

PROMOTION RECOMMENDATION

The University of Michigan
Stephen M. Ross School of Business

Jeffrey G. Sanchez-Burks, assistant professor of organizational behavior and human resource management, 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	1999	Social Psychology, University of Michigan
BA	1994	California State University Northridge

Professional Record:

2002-Present	University of Michigan, Stephen M. Ross School of Business Assistant Professor of Organizational Behavior and Human Resource Management
2002-Present	Faculty Associate Research Center for Group Dynamics, Institute for Social Research, University of Michigan
2003-Present	Davidson Institute Research Fellow, William Davidson Institute
1999-2002	Assistant Professor, Management and Organizations, Marshall School of Business, University of Southern California

Summary of Evaluation:

Teaching: Professor Sanchez-Burks teaches in the MBA program and is a very good teacher as evidenced by his consistently high student evaluations, which have averaged 4.4 on a 5-point scale. He has been responsible for the core Management and Organizations course and is an advisor for the international MAP projects. He has also taught in the day and evening MBA Ross Leadership Initiative program and this winter is teaching a new MBA elective on issues related to globalization that involves an ethnographic field research trip to Turkey. He has played a key role in a number of our diversity initiatives, e.g. as a faculty advisor to the Hispanic and Latino MBA Student Association and participating in the annual LEAD and UpClose programs. He has also spoken at the annual Ross Women in Leadership conference.

Research: Professor Sanchez-Burks' research examines the performance dynamics that occur when people from different cultures work together. His research originally sought to understand inter-group prejudice through the lens of observable demographic differences such as ethnicity or nationality as the source of these problems. His recent research goes beyond demographic diversity and shows that people have different cultural assumptions about the appropriateness of social-emotional dynamics at work. His research has shown that these overlooked cultural divides, rather than demographic differences, can be a primary basis upon which people decide whether to engage in intercultural interactions. Professor Sanchez-Burks has published six articles in the leading journals such as the *Journal of Personality and Social Psychology* and *Organization Science*, and has eight other publications in very good outlets. He has been selected to be a member of the Society for Experimental Social Psychology and has received many invitations to give talks at various business schools and psychology departments around the world. In addition, he recently was invited to join the editorial board of *Organization Science*.

Recent and Significant Publications:

Sanchez-Burks, J, Huy, QN. Emotional aperture and strategic change: The accurate recognition of collective emotions. *Organization Science*, 2008.

Sanchez-Burks, J, Neuman, EJ, Ybarra, O, Kopelman, S, Park, H. and Goh, K. Folk wisdom about the effects of relationship conflict. *Negotiation and Conflict Management Research*, Vol. 1 (#1), 2008.

Sanchez-Burks, J, Bartel, CA, Blount, S., Performance in intercultural interactions at work: Cross-cultural differences in response to behavioral mirroring. *Journal of Applied Psychology*, 2008.

Sanchez-Burks, J. Protestant relational ideology: The cognitive underpinnings and organizational implications of an American anomaly. *Research in Organizational Behavior*, Vol 26, 2005.

Sanchez-Burks, J, Lee, F, Choi, I, Nisbett, R, Zhao, S, Koo, J. Conversing across cultures: East-West communication styles in work and non-work contexts. *Journal of Personality and Social Psychology*, Vol. 85, No.2, 2003.

Service: Professor Sanchez-Burks is an outstanding citizen of the University and the Ross School of Business. As previously mentioned, he is a member of the University Institutional Review Board. He provides training to junior and senior colleagues at the Ross School in preparing IRB applications and presents an overview of the IRB process at the Ross School New Faculty Orientation. He reviews grant applications for the National Center for Institutional Diversity as well as the Office of the Vice President for Research. He has served as a faculty advisor for the Hispanic and Latino MBA Business Student Association. He was awarded the University of Michigan's Outstanding Student Organization Award. He involves undergraduate and graduate students in his research and trains them in aspects of conducting original research.

External Reviewers:

Reviewer (A): "With regard to Jeffrey's scholarship, I see him as an impressive scholar who does original, interesting, relevant, high quality work – a very strong researcher who has already greatly helped to push forward the field of cross-cultural implications on socio-emotional relations, and is making a strong impact in the field of collection emotion as well. In sum, Jeffrey is doing top quality work and is an interesting, theoretically insightful scholar with creative, powerful methods, whose research is programmatic, original and helping to move several fields forward. For these reasons I recommend support for his promotion to tenured associate professor of management and organizations at the Ross School of Business."

