Center for The Study of Higher Education
College of Education
University of Arizona
P.O. Box 210069
Tucson, AZ 85721

(520) 621-6125 📞
@karinaGsalazar 🐦
ksalazar@arizona.edu ✉
https://emraresearch.org/ 🌐

Karina G. Salazar

research areas   Organization theory, enrollment management, recruiting, data science

education   Ph.D, Higher Education, University of Arizona, 2019
  Dissertation: *The Wealth and Color of Off-Campus Recruiting by Public Research Universities*

  M.A., Higher Education, University of Arizona, 2013
  Thesis: *Losing Our Core: Universities, Publishing Companies, and Outsourcing Online Education*

  B.A., Journalism; Minor in Spanish, University of Arizona, 2011

academic positions   *Assistant Professor,* 2019-present
  Center for the Study of Higher Education
  College of Education, University of Arizona

  Fellowships

  Faculty Fellow, 2019-present
  Education Policy Center
  University of Arizona

  Hispanic Serving Institution Fellow, 2022-2023
  Office of the Provost
  University of Arizona

  Visiting Student Scholar, 2018-2019
  Center for the Study of Higher and Postsecondary Education
  School of Education, University of Michigan

scholarship   *Refereed Journals*

Jaquette, O. & **Salazar, K.** (Online First). A Sociological Analysis of Structural Racism in 'Student List' Lead Generation Products. *Educational Evaluation and Policy Analysis* (Special Issue on Critical Approaches to Education Policy Research), https://doi.org/10.3102/01623737231210894.

Lee*, A.E., **Salazar, K.**, & Rhoades, G. (Forthcoming). Embedded and raced academic capitalism in "innovative" solutions to college costs: Income Share Agreements at two Public AAU Research Universities. *Review of Higher Education*

Salazar, K. G. (2022). Recruitment Redlining by Public Research Universities in the Los Angeles and Dallas Metropolitan Areas. *The Journal of Higher Education,* 93:4, 585-621, https://doi.org/10.1080/00221546.2021.2004811.

Salazar, K. G., Jaquette, O., & Han, C. (2021) Coming soon to a neighborhood near you? Off-campus recruiting by public research universities. *American Educational Research Journal*, 58(6), 1270–1314. https://doi.org/10.3102/00028312211001810.

Barringer, S., Leahey, E., & **Salazar, K. G.** (2020). What catalyzes research universities to commit to interdisciplinary research? *Research in Higher Education,* 61(6), 679-705. https://doi.org/10.1007/s11162-020-09603-x.

Manuscripts Under Review

Rhoades, G., Mariscal, J., **Salazar, K.**, Valencia, B. (Revise and resubmit). My brilliant?, classed and raced (academic) career: Counter-narratives of the ideal doctoral student and work. *Journal of Higher Education*

Reports & Policy Briefs

Salazar, K. & Jaquette, O. (2023)."To Dismantle Structural Racism in College Recruiting, Policymakers and Advocates Must Play Offense, Not Defense" *The Education Trust,* Affirmative Action in Higher Education Series.

Salazar, K., Jaquette, O., & Han, C. (2022). Geodemographics of Student List Purchases: A First Look. *The Institute for College Access and Success.*

Jaquette, O., **Salazar, K.**, & Martín*, P. (2022). The Student List Business: Primer and Market Dynamics. *The Institute for College Access and Success.*

Jaquette, O., **Salazar, K.**, & Han, C. (2022). Student list policy: Problems, Regulations, and a Solution. *The Institute for College Access and Success.*

Han, C., Jaquette, O., & **Salazar, K.** (2019). Recruiting the out-of-state university: off-campus recruiting by public research universities. *The Joyce Foundation.*

Milem, J.F., **Salazar, K.**, Bryan, W.P. (2016). Arizona Minority Student Progress Report 2016: The Transformation Continues. *Arizona Minority Education Policy Advisory Committee.*

Book Chapters

Jaquette, O., **Salazar, K.**, & Martín*, P. (Forthcoming). The Student List Business: Market Dynamics. In Burd, S. (Eds.), *Lifting the Veil on Enrollment Management: How a Powerful Industry is Limiting Social Mobility in American Higher Education.* Harvard Education Press.

Salazar, K. (2022). Will I Ever Use This? The Role of Quantitative Reasoning. In T.A. Murray, D.L. Thomas, & S.M. Hansen (Eds.), *Wildcat Perspectives: Univ 101 General Education Reader.* The University of Arizona.

