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EDUCATION

PhD Social Psychology, University of Kansas, Lawrence, KS, 2006
MA Applied Social Psychology, University of Guelph, Guelph, ON, Canada, 2001
BA Psychology (Honors), Wilfrid Laurier University, Waterloo, ON, Canada, 1999
Global Scholar, Canadian Institute for Advanced Research, Successful Societies, 2008 to 2009
Postdoctoral Fellow, Social Sciences and Humanities Research Council (SSHRC) of Canada, 2006 to 2008

LEADERSHIP DEVELOPMENT

Higher Education Resource Services (HERS) Leadership Institute for Women in Higher Education; 12-week comprehensive leadership development program, 2022
Higher Education Resource Services (HERS) Equity-Minded Leadership Program: 5-week program to develop inclusive and equitable leadership skills and strategies, 2022

Foci of Scholarship and Leadership:

Prejudice, stereotyping, and discrimination; diversity, equity, inclusion, and accessibility (DEIA); Inclusive Mentorship

FACULTY APPOINTMENTS
California State University, San Bernardino

Professor, Department of Psychology, 2019 to present
Associate Professor, Department of Psychology, 2013 to 2019
Assistant Professor, Department of Psychology, 2009 to 2013

INSTITUTIONAL LEADERSHIP, POLICY DEVELOPMENT, AND FACULTY TRAINING
California State University, San Bernardino

Faculty Development

DEIA Fellow, Faculty Affairs & Development, 2023

Activities
- Conduct faculty needs assessment
- Develop new faculty DEIA fellows program
- Establish new Inclusion, Diversity, Equity, and Accessibility (DEIA) Center as a central hub to:
  — Provide administrative support for DEIA-related grants and projects
  — Provide DEIA training for grant project team members
  — Support faculty in writing DEIA-related grants
  — Create standard DEIA statement for grants
  — Conduct *DEIA assessment* of Sponsored Programs faculty development initiatives, grant submissions, and funding recipients
  — Develop and facilitate faculty-centered DEIA initiatives

ADVANCE-DEPTH Initiative

Executive *Director and Co-Founder*, Diversity and Equity in Promotion, Tenure, and Hiring (DEPTH) Center, 2018 to present
PI/Co-PI/Managing Director, National Science Foundation ADVANCE Adaptations, *"*Diversity and Equity in Promotion, Tenure, and Hiring (DEPTH) in STEM at CSUSB" ($995,876), 2018 to 2022

The DEPTH Center, located in the Office of the Provost, develops and delivers evidence-based initiatives to increase faculty inclusion and diversity in hiring, enhance equity in faculty evaluation, and improve faculty retention. The Center aims to shift the culture of the institution to an inclusive and accessible environment for all faculty. The ADVANCE grant funded these initiatives and the creation and institutionalization of DEI-focused data tracking systems.

Activities

Policy/Practice:
- Identify DEI challenges and areas for improvement
- Initiate policy change to forward faculty diversity, equity, and inclusion
- Institute institutional data tracking systems

Faculty Recruitment:
- Develop and deliver evidence-based initiatives/trainings to increase diversity in faculty hiring
- Develop and disseminate resources to support best practices in faculty searches
- Build DEI advocacy program and train advocates to serve on faculty recruitment and evaluation committees
- Survey finalists who interview for faculty positions to improve interview processes

Faculty Evaluation:
- Facilitate faculty learning communities to develop equity-based departmental guidelines for faculty evaluation
- Disseminate evidence-based practices to enhance equity in promotion and tenure decisions
- Develop resources to support best practices in faculty evaluation

Faculty Retention:
- Coordinate exit interviews by faculty of faculty to identify factors leading to faculty departures
- Generate and distribute faculty climate surveys to determine factors affecting faculty retention
- Develop interdisciplinary collaborative groups to enhance faculty diversity and retention

Dissemination and Communication:
- Prepare annual presentations and reports for the Faculty Senate and External Advisory Board
- Prepare reports for Provost and AVP of Faculty Affairs and Development

Accomplishments

Due to the collaborative work of the DEPTH Center and the Office of the Provost, during the period of 2017-2022, the institution achieved:
- An increase in representation of underrepresented minoritized faculty from 16.0% to 22.7%
- An increase in underrepresented minoritized assistant professors from 22.8% to 37.0%
- An increase in the percentage of STEM women assistant professors from 29% to 40% and full professors from 28% to 40%
- An increase in average number of applications for faculty positions from 27 per search to 55
- Institutionalized use of broad and active recruitment strategies

