

# JENNICA R. WEBSTER

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Professor of Management  
College of Business Administration  
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## Education

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<b>PhD in Industrial/Organizational Psychology (2009)</b>	Central Michigan University, Mt. Pleasant, MI
<b>MS in Industrial/Organizational Psychology (2006)</b>	University of Wisconsin-Oshkosh, Oshkosh, WI
<b>BA in Psychology (2004)</b>	Bowling Green State University, BG, OH

## Academic Employment

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<b>Professor</b> , Marquette University College of Business Administration	2023 - present
<b>Associate Professor of Management</b> , Marquette University College of Business Administration	2016 - 2023
<b>Assistant Professor of Management</b> , Marquette University, College of Business Administration	2010 – 2016
<b>Visiting Professor</b> , Northern Illinois University, College of Business	2009 – 2010

## Other Administrative/Academic Roles

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<b>Director, Institute for Women's Leadership</b> , Marquette University	2022- Jan 2024
<b>Co-Director, Institute for Women's Leadership</b> , Marquette University	2019– June 2022
<b>ADVANCE Co-PI, Moving Beyond Boundaries to Promote Inclusive Faculty Success</b> Marquette University, Office of Research and Innovation	2019 - present

## Peer Reviewed Journal Publications

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Thoroughgood, C., Sawyer, K., Kong, T., & **Webster**, J. (2024). Oppositional courage for racial and ethnic minorities: A source of white employees' upward moral comparison. *Journal of Management*.

**Webster J. R.** & Adams, G. A. (2023). Faculty matter: Development of faculty diversity climate and its relation to graduate student intent to stay. *Studies in Higher Education*, 1-17.

**Webster, J. R.** & Adams, G. A. (2023). Stifled from the start: Biased allocation of developmental opportunities and the underrepresentation of lesbian women and gay men in leadership. *Equity, Diversity, and Inclusion: An International Journal*, 42, 300-318.

Adams, G. A. & **Webster, J. R.** (2021). Relating supervisor interpersonal emotion management- and task-oriented leadership to adaptive performance: A moderated-mediation model incorporating trust and gender. *Equity, Diversity, and Inclusion: An International Journal*, 41, 549-567.

Thoroughgood, C., Sawyer, K., & **Webster, J. R.** (2021). Because you're worth the risks: Acts of oppositional courage as symbolic messages of relational value to transgender employees. *Journal of Applied Psychology*, 106(3), 399-421

**\*Winner of the 2021 Award for Responsible Research in Management, co-sponsored by Fellows of the Academy of Management, and the Community for Responsible Research in Business and Management**

**\* Runner-up for the 2021 Saroj Parasuraman Award for best peer-reviewed paper in the field of gender and diversity by the GDO Division of the Academy of Management**

**Webster, J. R.** & Adams, G. A. (2020). The differential role of job demands in relation to nonwork domain outcomes based on the challenge-hindrance framework. *Work and Stress*, 34, 5-33.

Thoroughgood, C., Sawyer, K., & **Webster, J. R.** (March-April 2020). Creating a Trans inclusive workforce: How to make transgender employees feel valued at work. *Harvard Business Review*.

**\* Also published in 'HBR's 10 Must Reads in 2021: The Definitive Management Ideas of the Year from Harvard Business Review**

Thoroughgood, C., Sawyer, K., & **Webster, J. R.** (2020). Finding calm in the storm: A daily investigation of how trait mindfulness buffers against emotional exhaustion following perceived discrimination at work. *Organizational Behavior and Human Decision Processes*, 159, 49-63.

**Webster, J. R.**, Adams, G. A., Maranto, C. L., & Beehr, T. A. (2018). "Dirty" workplace politics and well-being: The role of gender. *Psychology of Women Quarterly*, 42, 361-377.

**Webster, J. R.**, Adams, G. A., Maranto, C. L., Sawyer, K., Thoroughgood, C. (2018). Workplace contextual supports for LGBT employees: A review, meta-analysis, and agenda for future research. *Human Resource Management*, 57, 193-210.

Adams, G., & **Webster, J. R.** (2017). When leaders are not who they appear: The effects of leader disclosure of a concealable stigma on follower reactions. *Journal of Applied Social Psychology*, 47, 649-664.

Thoroughgood, C., Sawyer, K., & **Webster, J. R.** (2017). What lies beneath: How paranoid cognition explains the relations between transgender employees' perceptions of discrimination at work and their job attitudes and wellbeing. *Journal of Vocational Behavior*, 103, 99-112.

