

**Professor Irfan Bora**  
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## Professional Positions

**Program Director and Assistant Professor of Professional Practice**, Master of Accountancy in Governmental Accounting, Rutgers Business School (2011-present)

- Responsible for leading the Rutgers Master's Degree Program in Governmental Accounting. Currently teach courses in Governmental Accounting and Auditing; Design and Development of Information Systems.

**Administrative Director**, Center for Governmental Accounting Education, and Research Rutgers Business School, (2017-present)

**Associate Director**, Master of Accountancy in Governmental Accounting, Rutgers Business School (2006-2011)

**Chief Financial Officer and Director of Finance and Management**, New Jersey Meadowlands Commission. (1983 - 2011)

- Responsible for managing the overall financial operations including budgeting, financial reporting and investment management. Also responsible for Human Resources function, management of facilities and for the operation of an equipment cooperative for the district municipalities

Accounting Budgeting and Financial Reporting

- Preparation of annual Operating and Capital Budgets
- Implemented agency-wide ERP system using Oracle EBusiness
- Consistently received unqualified audit opinions on GAAP financial statements

Investment Portfolio Management

- Designed and implemented a comprehensive Cash Management and Bond Portfolio
- Responsible for managing \$60 million in fixed income portfolio considered unique among public entities in the State of New Jersey

Information System Management

- Overall responsibilities for operations and maintenance of the New Jersey Meadowlands Commission's Information System and Network
- Initiated a collaborative program with Rutgers in cooperation with NASA for an advanced space-based environmental monitoring system for the Meadowlands region. Responsible for implementation of all technology components at the New Jersey Meadowlands Commission

Public Fiscal Policy

- Served as administrator of the New Jersey Meadowlands Commission's Intermunicipal Tax Sharing Formula, a revenue sharing plan for the Meadowlands communities
- Revenue sharing plan is recognized as a pioneer program and considered one of the most sophisticated tax sharing programs in the country

**Adjunct Instructor**, Rutgers Accounting Department (1986-2006)

## Licensures and Certifications

Certified Public Accountant (CPA)

Certified Government Financial Manager (CGFM).

Certified Management Accountant (CMA)

## Education

MBA, Rutgers Graduate School of Management (1983)

BA, Rutgers University Major: Accounting (1978)

## Professional Memberships

Member, American Society for Public Administration (ASPA)

Member, Association of Government Accountants (AGA)

Member, Government Finance Officers Association (GFOA)

Member, Institute of Management Accountants (IMA)

Member, New Jersey Society of Certified Public Accountants (NJSCPA)

## Teaching Experience

### Rutgers Business School

551, Governmental Accounting and Auditing  
604, Design and Development of Information Systems  
655 Advanced Governmental Accounting

## Professional and Scholarly Service

- Bora, I. Dai, J., Duan, K., Vasarhelyi, M., Zhang, C., The Transformation of Government Accountability and Reporting, *Journal of Emerging Technologies in Accounting* (Fall 2021)
- Comment Letter to Governmental Accounting Standards Board on Preliminary Views Document on *Revenue and Expense Recognition*, February 2021
- Comment Letter and expert testimony to Governmental Accounting Standards Board's Exposure Draft Document on *Recognition of Financial Elements and Financial Reporting Model Improvements* February 2021
- Comment Letter and Expert Testimony to Governmental Accounting Standards Board's Concept Statement on *Communication Methods in General Purpose External Financial Reports that*

*Contain Basic Financial Statements: Notes to Financial Statements, an Amendment of GASB Concept Statement No. 3.* June- July 2020

