

PROMOTION RECOMMENDATION
The University of Michigan
Stephen M. Ross School of Business

David M. Mayer, assistant professor of management and organizations, Stephen M. Ross School of Business, is recommended for promotion to associate professor of management and organizations, with tenure, Stephen M. Ross School of Business.

Academic Degrees

PhD	2004	Industrial/Organizational Psychology, University of Maryland
MA	2002	Industrial/Organizational Psychology, University of Maryland
BA	1999	Psychology, University of California, Davis

Professional Record:

2009 – Present	Assistant Professor of Management and Organizations, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2005 – 2009	Assistant Professor, Department of Management, College of Business Administration, University of Central Florida
2004 – 2005	Post-doctoral Fellow, Department of Psychology, University of Maryland

Summary of Evaluation:

Teaching: Professor Mayer is a gifted teacher who is dedicated to his students. He is a reliable and versatile educator who excels in everything he teaches, ranging from undergraduate courses to executive education.

Professor Mayer teaches in all Ross programs: BBA, MBA, EMBA, and PhD. He has developed highly rated courses that build on and apply his research on behavioral ethics, such as Leading with Values (MO 620). Teaching this course earned him a nomination for the Teaching Excellence Award. His Leadership Development course (MO 621) is another example, in which he draws students from the full-time and part-time MBA programs. For our doctoral program, he teaches a highly rated Mechanisms course (MO 899) that teaches doctoral students the theoretical mechanisms (the nuts and bolts of cause and effect) that underlie predicted and observed empirical patterns. He has also teaches a short course (MO 995) on the uses of experiments in research. Professor Mayer is sought after to teach modules and sessions in the EMBA (Ethics in Leadership), RLI (Leading and Learning), and executive education (e.g., Bendix program; open-enrollment program on Positive Leadership).

Professor Mayer has chaired, co-chaired, and served on several dissertation committees, and he also excels at the invisible work of mentoring our students. He has worked with almost all of our “micro” students. Professor Mayer also co-authors with his students, working together to published A-level work. This “apprenticeship” model is invaluable for training new professors to be successful.

Professor Mayer joined Ross after his initial academic appointment at the University of Central Florida. There, and at his alma mater (Maryland), he taught 16 courses and was rated in the top 5% of all instructors.

Research: Professor Mayer has established a strong, clear voice in the field of behavioral ethics. His originality includes bringing an explicitly organizational focus to behavioral ethics, embedding ethics in the social context of organizations at multiple levels (e.g., peers, networks, organizational climate, and organizational practices).

Professor Mayer is a well-recognized thought leader in his field. He is widely sought after to give talks at major universities, and has given talks at more than 30 different schools. His research productivity is prodigious and shows no sign of slowing down. He has the second most publications in top management journals over the past five years. Only seven people have more publications in top management journals over the past 10 years. He has more publications on the *Financial Times* list of any Ross faculty over the last few years.

Recent and Significant Publications:

Mayer, D. M. 2013. Bringing context back to behavioral ethics: A contextually-embedded approach to ethics in organizations. Proposal under review at the *Journal of Applied Psychology*.

Mayer, D. M., Aquino, K., Mawritz, M. B., & Priesemuth, M. 2013. Fallen from grace...but not that far: The impact of transgressions and performance on perceptions of leaders' moral character. Revise-and-resubmit at the *Academy of Management Journal*.

Mayer, D. M., Nurmohamed, S., Treviño, L. K., Shapiro, D. L., & Schminke, M. 2013. Encouraging employees to report unethical conduct internally: It takes a village. *Organizational Behavior and Human Decision Processes*, 121: 89-103.

Mayer, D. M., Aquino, K., Greenbaum, R. L., & Kuenzi, M. 2012. Who displays ethical leadership and why does it matter? An examination of antecedents and consequences of ethical leadership. *Academy of Management Journal*, 55: 151-171.

Mayer, D. M., Kuenzi, M., Greenbaum, R., Bardes, M., & Salvador, R. 2009. How low does ethical leadership flow? Test of a trickle-down model. *Organizational Behavior and Human Decision Processes*, 108: 1-13.

*Lead Article

*Most cited article in OBHDP from 2008-2013

Mayer, D. M., Greenbaum, R., Kuenzi, M., & Shteynberg, G. 2009. When do fair procedures not matter? A test of the identity violation effect. *Journal of Applied Psychology*, 94: 142-161.

Service: Professor Mayer has demonstrated admirable leadership both internally and externally. Internally, Professor Mayer has taken a significant leadership role in regards to the BBA program. For example, he is heading the development of the new BBA Introduction to Business course and will teach several sections. He is a member of a "think tank" to develop a positive leadership seminar for the BBA program. He has served on the Social Impact Task Force to understand we are doing and should be doing at Ross related to social impact. He is actively sought out and gives talks for Ross programs and programs around the university. These include the Undergraduate Research Opportunity Program (UROP), Telluride Association Summer Program, Barger Leadership Institute Fellows Program, Go Blue Rendezvous, UpClose, the Ross Chicago Alumni Business Conference, the Hosmer Research Luncheon, the Interdisciplinary Committee on Organizational Studies (ICOS), the Lifestyles Conference, and a special session entitled, "Finance, Regulation, and Ethics: Lessons from the LIBOR Scandal."

