

# Courtney L. McCluney

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## ACADEMIC APPOINTMENTS

University of Virginia Darden Graduate School of Business July 2017 – present  
Behavioral Research at Darden (BRAD Lab) Postdoctoral Fellow  
Center for ASPIRE, School of Nursing Postdoctoral Fellow

## EDUCATION

Ph.D., University of Michigan Department of Psychology 2017  
Concentration: Personality and Social Contexts  
Dissertation: *Blooming where I am Planted: A Phenomenological Investigation of Black Clergywomen's Marginality and Leadership*  
Committee: Jacqueline S. Mattis (chair), Laura Morgan Roberts, Lynn Wooten, & Elizabeth Cole

M.S. University of Michigan Department of Psychology 2014  
Concentration: Personality and Social Contexts

B.A., University of North Carolina at Chapel Hill 2011  
Concentration: Psychology & Interpersonal and Organizational Communications

## PEER-REVIEWED PUBLICATIONS \*Authors contributed equally

McCluney, C. L. & Rabelo, V. C. in press. Conditions of visibility: An intersectional examination of Black women's belongingness and distinctiveness at work. *Journal of Vocational Behavior*.

McCluney, C. L., Bryant, C., King, D. D., & Ali, A. A. 2018. Calling in Black: A dynamic model of racially traumatic events, resourcing, and safety. *Equality, Diversity, and Inclusion: An International Journal*, 36(8): 767-786.  
Also appears in Guclu Atinic (Ed.), *Best Paper Proceedings of the Seventy-seventh Annual Meeting of the Academy of Management*.

\*McCluney, C. L., \*Schmitz, L. L., Hicken, M. T., & Sonnega, A. 2018. Structural racism in the workplace: Does perception matter for health inequalities? *Social Science & Medicine*, 119: 106-114.

Fragoso, Z., Holcombe, K., McCluney, C. L., McGonagle, A., Fisher, G. G., & Friebe, S. 2016. Burnout and engagement: Construct distinction in two healthcare worker samples. *Workplace Health & Safety*, 64(10): 479-487.

## MANUSCRIPTS UNDER REVIEW

McCluney, C. L. & Hernandez, M. (revise-and-resubmit) Topic: embodied resistance to marginalization. *Academy of Management Journal*.

Nurmohamed, S., **McCluney, C. L.**, Cameron, L. D., & Mayer, D. (under 1<sup>st</sup> review) Topic: ethics and business case for diversity. *Journal of Applied Psychology*.

## BOOK CHAPTERS AND EDITED VOLUMES

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Wooten, L. P., **McCluney, C. L.**, James, E. H. forthcoming. Creating and responding to organizational crises: Case study of Starbucks' organizational resilience. In B. B. Caza, N. Powley, & A. Caza (Eds.) *Handbook of organizational resilience*. Edward Elgar Publishing.

**McCluney, C. L.** & Rabelo, V. C. 2019. Managing diversity, managing Blackness? An intersectional critique of diversity management practices. In L. M. Roberts, A. J. Mayo, & D. A. Thomas (Eds.) *Race, work, & leadership: New perspectives on the Black experience*. Cambridge, MA: Harvard University Press.

**McCluney, C. L.** & Cortina, L. M. 2017. Identity matters: Contextualizing workplace aggression within a social structural framework. In N. Bowling and M. S. Hershcovis (Eds.) *Research and theory on workplace aggression*: 136-155. Cambridge, UK: Cambridge University Press.

Parker, P. S., \*Jiang, J., \***McCluney, C. L.**, & \*Rabelo, V. C. 2017. [Race, gender, class, and sexuality](#). *Oxford research encyclopedia of communication*. Oxford: Oxford University Press.

## TEACHING MATERIALS AND OTHER REPORTS

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**McCluney, C. L.**, Roberts, L. M., & Wooten, L. P. 2017. It takes courage: Lessons learned from Starbucks #RaceTogether campaign. In Koonce, R., Robinson, P., & Vogel, B. (Eds.) *Developing Leaders for Positive Organizing*: 95 – 108. Emerald Publishing Group.

Catalyst. 2016<sup>†</sup> [Engaging in conversations about gender, race, and ethnicity in the workplace](#). Practitioner's Tool, Catalyst: New York, NY. <sup>‡</sup>Company product in which I contributed equally with the following coauthors: D. J. Travis and J. Thorpe-Moscon

Travis, D. J., Thorpe-Moscon, J., & **McCluney, C. L.** 2016. [Emotional tax: How Black women and men pay more at work and how leaders can take action](#). Research Report, Catalyst: New York, NY  
Media coverage: "Work Success and our Secret Burden." *ESSENCE magazine*, November, 2016.

