

**TRACY L. DUMAS**

Fisher College of Business, The Ohio State University  
714 Fisher Hall, 2100 Neil Avenue, Columbus, OH 43210  
Phone: (614) 247-4294 • Fax: (614) 292-7062 • Email: TLDumas@fisher.osu.edu

---

**EDUCATION**

Dec 2003 Northwestern University, Kellogg School of Management  
Ph.D. Management and Organizations

Jun 1998 Loyola University Chicago  
M.S. Industrial Relations

Jun 1993 Northwestern University  
B.S. Education and Social Policy with Organizational Studies Concentration

---

**ACADEMIC POSITIONS**

Jun 2016 - Oct 2008 - 2016 The Ohio State University, Fisher College of Business  
Associate Professor of Management and Human Resources (with tenure)  
Assistant Professor of Management and Human Resources (on leave 2014-2015)

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)

---

**PUBLICATIONS**

**Dumas, T.L.**, Perry-Smith, J.E. (*in press*) The paradox of family structure and plans after work: Why single childless employees may be the least absorbed at work. Academy of Management Journal. Published online before print, October 5, 2017, *doi:10.5465/amj.2016.0086*.

**Dumas, T.L.**, Stanko, T.L. (2017) Married with children: How family role identification shapes leadership behaviors at work, Personnel Psychology, 70, 515-723.

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.

---

**PUBLICATIONS (cntd.)**

**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.

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 and Conference Best Paper Proceedings**

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.

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 (top 10% of papers submitted)

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.

---

**UNDER REVIEW**

Dumas, T. L., title removed to preserve blind review, *revise and resubmit requested*. Management Science

Hewlin, P.F., Dumas, T.L., Burnett, M.F. title removed to preserve blind review, *reject and resubmit requested*. Organization Science

---

## RESEARCH IN PROGRESS

Dumas, T.L., Doyle, S., Lount, R.B. The exhausting effect of holding values different from others (data collected for two studies, manuscript in preparation)

Dumas, T.L., Perry-Smith, J.E. How ideal worker norms shape work-life policies. (data collected for two of two studies, manuscript in preparation)

Phillips, K.W., Rothbard, N.P., Dumas, T.L. Getting to know you: disclosure and status distance in diverse environments (data collected for two of three studies, study 3 in data collection stage)

---

## REFEREED CONFERENCE PRESENTATIONS

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.

---

**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.

Rosette, A.S., Dumas, T.L. (2006). The hair dilemma: Conform to mainstream expectations or emphasize racial identity. Duke Law School Symposium on Makeup, Identity Performance, and Discrimination, Durham, NC.

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.

---

## REFEREED CONFERENCE PRESENTATIONS (cntd.)

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.

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.

Rothbard, N.P., Dumas, T.L., Phillips, K.W. (2001). The long arm of the organization: Role Conflict, Work-family policies and employee preferences for segmentation. International Association of Conflict Management Conference, Cergy France.

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.

---

## INVITED PRESENTATIONS

2017	Cornell University, School of Industrial and Labor Relations
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

---

## SELECTED MEDIA COVERAGE OF RESEARCH

Harvard Business School Working Knowledge site – July 27, 2015

Science Daily – June 16, 2015

Huff Post Business site – December 15, 2013

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

---

**AWARDS AND RECOGNITIONS**

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.” <u>Organization Science</u> , 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

---

**TEACHING EXPERIENCE**

Spring 2015	<u>University of Pennsylvania, The Wharton School</u> <i>Leading Effective Teams</i> : Elective Weekend Executive MBA Course, San Francisco
Winter 2009 -	<u>The Ohio State University, Fisher College of Business</u> <i>Managerial Negotiations</i> : Elective MBA Course
Spring 2009 -	<i>Developing High Performance Teams</i> : Elective MBA Course
Spring 2013	<i>Advanced Negotiations</i> : Elective MBA Course
Spring 2009 - Spring 2013	<i>Topics in Organizational Behavior</i> : Doctoral Seminar

---

**TEACHING EXPERIENCE (cntd.)**

	<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
Fall 2007	<i>Organization and Management</i> : Core BBA Course
Intercession 2008	<i>Negotiation</i> : Accelerated Elective MBA Course
	<u>The George Washington University, Columbian College of Arts and Sciences</u>
2003 - 2006	<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
	<u>Northwestern University, Kellogg School of Management</u>
2002	<i>Negotiations</i> : Elective MBA Course

---

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

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 - 2013	Ad Hoc Reviewer, <u>Organization Science</u>
2008 -	Ad Hoc Reviewer, <u>Management Science</u>
2007 - 2011	Referee, Organization Science Dissertation Proposal Competition
2006 -	Ad Hoc Reviewer, <u>Group and Organization Management</u>
2005 -	Ad Hoc Reviewer, <u>Sociological Perspectives</u>
2005 -	Reviewer, Organizational Behavior Division, Academy of Management

**Graduate Student Advising**

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

---

## PROFESSIONAL AND UNIVERSITY SERVICE (cntd.)

### Other Professional and University Service

- 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 of  
Management

---

## 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.

---

## 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