

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

Venkatesh K. Nagar, associate professor of accounting, with tenure, Stephen M. Ross School of Business, is recommended for promotion to professor of accounting, with tenure, Stephen M. Ross School of Business.

Academic Degrees

Ph.D.	1999	University of Pennsylvania, The Wharton School of Business, Philadelphia, PA
M.S.	1989	Dartmouth College, Hanover, NH
B.Tech.	1988	Indian Institute of Technology, Bombay, India

Professional Record:

2005-Present	Associate Professor of Accounting, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
1999-2005	Assistant Professor of Accounting, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
1998-1999	Lecturer in Accounting, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
1993-1994	Programmer, Database Group, Stanford Genome Project, Stanford, CA
1991-1992	Programmer, Parallel PC Group, Corollary, Inc., Irvine, CA
1991-1990	Programmer, Database Performance Group, Oracle Corporation, Belmont, CA

Summary of Evaluation:

Teaching: Professor Nagar has been primarily teaching courses on the subject of management accounting. During his time at Michigan, he has taught at the BBA level as well as courses in a variety of graduate programs. He has a clear vision of the conceptual framework and the practical tools he would like his students to acquire and has developed a well-defined teaching philosophy on how to execute his vision.

The graduating Ross MBA students have invited Professor Nagar to be one of the speakers in the “last lecture” in two of three years. This is consistent with the notion that the pedagogical content and practical experiences post the core management accounting (primarily MAP), enable students to grow a better appreciation for the value and relevance of the material taught in the management accounting core.

Most recently, Professor Nagar has taught advanced elective courses in management accounting at the MBA level and has earned a respectable average score of 4.6 on question 8. Similarly, his score on Q8 was 4.6 for the previous two times he has taught the Ph.D. course.

Over the years, Professor Nagar has demonstrated the level of commitment, enthusiasm, and innovation in his teaching expected of a tenured professor. We fully trust that he will continue his commitment to provide valuable pedagogical experiences to his students in a variety of courses and will continue to be instrumental in a variety of teaching activities in the accounting group.

Research: Professor Nagar’s research focuses on social and business problems that arise in the complex interactions between organizations and markets (e.g., financial, labor, or the market for corporate control). In his research, he exploits aspects of the accounting institution (e.g., as a source of information, or a

source of information asymmetry) to tackle issues related to the delegation of responsibilities within an organization, the role of accounting in communicating business outcomes to capital markets, and the role of accounting in the measurement of organizational operations (e.g. performance or incentive compensation schemes).

Professor Nagar's research productivity has been strong. Over the course of his career, he has published 19 papers (18 in "A" or "A-" journals). Post-tenure, he maintained his excellent publication record with nine papers published in "A" or "A-" journals. We are certain that, going forward, he will remain a productive researcher.

Professor Nagar has widened the breadth of his research work over the past few years by publishing papers in top finance, economics, and management journals. Overall, we believe that Professor Nagar has a clear vision of his future research agenda and have confidence that he will continue to produce ambitious, high-quality work.

Recent and Significant Publications:

"An Evolutionary Risk Basis for Differential Treatment of Gains and Losses," (with M. Rajan and K. Ray) Revise and Resubmit (4th round) at *Journal of Accounting and Economics*.

"Accounting for Crises," (with G. Yu). *AEJ Macroeconomics*, July 2014.

"Exit as Governance: An Empirical Analysis," (with S. Bharath and S. Jayaraman) *Journal of Finance*, December 2013.

"Reporting Bias with an Audit Committee," (with C. Caskey and P. Petacchi). *Accounting Review*, March 2010.

"Delegation and Incentive Compensation," *The Accounting Review*, April 2002.

Service: Over the years, Professor Nagar has provided service to the accounting group, the Ross School, and the academic profession. His most notable service role was the faculty director of the accounting Ph.D. program from 2008 to 2013. This is a challenging and demanding service role that requires constant attention to professional as well as personal matters involving the Ph.D. students. Professor Nagar has demonstrated the highest level of commitment to his role as the Ph.D. director, contributing to the superior placement record of our graduating students.

In addition to his role as the director of the accounting Ph.D. program, over the years Professor Nagar has been informally involved in many group service activities including organizing our seminar series, faculty and Ph.D. evaluations, and recruiting. This coming year he will serve as the co-chair of our recruiting committee. Outside of the accounting area, Professor Nagar served on several committees at Ross and was engaged in several activities related to the academy.

External Reviewers:

Reviewer A: "...I support promoting Venky to full professor. He is highly productive and creative and has left a mark on various areas of accounting research. His path over the years, always searching for new and interesting topics and paradigms, leads me to believe that he will remain productive also going forward. Venky has been a very good citizen of the professional community. I believe he would have a good shot at getting promoted to full professor at most top schools."

Reviewer B: "...I strongly believe that he is qualified for this promotion. Frankly, this should be an easy decision for you. Venky's qualifications for Full Professor start with his excellent research record. His vita reveals a nice list of papers that have been published in the top journals in our field. There is no evidence that Venky has slowed down since tenure and seems to have no intention of doing so now. Venky is a scholar's scholar who is always willing and able to engage in whatever intellectual discussion or puzzle he encounters. He is smart, well-read, clever, and not afraid of investing his time in what he perceives to be a useful endeavor. In my view, colleagues do not get any better than Venky. Promote him. What are you waiting for? Michigan should be delighted to have him as an intellectual leader on its faculty."


Reviewer C: "I know Venky as one of the most thoughtful and intellectual scholars in accounting research over the last decade. Venky's research reflects his rare mix of rigor, concern for social welfare, and joy of discovery. I would view all of these papers as 'outstanding'... He would surely be tenurable here at... Venky clearly deserves promotion, and you are lucky to have him."

Reviewer D: "Venky is an extremely bright, interesting and productive guy, and I *highly highly* recommend his promotion to Professor of Accounting! He is a rare researcher that seems equally comfortable doing pure analytical theory or pure empirical research, both at a high level of sophistication. It is notable that his work has been published in top journals... ..Venky is a one of a kind character. He adds a lot to the intellectual environment at Michigan."

Reviewer E: "...I have to say I am quite struck by the creativity exhibited in his papers. He is clearly a big thinker and not afraid to go outside of the box. In terms of sheer numbers of publications in high quality journals, Professor Nagar has an extraordinary record of productivity that would qualify him for promotion to the rank of Full Professor at the vast majority of high quality accounting departments in research-oriented business schools worldwide. ...Professor Nagar is extraordinarily prolific. He is someone who strikes me as a true academic in the best sense of the word. If he were to come up internally, I think it would be a very strong case. I know I would strongly support him."

Summary of Recommendation:

Professor Nagar's research, teaching and service record, and the overwhelming support of the external reviewers, indicate that he is and will continue to perform at the level expected of a tenured professor. With this in mind, I strongly recommend Venkatesh K. Nagar for promotion to professor of accounting, with tenure, Stephen M. Ross School of Business.



Alison Davis-Blake

Edward J. Frey Dean of Business

Stephen M. Ross School of Business

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