Popular Media

Barringer, S., Leahey, E., Ring-Ramirez, M., & **Salazar, K.** (2021, September 09). Interdisciplinary research in the USA – how committed are universities? *Transforming Society.*

Jaquette, O., & **Salazar, K.** (2018, April 13). Colleges recruit at richer, whiter high schools. *The New York Times.*

Working Papers

Holmes, S., **Salazar, K.**, & Urquidez, K. Centering Home: Advancing Postsecondary Opportunities Through Local Ties and Partnerships. Preparing for submission to AERA Open.

Salazar, K. Recruiting Proximity to Whiteness in the Los Angeles Metropolitan Area. Preparing for submission to Sociology of Education.

Sturm*, J. & **Salazar, K**. Capitalizing the Calendar: Exploring the Timing of Recruitment Visits by Public Research Universities.

Raya*, T. & **Salazar, K**. Servingness through Social Media: A Content Analysis of Selective, Emerging HSIs' Social Media Footprint.

*Indicates student author

selected presenta- tions

Invited presentations

Salazar, K. (2023, April). Public Information as Primary Data: Leveraging Data Science and the Freedom of Information Act for Higher Education Research. Invited Speaker for *Penn State Higher Education Speaker Series*, Penn State University.

Salazar, K. (2023, March). Economic and Other Factors Impacting Enrollment Trends, 1973-2023. Invited Speaker for *National Center for the Study of Collective Bargaining in Higher Education and the Professions*, Hunter College, City University of New York.

Salazar, K. (2022, April). Computational Social Sciences. Invited Speaker at the annual conference for *Women in Data Science- Tucson*, Virtual Conference.

Salazar, K. (2021, August). Equity and Disparities in Higher Education Enrollment and Attainment. Invited Speaker at the annual retreat for *The Hunt Institute Hunt-Kean Leadership Fellows*, Albuquerque, NM.

Salazar, K. (2021, July). Data Science for Higher Education Equity. Invited Speaker for *Paths to Data Science Talk Series*, School of Information, University of Arizona.

Salazar, K. (2021, June). Higher Education Enrollment Management Behavior. Guest Speaker for *Dr. Kevin Henry's ELPA860: Organizational Theory and Behavior in Education*, University of Wisconsin- Madison.

Salazar, K. (2021, April). Leaky Pipeline: Women in Data Science Positions. Invited Speaker at the annual conference for *Women in Data Science- Tucson*, Virtual Conference.

Marquez Kiyama, J., Salazar, K., & Lopez, J.D. (2021, March). Centering Home: Advancing Postsecondary Opportunities for Indigenous and Latina/o/x Communities. Invited Speaker for *Centering Servingness Webinar Series*, University of Arizona Hispanic Serving Institution Initiatives.

Salazar, K. (2021, March). Introduction to Statistics and Education Research. Invited Lecture for *Desert View High School- Education Professions Course*, Sunnyside Unified School District. Tucson, AZ

Salazar, K. (2020, December). Recruitment Redlining via GIS Maps. Guest Speaker for *Dr. Ozan Jaquette's EDUC 260A: Introduction to Programming and Data Management*, University of California, Los Angeles.

Salazar, K. (2020, October). Exploring University Recruiting via Data Science. Guest Speaker for *Dr. Benjamin Skinner's EDH 6931: Innovation in Higher Education*, University of Florida.

Salazar, K. (2020, September). Introduction to Statistics and Education Research. Invited Lecture for *Upward Bound/ TRIO*, University of Arizona.

Salazar, K. (2020, April). Using Data Science for Higher Education Equity. Invited Speaker at the annual conference for *Women in Data Science- Tucson*, Virtual Conference.

Salazar, K. (2020, January). Faculty Keynote Speaker for First Cats Welcome, *Thrive Center* , University of Arizona, Tucson, AZ.

Salazar, K., Jaquette, O., Sweeny, D., & Thorhnill, T. (2019, October). Was anyone really surprised by Aunt Becky? Problematizing Selective Admissions and Institutional Priorities. *Hack the Gates Project, Webinar.*

Salazar, K, Ewinghill, T., Martinez, A., & Adiredja, A. (2019, September). Keynote Speaker for Tangent: A Day of Math Storytelling, *Think Tank*, University of Arizona.

Salazar, K. (2019, May). Race on Campus: Policy and Legal Action. Panel member at the national seminar of the *Education Writers Association*. Baltimore, MD.

Salazar, K., & Jaquette, O. (2018, January). Suburbios o Barrios? Using data science to study off-campus recruiting by public universities. Paper presented for *The Office of Admissions and Enrollment Manamgent*, University of Michigan.

