### **CURRICULUM VITAE**

### **BOBBI THOMASON**

Graziadio Business School Pepperdine University bobbi.thomason@pepperdine.edu

### **ACADEMIC APPOINTMENTS**

Graziadio Business School, Pepperdine University, August 2018 – Present Associate Professor (with tenure), Applied Behavioral Sciences Fall 2024 – Present Assistant Professor, Applied Behavioral Sciences Fall 2018 – Spring 2024

Wharton School, University of Pennsylvania, July 2015 – July 2018

Senior Fellow and Lecturer (Post-Doctoral Fellow), Management Department

### **EDUCATION**

# Ph.D., Stanford University, 2015

Management Science & Engineering

### M.A., Columbia University, 2007

Eastern European Studies

# B.S.F.S., Georgetown University, 2005

International Politics, concentration in Policy Processes, graduated cum laude

### PEER-REVIEWED JOURNAL ARTICLES

- **Bobbi Thomason** and Cristina Gibson. "Global Encounters: A Meta-Theory of Global Work" (2024) *Academy of Management Review.* 49(3).
- Brandi Pearce, Pamela Hinds, **Bobbi Thomason**, Heather Altman and Sara Värlander. "Cultivating Place Identity at Work: Lessons from a Global Technology Company" (2024). *Organizational Dynamics*.
- **Bobbi Thomason\***, Tina Opie\*, Beth Livingston\* and Traci Sitzmann\*. "Woke" Diversity Strategies: Science or Sensationalism? (2023) *Academy of Management Perspectives*. 37(2), 193-201.
  - \*Authors are listed in random order; all contributed equally to the paper.
  - Spotlighted as one of the top 4 "Most Read" Academy of Management Perspective articles
- Cristina Gibson, **Bobbi Thomason**, Jaclyn Margolis, Kevin Groves, Stephen Gibson, and Jennifer Franczak. (2023) "Dignity Inherent and Earned: The Experience of Dignity at Work." *Academy of Management Annals*. 1 (10), 218-267.
- Hannah Riley Bowles, **Bobbi Thomason**, and Inmaculada Macias-Alonso. (2022) "Gender in Negotiation: A Diagnostic Tool for Interpreting and Predicting Organizational Effects." *Annual Review of Organizational Psychology and Organizational Behavior.* 9, 199-223.

- Gonzalo Valdés, **Bobbi Thomason**, Andrea Bentancor, Isidora Jeria, and Constanza Troncoso. (2022) "Technology, Gender and Organizations: A Systematic Mapping Study." *IEEE Access*. 10, 57461-57484.
- **Bobbi Thomason**. (2022) "Ideal or Idiosyncratic: How Women Manage Work-Family Role Conflict with Focal and Peripheral Role Senders." *Organization Science*. 33(3), 901-925.
- Lindsey Cameron, **Bobbi Thomason**\*, and Vanessa Conzon\*. (2021) "Risky Business: Gig Workers Maintaining the Ideal Worker Expectations During the COVID-19 Pandemic." *Journal of Applied Psychology*. 106(12), 1821. \*shared second authorship
- **Bobbi Thomason** and Inmaculada Macias-Alonso. (2020) "COVID-19 and Raising the Value of Care." *Gender, Work and Organization.* 27, 705-708.
- Hannah Riley Bowles, **Bobbi Thomason**, and Julia Bear. (2019) "Reconceptualizing Women's Career Negotiations: Asking, Bending and Shaping." *Academy of Management Journal*, 62(6), 1645-1671.
  - Winner of the 2020 Rosabeth Moss Kanter International Award for Excellence in Work and Family Research
  - Spotlighted as one of the top 4 "Most Read" Academy of Management Journal articles
- May Al-Dabbagh, Hannah Riley Bowles, and **Bobbi Thomason**\*. (2016) "Status Reinforcement in Emerging Economies: The Psychological Experience of Local Candidates Striving for Global Employment." *Organization Science*. 27(6), 1453-1471. \*Authors are listed in alphabetical order; all contributed equally to the paper.
- Sara Värlander, Pamela Hinds, **Bobbi Thomason**, Brandi Pearce and Heather Altman. (2016) "Enacting a Constellation of Logics: How Employees Recontextualize Practices in Global Organizations." *Academy of Management Discoveries*.

