

RUTGERS BUSINESS SCHOOL

# IMPACT REPORT

Spring 2021



**RBS Innovation: Looking beyond the pandemic**

Resilient  
Resourceful  
Responsible  
.....  
*Reinventing  
for the  
digital era.*

RUTGERS BUSINESS IMPACT  
Spring 2021

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**A MESSAGE FROM DEAN LEI**

The global pandemic has thrown many traditional business models into turmoil. Higher education is no different. At Rutgers Business School (RBS), we are rapidly adapting to the current needs of business students and the demands of society to stay relevant in 2021 and beyond.

The Spring 2021 issue of the *Rutgers Business School Impact Report* examines innovations being developed by our academic departments. From utilizing technology like never before to working with our corporate partners to provide real-life

experiential learning in fintech and marketing to enabling AI-assisted student services, we are putting students at the center of the B-School experience.

We bring you research from Professors Kristina Durante, Lisa Kaplowitz and their colleagues on how the pandemic affected parents working from home and the implications for the future of work. We also show how Professor Hilal Atasoy is helping lead an NSF-funded project to measure the impact of providing Internet connectivity to underserved communities; and how Professor Mason Ameri's research is shaping the conversation around job seekers with disabilities. Through our *Knowledge Briefs*, we show the immense contributions our faculty have had during these unprecedented times.

Also, in this issue, we share stories of how RBS rose to the challenge to help our communities, local businesses and the state battle COVID-19. From boosting partnerships with Newark area hospitals to developing a new app to track the virus, working on software that could help ensure front-line workers' safety, and providing expertise to journalists, RBS faculty, students, and alumni met the trials and tribulations brought on by the pandemic head-on.

We highlight some new program offerings, including the STEM designation for our MBA program, the new Doctor of Business Administration (DBA) program, and how enhanced data analytics can help students in our Master of Healthcare Analytics and Intelligence program transform the healthcare industry.

Particular focus is given to how career management and our *Road to Success* programs (Road to Wall Street, Road to Silicon V/Alley and Road to CPA) build job readiness into the RBS experience, providing a strong return on investment. Recent rankings also highlighted RBS's substantial value for a business degree, including being recognized by *Poets & Quants* in the "Top 15 for return on investment in the U.S." for three consecutive years (2018, 2019, 2020).

I hope you enjoy these stories and much more in this issue. The strong traits of the RBS brand – *Resilience, Resourcefulness, Responsibility* and *Reinvention* – ensure that RBS will meet these extraordinary challenges today to build a lasting foundation that our students and alumni can rely on their entire careers.

Lei Lei

# Features



**RBS INNOVATION: LOOKING BEYOND THE PANDEMIC**



**COVID-19 RESILIENCE**



**ANALYTICAL ROLES IN HEALTHCARE**

## In this issue



RBS Innovation: Looking beyond the pandemic.

**04** RBS ACADEMIC INNOVATION

**20** STORIES OF RESILIENCE, RESOURCEFULNESS & RESPONSIBILITY

**34** NEW DOCTORATE OF BUSINESS ADMINISTRATION OFFERS UNIQUE CREDENTIAL FOR SENIOR EXECUTIVES

**41** COACHING WOMEN'S GOLF PLAYERS FOR BUSINESS WORLD

**ON THE COVER**

The faculty in our six academic departments are imagining a new future with innovative strategies to teach the knowledge and skills that will build a strong foundation for our students to rely on their entire careers.

**SECTIONS**

**8** RESEARCH

**20** COVID-19

**29** FACULTY

**33** ACADEMIC PROGRAMS

**38** STUDENT EXPERIENCE

**53** SOCIAL IMPACT

**58** ALUMNI

**62** RANKINGS

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# RBS INNOVATION: LOOKING BEYOND THE PANDEMIC

THE COVID-19 PANDEMIC HAS DISRUPTED BUSINESS MODELS ALL AROUND THE WORLD. HIGHER EDUCATION IS NO DIFFERENT. IN ORDER TO STAY AHEAD OF THE TRENDS, RUTGERS BUSINESS SCHOOL (RBS) IS RETHINKING HOW TO DELIVER BUSINESS EDUCATION WITH ONE PRINCIPLE IN MIND: **PUT STUDENTS AT THE CENTER OF THE B-SCHOOL EXPERIENCE.** THE FACULTY IN OUR SIX ACADEMIC DEPARTMENTS ARE IMAGINING A NEW FUTURE WITH INNOVATIVE STRATEGIES TO TEACH THE KNOWLEDGE AND SKILLS THAT WILL BUILD A STRONG FOUNDATION FOR OUR STUDENTS TO RELY ON THEIR ENTIRE CAREERS.

By Daniel J. Stoll

## BYOC: Build Your Own Course!

You can customize a pizza or a sandwich, but you can't tailor your education to match your career goals. The *Accounting & Information Systems Department* doesn't think that makes sense anymore.

They are developing a new **Build Your Own Course (BYOC)** concept to put the student in control of their academic experience. The BYOC proposed model follows an atomized approach. Rather than focusing on courses, BYOC treats topics as building blocks, like Legos, one can construct any form one desires. Similarly, students would be able to construct an education that best fits their needs and background toward their academic and career goals.

How would that work? By breaking down curriculum into basic building blocks, namely atomized topics.

Any physical matter is made up of hierarchical building blocks:

*Elementary particles:*  
*Sub-atomic particles → Atoms → Molecules → Matter.*

BYOC is also made up of building blocks:  
*Bytes → Badges → Courses → Certificates → Degrees*

BYOC is not a traditional curriculum. It is a flexible and innovative education ecosystem.

*Developed by Miklos Vasarhelyi, Hussein Issa, and Won No.*



## Revolutionizing Finance Curriculum through Fintech

There is a technology revolution taking over the finance industry: **Fintech**. From robo-investing to high frequency trading, alternative payment systems like PayPal, Venmo and Apple Pay, to the application of blockchain technology and alternative currencies like Bitcoin, Ethereum, and Litecoin, the nature of the finance profession and operating processes of businesses more broadly are changing forever.

To prepare students for this Fintech future, the *Finance & Economics Department* is working on incorporating experiential learning methods into the curriculum to make the concepts of technology into the practice of finance real. Finance faculty have been working with leading companies in the Fintech industry to secure the appropriate equipment, course design, and curriculum through four classes:

**Intro to Fintech:** Monetary Systems to Decentralized Payment Systems (Lecture format)

**Business "Use Cases":** How decentralized systems are changing business practices from finance to supply chain to advertising to media and more (Case study format)

**Fintech Lab:** Similar to laboratory classes in chemistry, physics or engineering programs, a new Fintech Lab will provide students the opportunity to practice the technology from an operating perspective, along with a trading, portfolio and risk management components. (Traditional Lab format)

**Consulting or Startup:** Students will do an internship where they explore how some part of a company's business process can be improved by intruding distributed database and/or triple ledger accounting to business practices. Alternatively, they can start an online business)

Given the advances in Fintech, the career opportunities for RBS graduates will be enormous in the years ahead.

*Developed by Ben Sopranzetti and Mark Guthner.*



## A new approach to teaching diversity and inclusion

In one of the core management skills courses that every business school student must take, the module on diversity and inclusion has traditionally taken a surface-level approach to diversity issues with an emphasis on cross-cultural issues. The *Management & Global Business Department* is revising this module to create something more meaningful where students can both develop a better appreciation for difficult situations and develop skills on how to handle difficult conversations in the workplace with respect for everyone.

They have started with an entirely new unit that covers identity, microaggressions, tokenism and the psychology behind stereotyping and discrimination. They have also begun addressing the topic in a more concrete way by reviewing the authors of the literature they use, as well as performing an audit of the protagonists in the lessons to ensure more representation.

Numerous current business examples have been added to demonstrate how companies are addressing issues of diversity and inclusion and whether their statements actually mirror their practices in real time. The class also asks how each student's identity helps or hinders their life's experiences. Faculty from across RBS disciplines are addressing issues of diversity, equity and inclusion head on in all aspects of business from finance, marketing, supply chain and more.

*Developed by Mason Ameri and Mukesh Patel.*



### Next level online experiential learning with real-life marketing projects

Given the challenges of distance learning during the pandemic, the *Marketing Department* initiated a new collaboration with the virtual project and experiential learning platform Riipen. The collaboration allows students taking consumer behavior or marketing research to participate in projects where they apply the principles, concepts, tools, and frameworks learned in their courses to real-world problems.

In Fall 2020, the Riipen platform connected 16 companies with more than 220 marketing students spanning across multiple domains ranging from travel to technology with headquarters in the U.S. and Canada.

Examples of some of the company projects given to students included creating a sales and marketing strategy for a weather forecasting company, coming up with possible solutions for students to return to campus safely during the pandemic, market segmentation research for a sun care company and many others. Students were able to use many communications and marketing technology tools like Basecamp, GroupMe, Slack, and Trello to name a few.

One key benefit that emerged for the students was the potential for internships and employment opportunities at the participating companies. The *Marketing Department* plans to expand the Riipen platform to other courses to enhance student learning through this experiential instructional offering.

*Developed by Madhavi Chakrabarty.*



### Bringing the small-class atmosphere to mega classes

The pandemic has sped the adaptation of remote instruction where nowadays, any instructor with a “DIY-mindset” can capably produce video lectures from the comfort of their own home. However, sitting in a giant lecture hall for three hours versus in front of a computer screen for just as many hours presents serious challenges when teaching large classes that are intensively based in mathematics.

The *Management Science & Information Systems Department* has been experimenting with a novel course design in its operations management class to create a more effective recipe for remote large class instruction. First, the average three-hour lecture per week is broken down into a set of shorter video lectures released every week.

Next, at least one video is released per week in which the instructor provides additional context to the most recent video lectures uploaded, an overview of the material posted and details of the exams in a less formal environment. This has the advantage of keeping the students both updated and engaged in an accessible setting.

Lastly, an efficient responsive system is employed in order to attend to student questions that come through an online forum or by email. The instructor records a video response to each of the questions, clarifying difficult concepts in a timely manner.

Following these focused steps makes it possible to bring a small-class atmosphere to mega classes helping adapt the course to the behavior and demands of the current generation and without losing its academic rigor.

*Developed by Spyridon Papadimitriou and Romulo Neves Ely.*



### Experimenting with AI to meet student needs

Navigating through the curriculum of any major can be a stormy experience for students both in person or online. Common questions like: Do I have to take courses in a particular order? What courses should I take if I am interested in pursuing a career in a particular field? Or how is the job market for graduates of this major?

The *Supply Chain Management Department* is working on applying online chatbot technology to answer these types of questions for students. Using artificial intelligence (AI), the chatbot learns which questions are being asked the most allowing faculty and advisors the ability to provide answers about the supply chain management major through the online chatbot quickly and efficiently.

Over time as the chatbot gains knowledge about what students are asking, the department can update the chatbot with the appropriate information once instead of answering the same questions over and over from many students. This has the added benefit of giving the student and advisor more quality time together to connect rather than wasting time going over basic questions that the chatbot can answer.

The data metrics gained from student feedback on the supply chain management chatbot will be used to launch other AI-initiatives to enhance the RBS student experience.

*Developed by G. Tony Bell.*





# The Pandemic's Impact on Working Parents and the Implications for the Future of Work

*Originally published in Forbes, this article was written by Kristina Durante, Yana van der Meulen Rodgers, Lisa Kaplowitz, Elaine Zundl, and Sevincgul Ulu.*

**T**he COVID-19 pandemic radically changed both the corporate workplace and our home life overnight. For employees with the luxury of telecommuting, the initial phase of the pandemic had highs and lows. Working from home and the absence of a long commute provided the opportunity to be more productive than before.

However, for many, the “home” office was not a place of quiet isolation. It was a place where work and home life were no longer balanced, but in direct overlap. The significant increase in unpaid labor inside the home blurred the lines between paid and unpaid household labor. COVID-19 hit women particularly hard in terms of job losses, increased care responsibilities at home, and heavy representation among low-wage workers on the front lines.

To provide insight into these changes, our research team at the Center for Women in Business and the Center for Women and Work at Rutgers University administered a real-time survey in May, at the height of the pandemic's lockdown. The study consisted of a web-based survey with a sample population of over 1,500 adults. Men reported their contribution to unpaid household labor during the pandemic to be 48% of all the work and women reported their contribution to be 66%.

Prior to the pandemic, the percent of men who provided at least five daily hours of active childcare was 15%, but



**OUR RESEARCH SUGGESTS AN INCREASE IN MEN'S PARTICIPATION IN UNPAID HOUSEHOLD LABOR MAY HAVE ALREADY ENHANCED PRODUCTIVITY AND SATISFACTION FOR WORKING WOMEN.**

increased to 29% during the pandemic. For women, this percentage was 23% prior to the pandemic and increased to 37% during the pandemic.

What was unexpected is that men's newfound household contributions had an impact on women's careers. While previous research suggests that progress toward gender equity may be accelerated by an increase in men's participation in unpaid household labor, our research suggests it may have already enhanced productivity and satisfaction for working women. However, women's increased contributions to unpaid labor during the pandemic did not impact men's work productivity and satisfaction.

The increase in men's contributions to household labor holds hidden benefits. With more fathers engaged in childcare, the social norms around what constitutes an ideal worker may change and de-stigmatize the implicit bias that limits women's opportunities for career advancement. The pandemic has leveled the playing field when it comes to work-life balance.

Another result of the pandemic lockdown may be the dissipation of the “mommy track” stigma, as women and men feel less ashamed of creating work and home boundaries. Senior management (still predominantly held by men) may drop

*continues next page*

their preconceptions of diversity and inclusion support programs as signals that women are more committed to their families than the workplace. These potential long-term changes result from the fact that the pandemic has forced men to deal with juggling their own paid and unpaid work.

The onus now falls to businesses and organizations to take advantage of weakening gender norms and further

With more fathers engaged in childcare, the social norms around what constitutes an ideal worker may change and de-stigmatize the implicit bias that limits women's opportunities for career advancement.

eliminate counterproductive stigmas and support working parents.

*Kristina Durante is director of research, and Lisa Kaplowitz is director, of the Center for Women in Business at Rutgers Business School. Yana Rodgers is faculty director, and Elaine Zundl is research director, of the Center for Women and Work at Rutgers School of Management and Labor Relations. Sevincgul Ulu is assistant professor of marketing at New Jersey City University.*

## Professor's role will focus on impact of NSF-funded broadband project in underserved communities

HILAL ATASOY, WHOSE RESEARCH FOCUSES ON INFORMATION SYSTEMS AND DATA ANALYTICS, WILL SERVE AS THE ACADEMIC PARTNER IN A BROADBAND SOLUTIONS PROJECT THAT HAS ATTRACTED A \$1.9 MILLION GRANT FROM THE NATIONAL SCIENCE FOUNDATION.

When the non-profit U.S. Ignite was looking for an academic partner to help measure the impact of providing Internet connectivity to a group of underserved communities in the U.S., they turned to Rutgers Business School professor Hilal Atasoy.

Atasoy, who is part of the accounting and information systems faculty, is now at the center of an ambitious effort fueled by a \$1.9 million grant from the National Science Foundation.

"I'm really excited to be part of this project because it's very impactful," Atasoy said. "It's going to affect these people's lives in a real way."

From a researcher's point of view, she said, it's almost impossible to randomly find a place that is suddenly getting technology so the impacts can be measured without having to be teased out. "This is a great opportunity because we're the ones bringing the technology," she said, "and we can measure the situation before and the outcomes after to make a comparison."

Known as OVERCOME – cOnnectiVity for undERserved COMmunitIEs – the project will launch proof-of-concept efforts for deploying novel broadband technology solutions in five underserved or unserved communities across the U.S. The idea is to generate information about how community teams can effectively deploy wireless technology so that the same techniques can be used in larger scale efforts.



Dr. Hilal Atasoy



## For job seekers with disabilities, soft skills don't impress in early interviews

RUTGERS RESEARCH ALSO FINDS DISCUSSING SALARY EARLY IN THE INTERVIEW PROCESS HURTS ALL CANDIDATES.

A new study by Rutgers University researchers finds that job candidates with disabilities are more likely to make a positive first impression on prospective employers when they promote technical skills rather than soft skills, such as their ability to lead others.

The findings, published in the *International Journal of Conflict Management*, contrast this with the results for candidates without disabilities who were positively evaluated when they highlighted either hard or soft skills during initial job interviews.

"Job interviews are challenging for everyone, but particularly so for people with disabilities who have always had difficulties presenting themselves favorably to gain employment," said Rutgers Business School professor Mason Ameri.

"People with disabilities encounter an implicit bias that they will not be as productive as their non-disabled peers," said Ameri, who co-authored the study. "Knowing how to navigate the conversation with potential employers is critical for leveling the playing field."

In three studies, 1,711 participants watched videos of candidates – either visibly seated in a wheelchair or not – using influence tactics to answer an opening question during an interview for a project manager position. Participants were asked to rate their perceptions of the job candidate's employability and appropriate level of salary, as well as how trustworthy they appeared.

