

Ahmmad Brown

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SEPTEMBER 2025

CURRENT POSITIONS

Tufts University

Jonathan M. Tisch College of Civic Life
Professor of the Practice

2025–pr.

Working IDEAL

Principal Advisor

2023–pr.

PRIOR ACADEMIC APPOINTMENT

Northwestern University School of Education and Social Policy

Master's and Executive Learning and Organizational Change (MSLOC and ELOC)
Assistant Professor of Instruction

2022–25

Faculty Lead, Leading Equity and Inclusion in Organizations Certificate (LEIOC)

2022–25

Instructor

2021–22

EDUCATION

Harvard Business School

Ph.D. in Organizational Behavior (Sociology Track)

2022

Harvard University

M.A. in Sociology

2020

Stanford Graduate School of Business

M.B.A.; Certificate in Public Management and Social Innovation

2015

Stanford Graduate School of Education

M.A. in Education

2015

Swarthmore College

B.A. in Sociology & Anthropology and Japanese

2007

RESEARCH AND TEACHING INTERESTS

Organizational inequality; social sector organizations; diversity, equity, and inclusion; belonging; qualitative methods

PEER-REVIEWED PUBLICATIONS

Cechony, Anna, **Ahmmad Brown**. (2025). "Addressing Structural, Symbolic, and Social Exclusion of Disabled People." *Journal of Applied Social Science*. <https://doi.org/10.1177/19367244251344530>

Brown, Ahmmad, Ty-Juana L. Flores. (2025). "'Both-And' Support for Black Students: Belonging and Cross-Racial Interaction through Race-Specific Programming." *Journal of Student Affairs Research and Practice*, 62(2), 173-185. <https://doi.org/10.1080/19496591.2024.2424805>

Ninh, Amie, **Ahmmad Brown**. (2024). A Leader's Choice: DEI Paradigms and the Consequences of Misalignment. *Organization Development Review*, 56(4), 61-70. <https://tinyurl.com/leaderschoice>

SCHOLARLY WORKS IN PROGRESS

Brown, Ahmmad, Jill Johnson. “Field, Identity, and Inequality: Adoption and Resistance of Emerging Technologies in Performance Art Organizations”

Brown, Ahmmad. “Toolkit, Profession, or Lens: Higher Education and the Pedagogy and Professionalization of DEI Practice”

Brown, Ahmmad. “Well-being at the Margins: Social Capital, Belonging, and Psychosocial Support”

PUBLISHED TEACHING MATERIALS

Brown, Ahmmad, and Ritu Tripathi. “Global Firm and Local Labor: Delivering Paid Parental Leave.” WDI Publishing (2024). <https://wdi-publishing.com/product/delivering-paid-parental-leave/>

- First authorship shared
- First place winner of the University of Michigan’s William Davidson Institute Global DEI Case Competition

PRACTITIONER AND OPINION PIECES

Brown, Ahmmad, and Pamela Coukos. Organizational Justice: A Path Forward for Diversity, Equity, and Inclusion Work. *Stanford Social Innovation Review* (2025). <https://doi.org/10.48558/08vk-t785>

Brown, Ahmmad, Andrea Polanco, Allison Troy, Andie Thompkins. “From Performative to Transformative: Navigating Equity & Inclusion Across a Diverse Animal Advocacy Movement.” Faunalytics (2025). https://www.wellbeingintlstudiesrepository.org/sm_protection_gen/11/

Opinion pieces appeared in *Forbes* (www.forbes.com/sites/ahmmadbrown):

- “Allyship Is A Starting Place, Not An End Goal”
- “Dialogue—Not Debate—Can Help DEI Efforts During Times Of Crisis”
- “Blaming The DEI Industry For Failures Misses The Point”
- “Why Communicating Organizational Identity Is The First Step To Get Belonging Right In The Workplace”
- “There Is No Panacea For Inequity: Three Lessons For DEI Work From The Rise And Fall Of The Rooney Rule.”

PRACTITIONER PIECES IN PROGRESS

Proposal under review at the *Stanford Social Innovation Review* for an 11-article series entitled *Holding the Tension: Organizations Must Learn to Disagree Well*, curated by me in collaboration with the Jonathan M. Tisch College of Civic Life at Tufts University, and featuring cross-sector and international perspectives. My article contributions are:

- **Brown, Ahmmad**. “Organizations Must Learn to Disagree Well” (series introduction)
- **Brown, Ahmmad**, Molly Routt, and Dustin Liu. “When Conflict Reveals the Work: Building Equity That Lasts”

Brown, Ahmmad, and Pamela Coukos. “Justice as Capacity: A Maturity Model for Organizational Strategy and Equity Practice” (Working IDEAL, expected December 2025)

TEACHING AND ADVISING EXPERIENCE

Executive Level Teaching

Northwestern Executive Learning and Organizational Change (ELOC)

- Leading Change for Equity and Inclusion (ELOC 303)
- Driving Structural Change and Accountability (ELOC 304)
- Leading Diversity, Equity, and Inclusion for Strategic Change (ELOC 306)