- Webster, J. R., Adams, G., & Beehr, T. A.** (2014). Core Work Evaluation: The viability of a higher-order construct. *Journal of Vocational Behavior, 85*, 27-38.
- Webster, J. R. & Beehr, T. A.** (2013). Antecedents and outcomes of employee perceptions of intraorganizational mobility channels. *Journal of Organizational Behavior, 34*, 919-941.
- Adams, G., & **Webster, J. R.** (2012). Emotional regulation as a mediator between interpersonal mistreatment and distress. *European Journal of Work and Organizational Psychology, 22*, 697-710.
- Webster, J. R., Beehr, T. A., & Love, K. G.** (2011). Extending the challenge-hindrane model of occupational stress: The role of appraisal. *Journal of Vocational Behavior, 79*, 505-516.
- Adams, G. A., **Webster, J. R., & Buyarski, D. M.** (2010). Development of an occupational embeddedness measure. *Career Development International, 15*, 420-436.
- Webster, J. R., Beehr, T. A., & Christiansen, N. D.** (2010). Toward a better understanding of the effects of hindrance and challenge stressors on work behavior. *Journal of Vocational Behavior, 76*, 68-77.
- Webster, J. R., & Adams, G. A.** (2010). Organizational support, contract fulfillment, preferred status and outcomes among part-timers. *Journal of Business and Psychology, 25*, 131-138.
- Elacqua, T. C., Beehr, T. A., Hansen, C. P., & **Webster, J. R.** (2009). Managers' beliefs about the glass ceiling: Interpersonal and organizational factors. *Psychology of Women Quarterly, 33*, 285-294.

## Peer Reviewed Chapters

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- Webster, J. R. & Trau, R.** (2022). Sexual Orientation (LGBTQ+) Issues in I&O Psychology. In *Oxford Research Encyclopedia of Industrial and Organizational Psychology*. Oxford University Press.
- Webster, J.R., Sawyer, K., & Thoroughgood, C.** (2018). Diversity issues for an aging workforce: A lifespan intersectionality approach. In K. Schultz & G. Adams, *Aging and work in the 21<sup>st</sup> century* 2<sup>nd</sup> ed.). UK: Taylor & Francis/ Routledge Applied Psychology Series.
- Sawyer, K., Thoroughgood, C., & **Webster, J. R.** (2016). Beyond the gender binary: Achieving a more complete understanding of transgender workplace experiences. In T. Kollen (Ed.), *Sexual orientation and transgender issues in organizations-Global perspectives on LBGT workforce diversity*. New York, NY: Springer.
- Adams, G., DeArmond, S., Jex, S., & **Webster, J. R.** (2013). Age, occupational stress and safety. In R. Burke, C. Cooper, and J. Field (Eds.) *Sage handbook of aging, work & society*. Thousand Oaks, CA: Sage.

**Webster, J. R.**, Beehr, T. A., & Elacqua, T. C. (2011). The advancement of women at work: The continued struggle to break the glass ceiling. In M. Paludi (Series Ed.) & M. Paludi & B. Coates (Vol. Eds.), *Women and careers in management: Women as transformational leaders: From grassroots to global interests*. Santa Barbara, CA: Praeger.

## Practitioner and Other Publications

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**Webster, J.** (2023) Milwaukee women in the workplace: A study conducted by Marquette University's Institute for Women's Leadership. [White paper]. Institute for Women's Leadership, Marquette University.

Snyder, V., **Webster, J.R.** & Schneider, A. (2022). A guide to better understanding and supporting domestic violence survivors in our workplaces [White paper]. Institute for Women's Leadership, Marquette University.

**Webster, J.** (August, 2021). Could religion be fueling the gender pay gap? *Forbes*.

**Webster, J.** (August, 2020). At my company we treat everyone fairly (and other fairy tales). *Forbes*.

**Webster, J.** (July, 2020). The racism you didn't know you had. *Forbes*.

**Webster, J.R.** (2018). Examining the impact of LGBT senior leadership representation on business outcomes [White paper]. WI LGBT Chamber of Commerce, Milwaukee WI.

## Conference Proceedings and Related Activities

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Thoroughgood, C., Sawyer, K., Kong, T.D., & **Webster, J.** (2024). Morally elevating or deflating? How oppositional courage for social equity elicits gossip. In J. E. Stockdale and S. D Volpone (Chairs), Novel approaches exploring elements of the allyship process. Society for Industrial and Organizational Psychology Annual Conference, Chicago, IL.

**Webster, J.**, Adams, G., & Thoroughgood, C. (2024). A model of gender, family to work conflict bias and ostracism. Society for Industrial and Organizational Psychology Annual Conference, Chicago, IL.

