

NICOLE M. STEPHENS

Kellogg School of Management
Northwestern University
2211 Campus Drive
Evanston, IL 60208
n-stephens@kellogg.northwestern.edu

ACADEMIC POSITIONS

- 2015–Present Tenured Associate Professor of Management and Organizations,
Kellogg School of Management.
- 2013–2015 Untenured Associate Professor of Management and Organizations,
Kellogg School of Management.
- 2010–2013 Assistant Professor of Management and Organizations, Kellogg School
of Management.
- 2010–Present Courtesy Appointment in Psychology, Northwestern University.

EDUCATION

- 2004–2010 Ph.D., Social Psychology, Stanford University.
- 1998–2002 B.A., Psychology, Williams College, *magna cum laude*.

AWARDS & FELLOWSHIPS

- 2017 APA Award for Early Career Contribution (Social Psychology).
- 2014 Louise Kidder Early Career Award.
- 2014 Otto Klineberg Intercultural and International Relations Award.
- 2014 Israel Organizational Behavior Conference, Best Paper Award.
- 2013 Stanley Reiter Best Paper Award, Kellogg School of Management.
- 2004 National Science Foundation Graduate Research Fellowship.
- 2002 Fulbright Fellowship, University of Chile.
- 2002 Phi Beta Kappa, Williams College.

GRANTS

- 2017-2019 Templeton Foundation Grant, Diverse Intelligences Program,
*Interdependence Promotes the Strengths of Employees from Working-
class Contexts*, \$198,000.

PUBLICATIONS

1. **Stephens**, N. M., Townsend, S. S. M., Dittmann, A. G. (2018). Social class disparities in higher education and in the workplace: The role of cultural mismatch. *Current Directions in Psychological Science*.
2. **Stephens**, N. M., Hamedani, M. G., & Townsend, S. S. M. (2018). Difference matters: Teaching students a contextual theory of difference can help them succeed. *Perspectives on Psychological Science*. doi:
3. Townsend, S. S. M., **Stephens**, N. M., Smallets, S., & Hamedani, M. G. (2018). Empowerment through difference: A scalable difference-education intervention closes the social class achievement gap. *Personality and Social Psychology Bulletin*.
4. Bencharit, L. Z., Ho, Y. W., Fung, H., Yeung, D., **Stephens**, N., Romero-Canyas, R., & Tsai, J. L. (2018). Should job applicants be excited or calm?: The role of culture and ideal affect in employment settings. *Emotion*.
5. **Stephens**, N. M. (2017). Award to distinguished scientific early career contributions to psychology: Nicole M. Stephens. *American Psychological Association*.
6. Markus, H. R., & **Stephens**, N. M. (2017). Editorial overview: Inequality and social class: The psychological and behavioral consequences of inequality and social class: A theoretical integration. *Current Opinion in Psychology*, 18, iv-xii.
7. Dittmann, A. G., & **Stephens**, N. M. (2017). Interventions aimed at closing the social class achievement gap in education: changing individuals, structures, and construals. *Current Opinion in Psychology*, 18, 111-116.
8. Savani, K., **Stephens**, N. M., & Markus, H. R. (2017). Choice as an engine of analytic thought. *Journal of Experimental Psychology: General*, 146(9), 1234-1246.
9. **Stephens**, N. M., Dittmann, A. G., & Townsend, S. S. M. (2017). Social class and models of competence: How gateway institutions disadvantage working-class Americans and how to intervene. In C. Dweck, A. Elliot, & D. Yeager (Eds.), *Handbook of competence and motivation (2nd Edition): Theory and application*. New York, NY: Guilford Press.
10. Jury, M., Smeding, A., **Stephens**, N. M., Nelson, J., Aelenei, C., & Darnon, C. (2017). The experience of Low-SES students in higher education: Psychological barriers to success and interventions to reduce social class inequality. *Journal of Social Issues*, 73(1), 16-34.

