

Dear Colleagues at Yale School of Management and the Yale Office of the Provost,

As fellow academics, we write to you with an urgent request to review your recent decision to deny tenure to Professor Michael Kraus.

The decision to deny tenure to Professor Kraus came as a shock to many of us in the academic community. These decisions are often private, of course, but this is a case in which the public record makes the private decision difficult to stomach.

Professor Kraus's scholarship on racism and inequality is of international excellence, methodologically rigorous, as well as with clear impact on organizational behavior and management, and on society more generally. He has been remarkably prolific, his scholarship has been [tremendously impactful](#), and one of the tenure letter writers you asked to evaluate his work [publicized their letter](#), noting that he is one of the most important scholars to ever conduct research in his area.

Yale SOM has known this for a long time. It is presumably because of his scholarly excellence and impact that your School hired Professor Kraus away from another university and then recently (in 2020) promoted him to the Associate Professor level. If there were concerns about the quality or relevance of his work then, presumably you would have asked him to leave at that time. Instead, you not only promoted him, you continued to [amplify his work](#) to the broader constituency that Yale SOM serves. Additionally, his highly impactful mentorship was recognized in 2020 with a [graduate mentor award](#) from Yale's Graduate School. Given these facts, turning him down for tenure just two years later begs explanation. What new data did your School obtain in 2022 that you did not have in 2020?

As scholars of racism and inequality, we are concerned that the decision to deny tenure to Professor Kraus—a scholar of color who researches racial inequality—is shaped, in part, by a lack of racial awareness and a commitment to color blindness, which are examples of how racism operates in higher education ([Apfelbaum et al., 2012](#); [Diggles, 2014](#)). Racial awareness involves recognition that all races do not have equal access to merit-based rewards ([Diggles, 2014](#)). Color blindness involves minimizing, or even outright denying, the ongoing effects of racism ([Neville et al., 2000](#))—such as those documented in Professor Kraus' work on racial inequality, which may be scrutinized and challenged more than work on other topics. Color blindness can exist in well-intentioned people who reject explicitly racist attitudes and claim to support people of color. It also exists in organizations and institutions of higher education, and its effects in these settings are damaging ([Apfelbaum et al., 2012](#)). For instance, color blindness contributes to a failure in higher education to recognize that minoritized faculty, staff, and students experience ongoing race-based discrimination that permeates their lives ([Neville et al., 2000](#)).

Supporting a colorblind status quo will prevent Yale from enacting the inclusive excellence it wants to achieve. The [Yale SOM webpage on Diversity, Equity, and Inclusion states](#): "SOM's mission to educate leaders for business and society urges us to engage with the problems afflicting our world—especially issues of discrimination, bias, and equity—in our pursuit of supporting the education of purpose-driven and inclusive business leaders. In order to fulfill this distinctive mission, we must be a community that achieves and celebrates diversity in our own ranks. We aspire to build and sustain a welcoming community in which unique perspectives are heard and valued—and all community members feel that they belong." To

reach these goals, we urge you to consider and counteract the dynamics of color blindness in Professor Kraus' tenure case.

Finally, we are very mindful that your decision to deny Professor Kraus tenure impacts not only him and his family but also an entire international community that sees Professor Kraus as a role model, and one who brings a much-needed rigorous scientific approach to informing a more just and equitable society. As academics from across the globe, we see the harm that Yale's decision is already having on our community of scholars of color and scholars who study racism and inequality. Yale's decision to deny Professor Kraus tenure is particularly galling for the many underrepresented minority scholars and [students](#) at Yale and beyond for whom he has served as a mentor and advocate.

In sum, we believe that Yale's decision to deny Professor Kraus tenure does serious harm to Yale's desired reputation as a fair and meritocratic institution that aims to sustain a "welcoming community where ALL members feel that they belong." We urge you to reconsider and reverse this decision.

Yours sincerely,

(to add your signature please visit [this link](#). Signatures will be updated periodically)

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Eliot Sherman, London Business School, Assistant Professor
Yuen Huo, UCLA, Psychology Department, Professor
Joshua Stern, University of California Davis, Department of Medicine and Epidemiology, Professor and Associate Dean
Anna Stefaniak, Carleton University, Post-doctoral Fellow
Lars U. Johnson, Wayne State University, Psychology, Assistant Professor
Alexandra Suppes, New York University, Visiting Scholar
Kevin Nadal, City University of New York/ Graduate Center, Distinguished Professor
Adrienne Woods, Penn State Department of Educational Policy Studies, Postdoc
Urvashi Bhatnagar, School of Management, Alumni 2018
Katrina Overby, Rochester Institute of Technology, School of Communication, Assistant Professor
Lee Martin, Deakin University, Australia, Department of Management, Senior Lecturer
Heather Huszti, University of CA, Irvine & CHOC, Clinical Professor & Chief of Psychology
Kathryn Francis, Keele University, School of Psychology, Lecturer
Joel Martinez, Harvard University, Department of Psychology, Postdoctoral Fellow
Nate Fast, USC Marshall School of Business, Associate Professor
Abraham M. Rutchick, California State University, Northridge, Department of Psychology, Professor
Lauren Anderson, University of Kansas, Graduate Student
Lia Daniels, University of Alberta, College of Social Sciences, Canada, Professor
Marjorie Prokosch, University of Florida, Florida Institute for Built Environment Resilience, Postdoctoral Associate
Keely Muscatell, University of North Carolina at Chapel Hill, Department of Psychology & Neuroscience, Assistant Professor
Ruha Benjamin, Princeton University, African American Studies, Professor
Punit Arora, CUNY, Associate Professor
Yue Xu, University of Illinois, College of Medicine, Assistant Professor
Geoffrey Leonardelli, University of Toronto's Rotman School of Management, Professor
Elizabeth Enright, St. Mary's College of Maryland, Psychology Department, Assistant Professor
Delia Shelton, Biology, University of Miami, Assistant Professor
Matthias Mehl, University of Arizona, Department of Psychology, Professor
Cory Washington, University of Kansas, Graduate Student
Sonja Castañeda-Cudney, USC Gould School of Law, Program Specialist
Sarah Huff, University of Denver, Psychology, Teaching Assistant Professor
Shari Steinman, West Virginia University, Department of Psychology, Assistant Professor
Benjamin Waber, MIT Media Laboratory, Visiting Scientist
Laurel Harris, Rider U, Associate Professor

Mel Camacho, SOM, Graduate Student
Pia Dietze, University of California, Irvine, Assistant Professor
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Brian Le, Iowa State University, Program Coordinator
Masha Krupenkin, Boston College, Political Science, Assistant Professor
Mirya R. Holman, Tulane University, Political Science, Associate Professor
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Sébastien Goudeau, University of Poitiers, Assistant Professor
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Kaylene McClanahan, UCLA, Anderson School of Management, Postdoctoral Fellow
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Daniel Choi, UCLA Anderson School of Management, Graduate Student
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