

ACADEMIC APPOINTMENTS

DARTMOUTH COLLEGE, Tuck School of Business

Hanover, NH

Assistant Professor – Organization Behavior Area (Current)

UNIVERSITY OF PENNSYLVANIA, The Wharton School

Philadelphia, PA

Penn Provost Postdoctoral Fellow – Organizational Behavior Area (2023)

Co-Advisors: Drs. Andrew (Drew) Carton and Stephanie Creary

EDUCATION

UNIVERSITY OF MINNESOTA, Carlson School of Management

Twin Cities, MN

Ph.D., Business Administration – Work and Organizations (2020)

Dissertation: When moral identity lapses: Extending prosocial behaviors through a social moral identity

Committee: Drs. Connie Wanberg (chair), John Kammeyer-Mueller (advisor), David Sluss, Christopher Federico, and Abdifatah Ali

UNIVERSITY OF NORTH CAROLINA

Chapel Hill, NC

B.A., Psychology, Cum Laude (2015)

B.A., Women/Gender Studies

Lab Advisor: Dr. Mitchell (Mitch) Prinstein

McNair Advisor: Dr. Shimul Melwani

RESEARCH INTERESTS & EXPERTISE

As an identity scholar, I study how people make sense of and reflect on their many different personal identities, work and non-work related. I examine how individuals perceive themselves, particularly through the roles they occupy (role identity) and the social groups to which they belong (social identity). Further, I consider what consequence their perceptions have for workplace behavior.

With this, I explore two broader questions: 1) What perceptions do worker's hold about their personal identities? 2) What are the workplace consequences and implications of those perceptions? I also consider these outcomes at different work stages, such as the organizational newcomer experience versus that of established organizational members.

PUBLICATIONS

Yang, T, Bao, J., **Barnes, T.**, & Leung, M. (Forthcoming). Looking the part? Professionalism and the Hiring of Black Job Applicants. *Administrative Science Quarterly*

Barnes, T. & Carter, J. (Forthcoming). Identity Expression and Concealment Chapter, *The Oxford Handbook of Inclusion Practice*. Edited by Eden King, Mikki Hebl, and Derek Brown.

Kammeyer-Mueller, J. D., Rubenstein, A. L., & **Barnes, T. S.** (2024). The Role of Attitudes in Work Behavior. *Annual Review of Organizational Psychology and Organizational Behavior*, 11, 221-250.

Last Updated: July 2026

PAPERS UNDER REVIEW OR REVISION

Barnes, T., Kammeyer-Mueller, J., & Livingston, B. A. [Newcomer identity and socialization]. Status: *Revise & Resubmit, Journal of Management*

Barnes, T. & Oh, J. [Identity threat and social networks]. Status: *Under Review*

WORKING PAPERS

Barnes, T. [Representation and identity]. Status: *Revising Manuscript*

Barnes [Underrepresented newcomers and identity threat]. Status: *Revising Manuscript*

Barnes, T. & Kammeyer-Mueller, J. [Social moral identity and prosocial behavior]. Status: *Revising Manuscript and Data Collection*

Creary, S.J., **Barnes, T.**, & Moore, O.A. [Identity responsiveness and allyship] Status: *Revising Manuscript*

WORKING PROJECTS

Barnes, T. [Representation, Identity, and newcomer adjustment]. Status: *Data Collection*

Barnes, T. & Carter, J. [Inclusion, identity, networks]. Status: *Project Development*

Barnes, T., Moore, O.A., & Aguinis, H.* [Theory Development]. Status: *Project Development*

*Shared first authorship

ONGOING PROJECTS

Employee Resource Groups [With Lumumba Seegars].

Women, STEM, Careers [With Julia Melin and Sonya Mishra].

ACADEMIC HONORS & AWARDS

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| ▪ Young Professionals at Dartmouth (YPD) Professional Development Grant | 2024 |
| ▪ Academy of Management Gender & Diversity in Organizations Division Outstanding Reviewer | 2021 |
| ▪ Wharton Center for Leadership and Change Management Diversity and Inclusion Initiative | 2021 |
| ▪ Work and Organizations Department Anne Tsui, PhD "Dare to Care" Award | 2019 |
| ▪ Carlson School of Management Dean's Small Research Grant | 2018 |
| ▪ Department Most Innovative Student Project | 2018 |
| ▪ Work and Organizations Departmental Grant | 2017 |
| ▪ Carlson School of Management PhD Research Travel Fellowship | 2017 |
| ▪ Work and Organizations Departmental Grant | 2016 |
| ▪ Work and Organizations Departmental Grant | 2015 |
| ▪ Ronald E. McNair Scholar | 2013 |
| ▪ Psi Chi International Honor Society in Psychology | 2013 |
| ▪ Carolina Research Scholar, UNC - Chapel Hill | 2013 |
| ▪ Hayden B. Renwick Award in Academic Excellence, UNC - Chapel Hill | 2012; 2013 |

