

PROMOTION RECOMMENDATION
The University of Michigan
College of Literature, Science, and the Arts

Stephen M. Garcia, assistant professor of organizational studies, and assistant professor of psychology, College of Literature, Science, and the Arts, is recommended for promotion to associate professor of organizational studies, with tenure, and associate professor of psychology, with tenure, College of Literature, Science, and the Arts.

Academic Degrees:

2002	Ph.D.	Princeton University
2002	Ed.M.	Harvard University
1999	M.A.	Princeton University
1995	B.A.	Stanford University

Professional Record:

2008 – present	Assistant Professor, Organizational Studies Program and Department of Psychology, University of Michigan.
2002 – 2008	Assistant Professor, Gerald R. Ford School of Public Policy, University of Michigan

Summary of Evaluations:

Teaching – Professor Garcia is a dedicated teacher with high expectations of himself and his students. He is a very effective teacher in large lecture courses and the seminar he designed on negotiations is consistently one of the best received special topics seminars in Organizational Studies. Similarly, his investment in student mentoring at all levels is highly praised by students and faculty colleagues.

Research – Professor Garcia is first and foremost a social psychologist deeply engaged in understanding the motivations underlying human competition and decision-making. The keystone of his research is social comparison, a psychological mechanism whereby people evaluate themselves by comparing themselves to others. Such self evaluations powerfully shape individual judgments and motivation in many domains but his work has shown surprising results in the contexts of negotiation, decision-making, and competition. Professor Garcia has authored 20 peer reviewed articles and three book chapters, placing papers in the most prestigious journals in psychology, social psychology, organizational behavior, and marketing.

Recent and Significant Publications:

“The N-effect: More competitors, less competition,” with A. Tor, *Psychological Science*, 20, 2009, pp. 871-877.

“Rankings, standards, and competition: Task vs. scale comparisons,” with A. Tor, *Organizational Behavior and Human Decision Processes*, 102, 2007, pp. 95-108.

“Social categories and group preference disputes: The aversion to winner-take-all solutions,” with D. T. Miller, *Group Processes and Intergroup Relations*, 10, 2007, pp. 581-593.

“Inferring the popularity of an opinion from its familiarity: A repetitive voice can sound like a chorus,” with K. Weaver, et al., *Journal of Personality and Social Psychology*, 92, 2007, pp. 821-833.

Service – Professor Garcia has served on committees in both units, including the Undergraduate Admission Committee and the Curriculum Committee for the Organizational Studies Program, as a grant reviewer for the Barger Leadership Institute, and on the Admissions Committee for graduate students in the Social Area in the Department of Psychology. He has served the wider community by sponsoring thirteen Undergraduate Research Opportunity Program (UROP) students and speaking in UROP workshops. He has frequently been asked to review manuscripts and has developed a reputation as a thoughtful reviewer. Lastly, he has served a number of professional organizations at the national level.

External Reviews:

Reviewer (A)

“My judgment is enthusiastic. Dr. Garcia has a lot on the ball in several important respects: He thinks creatively, recognizes a good problem, produces some killer research, and has published in top-notch outlets. His papers reveal a bright, analytically sharp, exciting trajectory. ...his more recent Psychological Science article... ..that people are more competitive when they have few competitors than when they have many, has hallmark of a textbook classic. Moreover, it is a conceptually useful result...”

Reviewer (B)

“One thing that really impresses me is Steve’s successful engagement with the media and thus his role as a public intellectual and translational scholar... I think it is very important for a thriving org[anizational] studies program to have someone with expertise in the social psychology of competition, social comparison, and performance motivation.”

Reviewer (C)

“...I think the quality of the work is first rate. ... Dr. Garcia’s work nicely bridges social psychology with judgment and decision making. ... His latest works have impressive theoretical depth. ... His work is both very original and highly integrative; his approach is refreshing and generative.”

Reviewer (D)

“I find Steve’s academic work to be first rate... I like his work on ‘winner take all.’ But, I think the N-effect work is the highlight of his early career. ...Steve is well over the bar for promotion to associate professor with tenure.”

Reviewer (E)

“One of the things that I like most about Dr. Garcia’s research is the unusual vantage point from which he approaches topics in judgment and decision-making. There are a great many social psychologists in the JDM [judgment and decision making] field, of course, but there is very little of a truly social element to the work of most of them. ... Dr. Garcia’s JDM work is different. Much of it is fundamentally social. This is especially true of his work on ‘people accounting’ and ‘winner-take-all’ aversion, work that shows the importance people attach to their group

identities and affiliations in the choices they make. Those two strands of research are important, high-quality work... ..an investigator with lots of novel ideas should be rewarded.”

Reviewer (F)

“Notable in Garcia’s case is the range of subjects he has tackled and the variety of disciplines within which he has published. ... In the best of these papers, Garcia uses a carefully designed sequence of experiments to examine the way in which people form impressions of others and how they go about making competitive decision. ... By manipulating facets of the scenario he is then able to test a range of interesting hypotheses that reveal new insights about mediating mechanisms and moderating factors.”

Reviewer (G)

“...he has made important theoretical contributions to social psychology, contributions that have significant applied implications for organizational behavior. He has published widely in the best journals of the field. I believe he would be granted tenure in most psychology departments in the country.”

Reviewer (H)

“...Steve is clearly deserving of promotion and tenure. The quantity and quality of his work is strong and getting stronger and compares favorably to others who have received tenure recently at peer institutions. I know he would be a strong candidate for tenure at my institution.”

Summary of Recommendation:

Professor Garcia is an emerging leader in his field and will continue to produce outstanding research over the course of his career. His contribution to the teaching and service missions of the College has been substantial. The Executive Committee of the College of Literature, Science, and the Arts and I recommend that Assistant Professor Stephen M Garcia be promoted to the rank of associate professor of organizational studies, with tenure, and associate professor of psychology, with tenure, in the College of Literature, Science, and the Arts.



Terrence J. McDonald
Arthur F. Thurnau Professor,
Professor of History and Dean
College of Literature, Science, and the Arts

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