

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

Achyuta R. Adhvaryu, assistant professor of business economics, Stephen M. Ross School of Business, is recommended for promotion to associate professor of business economics and public policy, with tenure, Stephen M. Ross School of Business.

Academic Degrees

Ph.D.	2009	Yale University, Economics, New Haven, CT
M.Phil.	2007	Yale University, Economics, New Haven, CT
M.A.	2006	Yale University, Economics, New Haven, CT
B.A.	2004	University of Pennsylvania, Economics and Mathematics, Philadelphia, PA

Professional Record:

2017 – 2018	Arnold M. and Linda T. Jacob Faculty Fellow, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2013 – Present	Assistant Professor of Business Economics, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2009 - 2013	Assistant Professor of Health Policy and Management, Yale University, New Haven, CT

Summary of Evaluation:

Teaching: Professor Adhvaryu has taught in three programs -- BBA (BE300 Core BBA Applied Microeconomics, BUSABRD320 Global Immersion Course “Doing Business in India), the PhD program (BE topics course), and also in the short economics boot camp for MSCM (Masters in Supply Chain Management) students.

Professor Adhvaryu has taught BE300, the core BBA applied microeconomics class several times, serving as the course coordinator in winter 2018. Together with two other colleagues, he has helped to revise course content, including by devising a number of interactive class activities, consistent with the learning-by-doing pedagogical approach emphasized at Ross. He has garnered solid teaching evaluations throughout. Using the 1 through 5 ratings that were the norm for the school’s assessment of teaching for most of his time at Ross, the average rating on the quality of the instructor’s job in teaching the course (Q8) for the four years that he taught this class is at 4.3 (it varies from a low of 4.0 to a high of 4.8). As is typical for the BE core class (in BBA and MBA), the distance between the rating summarizing student interest in taking the course (Q1), which average just below 3.0, and these ratings on Q8, is quite large, to his credit. Also importantly, the average score for the question of “whether the instructor was organized and prepared for the class” (Q2) is 4.5, and for the question about making time available outside of class (Q4), it was 4.6, showing that the students recognized his thoughtfulness in preparing the course materials and class lectures and the time and effort he expended outside of class to help them. Written comments from the students overwhelming provide further support, as they show appreciation for his teaching (even in cases where the students were dissatisfied with the course

content or other aspects of the course), including knowledge of material, organization, and patience with the students.

A major and noteworthy contribution on the teaching side, particularly for a junior faculty, has been the development of the “Doing Business in India” global immersion class. This class was developed by Professor Adhvaryu, at the request of the Ross Global Initiatives group. The course was offered for the first time in Fall 2018, and attracted 27 students. Professor Adhvaryu traveled with the students to three major metro areas (Mumbai, Bengaluru and Delhi), to meet with executives at large Indian companies as well as government officials and leaders of NGOs and not-for-profit organizations. The course culminated in a Shark-tank style evaluation, by a panel of Indian Ross alumni, of startup venture ideas developed by the students. The course was well received, with 100 percent agreeing or strongly agreeing that the quality of the instructor’s job in teaching the course (Q8) was excellent. All of the respondents also agreed that the course was excellent (Q7) and that the instructor was aware of and responsive to students’ learning difficulties.

Also on the teaching dimension, the Good Business Lab (GBL), co-founded by Professor Adhvaryu, has a number of very interesting ongoing projects that could provide great learning opportunities for Ross students, while also potentially contributing to data collection and analysis efforts of the lab. In particular, we expect GBL could be a source for popular MAP projects across a number of different Ross programs. In addition, the success of the global immersion course for BBAs could pave the way for a similar course to be offered in the MBA program. We believe Professor Adhvaryu is uniquely positioned, in that his research-related field work in India with GBL examines ways to increase firm performance while positively affecting other stakeholders, generating the potential for learning-by-doing projects for our students that align strongly with the school’s goal of fostering a positive impact through business.

Research: Professor Adhvaryu’s research addresses questions in three distinct areas, where he has made original and impactful contributions. One significant strength of his research portfolio is his sheer productivity in terms of the total number of completed papers (including a large and impressive portfolio of working papers). Professor Adhvaryu is very near the top in terms of overall research productivity and publications in A journals.