REFEREED CONFERENCE PRESENTATIONS

Identity threat response and newcomer adjustment perceptions <i>Teaching DEI Conference & John F. Wood Symposium</i>	2026
Identity threat response and newcomer adjustment perceptions <i>Academy of Management Conference</i>	2025
The moral source matters: The consequence of priming abstract moral identities versus social moral identities <i>Wharton Organizational Behavior Conference</i>	2024
A sense of belonging: How perceived leader dissimilarity threatens the expression of newcomer proactive personality <i>European Group for Organizational Studies</i>	2023
LEAP at work: Examining the effects of race-based allyship training in the workplace <i>Academy of Management Conference, Co-Presenter (Stephanie Creary)</i>	2022
LEAP at work: Examining the effects of race-based allyship training in the workplace <i>International Association for Conflict Management, Co-Presenter (Stephanie Creary)</i>	2022
The moral source matters: The consequence of priming value-based versus identity-based moral identities. <i>Harvard Business School Rising Scholars Conference</i>	2021
The moral source matters: The consequence of priming value-based versus identity-based moral identities. <i>Society for Personality and Social Psychology Self & Identity Preconference</i>	2021
The moral source matters: The consequence of priming value-based versus identity-based moral identities. <i>Stanford Graduate School of Business Rising Scholars Conference</i>	2020
The space between us: How high performance and stigmas influence peer contempt and behaviors. <i>Society for Industrial and Organizational Psychology Conference (Canceled due to COVID-19)</i>	2020
Ironic evaluation and the effects of stereotype suppression on employee selection. <i>Academy of Management Conference</i>	2018
When resolve falters: Poor fit with adviser reduces benefits of newcomer proactive personality. <i>Academy of Management Conference</i>	2018
Bringing your home to work with you: Enhancing work outcomes through collective moral identities. <i>Academy of Management Conference</i>	2017
“What Now?” An examination of the development and dissolution of workplace friendships. <i>Southeastern Association of Educational Opportunity Program Personnel Conference</i>	2014

INVITED CONFERENCES & RESEARCH PRESENTATIONS

Harvard Business School Race, Gender & Equity Research Symposium	Recurring
Relationships Across Difference (RADS) Roundtable	2025

Last Updated: July 2026

University of Pennsylvania, <i>Wharton Diversity, Equity, and Inclusion Convening</i>	2021
University of Washington, <i>Ascend</i>	2021
Harvard Business School Gender Initiatives Conference	2019
University of Virginia, <i>Darden School of Business</i>	2019
Virginia Polytechnic Institute and State University, <i>Pamplin College of Business</i>	2018
Virginia Tech's Future Faculty Development Program	2018

INVITED SEMINARS, PANELS & WORKSHOPS

Tuck First-Year Projects Team Performance Session – Speaker	Recurring
Tuck Black Ski Leadership Summit Speaker and Panelist	Recurring
Gender Equity at Work (w/Andrea Mohamed; Tuck Men as Allies Club)	2026
UMN Work and Organizations Doctoral Candidate Forum	2026
UMN Work and Organizations Doctoral Seminar	2025
Tuck Women in Business Panelist	2025
Tuck Dialogues Real Talk Series (Moderator)	2025
Gender Identity in the Workplace Panel (Tuck Alumni Reunion)	2024
Postdoctoral Fellowship Program Panel (MFCA)	2024
Tuck DivCo Conference Mock Course Seminar	2024
AOM Conference – OB Doctoral Consortium	2023
AOM Conference – “Making the Most of It: Being Successful in a Post-Doc and Beyond”	2023
Positive Organizational Scholarship Track Leader – “ <i>POISED for the DEEP end</i> ”	2022
Wharton Organizational Behavior Conference – Facilitator	2021
McNair Business School Panel	2021
AOM Conference PDW – “Success in the post-doc and beyond”	2021
AOM Conference PDW – “Halfway there”	2021
AOM - New Doctoral Student Consortium Panel	2019
PhD Project MDSA Conference – “Don't Waste Your Third Year”	2019
UMN Department Practicum – “Effective Teaching”	2019
Delta Sigma Pi Business Fraternity – “Diversity and Inclusion”	2018
UMN Department Practicum – “Conference Presenting”	2018
UMN Department Practicum – “Research Collaborations”	2017
PhD Project MDSA Conference – “Passing Your Comprehensive Exams”	2016
Management and Organizational Behavior (MBA 6110) - “Diversity and Inclusion”	2015

TUCK SCHOOL OF BUSINESS WORKSHOPS

Barnes, T. & Mishra, S. (Organizers and Presenters). Invited Attendees: Michelle Duguid, Joey Cheng, Lauren Rivera, and Judith (Judy) Clair (2025)

Barnes, T. & Mishra, S. (Organizers and Presenters). Invited Attendees: Julia DiBenigno, Erika Hall, Aparna Joshi, Lakshmi Ramarajan, and Elad Sherf (2024)

ACADEMY OF MANAGEMENT SYMPOSIA & PROFESSIONAL DEVELOPMENT WORKSHOPS

Barnes, T. (Organizer), Petsko, C. (Organizer), Younge, A. (Organizer), Akinola, M. (Presenter), Block, C. (Presenter), Norton, M. (Presenter), Rattan, A. (Presenter), Creary, S. (Presenter), Kinias, Z. (Presenter), Pearce, N. (Presenter), Rosette, A. (Presenter). *Teaching Diversity, Equity, and Inclusion*. Professional Development Workshop (2022-2024).

