

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

Stephen G. Leider, assistant professor of technology and operations, Stephen M. Ross School of Business, is recommended for promotion to associate professor of technology and operations, with tenure, Stephen M. Ross School of Business.

Academic Degrees

Ph.D.	2009	Harvard University, Cambridge, MA
M.A.	2006	Harvard University, Cambridge, MA
B.A.	2003	Case Western Reserve University, Cleveland, OH

Professional Record:

2013 – Present	Sanford R. Robertson Assistant Professor of Business Administration, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2009 – Present	Assistant Professor of Technology and Operations, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI

Summary of Evaluation:

Teaching: Professor Leider's teaching performance is strong. He has taught BBA, MBA, and PhD classes. When teaching the undergraduate core class (OMS 311/TO 313), he received teaching evaluations averaging 4.5/5.0. This is quite remarkable, as he had never taken an Operations Management class before. Soon thereafter, Professor Leider transitioned into the role of the course lead, where he mentored doctoral students and other faculty teaching this class. Taking advantage of his research background, he improved the course materials by introducing behavioral operations into the class and further built on action-based demonstrations. Rather than demonstrating basic rules, the class demonstrated what effectively are the newest research results including, of course, the importance of trust, and the challenges of deception in supply chain settings, in vendor managed inventory, and in revenue sharing contracts. Many elements of the class were already hands-on, but Professor Leider pushed the boundary even further.

For the last three years, Professor Leider has taught the Weekend MBA core class, with average evaluations of 4.3, and daytime MBA last year, with average evaluations of 3.8. In the first-year offering of the MBA class, he has introduced many experiments to the class. While his first-year evaluations in daytime MBA class are lower than expected, we routinely see this kind of situation and anticipate that the day-time scores will improve in the future. This coming year, Professor Leider is revamping the class, jointly with Damian Beil and Andy Wu, who teach other versions of the core class. Professor Leider also taught a doctoral course on behavioral and experimental research in economics and operations management (OMS 885/TO 899), supervised a number of MAP projects, and also several Tauber projects. For Tauber projects, he seamlessly combined research with pedagogical and coaching roles, and involved our doctoral students in the projects. Professor Leider's approach to teaching is exactly what students are expecting when they apply to

Michigan – direct exposure to relevant research and plenty of action-based opportunities. He delivers in these dimensions and is a great asset in the classroom.

Research: Professor Leider is among the most impactful researchers in the area of behavioral operations and provides a breadth of interdisciplinary viewpoints that is vital to the field. His research output is impressive. He has developed a coherent body of work that deals with both fundamental as well as applied problems in the area of behavioral economics and behavioral operations. His research addresses many of the most relevant issues in operations management by providing explanations of what works and what does not, or prescribing how to make the process better. The recent growth in behavioral operations research is rapid and he is playing a key role in shaping this area.

When Professor Leider was recruited from Harvard's Economics department seven years ago, we were hoping that he would expand the domain of research in our group by introducing behavioral aspects to operations with the rigor of behavioral economics, and that he would embrace operations as a fertile area for his research while maintaining his research relations with economics. He has done all of that to a degree above and beyond our expectations. He has collaborated with members of both the operations and economics community, as well as other individual scholars. He not only strengthened our department, but the whole behavioral operations community. His research is interdisciplinary, with primary focus on behavioral economics and on behavioral operations management, but some papers are published in psychology journals, and some are applications in medicine and political science. His research includes areas such as reciprocity and gift exchange, promises and social norms, and social relationships, as well as trust and trustworthiness for behaviors like capacity investment, quality provision and innovation sharing, free form bargaining between managers, supply chain negotiations, or ideation in new product development, many of which are new areas of behavioral operations. He conducts fundamental research to develop general behavioral frameworks as well as making methodological contributions (regarding, e.g., measuring social networks, analyzing innovation tasks, or studying free form bargaining in supply chains).

Professor Leider's productivity, as well as his pipeline of working papers, suggest that his level of impact and visibility will continue to grow. Combined with his very good teaching and increasing service contributions, described below, this makes him a highly valued member of the T&O faculty.

Recent and Significant Publications:

“Bargaining in Supply Chains” (with William Lovejoy), forthcoming in *Management Science* (2016).

