

PROMOTION RECOMMENDATION  
The University of Michigan–Dearborn  
College of Arts, Sciences, and Letters

Rusi Sun, assistant professor of social science, College of Arts, Sciences, and Letters, without tenure, is recommended for promotion to associate professor of social science, with tenure, College of Arts, Sciences, and Letters.

Academic Degrees:

Ph.D.	2014	Rutgers University, Newark, NJ
M.A.	2008	Wuhan University, Wuhan, China
B.A.	2006	Wuhan University, Wuhan, China
B.A.	2006	Huazhong University of Science and Technology, Wuhan, China

Professional Record:

2015- present	Assistant Professor, Social Sciences, University of Michigan-Dearborn
2014-2015	Lecturer, School of Public Affairs and Administration (SPAA), Rutgers University, Newark, NJ

Summary of Evaluation:

Teaching: Professor Sun is rated excellent in teaching. Professor Sun is one of two full-time tenure track faculty in the Master of Public Administration and Policy program. Therefore, her teaching responsibilities have largely been in this program, including the Introduction to Public and Non-profit Administration, Statistics for Decision Making, Organization Development and Theory, and the Capstone seminar. Twice she has also taught the required methods course for political science undergraduates. Her expertise in research design and quantitative methods is a particular strength she brings to teach our methods courses at both graduate and undergraduate levels. Her overall mean teaching evaluation score is 4.22 (out of 5) and 4.59 for instructor knowledge.

Professor Sun uses a variety of hands-on exercises and simulations, student-led case studies, and small group work in her classes. Her courses involve rigorous and engaging assignments such as preparing a data set for analysis or taking on the role of an evaluator to respond to an actual RFP posted by a non-profit or human service agency. Professor Sun demonstrates a commitment to professional development in working with the Hub for Teaching and Learning Resources to create a student-centered learning environment, and she is expected to continue her positive trajectory in teaching at the university.

Research: Professor Sun is rated excellent in research. Public sector leaders face pressing challenges related to limited resources, employee turnover, public involvement, and pressures to demonstrate performance. As a junior scholar examining these challenges, Professor Sun has made significant theoretical and methodological contributions to the field of public administration and management. Since arriving at UM-Dearborn in 2015, she has published six journal articles in high quality venues, including the flagship journal *Public Administration Review*. The high level of citations on her publications is a testimony to her influence in the

field. Professor Sun's research explores how public sector leaders interpret and respond to challenges in their work environments and the effects of those choices on organizational performance. Her research on transformational leadership has been particularly influential: using data from New York City schools, she analyzed the leadership qualities of school principals and identified elements of transformational leadership that matter for student outcomes, including the effective use of performance indicators and communication with community stakeholders. In another thread of research, Professor Sun developed and implemented a unique data set of city managers, and used an experimental design to identify the strategies they use to manage conflict with city councils. This research provides insight on the role of formal and informal power and reciprocity in political-administrative settings.

#### Recent and Significant Publications:

- Sun, R., Peng, S., & Liao, Y. (2021). Integrating, Contending, Yielding or Avoiding A Survey Experiment on City Managers' Choice of Conflict Management Strategies. *Public Management Review*.
- Liao, Y., & Sun, R. (2020). How does council–manager conflict affect managerial turnover intention? The role of job embeddedness and cooperative context. *Public Administration*, 98(4), 974- 994.
- Wang, W., & Sun, R. (2020). Does organizational performance affect employee turnover? A re-examination of the turnover–performance relationship. *Public Administration*, 98(1), 210- 225.
- Peng, S., Liao, Y., & Sun, R. (2020). The Influence of Transformational Leadership on Employees' Affective Organizational Commitment in Public and Non-profit Organizations: A Moderated Mediation Model. *Public Personnel Management*, 49(1), 29-56.
- Sun, R., & Henderson, A. C. (2017). Transformational leadership and organizational processes: Influencing public performance. *Public Administration Review*, 77(4), 554- 565.
- Sun, R., & Wang, W. (2017). Transformational leadership, employee turnover intention, and actual voluntary turnover in public organizations. *Public Management Review*, 19(8), 1124- 1141.

Service: Professor Sun is rated excellent in service. She is a conscientious and thoroughly professional colleague, involved at the discipline, department, college, and university levels. As with her teaching responsibilities, her largest service contribution has been to the MPAP program which relies on her to advise students, assess courses, and collaborate with other faculty on curricular and program planning. In particular, she was highly involved in the MPAP's program reorganization in 2017. Professor Sun represents CASL, and previously the Faculty Senate, on UCDC, an experience she finds "enriching and exciting." She also represented the department on CASL's Digital Education Task Force. In service to the academy, she is a prolific reviewer for a variety of public administration journals.

#### External Reviewers:

Reviewer A: "Her work on transformational leadership, delves deeper and...makes a sizeable impact on public administration...I would...place Dr. Sun in the top 25 percent of public management scholars at the assistant professor level."

Reviewer B: “Dr. Sun has an impressive record...She has produced high-quality, important, and cutting-edge research. Her research has made significant contributions to the theory development of public management. Overall, I found her research interesting, robust, and creative...Dr. Sun’s work has received national recognition and made unique contributions to the field of public management...Dr. Sun is working in areas of great importance to public management.”

Reviewer C: “Dr. Sun’s research is of high quality. Her work stands out due to the mix of models that aim to advance theories by identifying underlying causal mechanisms, methodological sophistication, and the combined use of survey and archival data that makes for strong research designs.”

Reviewer D: “I, personally, very much appreciate Dr. Sun’s efforts to examine the relationship between transformational leadership and standardized test scores in her PAR article. Her approach in this piece is highly atypical, and in my opinion, considerably more robust than similar treatments by other public management scholars...[I] am very impressed with the sophistication in her file -- her ability to build connections across theories, her talent on empirical design and testing and her focus on critical governance issues in the field.”

Reviewer E: “Professor Sun provided new insights and unfolded more nuances that can only be detected with advanced methods and suitable datasets...Armed with advanced statistical skills,... she not only has a good understanding of existing theories, but shows great capacity in building new connections across theories and testing new patterns...I find it impressive that Professor Sun is reviewing manuscripts for so many highly regarded, peer-reviewed journals and presses. The number...certainly surpasses typical expectations for junior faculty in my own department and should be viewed as a particular strength of her file.”

Reviewer F: “The quality of Professor Sun's research while at the University of Michigan-Dearborn is exceptional.”

Summary of Recommendation: Professor Sun is a rigorous and ambitious scholar, a dedicated teacher, and a valued colleague serving the Master in Public Administration and Policy program and the political science discipline. It is with the support of the College of Arts, Sciences, and Letters Executive Committee that I recommend Rusi Sun for promotion to associate professor of social science, with tenure, College of Arts, Sciences, and Letters.



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Martin J. Hershock, Dean  
College of Arts, Sciences, and Letters



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Domenico Grasso, Chancellor  
University of Michigan-Dearborn

May 2022