# **BOOK CHAPTERS**

Hannah Riley Bowles and **Bobbi Thomason**. "Using Research to Generate Advice for Women: Examples from Negotiation Research" in *Selection and Assessment of Women and Men as Business Leaders: Challenges, Opportunities and Solutions*, Eds. Isabell M. Welpe, Prisca Brosi, Lisa Ritzenhöfer and Tanja Schwarzmüller. 2015.

### **UNDER REVIEW**

- Hannah Riley Bowles, **Bobbi Thomason**, Deborah Wu, Lumumba Seegars and Nalinjana Dasgupta, TITLE BLINDED FOR PEER REVIEW.
- Jamie Ladge, Keimei Sugiyama, Courtney Masterson, Bobbi Thomason, Alisa Lincoln and Alicia Modestino. TITLE BLINDED FOR PEER REVIEW.

### **WORKING PAPERS**

**Bobbi Thomason,** Lindsey Cameron and Megan Chan, "Connecting from Johannesburg to Lagos via San Francisco: Uber Drivers and the promise of global belonging" (in preparation for submission to *Organization Science*.

- Lindsey Cameron and **Bobbi Thomason**. "Resolving Breaches: A Global Comparison of Uber Driver Experiences" (in preparation for submission to *Organization Science*).
- **Bobbi Thomason**, Hannah Riley Bowles, and Marc Grau-Grau, "Working Fathers During COVID-19: A Punctuated Equilibrium of Caregiving" (in preparation for submission to *Academy of Management Journal*)

### PRACTITIONER MANAGEMENT ARTICLES

- **Bobbi Thomason** and Traci Sitzmann, "Business Leaders Need to Rise Above Anti-Woke Attacks," *Sloan Management Review (Online)*, May 11, 2023
- **Bobbi Thomason,** Nitya Chawla, Allison Gabriel, Danna Greenberg, Curba Lampert, Kristie Moergen, Dana Sumpter and Elizabeth Umphress, "Protecting Reproductive Rights: How Organizations Can Lead in the Wake of the Dobbs Ruling," *Sloan Management Review (Online)*, September 26, 2022.
- **Bobbi Thomason** and Jennifer Franczak, "3 Tensions Leaders Need to Manage in the Hybrid Workplace," *Harvard Business Review (Online)*, February 3, 2022
- **Bobbi Thomason**, "Stop Telling Working Women They Just Need an Equal Partnership at Home," Harvard Business Review (Online), January 12, 2022
- **Bobbi Thomason** and Michael Cusumano. "How Working Dads Can Keep Pulling Their Weight at Home." *Harvard Business Review (Online)*, July 22, 2021
- **Bobbi Thomason**, "Help Your Team Beat WFH Burnout," *Harvard Business Review (Online)*, January 26, 2021
- Hannah Riley Bowles and **Bobbi Thomason**. (2021, January/February Issue) "Negotiating Your Next Job," *Harvard Business Review*.
  - Selected for Harvard Business Review's 10 Must Read Articles of 2022: The Definitive Management Ideas of the Year
  - included in the HBR Women and Work series Next Level Negotiating, a collection to help readers better understand how gender influences negotiation and how they can prepare to conduct and engage in negotiations both large and small more productively
- Heather Williams and **Bobbi Thomason**, "As America reopens, we need to give caregivers a lot more support," *CNN*, June 4, 2020.
- **Bobbi Thomason** and Heather Williams, "What Will Work-Life Balance Look Like After the Pandemic?," *Harvard Business Review (Online)*, April 16, 2020.
- Joseph Lubin, Mally Anderson and **Bobbi Thomason**, "Blockchain for Global Development", MIT *Innovations*, July 2018.
- Hannah Riley Bowles, **Bobbi Thomason**, and May Al-Dabbagh, "When Men Have Lower Status at Work, They're Less Likely to Negotiate," *Harvard Business Review (Online)*, September 8, 2017.

**Bobbi Thomason**. "Conclusion: The Internet of Women's Role in Catalyzing Global Gender Equality." *The Internet of Women: Accelerating Cultural Change*, Eds. Nada Anid, Laurie Cantileno, Monique Morrow and Rahilla Zafar. September 2016.

**Bobbi Thomason**. "The Potential of Women in Management & Organizations." *The Excellent Organization*, April-June 2015. Tehran, Iran.