“Contracts, Biases and Consumption of Access Services” (with Ozge Sahin), *Management Science* Vol. 60, no. 9 (September 2014): 2198 – 2222.

“Contractual and Organizational Structure with Reciprocal Agents.” (with Florian Englmaier), *American Economics Journal – Microeconomics*. Vol. 4, no. 2 (May 2012): 146-183.

“Norms and Contracting.” (with Judd Kessler), *Management Science*. Vol. 58, no. 1 (January 2012): 62-77.

“Directed Altruism and Enforced Reciprocity in Social Networks.” (with Markus M. Mobius,

Tanya Rosenblat, and Quoc-Anh Do), *Quarterly Journal of Economics*. Vol. 124, no. 4 (Nov. 2009): 1815-1851.

Service: Professor Leider's professional service has been spectacular. He is in very high demand, as a reviewer, performing about 25 reviews per year and refereeing papers for a broad array of journals. He has received several awards for his refereeing work, and he sits on two editorial boards. He organized a Behavioral Operations Management conference, is involved with conference clusters in this area, and reviews papers for various research competitions. At Michigan, he co-organized a joint seminar series between Ross, Economics, and the School of Information.

Professor Leider has served for several years on the Community Values Committee at Ross, on the MHealthy committee, and is now the technology and operations PhD program coordinator. In this latter, demanding role, he is extremely effective and efficient in coordinating all activities that involve doctoral students. Even in roles that seem to be strictly service-oriented, he leverages his research background. When serving on the MHealthy committee, he suggested best (behaviorally) ways to engage members of our community. In addition to formal roles, he is always willing to help when needed, and is comfortable with the potential to play new roles. His service contribution is exemplary and beyond what one might expect from an assistant professor. It may be above what we expect on average from a tenured professor.

External Reviewers:

Reviewer A: "Stephen has a significant number of publication... Stephen's papers are always very rigorous and his experimental design strikes me as more thorough than most of papers in behavioral OM...one has to consider his impact on the behavioral economics community to get a better picture of the case."

Reviewer B: "Steve's publication record is prodigious in both quantity and quality... At most very good research universities, this publication record would be enough or almost enough for full professor... This [Bargaining in Supply Chains paper] is a path breaking study ... likely to spark a new, richer round of study... Steve is a highly prominent player in the fast growing behavioral operations management community... Steve's record rates favorably with any behavioral economist of his generation."

Reviewer C: "He [Stephen] is very well published... This is in my mind a case that is well above the bar... Stephen is a top [junior] researcher in the field of behavioral economics, with a variety of applications to organizations and supply chains. He is creative, smart, thoughtful, and very productive... I strongly support his tenure. This is an easy decision."

Reviewer D: "Steve has an outstanding record of research productivity, with 15 publications, almost all of which are in top tier management and economics journals. ... Steve is a highly regarded and respected member of the operations management research community. I would regard him as the best [junior] researcher in behavioral operations without a doubt... He has made significant and novel contributions to operations management through his work in behavioral operations... I recommend without hesitation that he be promoted to associate professor with tenure."

Reviewer E: “Professor Leider is one of the leading [junior] scholars working in the area of behavioral operations management (OM). As such, he is helping to expand the OM field by the consideration of behavioral factors in our research. ... Professor Leider has demonstrated that he is very productive and accomplished at research, and can publish in the best journals across experimental and behavioral economics as well as operations management. ...he has the potential to become an intellectual leader... He is addressing important issues in this research and is very creative an as an experimentalist. He has a very bright future.”

Summary of Recommendation: Professor Leider is widely recognized as one of the top researchers and leaders in the area of behavioral operations management and is well respected in the area of behavioral economics. He is a strong and dedicated teacher, has provided an extremely high level of service to the community, and has demonstrated commitment to the University of Michigan. He provides an exceptional mix of research skills, putting him on a trajectory of being among the very top interdisciplinary scholars; he has great teaching capabilities; and a strong service orientation. With this in mind, I recommend the promotion of Stephen G. Leider to associate professor of technology and operations, with tenure, at the Stephen M. Ross School of Business.



D. Scott DeRue
Edward J. Frey Dean of Business
Stephen M. Ross School of Business

May 2017