## RESEARCH IN PROGRESS

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\***McCluney, C. L.**, \*Durkee, M. I., Robotham, K. J., Smith, R., & Lee, S. (Stage: Writing) Meta-perceptions of race, codeswitching and professionalism. (Targeted outlet: *Organizational Behavior and Human Decision Processes*).

Trzebiatowski, T., **McCluney, C. L.**, & Hernandez, M. (Stage: Revising) Identity construction in governance roles. (Targeted outlet: *Organizational Science*).

Hernandez, M., **McCluney, C. L.**, & Haizlip, J. (Stage: Writing) Distinguishing mattering and meaning in the workplace. (Targeted outlet: *Personnel Psychology*).

**McCluney, C. L.**, & Hernandez, M. (Stage: Data analysis). Making lemonade: Entrepreneurship in resource-constrained environments.

**McCluney, C. L.**, Caza, B. B., Bednar, J., Roberts, L. M., & Dutton, J. (Stage: Data analysis). What's more to G.I.V.E.? Revisiting positive work identity construction.

King, D. D., **McCluney, C. L.**, Bryant, C., & Ali, A. A. (Stage: Data analysis). Readiness and resources to address employees' racial trauma.

\* Durkee, M. I., \***McCluney, C. L.**, Robotham, K. J., & Smith, R. (Stage: Data collection). Sounds about 'White'? Perceptions of linguistic codeswitching among Black professionals.

Hall, E. V., **McCluney, C. L.**, Phillips, K. W., & Kang, S. (Stage: Data collection). Authenticity as necessary to enhance the effectiveness of numerical diversity.

**McCluney, C. L.**, Hernandez, M., & Parris, T. (Stage: Data collection). Gendered experiences of chiefs of staff in organizations.

## FELLOWSHIPS AND AWARDS

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<b>Postdoctoral Fellowship</b> University of Virginia Darden School of Business	2017-2020
<b>Ford Foundation Dissertation Competition</b> (Honorable Mention) National Academies of Science, Engineering, and Medicine	2016
<b>Edward A. Bouchet National Honor Society</b> Rackham Graduate School, University of Michigan, Ann Arbor, MI	2016
<b>Organizational Behavior Division Showcase Symposium</b> Academy of Management	2016
<b>Community of Scholars Fellowship</b> Institute for Research on Women and Gender, University of Michigan, Ann Arbor, MI	2016
<b>Gender, Diversity, and Organizations Division Showcase Symposium</b> Academy of Management	2015
<b>Research Fellowship</b> Catalyst, Inc. New York, NY	January 2015 – August, 2016
<b>Roger W. Brown Research Award</b> (\$500) Psychology Department, University of Michigan, Ann Arbor, MI	2015
<b>Rackham Conference Travel Grant</b> (\$3,500) University of Michigan, Ann Arbor, MI	2013-2016
<b>Rackham Merit Fellow</b> University of Michigan, Ann Arbor, MI	2012-2017
<b>AmeriCorps National Service Award</b> (\$5,500) New Sector Alliance, Boston, MA	2012

## RESEARCH GRANTS

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<b>National Center for Institutional Diversity Social Change Grant</b> (\$5,000) University of Michigan, Ann Arbor, MI	2019
<b>3 Cavaliers Grant</b> (\$60,000) University of Virginia, Charlottesville, VA	2018
<b>Batten Institute Research Grant</b> (\$14,650) University of Virginia's Batten Institute for Entrepreneurship and Innovation, Charlottesville, VA	2018
<b>Rackham Research Grants</b> (\$4,447) Rackham Graduate School, University of Michigan, Ann Arbor, MI	2013, 2016
<b>Dissertation Thesis Grant</b> (\$1,000) Psychology Department, University of Michigan, Ann Arbor, MI	2016
<b>Center for the Education of Women Riecker Graduate Student Research Grant</b> (\$1,000) Center for the Education of Women, Ann Arbor, MI	2015
<b>Institute for Research on Women and Gender Research Grant</b> (\$1,000) University of Michigan, Ann Arbor, MI	2014

## CHAired CONFERENCE SYMPOSIUMS AND PRESENTATIONS

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**McCluney, C. L.**, & Hernandez, M. June, 2019. Leading from the margins. New Directions in Leadership Research Conference, Durham, NC.

**McCluney, C. L.** June, 2019. Chair: *Addressing (in)equity and (in)justice in organizations seeking to do good*. Symposium at the Positive Organizational Scholarship Research Conference, Ann Arbor, MI.

**McCluney, C. L.**, Hernandez, M., & Haizlip, J. May, 2019. Distinguishing mattering and meaning in the workplace. May Meaning Meeting, Bainbridge Island, WA.