- Comment Letter to Governmental Accounting Standards Board's Preliminary View Document on *Recognition of Financial Elements*, January 2019
- Comment Letter to Governmental Accounting Standards Board's Preliminary View Document on *Financial Reporting Model Improvements*, January 2019
- Governmental Accounting Standards Board, *Note Disclosure Project-*, Panel Member and Appointment to Stakeholders Group (4-year project), October 2018
- Expert Testimony and Comment Letter to Governmental Accounting Standards Board (GASB) on Invitation to Comment on *Revenue and Expense Recognition*, May 2018
- GASB User Forum on Governmental Fund Financial Statements, Presentation to the Governmental Accounting Standards Board on Invitation to Comment on *Financial Reporting Model Improvements- Governmental Finds*, April 2017
- Governmental Accounting Standards Board, *Note Disclosure- Reexamination Research Roundtable*, Panel Member Roundtable and Academic Participant, April 2017
- New Jersey State Society of CPA's- Member of Committees on:
  - Governmental Accounting (2017-2018)
  - Accounting and Auditing Standards (2017-2018)
- Comment Letter to Governmental Accounting Standards Board's Invitation to Comment on *Financial Reporting Model Improvements- Governmental Finds*, March 2017
- Academic Member and Advisor, Governmental Accounting and Auditing & Financial Reporting Committee, Government Finance Officers Association of US and Canada 2015-present
- Governmental Accounting Standards Board, Statement #34 *Financial Reporting Model Reexamination Research Roundtable*, November 2013, Panel Member and Academic Participant
- Member, Advisory Committee on Revision of Governmental Accounting Standards Board's "*An Analyst Guide to Government Financial Statements*", 2012

## **Community Service**

- Member Audit Committee, New Jersey Municipal Excess Liability Joint Insurance Fund-Cooperative of NJ Municipalities, Counties and Public Authorities, 2012- present

## **Presentations on Governmental Accounting Education and Related Topics**

- International Federation of Accountants Meeting, Speaker: Public Sector and Accountancy Education, Panel Conversation with Experts, August, 2020

- 2020 Government Finance Officers Association's Annual Conference, Speaker, "Ask the Experts" Panel, June, 2020
- Presentation to the Governmental Accounting Standards Board, Electronic Financial Reporting in Government, June 2020
- Practitioners Conference: Rutgers Annual Governmental Accounting and Auditing Update Conference, Conference Chair, December, 2008-2019
- Invited Lecturer to Department of Auditing from Fujian Province, China. November 2018
  - Governmental Auditing Environment and Standards- A US perspective on Federal, State and Local Audits
  - Analysis of Governmental Financial Condition: A Study of Debt and Other Early Warning Indicators
- Presentation to the senior leadership of the City and County of Denver, Auditor's Office, on MAccy Governmental Accounting Program and the activities of the Rutgers Continuous Auditing and Reporting Lab, June 2018
- Government Finance Officers Association Annual Conference, Moderator and Speaker, "New Developments Regarding Going Concern", May 2018
- Presentations to the Cities of San Francisco, Los Angeles and San Diego, Finance and Audit Departments, March 2018
- Invitation to attend and present to the International Public Sector Accounting Standards Board Annual Meeting, New York, March 2018
- Presentation to the New York City Department of Finance, New York, March 2018
- Presentation to the Editors of the New York State Society of CPA, New York, March 2018
- Presentation to the Deputy Comptroller of the State Maryland, Annapolis, February 2018
- Presentation to the Commissioner and Chief Collection Officer of the City of Philadelphia, February 2018
- Presentation to the US Department of Health and Human Services, Office of Inspector General and Office of Audit Services, New York, January 2018
- Presentation to the US Department of Justice Inspector General Office, Washington DC, September 2017
- Presentation to the US Department of Veteran Affairs, Deputy Secretary of Finance, Washington DC, September 2017
- Presentation to the Office of Inspector General, US Department of Defense on Governmental Accounting Education, Washington DC, September 2017

- Presentation to the California State Society of CPAs on Governmental Accounting Program, September 2017
- Presentation to the Controller of the United States on Governmental Accounting Education, White House, Washington DC, September 2017
- Presentation to the State of California Auditor's Office and Controller's Office, Sacramento, California on Governmental Accounting Program, September 2017
- Presentation at the Annual Conference of the Government Finance Officers Association of U.S and Canada on Best Practices in Governmental Accounting, Auditing and Grants Management, May 2017
- Presentation to the National State Auditors Association, NASACT, on Governmental Accounting Education, April 2017
- Presentation to the Chartered Institute of Public Finance and Accountancy (CIPFA), UK on governmental accounting education in the US, April 2017
- Presentations to Chief Financial Officer, Deputy CFOs and Senior Financial Staff on Governmental Accounting Education at Federal Level - Individual Agency presentations during Winter, Spring and Fall 2016:
  - White House Office of Management and Budget
  - Department of Agriculture
  - Department of Defense at Pentagon
  - Department of Energy
  - Department of Health and Human Services
  - Department of Housing and Urban Development
  - Department of Interior
  - Department of Justice
  - Department of Treasury
  - Department of Veterans Affairs
  - US International Trade Agency
  - Overseas Private Investment Corporation
  - US Export/Import Bank
  - Environmental Protection Agency
  - General Services Administration
  - National Association of State Controllers, Auditors and Treasurers
  - Federal Home Loan Bank
- Presentation to United States Chief Financial Officer Council on a curriculum for Senior Federal Financial Management, Washington DC, November 2016
- Invited Lecturer to Delegation from National Reform and Development Commission, China On US Federal Agencies and Project Control Mechanisms, November 2016
- Invited Lecturer to Delegation from Hainan Provincial Department of Finance and Treasury, China On US Governmental Accounting Standards, September 2016
- Presentation to New Jersey State Society of CPAs on Governmental Accounting and Governmental Accounting Education, January 2016