### Among the findings:

**Employability:** For candidates without disabilities, discussion of hard skills or soft skills led to more favorable perceptions. While the expression of hard skills similarly improved the employability rating of the candidate with the disability, discussion of soft skills did not.

**Pay:** When candidates with disabilities discussed salary early in the job interview, it appeared to hurt them more than when candidates without disabilities raised the same topic. Still, even for candidates without disabilities, announcing a salary figure so early in the process seemed to be off-putting in terms of whether they should get the job at all.

**Trustworthiness:** Candidates with disabilities were not viewed as trustworthy, regardless of the tactic they used. For candidates without disabilities, ratings of trustworthiness increased when they discussed hard or soft skills. However, other tactics such as signaling alternative offers or suggesting a salary figure did not have the same positive effect.

"Influence tactics such as emphasizing your skills and abilities are a good idea but don't necessarily work the same way for everyone," said Terri Kurtzberg, co-author and professor at Rutgers Business School. "Instead, people with disabilities should focus on job-related hard skills and competencies instead of softer skills and warmth. This choice accelerated positive impressions of employability," Kurtzberg said.

Lisa Schur and Douglas Kruse of the Rutgers School of Management and Labor Relations co-authored the study.

*This article was written by Susan Todd and edited by Megan Schumann and Steven Flamisch.*



## KNOWLEDGE BRIEFS AND FT50 ARTICLES

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**RUTGERS BUSINESS SCHOOL FACULTY HIGHLIGHTS AND CONTRIBUTIONS TO THE CUMULATIVE EFFORT OF INCREASING BUSINESS KNOWLEDGE FOR THE COMMON GOOD.**
**Academic Awards**

**Hilal Atasoy** received the **2019 Best Reviewer of the Year Award** by *Information Systems Research*.

**Arash Azadegan's** conference paper "Coordinating collaborative supply chain efforts: a focus on Rohingya refugee camps in Bangladesh", was nominated as a candidate for **Best Paper in Supply Chain Management**, *Academy of Management*, 2020.

**Ted Baker** received the **Foundational Paper Award** from the Academy of Management Entrepreneurship Division for the following paper: Ted Baker & Reed E. Nelson. 2005. "Creating Something from Nothing: Resource Construction through Entrepreneurial Bricolage" *Administrative Science Quarterly*, 50:329-366. This award honors a paper that has powerfully and positively changed the conversation in the field of entrepreneurship for at least a decade.

**Alok Baveja** was invited to be a core faculty member of the **Rutgers Global Health Institute**, which may bring visibility for RBS and channelize collaborative opportunities.

**John Cantwell** received the **2019 Gold Medal for Scholarly Service**, *Academy of International Business*, and the **Danny Van Den Bulcke Best Paper Prize**, European International Business Conference.

**Farok J. Contractor** joined the Board of the *Academy of International Business* for a three-year term beginning as President-Elect (2020-21) and will serve as President of the Academy in 2021-22.

**Morris Davis** was named to the **2020 NJBIZ Commercial Real Estate Power 50**, which highlights New Jersey's most influential leaders in the commercial real estate industry, with expertise spanning the full spectrum of sectors.

**David Dreyfus** was named RBS Innovation Challenge Winner (2020) - *Adapting to Teaching or Serving Students Remotely*.

**John Hellriegel** advised an RBS MBA team that won the regional round (the second round) at Philadelphia in the ASCM/Deloitte supply chain case competition.

**Hussein Issa** received the **Public Interest Section Best Paper Award** for the paper titled "Auditing the Algorithm Black Box – an Ethical Accounting Perspective" (with D. Appelbaum and R. Strauss) at the AAA AIS/SET Midyear meeting (Orlando, FL, January 2020).

**Hussein Issa** was elected as **President of the AAA SET Section** (2020-Present).

**Rosa Oppenheim** advised an RBS Executive MBA team for **MITRE's Healthcare Anti-Fraud Academic Competition**. Students across the U.S. were tasked with creating an algorithm to detect healthcare Fraud, Waste, and Abuse (FWA) on a synthetic dataset. The algorithm has to find the most fraudulent provider, and the competing student teams have to create a presentation convincing "management" to allocate resources to investigate their fact-findings. The Rutgers EMBA team has been selected as one of three national finalists in MITRE's annual challenge. A panel of government and private industry anti-fraud experts determined that the Rutgers EMBA's developed innovative and effective analytic approaches to uncover potential healthcare fraud.

**Arturo Osorio-Fernandez** won the **2020 Rutgers Business School Adapting to Teaching or Serving Students Remotely Award** for implementing an innovative teaching program leveraging online teaching tools during the COVID-19 Pandemic.

**Arturo Osorio-Fernandez** was appointed to the board of directors of the **Statewide Hispanic Chamber of Commerce of New Jersey**. The Chamber said that the new board members "embody the spirit, expertise, and energy needed to continue making a significant impact on the business community." The Hispanic Chamber is the voice of the more than 120,000 Latino businesses contributing more than \$20 billion to the New Jersey economy and is the state's largest Chamber.

**Darius Palia**, the Thomas A. Renyi Endowed Chair in Banking, shared with us that his paper, "Feedbacks: Financial Markets and Economic Activity," has been accepted in one of the leading economics journals in the world, the *American Economic Review*. Palia co-authored this work with two eminent scholars from Princeton and MIT, including the 2011 Nobel Prize winner Christopher A. Sims.

**Pallavi Shukla** received the **2019 Best Reviewer Award** for her contributions to the *Journal of World Business*.

**Markus Taussig** was the co-recipient along with co-author Edmund Malesky at Duke of the **ONE-SIM Outreach Award** presented at the 2020 Academy of Management Annual Conference. The award was for the best outreach and communication of insights from a publication on sustainability issues between 2015-2019. This was for "Participation, Government Legitimacy, and Regulatory Compliance: A Firm Level Field Experiment in Vietnam."

**Jaideep Vaidya** received the **NIGMS Outstanding Investigator Award**.

**Jaideep Vaidya** has been named a fellow of the **Institute of Electrical and Electronics Engineers (IEEE)** for contributions to privacy protection in data analytics and access control management. According to IEEE, "Vaidya has pioneered the development of technologies for privacy-protecting analytics and is a leader in the area of automatic policy configuration, policy management, and data sharing." IEEE is the world's largest technical professional organization dedicated to advancing technology for the benefit of humanity, with over 400,000 members worldwide.

**Danielle Warren** served as **Program Chair** for the Society for Business Ethics Annual Meeting, an international scholarly conference.

**Danielle Warren** was elected **President of the Society for Business Ethics** (2020-2021).

**Hui Xiong** was one of four Rutgers professors to be named fellows of the **American Association for the Advancement of Science (AAAS)**, an honor awarded by their association peers. Each year, the Council of the AAAS elects fellow members whose "efforts on behalf of the advancement of science or its applications are scientifically or socially distinguished." The Council elects Fellows deliberately and carefully to preserve the honor attached to this recognition. Xiong is being honored for his distinguished contributions to the fields of data mining and mobile computing. A virtual induction ceremony was scheduled for February 13, 2021.

**Books**

**Ted Baker** and Friederike Welter. *Contextualizing Entrepreneurship Theory*. Routledge; 2021.

**Joanne B. Ciulla** *The Search for Ethics in Leadership, Business, and Beyond*. Eminent Voices in Business Ethics Series, Springer, 2020.

**Cheng-Few Lee** and John Lee. *Handbook of Financial Econometrics, Mathematics, Statistics, and Machine Learning*, World Scientific Publishing Co., 2020.

**Terri R. Kurtzberg** and Mary C. Kern. *Negotiating at home: Essential steps for reaching agreement with your kids*. Santa Barbara, CA: Praeger, 2020.

**Dale Rogers, Rudi Leuschner, and Thomas Y. Choi**. *Supply Chain Financing: Funding the Supply Chain and the Organization*. World Scientific, 2020.

**Grants**

**Mason Ameri** NSF: The Future of Work at the Human-Technology Frontier (\$1.9M).

Department of Health and Human Services: Rehabilitation Research Training Center on Employment Policy (\$4.3M).

Rutgers University Research Council: Rutgers Research Council Grants and Subventions (\$2K).

**Mason Ameri, Terri Kurtzberg, & Jeffrey Robinson** Small empires: Are startups equipped to hire people with disabilities? Rutgers University Research Resource Council (\$2K).

**Arash Azadegan** was awarded a grant by Rutgers Research Council to study the differentiating risk-taking behavior of humanitarian organizations during pandemics, June 2020.

**Arash Azadegan** Rutgers Center for Global Advancement awarded a grant of \$6,000 titled Humanitarian Relief in Refugee Camps: A focus on supply chains collaborations to study humanitarian relief supply chains in refugee camps, June 2020.

**Arash Azadegan** Rutgers Research Council awarded a seed grant of \$3,200 titled Differentiating Pandemics and Weather-Related Disasters to study the change in behavior by humanitarian response organizations in the face of pandemics versus hurricanes, May 2020.

**Ted Baker, with Jasmine Cordero-West**, was awarded a \$556,000 grant to the Rutgers Advanced Institute for the Study of Entrepreneurship and Development (RAISED) to equip the RU-N Urban Solutions Lab (from an anonymous foundation).

**Ted Baker, with Jasmine Cordero-West**, was awarded a Community Foundation of New Jersey grant to support undergraduate students studying entrepreneurship (\$20K).

**Leon Fraser and Kelly Brozyna** (Director, SBDC) received two grants from the U.S. Small Business Administration – the first from the Cares Act for \$5M, and a second award for \$3.5M.

**Terri Kurtzberg & Mason Ameri** The disclosure decision: Effects of timing in revealing disability in the hiring process. Negotiation and Teams Resource Institute (\$8.5K).

**Kevin Lyons** was awarded a grant from the New Jersey Economic Development Authority for the project titled Purchasing Disparity Study, Wind Port Project (\$58K).

**Lyneir Richardson** received two recent grant awards. The first for a "Black and Latino Angel Investment Fund of New Jersey," from the U.S. Department of Commerce – Economic Development Administration for \$300,000. The second renewed an award from PNC Bank for the "Entrepreneurship Pioneers Initiative" (\$25K).

**Jeffrey Robinson** received an award for a "National Initiative to Develop Diversity and Inclusion Infrastructure for STEM Innovation" from The National GEM Consortium (\$1M).

**Jaideep Vaidya**, one NIH award and two NSF awards:

"Developing Novel Technologies that Ensure Privacy and Security in Biomedical Data Science Research" (\$1.9M).

"RAPID: Privacy-Preserving Crowdsensing of COVID-19 and its Sociological and Epidemiological Implications" (\$199K).

"Workshop: Establishing the Vision and Creating a Roadmap for Security, Privacy and Ethics Research in Healthcare" (\$87K).

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## KNOWLEDGE BRIEFS AND FT50 ARTICLES

## Published Papers

**Mason Ameri**, Rogers, S., Schur, L., & Kruse, D. "No room at the inn? Disability access in the new sharing economy," *Academy of Management Discoveries*, 2020.

**Mason Ameri, Terri Kurtzberg**, R., Schur, L., & Kruse, D. "Disability and influence in job negotiations," *International Journal of Conflict Management*, 2020.

**Hilal Atasoy**, Banker, R., Pavlou, P. "Information Technology Skills and Labor Market Outcomes of Workers," forthcoming at *Information Systems Research*, 2020.

Ganju, K., **Hilal Atasoy**, Greenwood, B., McCullough, J. "The Role of Decision Support Systems in Attenuating Racial Biases in Healthcare Delivery," *Management Science*, 2020.

**Hilal Atasoy**, Demirezen, E., Chen, P. "The Value of Health Information Exchange Use: The Role of Patient Characteristics and Care Fragmentation," *Production and Operations Management*, 2020.

**Arash Azadegan** and Iana Shaheen. "Friends or colleagues? Communal and exchange relationships during stages of humanitarian relief," *Production and Operations Management*, 2020.

**Ted Baker** & E. Erin Powell. "Founder Identity Theory" in Melissa Cardon, Michael Frese, and Michael Gielnik (eds). "The Psychology of Entrepreneurship: New Perspectives," *The Society for Industrial and Organizational Psychology (SIOP) Frontiers Series*. New York, NY: Psychology Press.

**Ted Baker** & E. Erin Powell. "Prosocial Ventures: Meaning well and thinking good thoughts are nice, but not enough," *Rutgers Business Review*, 2020.

Jay O'Toole, Yan Gong, **Ted Baker**, Dale Eesley & Anne S. Miner. "Startup responses to unexpected events: The impact of the relative presence of improvisation," *Organization Studies* (forthcoming).

Friederike Welter & **Ted Baker**. "Moving contexts onto new roads: Clues from other disciplines," *Entrepreneurship Theory & Practice*, (forthcoming).

**Alok Baveja**, Kapoor, A., **Benjamin Melamed**. "Stopping Covid-19: A Pandemic-Management Service Value Chain Approach," *Annals of Operations Research* (Accepted for Publication), 2020.

**Alok Baveja** and Kapoor, Ajai. "'STOP COVID-19': An Actionable Plan to Stop the Pandemic - Why Stopping, Not Slowing Down, COVID-19 is the Right Goal," *Annals of Operations Research* (Accepted for Publication), 2020.

**G. Tony Bell**. "A Systematic Review of Factors Influencing Supply Chain Performance Outcomes," the *Journal of Contemporary Research in Business, Economics, and Finance* (Accepted for Publication), 2020.

**Endre Boros**, Crama, Y., and Rodríguez-Heck, E. "Compact quadratizations for pseudo-Boolean functions," *Journal of Combinatorial Optimization*, 2020.

Endre Boros, V. Gurvich, B. Ho, and K. Makino. "On the Sprague-Grundy Function of Extensions of Proper NIM," *International Journal of Game Theory*, 2020.

Endre Boros, V. Gurvich, and M. Milanic. "Characterizing and decomposing classes of threshold, split and bipartite graphs via 1-Sperner hypergraphs," *Journal of Graph Theory*, 2020.

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\*RBS PhD Student

**G. Christopher Crawford**, Frid, C, Hechavarria, D, Reynolds, PD, Skorodzyevskiy, V, & **Ehsan Teymourian\***. "Fu\*cking Up the Domain: How Outliers Skew Entrepreneurship Theory and Practice," *2020 Babson College Entrepreneurship Research Conference*. (Canceled due to COVID-19).

\*RBS PhD Student

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**Farok Contractor**, Dangol, R., Nuruzzaman, N. & Raghunath, S. "How Do Country Regulations and Business Environment Impact Foreign Direct Investment Inflows?" *International Business Review*, 2020.

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**David Dreyfus**, Nair, A., and Rosales, C. "The impact of planning and communication on unplanned costs in surgical episodes of care: Implications for reducing waste in hospital operating rooms," *Journal of Operations Management*, 2020.

**Jonathan Eckstein**. "Deriving Solution Value Bounds from the ADMM," *Optimization Letters*, 2020.

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**Priyank Gandhi**, Cremer, M., Fleckenstein, M. "Treasury Yield Implied Volatility and Real Activity," forthcoming

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Kemal Gürsoy. "An Optimal Selection for Ensembles of Influential Projects," *Annals of Operations Research*, 2020.

**John Hellriegel**. "Five Steps to Lean Demand Planning," *Journal of Business Forecasting*, 2020.

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**Thomas Lidbetter** and Lin, K.Y. "A Search Game on a Hypergraph with Booby Traps," *Theoretical Computer Science*, 2020.

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**Francisco J. Quevedo**, & Gopalakrishna, P. "The 4 Anchors of Brand Identity: Gaps in the literature," *Journal of Humanities and Social Sciences*, 2020.

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S. Selcuklu, **Mark Rodgers**, A. Movlyanov. "Economically and Environmentally Sustainable Power System Expansion: A Case Study for Turkey," submitted to *Production & Operations Management*.

**Markus Taussig**, Nippa, M., Patnaik, S. "MNE Responses to Carbon Pricing Regulations: Theory and Evidence," *Journal of International Business Studies*, 2020.

**Gabriela Tonietto**, and Barasch, A. "Generating Content Increases Enjoyment by Immersing Consumers and Accelerating Perceived Time," *Journal of Marketing*. (In Press).

Praturi, Gopa and **Can Usley**. "The WW Wellness Journey: The Rebranding of Weight Watchers," *Case and Teaching Note*, 2020.

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Arindam Roy, Shamik Sural, Arun Majumdar, **Jaideep Vaidya**, **Vijay Atluri**. "Optimal Employee Recruitment in Organizations under Attribute-Based Access Control," *ACM Transactions on Management Information Systems*, 2020.

Arindam Roy, Shamik Sural, Arun Majumdar, **Jaideep Vaidya**, **Vijay Atluri**. "Enabling Workforce Optimization in Constrained Attribute-Based Access Control Systems," *IEEE Transactions on Emerging Technologies in Computing*, accepted, 2019.