11. Apfelbaum, E. P., **Stephens**, N. M., & Reagans, R. (2016). Beyond one-size-fits-all: Tailoring diversity approaches to the representation of social groups. *Journal of Personality and Social Psychology*, *111*(4), 547-566.
***Winner of Israel Organizational Behavior Conference Best Paper Award**
12. **Stephens**, N. M., & Townsend, S. S. M. (2015). The norms that drive behavior: Implications for Cultural Mismatch Theory. *Journal of Cross-Cultural Psychology* (commentary), *46*, 1304-1306.
13. **Stephens**, N. M., Townsend, S. S. M., Hamedani, M. G., Destin, M., & Manzo, V. (2015). A difference-education intervention equips first-generation students to thrive in the face of stressful college situations. *Psychological Science*, *26*, 1556-1566.
14. **Stephens**, N. M., & Townsend, S. S. M. (2015). How can financial incentives improve the success of disadvantaged college students? Insights from the social sciences. In B. Castleman, S. Schwartz, & S. Baum (Eds.), *Decision making for student success: Behavioral insights to improve college access and persistence*. New York, NY: Routledge.
15. **Stephens**, N. M., Brannon, T. N., Markus, H. R., & Nelson, J. E. (2015). Feeling at home in college: Fortifying school-relevant selves to reduce social class disparities in higher education. *Social Issues and Policy Review*, *9*, 1-24.
16. **Stephens**, N. M., Cameron, J., & Townsend, S. S. M. (2014). Lower social class does not (always) mean greater interdependence: Women in poverty have fewer social resources than working-class women. *Journal of Cross-Cultural Psychology*, *45*, 1060-1072.
17. **Stephens**, N. M., Hamedani, M. G., & Destin, M. (2014). Closing the social-class achievement gap: A difference-education intervention improves first-generation college students' academic performance and all students' college transition. *Psychological Science*, *25*, 943-953.
18. **Stephens**, N. M., Markus, H. M., & Phillips, L. T. (2014). Social class culture cycles: How three gateway contexts shape selves and fuel inequality. *Annual Review of Psychology*, *65*, 16.1-16.24.
19. **Stephens**, N. M., & Townsend, S. S. M. (2013). How can incentives improve the success of disadvantaged college students? Insights from the Social Sciences. Policy brief for a project sponsored by the Bill and Melinda Gates Foundation at the George Washington University.
20. **Stephens**, N. M., & Townsend, S. S. M. (2013). Rank is not enough: Why we need a sociocultural perspective to understand social class. *Psychological Inquiry*, *24*, 126-130.

21. **Stephens**, N. M., Fryberg, S. A., Markus, H. R., & Hamedani, M. G. (2013). Who explains Hurricane Katrina and the Chilean earthquake as an act of God? The experience of extreme hardship predicts religious meaning-making. *Journal of Cross Cultural Psychology*, *44*, 607-619.
22. **Stephens**, N. M., Markus, H. R., & Fryberg, S. A. (2012). Social class disparities in health and education: Reducing inequality by applying a Sociocultural Self Model of behavior. *Psychological Review*, *119*, 723-744.
***Winner of Otto Klineberg Intercultural and International Relations Award**
23. Kraus, M.,* & **Stephens**, N. M.* (2012). A road map for an emerging psychology of social class. *Social and Personality Psychology Compass*, *6*, 642-656. [*equal authorship].
24. **Stephens**, N. M., Townsend, S. S. M., Markus, H. R., & Phillips, T. (2012). A cultural mismatch: Independent cultural norms produce greater increases in cortisol and more negative emotions among first-generation college students. *Journal of Experimental Social Psychology*, *48*, 1389-1393.
25. **Stephens**, N. M., Fryberg, S. A., Markus, H. R., Johnson, C., & Covarrubias, R. (2012). Unseen disadvantage: How American universities' focus on independence undermines the academic performance of first-generation college students. *Journal of Personality and Social Psychology*, *102*, 1178-1197.
***Winner of Stanley Reiter Best Paper Award: judged to be the best paper among those published by the Kellogg faculty in the preceding four years**
26. **Stephens**, N. M., Fryberg, S. A., & Markus, H. R. (2012). It's your choice: How the Middle Class model of independence disadvantages Working Class Americans. In S. T. Fiske & H. R. Markus (Eds.), *Facing social class: How societal rank influences interaction* (pp. 87-106). New York, NY: Russell Sage Foundation.
27. Fryberg, S. A., **Stephens**, N. M., Covarrubias, R., Markus, H. R., Carter, E. D., Laiduc, G. A., & Salido, A. J. (2012). How the media frames the immigration debate: The critical role of location and politics. *Analyses of Social Issues and Public Policy*, *12*, 96-112.
28. **Stephens**, N. M.,* & Levine, C. S.* (2011). Opting out or denying discrimination? How the framework of free choice in American society influences perceptions of gender inequality. *Psychological Science*, *22*, 1231-1236. [*equal authorship].
29. Savani, K., **Stephens**, N. M., & Markus, H. R. (2011). The unanticipated interpersonal and societal consequences of choice: Victim-blaming and reduced support for the public good. *Psychological Science*, *22*, 795-802.