Barnes, T. (Organizer & Presenter), Beaver, G. (Organizer), Gardner, D. (Presenter), Pahng, P. (Presenter), Lyle, M. (Presenter), Volpone, S. (Discussant). *Stigma, Stereotypes, and Selection: A Reality in Review*. Co-Chair Symposia, Chicago, Illinois. (2018).

Barnes, T. (Organizer & Presenter), Liu, Y. (Organizer & Presenter), Dossinger., K.(Presenter), Fan.,Y. (Presenter) Sluss., D. (Discussant). *Newcomer Socialization: Revisiting the Social Context*. Co-Chair Symposia, Atlanta, Georgia. (2017).

TEACHING PORTFOLIO

DARTMOUTH COLLEGE

Instructor

Tuck Launch (<i>MBA</i>)	2023-Present
Managing People (<i>MBA</i>)	2023-Present

UNIVERSITY OF PENNSYLVANIA

Teaching Assistant

Leading Diversity in Organizations (<i>MBA</i>)	2022
Foundations of Teamwork and Leadership (<i>MBA</i>)	2020; 2021; 2022

Guest Lecture

Leading Diversity in Organizations (<i>Undergraduate</i>)	2022
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UNIVERSITY OF MINNESOTA

Instructor (Course)

Instructor Ratings

Introduction to Organizational Behavior - Fall 2017 (<i>Undergraduate</i>)	5.7 of 6.0
Introduction to Organizational Behavior and Performance - Fall 2017 (<i>Undergraduate</i>)	5.7 of 6.0

Instructor (Compact Course)

Introduction to R Software (<i>Undergraduate & MBA</i>)	2018
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Teaching Assistant (*Undergraduate & MBA*)

Creating and Managing Diversity and Inclusion	2020
Personnel Economics	2019
Organizational Behavior Foundations of High-Impact	2019
Employee Development: Creating a Competitive Advantage	2019
Honors Thesis Seminar	2018
HRIR in Practice	2018
Organizational Behavior	2017
Employment and Labor Law	2017
Management of Groups	2017
Leading Others	2016; 2019; 2020
Negotiation Strategies	2015; 2016; 2019

SERVICE TO THE ACADEMY

Academic Journals

- Academy of Management Review Journal – Special Topics Forum (2026)
- Organizational Psychology Review – Ad-Hoc Journal Reviewer (Current)
- Administrative Science Quarterly Journal Student Interviewer (2016)

Academy of Management

- MOC Best Paper on Diversity and Cognition Award Committee (2023-2024)
- DEI, OB, and HR Divisions Ad hoc Reviewer (2017-Current)
- OB Division Adopt-A-Member Mentor Program (2018)

The PhD Project

- Management Faculty of Color Association Panelist and Speaker (Ad hoc)
- Management Doctoral Student Association Conference Mentor (2019)
- Management Doctoral Student Association Planning Committee (2018 – 2019)
- PhD Project Conference Organizational Behavior Panelist (2018)
- Management Doctoral Student Association Executive Committee Vice President (2017 – 2018)
- Management Doctoral Student Association Conference Sessions Committee Co-Chair (*w/ Ashli Carter*) (2016 – 2017)
- DocNet Consortium of Business Doctoral Programs Panelist (2016)

IN THE MEDIA

Identity and Wellbeing Podcast (w/ Dustin D. McMahon) (Forthcoming)

[A Sense of Belonging: Impactful Research on the Newcomer Experience and Advice for Leaders and Firms](#) (May 2024)

[Women's Arduous Climb Up the Corporate Ladder.](#) (March, 2021)

[Transforming Your Mindset: The Identity of an Entrepreneur](#) (August, 2021)

[Womxn 4 Womxn for Black Lives: Gendered Racism in the U.S.A](#) (June, 2020)

[Why It's Essential to Separate Your Self-Worth From Your Work.](#) (June, 2019)

SERVICE & PROFESSIONAL AFFILIATIONS

Academy of Management

Organizational Behavior, Diversity, Equity, Inclusion, and Belonging, Human Resources Division

Penn Black Graduate and Professional Student Assembly

Positive Organizational Scholarship (POS)

Society of Human Resource Management

Society for Industrial and Organizational Psychology (SIOP)

Society for Personality and Social Psychology (SPSP)

The PhD Project

Wharton IDEAS Lab

DEI Thought Leaders (Tuck)

OB Research Group (Tuck)

