

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

David M. Mayer, associate professor of management and organizations, with tenure, Stephen M. Ross School of Business, is recommended for promotion to professor of management and organizations, with tenure, Stephen M. Ross School of Business.

Academic Degrees

Ph.D.	2004	University of Maryland, Industrial/Organizational Psychology College Park, Maryland
B.A.	1999	University of California, Davis, Psychology, Davis, CA

Professional Record:

2014 – Present	Associate Professor of Management and Organizations, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2015 - Present	Michael R. and Mary Kay Hallman Faculty Fellow, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2016	Visiting Scholar, Department of Brain Sciences, University of California, Santa Barbara
2009 – 2014	Assistant Professor of Management and Organizations, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2011 – 2012	Bank One Corporation Assistant Professor of Business Administration, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2005 – 2009	Assistant Professor of Management, University of Central Florida, College of Business Administration, Orlando, FL
2005 – 2009	Assistant Professor of Psychology, University of Central Florida, Department of Psychology, Orlando, FL
2004 – 2005	Post-doctoral Fellow, University of Maryland, Department of Psychology, College Park, MD

Summary of Evaluation:

Teaching: Professor Mayer is an exceptional teacher at multiple levels. Since coming to Michigan, he has taught undergraduate and graduate leadership courses, created a popular new leadership elective (Leading with Values, which draws on his research and the larger field of behavioral economics), taught one of our core doctoral courses, and last year he began teaching in the MBA core. His ratings have been outstanding in his leadership courses for undergraduates (averaging between 4.9 and 5.0), a perfect (5.0) in the doctoral course that he has taught three times, and good ratings both in the MBA leadership course (averaging 4.5 across four offerings) and for a first-time teacher in our MBA core (averaging 4.4 across two sections). He has been a team player for the department in his teaching. For example, he was the only faculty member willing to move into the MBA core course to fill the vacancy created by Professor Scott DeRue's dean appointment, and he is now giving up his undergraduate leadership course to allow one of our new hires to have a reasonable assistant professor teaching schedule centered around leadership. Recently, Professor Mayer has also begun teaching in our Executive Education programs, (e.g., the Emerging Leaders Program) and is now taking faculty

directorship responsibility for the Senior Leadership Program -- a key open enrollment program for the school. The school clearly benefits from his willingness to do this extra teaching.

Research: Professor Mayer conducts research in the area of behavioral ethics, as well as some research on the closely-related areas of justice and diversity. He is interested in the dark and light side of behavioral ethics questions, focusing on when and why individuals in work settings engage in unethical behavior and also prosocial behaviors. His research makes important contributions to that literature with his focus on contextual influences on these positive and negative behaviors. In our discussion of his materials, the faculty noted his impressive research record (with 23 articles in the field's best journals), his thematic research program (19 of these articles are related to his central research theme), the large number of collaborators around the country who have been attracted to his projects, and the frequency in which his research papers include UM doctoral students as coauthors. Faculty also noted that his research on the organizational factors that shape ethical and unethical behavior has led to nuanced and helpful insights. For example, in the 2009 article published in *Organizational Behavior and Human Decision Processes*, he showed that organizational leaders have an important role to play in shaping whether employees engage in unethical conduct, but not necessarily the much-hyped leadership from on high. Rather, the more important influence is the employee's immediate supervisor, suggesting that the important context is the local context. Since receiving tenure three years ago, Professor Mayer's research has continued apace though at a slower rate from his prior high rate.

Professor Mayer is receiving significant recognition for his research. In 2016, he won the Cummings Scholarly Achievement Award for the scholarly achievement of an early-mid career scholar from the Organizational Behavior (OB) Division of the Academy of Management. Only one researcher a year receives this award. In 2017, he was named a fellow of the Association for Psychological Science. Fellow status is awarded to scholars in all fields of psychology after at least 10 years of post-doctoral contribution, who have made sustained outstanding contributions to the science of psychology in the areas of research, teaching, or service. He has also been named a fellow of the Society for Industrial and Organizational Psychology (which is Division 14 of the American Psychological Association), an honor given to those who have made an unusual and outstanding contribution to the field. These awards and fellow designations reflect his contributions and influence in the area of behavioral ethics, and signal peer recognition appropriate to the rank of full professor.

#### Recent and Significant Publications:

- Moore, C., Mayer, D. M., Chiang, F., Karlesky, M. J., Crossley, C. D., & Wu, L. 2017. Leaders Matter morally: The role of ethical leadership in shaping employee moral cognition and misconduct. Conditionally accepted at the *Journal of Applied Psychology*.
- Wellman, E., Mayer, D. M., Ong, M., & DeRue, D. S. 2016. When are do-gooders treated badly? Legitimate power, role expectations, and reactions to moral objection in organizations. *Journal of Applied Psychology*.
- Mayer, D. M., Nurmohamed, S., Treviño, L. K., Shapiro, D. L., & Schminke, M. 2013. Encouraging employees to report unethical conduct internally: It takes a village. *Organizational Behavior and Human Decision Processes*, 121: 89-103.
- Mayer, D. M., Aquino, K., Greenbaum, R. L., & Kuenzi, M. 2012. Who displays ethical leadership and why does it matter? An examination of antecedents and consequences of ethical leadership. *Academy of Management Journal*, 55: 151-171.
- Mayer, D. M., Kuenzi, M., Greenbaum, R., Bardes, M., & Salvador, R. 2009. How low does ethical leadership flow? Test of a trickle-down model. *Organizational Behavior and Human Decision Processes*, 108: 1-13.