Professor Mayer performs frequent and regular service for the MO area. These include serving on the undergraduate elective committee, MO Vision committee, and faculty search committees. He coordinates our undergraduate subject pool. Professor Mayer is a core faculty member of the Center for Positive Organizations (CPO). He co-organized the 2013 POS Research Conference, the POS Gathering at the Academy of Management Conference, the POSlinks speaker series.

A mark of his external service (and stature in the field) is that he was recently asked (and accepted) a position as an associate editor at the *Academy of Management Journal*. This is a significant role that is much more of a commitment (and much more of a service) than many associate editorships at other journals. (In recognition of the magnitude of this commitment, many schools give course release time for being an associate editor of *AMJ*.) In addition, he was a guest editor for a special issue of *Business Ethics Quarterly* focused on behavioral ethics.

Professor Mayer performs an enormous service to the field by reviewing 50 manuscripts a year, while serving on eight prestigious editorial boards (e.g., *Journal of Applied Psychology*, *Journal of Management*, and *Organizational Behavior and Human Decision Processes*). He is actively involved in several divisions of the Academy of Management, serving in various capacities. He also serves several divisions in the American Psychological Association (APA) and Society for Industrial and Organizational Psychology.

External Reviewers:

Reviewer A: "I recommend David Mayer for promotion with tenure. That David's research tells me a great deal that I couldn't articulate about my own research 30 years ago is one of the highest compliments that I could pay any scholar. Promote David Mayer..."

Reviewer B: "Just a glance at Dave's vita tells you he is a productive researcher having published more than 20 articles in leading journals since earning his doctorate in 2004. Simply put, Dave is a super citizen... Recently, no one has been promoted to Professor at ... and Dave's record is considerably superior to the most recent persons granted tenure."

Reviewer C: "Mayer's research is not only conceptual but also relevant and practical. His research investigations are not just 'clever manipulations' and 'cute demonstrations of counterintuitive unethical ways that people act.' They can help organizations and people be better. ...I find the body of work to be excellent theory testing. Often, he employs multiple methods, such as a field study and a lab study, within a single investigation. This is very important and very impressive to me. Mayer has created a very large body of work (27 articles) across his two primary research domains, and has made a large impact on the field... This level of impact at his career stage is truly exceptional... I would rate Mayer's investments to the field as 'very high.' Mayer's research contributions would easily rate at or above individuals who have been promoted...at... Congratulations on hiring Professor Mayer and helping him stay prolific."

Reviewer D: "I recommend promoting Professor Mayer. Professor Mayer is both a productive scholar and a committed and helpful citizen – at Michigan and in the field of micro organizational behavior. He has won numerous awards. He appears to be a dedicated and popular teacher. He is ... energetic and likely to remain an important contributor to the Ross School for years to come. His service to the broader academic community in his field is laudable. Promotion, in short, appears to me well warranted. ...Professor Mayer has all the makings of an extremely successful academic – and has achieved a very solid measure of success in his short career. There is no question in my mind that he deserves tenure."

Reviewer E: "I have a high opinion of Dave, both in terms of his past scholarly contributions and of his potential for future impact. It is without a doubt that Dave deserves a promotion to the rank of tenured Associate professor. He has both an outstanding publication record (more than 20 A publications) and an impressive pipe-line. Dave has almost made significant conceptual contributions – he has produced important and parsimonious insights into understanding the organizational context of ethics and prosocial behavior. His work is theoretically cohesive and nicely programmatic but also varied and diverse. It is clear that his work is well received by his peers. I should also note that Dave has an impressive array of collaborators, suggesting he is a joy to work with. I hope that this letter is helpful in conveying why I

think that Dave has established important contributions in scholarship and pedagogy and why he deserves tenure at the University of Michigan.”

Reviewer F: “I enthusiastically support his promotion. ...Dave’s case is truly exceptional. I find Dave’s work fascinating, important, and sharply focused. In addition, I am impressed with Dave’s work on business ethics. Another strength of Dave’s work that makes it outstanding is his well-designed and robust empiricism. Dave’s service contributions to the discipline are exemplary. He has given valuable and significant service to the field, primarily through his editorial and committee work. To close, I reiterate my enthusiastic support of Dave’s promotion... I regard his scholarship very highly and I believe his research clearly makes important contributions to the field. His research asks important questions that are of both conceptual and practical significance; his empirical studies are carefully designed and executed; and he has generated interesting findings that have advanced the field. I hold Dave in very high regard as a scholar.”