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Haibing Lu, Xi Chen, Junmin Shi, **Jaideep Vaidya**, **Vijayalakshmi Atluri**, Yuan Hong, Wei Huang. "Algorithms and Applications to Weighted Rank-One Binary Matrix Factorization," *ACM Transactions on Management Information Systems*, 2020.

Ussama Yaqub, Nitesh Sharma, Rachit Pabreja, Soon Ae Chun, **Vijayalakshmi**

**Atluri, Jaideep Vaidya**. "Location-based Sentiment Analyses and Visualization of Twitter Election Data," *Digital Government: Research and Practice*, 2020.

**Alex B. Van Zant** & Berger, J. "How the voice persuades," *Journal of Personality and Social Psychology*, 2020.

**Matthew C. Walsman** and Michael J. Dixon. "Fee-Based Loyalty Programs: An Empirical Investigation of Benefit Redemption Behavior and Its Effects on Loyalty," *Service Science*, forthcoming

Kabadayi, Sertan, Kejia Hu, Yuna Lee, Lydia Hanks, **Matthew C. Walsman**, and David Dobrzykowski. "Fostering Older Adult Care Experiences to Maximize Well-Being Outcomes: A Conceptual Framework," *Journal of Service Management*, forthcoming.

**Danni Wang**, Waldman, D. A., Balthazard, P. A., Stikic, M., Pless, N. M., Maak, T., & Richardson, T. "Applying Neuroscience to Emergent Processes in Teams," *Organizational Research Methods*, in press.

**Yangru Wu**, Xinjie Wang, Hongjun Yan, and Ken Zhong. "Funding Liquidity Shocks in a Natural Experiment: Evidence from the CDS Big Bang," *Journal of Financial Economics*, 2020.

**Yangru Wu**, Paul Borochin, and Hao Chang. "The Information Content of the Term Structure of Risk-Neutral Skewness," *Journal of Empirical Finance*, 2020.

**Yangru Wu**, Ming Gu, Minxing Sun, and Weike Xu. "Economic Policy Uncertainty and Momentum," *Financial Management*, 2020.

**Yangru Wu**, Ming Gu. "Accruals and Momentum," *Journal of Financial Research*, 2020.

**Claire J. Yan**, Ranasinghe, T., and Khumawala, S. "Real Effects of Governmental Accounting Standards: Evidence from GASB Statement No. 53: Accounting and Financial Reporting for Derivative Instruments," *Journal of Accounting and Public Policy*, 2020.

Song, J.M., **Yao Zhao**, **Xiaowei Xu**. "Incentives and Gaming in Collaborative Projects under the Risk Sharing Partnership," *Manufacturing & Service Operations Management*, 2020.

Mun, K.G., **Yao Zhao**, R. Rafique. "Designing Hydro Supply Chains for Energy, Food and Flood," *Manufacturing & Service Operations Management*, 2020.

### Conference Addresses and Presentations

On Thursday, March 26, **Tony Bell** was one of three supply chain experts featured on a panel during a webinar on Coronavirus and Beyond: What Businesses Should (and Shouldn't) Be Doing Right Now. He was asked to discuss the overall impact of COVID-19 on global supply chains. Note: the Office of Communications and Marketing initiated this at Rutgers. The webinar was hosted by GEP, a Clark, NJ-based global provider of strategy and technology solutions for Fortune 500 and Global 2000 clients in every industry and market sector. Their focus is on the procurement and supply chain functions. The webcast was recorded and posted on GEP's website: <https://www.gep.com/webcasts/coronavirus-and-beyond-what-businesses-should-and-shouldnt-be-doing-right-now>

**Farok J. Contractor** delivered a Keynote Address, "How Do Country Regulations and Business Environment Impact Foreign Direct Investment (FDI) Inflows? The Case of India," at the Sixth Biennial Conference of the Indian Academy of Management (INDAM), at the Indian Institute of Management, Tiruchirappalli, January 3, 2020.

Settles, A. & **Arturo E. Osorio Fernandez**. "Understanding Cultural Differences in Development of International Business School Curriculum: Example of Entrepreneurship Courses in the U.S. and China (Submission 2754)."

Academy of International Business 2020 (AIB 2020) Conference, Miami, FL (Online: Live Author Showcase II) Jul 6-7.

Castro, L. (Chair), Settles, A., Duran, P., Neubaum, D., & **Arturo E. Osorio Fernandez**. "Family Entrepreneurship in Latin America: An International Perspective (Submission 138)." Academy of International Business Latin America 2020 Conference (AIB-LAC 2020), Miami, FL (Online: Interactive Synchronous Panel Session 6) June 30 - Jul 3-7.

Settles, A. & **Arturo E. Osorio Fernandez**. "Does University Support Encourage Students to Start Their Own Businesses? A Cross Cultural Analysis." United States Association for Small Business & Entrepreneurship (USASBE) Conference, Boston, MA January 3-7. Published online as *Abstract proceeding*.

**Jaideep Vaidya**. Gave a Keynote at the 2nd International Conference on Machine Learning for Cyber Security (ML4CS), Xi'an, China, September 20, 2019, on "Automating Security Configuration and Administration: A Machine Learning Perspective."

Gave a Keynote at the International Conference on Cyberspace Data and Intelligence (CyberDI 2019), Beijing, China, December 17, 2019, on "Privacy-preserving Analytics in the Big Data environment."

Gave a Keynote lecture at the IEEE/ACM International Symposium on Quality of Service, Hangzhou, China, June 16, 2020, on "Quality of Service aware Security and Privacy for Cloud and Edge Computing Environments."

Gave a Keynote at the 14th International Conference on Network and System Security, Melbourne, Australia, November 26, 2020.

### Rutgers faculty research appearing in top journals used in Financial Times ranking

**Hilal Atasoy** "Information Technology Skills and Labor Market Outcomes of Workers," *Information Systems Research*, forthcoming.

Hilal Atasoy, "The Role of Decision Support Systems in Attenuating Racial Biases in Healthcare Delivery," *Management Science*, online version, 2020.

Hilal Atasoy, "Impacts of Patient Characteristics and Care Fragmentation on the Value of Health Information Exchanges," *Production and Operations Management*, forthcoming.

**Arash Azadegan** "Friends or Colleagues? Communal and exchange relationships during stages of humanitarian relief," *Production and Operations Management*, online version, 2020.

**Ted Baker** "Startup Responses to Unexpected Events: The impact of the relative presence of improvisation," *Organization Studies*, online version, 2020.

Ted Baker, "Moving Contexts onto New Roads: Clues from other disciplines," *Entrepreneurship Theory and Practice*, online version, 2020.

**Michael L. Barnett** "Beyond good intentions: Designing CSR initiatives for greater social impact," *Journal of Management*, 2020.

**Helen L. Brown-Liburd** "The Ethical Implications of Using Artificial Intelligence in Auditing," *Journal of Business Ethics*, online version, 2020.

**John A. Cantwell** "Making connections: Social networks in international business," *Journal of International Business Studies*, 2020.

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John A. Cantwell, "The Local Co-Evolution of Firms and Governments in the Information Age," *Journal of International Business Studies*, 2020.

**Chao C. Chen**

"Human resource management and industrial relations in multinational corporations in and from China: Challenges and new insights," *Human Resource Management*, 2019.

**Soohyun Cho**

"Vertical Integration and Zero-Rating Interplay: An economic analysis of ad-supported and ad-free digital content," *Journal of Management Information Systems*, forthcoming.

**Xin (David) Ding**

"Service Mix, Market Competition, and Cost Efficiency: A longitudinal study of U.S. hospitals," *Journal of Operations Management*, 2020.

**David Dreyfus**

"The Impact of Planning and Communication on Unplanned Costs In Surgical Episodes of Care: Implications for reducing waste in hospital operating rooms," *Journal of Operations Management*, 2020.

David Dreyfus, "The Impact of Chain Organization Size on Efficiency and Quality of Affiliated Facilities – Implications for multi-unit organizational forms," *Production and Operations Management*, 2020.

**Priyank Gandhi**

"Financial Market Misconduct and Public Enforcement: The case of LIBOR manipulation," *Management Science*, 2019.

Priyank Gandhi, "Equity is cheap for large financial institutions," *Review of Financial Studies*, 2020.

Priyank Gandhi, "Yield Implied Volatility and Real Activity," *Journal of Financial Economics*, forthcoming.

**Ajai S. Gaur**

"Springboard Internationalization by Emerging Market Firms: Speed of first cross-border acquisition," *Journal of International Business Studies*, 2020.

Ajai S. Gaur, "Internalization Advantage and Subsidiary Performance: The role of business group affiliation and host country characteristics," *Journal of International Business Studies*, 2019.

**Michael N. Katehakis**

"Dynamic Inventory and Price Controls Involving Unknown Demand on Discrete Nonperishable Items," *Operations Research*, online version, 2020.

**Simi Kedia**

"Whistle Blowing, Forced CEO Turnover and Misconduct: The role of socially minded employees and directors," *Management Science*, 2020.

Simi Kedia, "Mutual fund board connections and proxy voting," *Journal of Financial Economics*, 2019.

**Jerry W. Kim**

"Halos and Egos: Rankings and interspecialty deference in multispecialty U.S. hospitals," *Management Science*, 2020.

**Kihyun (Hannah) Kim**

"What Drives Herding Behavior in Online Ratings? The role of rater experience, product portfolio, and diverging opinions," *Journal of Marketing*, 2019.

**Terri R. Kurtzberg**

"Sustaining Employee Networks in the Virtual Workplace," *Sloan Management Review*, 2020.

**Kyungha (Kari) Lee**

"Audit Partner Identification and Audit Quality," *Review of Accounting Studies*, forthcoming.

Kyungha (Kari) Lee, "The Effects of Subjectivity on Manager and Auditor Reporting," *The Accounting Review*, 2019.

**Daniel Z. Levin**

"Network Residues: The enduring impact of intra-organizational dormant ties," *Journal of Applied Psychology*, 2019.

Daniel Z. Levin, "Before They Were Ties: Predicting the value of brand-new connections," *Journal of Management*, 2019.

Daniel Z. Levin, "Sustaining Employee Networks in the Virtual Workplace," *Sloan Management Review*, 2020.

Daniel Z. Levin, "Network Brokerage: An Integrative Review and Future Research Agenda," *Journal of Management*, 2020.

**Zhengzi (Sophia) Li**

"Good Volatility, Bad Volatility, and the Cross Section of Stock Returns," *Journal of Financial and Quantitative Analysis*, 2020.

**Rose C. Liao**

"The Theory and Practice of Investor Relations: A global perspective," *Management Science*, online version, 2020.

**Ashwani Monga**

"Evolution of Consumption: A psychological ownership framework," *Journal of Marketing*, forthcoming.

**Darius Palia**

"Feedbacks: Financial markets and economic activity," *American Economic Review*, forthcoming.

Dan Palmon, Bharat Sarath, and Hua Christine Xin (U Louisville), "Bold Stock Recommendations: informative or worthless?" *Contemporary Accounting Research*, 2020.

**Sara Parker Lue**

"The Impact of Diversification on Task Performance: Evidence from kidney transplant centers," *Strategic Management Journal*, 2020.

**Andrea Tamoni**

"Mind the (Convergence) Gap: Forward rates strike back!" *Management Science*, forthcoming.

Andrea Tamoni, "Bond Risk Premiums with Machine Learning," *Review of Financial Studies*, online, 2020.

Andrea Tamoni, "Value Return Predictability across Asset Classes and Commonalities in Risk Premia," *Review of Finance*, online version, 2020.

Andrea Tamoni, "Measuring Horizon-Specific Systematic Risk via Spectral Betas," *Journal of Financial Economics*, forthcoming.

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Andrea Tamoni, "Fiscal Policy Driven Bond Risk Premia," *Journal of Financial Economics*, 2020.

**Miklos Vasarhelyi**

"The Ethical Implications of Using Artificial Intelligence in Auditing," *Journal of Business Ethics*, online version, 2020.

Miklos Vasarhelyi, "Machine learning improves accounting estimates: evidence from insurance payments," *Review of Accounting Studies*, online version, 2020.

**Jian Yang**

"Dynamic Inventory and Price Controls Involving Unknown Demand on Discrete Nonperishable Items," *Operations Research*, online version, 2020.

**Yuzhao Zhang**

"Capital Asset Pricing with a Stochastic Horizon," *Journal of Financial and Quantitative Analysis*, 2020.

**Yao Zhao**

"Incentives and Gaming in Collaborative Projects under the Risk Sharing Partnership," *Manufacturing & Service Operations Management*, online version, 2020.

Yao Zhao, "Optimal Selling Policies for Farmer Cooperatives," *Production and Operations Management*, 2019.

## Sample of grants awarded to faculty and programs in 2019-2020



Funding Agency	School /Center	Recipient	Award Amount
National Science Foundation	Rutgers Institute for Data Science, Learning, and Applications	Vijay Atluri	\$749,384.00
National Science Foundation	Management Science and Information Systems	Mert Curbuzbaalaban	\$464,412.00
Robert Wood Johnson Foundation	Rutgers Business School	Michael Barnett	\$450,000.00
Surdna Foundation, Inc.	The Center for Urban Entrepreneurship and Economic Development	Lyneir Richardson	\$370,000.00
Jersey City	Supply Chain Management	Kevin Lyons	\$181,750.00
Prudential Foundation	The Center for Urban Entrepreneurship and Economic Development	Lyneir Richardson	\$175,000.00
Robert Wood Johnson Foundation	Supply Chain Management	Kevin Lyons	\$173,712.00
National Science Foundation	Management and Global Business	G. Christopher Crawford	\$172,094.00
Department of Health	Supply Chain Management	Alok Baveja	\$141,947.00
Department of Education	Supply Chain Management	William McLaury	\$132,676.00
Cove Interior Design	Supply Chain Management	Lian Qi	\$100,000.00



# Rutgers



## Boosting partnerships with Newark area hospitals

Kevin Lyons, director of Public Private Community Partnerships (PPCP) and a professor of professional practice in supply chain management, became a vital point person for 12 area hospitals struggling to replenish supplies of protective masks and gowns as the spread of COVID-19 intensified across the region.

Lyons established a web-share database that hospitals used to identify alternate, local suppliers, including a 3-D printer business in Newark. In some cases, Lyons saw local manufacturers modify their operations to produce items – hand sanitizer and protective face shields, for example – that were suddenly needed in huge amounts.

Rutgers Business School's PPCP was created to put muscle behind the idea that anchor institutions could

play a bigger role in the economic development of the Newark area by fostering a “buy-local” philosophy. The hospitals were already working with Lyons and PPCP. Now, the requests were more urgent.

Lyons said PPCP had made lots of inroads, but it wasn't set up for the magnitude of the COVID-19 Crisis, which included a request for one million isolation gowns. Retelling the story, Lyons still seemed struck by the magnitude of the request and the need. “I thought I could find 1,000 – if I were lucky,” he said.

With the help of Anthony Taitt, an assistant professor of professional practice on the supply chain management faculty at RBS, Lyons was able to connect with Healthcare Ready, a non-profit organization that helps to strengthen healthcare systems

during disasters. Meanwhile, Barry Turner, a part-time lecturer in the supply chain management department who works full-time at Teva pharmaceuticals, worked to secure donations from his company.

The thinking behind “hire, buy, live” in Newark was informed by Lyons’ extensive research into the breadth and depth of Newark’s network of more than 400 manufacturers. Lyons’ work with regional collaborators to improve key business functions of Newark-based manufacturers such as – supply chain and logistics, workforce development, business development strategies, new decision-making tools for industrial production databases, and new ways to analyze customer demand – has been crucial to help meet the challenges posed by the pandemic.

Rutgers Business School professor Kevin Lyons was able to help connect Newark-area manufacturers with area hospitals to meet the challenges of the pandemic.



Newark-based Unionwear, a manufacturer of union created “Made in USA” hats, bags and binders for the promotional, fashion and uniform markets, produced 8,000 to 10,000 face shields per day to assist during the COVID-19 pandemic and protect health care workers.



Pivoting from distilling spirits to making hand sanitizer in Newark, All Points West Distillery provided crucial disinfectant to protect workers in area medical clinics, St. Michael's, EMT, firehouses, the Red Cross and other organizations.

Rutgers

### With grace and anticipation, a senior looks to the future

"The next phase of my life will be an exciting journey no matter how severely COVID-19 has impacted what that will look like," said Paige Johnson, BS Marketing, '20. While disappointed that she starts working at BASF remotely rather than doing rotations at BASF sites across the country, she is determined "to make the best out of this very uncertain situation we are in as a global society."



### Alumnus pivots 3-D printing business to make protective gear

Rahul Anand, BS Marketing, '17 Founder and CEO of Mighty Me, 3-D Printing Manufacturing, Newark, N.J. said, "Everything was shutting down. We thought about doing contingency planning, but we had to help produce PPE for healthcare workers first."

