

R Impact



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Rutgers Business School Newark and New Brunswick

SPRING 2016

Rutgers Business School and the American Institute of CPAs form research initiative to leverage data analytics to improve auditing profession



Miklos Vasarhelyi, distinguished professor of accounting information systems and director of the Rutgers Accounting Research Center and Sue Coffey, senior vice president for public practice and global alliances for AICPA.

Rutgers Business School and the American Institute of CPAs (AICPA) today announced the formation of the Rutgers AICPA Data Analytics Research Initiative ("the Initiative"). The Initiative, cosponsored by the AICPA and CPA Canada, will facilitate the further

integration of data analytics into the audit process, and demonstrate through research how this can lead to advancements in the public accounting profession.

Research projects undertaken by the Initiative will focus on the potential for further integration of analytics into the audit process at a foundational level, in an effort to enhance audit quality. The scope of the research will encompass the testing of theory and methodology to inform the development of professional guidance on the application of audit data analytics, which will benefit the CPA profession as a whole.

"We are very pleased to be joining forces with the AICPA on this important research initiative," said Miklos Vasarhelyi, Director of Rutgers Accounting Research Center and Continuous Auditing & Reporting Lab.

"We have two shared goals. The first is to examine how audit objectives might be achieved differently by further integrating data analytics and related technologies into everyday practice. The second is active engagement by firms and universities in fundamental applied research for continuous improvement of the auditing profession," said Vasarhelyi.

"The audit profession is leveraging technology and electronic information to expand the auditor's ability to access and analyze vast amounts of information," said Sue Coffey, Senior Vice President, Public Practice and Global Alliances for the AICPA.

"The Initiative will play an essential role in this evolution by testing the effectiveness of new approaches and techniques in a research environment," she explained.

Sample of grants awarded to faculty and programs in 2015-2016

Department of Homeland Security	Supply Chain Management	Benjamin Melamed	\$1,400,000
Air Force Office of Scientific Research	Management Science & Information Systems Jonathan Eckstein Andrzej Ruszczyns		\$482,042
Futurewei Technologies, Inc.	Management Science & Information Systems	Hui Xiong	\$200,000
Victoria Foundation – Newark Leadership Initiative	Center for Non-Profit & Leadership	James Abruzzo	\$180,000
U.S. Department of Defense: Air Force	Management Science & Information Systems	Jonathan Eckstein	\$156,525
ITAU Unibansco, S.A.	RBS Accounting Research Center (RARC)	Miklos Vasarhelyi	\$152,000
PSE&G Foundation – Newark Leadership Initiative	Institute for Ethical Leadership	James Abruzzo	\$135,000
U.S. Dept. of Veteran Affairs	Supply Chain Management	David Dobrzykowski	\$100,323
New York University	Supply Chain Management	Arash Azadegan	\$100,127
U.S. Department of Commerce: Economic Development Agency	RBS: Newark	Eugene Slowinski	\$100,000
Prudential Foundation	The Center for Urban Entrepreneurship & Economic Development	Lyneir Richardson	\$100,000

Nobel Laureate Robert F. Engle gives keynote address at IEEE International Conference on Data Mining

Professor Hui Xiong, Rutgers Business School, and Professor Alexander Tuzhilin, the NYU Stern School, were the General Chairs of the 2015 IEEE International Conference on Data Mining (ICDM) held in Atlantic City, NJ, USA from November 14-17, 2015.

The keynote address "Dynamic Conditional Beta and Global Financial Instability," was presented by Robert F. Engle, the Michael Armellino Professor of Finance, New York University, and corecipient of the Nobel Prize for Economics in 2003 for his development of methods for analyzing time series data with time-varying volatility.

The ICDM has established itself as the world's premier research conference in data mining. It provided an international forum for



Hui Xiong, professor of management science & information systems, Rutgers Business School.



Professor Robert F. Engle, New York University.

presenting original research results, as well as exchanging and disseminating innovative, practical development experiences. The conference covered all aspects of data mining, including algorithms, software and systems, and applications. ICDM drew researchers and application developers from a wide range of data mining related areas such as statistics, machine learning, pattern recognition, databases and data warehousing, data visualization, knowledge-based systems, and high performance computing.