Reviewer G: “...there is no question that Dave is productive, and has become one of the top people in the world in the small field of ethical leadership in organizations. He is doing all the things a [junior] scholar should – excelling in teaching, service, and research – and it would be inconceivable for Ross to turn him down for tenure. I think Dave’s trajectory is that of a good solid hard-working and promising academic. Dave would certainly be promoted to associate professor with tenure at ... In conclusion, I think David Mayer has already become one of the leading researchers on ethics in organizations. Ross is lucky to have him, and other schools are likely to be interested in him. He is also clearly a great colleague, collaborator, teacher, mentor, and community member.”

Reviewer H: “The quantity of Dr. Mayer’s publications – overall and in top-tier journals especially – is ... quite remarkable. I think it is noteworthy that Dr. Mayer’s impact is accelerating rapidly. Thus, Dr. Mayer’s work is rapidly beginning to have a strong impact, a trend that will surely accelerate over the next few years. ...I believe Dr. Mayer’s research career to date has been productive, accomplished, and influential. The rise in the number of citations per year speaks to the growth of Dr. Mayer’s recognition as a top scholar in his field and the establishment of the research community’s trust in his contributions... ...Dr. Mayer has a superior record. Dr. Mayer is a distinguished scholar and has received awards for his work... Dr. Mayer has held consistent service appointments throughout his career... ...I find his current research productivity rate exemplary for a professor with active outside service commitments as well as service to the university. I serve on the university promotion and tenure committee at ... and would be proud to present Dr. Mayer’s case to the committee.”

Reviewer I: “...I think Dr. Mayer’s research record certainly qualifies him for the rank of Professor with tenure. I know him as an active contributor to my field of expertise... I am very impressed indeed by the body of work he has accumulated. My overall impression of Dr. Mayer’s work is that he has produced a remarkable number of papers that are and will be quite important in our field. I expect that these works will get a great deal of attention from justice theorists (such as myself!) going forward. Dr. Mayer is certainly one of the more active workers in our sub-discipline. I would certainly support him if he were under consideration for that position on our faculty, and I have no hesitation about recommending him for this position at your very prestigious institution.”

Reviewer J: “The bottom line is my review is very clear. David has an impressive record. He is a prolific scholar doing interesting work; he is an excellent teacher; he speaks frequently at conferences and universities; and he is an active contributor to his school and to the profession. Thus, his case is a slam dunk – he is clearly worthy of promotion... I can say ... that he would clearly be promoted here at ...: we would be happy to have him as a colleague. I am sure that you are, too.”

Reviewer K: "...I have been impressed by his contributions to the field. There are a few other very productive scholars, but I would put David in a rarified group... On top of this, his research is interesting and impactful. David's work has shaped my views and informed by research. My view, corroborated by his citation count, is that this is important research. David is tackling interesting and managerially relevant problems. As a scholar, his work easily clears the hurdle for promotion. Though I have not seen David teach, from my observations at conferences I would expect him to do extremely well in the classroom. I would also expect him to be a great colleague. I have seen him offer careful and constructive feedback to others at conferences, and personally, I would love to have a colleague like David around. His service to the field is exemplary. In short, I believe that the reputation of the Ross School is substantially enhanced by having David Mayer on the faculty. He is a leading scholar and exactly the type of colleague any school would love to have. He should be promoted. I expect this to be an easy case..."

Reviewer L: "By any standard, this is a record of great productivity, and its solid and consistent momentum in recent years suggest that David will continue to be a very active research contributor in the years ahead. ...David brings a defined and distinctive intellectual calling to his work, and in doing so gives coherence and thus collective impact to his many publications. David is already well recognized for his research by the academic profession, perhaps best symbolized by his service on the review board of a number of well-regarded journals and now in his selection to serve as an associate editor of the *Academy of Management Journal*, one of the field's premier journals. Also notable is the fact that David had carried his research focus and principles directly into his teaching, stressing the invaluable role of both theories and evidence for making sense of the organizational worlds into which his students will be moving – and later for making their way forward in those worlds. Given his extraordinary scholarly output and research momentum, and given that this teaching and service are high in quality and impact as well, I see no downside risk in the promotion... ...I see a faculty member who has already achieved all that one could ask for promotion...at your university or mine."

Reviewer M: "Overall, I believe that Professor Mayer's research contributions warrant granting tenure, and I am confident that he would be promoted at my own institution... ...he is very productive – more prolific than all but a few of his peers. Moreover, there is good evidence that he will continue to be productive because his research pipeline is full... His rate of publication is not only high but it is also steady and reliable year after year – he knows how to get research through the publication process, which makes him a particularly strong asset for your organizational behavior doctoral program. To summarize, Professor Mayer is a productive scholar whose research is careful, rigorous and precise. There is good evidence in his portfolio that he will continue on this path in the future. On that strong basis, I support granting him tenure and believe that he would be granted tenure at ..."

Summary of Recommendation

Professor Mayer is a stellar researcher, a top teacher, and a good citizen. We believe that his record warrants promotion. With this in mind, the Executive Committee and I strongly recommend David M. Mayer for promotion to associate professor of management and organizations, with tenure, Stephen M. Ross School of Business.



Alison Davis-Blake
Edward J. Frey Dean of Business
Stephen M. Ross School of Business

May 2014