30. **Stephens**, N. M., Fryberg, S. A., & Markus, H. R. (2011). When choice does not equal freedom: A sociocultural analysis of agency in working-class American contexts. *Social and Personality Psychology Science*, 2, 33-41.
31. Fryberg, S. A., & **Stephens**, N. M. (2010). When the world is colorblind, American Indians are invisible. *Psychological Inquiry*, 21, 115-119.
32. Shepherd, H.,* & **Stephens**, N. M.* (2010). Using culture to explain behavior: An integrated cultural approach. *Social Psychology Quarterly*, 73, 353-354. [*equal authorship].
33. **Stephens**, N. M., Hamedani, M. G., Markus, H. R., Bergsieker, H. B., & Eloul, L. (2009). Why did they “choose” to stay? Perspectives of Hurricane Katrina observers and survivors. *Psychological Science*, 20, 878-886.
34. **Stephens**, N. M., Markus, H. R., & Townsend, S. S. M. (2007). Choice as an act of meaning: The case of social class. *Journal of Personality and Social Psychology*, 93, 814-830.

UNDER REVIEW

35. Dittmann, A. G., **Stephens**, N. M., & Townsend, S. S. M. (under review). An interdependence advantage: Working together leads groups from working-class contexts to outperform groups from middle-class contexts. *Journal of Personality and Social Psychology*.
36. Kennedy, J. A., McDonnell, M. H., & **Stephens**, N. M. (invited revision). Does gender raise the ethical bar? Exploring the punishment of ethical violations at work. *Organization Science*.
37. Phillips, T., **Stephens**, N. M., & Townsend, S. S. M. (invited revision). Access is not enough: Cultural mismatch persists to limit first-generation students' opportunities for achievement throughout college. *Journal of Personality and Social Psychology*.
38. Smallets, S., Townsend, S. S. M., & **Stephens**, N. M. (under review). Uncovering the light and dark sides of grit by separately considering its underlying facets. *Social Psychological and Personality Science*.

WORKING PAPERS

39. Dittmann, A. G., **Stephens**, N. M., & Townsend, S. S. M. Working in middle-class organizations, but still working class: How social class background impacts subjective workplace experience.

40. Wazlawek, A., & **Stephens**, N. M. Women give more than they receive: The role of gender in reciprocal concessions.
41. **Stephens**, N. M., Townsend, S. S. M., Hamedani, M. G., & Destin, M. Difference-education improves first-generation students' grades throughout college and increases enrollment in diversity courses.

SELECTED RESEARCH IN PROGRESS

Cultural mismatch theory from college to the workplace; The impact of social class background on experience at work; Difference-education interventions in diverse university settings; Disentangling chronic social class from situational differences in status; Extending difference-education to women in business and racial achievement gaps in college; Social class and competence.

ARTICLES FOR A POPULAR AUDIENCE

- Stephens**, N. M. (September 14, 2018). Why Do People Stay When a Hurricane Comes? *The New York Times*.
- Stephens**, N. M., & Townsend, S. S. M. (May 22, 2017). Research: How you feel about individualism is influenced by your social class. *Harvard Business Review*.
- Stephens**, N. M., & Apfelbaum, E. (August 16, 2016). The real reasons diversity programs don't work. *Fortune*.
- Stephens**, N. M., Hamedani, M. G., & Destin, M. (March 18, 2014). Talk about class. *InsideHighered.com*
- Savani, K., **Stephens**, N. M., & Markus, H. R. (May 4, 2011). Stories of choice in India and the US. *Livemint.com*

INVITED TALKS

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| 2019 | University of California San Diego, Social Mobility Symposium |
| 2019 | New York University Wagner School of Public Service Seminar Series |
| 2018 | OneGoal, presentation to organization's employees |
| 2018 | Mindset Scholars Network Funders Briefing |
| 2018 | Kellogg Global Women's Summit |
| 2018 | Forefront: Engaging for Impact Research Briefing |
| 2018 | Harvard Higher Education Leaders Forum |
| 2018 | Goethe University (Frankfurt, Germany), Psychology Colloquium |
| 2018 | Rotman School of Management Seminar Series |
| 2017 | Brown University, Cognitive, Linguistic, and Psychological Sciences Colloquium |
| 2017 | University of British Columbia, Social Psychology Seminar Series |