- Applicant pools corresponding with the diversity of available PhDs within specific fields
- Equitable compensation packages for new faculty hires as a result of targeted analyses
- Changes in search processes that successfully enhanced the interview experiences of prospective faculty
- Search committee composition that is representative of faculty body
- Positive search committee trainings that yielded 93% attendance rate among faculty on search committees (40% of faculty body)
- 100% use of rubrics in faculty searches across all stages of evaluation
- Use of inclusive and accessible language in faculty-related forms and websites
- Advertisements and recruitment plans grounded in best practices for broad and active searches

Through strategic collaboration with the Faculty Senate and the Senate's Faculty Affairs Committee, the DEPTH Center led:
- Changes in faculty policies to advance faculty diversity in hiring and equity in promotion/tenure
- Use of inclusive and accessible language in faculty policies and communications
- New department tenure and promotion guidelines in six STEM departments, which incorporate best practices in faculty evaluation
- DEI contributions required in evaluation of academic deans
- DEI contributions included as one possible criterion in promotion and tenure evaluations

DEPTH Task Force

Chair, Diversity and Equity in Promotion, Tenure, and Hiring (DEPTH) Task Force, 2017-2018

Activities and Accomplishments:
- Conducted a comprehensive assessment of CSUSB's hiring, promotion, and tenure policies and processes in relation to DEI best practices
- Identified areas of focus for shifting institutional culture related to DEI
- Secured external funding to support initiatives aimed at addressing challenges and advancing DEI

Breaking the Prejudice Habit Initiative

Developer and Co-Facilitator, Breaking the Prejudice Habit Workshop Series, in collaboration with Patrick Forscher (co-developer of Prejudice Habit-Breaking Intervention at UW-Madison), 2017-2018

Activities and Accomplishments:
- Delivered to faculty, faculty search committees, faculty evaluation committees, academic administrators, and the Faculty Senate
- Served as an introduction to key cognitive biases and evidence-based strategies to overcome cognitive biases in decision-making
- Increased use of best practices in conducting faculty searches (e.g., inclusive wording in position announcements; rubrics for screening applicants and evaluating candidates)

Team Science (Transdisciplinary Collaboration) Initiative

Founder and organizer, the Gender Research and Social Science (GRASS)transdisciplinary research pod

Activities and Accomplishments:
- Provided 14 women across six departments with research development and interdisciplinary collaboration opportunities

Faculty Senate

College Representative, Faculty Affairs Committee, 2022
Vice Chair, Faculty Senate, 2020 to 2022
Executive Committee Member, Faculty Senate, 2018; 2020 to 2022
College Representative, Faculty Senate 2017 to present

Accomplishments:
- Made substantial contributions to systemic change within the operations and functioning of the Faculty Senate
- Informed instructional and academically related policy and practice, especially related to diversity, equity, inclusion, and accessibility

Institutional Review Board (IRB)

Chair, Full Board, March 2018 to July 2020
Chair, Psychology Subcommittee, 2017 to 2018; 2010 to 2012

Accomplishments:
- Initiated substantial revisions in IRB application documents and Standard Operating Procedures (SOP) to simplify and bring human subject protection into federal compliance
- Restructured the Board to involve members in all aspects of decision-making (e.g., SOP revisions, membership selection, addressing non-compliance issues) rather than serving solely as application reviewers
- Initiated a complete revision to FAM 845.72 (Human Subjects: Institutional Review Board) to meet federal requirements
- Attended to emergency circumstances in the context of the COVID-19 pandemic

INSTITUTIONAL DEI ADVISORY AND MENTORSHIP ROLES

DEI Boards

Executive Committee Member, President's DEI Board, August 2020 to November 2021
Chair, Faculty Recruitment, Retention and Development Subcommittee, President's Diversity, Equity & Inclusion Board, August 2020 to November 2021
Faculty Representative, President's Council on Diversity, Inclusion, and Equity (CODIE), 2017 to 2020