**Webster, J.**, Adams, G., & Thoroughgood, C. (2023). Integrating identity group-based stress with the CH model. In M. Ganster and A. Gabriel, New directions in Challenge-Hindrance Stress Research. Symposium presented at the Society of IO Psychology in Boston, MA.

Thoroughgood, C.N., Kong, T., Sawyer, K.B., & **Webster, J.R.** (2022). Majority group observers' reactions to acts of oppositional courage for social equity. In L. Belkin and D Kong's (Chairs), Toward a better workplace: Virtuous emotions, virtuous actions, and tensions in social relationships. Symposium presented at the upcoming Academy of Management Meeting in Seattle, WA.

Thoroughgood, C.N., Sawyer, K.B., Kong, T., & **Webster, J.R.** (2022). Morally elevating or morally deflating? Investigating when and why acts of oppositional courage for social equity elicit positive and negative gossip from majority group observers. Presented at the Dismantling Bias Research to Practice conference at Purdue University, Krannert School of Management.

**Webster, J. R.**, Adams, G. A., Schneider, A. (2021). Family to work conflict, ideal worker norm violation and trust: An integrated model of gender bias in performance evaluations. In C. Steele's (Chair), The effect of the ideal worker norm on employees. Symposium presented at the Academy of Management Meeting, Virtual conference.

Adams, G. A. & **Webster, J. R.** (2021). Gendered leadership during a crisis: Emotional and cognitive channels predict trust in leaders. Presented at the Association for Psychological Science, Virtual conference.

**Webster, J. R.** (2020). Invited facilitator, Sexual orientation & leadership constraints & vehicles for aspiring LGB leaders. PDW at Academy of Management Meeting, Vancouver, Canada.

**Webster, J. R.**, Adams, G., Hossenlopp, J. (2020). Feeling the cold if not the chill: Faculty 'chilly climate' perceptions relate to student persistence. In L. Slowik's (Chair), An examination of faculty work experiences: Consequences for faculty and students. Symposium presented at the Association for Psychological Science in Chicago, IL. (Conference Canceled)

Adams, G. A. & **Webster, J. R.** (2020). Ideology and identity as predictors of anti-transgender prejudice. Association for Psychological Science, Chicago, IL. (Conference Canceled)

**Webster, J. R.**, Adams, G. A., Maranto, C. (2019). Employee diversity climate and customer intent to stay. In D. Nag and K. Jones (Chairs), Novel advances on the impact of diversity climate on employee behavior. Symposium presented at the annual meeting of the Academy of Management, Boston, MA.

**Webster, J. R.** (2019). Invited discussant. In A. Leigh and E. Chang (Chairs), New frontiers in diversity and inclusion research. Symposium presented at the annual meeting of the AoM, Boston, MA.

**Webster, J. R.** (2018). Invited discussant. In J. Ma and Y. Peng (Chairs), The importance of stress appraisal in challenge – hindrance stressors research. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.

Thoroughgood, C., Sawyer, K., **Webster, J. R.**, Peiffer, M. (2018). Social effects of oppositional courage on individuals with stigmatized identities. In K. Dray and I. E. Sabat (Chairs), Workplace allies: Exploring the process of becoming an effective and vocal ally. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.

- Thoroughgood, C., Sawyer, K., **Webster, J. R.** (2018). Transgender discrimination and paranoid cognition: Mindfulness as a buffering factor. In A. H. Huffman (Chair), Transgender employees' experiences: Understanding the issues to create solutions. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Adams, G. A. & **Webster, J. R.** (2017). When leaders are not who they appear: Reactions to stigma. Presented at the annual meeting of the Society for Industrial and Organizational Psychology, Orlando, FL. \* **Awarded as a Top Paper**
- Webster, J. R.**, Adams, G. A., Maranto, C., Sawyer, K., & Thoroughgood, C. (2017). Impact of workplace context on the experiences of LGBT employees. Presented at the annual meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Adams, G. A., **Webster, J. R.**, Maranto, C. (2016). Testing the challenge-hindrane model of occupational stress in older workers. Presented at the annual meeting of Association for Psychological Society, Chicago, IL.
- Thoroughgood, C., Sawyer, K., **Webster, J. R.** (2016). Impact of courageous others on the work experiences of transgender employees. In L. Martinez (Chair), What about the T? Transgender workplace research. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Thoroughgood, C., Sawyer, K., **Webster, J. R.** (2016). Stigma, discrimination, and paranoia: The buffering effect of mindfulness. In T. Allen (Chair), Workplace mindfulness: New directions for research and practice. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Webster, J. R.**, & Adams, G. A. (2015). A meta-analysis of the challenge-hindrane framework at the intersection of work and family. Paper presented at the annual meeting of the Academy of Management, Vancouver, BC, Canada. \* **Best Paper Proceedings**
- Thoroughgood, C., Sawyer, K., **Webster, J. R.**, Martinez, L. (2015). State paranoia at work: Empirically examining transgender employees' work experiences. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Webster, J. R.**, Adams, G. A., Maranto, C., & Feinauer, D. (2014). Process model linking daily political behavior and affective wellbeing: The role of gender. Paper presented at the annual meeting of the Academy of Management, Philadelphia, PA.