"The online community for 3-D printing is very strong," he said. "I saw that someone in the Czech Republic came up with a design for a mask, so I sent him a message asking why not share it. He did, so we started using it. I started a GoFundMe campaign to generate money for more materials because we only had so much. My team of three people started printing masks." The effort produced 1,500 masks and 3,000 shields by May.

"I get goosebumps thinking about the relationships I've made at Rutgers Business School. These relationships have been some of the best relationships of my life. Fifty to 60 percent of the money we raised on GoFundMe came from Rutgers Business School professors."



Rutgers Business School alumnus and entrepreneur Rahul Anand



### Workshop for small business owners impacted by pandemic

Rutgers Business School's Center for Urban Entrepreneurship and Economic Development (CUEED) held a workshop-style webinar to share ideas for how small business owners can try to survive the coronavirus pandemic.

CUEED Executive Director Lyneir Richardson said that the webinar provided some techniques and tools for how to stay in business during this time of uncertainty – how to think about government assistance, how to maintain optimism, how to have conversations with landlords and lenders, how to create a roadmap to recovery.



Rutgers Executive MBA student Jeffrey Jhang

### Rutgers EMBA is working on powerful new test to battle COVID-19

Rutgers Executive MBA student Jeffrey Jhang is part of a team of researchers at Mount Sinai Hospital in New York City who are developing a new test that shows promise of being a powerful weapon against COVID-19.

Jhang, who completed the EMBA program at Rutgers Business School last May, was interviewed by the NBC News Today program as part of a story on the cutting-edge test that could help make a life-saving technique into an even more powerful weapon.

### Tracking COVID-19 with a new app that assures user privacy

A multi-disciplinary team of Rutgers professors developed the COVID Nearby app that allows individuals to report coronavirus symptoms with an assurance of privacy.

In late April, the National Science Foundation awarded a \$199,597 grant to the team led by Rutgers Business School's Jaideep Vaidya, the director of the Rutgers Institute of Data Science, Learning and Applications, and a professor of management science and information systems. Vaidya is working with Rutgers Business School professor Periklis Papakonstantinou and Professor Vivek Singh of the School of Communications and Information and Stephanie Shiau from the School of Public Health. Rutgers Business School Ph.D. student Hafiz Asif and Julian Jarrett from Lutron Electronics are also part of the research team.

Vaidya said crowdsensing technology has been used to track the spread of the flu, but the coronavirus pandemic created an urgency to incorporate privacy enhancements. He saw the potential to collect data from the public in real-time as an alternative to testing that would inform both users and policymakers.

Professor Singh said, "It is critically important to understand the end user's expectations of privacy in extreme health scenarios to allow for better design of tracking applications in this pandemic and resilience planning for future extreme events."



Professor Jaideep Vaidya



Professor Rudi Leuschner

### Professor: COVID-19 outbreak testing supermarket supply chains

Consumers continue to encounter one of the cascading effects of the COVID-19 outbreak at the supermarket, where products such as eggs, baby formula, paper towels and toilet paper have been in short supply. The scarcity of some products is a result of different factors, including the coronavirus-related shutdown of manufacturing plants and consumer hoarding.

Professor Rudi Leuschner, who teaches supply chain management at Rutgers Business School, said he believes most of the shortages are consumer driven and are likely to be short-lived.

"In the short term, because people are stocking up and buying so much, it's going to have some effect," said Leuschner. "Right now, most people are also limiting their trips to the supermarket so when they go, they're buying half the store. This should peter out once people feel confident that they can go back to the store more often and they'll always be able to get more."



Meat was scarce in supermarkets after several processing plants closed due to COVID-19 cases among workers.

Rutgers

## New Jersey's supply chain issues in pandemic become project for graduate students

As the coronavirus spread across New Jersey in April, demand for personal protection equipment soared on the front lines, quickly creating alarming shortages across the state.

The lack of protective supplies and then a flood of donations and federal stockpile put the state government in an unfamiliar role of supplier and distributor, supply chain functions that it was not equipped to handle.

For help, state officials turned to Rutgers Business School's Center for Supply Chain Management. Now, the supply chain issues that created the troubling PPE shortages are driving a semester-long project for a group of Rutgers Business School graduate students.

"This project is like nothing we've ever done," said Professor John Impellizzeri who leads the Center for Supply Chain Management. "To be talking about the opportunity for students to do predictive modeling around the deployment of PPE in the midst of a pandemic, it couldn't be more relevant."

Impellizzeri worked with state officials from the Department of Innovation to assemble a steering committee, which included two of the center's board members from industry, Helen Davis of Estée Lauder and Manish Airen of Panasonic.

Within weeks, the group suggested that the state needed the type of software platform used by industry to provide end-to-end visibility of the state's PPE supply chain.

Davis, senior vice president of global supply chain, manufacturing, for The Estée Lauder Companies, said it didn't seem like enough just to provide recommendations for what could be done better.

## STUDENTS FROM TWO SPECIALTY MASTERS PROGRAMS ARE PILOTING SOFTWARE PROGRAMS THAT COULD BE USED TO ENSURE THE SAFETY OF FRONTLINE WORKERS IN ANOTHER OUTBREAK OF COVID-19.

"It would be much better if we could actually develop a platform for the State of New Jersey to help manage the entire supply chain thereby also preparing for other potential crises or needs beyond PPE," she said.

Professor Joseph Agresta, who works with companies to generate suitable ideas for the three-credit industry client project class, targeted students in the Master of Science in Healthcare Analytics and Intelligence Program and the Master of Science in Supply Chain Analytics Program. There was a catch: The work would begin Aug. 1, more than a month before regular classes resumed for the fall. Still, Agresta said the response from students was "overwhelming."

Cheryll Jarvis, a nurse in the Master of Healthcare Analytics and Intelligence Program, was among the students who jumped at the chance to work on the project.

When the COVID-19 Outbreak occurred, Jarvis was re-assigned from the cardiac unit at Robert Wood Johnson to the front line, treating patients in the hospital's Intensive Care Unit. "I've been a nurse for 24 years, and it was the worst thing I've ever seen," she said. "There was just so much death."



Graduate student Khushali Sureja



Graduate student Shaun Gilson



Graduate student Cheryll Jarvis

Shaun Gilson, who is expected to complete a master's degree in Supply Chain Analytics this year, said the project has allowed him to dive deeper into supply chain, applying concepts from his classes in operations analysis and project management. "It's been eye-opening," he said.

Khushali Sureja, who is in the Master of Healthcare Analytics and Intelligence Program, said she has family members in healthcare who told her firsthand about the horrors of the shortages.

"Hospitals were really struggling," she said. "I literally jumped at the chance to be part of the project."

Jarvis said the project is daunting, requiring her to learn a lot about supply chain concepts and how data drives decision-making. "My experience drove me to want to be part of the project," she said. "I hope this will help in another crisis. What I went through was scary."



Rutgers

## EMBA alumni battling COVID-19

Dolly Abraham, Josh Bershad, and George Safran are among the Rutgers EMBA alumni working in healthcare who found themselves in the middle of an effort to treat the overwhelming number of victims in the coronavirus pandemic while trying to protect everyone in their hospitals.

Rutgers Business School is showcasing alumni on the frontlines of the fight against COVID-19 in a social media campaign called #RBSAlumniRiseUp.



George Safran,  
Executive MBA '00



Dolly Abraham,  
Executive MBA '16



Josh Bershad,  
Executive MBA '06



## Journalists turn to Rutgers Business School professors for answers and expertise



In the weeks after the coronavirus pandemic began its spread across the U.S., the impact on the financial markets, small businesses and the economy created a higher than usual demand for answers and expertise.

Journalists turned to Rutgers Business School for professors who could provide commentary about Wall Street's gyrations, shortages in supermarkets, the survival of small businesses and the decision-making of executives announcing employee pay

cuts. Several reporters also sought out Rutgers Executive MBA student Dr. Jeffrey Jhang, who played a critical leadership role in developing a COVID-19 antibody test in the midst of the pandemic.

This is a listing of many of the media outlets that quoted Rutgers Business School professors for coronavirus-related stories beginning in mid-March when the COVID-19 Outbreak caused a shutdown in the Northeast.

### Associated Press

"Teams and Leagues drawing up employee game plans on the fly,"  
**Denis Hamilton** (Management and Global Business)

### The Star-Ledger (NJ.com)

"A proposal to stop pandemic calls for dramatic restrictions,"  
**Alok Baveja** (Supply Chain Management)

### NJTV

"Stock market plunge triggers a trading halt,"  
**Farrokh Langdana** (Finance and Economics)

### NorthJersey.com

"Coronavirus fears triggered stock market circuit breaker,"  
**Dan Weaver** (Finance and Economics)

### The Star-Ledger (NJ.com)

"New restaurants struggle to survive in age of coronavirus,"  
**Lyneir Richardson** (Management and Global Business)

### Jewish News Syndicate

"Jewish businesses start to feel heat as coronavirus affects product acquisition, sales,"  
**Rudi Leuschner** (Supply Chain Management)

### ROI-NJ.com

"Pharma companies were ready for break in supply chain from China,"  
**William McLaury** (Supply Chain Management)

### The Boston Globe

"What's needed to prevent economic disaster during coronavirus pandemic?"  
**Morris Davis** (Finance and Economics)

### Fox News

"Truckers keep on trucking during coronavirus pandemic,"  
**John Impellizzeri** (Supply Chain Management)

### China Global Television Network

"Medical equipment shortage in the U.S.,"  
**Xin (David) Ding** (Supply Chain Management)

### Supply Chain Dive

"Behind the pivot to make coronavirus relief supplies,"  
**John Impellizzeri** (Supply Chain Management)

### NJ.com

"Supplies of drugs used to treat coronavirus patients are running low in N.J.,"  
**William McLaury** (Supply Chain Management)

### USA Today

"Baby formula shortages easing after coronavirus panic buying,"  
**Rudi Leuschner** (Supply Chain Management)

### NJTV

"Life after the COVID-19 Crisis,"  
**Farok Contractor** (Management and Global Business)

### The New York Times

"What you need to know about the COVID-19 antibody test,"  
**Dr. Jeffrey Jhang** (Executive MBA student)

### Medium

"Zoom calls are wearing us out. Here's the fix,"  
**Terry Kurtzberg** (Management and Global Business)

### MarketWatch

"Chipotle, Cinemark, Dunkin, among companies getting big boost from tax provision in CARES Act,"  
**Jay Soled** (Accounting and Information Systems)

### Crains

"The giant medical products company is unknown no more,"  
**Xin (David) Ding** (Supply Chain Management)

### Voice of America

"Pandemic exposes perils of global reliance on China for Drug Supplies,"  
**William McLaury** (Supply Chain Management)

### Harvard Crimson

"Harvard management company invests in new biopharmaceutical companies, including COVID-19 vaccine hopeful,"  
**John Longo** (Finance and Economics)

### The Wall Street Journal

"Drug makers race to build COVID-19 vaccine supply chain,"  
**William McLaury** (Supply Chain Management)

### Health News Digest

"Tracking COVID-19 with a new app that assures user privacy,"  
**Jaideep Vaidya** (Management Science and Information Systems)

### Leader's Edge

"Come in. We're Open – Can insurtechs help their clients to survive the new normal?"  
**Jeffrey Robinson** (Management and Global Business)

*The New York Times*

"Black business owners had a harder time getting financial aid,"  
**Jerome Williams** (Marketing)

*Washington Examiner*

"Supply chains to shift in the wake of coronavirus,"  
Alok Baveja (Supply Chain Management)

*ROI-NJ*

"Pandemic has shown how international business, particularly if its  
focused on one country, can change overnight,"  
**Denis Hamilton** (Management and Global Business)

*Working Mothers*

"Four steps to negotiating with your kids – and minimizing conflict,"  
**Terry Kurtzberg** (Management and Global Business)

*CEO Magazine*

"The true impact of COVID-19 on women in the workplace,"  
**Kristina Durante** (Marketing)

MSN Money: "Holiday shopping as we know it is over – just ask seasonal  
workers," Ashwani Monga (Marketing)

*Forbes*

"Black women were among the fastest-growing entrepreneurs –  
then COVID-19 arrived,"  
**Jeffrey Robinson** (Management and Global Business)

*NJ Spotlight*

"Jersey-made N95 masks will protect front line in second  
COVID-19 wave,"  
**Kevin Lyons** (Supply Chain Management)

*MarketPlace*

"Grocers are scrambling to face another pandemic panic,"  
**Rudi Leuschner** (Supply Chain Management)

*Business Insider*

"Some working mothers have been more productive during  
the pandemic,"  
**Kristina Durante** (Marketing)

*NJ Business Magazine*

"Black-owned businesses remain resilient in the midst of  
coronavirus pandemic,"  
**Lyneir Richardson** (Management and Global Business)

*USA Today*

"As schools shift to online learning, what should they do  
about cyberattacks,"  
**Jaideep Vaidya** (Management Science and Information Systems)

Rutgers



## Professor's first book is a guide to becoming a consumer psychologist

Marketing professor Ashwani Monga, who is currently serving as provost and executive vice chancellor at Rutgers University-Newark, completed his first book *Becoming a Consumer Psychologist*. Monga and his co-author, Rajesh Bagchi, who is the marketing department chair at Virginia Tech, offer insights about different programs that train consumer psychologists, and highlight various professions where consumer psychology can be applied.

"Consumer psychologist is not a title that people use on their business cards, but (consumer psychology) is an integral component of many professions," said Monga. "There are broadly two main groups. One group is university faculty who generate new knowledge about consumers and then share such knowledge with their students. The other group is of those who apply this knowledge in the marketplace."



Marketing professor Ashwani Monga



# Her child's comment sparks \$5M multicultural business

A CASUAL COMMENT BY HER THREE-YEAR-OLD SON IN 1984 WOULD CHANGE THE TOY MARKET FOREVER.

"Mommy, I can't be a superhero because He-Man is white."

Assistant Professor of Professional Practice Yla Eason's initial thought was to buy her son a Black action figure; however, she quickly found that there were none. She spoke with other mothers who said that the absence of a Black action figure for their sons to play with was a concern to them as well. "That started me researching the toy industry," Eason said.

Eason's research proved that there was a growing market and an unmet need for multi-cultural action figures and dolls. None were being produced at the time so she decided that she would make them. "It helped that I had earned my MBA from Harvard Business School; had a business background, understood an approach and a method of how to work through these things," Eason said. "My then-husband had been working with MESBICS - Minority Enterprise Small Business Investment Companies, which had recently been started by the Nixon administration, to increase the number of African-Americans who were in business. So he had first-hand business knowledge, understood finance, and had networks."

Eason started by selling the figures to friends and at barbershops and beauty salons. After proving that the action



Eason's research proved that there was a growing market and an unmet need for multi-cultural action figures and dolls.

figures sold, she approached the larger retailers, eventually growing the company to \$5 million in sales, with worldwide distribution in major retailers.

"I bring my full experience and scholarship to my teaching in the Department of Marketing and in the Master of Science in Digital Marketing program at Rutgers Business School. I talk about everything that I did related to economics, market research, promotion, advertising, finance, supply chain, selling. That is the approach that I bring to my teaching: not just the academic but also the practical. Because I have done it: I have taken an idea, made it happen and ran a successful business."

Eason started by selling the figures to friends and at barbershops and beauty salons.