Salazar, K., & Jaquette, O. (2018, January). Suburbios o Barrios? Using data science to study off-campus recruiting by public universities. Paper presented for *Department of Sociology, Economic Sociology and Organizations Workshop*. University of Michigan.

Conference presentations

Sturm, J., & Salazar, K. (2023). Capitalizing the Calendar: Exploring the Timing of Recruitment Visits by Public Research Universities. Paper presented at the annual meeting of

5

the *American Educational Research Association*, Chicago, IL.

Jaquette, O., & Salazar, K. (2023). A Sociological Analysis of Structural Racism in Student List Products. Paper presented at the annual meeting of the *Association for Educational Finance and Policy*, Denver, CO.

Lee, A., Salazar, K., & Rhoades, G. (2022). Embedded and raced academic capitalism in "innovative" solutions to college costs: Income Share Agreements at two Public AAU Research Universities. Paper present at the annual meeting of the *Association for the Study of Higher Education*, Las Vegas, NV.

Salazar, K. (2021). Recruiting Proximity to Whiteness in the Los Angeles Metropolitan Area. Paper present at the annual meeting of the *Association for the Study of Higher Education*, San Juan, Puerto Rico.

Salazar, K. (2020). Sub-metropolitan spatial redlining in public university recruitment. Paper presented at the annual meeting of the *Sociology of Education Association*, Monterey Bay, CA.

Poon, O., Jaquette, O., Salazar, K., Garces, L., Bowman, N., Bastedo, M., Rosinger, K., Park, J., Baker, D., Teranishi, R., Comeaux, E., & Ledesma, M. (2019). Problematizing and Reimagining College Access, Selective Admissions, and Enrollment Management Structures. Panel session at the annual meeting of the *Association for the Study of Higher Education*, Portland, OR.

Salazar, K., Jaquette, O., & Han, C. (2019). Coming soon to a neighborhood near you: Off-Campus Recruiting by Public Universities. Paper presented at the annual meeting of the *American Educational Research Association*, Toronto, ON, Canada.

Salazar, K., Jaquette, O., & Han, C. (2019). Diamonds or diamonds in the rough? Off-Campus Recruiting by Public Universities. Paper presented at the annual meeting of the *Sociology of Education Association*, Monterey Bay, CA.

Salazar, K., & Jaquette, O. (2018). ¿Suburbios o Barrios? Using Data Science to Study Off-Campus Recruiting by Public Universities. Paper presented at the annual meeting of the *American Educational Research Association*, New York, NY.

Salazar, K. (2018). Promising Scholarship in Education: Dissertation Fellows and Their Research. Invited poster session at the annual meeting of the *American Educational Research Association*, New York, NY.

Roberts, M., Salazar, K., Timmer, J., Ward, J., Camp, M. (2018). Communicating Science to Policy Makers: Experiences Advocating for Educational Research on Capitol Hill. Panel session for Grants Program Capstone Conference at the annual meeting of the *American Educational Research Association*, New York, NY.

Gonzales, L., Nuñez, A., Rhoades, G., Carmona, J., Estera, A., Hall, K., Kanhai, D., Salazar, K., Sansone, V. (2017). Critical Approaches to Organizational Theories, Research, and Practice: An Imperative for Just Higher Education. Symposium presented at the annual meeting of the *Association for the Study of Higher Education*, Houston, TX.

Barringer, S., Leahey, E., Salazar, K. (2017). Understanding University Commitment to Interdisciplinary Research: Why are Some Universities More Committed than Others?. Paper presented at the annual meeting of the *Association for the Study of Higher Education*, Houston, TX.

Salazar, K., Valencia, B. G., Navarro Benavides, V., & Milem, J. (2016). Large Demographic Shifts, Limited Educational Gains: The Status of Latina/o Students in Arizona. Poster presented at the annual meeting of the *American Educational Research Association*, Washington D.C.

Jaquette, O., Deil-Amen, R., Salazar, K., Doyle, W. R., & Skinner, B. (2015). Using Data Science to Harness the Big Data Revolution. Symposium Presentation at the annual meeting of the *Association for the Study of Higher Education*, Denver, CO.

teaching

Assistant Professor, University of Arizona
    HED 696C: Managing and Manipulating Data Using R
    HED 612: Introduction to Multivariate Regression & Econometrics
    HED 650: Higher Education Finance and Enrollment Management Policy
    HED 696C: Advanced Regression Modeling for Education Research

