PROMOTION RECOMMENDATION
The University of Michigan
School of Information

Lionel P. Robert, assistant professor of information, School of Information, is recommended for promotion to associate professor of information, with tenure, School of Information.

Academic Degrees:

Ph.D.	2006	Indiana University, Bloomington, IN
M.B.	2005	Indiana University, Bloomington, IN
M.S.	2000	University of Louisiana, Lafayette, LA
M.S.	1997	Clemson University, Clemson, SC
B.S.	1995	University of Louisiana, Lafayette, LA

Professional Record:

2011 – present	Assistant Professor, School of Information, University of Michigan
2007 – 2011	Assistant Professor, Walton College of Business, University of Arkansas
2006 – 2007	Visiting Assistant Professor, Walton College of Business, University of Arkansas

Summary of Evaluation:

Teaching: Since he joined the University of Michigan School of Information (UMSI) faculty in 2011, Professor Robert has taught 14 instances of 4 different master's courses with enrollments ranging from 19 to 105 students. These courses are Contextual Inquiry and Project Management (SI 501), Principles of Management (SI 530), Fundamentals of Human Behavior (SI 588), and Managing the IT Organization (SI 627). One characteristic of all of these courses is that they are required. Required courses are often more difficult to teach because students do not immediately see their value. Professor Robert has redesigned all these courses to bring in his research and experience, thus improving their relevance for master's students. Through his years of teaching at UM, Professor Robert has become an experienced and sought-after instructor.

Professor Robert actively mentors and advises both Ph.D. and master's students. He now mentors three doctoral students and strives to ensure they have been exposed to the entire cycle of a research project. One Ph.D. student is in his fifth year and is on schedule to receive his doctorate in 2017. Professor Robert regularly publishes with his doctoral students in highly ranked publications and top tier conferences. In addition, he has been on the doctoral committee for three other Ph.D. students. Professor Robert has also been active mentoring master's students in research by hiring them onto research projects or mentoring summer research experience students. In summary, Professor Robert contributes positively to the school's teaching mission, and is committed to continually improve his instruction.

Research: Professor Robert's research focuses on virtual teams and how issues, such as communication, cooperation, coordination, and diversity, affect team performance. His research is interdisciplinary and spans three academic fields: information systems (IS), computer-

supported cooperative work (CSCW), and human-computer interaction (HCI). IS is often found in management schools (where Professor Robert was trained), and CSCW and HCI are often found in computer science programs and information schools like UMSI. These disciplinary traditions have different norms, but Professor Robert has successfully bridged them and made significant research contributions in each. Professor Robert is known for his careful design of experiments to test theory, his contributions back to theory and the ability to apply his findings in practice. His greatest impact has been in explicating the factors which affect the performance of virtual teams. He has made particularly valuable contributions regarding the role of social capital, trust, and diversity. In each of these areas, he has challenged previous research findings and developed a more nuanced understanding of the dynamics of virtual teams. For example, previous research examined knowledge-based (cognitive) and swift (affective) trust as alternatives in team formation. Professor Robert found that swift trust affects the formation of knowledge-based trust, and as a precursor influences not only knowledge-based trust but also has implications for gender and racial biases.

In terms of scholarly work, Professor Robert bridges the IS, CSCW and HCI disciplinary traditions and publishes in the top tier venues in these fields. Professor Robert has published ten articles in refereed journals, the preferred venue for IS researchers. Three of these papers are in *Information Systems Research (ISR)* – considered the second-ranked journal in information systems and management – and one is in the *Journal of the Association for Information Science and Technology (JASIST)* – considered the top journal in library and information science. He has also published 22 articles in refereed conference proceedings, which is the preferred publication outlet for CSCW and HCI researchers. Seven of these are in the top conferences in the HCI field: *Conference on Human Factors in Computing Systems (CHI)* and the *Conference on Computer Supported Cooperative Work and Social Computing (CSCW)* – where his 2016 paper won a Best Paper Award, Honorable Mention. Professor Robert also has many posters and extended abstracts in conferences, and over 20 invited presentations. He has a substantial pipeline of submitted papers and working papers. To support this research, he has received more than $600 thousand in funding, including a National Science Foundation award for nearly $500 thousand.

Recent and Significant Publications:

Robert, L. P., Dennis, A.R., and Ahuja, M. (2008). Social Capital and Knowledge Integration in Digitally Enabled Teams, *Information Systems Research,* 19(3), pp. 314-334; author's copy *http://hdl.handle.net/2027.42/116284*

Robert, L. P., Dennis, A.R., and Hung, C. (2009). Individual Swift Trust and Knowledge-Based Trust in Face to Face and Virtual Team Members, *Journal of Management Information Systems,* 26(2), pp. 241-279. DOI: 10.2753/MIS0742-1222260210; author's copy *http://hdl.handle.net/2027.42/116286*

Dennis, A.R., Robert, L.P., Kowalczyck, S.T., Curtis, A., and Hasty, B.K. (2012). Trust Is in the Eye of the Beholder: A Vignette Study of Postevent Behavioral Controls' Effects on Individual Trust in Virtual Teams, *Information Systems Research,* 23(2), pp. 546 – 558. DOI: 10.1287/isre.1110.0364; author's copy *http://hdl.handle.net/2027.42/116283*