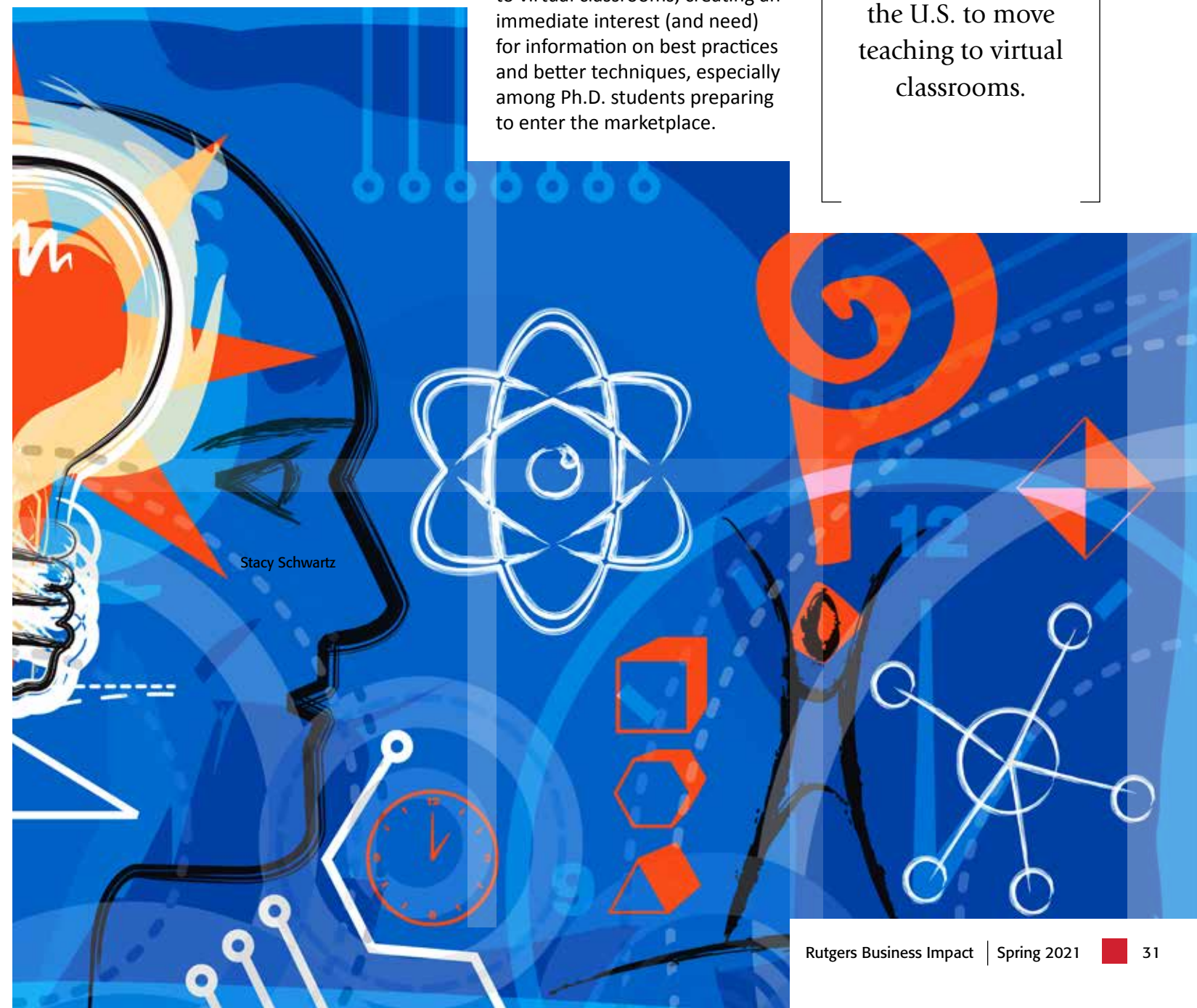


# Online doctoral workshop draws worldwide audience

Rutgers Business School's first Online Doctoral Workshop on Supply Chain Analytics attracted nearly 600 participants from around the world who connected to learn better methods of teaching virtually and the post-pandemic landscape for teaching jobs in academia.

Professor Yao Zhao organized the workshop because of his own interest in improving how supply chain analytics is taught. The timing of the workshop could not have been better. The coronavirus pandemic caused higher education institutions across the U.S. to move teaching to virtual classrooms, creating an immediate interest (and need) for information on best practices and better techniques, especially among Ph.D. students preparing to enter the marketplace.

The coronavirus pandemic caused higher education institutions across the U.S. to move teaching to virtual classrooms.



Stacy Schwartz





## Professor Chao Chen wins 2020 Best Paper Award for Organizational Behavior

Chao Chen, professor and vice-chair of the Department of Management & Global Business, and his co-authors won the 2020 Best Paper Award from the Organizational Behavior (OB) Division at the annual conference of the Academy of Management (AOM).

This award recognizes the empirical and/or conceptual paper submitted to the AOM Conference that offers the most significant contributions to the field of organizational behavior.

"About 1,000 papers are typically submitted to the OB Division, so to be selected as the best one is incredibly impressive," said Lei Lei, Dean of Rutgers Business School.



## MBA students can now enhance degree with STEM designation

Rutgers Business School is enhancing its traditional MBA program with an optional STEM designation that offers students the ability to focus on technology and analytic skills demanded in a changing work world.

While Rutgers has taught rigorous data-driven analytical skills as part of its management education for the past 64 years, the STEM (Science, Technology, Engineering and Math) MBA designation reflects a recognition of the increased importance for business leaders to have a solid understanding of how to use data analytics and innovation to drive decision-making.

"We have taken another giant step toward building a strong business school for the future of work," said Rutgers Business School Dean Lei Lei. "The STEM designation will provide our students with a competitive edge to excel on the job market, and our corporate partners will know they can hire the digital-era talent that they need to make data-driven decisions and become innovative leaders in their organizations."

The STEM degree is an option for students in the Rutgers Full-Time and Part-Time MBA programs as well as the Executive MBA program. International students who complete the STEM MBA (like other STEM programs) are eligible to work up to three years in the U.S. without requiring sponsorship from an employer.

The option allows students to pursue any of the traditional concentrations of study, such as supply chain management or marketing, but requires them to incorporate at least 50 percent of their program credits from curriculum identified as STEM.

Doug Miller, associate dean of MBA programs and an associate professor of management, said the STEM designation was a natural step because Rutgers Business School was already providing the courses and experiences that would help students develop data-driven analytic skills for business use.

"The ability to make data-driven decisions involves analysis of situations as well as data," Miller said. "At Rutgers Business School, we're providing students with critical thinking and leadership qualities as well as technical skills."

"The increasing demand for such skills allows Rutgers Business School to leverage its strengths in new ways to make this learning available to more students," Miller said.



## Ph.D. student and her adviser win "best paper" prize in Europe

Rutgers Business School Distinguished Professor John Cantwell and Ph.D. student Sarah Edris received the prestigious Danny Van Den Bulcke Best Paper Prize at the European International Business Academy Conference. The paper, which draws on Cantwell's expertise and Edris's dissertation work, looks at the formation of knowledge networks within the international pharmaceutical industry.

"She reconfigured data that I had collected and substantially extended it to look at companies with more depth," Cantwell said. "What she has been able to do is to articulate rather clearly a kind of synthesis of social network research."



Traditional concentrations of study may be supplemented with classes that will teach students data decision-making skills relevant to all industries.

## New Doctorate of Business Administration offers unique credential for senior executives

THE PROGRAM IS A PRACTITIONER'S PH.D., TAILORED FOR PROFESSIONALS WITH EXTENSIVE MANAGERIAL OR TECHNICAL EXPERIENCE WHO ARE INTERESTED IN SECOND CAREERS.

**R**utgers Business School launched a Doctorate of Business Administration Program (DBA), creating an impressive new credential for executives with ambitions of occupying corner offices and for more senior executives with hopes of reinventing themselves as tenure-track professors.

"The Doctorate of Business Administration Program aims to equip graduates with tools, techniques and

critical-thinking skills that can be used to solve the increasingly complex problems encountered now and in the future," said Professor Suresh Govindaraj, the program director.

Unlike a traditional Ph.D., which focuses heavily on academic and theoretical research, and prepares students almost exclusively for roles in academia, the Rutgers DBA is a practitioner's doctoral for professionals with extensive managerial or technical experience who are interested in learning and applying relevant theoretical concepts to business problems and economic issues.

After the successful completion of a year's worth of coursework, students will focus on their dissertation. Program administrators expect individuals to begin their studies with

a clear idea of a problem they want to solve or an issue they wish to address. Dissertation topics are not restricted to business challenges, but may extend to issues that impact society.

Ideal candidates for the program include mid-career professionals who want to move into higher roles within their company, academics who would like to establish themselves as authorities in their field in order to work as consultants, and senior-level executives who want to parlay their experience into a second career as a professor or consultant.

Candidates are also expected to have an MBA or equivalent master's degree with substantial work and extensive decision-making experience in their field of study.

The program will offer the resources of the entire university while

combining the strengths of various departments within Rutgers Business School, including accounting, finance, management science and information systems, marketing, management and global business, and supply chain management. Course material will cover contemporary topics such as machine learning and Big Data.

"The Rutgers Doctorate of Business Administration Program aims to equip graduates with tools, techniques and critical-thinking skills that can be used to solve the increasingly complex problems encountered now and in the future."

- Professor Suresh Govindaraj

Professor Govindaraj, who earned his Ph.D. from Columbia University, also brings years of teaching and scholarly research experience to the DBA program. He has published research papers in leading accounting, finance and economic journals.

And for years, he has taught Financial Accounting and Financial Statement Analysis to working professionals studying in the Rutgers Executive MBA program where he is affectionately known as the grandmaster of forensic accounting.

He is currently director of the Rutgers Ph.D. program and has supervised a number of doctoral students with work on their theses.

Professor Govindaraj said graduates of the new DBA will be recognized as experts in their chosen area. "They will have credibility as an authority," he said.



Graduates of the Doctorate of Business Administration program will be recognized as experts in their chosen area.

## Students from Brazil visit to learn how America does business

Rutgers Business School hosted a delegation of graduate students from Brazil who came to the U.S. to learn about public-private partnerships and other American business practices.

The immersion program was custom-designed for the group by Douglas Miller, associate dean for MBA programs, and run by Dietrich Tschanz and Monica Giron of RBS International programs.

The students are all working executives studying at Brazil's FGV-EBAPE, (Escola Brasileira de Administração Pública e de Empresas da Fundação Getúlio Vargas), an elite school that trains leaders from Brazilian society. The group attended lectures, traveled to Trenton, visited the New York Federal Reserve and the Port of New York and New Jersey.



## Master of Healthcare Analytics and Intelligence prepares students for analytical roles in healthcare

THE HEALTHCARE INDUSTRY HAS A DEMAND FOR PROFESSIONALS WHO CAN INTERPRET AND EXPLAIN DATA SO INSURERS AND HEALTHCARE PROVIDERS CAN USE IT TO TRANSFORM PATIENT CARE AND THE INDUSTRY ITSELF.

**R**utgers Business School offers a Master of Science in Healthcare Analytics and Intelligence to provide specialized and sought-after analytical skills to individuals interested in mining and explaining data that is transforming the healthcare industry.

The program familiarizes students with the healthcare industry, equips them with the skills to work with industry-specific data and enhances their business acumen, empowering them to communicate effectively about how data can be used to improve operations and patient care.

As the healthcare industry is able to unlock an increasing volume of rich, integrated data about patient records, hospital operations, and medical expenses, it also has a growing demand for professionals with the skills to access, interpret and explain the data so it can be put to use by insurers, healthcare providers and

other organizations in the extended healthcare supply chains.

The Master of Science in Healthcare Analytics and Intelligence is tailored for recent college graduates who possess strong analytic skills, as well as career changers – individuals with relevant backgrounds or analytics experience who want to work in the healthcare industry. The program is also designed for new physicians and nurse practitioners interested in differentiating themselves with the ability to leverage health data to improve patient care.

“We want to produce professionals who are not only equipped with technical skills to process and analyze healthcare data for insights but also who are able to interpret and visualize such insights in meaningful ways for their executive teams and stakeholders,” said Professor Xin “David” Ding, the program director.

The Master of Science in Healthcare Analytics and Intelligence is tailored for recent college graduates who possess strong analytic skills.

## Fellowship created for Rutgers graduate pursuing Master of Business of Fashion

When the idea for a Business of Fashion program was proposed at Rutgers Business School nearly six years ago, Beverly Aisenbrey, a Rutgers MBA alumna serving on the dean’s board of advisors, remembers taking an immediate interest in the presentation.

Aisenbrey became one of the most ardent champions of the Master of Science in Business of Fashion Program. She joined the executive board of the Center for Business of Fashion, a research and industry-related center that provides input into the program curricula. She has also used her connections and influence to bring impressive industry leaders onto the board.

Now, she supports the program in a new way by creating a \$100,000 fellowship for eligible Rutgers alumni admitted to the Master of Science in Business of Fashion Program.

“The fact that I’ve been so close to the program and helped to build it energizes me,” Aisenbrey said. “Any advantage I can give the program, I want to do.”

The Beverly Aisenbrey Business of Fashion Merit Fellowship will award \$25,000 to one part-time or full-time graduate student coming into the program. Applicants must be graduates of Rutgers University, including Rutgers Business School.

Tavy Ronen, a Rutgers Business School finance professor and the director of the Business of Fashion program and the Center for Business of Fashion, said, “What’s so fantastic is that Beverly, who had this incredible success in business, is creating a fellowship to help someone become a leader in business for a new generation.”



Beverly Aisenbrey

“The fact that I’ve been so close to the program and helped to build it energizes me,” Beverly Aisenbrey said. “Any advantage I can give the program, I want to do it.”



Beverly Aisenbrey (right) pictured with Rutgers professor Tavy Ronen (center) and professor Grace Lepone of Australia’s Macquarie University.



## STORIES OF RESILIENCE, RESOURCEFULNESS AND RESPONSIBILITY



### Student credits B-STAR program for helping her to succeed

The Business Student Transition at Rutgers (B-STAR) program not only gave Jasmine Clarke a jump on her college career, but on her professional one.

Through B-STAR, Clarke learned the ropes of college life and earned six credits before starting her freshman year at Rutgers. As a senior, she secured a post-graduation job as a risk analyst for Goldman Sachs.

"The B-STAR program gave me guidance and helped me map out a vision for my college career and beyond," Clarke said.

Charles A. Brown, assistant dean for diversity programs, said Clarke embodies Rutgers Business School's three R's – responsible, resourceful and resilient. "Jasmine is a go-getter who has risen to the challenge time and time again," Brown said. He said he has watched her grow from a shy freshman into a campus leader who mentors fellow students.

In its sixth year, the award-winning B-STAR program supports high-performing students admitted to RBS. About 120 students are currently in the program at the two campuses, Brown said.

## Graduating senior is awarded Fulbright Scholarship

When the letter from the Fulbright Scholarship Board arrived in April, it was the first good news Rutgers Business School senior Neidelyn Pina had received in weeks.

During a spring when the traditional milestones of senior year were being erased one after another, Pina's selection as a Fulbright Garcia Robles Scholar was a sign that some of her plans and dreams around graduation were still possible.

The Fulbright experience will immerse her in the business world of Mexico, allowing her to work in a variety of companies, improve her Spanish language skills and learn the business culture of Latin America.

"This will be a really helpful experience," said Pina, who studied accounting and real estate at Rutgers Business School-Newark.

For the 21-year-old, the first of her family to attend college, the prestigious international scholarship is a culmination of four years of class work and a diligent pursuit of opportunities to enrich herself, from student leadership positions and internships to programs outside Rutgers like the America Needs You Fellowship for low-income students.

The Fulbright scholarship – like nearly everything – has been altered by the global health crisis. The program will be postponed and shortened, but Pina expects it will fit with other plans she has for the start of her career, including a full-time job offer at Deloitte.

Lisa Kaplowitz, a professor of professional practice in finance and economics, was excited by the news. "Only the best of the best is awarded the Fulbright," Kaplowitz said. "I am so proud of her."



Accounting major Neidelyn Pina said the Fulbright will better prepare her to do business with Latin American clients.



## Students get deeper appreciation for scholarships

The Rutgers-Newark Scholars Workshops Program held its fifth workshop for student scholarship recipients in downtown Newark. The workshops give students a chance to learn about private philanthropy and the generosity of Rutgers donors. Nearly half of the 57 workshop attendees, or 25 scholars, were Rutgers Business School students. Those students were the beneficiaries of 22 different Rutgers Business School scholarships, including the Judith Fay Ross Memorial Scholarship, which was established by the estate of Ross, a late Rutgers Business School staff member. Her generosity has provided scholarships to 429 students since 2010.

-Nicolle Williams



## MBA student's excitement for business problem helped her win award

Rutgers MBA student Livonia Mitchell was awarded the "Best Presenter" award in the National Black MBA Association's annual case competition.

Mitchell, an engineer who works as director of operations excellence at Ports America, said she believes her passion for case was evident, resulting in her winning the "Best Presenter" award. "The story really spoke to me," Mitchell said. "I connected with it. I think a lot of that came out."

The competition required the participating teams to explain how Fiat Chrysler could make a subscription car program profitable. The students had to develop a business model as well as a marketing plan for the company.

In addition to Mitchell, Rutgers Business School was represented by MBA students Shanee Porter, Chandan Dhal and Jamar Negron. The students competed against teams from 36 other schools in the Fiat



Rutgers MBA students Jamar Negron, Chandan Dhal, Shanee Porter and Livonia Mitchell in Houston.

Chrysler Automobiles-sponsored event in Houston.

Mitchell is a student in the Part-Time MBA Program and expects to declare a concentration in Strategy

and Leadership. It was her first case competition.

The Rutgers team was advised by marketing professor Yla Eason and Al Turner, assistant director of MBA Graduate Admissions.



## Student's resiliency pays off with internship, full-time job

Rutgers Business School began showcasing undergraduate and graduate students who accepted full-time job offers in a 2020 social media campaign called #RBSdreamjob. The undergraduate campaign kicked off with Vita Viran, who studied finance and marketing. Her hunt for an internship involved applying to more than 200 companies. Viran landed a summer internship at Wells Fargo after spotting the opportunity on the Rutgers Handshake App. Wells Fargo offered her a full-time financial analyst position in its commercial banking division when her internship ended. Proof of her resiliency: "I got disheartened for a while, but instead of being negative about what was happening, I used the advice and experiences from my interviews to make myself better."

