

**TRACY L. DUMAS**  
Fisher College of Business  
The Ohio State University  
Email: TLDumas@fisher.osu.edu

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## EDUCATION

Northwestern University, Kellogg School of Management  
Ph.D. Management and Organizations

Loyola University Chicago  
M.S. Industrial Relations

Northwestern University  
B.S. Education and Social Policy with Organizational Studies Concentration

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## ACADEMIC POSITIONS

May 2024 -	The Ohio State University, Fisher College of Business
Oct 2022 -	Professor of Management and Human Resources
Jun 2016 - 2024	Academic Director, Economic and Business Opportunity Network
Oct 2008 - 2016	Associate Professor of Management and Human Resources (with tenure)
	Assistant Professor of Management and Human Resources (on leave 2014-2015)
Fall 2018	Cornell University, School of Industrial and Labor Relations
	Visiting Fellow
Jul 2014 - 2015	University of Pennsylvania, The Wharton School
	Adjunct Assistant Professor of Management
Aug 2006 - 2008	Emory University, Goizueta Business School
	Visiting Assistant Professor of Organization and Management
Aug 2003 - 2007	The George Washington University, Columbian College of Arts and Sciences
	Contract Assistant Professor of Organizational Sciences (on leave 2006-2007)

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## PUBLICATIONS

### In Refereed Journals and Edited Volumes

**Dumas, T.L.**, Doyle, S., Lount, R.B. Self-Disclosure and Respect: Understanding the engagement of value minorities (2024). Organization Science, 35, 1072-1094.

Avery, D.R., Brown, D.K., **Dumas, T.L.**, George, E., Joshi, A., Loyd, D.L., van Knippenberg, D., Wang, M., Xu, H. (authors listed alphabetically) (2022). Racial bias in the publication process: Exploring expressions and solutions (essay), Journal of Management, 48, 7-16.

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**PUBLICATIONS (cntd.)**
**Refereed Journals and Edited Volumes (cntd.)**

Kossek, E.E., **Dumas, T.L.** \*, Piszczek, M.M. \* (\*equal authorship), Allen, T.D. (2021). Pushing the boundaries: A qualitative study of how STEM women adapted to disrupted work-nonwork boundaries during the COVID-19 pandemic, Journal of Applied Psychology, 106, 1615-1629.

Kossek, E.E., Allen, T., and **Dumas, T.L.** (2021). Boundaryless Work: The Impact of COVID-19 on Work-Life Boundary Management, Integration, and Gendered Divisions of Labor for Academic Women in STEMM: Paper commissioned by the Committee on Women in Science, Engineering, and Medicine. National Academies of Science.

**Dumas, T.L.** (2020). Freedom or Bondage?: Flexible and Permeable Boundaries in Academic and Professional Careers, in E. E. Kossek, K.H. Lee (Eds.) Fostering Gender and Work-Life Inclusion for Faculty in Understudied Contexts: An Organizational Science Lens. (pp 71-77). West Lafayette, IN: Purdue e-Pubs. DOI: 10.5703/1288284317262

**Dumas, T.L.**, Perry-Smith, J.E. (2018) The paradox of family structure and plans after work: Why single childless employees may be the least absorbed at work, Academy of Management Journal, 61, 1231-1252.

**Dumas, T.L.**, Stanko, T.L. (2017) Married with children: How family role identification shapes leadership behaviors at work, Personnel Psychology, 70, 515-723. *Top 3 Finalist for best article published in Personnel Psychology in 2017*

Hewlin, P.F., **Dumas, T.L.**, Burnett, M.F. (2017) [shared lead authorship] To thine own self be true?: Facades of conformity, values congruence, and the magnifying impact of leader integrity, Academy of Management Journal, 60, 178-199.

Neeley, T., **Dumas, T.L.** (2016) Unearned status gain: Evidence from a global language mandate. Academy of Management Journal, 59, 14-43.

**Dumas, T.L.**, Sanchez-Burks, J. (2015) The professional, the personal and the ideal worker: Pressures and objectives shaping the boundary between life domains. Academy of Management Annals, 9, 807-847.

**Dumas, T.L.**, Phillips, K.W., Rothbard, N.P. (2013) Getting closer at the company party: Integration experiences, racial dissimilarity and workplace relationships. Organization Science, 24, 1377-1401.

Phillips, K.W., Rothbard, N.P., **Dumas, T.L.** (2009) [equal authorship]. To disclose or not to disclose: Status distance and self-disclosure in diverse environments. Academy of Management Review, 34, 710-732.