The President's DEI Board is tasked to:
- Contribute to the DEI Strategic Plan design and identify and recommend priorities for diversity, equity, and inclusion work to the President
- Lead and coordinate activities to cultivate and maintain an inclusive campus climate
- Assist in the development of accountability structures to evaluate and assess the campus climate activities for efficacy
- Foster learning and engagement around diversity, equity, and inclusion through coordinated events, workshops, and training
- Focus on the role of diversity, equity and inclusion in terms of faculty recruitment, retention and development, diversification, inclusion workshops, and diversity champion programs

SELECTED CONTRIBUTIONS TO THE ACADEMY AND COMMUNITY

Faculty Mentorship Development and Leadership

Co-Facilitator, Faculty Mentorship: Incorporating Inclusive Practices to Foster Faculty Success, Virtual 2-day conference hosted by Academic Impressions, 2022.

Co-Facilitator, *Faculty Mentorship: Incorporating Inclusive Practices to Foster Faculty Success*, Virtual custom Workshop for Boston University (in collaboration with Academic Impressions), 2022.

Co-Facilitator, Faculty Mentorship: Incorporating Inclusive Practices to Foster Faculty Success, Custom workshop delivered to University of Texas, Medical Branch, School of Nursing in collaboration with Academic Impressions, 2022

Co-Facilitator, Faculty Mentorship: Incorporating Inclusive Practices to Foster Faculty Success, 2-day workshop hosted by Academic Impressions, 2021

Assessment and Evaluation

DEI evaluation of the National Strength and Conditioning Association Foundation accompanied by recommendations to improve policies, practices, and strategic planning to enhance DEI in the distribution of Foundation resources, Colorado

DEI assessment of research opportunities (e.g., funding and internships) awarded to students by CSUSB's Offices of Student Research and Graduate Studies to determine the extent to which opportunities were provided in an equitable manner across social identities

External evaluator for the H.E.A.R.T. anti-bullying program, sponsored by the Wellington Catholic District School Board and the Ontario (Canada) Educational Services Corporation

Designer and external evaluator for "No Racism Here", a high school intervention program for reducing intergroup violence, Guelph and District Multicultural Centre, ON, Canada

Designer and external evaluator for "Understanding Immigration," a high school intervention for decreasing prejudice towards immigrants, sponsored by the Department of Justice & Immigration, Canada

Consulting

Grant Consultant. Upon recommendation from NSF, consulted with more than a dozen diverse institutions regarding the preparation of an NSF ADVANCE Adaptations track grant, 2018-present

Content and Survey Methodology Expert. NSF INCLUDES Workshops, "Understanding African Americans' underrepresentation in evolutionary biology majors", Tulane University, 2017-2018

Faculty Development Consultant. California State University, Long Beach, Guided the development of faculty search committee training workshops and materials, 2018-2019

Invited Delegate, History and Challenges of African Americans in Evolutionary Science Careers*,* funded by the National Science Foundation and hosted by the Joint School for Nanoscience and Nanoengineering, North Carolina, Greensboro, 2017

Invited Delegate, Future Challenges for Psychological Research on Group Processes and Intergroup Relations: What we know and what we need to know, Kent University, Canterbury, UK, 201

Invited Faculty Development Speaking Engagements

Panelist, Implicit Bias Panel, Promotion and Tenure – Innovation and Entrepreneurship (PTIE) Conference, Hosted by Oregon State University, Skamania Lodge, Washington State, 7/25-27/22.

Webcast Presenter, Diversification in the Professoriate, live webcast hosted by CSU STEM-NET, 2022

Podcast Presenter, Rethinking the Role of Service in Promotion & Tenure: Defining It, Measuring It, and Addressing Inequities, podcast series with live Q&A hosted by Academic Impressions, 2022

Speaker, delivered talk: "Evidence-Based Practices to DEI in the Academy" and consulted with senior university leadership on faculty diversity, equity, inclusion, and accessibility, University of Arkansas

Speaker, delivered talk on "Evidence-Based Practices to DEI in the Academy" and consulted with senior university leadership on faculty diversity, equity, inclusion, and accessibility, University of Mississippi

Keynote Speaker, delivered talk on "Advancing Faculty DEI", Faculty Affairs-Faculty Senate retreat

Keynote Speaker, Evidence-Based Approaches to Understanding and Mitigating Prejudice, California State University, Long Beach Faculty Diversity Retreat, Lake Arrowhead, CA, 2018.

