

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

Eric Schwartz, assistant professor of marketing, Stephen M. Ross School of Business, is recommended for promotion to associate professor of marketing, with tenure, Stephen M. Ross School of Business.

Academic Degrees

Ph.D.	2013	University of Pennsylvania, Marketing, Wharton School, Philadelphia, PA
B.A.	2008	University of Pennsylvania, Mathematics and Spanish, Philadelphia, PA

Professional Record:

2018 – 2019	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 Marketing, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI

Summary of Evaluation:

Teaching: Professor Schwartz's teaching performance has been stellar. While teaching in our undergraduate program, he was twice nominated for the university-wide Golden Apple Teaching Award. He was also recently awarded the highly prestigious "40 Under 40" from Poets & Quants, a ranking that singles out the best junior Business School faculty members in the world. This level of recognition for his teaching is quite extraordinary, and speaks to the way his students view how much he contributes to their learning over and above the excellent course evaluations he garners. Professor Schwartz received this, making him one of the youngest recipients ever. Such a level of international recognition for his teaching is, needless to say, extraordinary, and speaks to how his students view him over and above course evaluations. Professor Schwartz has been one of the few faculty members, especially junior faculty member, who agreed to embark in the newest type of action-based teaching at Ross. Specifically, he has served as part of the faculty team in our Living Business Leadership Experience course, advising about a dozen undergraduate and second-year MBA students as they worked in partnership with a leading company throughout the academic year 2018-19, and then again in 2019-20. This course is highly interdisciplinary and requires faculty to engage in a really deep and immersive learning experience, and as it scales, is becoming a central part of the Ross School's action-based, engaged learning portfolio. The fact that Professor Schwartz was willing to work with students in this course, while it was still experimental, says a lot about his dedication to student learning at Ross.

Research: Professor Schwartz's research is focused on developing "active learning" methodologies that, in conjunction with a variety of models, can be used to improve managerial decision-making in dynamic or sequential contexts. These methods, which emphasize the "earning while learning" tradeoff, are relevant in a variety of important domains of application, including such topics as the allocation of advertising dollars across media types and preference elicitation. These topics are not only important in marketing (his academic field), but the work

applies more broadly to the development of public policy and organizational practice. His research in customer analytics stretches managerial applications, including online display advertising, email marketing, video consumption, and word-of-mouth. The quantitative methods he uses are primarily Bayesian statistics, machine learning, dynamic programming, and field experiments. His current projects aim to optimize firms' A/B testing and adaptive marketing experiments using a multi-armed bandit framework. As marketers expand their ability to run tests of outbound marketing activity (e.g., sending emails/direct mail, serving display ads, customizing websites), this work guides marketers to be continuously "earning while learning." While interacting with students and managers, Professor Schwartz works to illustrate how today's marketers bridge the gap between technical skills and data-driven decision making.

Recent and Significant Publications:

Aribarg, Anocha and Eric M. Schwartz (2019). Native advertising in online news: Tradeoffs among clicks, brand recognition and website trustworthiness. Forthcoming at *Journal of Marketing Research*.

Misra, Kanishka, Eric M. Schwartz, Jacob D. Abernethy (2019). Dynamic online pricing with incomplete information using multi-armed bandit experiments. *Marketing Science*, 38(2), 226-252.

Schwartz, Eric M., Jacob D. Abernethy, and Jared Webb (2019). Active Learning for Sequential Household-level Targeted Intervention: An Application to Find Lead Pipes in Flint, Michigan. Preparing for resubmission to *Marketing Science*.

Schwartz, Eric M., Bradlow, Eric T., and Fader, Peter S. (2014). Model selection using database characteristics: Developing a classification tree for longitudinal incidence data. *Marketing Science*, 33(2), 188-205.

Schwartz, Eric M., Bradlow, Eric T., and Fader, Peter S. (2017). Customer acquisition via display advertising using multi-armed bandit experiments. *Marketing Science*, 36(4), 500-522

Service: Professor Schwartz's teaching and service contributions are outstanding. He connects well with the community, is a great colleague, is extremely social and is a connector who works with a variety of different people. Professor Schwartz is a very active participant in seminars and highly involved with PhD students. He is already on the Editorial Board of the premier journal in quantitative marketing, *Marketing Science*, a rare honor pre-tenure. He has also reviewed for many (nine specifically) other journals, indicating his level of visibility in the field. He has organized special sessions at high-profile conferences (e.g., Invitational Choice Symposium, ISMS Marketing Science Conference, INFORMS Annual meeting), as well as given a very large number of talks at academic and industry events. As a junior faculty member, he has already served on five doctoral dissertation committees, and has enthusiastically served as an organizer of the marketing area seminar series (2019-20) and previously co-organized it (2018-19). He has also worked to set up a much-needed waiver process for our Core course. Outside the marketing area, he has been widely engaged with Ross, the university, and the general community (details appear in his service statement). It is in his work with the Flint Water Crisis and Data Analytics Team that he has brought national recognition to both quantitative marketing and the Ross School: the US Federal Court even mandated that Professor Schwartz's algorithms be used as part of the remediation project in Flint.

External Reviewers:

Reviewer A: “In my interactions with Eric I have found him to be quite knowledgeable; and each time I have met him I have been more impressed with his grasp of the issues that we ended up discussing.”

Reviewer B: “Overall, this is a solid case for a tenured Associate Professor appointment.”

Reviewer C: “His work is very innovative and reveals his skills as a deep conceptual thinker towards addressing problems in adaptive experiments to optimize decision making, digital marketing and public policy.”

Reviewer D: “His work is top-tier in terms of quantity and quality and it dominates many other quantitative marketing scholars who have been tenured at top schools.”

Reviewer E: “The issues he addresses are highly relevant and of broad interest and his solutions are practical, theoretically motivated, and empirically grounded. I admire his research.”

Reviewer F: “What I find impressive about Eric’s research is his ability to identify tricky and relevant questions, construct modelling approaches that allow for solving them empirically while at the same time reaching out to decision makers to ensure that his research has impact in practice.”

Summary of Recommendation: Professor Schwartz’s demonstrated excellence and national recognition for his research, teaching, and social policy impact are strong positive elements of his tenure case. He has been a major asset on the teaching front, complements the marketing area’s quantitative research portfolio with machine learning methodologies, has worked extensively with students in the BBA, MBA, and doctoral programs, and has been an exceptional contributor to the intellectual life of the Ross School of Business. With the support of the marketing area and the Executive Committee, I am pleased to recommend the promotion of Eric Schwartz to associate professor of marketing, with tenure, Stephen M. Ross School of Business.



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

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