**Dumas, T.L.**, Phillips, K.W., Rothbard, N.P. (2008). Self-disclosure in demographically diverse settings: Beneficial for minorities? In E. Mannix, M. Neale, & K. Phillips (Eds.) Research on Managing Groups and Teams: Diversity and Groups, Vol. 11, 143-166. Greenwich, CT: JAI Press.

Rosette, A.S., **Dumas, T.L.** (2007). The hair dilemma: Conform to mainstream expectations or emphasize racial identity. Duke Journal of Gender Law and Policy, 14, 407-421.

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## **PUBLICATIONS (cntd.)**

### **Refereed Journals and Edited Volumes (cntd.)**

Rothbard, N.P., **Dumas, T.L.**, (2006). Managing the work-home interface: Research perspectives. in R. Burke, M. Westman, F. Jones (Eds.) Work-Life Balance: A Psychological Perspective. (pp 71- 89). New York: Psychology Press.

Rothbard, N.P., Phillips, K.W., **Dumas, T.L.** (2005). Managing multiple roles: Work family policies and individuals' desires for segmentation. Organization Science, 16, 243-258.

### **Practitioner Outlets**

Phillips, K.W., **Dumas, T.L.**, Rothbard, N.P. (2018). Diversity and Authenticity. Harvard Business Review, March-April, 2018, 132-136.

Hewlin, P.F., **Dumas, T.L.**, Burnett, M.F. (2017). If your boss has a lot of integrity: You might be more likely to compromise yours. Harvard Business Review, digital. April 11, 2017.

### **Conference Best Paper Proceedings (top 10% of papers submitted)**

Perry-Smith, J.E., **Dumas, T.L.** (2007). Debunking the ideal worker myth: Effects of temporal flexibility and family configuration on engagement. Annual National Academy of Management Meeting, Philadelphia, PA Best Paper Proceedings

Rothbard, N.P., **Dumas, T.L.**, Phillips, K.W. (2001). The long arm of the organization: Work family policies, employee preferences for segmentation and satisfaction and commitment. Annual National Academy of Management Meeting, Washington D.C. Best Paper Proceedings.

### **Teaching Materials**

Diamond, J.T., **Dumas, T.L.** (2021) Veteran NFL Player, negotiation case for Dispute Resolution Research Center – Kellogg School of Management, Northwestern University

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## **MANUSCRIPTS UNDER REVIEW**

Dumas, T.L. Rejecting Subtyping: Allegiant Self-Categorization by High Status Members of Low Status Groups (invited and conditionally accepted manuscript) Research in Organizational Behavior

Dumas, T. L. Separate and Equal: How role boundaries and relative role identification affect role conflict. (1<sup>st</sup> round review) Personnel Psychology

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## **RESEARCH IN PROGRESS**

Dumas, T.L., Rathjens, J., Bayat, E. (2024) Big Fish, Little Pond: When A High-Status Player Joins a Low Status Team, (data analysis complete, manuscript preparation stage)

Dumas, T.L., Norris, K.R., Burgess, R. Actually, I Am One of Them: Self-categorization of High-Status African Americans (data analysis and collection stage)

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## REFEREED CONFERENCE PRESENTATIONS

Dumas, T.L., Rathjens, J., Bayat, E. (2024) Big Fish, Little Pond: When A High-Status Player Joins a Low Status Team, Annual Academy of Management Meeting, Chicago, IL.

Dumas, T.L., Norris, K.R., Burgess, R. (2024) Actually, I Am One of Them: Self-categorization of High-Status African Americans, Annual Academy of Management Meeting, Chicago, IL.

Perry-Smith, J.E., Dumas, T.L. (2023) Work and “Extended” Family: Racial Differences in Family Resources and Responsibilities, International Conference on Work and Family, IESE Business School, Barcelona Spain.

Dumas, T.L., (2022) O.J. Simpson vs. Deion Sanders: Jostling the status order with corrective recategorization, Gender and Work Symposium, Harvard Business School, Cambridge, MA.

Dumas, T.L., \*Doyle, S., Lount, R.B. (2019) The Exhausting Effect of Holding Values Different from Others, INGroup Conference, Instituto Universitário de Lisboa, Lisbon Portugal.

Stanko, T.L., Rao, A., Dumas, T.L. (2017) Understanding women and leadership: Do characteristics of women’s social networks shape leadership at work?, International Conference of Women and Leadership, IESE Business School, Barcelona Spain.

Dumas, T. L. (2015) Separate and Equal: How role boundaries and relative role identification affect role conflict. International Conference on Work and Family, IESE Business School, Barcelona Spain.

