PROMOTION RECOMMENDATION
University of Michigan-Flint
School of Management

Yener Kandogan, associate professor of international business, with tenure, School of Management, is recommended for promotion to professor of international business, with tenure, School of Management.

Academic Degrees:

<table>
<thead>
<tr>
<th>Degree</th>
<th>Year</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ph.D.</td>
<td>2001</td>
<td>University of Michigan, Ann Arbor, Michigan</td>
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<tr>
<td>M.Sc.</td>
<td>1996</td>
<td>Bilkent University, Ankara, Turkey</td>
</tr>
<tr>
<td>B.Sc.</td>
<td>1993</td>
<td>Bilkent University, Ankara, Turkey</td>
</tr>
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Professional Record:

2008 – Present   Associate Dean and Associate Professor of International Business, with tenure, School of Management, University of Michigan-Flint
2007 – 2008      Associate Dean and Associate Professor of Business Economics, with tenure, School of Management, University of Michigan-Flint
2006 – 2007      Associate Professor of Business Economic, with tenure, School of Management, University of Michigan-Flint
2002 – 2006      Assistant Professor of Business Economics, School of Management, University of Michigan-Flint
2001 – 2002      Visiting Assistant Professor, Department of Finance and Economics, School of Management, College of Business, University of Notre Dame, Notre Dame, Indiana
1997 – 2001      Head Graduate Student Instructor, Department of Economics, University of Michigan, Ann Arbor, Michigan

Summary of Evaluation:

Teaching – Professor Kandogan is a highly dedicated and an effective teacher. His teaching philosophy contains several clear goals including fostering a life of learning and advancing students toward attainment of academic excellence. He has been involved with course and program development, including experiential learning and study abroad. His teaching effectiveness spans both graduate and undergraduate levels.

Research – Professor Kandogan’s primary area of research is international trade with particular focus on the impact of cultural differences on international business activities. He is a faculty associate at the Center for Russian, East European and Eurasian Studies at the University of Michigan-Ann Arbor. Since his initial promotion in 2006, he has published 12 scholarly articles in top-tier journals. External evaluators judge the quality of his research quite favorably.
Recent Significant Publications:


Service — Professor Kandogan has an outstanding record of service to the School, University, and his profession. He has served as the associate dean of the School of Management since 2006 and as special assistant to the dean during the academic year 2006-2007. He has chaired the Academic Assessment Committee and two search advisory committees. As the associate dean, he has played a critical role in assisting with providing strong leadership within the School of Management and has overseen the preparation of the draft self-study report for the School’s AACSB continued accreditation visit in 2012.

External Reviewers:

Reviewer (A):
“I consider Dr. Kandogan’s work regarding trade behavior in transition economies to be outstanding. His work on regional trading blocs and exports in transition economies has grown to include an examination of cross-cultural factors that influence these countries’ trade behavior.”

Reviewer (B):
“Dr. Kandogan has made valuable contributions to research. He exhibits imagination, technical proficiency and attention to detail in his work. The quantity and quality of his publications are excellent. There is no question that he would meet requirements for promotion to full professor at any university at which I have been employed.”

Reviewer (C):
“...I believe Dr. Kandogan had established himself as an accomplished researcher and I think his research contribution in his chosen area of specialization could be placed in the top 25% of leading U.S. university scholars working in the area of international trade and related topics.”

Reviewer (D):
“...I learned something from all of the articles I read. I particularly liked the forthcoming article in the Journal of World Business on individual preference for language study.”

Reviewer (E):
“Several publications are ‘outstanding,’ due to a variety of factors: methodological rigor, timeliness, and relevance for policy or business practice. These include his scholarly articles on estimates of regional blocs’ trade effects, regionalism versus multilateralism, trade creation and trade diversion, and determinants of cross-cultural literacy.”

Reviewer (F):
“I would rate Dr. Kandogan’s standing as among the best in relation to his peers. There are few academicians who publish so widely in the areas of international trade and international business as does Dr. Kandogan. The field of international business is often considered to be more descriptive in nature, whereas international trade is considered rigorous but bereft of business applications.”
Summary of Recommendation:

Professor Kandogan is a highly dedicated teacher, an outstanding scholar with a solid record of service to the School, the University and his profession. He is strongly recommended for promotion to the rank of professor of international business, with tenure, School of Management.

Recommended by:

[Signature]
Vahid Lotfi, Acting Dean  
School of Management

Recommendation endorsed by:

[Signature]  [Signature]
Gerard Voland, Provost and  Ruth J. Person, Chancellor  
Vice Chancellor for Academic Affairs  University of Michigan-Flint

May 2011