**Bobbi Thomason** and Christopher Marquis. "Leadership and The First and Last Mile of Sustainability." *Ivey Business Journal*. September/October 2010.

### **BOOKS**

**Bobbi Thomason**. *Memories of Gottschee: An Oral History of Fidelity and Fragility* (2010), published in collaboration with the Gottscheer Association of New York.

### CASES AND COURSE MATERIALS

Christopher Marquis and **Bobbi Thomason**. "Commerce and Society: The Strategic Value of Corporate Social Responsibility." Harvard Business School Course Note.

Christopher Marquis, Marley C. Kornreich and **Bobbi Thomason**. "Social Innovation at salesforce.com." Harvard Business School Case 412049.

• Used for team case analysis finals in National MBA Human Capital Case Competition, 2012

Christopher Marquis, Donna Khalife and **Bobbi Thomason**. "sweetriot 2.0." Harvard Business School Case 412007

Christopher Marquis and **Bobbi Thomason**. "Timberland: Commerce and Justice (Abridged)." Harvard Business School Case 412008.

Christopher Marquis, Andrew David Klaber and **Bobbi Thomason**. "B Lab: Building a New Sector of the Economy." Harvard Business School Case 411-047.

Christopher Marquis, **Bobbi Thomason** and Jennifer Tydlaska. "Corporate Social Responsibility and Employee Engagement." Harvard Business School Course Overview 410-138.

Christopher Marquis, Pooja Mehta Shah, Amanda Elizabeth Tolleson and **Bobbi Thomason**. "The Dannon Company: Marketing and Corporate Social Responsibility." Harvard Business School Case 410-121.

Christopher Marquis, Daniel Beunza, Fabrizio Ferraro and **Bobbi Thomason**. "Driving Sustainability at Bloomberg L.P." Harvard Business School Case 411-025.

Christopher Marquis and **Bobbi Thomason**. "Driving Sustainability at Bloomberg L.P. (TN)." Harvard Business School Teaching Note 411-068.

Christopher Marquis, V. Kasturi Rangan and **Bobbi Thomason**. "Goldman Sachs: The 10,000 Women Initiative (TN)." Harvard Business School Teaching Note 410-119.

Christopher Marquis, Alison Comings and **Bobbi Thomason**. "IBM: The Corporate Service Corps (TN)." Harvard Business School Teaching Note 410-131.

Christopher Marquis, V. Kasturi Rangan and **Bobbi Thomason**. "PNC Financial: Grow Up Great (TN)." Harvard Business School Teaching Note 410-120.

Lakshmi Ramarajan, Christopher Marquis and **Bobbi Thomason**. "Public Architecture" Harvard Business School Case 411-030.

Christopher Marquis, Kwang Y. Ryu, Philip H. Mirvis and **Bobbi Thomason**. "SK Telecom: Pursuing Happiness through Corporate Social Responsibility: Harvard Business School Case 410-042.

Christopher Marquis, Alison Comings and **Bobbi Thomason**. "Swire Beverages: Implementing CSR in China." Harvard Business School Teaching Note 410-129.

Christopher Marquis and **Bobbi Thomason**. "Western Union: Our World, Our Family® (TN)." Harvard Business School Teaching Note 410-080.

Christopher Marquis and **Bobbi Thomason**. "Whole Foods: Balancing Social Mission and Growth" Harvard Business School Case 411-057.

Christopher Marquis and **Bobbi Thomason**. "Whole Foods: Balancing Social Mission and Growth (TN)." Harvard Business School Teaching Note 411-057.