- Webster, J. R., & Beehr, T. A.** (2012). Internal applicant reactions to promotion decisions. In P. Barger (Chair), Moving beyond “soft” outcomes and single time-points in reactions research. Symposium presented at the annual meeting of the Society for Industrial & Organizational Psychology, San Diego CA.
- Webster, J. R., Beehr, T. A., Love, K. G.,** (2011). The primary appraisal assumption in the challenge-hindrane occupational stress framework. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Webster, J. R., Beehr, T. A., & Elacqua, T. C.** (2010). The advancement of women at work: The continued struggle to break the glass ceiling. Paper presented at the Women, Management, and Leadership: Organizational Practices and Individual Strategies for Women Conference, Schenectady, NY.
- Webster, J. R., Beehr, T. A., Kemp, M., & Smith, M** (2010). The higher-order construct of core work-evaluations: Testing an integrative model. Paper presented at the annual meeting of the Academy of Management, Montreal, Canada.
- Adams, G. A., **Webster, J. R.,** & Buyarski, D. M. (2010). Further development of an Occupational Embeddedness Measure. Paper presented at the meeting of Academy of Management, Montreal, Canada.
- Webster, J. R.,** Wagner, S., & Dettmann, J. (2009). Prejudice Perceptions and Organizational Commitment: An Investigation of Intervening Factors. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Webster, J. R. & Beehr, T. A.** (2008). Social Support at Work: When it’s Bad for you. Paper presented at the annual meeting of the Association for Psychological Science, Chicago, IL.
- Webster, J. R.,** Beehr, T. A., & Christiansen, N. D. (2008). Expanding the Challenge- Hindrance Stressor Framework: Examining Turnover and OCBs. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Kchodl, H., **Webster, J. R.,** Beehr, T. A. (2008). Promotions and Justice: A Model of Intraorganizational Mobility Channels. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Adams, G. A., Reinke, K., & **Webster, J. R.** (2008). Emotional Regulation as a Mediator between Social Stress and Strains. Paper presented at the annual meeting for the Society of Industrial and Organizational Psychology, San Francisco, CA.

**Webster, J. R.**, Adams, G, Subramony, M, Perlman, B. (2007). The Development of a Scale to Measure Career Embeddedness. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, New York, NY.

Subramony, M., Adams, G. & **Webster, J. R.** (2006). The Influence of Human Resource Management Practices on Business Performance. Paper presented at the annual meeting of the Academy of Management Conference, Atlanta, GA.

**Webster, J. R.**, & Adams, G. (2006). Organizational Support, Contract Fulfillment, Preferred Status and Outcomes among Part-timers. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.

**Webster, J. R.** (2004). Hypocrisy: The Behavior of the Actor or the Eye of the Beholder? Paper presented at the Ohio Undergraduate Psychology Conference, University Heights, Ohio.

### Awards, Fellowships, and Grants

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<b>Webster, J.</b> WI Board Representation Analysis Grant. - \$4,500	2023
Miles Research Fellow Award, College of Business, Marquette University	2022
Award for Responsible Research in Management, co-sponsored by Fellows of the Academy of Management, and the Community for Responsible Research in Business and Management	2021
Faculty All-Star, Marquette University	Fall, 2021
Faculty Excellence in Diversity and Inclusion Award, Marquette University	Spring, 2021
College of Business Summer Miles Research Grant, Marquette University	2021
Schneider, A., Schubert, E., <b>Webster, J.</b> , Mulla, S., Hlavka, H, Mantsch, J., and Snowden, A. (2020). When Safer-at-Home is Not Actually Safe: Supporting Intimate Partner Violence Survivors During Quarantine. Funded in part by American Family Insurance and Johnson Controls - <b>\$35,000</b> <b>* Winner of the President's Challenge at Marquette University</b>	2020
Hossenlopp, J., <b>Webster, J.</b> , Welburn, W., Ababei, C., Schneider, A. K Moving Beyond Boundaries to Promote Inclusive Faculty Success. National Science Foundation ADVANCE Grant # 1936148 - <b>\$1,000,000</b>	2019 - 2023