Reviewer (B): "I support the promotion of Assistant Professor Jeffrey Sanchez-Burks to tenured associate professor of management and organizations without qualification. I don't think anyone has opened an aperture on a new insight quite the way Sanchez-Burks has. He looks very good against his peer group. Among people doing culture research there are three. Sanchez-Burks looks good in this company. Sanchez-Burks is a fine scholar. Yes, if my institution were hiring at the tenured level – despite reviewing vita at this level I do not believe we are – I would definitely recommend Sanchez-Burks."

Reviewer (C): "I am a fan of Dr. Sanchez-Burks' research. I often have found his work to be conceptually innovative, methodologically clever, and addressing questions of import...I am very impressed with the quality of his research...Dr. Sanchez-Burks would be promoted at my institution, I believe."

Reviewer (D): "My overall reaction to this case is positive, and I believe that Dr. Sanchez-Burks warrants promotion. His research is interesting and important, indeed 'cutting edge' in many respects. He is interested in cultural divides, which come about whenever people from different cultural settings work together. In my view, this case is a good one to bet on, given Dr. Sanchez-Burks' obvious conceptual prowess and integrative skills. He is likely to be, if he isn't already, a major player in the

burgeoning area of cross-cultural influences on employees' attitudes and behaviors. It also appears to be that Dr. Sanchez-Burks scores high on the other two dimensions pertinent to the tenure decision, namely, his teaching and service/collegiality, which further contributes to my impression that you should go forward with promotion."

Reviewer (E): "I would place Dr. Sanchez-Burks in the top quartile of his cohort in terms of his research and scholarship. Although he has not been prolific in terms of publishing, he has been steady, and has produced creative and interesting publications, a number of which have appeared in the very top journals. Moreover, the journals where he has published, such as *Psychological Science*, *JSPS*, and *Journal of Applied Psychology*, are all excellent. Furthermore, Professor Sanchez-Burks is the first author on the majority of his publications, and he has published frequently without his graduate school mentors. In terms of teaching, I note that Dr. Sanchez-Burks has received several teaching recognitions, and has taught a wide variety of courses at both the graduate and undergraduate levels."

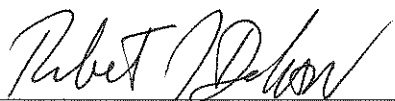
Reviewer (F): "In sum, based on the materials you sent, my conclusion is that Professor Sanchez-Burks has steadily produced high-quality research on cross-cultural dynamics in organizations and that he is developing innovative areas for future research on emotional aperture and multiple identities. The entire body of work shows all the indicators of future productivity that one hopes to see in promotion files."

Reviewer (G): "There is no doubt that Dr. Sanchez-Burks is a rising star in the field of cross-cultural organizational behavior. In the short time since he has received his PhD he has been extremely productive in terms of the quantity and quality of work, his awards, and his service to the field. He has published 11 journal articles and 3 book chapters, and notably, his work has appeared in many of the field's top and most highly cited outlets, including *Journal of Applied Psychology*...In summary, Dr. Sanchez-Burks is an outstanding scholar and leader in the field. His work is theoretically and empirically sophisticated, is programmatic, is applicable and is highly influential. I **strongly recommend** that he be promoted to Associate Professor with tenure at the University of Michigan."

Summary of Recommendation:

The outside reviewers' comments and the placement of his work in the top journals in the field attest to Professor Sanchez-Burks' outstanding quality of research. As one member of the Executive Committee put it in our discussion, "Look at these words people use: 'elegant,' 'creative,' 'unique,' 'highly influential,' 'fresh viewpoint,' 'bright' and 'innovative.' This is precisely the kind of guy we should have around here." He adds considerable value to the management and organizations area's research portfolio, to the teaching mission of the school, and overall to the reputation of the Ross School of Business and the University of Michigan.

With this in mind, the Executive Committee and I strongly recommend Professor Sanchez-Burks' promotion to associate professor of management and organizations, with tenure, Stephen M. Ross School of Business.



Robert J. Dolan, Dean
Stephen M. Ross School of Business

May 2009