2019-Present Organization Science, Editorial Review Board, 2016-Present American Sociological Review, Ad Hoc Reviewer, 2012-Present Administrative Science Quarterly, Ad Hoc Reviewer, 2012-Present Academy of Management Journal, Ad Hoc Reviewer, 2014-Present Industrial Relations Review, Ad Hoc Reviewer, 2015-Present American Journal of Sociology, Ad Hoc Reviewer, 2012-Present Proceedings of the National Academy of Sciences, 2021-Present
<i>Professional Affiliations</i>	Academy of Management 2006-Present American Sociological Association 2008-Present PhD Project Minority Faculty of Color Association 2011-Present

Invited Seminar Presentations

2026	Massachusetts Institute of Technology, Sloan School
2026	Rutgers University, School of Management and Labor Relations
2026	Washington University in St. Louis, Olin School
2025	University of Virginia, Darden School
2025	McGill University, Desautels Faculty of Management
2025	University of Berkeley, Hass Business School
2025	Rice University, Jones Business School
2024	Johns Hopkins University, Carey School of Business
2024	University of Michigan
2022	Cornell University, Industrial Labor Relations School
2022	Harvard Business School, Technology and Operations
2022	Columbia Business School, Columbia University
2022	University of Wisconsin Department of Management
2022	Harvard Business School, Organizational Behavior Group
2021	University of Minnesota Carlson School of Management
2021	Olin Business School, Washington University in St. Louis
2021	Stanford University SCANCOR
2021	Bocconi University, Bocconi School of Management
2020	UCLA Anderson School of Management
2020	University of Chicago, Booth School of Business
2020	MIT Sloan School of Management
2020	Columbia Business School, Columbia University
2019	New York University, Leonard N. Stern School
2019	Berkeley Sociology Department, University of California
2019	Carnegie Mellon University Tepper School of Business
2019	Dartmouth University Tuck School of Business
2018	Northwestern University, Kellogg Business School
2018	MIT Sloan School of Management

2018	Cornell University Industrial Labor Relations School
2018	University of Washington Foster School of Business
2018	University of Maryland Smith School of Business
2018	University of Pennsylvania Wharton School
2018	University of Toronto Rotman School
2017	Yale School of Management Yale University
2017	Sociology Department, Stanford University
2017	University of British Columbia Sauder School of Management
2017	McGill University Desautels School of Management
2017	University of Santa Clara Leavey Business School
2016	Berkeley Haas Business School MORS Colloquium
2016	Psychology Department, Stanford University
2016	IE Business School (Madrid, Spain)
2014	Stanford Graduate School of Business
2013	MIT Sloan School of Management
2013	University of Illinois at Urbana Champaign
2011	University of Pennsylvania Wharton School

- Selected Service**
- CBS: Hiring, PhD student Committees, 2023-Present
 - Artificial Intelligence and Governance Faculty Reading Group, Stanford University, 2022
 - Cofounder and organizer of Junior Black Faculty Group at Stanford, 2020-2021
 - American Sociological Association (ASA) Work and Occupations Committee, 2019-2021
 - ASA Best Doctoral Dissertation Competition Committee, 2020
 - Organization and Management Theory (OMT) Best Paper Research Committee, 2015-2019
 - Strategic Management Research Committee, 2016-2018
 - Symposium Organizer, AOM Meetings, 2010-2021
 - Stanford Hiring and Organizations Conference Organizer, 2018
 - Co-Organizer of Macro OB Seminar Series, Stanford GSB, 2016-2018
 - Macro OB Brown Bag Seminar Series Organizer, Stanford GSB, 2016-2019

**Selected
Media
Coverage**

Just 2.7% of Top Roles in Big Tech Held by Black Executives, *The Information*
The ‘Overqualified’ Trap Can Hit You at Any Time, *Wall Street Journal*
The Cost of Fitting In, *Fast Company*
“Young Profs” Selectee: Social Network Effects in Hiring *Business + Strategy*
Friendships and Search Behavior, *Forbes*, Short Thoughts on Big Data, In Perspectives, A Newsletter of the *American Sociological Association* Short Thoughts on Big Data, In Perspectives, A Newsletter of the *American Sociological Association*

**Industry
Experience**

Procter and Gamble, Senior Engineer

**Outside
Activities
(2018-present)**

AirBnB, Genentech, Cooley, Google, Maxim Integrated, Emerson, Alfred P. Sloan Foundation, San Francisco Department of Public Health, Ohio State University College of Engineering, University of Toronto Faculty Association, Articulate