### **CONFERENCE PRESENTATIONS**

- Lindsey Cameron, Nicholas Occhiuto and **Bobbi Thomason,\*** "The Platform is Not Neutral: How Algorithmic Management Transfers from the Global North to Global South," Presented at Academy of Management Conference 2022 \*Authors are listed in alphabetical order; all contributed equally to the paper.
  - Best Symposium Winner, Managerial and Organizational Cognition (MOC) Division
  - Showcase Symposium
- **Bobbi Thomason,** Marc Grau-Grau, Hannah Riley Bowles, "When Dads Ask For Flexibility at Work: The Web of Two-Level Games" Presented at Work Family Researchers Network Conference, 2022
  - Co-Chair and Co-organizer of The Catalysts and Consequences of Flexible Work Symposium
- **Bobbi Thomason,** "Connecting From Lagos to Johannesburg via San Francisco: How Uber Driver Experience Cosmopolitan Connections" Presented at Academy of Management Conference 2022
  - Chair & Organizer of Collaboration Between and Across the Global North and Global South Symposium
- Lindsey Cameron, Nicholas Occhiuto and **Bobbi Thomason,\*** "The Platform is Not Neutral: How Algorithmic Management Transfers from the Global North to Global South," Presented at Academy of Management Conference 2022 \*Authors are listed in alphabetical order; all contributed equally to the paper.
- Hannah Riley Bowles, **Bobbi Thomason**, Nanjilana Dasgupta, Deborah Yu and Lumumba Seegars. "Negotiation Training to Enhance the Women' and Minorities' Perseverance in STEM Fields: A Longitudinal, Multi-Method Field Study of Integrative Problem-Solving Self-

Efficacy and Behavior." Presented at Academy of Management and International Association of Conflict Management Conferences Summer 2021.

**Bobbi Thomason.** "Women's Ascents to Executive Roles in the Middle East & North Africa: The Potential of Swift Moves in the Face of Stagnated Progress." Presented at 'Leadership in Flux' Symposium at Academy of Management Conference, August 2015.

- Co-Chair and Co-organizer of "Leadership in Flux" Symposium
- **Bobbi Thomason**, Pamela Hinds, Brandi Pearce and Sara Värlander. "The Role of Agents in the Global Spread of Practices: Combining Micro-Institutional Theory with a Practice Lens." Presented at 'Understanding the Dynamics of Global Teams' Symposium at Academy of Management Conference, August 2014.
  - Finalist for Emerald Best International Symposium Award 2014
  - Co-Chair and Co-organizer of 'Understanding the Dynamics of Global Teams' Symposium
- **Bobbi Thomason**, Hannah Riley Bowles, and Julia Bear. "Women's Career Negotiation: Challenging, Problem Solving, and Creating Opportunity." Presented 'Beyond Barriers: Exploring How Women Overcome Obstacles to Career Advancement' Symposium at Academy of Management Conference, August 2013.
  - Co-organizer of 'Beyond Barriers: Exploring How Women Overcome Obstacles to Career Advancement' Symposium
- **Bobbi Thomason**, Pamela Hinds, Brandi Pearce and Sara Värlander. "The Cultural Transformer Role in the Global Transfer of Knowledge and Meaning." Presented at 'Exploring the Dynamics of Collocated and Global Multicultural Teams' Symposium at Academy of Management Conference, August 2013.
  - Finalist for Emerald Best International Symposium Award 2013
- **Bobbi Thomason** and Hannah Riley Bowles "Examination of Race and Gender in the Evaluation of Job Negotiation Behavior." Presented 'Negotiation Camp' at Harvard Business School, 2009.

### **CONFERENCE PAPERS**

- **Bobbi Thomason** and Lindsey Cameron. "Reaching for the Slippery Sands of Global Status A Qualitative Study of Uber Drivers in the Global South." Paper presented at EGOS, Cagliari, Italy, 2023.
- **Bobbi Thomason**. "Managing Spouses and Supervisors on the Way to the C-Suite: Women Executive's Relational Strategies for Enacting Ideals." Academy of Management, Virtual, 2020.
- Hannah Riley Bowles, **Bobbi Thomason**, and Julia Bear. "Reconceptualizing Women's Career Negotiations: Asking, Bending and Shaping." Paper presented at Academy of Management, Chicago, Illinois, 2018.
- Hannah Riley Bowles, **Bobbi Thomason**, and Julia Bear. "Reconceptualizing Women's Career Negotiations: Asking, Bending and Shaping." Paper presented at EGOS, Tallinn, Estonia, 2018.
- Bobbi Thomason, "Women's Ascents to Executive Leadership: Expanding, Prospecting and

- Moving as Strategy." Paper presented at Academy of Management, Anaheim, California, 2016.
- **Bobbi Thomason**, Pamela Hinds, Brandi Pearce, Sara Vaerlander and Heather Altman. "The Role of Individual Boundary Spanners in the Global Transfer of Practices." Paper presented at Academy of Management, Anaheim, California, 2016.
- Värlander, Sara, Pamela Hinds, Brandi Pearce, and **Bobbi Thomason**. The transfer of organizational space in global organizations: Organizational members' diverse experiences across national sites." Paper presented at EGOS, Montreal, Canada, 2013.
- Värlander, Sara, Pamela Hinds, Brandi Pearce, and **Bobbi Thomason**. "Socio-material work practices and cross-national appropriation." Paper presented at Organizations, Artifacts and Practices workshop, London School of Economics, 2013.
- Bowles, Hannah Riley, Julia Bear, and **Bobbi Thomason**. "Negotiating Disadvantage: An Organizational Perspective on Gender and Negotiating for Self and Other." Paper presented at International Association of Conflict Management Conference, 2010.