2016 Global Advisory Board, Kellogg School of Management
 2016 Wharton Decision Processes Seminar Series
 2016 Yale School of Management, Organizations and Management Seminar Series
 2015 OneGoal, presentation to program administrators
 2015 Bias Interrupters Working Group, University of California Hastings
 2015 Chief Diversity Officer Summit, Kellogg School of Management
 2015 University of Wisconsin, Institute of Education Sciences Seminar
 2015 Princeton University, Inequality Science Series
 2015 London Business School Forum on Social Psychological Intervention
 2015 Brown University, Inter-Ivy First Generation College Student Conference
 2015 University of Poitiers (France) Psychology Department Seminar
 2015 University of California Irvine, Diverse Educational Community and Doctoral Experience Speaker Series
 2015 United States Department of Education, Student Support Services Webinar
 2015 Radcliffe Institute Seminar on Collective Social Identities and Good Society
 2015 University of California San Diego, Rady School of Management, Power, Status, and Influence Conference
 2014 Harvard Business School, Organizational Behavior Seminar
 2014 Northwestern University, Trustee Lunch on Diversity and Inclusion
 2014 University of Washington Foster School of Business Seminar
 2014 University of California Santa Barbara, Sage Center for the Study of the Mind
 2014 Stanford Graduate School of Business, Marketing Seminar
 2014 London Business School, Organizational Behavior Seminar
 2014 MIT Sloan School of Management, Organization Studies Seminar
 2014 Emory University Goizueta Business School, Management Seminar
 2014 University of Washington, Social Psychology Colloquium
 2014 Princeton University, Panel on Inequality and Social Class Divides
 2014 Kellogg School of Management, Marketing Doctoral Consortium
 2014 Haas School of Business, Management of Organizations Seminar
 2014 Claremont Graduate University, Panel on Applied Social Psychology
 2013 Kellogg School of Management, Marketing Seminar
 2013 Bill and Melinda Gates Foundation, Panel on Access to Higher Education
 2013 Stanford Graduate School of Business, Organizational Behavior Seminar
 2013 Harvard Business School, Negotiation, Organization, and Markets Seminar
 2013 Columbia Business School, Management Seminar
 2013 University of Michigan, Research Center for Group Dynamics Speaker Series
 2012 Duke Fuqua School of Business, Management Speaker Series
 2012 University of Chicago Booth School of Business, Behavioral Science Seminar
 2012 Summer Seminar, Higher Education Marketing and Management
 2012 University of Kansas, Presentation to university administrators
 2012 University of Kansas, Social Psychology Brownbag
 2012 University of Illinois Chicago, Social Psychology Brownbag
 2011 University of Wisconsin, Psychology Colloquium
 2011 University of Chicago, Social Psychology Seminar
 2011 University of Maryland, Multidisciplinary University Research Initiative
 2010 Northwestern University, Social Psychology Seminar

- 2010 Russell Sage Foundation, Panel on Social Class and Intergroup Relations
 2009 Harvard University Law School, Conference on Law and Mind Sciences
 2008 Stanford University, Consortium on Financing Higher Education
 2007 Colby College, Goldfarb Center for Public Affairs and Civic Engagement

CONFERENCE PRESENTATIONS

- 2018 Templeton Foundation Diverse Intelligences conference, St. Andrews, Scotland
 2017 Society of Personality and Social Psychology annual conference, San Antonio, TX
 2016 Academy of Management annual conference, Anaheim, CA
 2015 American Educational Research Association annual conference, Chicago, IL
 2015 Society of Personality and Social Psychology annual conference, Long Beach, CA
 2014 Academy of Management annual conference, Philadelphia, PA
 2014 European Association of Social Psychology annual conference, Amsterdam, NL
 2013 Society of Personality and Social Psychology annual conference, New Orleans, LA
 2012 Society of Experimental Social Psychology annual conference, Austin, TX
 2012 Association for Psychological Science annual conference, Chicago, IL
 2012 Society of Personality and Social Psychology annual conference, San Diego, CA
 2011 Society of Personality and Social Psychology annual conference, San Antonio, TX
 2010 Society of Personality and Social Psychology annual conference, Las Vegas, NV
 2009 Association for Psychological Science annual conference, San Francisco, CA
 2009 Center for the Advanced Study in Behavioral Sciences, Stanford, CA
 2008 Society for Personality and Social Psychology annual conference, Albuquerque, NM
 2007 Expanding Horizons of Cultural Psychology Conference, Stanford, CA
 2007 Society for Personality and Social Psychology annual conference, Memphis, TN
 2006 American Psychological Association annual conference, New Orleans, LA
 2006 Society of Personality and Social Psychology annual conference, Palm Springs, CA
 2006 RAND/NSF Hurricane Katrina Research Meeting, Washington, DC
 2005 Society of Personality and Social Psychology annual conference, New Orleans, LA
 2005 Society for the Study of Human Development, Asilomar, CA