Speaker, *Evidence-Based Approaches to Understanding and Mitigating Prejudice*, California State University, Chancellor's Office Forum on Best Practices for Faculty Diversity, Long Beach, CA, 2018.

EXTRAMURAL FUNDING

PI/Co-PI, National Science Foundation ADVANCE Adaptations, *"*Diversity and Equity in Promotion, Tenure, and Hiring (DEPTH) in STEM at CSUSB" (Award# 1760765; $995,876), 2018 to 2022

PI, California State University Chancellor's Office, Advancing Faculty Diversity Grant ($125,000), 2018

PI, California State University Chancellor's Office, Faculty Retention Grant ($28,000), 2020
Contributor, National Science Foundation Division of Environmental Biology, "Broadening Participation in Ecology and Evolutionary Biology" (Award #1701086, $38,123), 2017 to 2021

Faculty Fellow, National Center on Minority Health and Health Disparities, Research Infrastructure in Minority Institution Program, (Award # 1P20MD002722, FTE, $24,200), 2010 to 2011.

Co-PI, National Science Foundation, Human Resource Development, "A Cultural-Psychological Analysis of Gender Discrimination (and Privilege) in STEM Fields" (Award # 0936722; $492,032), 2009 to 2013

HONORS AND AWARDS
California State University, San Bernardino

- The College of Social and Behavioral Sciences Outstanding Faculty Service Award, 2021
- CSBS Outstanding Faculty in Instructionally Related Activities Award, 2017
- Office of Student Research, Research and Creative Activity Mentor Award, 2016/2017
- 2015 Outstanding Faculty Advisor, 2015

PUBLICATIONS, REPORTS AND TEST BANKS

Kuan, H. T., Senn, C. Y., & **Garcia, D. M.** (2022). The role of discrepancies between online pornography created ideals and actual sexual relationships in heterosexual men's sexual satisfaction and well-being. *Sage Open.* doi: https://doi.org/10.1177/21582440221079923
Bart, H., O'Brien, L., & **Garcia, D. M.** (2020). Acknowledging the elephant in the room. *BioScience*, *70*, 447-448.

O'Brien, L. T., **Garcia, D. M.**, Blodorn, A., Adams, G., Gravelin, C., & Hammer, E. (2020). An educational intervention to improve women's academic STEM outcomes: Divergent effects on well represented vs. underrepresented minority women. *Cultural Diversity and Ethnic Minority Psychology, 26*, 163–168. https://doi.org/10.1037/cdp0000289

O'Brien, L. T., Bart, H. L., & **Garcia, D. M.** (2020). Why are there so few ethnic minorities in ecology and evolutionary biology? Challenges to inclusion and the role of sense of belonging. *Social Psychology of Education*, *23*, 449–477.

Garcia, D. M. (2015). *Test bank (4 chapters; 2049 questions) for Social Psychology: The Science of Everyday Life* by Jeff Greenberg, Toni Schmader, Jamie Ardnt, & Mark Landau (2017). Macmillan Higher Education.

Villicana, A. J., Rivera, L.M., & **Garcia, D. M.** (2018). When one's group is beneficial: The effect of a Group-affirmation and subjective group identification on prejudice. *Group Processes and Intergroup Relations. 21*, 962-976, doi: 10.1177/1368430217690907

McKay, S. A., **Garcia, D. M.**, Clapper, J. P., & Schultz, K. S. (2018). The attentive and the careless: Examining the relationship between personality and careless responding in online surveys. *Computers in Human Behavior, 84*, 295-303, doi: 10.1016/j.chb.2018.03.007

Villicana, A. J., **Garcia, D. M.**, & Biernat, M. R. (2017). Gender and parenting: Effects of parenting failures on evaluations of mothers and fathers. *Group Processes and Intergroup Relations, 20*, 867-878, doi: 10.1177/1368430215615683

O'Brien, L. T., **Garcia, D. M.**, Adams, G., Villalobos, J.G., Hammer, E., & Gilbert, P.N. (2015). The threat of sexism in a STEM educational setting: the moderating impacts of ethnicity and legitimacy beliefs on test performance. *Social Psychology of Education, 18,* 667-684.