Dumas, T.L., Perry-Smith, J.E. (2014) Ideal workers have plans after work: How Family configuration and non-work activities affect work engagement, Work Family Researchers Network Conference, New York, NY.

Dumas, T.L., Stanko, T.L. (2014) Married with children: Why women who have families may be ideal leaders. Work Family Researchers Network Conference, New York, NY.

Neeley, T., Dumas, T.L. (2014) How Language Creates Unearned Status Gain in Global Organizations. Annual Academy of Management Meeting, Philadelphia, PA.

Hewlin, P.F., Dumas, T.L., Burnett, M.F. (2014) Is it Safe to be Me?: Racial Dissimilarity and the Effect of Charismatic Leadership on Facades. Annual Academy of Management Meeting, Philadelphia, PA.

Dumas, T.L., \*Doyle, S. (2013) I think differently therefore I think I have lower status, Annual Academy of Management Meeting, Orlando, FL.

Dumas, T.L., Stanko, T.L. (2013) Ideal Leaders? How family involvement and spousal employment shape employees’ leadership behaviors. Annual Academy of Management Meeting, Orlando, FL.

Dumas, T.L., Stanko, T.L. (2013) Ideal Leaders? How family involvement and spousal employment shape employees’ leadership behaviors. International Conference on Work and Family, IESE Business School, Barcelona Spain.

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**REFEREED CONFERENCE PRESENTATIONS (cntd.)**

Dumas, T.L. (2012) When to blur the line: Effects of role boundary management and relative role identification on role conflict and work engagement, Work and Family Researchers Network Conference, New York, NY

Hewlin, P.F., Dumas, T.L., Burnett, M., Hewlin, J. (2011) Coping with values incongruence: Facades of Conformity and the Role of Charismatic Leadership, British Academy of Management Conference, Birmingham U.K.

Dumas, T.L. (2010) Equal or Unequal?: The relative strength of work and non-work-identities, symposium presentation, Annual National Academy of Management Meeting, Montreal, Canada

Hewlin, P.F., Dumas, T.L., Burnett, M., Hewlin, J. (2009) The swoon effect: An Investigation of person-organization misfit, facades and charismatic leadership Annual National Academy of Management Meeting, Chicago, IL

Phillips, K.W., Rothbard, N.P., Dumas, T.L. (2008) Getting to know you: Disclosure and status distance in diverse environments. Annual National Academy of Management Meeting, Anaheim, CA.

Dumas, T.L., Phillips, K.W., Rothbard, N.P. (2007). Revisiting the benefits of integrating home and work: Effects of demographic dissimilarity. Annual National Academy of Management Meeting, Philadelphia, PA.

Perry-Smith, J.E., Dumas, T.L. (2007). Debunking the ideal worker myth: Effects of temporal flexibility and family configuration on engagement. Annual National Academy of Management Meeting, Philadelphia, PA.

Dumas, T.L., Rothbard, N.P., Phillips, K.W. (2007). Self-disclosure in demographically diverse settings: Beneficial for minorities? 11<sup>th</sup> Annual Conference on Research on Managing Groups and Teams. Johnson Graduate School of Management, Cornell University, Ithaca, NY.

Dumas, T.L. (2005). Boundary management: Enhancing or restricting overlap between professional and personal identities. Annual National Academy of Management Meeting, Honolulu Hawaii.

Dumas, T. L. (2004). When to draw the line: Effects of identity and role boundary management strategies on interrole conflict. Annual National Academy of Management Meeting, New Orleans, LA.

Phillips, K.W., Rothbard, N.P., Dumas, T.L. (2004). It's not that I don't like you: How status drives preferences for segmentation and social integration in diverse environments. Society for Industrial and Organizational Psychology Conference. Chicago, IL.

Phillips, K.W., Rothbard, N.P., Dumas, T.L. (2002). It's not that I don't like you: Preferences for segmentation and engagement in organizational activities. Annual National Academy of Management Meeting, Denver, CO.

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## REFEREED CONFERENCE PRESENTATIONS (cntd.)

Rothbard, N.P., Dumas, T.L., Phillips, K.W. (2001). The long arm of the organization: Work family policies, employee preferences for segmentation and satisfaction and commitment. Annual National Academy of Management Meeting, Washington D.C.

Dumas, T.L., Medvec, V.H. (2001). Higher pay, lower satisfaction?: The effects of categorical cutoff points and counterfactual thinking on satisfaction with monetary rewards. Annual National Academy of Management Meeting, Washington D.C.