## Executives and alumni help coach women's golf players for business world

By Ana Cortes and Carrie-Ann Lee

As seniors, we have seen the Rutgers Women's Golf program grow tremendously over the last three years. We climbed more than 60 spots in the national rankings, while holding the top team GPA among all Power 5 conference golf programs since 2018 and helping others by performing more than 320 hours of community service each year.

We continue to raise the bar in our athletic and academic pursuits, but we also began to consider our lives after graduation. With ambitious goals in mind, we started forming our personal brands with the help of Rutgers Business School alumnus Bill Downey. Coach (Kari) Williams and Bill created the bRandU curriculum for our team to understand and grow our personal brands while also developing our professional networks.

The sessions gave us a strong base to build upon and led to the EAGLE (Executive Alumni Guiding Leadership Excellence) panel initiative. The EAGLE panels were an eye-opening experience that exposed us to a great group of highly successful female professionals from various industries.

During a lesson on negotiation skills, we built upon our initial discussions and dove deeper into strategies for salary and performance reviews. It was empowering to hear about real life situations, and we left with tools to better position ourselves during the hiring process.

The EAGLE panels and our career development sessions have been an inspiring and enriching experience for us, and we

treasured the opportunity to learn from successful, hard-working women who had so much advice to offer. These women have become key connections in our professional networks and models of success for us. As such, we aspire to one day be resources for other women as well.

Ana Cortes and Carrie-Ann Lee were co-captains of the Rutgers Women's Golf Team. They graduated in May 2020.



Members of the Women's Golf Team receive coaching on the importance of having strong individual brands, of networking and working with mentors.



The Rutgers Women's Golf Team with Coach Williams, RBS alumnus Bill Downey and some of the professionals who spoke to the team.

## After winning Rutgers prize money to carry out major expansion, student entrepreneur faces challenge of COVID

ANTON KOGAN FACED HIS BIGGEST TEST YET AS A BUSINESS OWNER JUST WEEKS AFTER MAKING HISTORY BY WINNING HIS SECOND FIRST-PLACE PRIZE AT THE ANNUAL BUSINESS PLAN COMPETITION.

Only days after MBA student Anton Kogan won the Rutgers Business Plan Competition, his Amazon-like retail distribution company started to experience a dramatic surge in orders as a result of the COVID-19 outbreak.

Emma's Premium Services, which Kogan started five years ago in his garage, provides New York State prison inmates and their families with the ability to order and ship food items and clothing that meet federal prison requirements.

With visitors suddenly prohibited from seeing inmates and some relatives reluctant or unable to shop, Kogan said a typical month's worth of business occurred in each week of April. "It's been overwhelming," said Kogan, a Part-Time MBA student who is focusing his studies on supply chain management.

Kogan's original business plan for Emma's won first place in Rutgers Business School's 2017 business plan competition. With that prize money, he moved the company from his basement into a larger warehouse space in New Brunswick.

In 2020, he won the \$20,000 first prize and became the only participant to win the competition's top prize twice.

He plans to use the prize money to move into the California market where he predicts he could generate \$1.4 million in sales within two years. The California market, which has an estimated inmate population of 240,000, could be worth about \$17 million in new business, Kogan told the judges.

Emma's is currently generating about \$3 million in annual sales, Kogan said.

The forced shut down of businesses in New York and New Jersey as a result of the pandemic caused challenges in the days after Kogan's win at the business plan competition. "It was really difficult to fulfill people's orders when every supply chain was breaking down," he said.

As orders started flooding in, Kogan quickly hired five new employees and often found himself searching for the goods his customers wanted. The pressure of fulfilling orders was matched by the concern for everyone's safety, he said. "Regardless of the chaos, I had to find a solution as efficiently as possible," he said.

The winner of the \$15,000 second prize was Hubert Kwame Anane Sarfo who operates Kaneshie, a small food store that caters to the West African community in Central

New Jersey. Last year, Sarfo's Sayreville-based grocery reported more than \$600,000 in sales.

The owners of Carribrew Coffee – Beverly Malbranche, her brother Esdras Malbranche and friend Chad Smile – who import coffee from Haiti and sell it through subscriptions to coffee drinkers in the U.S. won the third-place prize of \$10,000.

The competition included two other student entrepreneurs, Full-Time MBA student Akshay Arora and Darrell Michael Bailey, a Rutgers Business School undergraduate who is studying real estate.

As orders started flooding in, Kogan quickly hired five new employees and often found himself searching for the goods his customers wanted.



Members from all five teams that competed in the 2020 Rutgers Business Plan Competition with Richard Romano (center), president of the Sales Executive Club of Northern New Jersey Foundation, and Professor Doug Brownstone (center, rear).



## Inaugural Citi X Rutgers Solve-a-Thon a Win-Win

The inaugural Citi X Rutgers Solve-a-Thon was held at the Honors College on the Rutgers University – New Brunswick campus. Nearly 80 students received problems, analyzed and researched the problems, and presented solutions to a panel of judges. "We want students from a wide range of majors applying different perspectives to problem-solving," said Antoine Lindie, a global product manager with Citi and a Rutgers Executive MBA. "Some students will begin their careers with Citi and many will not, but Citi and the students mutually benefit from these partnerships." Shown above: Rutgers Business School students: Mustafa Pacha, Luis Paulino, Jorge Lara-Cruz, Derek Miranda, who earned second place in the Treasury Trade Solutions Group.



Doug Brownstone, a professor of professional practice who oversees the competition, said the five top entries were chosen from 35 submissions.

The annual competition was started 20 years ago by the Sales Executive Club of Northern New Jersey Foundation to support student entrepreneurship – a strength of Rutgers Business School's at both the undergraduate and graduate level – and to help foster job creation in New Jersey.



## Career Management builds job-readiness into college education boosting return on investment

IN ADDITION TO A WORLD-RENOWN FACULTY AND HIGHLY RANKED ACADEMIC PROGRAMS, A DISTINGUISHING STRENGTH OF RUTGERS BUSINESS SCHOOL-NEWARK AND NEW BRUNSWICK IS AN OFFICE OF CAREER MANAGEMENT THAT EQUIPS STUDENTS WITH THE SKILLS TO COMPETE SUCCESSFULLY FOR THEIR DREAM JOBS.



Students in the Road to Silicon Valley Program traveled to California in early 2020 to attend the Google Startup Grind, a huge international event offering educational and networking opportunities.

Rutgers Business School senior **Sina Abraham** is among the students who will be missing the usual milestones of college graduation in 2020 – the procession in cap and gown, the walk across the stage to receive his degree, the last hurrah with classmates. But at the end of that disappointment, Abraham will get to realize another dream: a full-time job at J.P. Morgan.

In addition to its world-renown faculty and highly ranked academic programs, a distinguishing strength of Rutgers Business School-Newark and New Brunswick is an Office of Career Management that equips students like Abraham with the skills and confidence to pursue their dream jobs.

“We are proud of our ability to deliver an affordable world-class education and student experience that provides opportunities for career success,” said Rutgers Business School Dean Lei Lei.

In its 2020 Top Value Business Schools, Poets & Quants ranked Rutgers Business School-New Brunswick No. 13 and Rutgers Business School-Newark No. 31 in the nation based on a

five-year return on investment of \$196,302 and \$169,768, respectively.

Abraham, who transferred into Rutgers Business School-Newark as a sophomore after realizing he was more interested in business than biology, is an example of the student success that fuels those rankings.

Rutgers Business School’s mandatory business forum emphasizes resume-writing, interviewing and networking skills, but the Office of Career Management continues providing opportunities for students to work with career counselors, meet recruiters and hone their skills at job fairs and special events.

The results of Rutgers Business School’s emphasis on career management is reflected in internship and employment rates. In 2019, 91.5 percent of Rutgers Business School-New Brunswick reported having full-time jobs after graduation and 78.6 percent secured internships. At Rutgers Business School-Newark, 56 percent of students had internship experiences and 83.4 percent of seniors reported taking full-time jobs after graduation.

High-achieving students may also have the ability to work closely with mentors, in programs such as Road to Wall Street, Women BUILD (Business Undergraduates in Leadership Development), Road to Silicon Valley and B-STAR (Business Student Transition at Rutgers.)

Rutgers Business School’s Road to Wall Street is a unique program that draws on the strength of both faculty and alumni to set students on a path to Wall Street’s most impressive firms.

“We are proud of our ability to deliver an affordable world-class education and student experience that provides opportunities for career success.”

Dean Lei Lei.

**Lauren Kelly**, who graduated Rutgers Business School in 2017, said Road to Wall Street became “one of the most meaningful experiences of my college career.” She is one of dozens of Rutgers Business School graduates who take jobs in New York City’s financial district each year.

Modeled after Road to Wall Street, Rutgers Business School launched Road to Silicon Valley last year to cultivate a new



Rutgers Business School distinguishes itself with a variety of programs to prepare students for careers.



A combination of highly-ranked academic programs and caring career management staff prepare Rutgers Business School students for real-world dream jobs.

generation of innovative business leaders. Each year, Road to Silicon Valley will select between 75 and 80 students to participate, giving business school students first preference.

**Mukesh Patel**, the founding director of the program, said Road to Silicon Valley aims to prepare students to build and lead companies and to work for some of the most innovative companies in the world.

The program is inter-disciplinary, offering a curriculum that combines learning in technology, business and critical soft skills such as public speaking and emotional intelligence.

Students are given opportunities to collaborate, compete and network through a variety of experiences, including conferences and global competitions.

Known for its strengths in finance and entrepreneurship, Rutgers is also highly ranked for students studying accounting, supply chain and marketing.

## Students excelled in their studies and emerged as leaders

Each year, Rutgers Business School selects three students – an undergraduate from each campus and someone from the MBA program – to receive a Distinguished Leadership Award.

The award recognizes students who demonstrate outstanding academic achievement, service to Rutgers Business School, and leadership potential. As part of the honor, the name of each recipient is engraved on the ceremonial Rutgers Business School bell.

**The experiences of the 2020 award-winners are captured below:**

### **Anna Pisklarov**

When Anna Pisklarov looks back on her four years at Rutgers Business School-Newark, she can chart the path of conversations, activities and opportunities that, collectively, transformed her into a student leader.

In her sophomore year, she was invited to join Women BUILD (Business Undergraduates in Leadership Development).



Anna Pisklarov took on leadership roles at Rutgers Business School.

She found herself surrounded by ambitious, career-focused students who were doing internships with big companies. It was motivating. “I started to put myself out there more,” she said.

With the encouragement of John Impellizzeri, an instructor in supply chain management, she participated in her first case competition and helped the team win second place.

After the case competition win, she agreed to serve as president of a fledgling student group called Business Association of Supply Expertise. “What I learned from BASE is I’m not so bad as a leader,” she said. “You have to communicate. You have to trust others and delegate, and you have to work as a team.”

**(Anna Pisklarov cont.)**

In addition to being recognized for her leadership abilities, Pisklarov was named the top supply chain management student in Newark for 2020.

Her passion for supply chain also led to internships – one at the Japanese cosmetic maker Shiseido and another at BD, a global medical device company. She accepted a full-time job with IBM in Washington D.C.

“I feel like I really am ready to take on the corporate world,” she said.



Matt Iaccarino sought out ways to be connected to the Rutgers Business School community.

## Distinguished Leadership Award

Recognizing students who demonstrate outstanding academic achievement, service to Rutgers Business School, and leadership potential.

Working in the ambassador program was rewarding to Iaccarino. Besides providing tours, he led and oversaw three interview teams and assisted with payroll and interviewing new ambassadors each term.

Iaccarino was also impressed by the support and guidance faculty members were willing to provide to students like him.

“Through the ambassador program and faculty mentoring,” he said, “I connected with Rutgers Business School, and I am changed for the better.”

**Arnav Gulati**

Rutgers Business School was always Arnav Gulati’s first choice of where he wanted to earn his MBA.

“I was accepted by several MBA programs, but I knew I would attend RBS ever since my cousin did,” said Gulati. His cousin graduated in 2017, and Gulati saw the important changes in his cousin brought about by the program.

The Rutgers Full-Time MBA was just what Gulati expected right up until the last semester and the COVID-19 outbreak. The university closed its doors and all classes moved online. Along with his classmates, Gulati would have a virtual graduation in lock-down.

“It was tough navigating all this,” he said, “but it was still a great learning experience for me.”

Gulati had a finance background which he continued as a concentration during his MBA studies. For his second concentration, he chose supply chain management. “Supply Chain Management Operations taught me how to evaluate how decisions are made, the reasons why,” Gulati said.

Gulati was selected to receive the Distinguished Leadership Award for his academic excellence and his leadership as the MBA student government president. The role gave him responsibility for representing the voices of more than 2,000 graduate students.

“Liaising between the students and the management (administration), holding events for students, and dealing with budgets, suppliers and preparations helped me to navigate different situations just as one would face in business,” Gulati said.



Arnav Gulati, pictured here with Dean R. Vera, assistant dean and director, MBA Office of Career Management, served as president of the graduate student government.

“Supply Chain Management Operations taught me how to evaluate how decisions are made, the reasons why,”  
Gulati said.



## Executive MBA Program ignites student's drive to create business

During her career in private banking and wealth management, Kashmala Khan, a new graduate of the Rutgers Executive MBA Program, always found satisfaction in helping clients achieve their financial goals and aspirations.

She especially liked working with small business owners because she appreciated their hard work and their ability to tackle challenges even as they carried out the day-to-day work of operating their businesses.

"I truly appreciate the many daily financial and economic challenges and crises that small business owners have to juggle just to stay alive," Khan said.

With every class and lecture that she attended during the EMBA program, she collected information and insights that she thought would help her develop an idea she had for

connecting small business owners with trusted experts who could provide them with advice.

Khan's idea for the proposed business, which she is calling Business Resource Central, involves a platform that will provide small business owners with a curated listing of professionals with the expertise they're seeking, whether it's financial or strategic.

"The EMBA program did a fantastic job of putting the building blocks together. I jotted down ideas in every class," she said. "I would literally wake up in the middle of the night as something said in class would come to mind."



Kashmala Khan with EMBA classmates Candice Cassella and Jigna Pokhan.

## Rutgers team among winners in biopharmaceutical case competition

Teams from 12 schools competed in the eighth annual Biopharmaceutical MBA Case Competition hosted by the Blanche and Irwin Lerner Center for the Study of Pharmaceutical Management Issues.

MBA students from Rutgers Business School, Boston University, New York University, Drexel University, John Hopkins University, Georgetown University, the University of Michigan and University of Minnesota participated. College of William and Mary, Yale University, Cornell University, and the University of Notre Dame were also represented.

The competition required participants to develop an innovative contracting strategy for Mavenclad, an oral prescription medicine used to treat relapsing forms of multiple sclerosis.

The case competition exposes the students to real-world pharmaceutical industry challenges and allows them to compete with teams from top MBA programs around the country for monetary prizes of up to \$6,000.

In addition to prize money, students also have the opportunity to network with industry executives from six of the world's

leading healthcare companies. The case competition offers students a unique chance to demonstrate their knowledge in front of executives from sponsoring companies.

The team from Yale University won first place and students from John Hopkins University won second place. Rutgers Business School's team – made up of MBA students Setu Sha, Anu Garimella, Dan Bolotsky and Greg Gerold – placed third.

The competition was sponsored by Bristol-Myers Squibb, Bayer, Novartis, Merck, Leo Pharma, and Herspiegel Consulting.

- Nicolle Williams



The Rutgers team was composed of Dan Bolotsky, Setu Shah, Anu Garimella and Greg Gerold.

## Graduate and undergraduate teams tie for top prizes in Supply Chain Ten Plus Innovation Challenge

Teams from eight U.S. business schools, at both the graduate and undergraduate level, competed in the RBS 2020 Supply Chain Innovation Challenge for \$16,000 in prizes in a real-life case from Panasonic.

Michigan State and Rutgers Business School tied for top prize in the undergraduate Innovation Challenge. Rutgers was represented by Anna Pisklarov, Alay Patel, Vedant Patel, and Mark Gencer.

Arizona State and Rutgers Business School tied for top prize in the graduate Innovation Challenge. The Rutgers team was composed of Akshay Arora, Winnie Hsiao, Yun Huang, Bin Jin and Nai-Chi Kao.

Students were challenged to come up with innovative solutions that created value through the supply chain and to quantify the potential financial impact. Participating schools were Arizona State University, University of Maryland, Michigan State University, Northeastern University, Rutgers Business School, Stevens Institute of Technology, Syracuse University, and University of Wisconsin-Madison.

The competition, which was organized by Rutgers Business School's Center for Supply Chain Management, featured parallel tracks for undergraduate and graduate teams. Each track consisted of a virtual preliminary round with the original intention for the top two teams to present face-to-face before the committee of judges. However, because of the actions taken to prevent the spread of COVID-19, the committee decided to divide the award prize equally among the virtual preliminary top winners.