- Presentation to Institute of Management Accounting on Governmental Accounting and Governmental Accounting Education, January 2016
- Presentation to United States Office of Management and Budget at the Association of Government Accountants Annual Conference, July 2016
- Presentation to California State Society of CPAs on Governmental Accounting and Governmental Accounting Education, November 2015
- 28<sup>th</sup> World Continuous Auditing and Reporting Symposium, Session Chair, Continuous Audit and Data Analysis Project- Electronic Government Financial Reporting, November 2013
- Government Finance Officers Association of Utah, Annual Meeting, St George, Utah, Presentation on Governmental Accounting Education, April 2013
- Association of Government Accountants, Presentation on Governor's Toolkit and Government Accounting, April 2012
- Hackensack Mayor's Municipal Committee, Annual Presentation on Meadowlands Inetrmunicipal Tax Sharing Formula, 2008-2010
- Rutgers 3<sup>rd</sup> Annual Conference on Online and Hybrid Learning- Exemplary Course Presentation, January 2010
- NJ Legislature, Testimony to Committee examining the functioning of the Meadowlands Intermunicipal Tax Sharing Formula, 2008

## **External Grant**

- Bank of America, External Grant to develop corporate Governmental Accounting Guide for BOA employees with Professors Michael Schoderbek and Yaw Mensah, 2012

## **Conferences Attended**

- Rutgers Online Conference sponsored by the Division of Continuing Studies, March 2021
- AAA, Government and Not-for-profit section meeting, March 2020
- GFOA Committee on Accounting and Auditing and Financial Reporting mid-year meeting, December 2019
- Rutgers Continuous Auditing and Reporting Annual Conference, November 2019
- Online Consortium Conference on Distance and Hybrid Learning, November 2019

- National Association of State Auditors, Comptrollers and Treasurers Annual Conference, August 2019
- Government Finance Officer's Annual Conference (GFOA), Moderator and Speaker, May 2019
- AAA, Government and Not-for-profit section meeting, March 2019
- Rutgers Online Conference sponsored by the Division of Continuing Studies, March 2020
- GFOA Committee on Accounting and Auditing and Financial Reporting mid-year meeting, December 2018
- Rutgers Continuous Auditing and Reporting Annual Conference, November 2018
- Online Consortium Conference on Distance and Hybrid Learning, November 2018
- National Association of State Auditors, Comptrollers and Treasurers Annual Conference, August 2018
- Association of Government Accountant's Professional Development Conference, July 2018
- Government Finance Officer's Annual Conference (GFOA), Moderator and Speaker, May 2018
- GFOA Committee on Accounting and Auditing and Financial Reporting mid-year meeting, May 2018
- AAA, Government and Not-for-profit section meeting, March 2018
- GFOA Committee on Accounting and Auditing and Financial Reporting mid-year meeting, December 2017
- Rutgers Continuous Auditing and Reporting Annual Conference, November 2017
- International Cities/County Management Association Annual Conference, October, 2017
- Rutgers Online Conference sponsored by the Division of Continuing Studies, March 2017
- AAA, Government and Not-for-profit section meeting, March 2017
- GFOA Committee on Accounting and Auditing and Financial Reporting mid-year meeting, December 2016
- Online Consortium Conference on Distance and Hybrid Learning, November 2016
- Rutgers Continuous Auditing and Reporting Annual Conference, November 2016
- Association of Government Accountant's Professional Development Conference, July 2016
- Government Finance Officer's Annual Conference, May 2016

