

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

Jeffrey G. Sanchez-Burks, associate professor of organizational behavior and human resource management, with tenure, Stephen M. Ross School of Business, is recommended for promotion to professor of organizational behavior and human resource management, with tenure, Stephen M. Ross School of Business.

Academic Degrees

Ph.D.	1999	University of Michigan, Ann Arbor, Michigan
	1999	Graduate Certificate in Culture and Cognition (Cultural Anthropology and Psychology), University of Michigan, Ann Arbor, Michigan
B.A.	1994	California State University, Northridge, Los Angeles, CA

Professional Record:

2015-Present	Faculty Director, Office of Action Based Learning, Stephen M. Ross School of Business
2009-Present	Associate Professor, University of Michigan, Stephen M. Ross School of Business
2013-2016	Director, Executive MBA Leadership Development Program,
2012-Present	Michael R. and Mary Kay Hallman Fellow, University of Michigan, Stephen M. Ross School of Business
2010	Visiting Scholar, INSEAD
2002-Present	Faculty Associate, University of Michigan, Research Center for Group Dynamics, Institute for Social Research
2003-2004	Sanford Robertson Assistant Professor of Business Administration, University of Michigan, Stephen M. Ross School of Business
2002-2009	Assistant Professor, University of Michigan, Stephen M. Ross School of Business
1999-2002	Assistant Professor, University of Southern California, Marshall School of Business

Summary of Evaluation:

Teaching: Professor Sanchez-Burks is an exceptional teacher at multiple levels. After teaching the M&O core course for several years, he has really found his niche teaching MO512, our negotiation course. He has achieved exceptional ratings in this course, with 55% of his scores since 2011 being perfect 5.0s and all scores for this course being 4.8 and higher. More importantly from our perspective, he has been a good teaching colleague. He is inventive and research based, continually drawing from recent findings in social psychology and business to enliven his course. He is a team player, frequently sharing his new ideas, case examples, and so forth with colleagues who also teach negotiation. Finally, he is developmental, putting in the work with doctoral students to help them get started in teaching this course. More recently, he has taken on the EMBA M&O core course and received great ratings his first time out (two ratings of 4.7). Professor Sanchez-Burks clearly loves teaching, has found a great niche within the negotiation course, and helps those around him to become better teachers.

Research: Professor Sanchez-Burks conducts research in two areas, culture and emotions. In the culture area, he introduced the idea of relational styles as varying across different ethnic backgrounds in 2000, showed how these styles and their related relational tendencies can compromise performance in intercultural workplaces in 2009, and expanded on notions of American exceptionalism with respect to handling relationships at work in his description of “Protestant relational ideology” in a sole-authored theory paper in 2005. Regarding emotions, his focus has been on the detection and accurate recognition of emotions, particularly at the group level. Just prior to his tenure review, he introduced the concept of emotional aperture to capture this variable in 2009 and published a paper establishing a measure of this skill in 2015. Since his promotion to associate professor, he has published 10 articles. One, published with Dumas, appeared in the *Academy of Management Annals*, which has the highest rated impact factor in our field. Two others, published with several authors, appeared in *Psychological Science* and the *Journal of Personality and Social Psychology*, two outlets considered top tier. Professor Sanchez-Burks’ work is considered original, creative, theoretically rich, versatile, rigorous and well executed by scholars in the field. He is making significant contributions in his chosen domains.

Recent and Significant Publications:

Sanchez-Burks, J., Bartel, C., +Rees, L., & Huy, Q. (in press). Assessing collective affect recognition via the EAM (Emotional Aperture Measure). *Cognition & Emotion*. Available at <http://dx.doi.org/10.1080/02699931.2015.1015968>.

Sanchez-Burks, J., Bartel, C., & Blount, S. (2009). Performance in intercultural interactions at work: Cross-cultural differences in response to behavioral mirroring. *Journal of Applied Psychology*, 94(1), 216–223.

Sanchez-Burks, J., & Huy, Q. (2009). Emotional aperture and strategic change: The accurate recognition of collective emotions. *Organization Science*, 20(1), 22–34.

Sanchez-Burks, J. (2005). Protestant Relational Ideology: The cognitive underpinnings and organizational implications of an American anomaly. *Research in Organizational Behavior Annual Volume* (R. Kramer & B. Staw, Eds.), 26, 265–305.

Sanchez-Burks, J., Nisbett, R., & Ybarra, O. (2000). Cultural styles, relational schemas and prejudice against outgroups. *Journal of Personality and Social Psychology*, 79(2), 174–189.

Service: Professor Sanchez-Burks has demonstrated a clear willingness to serve both the area, school, and profession. He is someone we can count on to step up and help out the department in any way. He served as our department’s PhD program advisor for three years, stepped down in 2014, and immediately stepped up this past year to chair our “culture committee” and design our area retreat. At the school level, he is in the midst of a three-year commitment as the director of the Ross Executive MBA Leadership Development Program and has just started service as the faculty director of the Office of Action-Based Learning. He has served on 10 dissertation committees since 2009.

Professor Sanchez-Burks has also served the field more generally in his participation in two editorial boards, one for a top organizational journal (*Organization Science*, since 2008) and the other for the most prestigious social psychology journal (*Journal of Personality and Social Psychology*, since 2013). Clearly, Professor Sanchez-Burks is a person who is willing to serve the school and his colleagues and

has considerable talent to offer. His revision of the leadership development program for our EMBA is particularly notable as this was a tough assignment that places demands on the faculty director all year long and across two locations.

External Reviewers:

Reviewer A: "...it is clear that Professor Sanchez-Burks is a successful, established scholar who is a recognized leader, impressively, in more than one theoretical domain. Professor Sanchez-Burks has consistently conducted top quality research and is an interesting, theoretically insightful scholar with creative, rigorous methods, whose research is original and helping to move several fields forward. I strongly recommend his promotion to Full Professor in the Department of Management & Organizations."

Reviewer B: "I have an extremely high opinion of Jeffrey, both in terms of his past scholarly contributions and of his future potential to shape the field of management in fundamental ways. I make a strong recommendation for promotion to Full Professorship."

Reviewer C: "He is also certainly one of the most preeminent social psychologists working in a business school... His work would inevitably be a part of any organizational behavior Ph.D. course that looks at culture and its effects on an organization's interpersonal dynamics. Given its vital contributions, I certainly cite Jeffrey's work in my own research with some frequency. I am in full support of his being promoted to full."

Reviewer D: "Across research, teaching, and service, Jeffrey is making valuable contributions and, as such, Michigan is fortunate to have him among its distinguished faculty. ...I strongly recommend that Jeffrey be promoted to Professor at this time."

Reviewer E: "Professor Sanchez-Burks is one of the most creative and interesting scholars working in the field of organizational behavior today. His work is truly generative and novel, and he has pioneered not one but two meaningful areas of study when most other scholars merely contribute to existing and established research streams. His work is interdisciplinary and high quality. Moreover, it is distinctively organizational. For these important reasons, I recommend promoting him to the rank of Full Professor."

Summary of Recommendation:

Professor Sanchez-Burks is actively engaged in research, teaches beautifully, is a good citizen, and has exhibited a willingness to serve. With this in mind, I recommend Jeffrey Sanchez-Burks for promotion to professor of organizational behavior and human resource management, with tenure, Stephen M. Ross School of Business.



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

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