Rutgers Business School Undergraduate Team (left) Anna Pisklarov, Alay Patel, Vedant Patel, Mark Gencer and Graduate Team (right) Akshay Arora, Winnie Hsiao Yun Huang, Bin Jin, Nai-Chi Kao



## MQF team wins second place in 2020 Global PRMIA Competition



A team from Rutgers Business School earned the silver award in the final round of the 2020 PRMIA Global Competition. The team – composed of Master of Quantitative Finance students Sai Mahon, Hirdai Sawhani, Ying Lin and Shiyang Ni – advanced to the finals after placing first in the New York Region phase of the competition. This year's case focused on the rise and fall of long-term capital management. Finance professor Ronnee Ades has coached the Rutgers team for the past four years.



## Inaugural hackathon challenges students to propose solutions to pressing issue

“How might we inspire more young women to choose a career in data analytics?”

Dean Lei Lei



Thirty students from across Rutgers University participated in the first Rutgers Business School/ Johnson & Johnson Hackathon.

Thirty students were selected from more than 250 applicants to participate in the first annual Rutgers Business School / Johnson & Johnson Hackathon.

In her opening remarks at the event, Rutgers Business School Dean Lei Lei said: “We are very excited to partner with Johnson & Johnson to apply our considerable student brainpower to formulate innovative, actionable plans to answer the question: “How might we inspire more young women to choose a career in data analytics?”

Rutgers Business School professor Doug Brownstone worked closely with John Thaler, senior director, strategy and innovation at J&J, for more than six months to plan the event.



Rutgers Business School marketing professor Kristina Durante speaks to a breakout group.



Executive Vice Dean Yaw Mensah, Dean Lei Lei and John Thaler, senior director - strategy and innovation at Johnson & Johnson.

The hackathon was open to undergraduate and graduate students from across Rutgers University. The six student teams analyzed the problem, brainstormed ideas, storyboarded a solution narrative, polled their social media connections on solution ideas, and made a short video pitch for the judges.

J&J has used the hackathon model for innovative approaches to problem solving at least 20 times, said Thaler. “When tackling a difficult problem, time and again, we have seen that a diverse group yields the best solutions,” he said. (cont.)

“The hackathon model is effective because in a short, focused time frame, teams produce plans that can be implemented and tested.”

The Rutgers hackathon was the first time the company partnered with a university.

Students Parnika Anand and Alizette Soto agreed that working on diverse teams with individuals they did not know was challenging and productive. “We went back and forth with different perspectives and came to a much better result,” Anand said.



The RBS/J&J Hackathon 2020 winning team (L to R) Geetanjali Gamel, Helen Liu, Sneha Patel, Ella Gindin, Harsha Magnani, is presented with a \$2,500 check by Vice President Remo Colarusso, Janssen Supply Chain.



Professor Doug Brownstone frames the problem for participants.

## Highest Honors to Beta Gamma Sigma



Rutgers Business School's Beta Gamma Sigma, the exclusive international honor society for AACSB accredited business programs, earned Highest Honors Chapter for the 2019-2020 academic year. The chapter at Rutgers Business School-New Brunswick has received the honor for the past six years.

## Career-focused programs set students on their way to full-time jobs

GROWING PORTFOLIO OF ROAD TO SUCCESS PROGRAMS ENHANCES STUDENT JOB READINESS AND RUTGERS BUSINESS SCHOOL'S RETURN-ON-INVESTMENT.

At Rutgers Business School, there is an emphasis on ensuring that students are job-ready when they graduate, with knowledge and skills as well as confidence gained from mentoring and experiential learning experiences.

The focus on job-readiness is a big component in RBS's growing reputation for return-on-investment. Students begin forging the paths to their careers as early as freshman year and there are a host of programs to help them.

Rutgers Business School's signature program for connecting students to jobs in the financial industry, Road to Wall Street, leverages the power of alumni to provide students with mentoring and internships. Now, a host of programs modeled after Road to Wall Street, including Road to Silicon Valley, are expanding the ability of students to get intense career preparation in fields such as technology, accounting and consulting.

**Road to Wall Street** works like a feeder program, linking Rutgers Business School alumni who are in senior positions in some of the nation's biggest banks to high achieving students with aspirations to work on Wall Street. The hallmark of the program's success is alumni giving, whether it comes in the form of a donation, mentoring or opening doors to help students secure internship opportunities. Road to Wall Street focuses on providing students with the skills and resources to turn opportunities into full-time job offers. Cohorts typically consist of 55 students, and the program has a job placement rate of 98 percent.

To get a sense of how students are enriched, consider Zach Kronheimer who spent the summer of 2020 interning with MSD Partners after Road to Wall Street introduced him to an internship opportunity. Kronheimer described the internship as "incredibly rewarding." It was the type of learning experience he had been told Road to Wall Street would offer him and what led him to study finance at Rutgers. "Without Road to Wall Street," he said, "I would not have gotten that opportunity."

In its second year, **Road to Silicon Valley** is working to build and leverage alumni connections in the tech industry in the same way Road to Wall Street works for students in finance. By combining a tech and business curriculum, emphasizing training in soft skills like public speaking and experiential learning experiences, the program provides students with the knowledge and traits to be

innovative leaders and entrepreneurs. In its first year, the program attracted 120 applications. Forty-eight students – 45 percent female and 55 percent male – were chosen for the inaugural cohort. The program is led by founding director Mukesh Patel, a serial entrepreneur and experienced angel investor. Patel has formed an advisory board made up of impressive Rutgers alumni who are working at such companies as Salesforce, Etsy, and Amazon.

For many students who study accounting as undergraduates, a CPA proves to be a valuable professional credential. The new **Road to CPA program** is a broad-based program intended to create a culture of CPA preparedness. Rutgers Business School-Newark will offer its first Road to CPA cohort in Spring of 2021, inviting up to 50 accounting majors with a GPA of 3.0 or better to participate. Students in the cohort will be offered annual assessment exams to ensure they are mastering technical competencies and to determine if they can benefit from tutoring or supplementary study materials. "If we do this with students in our cohort, we stand a better



likelihood of having more students pass the CPA exam," said Joyce Joseph, an assistant professor of professional practice in accounting who will oversee Road to CPA at Rutgers Business School-Newark. Students in the Road to CPA cohort will also be paired with mentors with whom they can form structured relationships and gain insights and guidance from an industry professional. Road to CPA will provide all accounting majors – at Rutgers Business School-New Brunswick and Rutgers Business School-Newark – with mentoring opportunities, workshops, career services and CPA exam preparation resources, including the ability to take a rigorous Rutgers Capstone CPA Review Course. The course, which will be offered in the summer of 2021, is open to students who have completed Advanced Accounting 1. Accounting instructor Sarah O'Rourke, who will oversee Road to CPA at Rutgers Business School-New Brunswick, said the program is designed to help students do well on the CPA exam and to thrive in their accounting careers. Accounting majors in New Brunswick also will have access to mentors, workshops and career resources as well as the Capstone CPA Review Course.

Two more Road to Success programs are currently being developed: Road to Consulting and Road to Future Entrepreneurs.



## Ph.D. student receives \$5,000 scholarship for research on racial and gender disparity in academia

Catrina Palmer, a doctoral student at Rutgers Business School researching the role of interpersonal relationships and diversity management in academia, received a \$5,000 graduate merit scholarship from the Executive Women of New Jersey.

A first-generation college student, Palmer experienced the critical support mentors provide and later realized the impact of her own mentoring as an academic advisor at Kent State University. "Mentoring is very personal to me," she said.

Her dissertation, "The Transformation of Mentoring Relationships in Academe: An Examination of Cross-Sex and Cross-Race Dyads," addresses the issue of racial and gender disparity in academia by examining the development and transformation of diverse mentoring relationships in academic communities.



Catrina Palmer (right) with her advisor Nancy DiTomaso, distinguished professor of management and global business.



Some members of the newest cohort of B-STAR students at Rutgers Business School.

## Even remotely, B-STAR summer program makes an impact on students

The Business Student Transition at Rutgers (B-STAR) program introduced its 2020 cohort to college life, and one another, through a virtual format.

The six-week-long session is always an intense orientation for students on the verge of their freshman year at Rutgers Business School. In addition to academic coursework, the days are long and filled with enrichment sessions as well as professional and student development workshops. At night, there are group study sessions.

The Office of Inclusion, Diversity, Equity and Access was challenged to deliver programming that could still achieve one of the most fundamental aspects: creating relationships among the students. "The students connected regularly outside of the program hours and relied on one another similar to traditional roommates," said Yvette Del Valle, the program coordinator.

Freshman Fritzdia Bailey, who plans to study accounting, said the highlight of the program was becoming friends with her virtual roommates. But she also said she gained other things from the program's sessions and the early orientation it provides about campus opportunities.

"I discovered a lot of things about myself and how I could work on them. Dealing with adversity was a main topic that came up a lot," Bailey said. "Making connections, being aware of the clubs, all of this means we're ahead of the game."

## Black and Latino Angel Investment Fund receives \$300,000 from U.S. economic officials

Rutgers Business School's Center for Urban Entrepreneurship and Economic Development (CUEED) received a major grant from the U.S. Economic Development Authority to strengthen its efforts to build Black and Latino-owned tech businesses.

The \$300,000 Build to Scale Capital Challenge grant was awarded to the Black and Latino Technology Angel Investment Fund of New Jersey, which CUEED launched last year.

The fund is one of CUEED's newest initiatives to empower entrepreneurs, strengthen urban communities, and create greater inclusion in the innovation sector. It is considered critical to strengthening the work of CUEED's three-year-old Black and Latino Technology Initiative.

Lyneir Richardson, CUEED's executive director, said he views the grant as the EDA's "vote of confidence" in the Black and Latino Technology Angel Investment Fund.

A group of individuals affiliated with Rutgers University and CUEED committed \$500,000 to create the angel fund as a way of providing capital to innovative, potentially profitable minority-owned start-ups. CUEED will receive the grant money over three years, \$100,000 annually.



Executive Director Lyneir Richardson of the Center for Urban Entrepreneurship and Economic Development (center) with founding investors of the Black and Latino Angel Investment Fund.



## Symposium focuses on helping mid-sized New Jersey companies grow

More than 100 business people attended Rutgers Business School's annual Business Community Engagement Symposium to gain insights into protecting and growing their companies.

"We have a responsibility to support our community and the local companies."

Dean Lei Lei

In keeping with the symposium's focus – "Generating profit for growth in uncertain times: Unique strategies for New Jersey's mid-size companies" – three panels of speakers with expertise in law, marketing, government regulations, and manufacturing provided strategy advice, finding resources and avoiding litigation. The symposium also highlighted the services provided by the New Jersey Small Business Development Center, which has its regional centers housed at Rutgers Business School's two campuses.

"We have a responsibility to support our community and the local companies," Dean Lei Lei said.

Rutgers Business School's role in making a social impact is among Dean Lei's strategic goals. The symposium was created to harness the knowledge and expertise within Rutgers to foster economic development within Newark.



Photo Credit: Vira Viran.

## Rutgers hosts first-ever roundtable to discuss NJ's plans to build a more diverse innovation economy

New Jersey Economic Development officials convened the first-ever New Jersey Founders and Funders Diversity Roundtable at Rutgers Business School to discuss building a more equitable, diverse innovation economy. Professor Jeffrey Robinson (center), whose research has focused on the topic, led the roundtable that included public sector leaders, academics, investors, and entrepreneurs.

"As we continue to build a stronger and fairer economy and work toward creating the most diverse innovation ecosystem in the nation," said Economic Development Authority Executive Officer Tim Sullivan, "we need to create opportunities that drive equitable economic growth."

"We need to create opportunities that drive equitable economic growth."

Tim Sullivan,  
executive officer, NJ Economic  
Development Authority

## In pandemic pivot, Mandela Fellowship Institutes hold a virtual reunion

When the 2020 Mandela Washington Fellowship Institutes were cancelled because of the COVID-19 Outbreak, Rutgers University assembled its first virtual reunion for alumni who have attended the program during past summers.

Rutgers Business School Professor Kevin Lyons worked with Johanna Bernstein, assistant dean for global programs at Rutgers Global, and Rutgers Business School professor Arturo Osorio Fernandez to produce two video modules, "Identifying Market Needs and Gaps" and "Opportunities and



Mandela Fellows who attended programs at Rutgers in 2019.

Strategies to Promote Partnerships with U.S. Businesses; Prosper Africa."

Rutgers University has offered two six-week-long Mandela Washington Fellowship Institutes for the past seven years. It runs the institutes in partnership with the U.S. Department of State's Mandela Washington Fellowship.

More than 200 alumni "attended" the programs.

## New York Fed official impressed by Newark's collaboration on economy

During a fireside chat with Rutgers Business School professor Kevin Lyons, John Williams, the president and CEO of the Federal Reserve Bank of New York, said he was optimistic a foundation is being built for a much more equitable future in parts of New Jersey.

The visit to Rutgers University-Newark by Williams was part of a day-long tour of several of New Jersey's most dynamic cities – Asbury Park, Trenton, and Newark.

Williams said the visits offer him a chance to hear about some of the biggest challenges the economy poses to cities trying to build stronger communities by re-storing housing, re-training workers, and supporting small business development. "This is a chance to go beyond the data," Williams said.

When Lyons asked Williams for a take-away from his meeting with Newark government officials and community redevelopment organizations, the veteran Federal Reserve Bank leader said: the power of collaboration. "There's a lot of positive direction," he said, "it will be interesting to watch how it evolves."



Professor Kevin Lyons speaks with John Williams, president and CEO of the Federal Reserve Bank of New York.





# LET'S GET DOWN TO BUSINESS

## An online store selling Rutgers Business School apparel and merchandise is open for business

**Let's Get Down to Business** will offer a selection of high-quality sweatshirts, shorts, tees and baseball-styled caps as well as accessories like backpacks, laptop computer cases and doggie bandannas. A percentage of each purchase will go directly to the Rutgers Business School Student Emergency Fund.

"There's a big demand for alumni, students and staff to have Rutgers Business School clothing."

Andrea Cunnell

Andrea Cunnell, director of alumni and corporate engagement, led the effort to partner with Stephen Mittler, vice president of marketing at All Colors, to establish the store.

"Rutgers Business School merchandise has not been widely available," Cunnell said. "There's a big demand for alumni, students and staff to have Rutgers Business School clothing. Having a store will make it available globally."

**SHOP:**  
[store.business.rutgers.edu](https://store.business.rutgers.edu)

## Goldman Sachs partner returns to Rutgers to speak with students

Hundreds of Rutgers Business School students had a chance to hear Goldman Sachs partner Gary Chropuvka talk about his career during a fireside chat with finance professor Fred Hoffman.

Chropuvka, a Rutgers University alumnus who is now co-head of quantitative investment strategies with Goldman Sachs Asset Management, said he spent his first three years at college studying chemical engineering. After attending a career fair, he changed his major to math.

His career in the finance industry began with an unpaid internship. "It was intellectually stimulating and very cool," Chropuvka said.

It led to a full-time job at Morgan Stanley that proved to be a critical springboard for his career. When a co-worker left Morgan Stanley to work at Goldman Sachs, he brought the

young, hard-working Chropuvka to the company with him. Over the course of two decades, Chropuvka worked his way up to managing director and partner.

During his career on Wall Street, the Rutgers alumnus has worked closely with Rutgers Business School to help influence its reputation and help groom students for jobs in the financial industry. He is a member of Dean Lei Lei's board of advisors and sits on the board of advisors for the Road to Wall Street program.

"I'm an investor in each and every one of you," he told the audience.



"I'm an investor in each and every one of you."

Gary Chropuvka,  
Rutgers alumnus and co-head of  
quantitative investment strategies at Goldman Sachs.

## Alumnus launches financial literacy seminar

Alumnus Edwin Schiffer, who earned an MBA at Rutgers Business School, attended the inaugural Schiffer Family Financial Literacy Program: a seminar stressing the importance of saving early and taking control of one's financial future.

Schiffer's generous donation to Rutgers Business School made the seminar possible.

Schiffer hopes to get his message into every Business Forum class and eventually to the wider community through outreach to high schools and guidance counselors. He envisions events where students and parents participate.

Assistant professor of professional practice in finance Ron Richter presented the personal finance seminar in Instructor Michael Schneider's finance class. Spend less than you earn, save, and invest early and regularly, was not new to the students; however, Richter's "Tale of Two Savers" really got their attention.

Richter showed that saving a modest 10 – 15 percent of earnings as soon as one started working, along with compounding interest, resulted in twice as much money for retirement as starting to save after working for 20 years.

Richter demonstrated an Excel spreadsheet tool that he created for the students to complete for homework. It gives the students accurate feedback on their budgeting choices and helps them start to take control of their long-term financial future.