O'Brien, L. T., Blodorn, A., Adams, G., **Garcia, D. M.**, & Hammer, E. (2014). Ethnic variation in gender-STEM stereotypes and STEM participation: An intersectional approach. *Cultural Diversity and Ethnic Minority Psychology.*

Gilbert, P. N., O'Brien, L.T., **Garcia, D. M**., Marx, D. M. (2015). Not the sum of its parts: Decomposing implicit academic stereotypes to understand academic outcomes. *Sex Roles, 72(1-2)*, 25-39.

Granillo, C. M., Chavez, D, **Garcia, D. M**., & Campbell, K. (2012). Exploring the Latino Health Paradox in Children. *Californian Journal of Health Promotion, Special Issue II: Health Disparities on Latino Communities, 1*, 15-24.

Campbell, K., **Garcia, D. M**., Granillo, C. M., & Chavez, D. (2012). Exploring the Latino Paradox: How Economic and Citizenship Status Impact Health. *Hispanic Journal of Behavioral Sciences. 34*, 187-207.

Son Hing, L. S., Bobocel, D. R., Zanna, M. P., **Garcia, D. M.**, Gee, S. S., & Orazietti, K. (2011). Meritocracy: Justice principle or system justification belief? *Journal of Personality and Social Psychology, 101*, 433-450.

O'Brien, L., **Garcia, D.M.**, Crandall, & C. S. Kordys, J. (2010) White Americans' objections to affirmative action: Group interest and the harm to beneficiaries argument. *British Journal of Social Psychology, 49*, 895-803.

Garcia, D. M., Schmitt, M. T., Branscombe, N. R., & Ellemers, N. (2010). Women's reactions to ingroup members who protest discriminatory treatment: The importance of beliefs about inequality and response appropriateness. *European Journal of Social Psychology, 40*, 733-745.

Jackson, L. M., & **Garcia, D. M**. (2010). Endorsement of group change and organization change affirmative action programs for male and female beneficiaries. *Sex Roles, 63*, 239-250.

Outten, H. R., Schmitt, M. T., **Garcia, D. M**., & Branscombe, N. R. (2009). Coping options: Missing links between minority group identification and psychological well-being. *Applied Psychology: An International Review, 58*, 146-170.

Esses, V. & **Garcia, D. M**. Intergroup conflict (2008). In J. M. Levine & M. A. Hogg (Eds.), *Encyclopedia of group processes and intergroup relations*. Thousand Oaks, CA: Sage.

Guimond, S., Branscombe, N. R., Brunot, S., Buunk, A. P., Chatard, A., Désert, M., **Garcia, D. M**., Haque, S., Martinot, D. & Yzerbyt, V. (2007). Culture, gender, and the self: Variations and impact of social comparison processes. *Journal of Personality and Social Psychology, 92*, 1118-1134.

Adams, G., Fryberg, S., **Garcia, D. M**., & Delgado-Torres (2006). The psychology of engagement with First Nations ethnicities: A cultural perspective. *Cultural Diversity and Ethnic Minority Psychology, 12*, 493-508.

Schmitt, M. T., Branscombe, N. R., Silvia, P. J., **Garcia, D. M**., & Spears, R. (2006). Categorizing at the group-level in response to intragroup social comparisons: A self-categorization theory integration of self-evaluation and social identity motives. *European Journal of Social Psychology, 36*, 297-314.

Adams, G., **Garcia, D. M**., Purdie-Vaughns, V., & Steele, C. M. (2006). The detrimental effects of a suggestion of sexism in an instruction situation. *Journal of Experimental and Social Psychology, 42*, 602-615*.

Garcia, D. M., Branscombe, N. R., Desmarais, S., & Gee, S. S. (2006). The effects of social comparisons and policy experience on attitudes toward redistributive social policies. In S. Guimond (Ed.), *Social comparison and social psychology: Understanding cognition, intergroup relations and culture* (pp. 151-173)*. Cambridge, UK: Cambridge University Press.

Guimond, S., Chatard, A., Branscombe, N. R., Brunot, S., Buunk, B., Conway, M. A., Crisp, R., Dambrun, M., Désert, M., **Garcia, D. M**., et al. (2006). Social comparisons across cultures II: Change and stability in self-views - experimental evidence. In S. Guimond (Ed.), *Social comparison and social psychology: Understanding cognition, intergroup relations and culture* (pp. 318-344). Cambridge, UK: Cambridge University Press.