Robotham, K. J., Rabelo, V. C., & **McCluney, C. L.** April, 2019. Race, gender, and workplace mistreatment: A content analysis of #BlackWomenAtWork. Society for Industrial-Organizational Psychologists, Washington, D. C.

**McCluney, C. L.**, Cayir, E., Anderson, E., Haizlip, J., Brashers, V., Owen, J., Norling, M., & Cunningham, T. November, 2018. Creating opportunities for compassionate care in interprofessional teams. International Symposium of Contemplative Sciences, Phoenix, AZ.

**McCluney, C. L.** August, 2018. Chair: *Exploring the "black box" of gender diversity on boards: The value of women's expertise* (Discussant: Christine Shropshire). Symposium at the Academy of Management conference, Chicago, IL.

- Trzebiatowski, T., Hernandez, M., & **McCluney, C. L.** August, 2018. "Nose in, fingers out": How women board directors' experience and exert influence.

**McCluney, C. L.** & Lee, S. S. August, 2018. Co-Chair: *Perceptions and enactment of authenticity among minority and majority employees* (Discussant: Patricia Hewlin). Symposium at the Academy of Management, Chicago, IL.

- Robotham, K. J., Lee, S. S., **McCluney, C. L.**, & Durkee, M. I. August, 2018. The cost of success: Perceptions of Black women's codeswitching behaviors.

**McCluney, C. L.**, Bryant, C., King, D. D., & Ali, A. A. April, 2018. Calling in Black: Effects of racial trauma on workplace outcomes. Society for Industrial-Organizational Psychologists, Chicago, IL.

Haizlip, J., **McCluney, C. L.**, Hernandez, M., & Brashers, V. April - May 2018. Professional mattering: Do affirming interactions between colleagues enhance resilience? Academy for Professionalism in Healthcare, Baltimore, MD and Academy of Communication in Healthcare, Tampa, FL.

Hall, E. V., Phillips, K. W., Kang, S., & **McCluney, C. L.** March, 2018. Authenticity as a catalyst for numerical diversity's effectiveness. Society for Personality & Social Psychology, Atlanta, GA.

**McCluney, C. L.** & Hernandez, M. March, 2018. Embodied marginality: A pathway for Black leadership. Harvard Business School Gender and Work Symposium, Cambridge, MA.

**McCluney, C. L.**, Bryant, C., King, D. D., & Ali, A. A. August, 2017. Calling in Black: Dynamic model of racially traumatic events on organizational resourcing. Academy of Management, Atlanta, GA.

\*Selected for 77<sup>th</sup> annual Academy of Management Best Paper Proceedings (top 10% of submissions)

**McCluney, C. L.** August, 2017. Black clergywomen's construction of positive professional and social identities. Academy of Management, Atlanta, GA.

**McCluney, C. L.** July, 2017. Becoming clergy: Black women's social-symbolic work of authentic expression. European Group and Organizational Studies Conference, Copenhagen, Denmark.

**McCluney, C. L.** May, 2017. Investigating positive marginality in identity construction. Positive Organizational Scholarship Research Conference, Ann Arbor, MI.

Robotham, K. J., **McCluney, C. L.**, & Hicken, M. April, 2017. The pressure is on: Impact of anticipated mistreatment on health. Society for Industrial and Organizational Psychologists, Orlando, FL.

**McCluney, C. L.** & Creary, S. J. August, 2016. Co-chair: *Resisting and cultivating: Marginalized employees seeking positive identities at work* (Discussant: Laura Morgan Roberts). Symposium at the Academy of Management, Anaheim, CA.\*Showcase symposium for Organizational Behavior Division

- **McCluney, C. L.** August, 2016. From the pulpit to the door? Positive leader identity claims and grants among Black clergywomen.

**McCluney, C. L.**, Rabelo, V. C., & Parker, P. S. August, 2016. How you see me: Invisibility and hyper-visibility among women of color leaders. Academy of Management, Anaheim, California.

**McCluney, C. L.**, & Henderson, M. M. August, 2016. Co-chair: *Mixed messages: Paradoxes for women in leadership* (Discussant: Linda Putnam). Symposium at the Academy of Management, Anaheim, CA.

Caza, B. B., **McCluney, C. L.**, & Roberts, L. M. August, 2016. Co-chair: *Crafting positive identities within and between workplace organizations*. Professional Development Workshop at the Academy of Management, Anaheim, CA.

**McCluney, C. L.** March, 2016. Exploring positive identity construction among Black clergywomen using phenomenology. Qualitative Research in Management and Organizations Conference, Albuquerque, N.M.

**McCluney, C. L., & Rabelo, V. C.** August, 2015. Co-chair: *Diversifying leadership theory, research, and practice: Multilevel perspectives from women of color in the United States, India, and South Africa* (Discussant: Stella Nkomo). Symposium at the Academy of Management, Vancouver, BC.