Graduate Teaching Assistant, University of Arizona
    HED 612: Introduction to Multivariate Regression (Spring 2016, 2015)
    HED 616: Managing and Manipulating Data Using Stata (Fall 2015)

professional experience

Coordinator, 2013 - 2015
    Office of Assessment and Research
    Division of Student Affairs and Enrollment Management, The University of Arizona

Graduate Intern for Retention and Program Evaluation, 2012 - 2013
    Office of Institutional Research and Planning Support, The University of Arizona

grants

University of Arizona Provost Investment Fund, PI; 2022 ($36,050)
    Felisia Tagaban-Gaskin, Nadia Rodriguez, Valerie Shirley (Co-PIs)
    Embodying Hispanic- and Native-Servingness through Local Partnerships: Strengthening UArizona's Investment to the Sunnyside Unified School District

Arizona Board of Regents, PI; 2022 ($15,000)
    Identifying Successful Practices and Interventions for Increasing Applications and Enrollments from Latinx Students

University of Arizona Challenge Grant, Co-PI; 2021 ($43,878)
    Regina Deil-Amen (PI); Katrina Miranda, Kasi Kiehlbaugh, Karina Salazar; JD Lopez
    Fostering a Culturally Responsive STEM Mentoring Community and Research Ecosystem to Advance Racial Equity for Community College Transfer

honors & awards

National Academy of Education/Spencer Foundation Postdoctoral Fellowship; 2023 ($70,000)
Creating Borders to Opportunity From Historic Inequity: Investigating Geodemographic Filters in Student List Products

University of Arizona College of Education Erasmus Faculty Fellow; 2022

University of Arizona College of Education Teaching and Mentoring Award; 2022

University of Arizona College of Education María Urquides Laureate; 2021

Forbes 2019 College Admission Influencer (researchers and activists category)

American Educational Research Association Dissertation Fellowship; 2017; $20,000

service

Editorial Boards

Research in Higher Education; *Educational Evaluation and Policy Analysis*

Ad Hoc Manuscript Reviews

American Educational Research Journal; *Economics of Education Review*; *Review of Higher Education*; *AERA Open*; *Journal of College Student Development*; *Journal of Higher Education*; *Sociology of Education*; *Journal of Higher Education Policy and Management*;

Service to Field

Policy, Finance, & Economics Co-Chair, Association for The Study of Higher Education Conference Program Committee; 2023

Division J Section 5 (Policy, Finance, & Economics) Co-Chair, American Educational Research Association Conference Program Committee; 2023

Conference Proposal Reviewer, Association for The Study of Higher Education; 2015-present

Conference Proposal Reviewer, American Educational Research Association; 2020-present

University

College of Education Student, Faculty, and Staff Awards Committee, University of Arizona; August 2020- present

College of Education Recruitment Action Planning Committee, University of Arizona; March 2020- 2021

Sunnyside Unified School District School Relations Coordinator Search Committee, University of Arizona, Office of Enrollment Management; Committee Member; October 2019- December 2019

College of Education Dean Search Committee, University of Arizona; Graduate Student Representative; July 2016- November 2017

media mentions

Van Meter, E. (2023, Fall). Data Connects Us. *University of Arizona Office of Research, Innovation, & Impact*

Thomas, M. (2023, October 6). Blue Devils to Wildcats: Sunnyside HS has Highest Number of Students Admitted to UA. *KGUN9 Tucson*

Park, J.J. (2023, August 18). BamaRush Shows What's Wrong with Public Higher Ed. *The Hill*

Knott, K. (2022, October 3). Report Argues for Regulation of Student List Industry. *Inside Higher Ed*

Hoover, E. (2022, September 27). The 'Student List' Business Is Changing. Will That Make Student Recruitment Less Equitable? *The Chronicle of Higher Education*

Spitalniak, L. (2022, September 23). The sale of student lists exacerbates inequity in the admissions process, reports say. *Higher Ed Dive*

Knott, K. (2022, September 22). Report: Lists to Find Students Are 'Structurally Racist.' *Inside Higher Ed*

Douglas-Gabriel, D. (2022, September 21). This college recruitment tool could be reinforcing bias, study says. *The Washington Post*

Palmer, K. (2022, April 30). How the U of A is recruiting more local, underrepresented students *Arizona Daily Star*

Gibson, E. (2022, January 27). A partnership blooms after UA dissertation highlights recruitment biases in higher ed. *Arizona Public Media*

Jaschik, S. (2021, June 15). Admissions Policies That Hurt Minority Applicants. *Inside Higher Ed*

Jaschik, S. (2021, May 17). Study Finds that Public Research Universities Recruit Out-of-State at Private High Schools. *Inside Higher Ed*

Busta, H. (2021, January 14) . In a year without admissions tests, elite college applications balloon. *Higher Ed Dive*.

