

James T. Carter

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ACADEMIC APPOINTMENTS

Cornell University, School of Industrial and Labor Relations, Ithaca, NY

Assistant Professor of Organizational Behavior	2023-Present
Faculty Affiliate, Center for Applied Research on Work	2023-Present
Faculty Fellow, ILR Workplace Inclusion and Diversity Education (WIDE)	2023-Present

EDUCATION

Columbia Business School, Columbia University, New York, NY

Ph.D., <i>Management</i>	May 2023
M.Phil., <i>Management</i>	February 2020

Rice University, Houston, TX

B.A., <i>Psychology & English</i>	May 2017
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AWARDS & HONORS

Fellow, Center for Advanced Study in the Behavioral Sciences (CASBS) Diversity Institute (2024)

Journal of Business & Psychology Scholar (2023)

Paul and Sandra Montrone Doctoral Fellowship, Columbia Business School (2022)

Sixth-Year Doctoral Fellowship, Columbia Business School (2022)

Robert F. Smith '94 Scholar, Columbia Business School (2022)

Alex Woo MBA 1984 Doctoral Fellowship, Columbia Business School (2021)

The Eugene Lang Entrepreneurship Center PhD Fellowship, Columbia Business School (2021)

Linda Faye Williams Social Justice Prize, Rice University (2020)

OADI Research Collective Scholar, Columbia University (2019-2020)

BIG Ideas Doctoral Workshop, Harvard Business School (2019)

20 Under 30, Rice Magazine (2018)

Association for Psychological Science Rise Award, Honorable Mention (2017)

GRANTS & FUNDING

ILR WIDE Fast Grant. Project Title: *Diversity, Fairness, and Recruitment*. Grant Amount: \$ \$5,000 (2025)

ILR WIDE Fast Grant. Project Title: *Conceptualizing the "Ally" Identity*. Grant Amount: \$ \$5,000 (2024)

ILR WIDE Fast Grant. Project Title: *DEI Leadership & Racialized Hiring*. Grant Amount: \$ \$5,000 (2024)

ILR WIDE Fast Grant. Project Title: *Allyship Judgments of LGBTQ+ Directed Advertisements*. Grant Amount: \$ \$4,383.33 (2023)

The Sanford C. Bernstein & Co. Center Doctoral Research Grant. Project Title: *The Risky Business of Organizational Claims: Effects of (In)Consistency between Organizational Claims and Outcomes*. Grant Amount: \$5,000 (2021)

NTR-INGroup Grant for Research Contributing to the Understanding of Groups. Project Title: *Perceptions of Authenticity and Impression Management in Interracial Interactions*. Co-PI with Rebecca Ponce de Leon (PI) and Ashleigh Rosette (Co-PI). Grant Amount: \$10,000 (2020)

Dr. Bill Wilson Student Initiative Grant. Project Title: *Diversity & Inclusion Dialogue Series*. Grant Amount: \$3,100 (2017)

Dr. Bill Wilson Student Initiative Grant. Project Title: *Channeling Passion into Action Conference on Black Liberation and Activism*. Grant Amount: \$3,000 (2016)

Social Sciences Undergraduate Research Enterprise Grant, Rice University. Grant Amount: \$1,100 (2015)

PEER-REVIEWED PUBLICATIONS

* denotes equal authorship

Underline graduate student collaborator

Carter J. T. (Forthcoming). Understanding and Dismantling Diversity Myths. In M. Hebl, E. King, & Q. Roberson Connally (Eds.), *Research on Social Issues in Management: Call to Action for Policymakers: Defending and Advancing Diversity, Equity, and Inclusion (DEI) Initiatives*. Charlotte, NC: Information Age Publishing.

*White, M. W., & ***Carter, J. T.** (2026). When You Say It: How the Timing of LGBTQ+ Allyship Displays Shapes Evaluations of Organizations. *Organizational Behavior and Human Decision Processes*, 192, 104464.
<https://doi.org/10.1016/j.obhdp.2025.104464>

- Select Media Coverage: *Cornell Chronicle*

*Bailey, E., ***Carter, J. T.**, Galinsky, A., & Iyengar, S. (2025). The Privilege to be Yourself Depends on What Others Think of You: Social Status Increases Authenticity. *Personality and Social Psychology Bulletin*.
<https://doi.org/10.1177/01461672251327606>

- Select Media Coverage: *Fast Company*, *Cornell Chronicle*, *Columbia Magazine*

*Abraham, M., *Botelho, T., & ***Carter, J. T.** (2025). (Not) Getting What You Deserve: How Misrecognized Evaluators Reproduce Misrecognition in Peer Evaluations. *American Sociological Review*, 90(3), 387–426.
<https://doi.org/10.1177/00031224251318051>

- Best Paper, OMT Division, *Academy of Management* (2024)

Ponce de Leon, R., **Carter, J. T.**, & Rosette, A. (2024). Sincere Solidarity or Performative Pretense? Evaluations of Organizational Allyship. *Organizational Behavior and Human Decision Processes*, 180, 104296, 1-14.
<https://www.sciencedirect.com/science/article/pii/S0749597823000729>.

