

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  
 Department of Educational Policy Studies & Practice  
 College of Education, University of Arizona

#### ***Fellowships***

*Faculty Fellow*, 2019-present

Education Policy Center  
 College of Education, University of Arizona

*Visiting Student Scholar*, August 2018- May 2019

Center for the Study of Higher and Postsecondary Education  
 School of Education, University of Michigan

### scholarship *Refereed Journals*

**Salazar, K. G.** (Online First). Recruitment Redlining by Public Research Universities in the Los Angeles and Dallas Metropolitan Areas. *The Journal of Higher Education*. <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*

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

**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*.

selected  
presenta-  
tions

### ***Invited presentations***

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.

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, Tucson, AZ.

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**

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*, July 2013- July 2015

Office of Assessment and Research

Division of Student Affairs and Enrollment Management, The University of Arizona

*Graduate Intern for Retention and Program Evaluation*, August 2012 - July 2013

Office of Institutional Research and Planning Support, The University of Arizona

**grants**

University of Arizona Challenge Grant, Co-PI; 2021 \$43,878

Regina Deil-Amen (PI); Katrina Miranda, Kasi Kiehlbaugh, Karina Salazar; JD Lopez

Spencer Foundation Large Research Grant, Co-PI; 2020 \$250,000 (Finalist, Not Awarded)

Ozan Jaquette (PI); Karina Salazar (Co-PI)

Russell Sage Foundation Pipeline Grants Competition, PI; 2019 \$30,000 ( Not Awarded)

**honors  
& awards**

University of Arizona College of Education María Urquides Laureate; 2021

Forbes 2019 College Admission Influencer (researchers and activists category)

American Educational Research Association Dissertation Grant; 2017; \$20,000

University of Arizona College of Education Mary F. & Maude Miller Scholarship; 2016; \$2,000

University of Arizona College of Education Erasmus Circle Graduate Scholar; 2015; \$1,000

**service**

***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- present

Sunnyside Unified School District School Relations Coordinator Search Committee, Uni-  
 versity 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

***Ad hoc manuscript reviews***

*Review of Higher Education; AERA Open; Journal of College Student Development; Journal of Higher Education; Sociology of Education*

***Service to field***

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

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

**media  
mentions**

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)

### **Dissertations in Progress**

1. Akiko Ota (chair)
2. Rebecca Primeau (member)
3. Cole Eskridge (member)
4. Brent Gambrell (member)
5. Angela Kaczowka (member)
6. Angela Cruze (EDL, member)

7. Jaclyn Pryor (member)
8. Arlett Perez (member)

***Theses in Progress***

1. Joseph Sturm (chair)

***Graduate Advisees***

1. Joseph Sturm (Master's)
2. Abdu Shair (PhD)
3. Keshia Neal (PhD)
4. Maggie Thom (PhD)
5. Elena Calderon (PhD)
6. Amanda Bodgen (PhD, HED/Agricultural Education)
7. Martiza M. Marquez Olague (EDL PhD, Minor Advisor)
8. Jacqueline Camacho (EDL PhD, Minor Advisor)

***Undergraduate Advisees***

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