Master's Level Teaching

Northwestern Master of Science in Learning and Organizational Change (MSLOC)

- Executing Strategic Change (MSLOC 440)
- Leading Global Change (MSLOC 442)
- Leading Diversity, Equity, Inclusion, and Justice in Organizations (MSLOC 445)
- Capstone II: Design and Measurement (MSLOC 462)
- Capstone III: Analysis and Interpretation (MSLOC 463)

Harvard Business School

- Power and Influence, HBS2056 (Teaching Fellow)

Undergraduate Level Teaching

Harvard University

- Philanthropy and Nonprofit Organizations, SOC1131 (Teaching Fellow)

Master's Theses Supervised (Northwestern University)

- Auld, Deirdre (2023). "Can We Create Raving Fans? Understanding Organizational Identity and Fanatic Level Employee Commitment"
- Barry, Bryana (2024). "From 'Who Do We Know' to 'Who Can Do The Work': Dedicated Human Resources as a Path to Diversity in Creative Industries"
- Cechony, Anna (2023). "Show Me the Data: Understanding Structural, Symbolic and Social Exclusion of Disability in Institutions"
- Fremerman, Priya (2025). "Relational Roots of Resilience: How Small Social Sector Organizations Transform Through Shocks and Uncertainty"
- Friedman, Lindsay (2025). "From Policy to Practice: Closing the Gap in Reintegration Post Parental Leave"
- Kremer, Rina (2023). "On Managers: How Observed Race and Inclusive Leadership Capabilities Impact Marginalized Employees' Perceptions of Inclusion in Team Environments"
- Lisa, Brielle (2024). "Keys to Unlocking People Managers' Self-Awareness: The 'Meta-Skill' of the 21st Century"
- Lovey, Danielle (2023). "Beyond Harmony: Re-Branding Conflict as an Opportunity for Leaders."
- McLean, Matthew (2024). "The Reflective Edge: Embedding Structured Reflection to Drive Innovation, Collaboration, and Organizational Resilience"
- Ninh, Amie (2023). "A Leader's Choice: Toward Internal Alignment of Paradigmatic Approaches to DEI Work"
- Sander, Morgan.(2025). "Can I Just Do My Job? Nationality Mismatch, Safety, and Contribution in Engineering Teams"
- Skeggs, Julia (2025). "'Where Do I Belong?' What Students Reveal About Inclusion on Campus"

BOARD MEMBERSHIP AND RELEVANT VOLUNTEER EXPERIENCE

Merit America

Board Member

2022–pr.

Provide vision and strategy guidance to co-CEOs and executive leadership team of national nonprofit that provides tech job training.

CFA Institute, Inclusion Steering Committee

Research Sub-committee Member

2024–pr.

Provide strategic advice for inclusion strategy and assessment frameworks for the institute and its member organizations.

Association Forum, Men's Leadership Experience Advisory Group

Member

2025–pr.

Contribute to the design and strategic direction of initiatives that promote emotional intelligence, accountability, connection, and purpose among male leaders in professional associations.

Future Finder Challenge

Reviewer

2022

Served as reviewer for U.S. Department of Education funded competition to award a total of \$1M to entrepreneurs developing novel solutions to support upskilling and capacity building for adult learners.

ADDITIONAL PROFESSIONAL EXPERIENCE

Working IDEAL

Senior Advisor

2021–22

Senior Research Associate

2019–20

Managed client relationships and conduct quantitative and qualitative analyses for clients across public, private, and nonprofit sectors.

Equity Based Dialogue for Inclusion, LLC (EBDI)

President and Co-Founder

2020–24

Founded and lead DEI consultancy that provided strategic support for the development and implementation of DEI strategy and initiatives.

The Bridgespan Group

Consultant

2015–17

Conducted quantitative and qualitative analyses for nonprofit and philanthropic clients to increase impact and scale of most effective social sector organizations and interventions.

The Minerva Project

MBA Intern, Strategic Recruitment

2014–15

Supported the Managing Director for North America in implementing admission and financial aid process best practices.

University of California Office of the President

Presidential Fellow Intern

2014

Provided analytic support for the President's Advisory Group and wrote memo detailing best practices to support the enrollment of underrepresented minority students.

Williams College*Diversity Recruitment Director*

2011–13

Assistant Director of Admission

2010–11

Defined institutional priorities with senior administration and managed three staff to lead institutional efforts for the recruitment of first-generation, low-income and student of color populations.

Amherst College*Admission Fellow*

2008–10

Provided strategic and logistical support for on-campus programming; developed comprehensive training program and manual for tour guide program that welcomed over 20K visitors annually.

PROFESSIONAL MEMBERSHIPS**Academy of Management**

Conflict Management; Critical Management Studies; and Diversity, Equity, and Inclusion division memberships

American Educational Research Association

Administration, Organizations, and Leadership division membership

American Sociological Association

Disability in Society; Organizations, Occupations, and Work; Race, Gender, and Class; and Sociological Practice and Public Sociology division memberships