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## INVITED PRESENTATIONS

2025	Cornell University, Johnson Graduate School/ILR Joint Organizational Behavior Series
2025	University of Pennsylvania, The Wharton School
2023	Boston College, Carroll School of Management
2023	University of Pittsburgh, Katz School of Business
2022	Boston University, Questrom School of Business
2022	University of Toronto, Rotman School of Management, Institute for Gender and the Economy, Care Work in the Recovery Economy Research Roundtable ( <i>virtual</i> )
2021	Purdue University, Krannert School of Management
2021	University at Buffalo School of Management ( <i>virtual</i> )
2021	University of Notre Dame, Mendoza College of Business
2020	INSEAD ( <i>virtual</i> )
2020	University of Wisconsin-Madison, School of Business ( <i>virtual</i> )
2020	Harvard University, John F. Kennedy School of Government ( <i>converted to virtual</i> )
2019	Washington University, Olin Business School
2017	Cornell University, School of Industrial and Labor Relations (ILR)
2014	Carnegie Mellon University, Tepper School of Business
2014	University of Illinois, College of Business
2007	Emory University, Goizueta Business School
2007	The Ohio State University, Fisher College of Business
2006	University of Pennsylvania, Wharton School, <u>12<sup>TH</sup> Annual OB Conference</u>
2006	Cornell University, Johnson Graduate School of Management
2005	Northern Illinois University, College of Business
2003	The George Washington University, Columbian College of Arts & Sciences

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## SELECTED MEDIA COVERAGE OF RESEARCH

Unleashed Podcast – March 25, 2021  
 Harvard Business Review Women at Work Podcast – May 6, 2019  
 Harvard Business School Working Knowledge site – July 27, 2015  
 Science Daily – June 16, 2015  
 Columbus CEO – June 13, 2013  
 The Economist: *Which MBA?* site – May 1, 2013  
 Science Daily – April, 15, 2013  
 Bloomberg BNA Human Resources Report – April 15, 2013

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**AWARDS AND RECOGNITIONS**

2023	Fisher College of Business Pace Setters Faculty Teaching Award (Graduate)
2021	Fisher College of Business Faculty Service Recognition Award
2019, 2020 2019	<i>Organization Science</i> , Extraordinary Service to the Editorial Board <i>Personnel Psychology</i> , Top 3 Finalist for Best Article Published in in 2017
2017	Fisher College of Business Pace Setters Faculty Research Award
2013	University of Michigan, National Center for Institutional Diversity, Exemplary Diversity Scholar Citation and Honorarium
2011, 2014, 2017	Fisher College of Business Small Research Grant
2007	Nominee, Best Paper Award – Organizational Behavior Division, Academy of Management, for “Debunking the ideal worker myth: Effects of temporal flexibility and family configuration on engagement.”
2006	Nominee, Rosabeth Moss Kanter Award for Excellence in Work Family Research, for “Managing multiple roles: Work family policies and individuals’ desires for segmentation. ” <i>Organization Science</i> , 16, 243-258.
2003	Doctoral Teaching Award, Kellogg School of Management
2002	Research Grant, Kellogg Teams and Groups Center Research Grant, Ford Motor Company Center for Global Citizenship
2001 – 2002	General Electric Foundation Scholar (Research Grant)
2001	Finalist, Dorothy Harlow Best Paper Award - Academy of Management, for “The long arm of the organization: Work family policies, employee preferences For segmentation and satisfaction and commitment “
1998 – 2001	Kellogg School of Management Scholarship and Fellowship
1998 – 2000	Illinois Consortium for Educational Opportunity Fellowship
1998 – 2001	Northwestern University Scholarship and Fellowship

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**TEACHING**

Winter 2009 –	<u>The Ohio State University, Fisher College of Business</u> <i>Managerial Negotiations</i> : Elective MBA Course
Spring 2009 – Spring 2016	<i>High Performance Teams</i> : Elective MBA Course
Spring 2013	<i>Advanced Negotiations</i> : Elective MBA Course