Bregel, E. (2020, October 11) . Pandemic upends plans, adds stress for first-generation, Latino college students. *Arizona Daily Star.*

Barnard, B. (2020, March 22) . Redesigning College Admission: COVID-19, Access And Equity. *Forbes.*

Jaquette, O. (2020, March 12) . The Real Admission Scandal. *The Los Angeles Times*.

McNeel, B. (2019, May 15). Six story ideas for covering race on campus: College student body diversity, recruiting practices, and history. *The Education Writers Association.*

Jaschik, S. (2019, April 1). Where do colleges recruit? Wealthy and white high schools. *Inside Higher Ed.*

Berman, J. (2019, March 28). The lesser-known way wealthy students have an edge in college admissions. *Market Watch.*

Lou, M. & Ahmed, S. (2019, March 27). Public universities focus their recruitment on wealthy and white students. *CNN*

Koplowitz, H. (2019, March 26). UA is "extreme case" of state schools recruiting out-of-state residents, report finds. *Alabama Local.*

Camera, L. (2019, March 26). Study: Public universities prioritize out-of-state, wealthy, white students. *U.S. News & World Report.*

Mangan, K. (2019, March 26). Public universities work hard to make up for budget cuts. But in-state students may be paying the price. *The Chronicle of Higher Education.*

Gettinger, A. (2019, March 6). One reason rural students don't go to college: Colleges don't go to them. *National Public Radio.*

Seltzer, R. (2018, October 1). Admitting those who don't look like you. *Inside Higher Ed.*

LaViolet, T. & Wyner, J.S. (2018, May 27). Achieving equity and excellence at colleges and universities with high graduation rates: Early lessons from American Talent Initiative. *Diversity and Democracy.*

Segares, M. (2018, May 17). Episode 163: What high schools do colleges visit?. *USA College Chat Podcast.*

Barnard, B. (2018, May 15). College admission recruiting: Biased or broken? *Forbes.*

Journal of Blacks in Higher Education (2018, May 7). Study finds college recruiters tend to visit wealthier, predominantly white high schools. *The Journal of Blacks in Higher Education.*

Elfman, L. (2018, May 2). Researchers find disparities in off-campus college recruiting. *Diverse Issues in Higher Education.*

Shapero, J. (2018, April 24). Research suggests colleges mainly recruit from white, affluent schools. *Daily Bruin.*

Niedringhaus, C. (2018, April 16). CU Boulder defends academic recruiting practices after New York Times spotlight. *Daily Camera.*

Jaschik, S. (2018, April 16). Where colleges recruit... and where they don't. *Inside Higher Ed.*

advising

Completed Dissertations

1. Brad Hansley (member, 2020)

2. Chris Corces-Zimmerman (member, 2020)

3. Angela Cruze (member, 2022)

4. Shari Carbajal (member, 2023)

5. Fiona Grugan (member, 2023)

Completed Master's Theses

1. Joseph Sturm (chair, 2022)

Dissertations in Progress

1. Akiko Ota (chair)

2. Rebecca Primeau (member)

3. Cole Eskridge (member)

4. Xiaojie Li (member)

5. Angela Kaczowka (AgEd, member)

6. Jaclyn Pryor (member)

7. Arlett Perez (member)

8. Brenda Anderson-Wadley (member)

9. Fiona Grugan (member)

10. Martha Castillo (EDLP, member)

11. Angela Garcia (member)

12. Terrace Ewinghill (member)

13. Martiza M. Marquez Olague (EDLP, Minor Advisor & member)

14. Jennifer McBeth (EDL PhD, Minor Advisor & member)

Graduate Advisees

1. Abdu Shair (PhD)

2. Keshia Neal (PhD)

3. Maggie Thom (PhD)

4. Elena Calderon (PhD)

5. Talia Raya (PhD)

6. Ai Nan (PhD)

7. Patricia Olivas (PhD)

8. Chrystale Fulayter (PhD, HED/Agricultural Education)

9. Amanda Bodgen (PhD, HED/Agricultural Education)

10. Jacqueline Camacho (EDL PhD, Minor Advisor)

11. Mary Bankhead (PhD)

12. Marco Ortiz (PhD)

13. Tori Nardinelli (PhD)

Undergraduate Advisees

1. Joseph Sturm; COE Morris Undergraduate Research Fellow (Advisor, 2019-2020)

2. Lady Elli; Undergraduate Research Opportunities Consortium (Advisor, 2022-2023)