- Select Media Coverage: *Fortune*

King, D. D., Hall, A. V., Johnson, L., **Carter, J.**, Burrows, D., & Samuel, N. (2023). Research on anti-Black racism in organizations: Insights, ideas, and considerations. *Journal of Business and Psychology*, 38(1), 145-162.
<https://link.springer.com/article/10.1007/s10869-022-09804-4>.

Portocarrero, S., & **Carter, J. T.** (2022). “But the Fellows Are Simply Diversity Hires!” How Organizational Contexts Influence Status Beliefs. *RSF: The Russell Sage Foundation Journal of the Social Sciences*, 8(7), 172-191.
<https://doi.org/10.7758/RSF.2022.8.7.09>.

- Nominee, Best Paper on Environmental or Social Practices – *Academy of Management*, OMT Division
- Top 10% Most Downloaded Papers for 2022-2023
- Top 10% Most Cited Papers for 2022 - 2023

Portocarrero, S., & **Carter, J. T.** (2022). Diversity initiatives in the US workplace: A brief history, their intended and unintended consequences. *Sociology Compass*, 16(7).
<https://compass.onlinelibrary.wiley.com/doi/full/10.1111/soc4.13001>

Carter, J. T., & Ponce de Leon, R. (2022). Double Jeopardy or Intersectional Invisibility? Reconciling (Seemingly) Opposing Perspectives. In M. Hebl, E. King, & Q. Roberson Connally (Eds.), *The Future of Diversity & Inclusion*. Charlotte, NC: Information Age Publishing.

Hall, E. V., Townsend, S. S. M., & **Carter, J. T.** (2021). What’s in a name? The hidden historical ideologies embedded in the Black and African-American racial labels. *Psychological Science*, 32(11), 1720-1730.
<https://doi.org/10.1177/09567976211018435>

- Select Media Coverage: *BNC News*, *APS Observer*, *Journal of Blacks in Higher Education*, *Character & Context*

*Boykin, C. M., *Brown, N. D., ***Carter, J. T.**, *Dukes, K., *Green, D., *Harrison, T., *Hebl, M., *McCleary-Gaddy, A., *Membere, A., *McJunkins, C., *Simmons, C., *Singletary Walker, S., *Smith, A.N., & *Williams, A. D. (2020). Anti-Racist Actions and Accountability: Not More Empty Promises. *Equality, Diversity and Inclusion: An International Journal* 29 October 2020; 39 (7): 775–786. <https://doi.org/10.1108/EDI-06-2020-0158>
 - Winner, Outstanding Paper Award: Emerald Literati Awards

Manuscripts Under Review:

Carter, J. T., Darby, C., *Malcomb, C., & *Zhang, X. DEI and the Trump Era. Under Review at *Equality, Diversity, and Inclusion: An International Journal*.

Ponce de Leon, R., & **Carter, J. T.** DEI Leadership & Hiring Evaluations. Under Review at *Organization Science*.

Mazzelli, A., Nason, R., & **Carter, J. T.** Identity Management among Black Entrepreneurs. R&R at *Organizational Behavior and Human Decision Processes*.
 - Winner, Kauffman Foundation Best Paper Award – Academy of Management, MOC Division

Hall, E., Townsend, S., **Carter, J. T.**, Chicas, H., & Puryear, C. Latinx Racial Labels & Implications. Under Review at *Nature Communications*.

Germano, A., Zou, L., Zambrotta, N., **Carter, J. T.**, & Akinola, M. Interracial Couples and Implications for Mortgages. Under Review at *Nature Human Behavior*.

Works in Progress:

Carter, J.T., Nguyen, C., & Mason, M. F. Previous Salaries, Race, & Diminishing Wage Gaps.

Carter, J.T., & Malcomb, C. Allyship Identity & Endorsements.

Carter, J.T., & Malcomb, C. State & Trait Allyship Beliefs and Implications.

Darby, C., **Carter, J.T.**, Fath, S., & Proudfoot, D. Social Progress and Believability of Discrimination Claims.