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**TEACHING (cntd.)**

Spring 2009 – Spring 2013	<i>Topics in Organizational Behavior</i> : Doctoral Seminar <u>University of Pennsylvania, The Wharton School</u>
Spring 2015	<i>Leading Effective Teams</i> : Elective Weekend Executive MBA Course, San Francisco <u>Emory University, The Goizueta Business School</u>
Intercession 2007	<i>Managing Teams and Individuals</i> : Accelerated Elective MBA Course
Spring 2007	<i>Negotiation</i> : Elective BBA and MBA Course <u>Emory University, The Goizueta Business School (cntd.)</u>
Fall 2007	<i>Organization and Management</i> : Core BBA Course
Intercession 2008	<i>Negotiation</i> : Accelerated Elective MBA Course
2003 – 2006	<u>The George Washington University, Columbian College of Arts and Sciences</u> <i>Organizational Behavior</i> : Core M.A. course
2004 – 2006	<i>Leadership and Performance</i> : Undergraduate course
2005	<i>Organizational Communication &amp; Conflict Management</i> : M.A. course
2002	<u>Northwestern University, Kellogg School of Management</u> <i>Negotiations</i> : Elective MBA Course

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**PROFESSIONAL AND UNIVERSITY SERVICE**
**Reviewing**

2020 – 25	<b>Senior Editor</b> , Organization Science
2018 –	Reviewer, Kanter Award for Excellence in Work-Family Research
2017 –	Ad Hoc Reviewer, <u>Administrative Science Quarterly</u>
2015 –	Ad Hoc Reviewer, <u>Organizational Behavior and Human Decision Processes</u>
2015 –	Ad Hoc Reviewer, <u>Academy of Management Journal</u>
2013 –	Editorial Review Board Member, <u>Organization Science</u>
2009 – 13	Ad Hoc Reviewer, <u>Organization Science</u>
2008 –	Ad Hoc Reviewer, <u>Management Science</u>
2007 – 11	Referee, Organization Science Dissertation Proposal Competition
2006 –	Ad Hoc Reviewer, <u>Group and Organization Management</u>
2005 –	Reviewer, Organizational Behavior Division, Academy of Management

**Graduate Student Advising**

2020	External Dissertation Examiner for Natalya Alonso, Business Administration Ph.D. Candidate, University of British Columbia
2013	Graduate Faculty Representative for Ian Blount, Public Policy and Management Ph.D. Candidate, The Ohio State University
2010	Graduate Faculty Representative for Ryan Foor, Food, Agricultural and Environmental Sciences Ph.D. Candidate, The Ohio State University
2009 – 10	Candidacy Examination Committee member for Christopher Barnhill, Sports Mgmt



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## PROFESSIONAL AND UNIVERSITY SERVICE (cntd.)

- Ph.D. Candidate, The Ohio State University
- 2005 – 07 Dissertation Committee member for Rudy Watson, Management Science  
Ph.D. Candidate, The George Washington University School of Business
- 2004 – 05 Dissertation Committee member for Elaine Brenner, Industrial/Organizational  
Psychology Ph.D. Candidate, The George Washington University

### Graduate Student Advising (cntd.)

- 2004 – 05 Dissertation Committee member for Heather Prather, Industrial/Organizational  
Psychology Ph.D. Candidate, The George Washington University

### Other Professional and University Service

- 2022 Cornell/ASQ Writing Workshop – Mentor
- 2016 National Black MBA Association Conference: Negotiations Session
- 2011 Ohio State University Hayes Research Forum, Faculty Judge
- 2010 Women’s Council of Realtors Quarterly Luncheon, Topic; Negotiations  
Nationwide Insurance Actuarial Family Diversity Roundtable, Topic: Women in  
The Workforce Presenter, Ph.D. Project Management Doctoral Students Association  
Conference
- 2009 Buck Consultants Seminar: Healthy, Wealthy, and Wise: Improving Employee  
Productivity and Satisfaction in Uncertain Times
- 2003 Presenter, Ph.D. Project Management Doctoral Students Association Conference  
Chief of University Police Advisory Search Committee, Northwestern University
- 2002 Moderator, Ph.D. Project Management Doctoral Students Association Conference
- 2001 Presenter, Ph.D. Project Management Doctoral Students Association Conference
- 1998-2000 Doctoral cohort representative, Management and Organizations, Kellogg School

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## INDUSTRY EXPERIENCE

- May 1995 – International Survey Research LLC - Chicago, IL
- Sep 1998 *Project Coordinator*  
Managed internal and external resources necessary to develop, administer,  
and analyze organizational climate surveys for Fortune 500 client companies
- Mar 1994 – International Components Corporation - Chicago, IL
- Apr 1995 *Quality Development Coordinator*  
Compiled sales, manufacturing and defect statistics to produce  
monthly quality performance reports.  
Served as a client liaison and managed the process for submitting product  
samples to clients for qualification testing.

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## PROFESSIONAL AFFILIATIONS

Academy of Management  
American Psychological Association  
American Sociological Association  
International Association of Conflict Management  
Management Faculty of Color Association  
Work and Family Researchers Network