Service: Professor Mayer has demonstrated a clear willingness to serve the area, school, and profession. He has been a mainstay of service to the management and organizations area since receiving tenure. Professor Mayer is someone who can be counted on to step up and help out the department in any way he is asked. He served as the management and organizations Ph.D. program advisor for three years. He stepped down this summer and has been selfless in helping the department transition to a new area coordinator. In addition, he has given service to the Center for Positive Organizations, organizing the Positive Organizational Scholarship Biannual Research Conference as well as the Positive Business Conference aimed at practitioners. The management and organization area faculty noted Professor Mayer's tendency to be "all in" on service activities to which he commits. He was devoted to the doctoral students in his role as doctoral advisor and also used that position to raise issues in the department that needed consideration to strengthen our doctoral program. He has served on ten dissertation committees since 2009 for students in psychology, marketing, and education, and chaired four others for M&O students. Professor Mayer has also served the field as an associate editor for the *Academy of Management Journal* and has served the university as a speaker on ethics and leadership for various programs and in various venues.

External Reviewers:

Reviewer A: "It is obvious that Professor Mayer is very productive. He is visible in the behavioral ethics community. He is also an active and positive citizen of the scholarly community. And, from what I see on his CV, he is a very good teacher (he has also been active in connecting the teaching community of ethics scholars)."

Reviewer B: "In considering the promotion from tenured associate to full, an important consideration is whether the faculty member is continuing to do first-rate research. David's vita, the placement of his post tenure articles, and my review of several of them convinces me that he more than meets this criterion. David has a clear focus, indeed that focus appears more clear-cut post tenure, as one would want it to be, than pre tenure...I would imagine enthusiasm for promoting David to full if he were coming up at [my institution]."

Reviewer C: "Dr. Mayer created an impressive body of work and corresponding impact prior to earning tenure in 2014. I believe that Dr. Mayer has made himself 'known' as a go-to person on what is sometimes called behavioral ethics, with his emphasis on a) observing ethical behavior in organizations and b) understanding the role of the social context when it comes to ethical behaviours.... Between receiving tenure in 2014 and now, it looks like Dr. Mayer is on track to re-earn tenure. By this, I mean that since receiving tenure, Dr. Mayer has stayed very active.... In terms of the work itself, I think Dr. Mayer's body of research is strong, and rooted in important, interesting, and practical questions...my sense is that this is the sort of post-tenure trajectory that would earn someone promotion to full professor at [my institution].... in closing, it seems to me that promoting Dr. Mayer to full professor would be a relatively easy decision. In my opinion, it is not easy to find a tenured professor as insightful or as productive."

Reviewer D: "From a research productivity perspective, Dr. Mayer has published 36 refereed journal articles going back to 2004. That represents a striking level of output for any scholar...Moreover, he studies phenomena that are enormously important, including issues of ethics and justice in the workplace...the quantity, quality, and impact of Dr. Mayer's research, together with his record of

service, paint a clear and obvious picture for promotion to full professor. He is the sort of ‘star-level building block’ that departments are searching for, and hoping to retain.”

Reviewer E: “To me, this is one of those ‘no-brainer’ cases; Professor Mayer does excellent work on important issues, is a very visible scholar in Organizational Behavior world, and shows no signs of letting up... Beyond his research, Professor Mayer is also a tremendous asset to the field at large, serving as an Associate Editor at the Academy of Management Journal and on several editorial boards, and is clearly a very fine teacher and mentor... In sum, then, I believe Professor Mayer is continuing post-tenure what he started before then: important work on an important topic published in top journals.”

Reviewer F: “Dave is a highly respected and productive researcher in the field of organizational behavior, and he is one of three central leaders in the booming sub-field of behavioral ethics. In sum, I strongly support Dave Mayer’s promotion to full professor.”

Reviewer G: “David Mayer is an outstanding scholar... His scholarship and broader contributions, including editorial responsibilities to the field merit broad recognition. In my view, his work is foundational...I would be enthusiastic to support his case at Wharton. In fact, I would love to have him here!”

Reviewer H: “Mayer is a demonstrably insightful, knowledgeable and diligent researcher...I wish more business schools had faculty like Professor Mayer. He is an exemplary scholar, and outstanding teacher, and an able and influential public intellectual. Put simply he is an outstanding scholar who is continuing to get better overtime.”

Summary of Recommendation: With Professor Mayer, we have a person who is successful and influential in research, speaks to the world of management practice, teaches beautifully, is a good citizen, and has exhibited a willingness to serve. I am pleased to enthusiastically recommend the promotion of David M. Mayer to professor of management and organizations, with tenure, Stephen M. Ross School of Business.



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

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