Carter, J.T., Bauman, C., Figueroa, A., Racial Diversity influences Fairness Beliefs.

Montori, E., Mazelli, A., & **Carter, J. T.** Racial Discrimination & Entrepreneurship.

SELECTED PRESENTATIONS & CHAIRED SYMPOSIA

Carter J. T., & White, M. (2026, Feb). *How the Timing of Allyship Displays Shapes Evaluations of Organizations*. Paper presentation at the 27th annual Society of Personality and Social Psychology Conference—Chicago, IL.

Carter J. T., & White, M. (2025, May). *How the Timing of Allyship Displays Shapes Evaluations of Organizations*. Paper presentation at the Authenticity Conference — Berkeley, CA.

Carter J. T., & Ponce de Leon, R. (2025, May). *For DEI Leaders, the Personal is Professional: Implications for Racialized Evaluations*. Paper presentation at the Inequality in Evaluations Conference—New York, NY.

- Carter J. T., & Ponce de Leon, R.** (2025, January). *For DEI Leaders, the Personal is Professional: Implications for Racialized Evaluations*. Paper presentation at the Virtual American Sociological Association Mini Conference—Virtual.
- Carter J. T., & Abraham, M., & Botelho, T.** (2024, August). *Paying & Punishing It Forward: Misrecognized Evaluators Reproduce Unmeritocratic Peer Evaluations?* 84th annual Academy of Management Conference—Chicago, IL.
- Carter J. T., & White, M.** (2024, April). *Motivated LGBTQ+ Allyship: How the Timing of Allyship Displays Shapes Evaluations of Organizations?* Paper presentation at the Ethical Issues of our Time—Park City, UT.
- Carter J. T., & Ponce de Leon, R.** (2023, February). *Sincere Solidarity or Performative Pretense?* Data Blitz presentation at the Authenticity Preconference at the 24th annual Society of Personality and Social Psychology Conference—Atlanta, GA.
- Carter J. T., Abraham, M. A., Burbano, V. C.** (2022, August). *The Risky Business of Organizational Claims: Effects of (In)consistency Between Claims and Outcomes*. Paper presented at the at the 82nd annual Academy of Management Conference, symposium on I Meant What I Said, and I Said What I Meant?: Organizational Rhetoric Around Social Justice Issues (Co-Chairs, P. Vani & X. Zhao)—Seattle, WA.
- Carter J. T.,** (2022, April). *Sincere Solidarity or Performative Pretense? Perceptions of Organizational Allyship Displays*. Paper presented at the Boston University Questrom School of Business Emerging Scholars Research Symposium—Boston, MA.
- Carter J. T., Abraham, M. A., Burbano, V. C.** (2021, August). *The Risky Business of Organizational Claims: Effects of (In)consistency Between Claims and Outcomes*. Paper presented at the at the 81st annual Academy of Management Conference, symposium on The Consequences of Self- and Other-Signaling on Diversity-Related Cognitions and Decisions (Co-Chairs, J. Carter & E. Kirgios)—Virtual.
- Carter J. T., Mazzelli, A., Mai, M. K.** (2021, August). *Together We Thrive: How Racial Discrimination Leads to Pro-group Helping and Voicing*. Paper presented at the at the 81st annual Academy of Management Conference, symposium on Strengths from Disadvantage: Toward a Broader Understanding of the Consequences of Social Inequality (Chair, G. Lopiano)—Virtual.
- Carter J. T., Bailey, E. Iyengar, S.** (2021, August). *The Privilege To Be Yourself: How Status—more so than Power—Predicts Authenticity*. Paper presented at the at the 81st annual Academy of Management Conference, symposium on The Structural, Organizational, and Societal Shape of Authenticity (Co-Chairs, E. Bailey & R. Ponce de Leon)—Virtual.
- Carter J. T., & Mason, M. F.** (2021, April). *Do Salary History Bans Make Way for More Equitable Wages? Insights from Experimental Research*. Paper presentation at the East Coast Doctoral Conference—New York City, New York.
- Carter J. T., Abraham, M. A., Burbano, V. C.** (2020, October). *What's the Value of Talking the Talk: Consequences of (In)Consistency between Social Claims and Actions on Stakeholder Perceptions*. Paper presentation at the inaugural Stanford GSB Rising Scholars Conference — Virtual; Stanford, California.
- Carter J. T.,** (2020, February). “An Ostrich Effect: Team Composition and Information Acquisition” Poster presented at the “Bringing Intragroup Processes Back to Social Psychology” Preconference at the 21st annual Society of Personality and Social Psychology Conference—New Orleans, Louisiana.
- Carter J. T., Abraham, M. A., Burbano, V. C.** (2020, February). *The Diversity Disconnect: The Effects of Diversity Decoupling in Organizations*. Paper presented at the at the 21st annual Society of Personality and Social

Psychology Conference, symposium on Diversity Perceptions and Decision-making are Shaped by Strategic Motives (Co-Chairs, E. Kirgios & C. J. He)—New Orleans, Louisiana.