SELECTED MEDIA COVERAGE

Harvard Business Review, August 8, 2016

New York Times, April 8, 2015

Cafe.com, January 6, 2015

Huffington Post, June 9, 2014

Reuters, February 24, 2014

Huffington Post, January 15, 2014

Philly.com, August 6, 2013

NBC News, August 30, 2012

Washington Post, April 26, 2012

New York Times, March 12, 2012
Insider Higher Education, March 1, 2012
MSNBC, October 17, 2011
Huffington Post, August 30, 2011
Journal and Courier, August 14, 2011
Financial Times, July 29, 2011
AOL.com (AOL Jobs), July 29, 2011
Huffington Post, July 4, 2011
Psychology Today, July 3, 2011
Smartmoney.com, May 27, 2011
Discover Magazine, May 7, 2011
Chicago Tribune, September 8, 2009
Los Angeles Times, September 5, 2009
Miller-McCune, August 28, 2009
Stanford Social Innovation Review, Fall 2009
New York Times Magazine, February 26, 2006

TEACHING EXPERIENCE

Northwestern University, Kellogg School of Management:

Negotiations, Instructor, Full-time and Part-time MBAs, Spring 2010-present.

Negotiations Instructor, Executive Education Programs, Fall 2013-present.

The Individual and the Organization, PhD Seminar Instructor, Fall 2015 & 2016.

Summer Institute for Social and Personality Psychology:

Psychology of Inequality, Instructor, Summer 2017

Stanford University, Psychology Department:

Introduction to Social Psychology, Co-Instructor, Summer 2007.

Mind, Culture, and Society Seminar, Guest Lecturer, Winter 2006 & 2007.

ADVISING EXPERIENCE

Dissertation Committee

Soroush Aslani, MORS, Northwestern University

Jiyin Cao, MORS, Northwestern University
 Maureen Craig, Psychology, Northwestern University
 Erika Hall, MORS, Northwestern University
 Dennis Hsu, MORS, Northwestern University
 Ella Washington, MORS, Northwestern University (primary adviser)
 Vida Manzo, Psychology, Northwestern University
 Alex Browman, Psychology, Northwestern University
 Sébastien Goudeau, Psychology, University of Poitiers

Candidacy Paper Committee

Erika Hall, MORS, Northwestern University
 Ella Washington, MORS, Northwestern University
 Sunny Kim, MORS, Northwestern University
 Andrea Dittmann, MORS, Northwestern University (primary adviser)
 Jessica Nelson, MORS, Northwestern University (primary adviser)

EDITORIAL SERVICE

Editorial Board Member:

Frontiers in Psychology
Journal of Personality and Social Psychology

Editor:

Current Opinion in Psychology, "Social Class and Inequality" Special Edition

Ad-hoc Reviewer (Journals):

American Psychologist
Analyses of Social Issues and Public Policy
Cultural Diversity and Ethnic Minority Psychology
Journal of Experimental Psychology
Journal of Experimental Social Psychology
Journal of Adolescent Research
Journal of Marketing Research
Journal of Personality and Social Psychology
Journal of Social and Political Psychology
Journal of Social Issues
Law and Society Review

Learning and Individual Differences
Personality and Social Psychology Bulletin
Personality and Social Psychology Review
Proceedings of The National Academy of Sciences
Psychological Review
Psychological Science
Psychology and Aging
Sex Roles
Social Psychology Quarterly
Qualitative Sociology

Ad-hoc Reviewer (Grants):

Social Psychology Program
National Science Foundation
Education and Social Opportunity
Spencer Foundation
Center for Decision Research
University of Chicago Booth School of Business

Ad-hoc Reviewer (Books):

Oxford University Press

PROFESSIONAL EXPERIENCE

Marketing Consultant, Widgetbox, Inc., Internet start-up, San Francisco, CA., Winter 2007.

Textbook Consultant, *Social Psychology* (S. S. Brehm, S. M. Kassin, & S. Fein: Editors; Houghton Mifflin Company: Publisher), 2006.

Research Analyst, Marketing and Planning Systems, Marketing Consulting Firm, Waltham, MA., Sept. 2003 – May 2004.

Fulbright Scholar, Universidad de Chile, Santiago, Chile. August – June 2003.

Research Associate, The Parthenon Group, Strategy Consulting Firm, Boston, MA. Summer 2001.

WORKING GROUPS

The Bias Interrupters Working Group: seeks to reduce bias against women and racial minorities in the workplace.

The Harvard Higher Education Leaders Forum: seeks to solve problems in higher education through evidence-based solutions.

The Mindset Scholars Network: seeks to expand educational opportunity through the science of psychological intervention.

PROFESSIONAL AFFILIATIONS

Academy of Management

Association for Psychological Science

American Psychological Association

International Association for Conflict Management

Society for Personality and Social Psychology

The Society for the Psychological Study of Social Issues