- New Jersey's Chapter of the Association of Government Accountant's Spring Symposium, April 2016
- Rutgers Online Conference sponsored by the Division of Continuing Studies, January 2016
- GFOA Arizona Annual Conference as sponsor for their annual event, February 2016
- AAA, Government and Not-for-profit section meeting, February 2016
- Sloan's International Online Conference, November 2015
- Quality Matters Online Conference in San Antonio, Texas in November 2015
- Government Finance Officers Annual Conference in Philadelphia, May 2015 and participated in the Committee on Accounting. Auditing and Financial Reporting
- Association of Government Accountants meeting in Trenton in Spring 2015
- AAA, Government and Not-for-profit section meeting in Detroit, February 2015
- California Government Finance Officers Association meeting, February 2015 where Rutgers exhibited the MAccy Governmental Program
- Texas Government Finance Officers Association Annual Conference to inform membership and leadership of MAccy Governmental Program, November 2014
- Oregon Municipal Finance Officers Association Annual Conference to inform membership and leadership of MAccy Governmental Program, October 2014
- New England Government Finance Officers Association Annual Conference to inform leadership and membership of MAccy Governmental Program, September 2014
- National Association of State Treasurer's and Auditors meeting to inform leadership and membership of MAccy Governmental Program, Spring 2014
- Participated in AACSB meeting on Online Business Degree Programs in Tampa, Florida, Spring 2012
- Government Finance Officers Association Annual Conference in Chicago, July 10, 2012 – Presentation by GFOA to MAccy Governmental student of their annual scholarship award

### **Rutgers Business School and University Committees**

- RBS Representative and Senator, Rutgers University Senate and Member of University Budget Committee, 2017-2020
- Member, RBS Teaching Methods and Innovation Committee, 2017-2019



- Member and Co-Chair, RBS Teaching Methods and Innovation Committee, Spring 2014

## Professional Articles and Public Media Contributions

- The CPA Journal, April 2018, "[\*Urgent Need for Governmental Accounting Education: New Generation Needed to Fill Retirements in Federal, State and Local Agencies\*](#)
- Bloomberg News, February 2015; *New Mexico's \$100 million Rutgers error*, quoted in <https://www.bloomberg.com/news/articles/2015-02-20/new-mexico-s-100-million-miscount-threatens-rating-muni-credit>
- NJ.COM, February 2015, *Taxpayers in 3 counties can be on the hook for millions of dollars after solar project fizzles*, [http://www.nj.com/morris/index.ssf/2015/02/taxpayers\\_in\\_3\\_counties\\_could\\_be\\_on\\_hook\\_for\\_millions\\_after\\_solar\\_project\\_fizzles.html](http://www.nj.com/morris/index.ssf/2015/02/taxpayers_in_3_counties_could_be_on_hook_for_millions_after_solar_project_fizzles.html)
- The Bond Buyer, May 6, 2015, *Clouded New Jersey P3 presses forward*, quoted in <http://www.bondbuyer.com/news/regionalnews/clouded-new-jersey-solar-p3-presses-forward-1071134-1.html>
- YouTube Lectures in Governmental Accounting through Rutgers Accounting Web- 125 videos (110k views)

## Other Professional Activities

- Consulting to the New Jersey Sports and Exposition Authority on financial reporting and other accounting matters, Spring 2018
- Consulting to the New Jersey Sports and Exposition Authority on the Meadowlands Intermunicipal Tax Sharing Formula, 2015-2016
- Team member of collaboration with GASB and Rutgers CAR lab on establishing a continuing relationship with the GASB on their Electronic Government Financial Reporting Project, Fall 2013
- Established partnership with the Rutgers Center for Government Services to attract NJ Certified Municipal Finance Officers to the MAccy Governmental Program Fall 2013
- Designed a joint dual degree program (MPA/MAccy) with the School of Public Affairs and Administration, which was approved by RBS faculty in September 2013
- Organized Master of Accountancy in Governmental Accounting Advisory Board meetings, 2012-2018
- Served as advisor to Inter functional team (MBA) on Hackensack Water Works project in Oradell, New Jersey, Fall 2011