# **INVITED RESEARCH TALKS**

- Northeastern D'Amore-McKim School of Business, Management and Organization Department, December 2021
- HKUST Business School, Department of Management, December, 2017
- Graziadio Business School, Pepperdine University, Applied Behavioral Sciences, November 2017
- Shidler College of Business, University of Hawaii, Management Department, November 2017
- London School of Economics, Management Department, October 2017
- INSEAD (France), Organizational Behavior Department, December 2016
- American University of Beirut (Lebanon), Management Department, November 2016
- Babson College, Management Division, October 2016
- University of Pretoria (South Africa), Brown Bag Lunch and Research Series, September 2016
- African Leadership University School of Business (Mauritius), Distinguished Guest Speaker Series, July 2016
- Harvard Business School, Gender Initiative Research Seminar, April 2016
- Harvard Kennedy School, Women and Public Policy Seminar, April 2016
- New York University Abu Dhabi (United Arab Emirates), Gender Brown Bag Research Seminar, May 2016

### **TEACHING AS INSTRUCTOR**

- MBA Personal Development for Leaders, Pepperdine Graziadio Business School, Spring 2023, Instructor Review Average: 4.67/5.0
- MBA Persuasion & Influence. Pepperdine Graziadio Business School, Fall 2022, Instructor Review Average: 4.67/5.0
- MBA Personal Development for Leaders, Pepperdine Graziadio Business School, Fall 2022, Instructor Review Average: 4.75/5.0

- BS/MBA Personal Development for Leaders, Pepperdine Graziadio Business School, Fall 2022, Instructor Review Average: 4.5/5.0
- MBA Persuasion & Influence. Pepperdine Graziadio Business School, Fall 2022, Instructor Review Average: 4.86/5.0
- MBA Persuasion & Influence. Pepperdine Graziadio Business School, Fall 2022, Instructor Review Average: 4.67/5.0
- DBA Qualitative Research Methods III, Pepperdine Graziadio Business School, Spring 2022, Instructor Review Average: 4.17/5.0
- MBA Personal Development for Leaders, Pepperdine Graziadio Business School, Spring 2022, Instructor Review Average: 4.67/5.0
- DBA Qualitative Research Methods III, Pepperdine Graziadio Business School, Fall 2021, Instructor Review Average: 4.0/5.0
- MBA Personal Development for Leaders, Pepperdine Graziadio Business School, Fall 2021, Instructor Review Average: 4.9/5.0
- DBA Qualitative Research Methods III, Pepperdine Graziadio Business School, Spring 2021, Instructor Review Average: 5.0/5.0
- MBA Personal Development for Leaders, Pepperdine Graziadio Business School, Spring 2021, Instructor Review Average: 5.0/5.0
- DBA Qualitative Research Methods II, Pepperdine Graziadio Business School, Fall 2020, Instructor Review Average: 5.0/5.0
- MBA Personal Development for Leaders, Pepperdine Graziadio Business School, Fall 2020, Instructor Review Average: 5.0/5.0
- MBA Negotiation & Resolution of Business Disputes. Pepperdine Graziadio Business School, Fall 2020, Instructor Review Average: 5.0/5.0
- DBA Qualitative Research Methods III, Pepperdine Graziadio Business School, Spring 2020, Instructor Review Average: 4.44/5.0
- BSMBA Personal Development for Leaders, Pepperdine Graziadio Business School, Spring 2020, Instructor Review Average: 4.57/5.0
- DBA Qualitative Research Methods II, Pepperdine Graziadio Business School, Fall 2019, Instructor Review Average: 4.17/5.0
- MBA Personal Development for Leaders, Pepperdine Graziadio Business School, Fall 2019, Instructor Review Average: 4.33/5.0
- MA Personal Development for Leaders, Pepperdine Graziadio Business School, Spring 2019, Instructor Review Average: 4.6 (Section 1) and 4.5 (Section 2)
- BSM Personal Development for Leaders, Pepperdine Graziadio Business School, Spring 2019, Instructor Review Average: 5.0/5.0
- Organizational Behavior (Online), Graziadio Business School, Pepperdine University, Fall 2018. Instructor Review Average: 4.75/5.0
- MBA Negotiations, The Wharton School, Spring 2018. Instructor Review Average 3.52/4.0
- EMBA Negotiations, The Wharton School, Spring 2018. Instructor Review Average 3.66/4.0
- EMBA Negotiations, The Wharton School, Spring 2017. Instructor Review Average 3.84/4.0
  - o Received Excellence in Teaching Award based on course evaluations from Executive MBA Class of 2017
- EMBA Independent Research Study, Spring 2016. Average 4.0/4.0
- MBA Negotiations, The Wharton School, Fall 2016. Instructor Review Average 3.41/4.0
- MBA Negotiations, The Wharton School, Fall 2015. Instructor Review Average: 3.67/4.0 (Section 1) and 3.50/4 (Section 2)