Robert, L. P. and Romero, D. (Online access 2016). The Influence of Diversity and Experience on the Effects of Crowd Size, *Journal of the Association for Information Science and*

Technology, DOI: 10.1002/asi.23653
http://onlinelibrary.wiley.com/doi/10.1002/asi.23653/abstract

Robert, L. P. (2016). Monitoring and Trust in Virtual Teams in the 19th ACM Conference on Computer Supported Cooperative Work and Social Computing, pp. 245-259. "Best Paper Award, Honorable Mention" and the link to the ACM Digital Library http://dx.doi.org/10.1145/2818048.2820076

Service: As stated above, Professor Robert is an important contributor to the fields of IS, CSCW, and HCI and he has carefully balanced his academic community service to activities between these areas. In each field, he has been active on program committees, as a conference organizer, or in a leadership position. Specific IS conferences and organizations in which he has been involved are the Academy of Management, the Americas Conference on Information Systems (AMCIS), the Organizational Communication and Information Systems (OCIS) conference, and the Hawaii International Conference on System Sciences. Professor Robert is currently the president of the Association of Information Systems Special Interest Group Information Systems Cognitive Research (formerly IS-CoRE). In the HCI field, he has been on the program committee for the CHI conference. In CSCW, he has been on the program committees for both the CSCW and GROUP conferences. Professor Robert is a sought-after reviewer for IS, CSCW, and HCI journals and has served as an associate editor or on the editorial boards of several journals, such as the *Journal of Computer Information Systems*, *Information Technology and Management*, the *IEEE Transactions on Professional Communication*, and the *Journal of the Association for Information Systems* special issue on team collaboration in virtual worlds. Although he has straddled three research communities, Professor Robert has engaged in substantial service for each.

Within UMSI, Professor Robert has been an active participant in committees, and in particular has shown strong leadership in the school's diversity, equity, and inclusion efforts. He has served on many UMSI committees, including the Curriculum, Search, Doctoral, and Diversity committees. In terms of diversity leadership, he has advised the Multi-Ethnic (MIX) Information Exchange student group and recently became a co-chair of the UMSI Diversity Committee. He has mentored other junior faculty, and has consistently and constructively worked to advance UMSI's agenda related to diversity and inclusion. Finally, he served on the university-wide Institutional Autonomous Systems Committee.

External Reviewers:
Reviewer A: "...[Professor] Robert shows strong promise of being an active leader and distinguished senior scholar in his field, someone who would bring acclaim to your institution. His record would meet the requirements for someone being considered for promotion at my institution, and, in my judgment, he would likely gain tenure and promotion here. I recommend him for tenure at Michigan, and I wish you good luck in your deliberations."

Reviewer B: "...[Professor] Robert has a solid record of research and service. Within the community of virtual team researchers across Information Systems and Computer Supported Collaborative Work, he is developing a reputation as a significant contributor. Moreover, he has successfully navigated the challenges of making meaningful contributions to multiple disciplines – a rare ability that is essential in any iSchool. With this in mind, I recommend [Professor]

Robert for promotion to associate professor with tenure in the University of Michigan School of Information."

Reviewer C: "...Professor Robert is a leading Information Systems scholar with an emerging international reputation. He has published high quality research which has had a significant impact on the field.... I strongly recommend him for promotion and tenure."

Reviewer D: "...[Professor] Robert is an extremely sophisticated researcher of the role of technology in virtual teamwork. He uses clever and rigorous methods to investigate central topics in a number of different research areas, including trust development, team communication, social

capital, and team size and diversity. He has an excellent publication record, and he is definitely one of the top people in his areas of research."

Reviewer E: "...I am impressed with the work produced by [Professor] Robert and am excited about what we can expect from him in the future. Prof. Robert has established himself as a productive researcher and his future plans, especially his work with robots, suggest great promise."

Reviewer F: "...I believe he is worthy of promotion associate professor with tenure. His scholarship is strong, his reputation is growing, his service and teaching appear exemplary, and he would likely be promoted to Associate Professor with tenure based on his record at my own institution. [Professor] Robert is an emerging star in the field of organizational communication and a great asset to your School of Information at Michigan."

Reviewer G: "...I strongly support the promotion of [Professor] Robert to the rank of Associate Professor with tenure. I look forward to learning about his future work."

Reviewer H: "...I am very enthusiastic about [Professor] Robert's scholarly and service contributions to date. [Professor] Robert is an exceptional candidate and I applaud his hard work and success to date while expecting more to come!"

Reviewer I: "...[Professor] Robert's record displays a number of strengths that would make him competitive for promotion and tenure at a top research university. While he may not have quite as many publications as some candidates I have reviewed, I much prefer the quality over quantity that his work demonstrates. It is my opinion that [Professor] Robert would, in fact, meet the requirements for promotion tenure here at my institution."

Reviewer J: "...I hope [this letter] contributes toward your institution granting tenure to [Professor] Robert, which I firmly believe he deserves."

Summary of Recommendation
Professor Robert's teaching, research, and service are well above the level expected of junior faculty members. With the overwhelming support of the promotion and tenure committee of the

School of Information, I enthusiastically recommend Lionel P. Robert for promotion to associate professor of information, with tenure, School of Information.

Thomas A. Finholt
Dean, School of Information

May 2017