College of Business Mini-Grant, Marquette University	2019-2024
Faculty Fellow, Office of Institutional Research, Marquette University	2018
Faculty-In-Residence, Gender and Sexuality Resource Center, Marquette College of Business Mini-Grant, Marquette University	2016 2011, 2015 2016
College of Business Summer Miles Research Grant, Marquette University	2013, 2014 2016
Women's and Gender Studies Faculty/Undergraduate Student Research Fellowship, Marquette University	2013
Center for Teaching and Learning Course Development Grant, Marquette University	2011
Graduate Student Research Fellow, Central Michigan University	2006, 2007 2008

### Teaching at Marquette University

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#### **Undergraduate**

HURE 3001: Introduction to Human Resources Management  
HURE 4080/5080: Talent Development  
MANA 3035: Diversity in Organizations

#### **Graduate**

HURE 6580: Training and Development  
HURE 6535: Diversity and Inclusion  
in Global Organizations

### Service to Academic Community

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**Forbes Contributor**, Forbes writer for the diversity, equity, and inclusion area 2020– present

#### **Journal Ad Hoc Reviewer**

- Equity, Diversity, and Inclusion
- European Journal of Work and Organizational Psychology
- Gender, Work, and Organization
- Human Relations
- Human Resource Management Journal
- International Journal of Human Resource Management
- Journal of Business Research
- Journal of Managerial Psychology
- Journal of Occupational Health Psychology
- Journal of Occupational and Organizational Psychology
- Journal of Organizational Behavior
- Journal of Vocational Behavior
- Organization Science
- Work & Stress

### Service to the Department of Management at Marquette University

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- Co-Chair, Assistant Professor of Practice, Human Resources Search Committee 2024-present
- Co-Chair, Assistant Professor of Management Search Committee 2024-present
- Committee Member, Assistant Professor of Practice, CSR Search Committee 2023
- HR Area Coordinator 2019-present
- Faculty Advisor, Human Resource Management Student Organization 2011-2019 & 2024-present
- Committee Chair, HR Assistant Professor Search Committee 2018
- Committee Member, Master's in Management Program Development 2018
- Committee Member, Revision of the MSHR Program 2016
- Committee Member, Department Promotion and Tenure Committee 2016-present
- Committee Member, Organizational Behavior/Leadership Search Committee 2015
- Committee Member, Organizational Behavior Search Committee 2013

### Service to the College of Business at Marquette University

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- Committee Member, Promotion and Tenure Committee 2023- present
- Committee Member, Diversity, Equity, and Inclusion Committee 2021-present
- Faculty Advisor, Women in Business Student Organization 2018-present
- Committee Chair, June and Herman Loebel Women Business Speaker Series 2017-present
- Assessment Coordinator, Human Resources Management Area 2019 – 2022 & 2024- present
- Committee Member, College of Business Dean Search Committee 2019
- Committee Member, COBA Undergrad Core Curriculum Revision Committee 2017
- Committee Member, COBA Undergrad Business Core Review Team Meeting 2016
- Committee Member, Faculty Research Support Committee, 2012 – 2018
- Committee Member, College Teaching Committee 2011
- COB Undergraduate Core Program Assessment for North Central & AACSB 2013, 2014

### Service to Marquette University

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- Committee Member, NSF Grant Committee 2019-present
- Committee Member, Pay Equity Recommendations Task Force 2023-present
- Committee Member, Pay Equity Subcommittee 2021-2022
- Committee Member, 2020 University Climate Survey 2019-2020
- Vice-Chair, Faculty Council 2018- 2020
- Representative for COBA, University Academic Senate 2016-2020
- Committee Member, Associate Professor Support Taskforce 2018-2019
- Committee Member, CIE/LGBTQ Resource Center Program Review 2016-2017
- Committee Member, Association of MU Women's Chair of Humanities Search Committee 2013-2016

## Select Corporate and Consulting Engagements

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- Keynote, TEMPO Talks, 2023
- Panelist, Women's Affinity Alliance, 2022.
- Panelist, Professional Dimension's Ideation Summit, 2021.
- Consultant, TEMPO, 2020.
- Delivered professional development workshop, Women's Affinity Alliance, 2019.
- Consultant, WI LGBT Chamber of Commerce, 2017.
- Delivered professional development workshop, Labor and Employment Relations Association, 2016.