MBA Independent Research Study, Spring 2016. Instructor Review Average: 4.0/4.0

# **HONORS AND FELLOWSHIPS**

Julian Virtue Research Grant, Pepperdine University, 2022

Transformational Teaching Award, Pepperdine University, 2022

Provost Research Grant, Pepperdine University, 2021

Julian Virtue Professorship, Pepperdine University, 2020-2022

Gradizadio 50th Anniversary Research Grant, Pepperdine University, 2019

• With Cristina Gibson

**Teaching Award for Wharton Class of 2017** (Highest Ranked Instructor in Executive MBA Program), The Wharton School, University of Pennsylvania, 2017

Women and Public Policy Research Fellow, Harvard Kennedy School, 2015 – 2016

Stanford Institute for Innovation in Developing Economies (SEED) PhD Fellow, 2013-2014

Stanford Institute for Innovation in Developing Economies (SEED), Research Grant, 2014

Stanford Center for Philanthropy and Civil Society, Research Grant, 2013

Stanford Institute for Innovation in Developing Economies (SEED) Research Grant, 2013

Stanford Graduate Fellowship in Science and Engineering, 2011-2015

Fulbright Research Fellowship to Austria, Universität Klagenfurt, 2007-2008

Foreign Language and Area Studies Grant, Universität Wien, Summer 2006

Carinthian Education Ministry Summer Research Grant, Universität Klagenfurt, Summer 2007

### **EMPLOYMENT**

#### Sheryl Sandberg & Dave Goldberg Family Foundation, 2015 – 2018

International Researcher & Contributor, researching and localizing data and content for international versions of Lean In: Women, Work & The Will to Lead and Option B

#### Harvard Business School, 2009 – 2011

Research Associate, for Associate Professor Chris Marquis Focus: Corporate Social Responsibility

### Harvard Kennedy School, 2009 – 2011

Research Associate, for Associate Professor Hannah Riley Bowles Focus: Negotiation

### Insight Partners, 2008-2009

Associate Consultant, led Negotiation and Communication training in the U.S., Europe, Asia and

### **SERVICE**

- Editorial Board Member of Organization Science and Journal of International Business Studies
- Ad-hoc reviewer for Administrative Science Quarterly, Academy of Management Journal, Academy of Management Review, Journal of Applied Psychology, Gender & Society and Academy of Management Conference
- Founder and organizer of annual Women of Organizational Behavior Writing Retreat
- Co-Founder and co-organizer of Research Journeys Speaker Series at Pepperdine Graziadio Business School, 2018-2020
- Student Organizer of Stanford's Center for Work, Technology & Organizations Research Lab, 2011-2012
- Student Organizer of Stanford's Center for Work, Technology & Organizations Research Colloquium, 2012-2014
- Fellow and Student Leader of the Stanford Institute for Innovation in Developing Economies (SEED) Ph.D. Group, 2013-2015
- Co-Directed the Acquiring Skills and Knowledge (A.S.K.) Project, which seeks to address
  the gender gap in negotiation with programs designed specifically for young women and
  girls, 2013-2014