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individual elites  
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Guinier argues, the merit systems that dictate the admissions practices of these institutions are functioning to select and privilege elite individuals rather than create learning communities geared to advance democratic societies. Having studied and

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taught at schools  
such as Harvard  
University, Yale Law  
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School, Guinier has  
spent years  
examining the  
experiences of ethnic  
minorities and of  
women at the  
nation ' s top  
institutions of higher

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education, and here  
she lays bare the  
practices that impede  
the stated missions of  
these schools.

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that establishes value  
through ranking and  
sorting, universities  
assess applicants  
using the vocabulary  
of private, highly  
individualized merit.

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education as a  
cornerstone of  
democracy, Guinier  
argues that  
institutions of higher  
learning must focus  
on admitting and  
educating a class of  
students who will be  
critical thinkers,  
active citizens, and  
publicly spirited  
leaders. Guinier  
presents a plan for

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considering  
“ democratic  
merit, ” a system  
that measures the  
success of higher  
education not by the  
personal qualities of  
the students who  
enter but by the work  
and service  
performed by the  
graduates who leave.  
Guinier goes on to  
offer vivid examples



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of communities that have developed effective learning strategies based not on an individual ' s " merit " but on the collaborative strength of a group, learning and working together, supporting members, and evolving into powerful collectives. Examples are taken

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from across the country and include a wide range of approaches, each innovative and effective. Guinier argues for reformation, not only of the very premises of admissions practices but of the shape of higher education itself.

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