Professor Adhvaryu also is a member of a number of prestigious research groups, including the National Bureau of Economic Research (NBER), the Bureau for Research and Economic Analysis of Development (BREAD), and the International Growth Center (IGC). Moreover, his work has been supported by a wide range of research funding agencies. He is the recipient of a number of prestigious and highly competitive grants, including a \$652,000 career development award from the NIH (for 2012-2017), a \$ 275,621 grant (for 2016-2018) from Private Enterprise Development in Low Income countries (PEDL) which is a joint research initiative of the Center for Economic Policy Research (CEPR) and the UK Department of International Development (DFID), and a recent \$300,000 (for 2019-2022) USAID Development Innovation Ventures Evidence Generation grant. Over the course of his career, Professor Adhvaryu has received 19 grants (14 as PI, five as co-PI), with funding totaling \$2.25 million dollars. His capacity to obtain these amounts of external research funds not only increases the prestige and visibility of

the Business Economics and Public Policy group and the Ross School of Business, it also makes it clear that external entities value the research.

Recent and Significant Publications:

- Adhvaryu, A., Molina, T., Nyshadham, A., Tamayo, J. (2019) Helping Children Catch Up: Early Life Shocks and the Progresa Experiment. R&R, *Journal of Political Economy*, 2019
- Adhvaryu, A. (2014). Learning, Misallocation, and Technology Adoption: Evidence from New Malaria Therapy in Tanzania. *Review of Economic Studies*, 2014, 81:4
- Adhvaryu, A., Chari, A.V., Sharma, S. (2013). Firing Costs and Flexibility: Evidence from Firms' Labor Adjustments to Shocks in India. *Review of Economics and Statistics*, 2013-07, 95:3

Working Papers:

- The Skills to Pay the Bills: Returns to On-the-job Soft Skills Training with Namrata Kala and Anant Nyshadham (reject & resubmit, JPE)
- The Light and the Heat: Productivity Co-benefits of Energy-Saving Technology with Namrata Kala and Anant Nyshadham *Review of Economics and Statistics*, forthcoming

Service: Professor Adhvaryu's contributions in terms of service are exceptional. Externally, and commensurate with his prodigious research output and recognition as a subject expert on a range of topics, he has been requested and agreed to serve as a referee for an unusually large number of journals, including the very best general interest economics journals (such as *American Economic Review*, *Quarterly Journal of Economics*, *Econometrica*, *Review of Economic Studies*, and *Review of Economics and Statistics*). Since 2014, Professor Adhvaryu also has served as a member of the Executive Committee of Michigan Child Health Evaluation and Research Unit. Another major contribution that he has made to the academic and broader community is in co-founding the Good Business Lab, registered as a 501c3 organization in Ann Arbor (US Good Business Lab Foundation).

At the school, his service has been in line with expectations for a junior faculty member. For example, he has served on faculty recruitment committees for the business economics group (screening papers, actively attending seminars and participating in hiring discussions). While his travel and research field work keeps him away from campus for long stretches, Professor Adhvaryu also has been an active participant in the BE lunch seminar series, presenting work often. He has also served as a co-organizer of the development seminar series, joint between the Ross School, the Ford School, and the LSA Department of Economics. He has also been a regular member of the PhD admissions committee, and served on the Community Values Committee in 2017-18. Finally, he has been a very active member of dissertation committees, for students from Michigan's Department of Economics and others.

External Reviewers:

Reviewer A: "In summary he is an incredibly sharp and energetic researcher, producing a stream of great papers. I see this is as strong case for Tenure."

Reviewer B: "...his record to date and the trajectory on which he seems to be moving strongly warrant promotion."

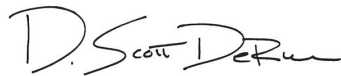
Reviewer C: “I unhesitatingly recommend him for tenure... Professor Adhvaryu is helping shift our basic understanding of how and when [socioemotional] skills can be modified.”

Reviewer D: “Tenuring Ach is a no brainer. I enthusiastically support his case. This is an extremely easy decision for Ross.”

Reviewer E: “Ach’s contribution to the discipline are far above average...In terms of peers, Ach is at the top of his cohort of development economists in business schools.”

Reviewer F: “He is a highly productive researcher, generating a stream of creative and rigorous projects on relevant and unexplored topics.”

Summary of Recommendation: With the support of the business and economics area and the Executive Committee, I am pleased to recommend the promotion of Achyuta R. Adhvaryu to associate professor of business economics and public policy, with tenure, Stephen M. Ross School of Business.



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

May 2020