INVITED PRESENTATIONS

Tuck School of Business, Dartmouth College (2025)
 Brown Bag Research Talk, Workhuman (2023)
 Paul Merage School of Business, University of California, Irvine (2022)
 Marshall School of Business, University of Southern California (2022)
 School of Industrial and Labor Relations, Cornell University (2022)
 Sauder School of Business, University of British Columbia (2022)
 Sanford C. Bernstein & Co. Center, Columbia Business School (2022)
 Center for Cultural and Social Psychology, Université libre de Bruxelles – Faculty Directors, Olivier Klein & Phillippe Bernard (2022)
 Social Psychology Brown Bag, University of Virginia (2022)
 Emerging Scholars of Psychological Science, Princeton University (2021)
 Women's Business Leadership in Tech Conference, Columbia Business School (2021)
 Internal Management Seminar, Columbia Business School (2020)
 Social & Moral Cognition Lab, Columbia University – PI, Larisa Heiphetz (2020)
 Center for the Study of Wealth & Inequality, Columbia University – Faculty Directors, Seymour Spilerman & Thomas DiPrete (2020)

FACILITATED WORKSHOPS & SERVICES

Power & Influence for Student Leaders, Sanford C. Bernstein & Co Center (2023)
 CredColor (Un)Town Hall, Credera (2021)
 Leading Diversity in Organizations, Center for Curatorial Leadership (Co-Facilitator, 2021)
 Influence & Power, Center for Curatorial Leadership (Co-Facilitator, 2021)
 Managing Stress, Center for Curatorial Leadership (Co-Facilitator, 2021)

PROFESSIONAL ORGANIZATIONS

DEI & Expertise in Racialized Organizations Conference, Co-Organizer (2023)
East Coast Doctoral Conference, Co-Organizer (2020)
Society for Personality and Social Psychology, Member (2019– Present)
 SPSP Student Committee, Member-at-Large (2020– 2021)
Academy of Management, Member (2017-Present)
The PhD Project
 Management Doctoral Student Association (MDSA), (2017– 2023)
 Management Faculty of Color Association (MFCA), (2023 – Present)
Mellon Mays Undergraduate Fellowship, Fellow (2016-2017)
Association for Psychological Science (APS), Student Affiliate (2015– 2018)

PROFESSIONAL SERVICE

Editorial Review Board

Journal of Business & Psychology (2024 – Present)

Ad Hoc Reviewer

Academy of Management Review
American Sociological Review
Equality, Diversity, & Inclusion: An International Journal
Human Relations
Journal of Management
Organization Science

Organizational Behavior and Human Decision Processes
Personality and Social Psychology Bulletin
Psychological Science

Grant Reviewer

Institute for Diversity Science, University of Wisconsin – Madison

TEACHING EXPERIENCE

Cornell University

Foundations of Diversity Dynamics (Undergraduate; Instructor of Record)

- Fall 2023, Fall 2024, Fall 2025

Columbia Business School

Cross-Cultural Seminar (MBA; Instructor of Record)

- Fall 2022, Spring 2023

Advanced Organizational Theory (PhD; Teaching Assistant)

- Spring 2022

Power & Influence (MBA; Teaching Assistant)

- Spring 2021

Lead: People, Teams, and Organizations (MBA; Teaching Assistant)

- Fall 2017, Spring 2018, Fall 2018, Fall 2019, Spring 2020, Fall 2020; Fall 2021

Managerial Negotiations (MBA, EMBA; Teaching Assistant)

- Spring 2018, Fall 2018, Spring 2019, Spring 2020; Fall 2021

Executive Leadership (EMBA; Teaching Assistant & Guest Lecturer)

- Fall 2018, Fall 2019, Fall 2020; Fall 2021

Leading Diversity in Organizations (MBA, EMBA; Teaching Assistant)

- Spring 2019

Rice University

Introduction to Industrial/Organizational Psychology (Undergraduate; Guest Lecturer)

- Summer 2020

Psychology of the Black Experience (Undergraduate; Instructor of Record)

- 4.62/5 Course Evaluation; Spring 2015