Garcia, D. M., Desmarais, S., Branscombe, N. R., & Gee, S. S. (2005). Opposition to redistributive employment policies for women: The role of policy experience and group interest. *British Journal of Social Psychology, 44,* 583-602*.

Garcia, D. M., Horstman Reser, A., Amo, R., Redersdorff, S., & Branscombe, N. R. (2005). Perceivers' responses to in-group and out-group members who blame a negative outcome on discrimination. *Personality and Social Psychology Bulletin, 31,* 769-780*.

Guelph and District Multicultural Association. (2001). Recruiting Young Minds: Youth Involvement in Canadian Neo-Nazi Racialist Groups (National Crime Prevention Centre No. 3340-G5). Ottawa, ON, Canada: contributing author.

SELECTED CONFERENCE PRESENTATIONS AND INVITED TALKS

Garcia, D. M. (2019, July). Invited Discussant. In A. Munder (Chair), Confronting gender-based prejudice and discrimination. Symposium at the annual meeting of the International Society of Political Psychology, Lisbon, Portugal.

Garcia, D. M., & O'Brien, L. T. (2017, November). Ethnic variation in women's STEM participation: An intersectional approach. In S. Gorrell (Chair), *Spotlight on the glass ceiling: A presentation of gender disparities with implications for the future of our field.* Symposium accepted for presentation at the 51st annual meeting of the Association for Behavioral and Cognitive Therapies, San Diego, CA, USA.

Garcia, D. M., Stewart, K., Branscombe, N. R., & Rottapel, M. (2017, July). *Women's Labeling of Gender Discrimination: The Role of Perceived Common Fate.* Paper presented at the 18th General Meeting of the European Association for Social Psychology, Granada, Spain.

Garcia, D. M. (2016, November). *Gender, Race, and Intersectional Experiences in STEM.* Invited talk at the University of Nebraska, Lincoln, NE.

Garcia, D. M. (2015, October). *Rethinking self-affirmation theory: More questions than answers.* Invited talk at the University of Kansas, Lawrence, KS.

Garcia, D. M. (2014, November). *Advice on Academic Careers.* Invited Panel Speaker at the Academic Development Bootcamp, the University of California, Riverside, CA.

Garcia, D. M. (2014, October). *To complain or not to complain: Social Factors influencing responses to discrimination.* Invited talk at California State University, Long Beach, CA.

Garcia, D. M. (2014, March). *To complain or not complain: discrimination: The social consequences of reporting discrimination.* Invited talk at Claremont Graduate University, Claremont, CA.

Garcia, D. M. (2013, October). *Social and personal consequences of public responses to discrimination.* Invited talk at San Diego State University, CA.

Garcia, D. M. (2009, January). *Examining both sides of social identity performance effects.* Invited talk at Stanford University, CA.

SELECTED SERVICE ACTIVITIES

California State University, San Bernardino

- *Elected Representative*, University Evaluation Committee, 2022-2024
- *Advisory Board Member*, Center for the Study of Extremism and Hate, 2021-present
- *Committee Member*, Psychology Department Chair Search Committee, 2021
- *Faculty Senate Representative*, Sponsored Program Advisory Committee, 2019-present
- *Evaluation Advisory Group Member*, Improving Student Success in STEM by Improving Faculty Teaching (ISSUES-X), 2018-present
- *Ex officio member*, University Budget Advisory Board, 2020-2022
- *Elected Representative*, College Evaluation Committee, 2018-2022
- *Chair*, Institutional Review Board, 2018-2021

Ad Hoc Reviewer/Journals:

Psychological Science, Journal of Personality and Social Psychology, Personality and Social Psychology Bulletin, Journal of Experimental Social Psychology, Sex Roles, Psychology of Women Quarterly, British Journal of Social Psychology, European Journal of Social Psychology, Social and Personality Psychology Compass, Political Psychology, Social Psychology Quarterly, Journal of Cross-Cultural Psychology, Cultural Diversity and Ethnic Minority Psychology, Journal of Applied Social Psychology, Group Process and Intergroup Relations, Frontiers in Psychology

Ad Hoc Reviewer/Books and Conferences:

Oxford Press; Worth Publishers
Society of Personality and Social Psychology Conference

Ad Hoc Reviewer/Grants:

National Science Foundation; Canadian Social Sciences and Humanities Research Council