\*Showcase symposium for Gender, Diversity, & Organizations Division

- **McCluney, C. L., & Rabelo, V. C.** August, 2015. Leading from the margins: Unique processes and strategies of Black women leaders.

Mayer, D. M., **McCluney, C. L.**, & Sunday, L. August, 2015. Giving employees the business: The effectiveness of business and moral case arguments for increasing organizational diversity. Academy of Management, Vancouver, British Columbia.

Roberts, L. M., & **McCluney, C. L.** June, 2015. Co-chair: *Cultivating positive identities and meaning making*. Symposium at the Positive Organizational Scholarship Research Conference, Orlando, FL.

Travis, D. & **McCluney, C.L.** March, 2015. Co-chair: *Catalyst women of color summit*. Symposium at the Catalyst Conference, New York, NY.

## TEACHING EXPERIENCE

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### **University of Virginia, Darden Graduate School of Business**

Organizational Behavior Seminar (Doctoral course)

Co-Instructor, Spring 2020

Leveraging Differences: Leadership and Diversity (MBA elective)

Co-Instructor, Spring 2019

### **University of Michigan, Ross School of Business** (MBA and Executive Education)

Bargaining and Influence Skills: Negotiating Strategy in a Global Economy (MBA elective)

Teacher's Assistant, Spring 2013, Fall 2013

Leading People and Organizations (MBA and Executive Education core course)

Teacher's Assistant, Fall 2012, Spring 2014, Summer 2015

### **University of Michigan, Department of Psychology** (Undergraduate)

Bringing Your Whole Self to Work: Identity and Diversity in Organizations (elective)

Instructor, Spring, 2016

Introduction to Social Psychology

Graduate Student Instructor, Spring 2014, 2015

Introduction to Psychology of Personality

Lead Graduate Student Instructor/Mentor, Fall 2014

Introduction to Organizational Psychology

Graduate Student Instructor, Fall 2013

## INVITED TALKS

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Department of Psychology, Ohio Wesleyan University, April 2019  
Department of Psychology, University of Virginia, March 2019  
PhD Project Management Doctoral Students Association, August 2018  
Work, Identity, and Meaning Group, Boston College Carroll School of Management, April 2018  
Boston University Questrom School of Business, March 2018

## SERVICE ACTIVITIES

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### **Ad-hoc Reviewer**

*Academy of Management Journal*  
*Journal of Management Studies*  
*Journal of Organizational Behavior*  
*Special Issue – Contextualizing Workplace Mistreatment*  
*Equality, Diversity, and Inclusion: An International Journal*  
*Special Issue – Advancing Research on Selective Incivility toward Devalued Groups in Organizations*  
*Psychology of Women Quarterly*  
*Journal of Occupational Health Psychology*

### **University of Virginia**

**Colloquium on Organizational Research and Excellence (CORE) Seminar** (2017- present) Co-facilitator of external speaker series to showcase cutting edge research from multiple disciplines that directly informs managerial action and organizational performance

**Behavioral Research at Darden (BRAD) Lab** (2017-present)

### **University of Michigan**

**Rackham Academic Integrity Board** (2015-2017) Graduate student representative for review board of academic misconduct with the university's Resolution Officer.

**Rackham Executive Committee** (2015-2016) Graduate student representative on board that oversees and approves academic policy, proposals for new degree and certificate programs, and decisions of Rackham faculty panels for student fellowships and awards.

**Psychology Department Associate** (2014-2015) Student representative to provide input for departmental decisions in hiring, resource allocation, and curriculum development

**Students of Color at Rackham Graduate School (SCOR)**, President (2014-2015), Liaison (2013-2014)

**Black Student Psychological Association**, Program Chair (2013-14)

## **PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS**

Academy of Management  
Positive Organizational Scholarship Community of Scholars

## **PREVIOUS WORK EXPERIENCE**

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### **Research Fellow**

January 2015 –August 2016

Catalyst, Inc., New York, NY

- Selected as a graduate research fellow to advance opportunities for women of color at work across the globe.
- Launched longitudinal mixed methods study of gender, race, and ethnicity among minorities in North America using survey and interview data. Also analyzed interviews of women of color employees in multinational companies.

### **Americorps Resident in Social Enterprise/Research Associate**

September 2011 – July 2012

New Sector Alliance and Boston Plan for Excellence, Boston, MA

- Selected from national pool of applicants to increase capacity building for social change in nonprofit organizations. Completed trainings in social change leadership topics including design thinking, human capital management, and social ROI.
- Collected and analyzed data from students and K-12 teachers using multiple methods (i.e., survey, video observation, focus groups) to evaluate urban teacher residency training program for Boston Public Schools.