Assistant professor of professional practice Ron Richter took questions and spoke with students after the presentation.



Alumnus Edwin Schiffer spoke at the inaugural Schiffer Family Financial Literacy Program seminar.

Schiffer's generous donation to Rutgers Business School made the seminar possible.

## RBSC3 platform: A new way to forge a powerful network

Rutgers Business School is offering its alumni, students and faculty the ability to strengthen their personal networks and fortify the collective power of the RBS community by joining RBSC3 – career, community, connect.

A platform that operates similarly to LinkedIn, RBSC3 will be open exclusively to individuals with ties to Rutgers Business School. It will offer members information about special events, job openings, lifelong learning opportunities, networking activities, and it will provide access to original, insightful content.

"This is a way for alumni to share with other alumni and to share with us," said Sharon Lydon, associate dean of alumni and corporate engagement. "We're hoping it will be an engaging environment."

RBSC3 will offer alumni a chance to promote their small businesses and share news about job openings in the companies where they work. Industry-based affinity groups will allow alumni to trade industry insights with students and one another.

"It's really about creating a community," Lydon said. "Especially in our current situation, people are craving connection. We couldn't have launched at a better time."

Join:  
**RBSC3.com**



Alumni working in the financial industry attend a gathering near Wall Street.



There are 45,000 reasons (all around the world) to stay connected with Rutgers Business School.

RBSC3 will offer alumni a chance to promote their small businesses and share news about job openings in the companies where they work.

## Rutgers Business School's return-on-investment highlighted by Poets&Quants

In a recent *Poets&Quants* ranking report Top Value Business Schools, RBS-New Brunswick ranked No. 5 in the Big Ten and No. 13 overall in the U.S. for return-on-investment.

RBS-New Brunswick achieved a net five-year ROI of \$196,302. RBS-Newark was also highlighted as No. 31 overall in the nation with a net five-year ROI of \$169,768.

P&Q calculated the rankings by measuring the average current salary for jobs after graduation for each school, multiplying it by five to simulate five years of work, and subtracting the total college cost.

"We are very proud of our ability to deliver an affordable, world-class education and student experience that provides opportunities for career success," Rutgers Business School Dean Lei Lei said.

All but one university in the Top 15 for return-on-investment are public. The top 15 ranked schools are spread across the country, with the highest concentration in the Midwest; RBS is accompanied only by Binghamton University, NY, in the Northeast.

For a broader assessment beyond ROI, *Poets&Quants* equally weighted admissions standards, academic and co-curricular experience by alumni, and employment outcomes to rank the 2020 Best Schools for Business Majors.

Among the U.S. public business schools included in the listing, RBS-New Brunswick ranked No. 17.

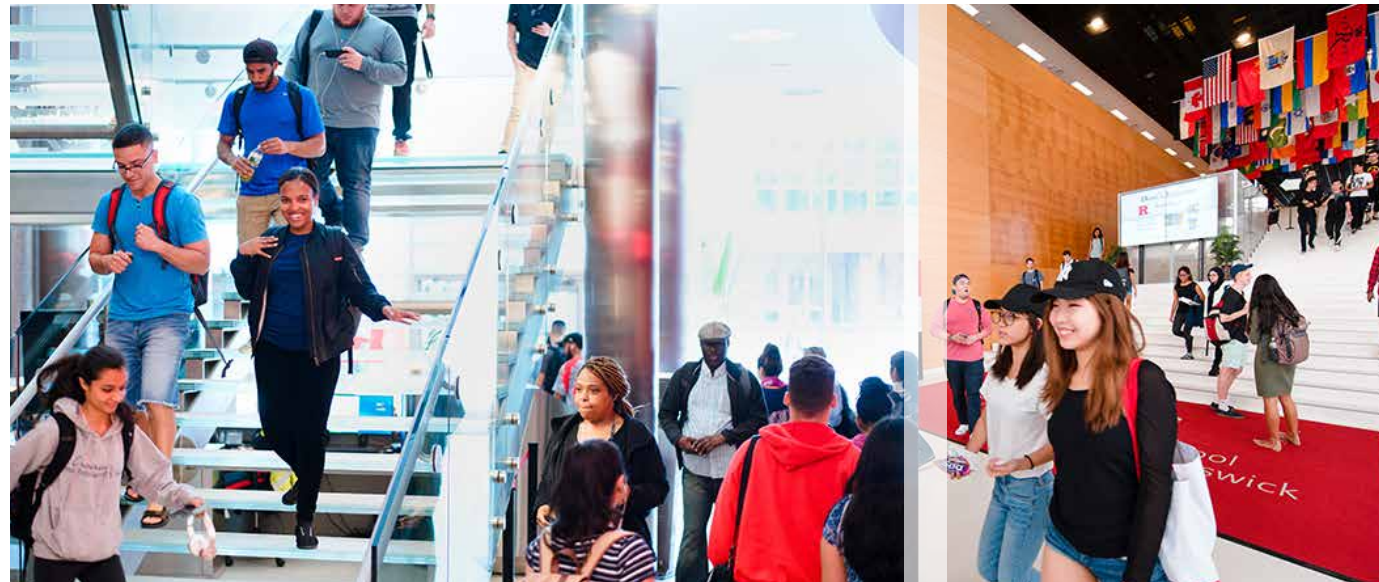
Rutgers University is considered a leader in its commitment to diversity. The Rutgers University Newark Campus has ranked as the nation's most diverse by *U.S. News & World Report* since 1997.

The Rutgers Business School community was also highlighted for its diversity. In *Poets&Quants* recent report, RBS-Newark ranked No. 4 in the U.S. for under-represented minorities while RBS-New Brunswick ranked No. 12 for most international students.

Rutgers Business School prepares graduates for real-world problem-

solving by leveraging its breadth and depth of diversity. Working on problems in teams with a range of perspectives gives students valuable experiences that they will use throughout their careers.

Among the U.S. public business schools included in the listing, RBS-New Brunswick ranked No. 17.



RBS Newark and New Brunswick highly ranked for return-on-investment.

## Executive MBA program No. 2 in the world for economics

*Financial Times* Executive MBA 2020 World Rankings in selected subjects placed Rutgers EMBA No. 2 in economics for the third year in a row.

Overall, Rutgers EMBA, known as "The Powerhouse," ranked No.15 for U.S.-only schools (stand-alone programs not affiliated with other schools) moving up four places from last year, and No. 79 globally, up five places from 2019. Rutgers EMBA graduates did especially well in their career mobility, ranking No. 3 in the U.S. and No. 13 in the world for Career Progress. This tracks the level of seniority graduates achieved at their jobs compared to before they took the program, an important measure of the return-on-investment of a Rutgers EMBA degree.

Dean Lei said, "Thank you and congratulations Farrokh Langdana, Kathleen Harmon, the entire EMBA Team, RBS faculty who taught our EMBA students, and staff members who strongly supported our EMBA program."

"I am very pleased that our program received the highly regarded *Financial Times* rankings again this year," said Professor & Executive MBA Program Director Farrokh Langdana.

"Consistently ranking well helps to illustrate our students' return on investment."

Professor & Executive MBA Program Director Farrokh Langdana.



Rutgers EMBA students engaged with learning.



## Highlights from U.S. rankings-only programs include:

#7	Salary Total (US\$) 3 years after graduation
#7	Aims Achieved (%)
#9	Salary Increase (%)
#10	Student Satisfaction
#11	Corporate Responsibility





## Rutgers ranked No. 1 Public MBA for Entrepreneurship on East Coast

RUTGERS BUSINESS SCHOOL IS SHOWCASED IN THE SECOND ANNUAL JOINT RANKING BY *POETS & QUANTS* AND *INC. MAGAZINE* MEASURING THE BEST MBA PROGRAMS FOR ENTREPRENEURSHIP.

Rutgers Business School's strength in preparing MBA students to create new businesses and to demonstrate the innovative thinking of entrepreneurs was highlighted in a new ranking by Poets & Quants and Inc. Magazine.

The joint ranking set out to measure the entrepreneurial climate at the world's top business schools. The inaugural ranking included only 27 schools. This year, the listing contains 50 schools.

Rutgers Business School was ranked as the No. 24 Best MBA Program for Entrepreneurship globally. That ranking placed



MBA student and entrepreneur Juan Salinas recently secured a \$400,000 investment from Mark Cuban.



Winners of the 2020 Rutgers Business Plan Competition (far left and right) flank the judges. Professor Doug Brownstone, who organizes the competition, is also shown (center, rear) with Richard Romano, president of the Sales Executive Club of Northern New Jersey Foundation.

Rutgers as the No. 1 Public MBA for Entrepreneurship in the Northeast and among public business schools on the East Coast.

Rutgers also ranks as the No. 4 MBA Program for Entrepreneurship among its peers in the Big Ten based on the rating by Poets & Quants and Inc. Magazine.

"The ranking shows the strength of our faculty knowledge and the MBA curriculum that is imprinted on our MBA students," Lei said. "In the face of the fast-changing world of technology and digitization, and the Disruption Era, this specialty ranking is more important than ever."

One of the major factors in the ranking was the percentage of MBA students who launched businesses after graduation. Several of the other categories that factored into measuring the programs: Percentage of MBA elective courses with 100% of the curriculum focused on entrepreneurship or innovation; total startup award money available to MBAs; and percentage of full-time faculty teaching an entrepreneurship or innovation course.

In addition to learning in the classroom, Rutgers MBA students with business ideas and nascent companies have the opportunity to compete for start-up funding in an annual business plan competition. The competition has helped to launch and grow numerous ventures founded by Rutgers MBA students, including Playa Bowls, Bergen Botanicals, Emma's Premium Services, the Turf,

Surf and Earth restaurant, and P-Nuff Crunch. Juan Salinas, a food scientist turned entrepreneur, recently sealed a \$400,000 deal with Mark Cuban on an episode of Shark Tank.

"This ranking demonstrates the strength of the entrepreneurial ecosystem around Rutgers Business School, said Doug Miller, associate dean for MBA programs. "When our MBA students want to start a business, or just learn how to be entrepreneurial in their corporate role, they can draw on our RBS-based centers and faculty, coursework and technology from across the university, the start-up accelerator right in our Newark building, and a large network of alumni and investors."

Rutgers MBA students with business ideas and nascent companies have the opportunity to compete for start-up funding in an annual business plan competition.

"This ranking was specifically about full-time MBA programs, but the benefits of the ecosystem extend to our over 900 part-time MBA students as well," Miller said. "We hope this recognition will attract more entrepreneurs to bring their technical and scientific expertise to Rutgers, to learn how to innovate and succeed in business."

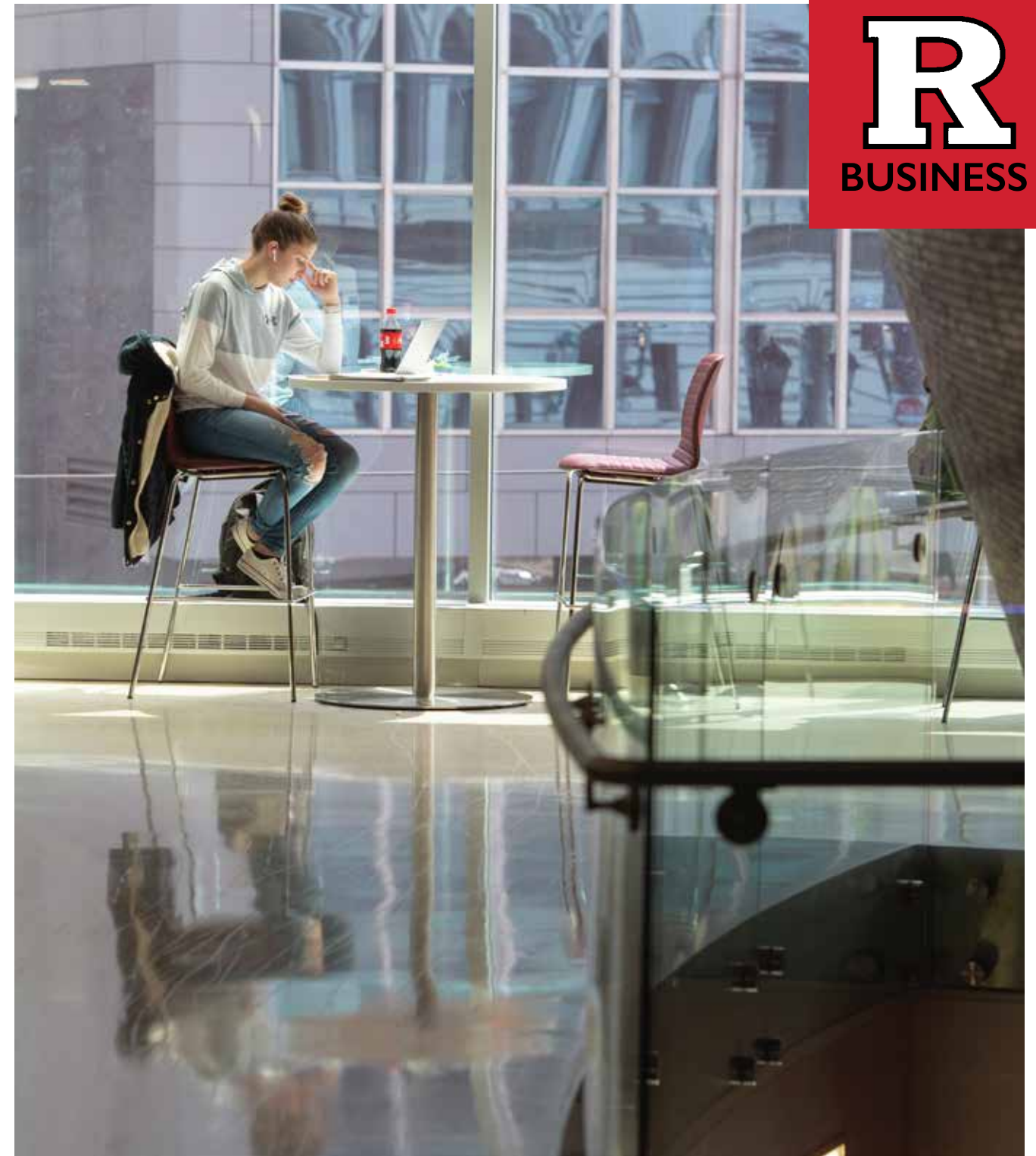
For the second year in a row, Olin Business School at Washington University in St. Louis was No. 1 in the global ranking by *Poets & Quants* and *Inc. Magazine*.

Among schools located on the East Coast, Babson College ranked No. 1. Rutgers ranked higher than Yale School of Management, University of Pennsylvania's Wharton School, Darden at the University of Virginia and the McDonough School at Georgetown University.

# A sampling of some rankings Rutgers Business School earned in 2020



	<i>Poets&amp;Quants</i> 100 Best & Brightest Business Majors	Christina Kallinosis Kaelyn Patel Ty-Lynn Johnson Neidelyn Pina
	<i>Poets&amp;Quants</i> • MBAs to Watch	Dan Bolotsky Chandan Dhal Leah Ku
	<i>Poets&amp;Quants</i> • Executives Best & Brightest EMBA	Jeffrey S. Jhang Joseph W. Krause
	<i>U.S. News &amp; World Report</i> • Best Supply Chain Management MBA	No. 11 nationally, No. 6 Big 10
	<i>The Economist</i> • Top Executive MBA	No. 28 nationally, No. 5 Big 10
	<i>CEO Magazine</i> • Global MBA	No. 16 globally, No. 5 North America
	<i>QuantNet</i> • Master of Quantitative Finance	No. 15 nationally
	<i>Financial Times</i> • Open Enrollment Executive Education	No. 9 nationally
	<i>Gartner</i> • Supply Chain Management Undergraduate Program	No. 2 nationally, No. 1 Big 10
	<i>U.S. News &amp; World Report</i> • Best Online Masters Accounting • Master of Accountancy in Governmental Accounting	No. 1 public in the Northeast No. 7 public nationally No. 5 Big 10 No. 3 globally for life balance Top 5 nationally for aspiring entrepreneurs
		No. 13 nationally, No. 3 Big 10



The second-floor lounge at Rutgers Business School - Newark.

*Rutgers Business Impact* is produced by Daniel J. Stoll, Susan Todd and Sean Ireland of the RBS Communications and Marketing team. Design by Fernandez Design Group. *Rutgers Business Impact* won 1st Place in 2018 for "Public Relations Publications" awarded by the Garden State Journalists Association. Rutgers Business School — Newark and New Brunswick is an integral part of one of the nation's oldest, largest, and most distinguished institutions of higher learning: Rutgers, the State University of New Jersey — founded in 1766. Rutgers Business School has been accredited since 1941 by AACSB International — the Association to Advance Collegiate Schools of Business — a distinction that represents the hallmark of excellence in management education. Copyright © 2020 Rutgers Business School — Newark and New Brunswick. All rights reserved.





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