Robert F. Engle, conducted much of his Nobel Prize winning work in the 1970s and 1980s, when he developed improved mathematical techniques for the evaluation and more-accurate forecasting of risk, which enabled researchers to test if and how volatility in one period was related to volatility in another period.

A selection of Rutgers faculty research that appeared in top journals used in *Financial Times* ranking

Author's Name	Article Title	Article Publication Month/Year	Journal Name	Journal Volume/Issue
SIMI KEDIA	Evidence on Contagion in Earnings Management	Forthcoming, published on journal website	Accounting Review	
LI ZHANG	How do analysts interpret management range forecasts?	April 2015	Accounting, Organizations and Society	Volume 42
VALENTIN DIMITROV & DARIUS PALIA	Impact of the Dodd-Frank act credit ratings	March 2015	Journal of Financial Economics	Volume 115, Issue 3
STEVEN XIAO	Culture and R2	February 2015	Journal of Financial Economics	Volume 115, Issue 2
DAVID DOBRZYKOWSKI	Understanding information exchange in healthcare operations: Evidence from hospitals and patients	May 2015	Journal of Operations Management	Volume 36, Issue 4
YAO ZHAO	Positioning Inventory in Clinical Trial Supply Chains	June 2015	Production and Operations	Volume 24, Issue 6

Sampling of the universities that attended Applied Probability Conference

Biostatistics and Epidemiology, Weill Cornell Medical Center Cambridge Institute of Public Health, U.K.

Chicago Booth
City University of New York
Columbia University

Cornell University

CWI Amsterdam, The Netherlands Eindhoven University of Technology, The Netherlands Georgia Institute of Technology

> KoçUniversity, Sarıyer/ Istanbul, Turkey Lancaster University, U.K.

MIT – Massachusetts Institute of Technology New York University – Leonard N. Stern School of Business

Northwestern University

Oxford University, UK Princeton University

Sabanci University, Turkey

UCLA Anderson School of Management

University of Alberta, Canada

University of Athens, Greece

University of Connecticut

University of Illinois at Urbana -Champaign

University of Michigan

University of Patras, Greece

University of Southern California

University of Tokyo, Japan

University of Wisconsin – Madison

Vrije Universiteit Amsterdam, The Netherlands

Yale University

Over 35 major universities from around the world gathered at RBS for the 4th Annual Rutgers Applied Probability Conference

This conference took place in October at Rutgers Business School – Newark and New Brunswick. The topic of the conference was Stochastic Methods in Health Care and in Clinical Trials.

The Rutgers Applied Probability Conference is organized on a yearly basis at Rutgers University by Professor Michael



Michael Katehakis, professor and department chair, Management Science & Information Systems.

Katehakis and the Management Science and Information Systems Department. The aim of the conference was to bring together experts in the area of applied probability and data analytics to share and discuss state-of-the-art research.

This was also the launch event of the Applied Probability and Data Analytics Laboratory. The goals of the lab center on research, collaboration, teaching and demonstrating how applied science can enhance industry efficiencies. ■

The 26th Annual Conference on Financial Economics and Accounting engaged scholars through panel discussions and plenary addresses



Dean Lei Lei joined conference organizers Professor Cheng-Few Lee and Professor Bharat Sarath with the participating scholars from distinguished business schools.

In the fall of 2015, the Financial Economics and Accounting Conference returned to Rutgers Business School where it was started a quarter of a century before.

The annual meeting of scholars from Carnegie Mellon, Columbia University, London School of Economics, New York University, UCLA School of Management, Universidad de Los Andes, Chile, University of Toronto and more is one of the most prestigious interdisciplinary conferences on finance and accounting in the world. Rutgers Business School Professor C.F. Lee is one of the founding fathers and Rutgers remains a key sponsor.

At the 2015 conference, Lee and Rutgers Business School Professor Bharat Sarath served as program directors. Two days of talks and sessions on such topics as asset pricing, analytical research and bond and investment analysis were held at the new RBS building on the Livingston Campus. ■

Professor Jonathan Eckstein elected a fellow of INFORMS

Jonathan Eckstein, professor in the department of management science & information systems at Rutgers Business School, was recently elected a fellow of INFORMS (Institute for Operations Research and Management Science), the largest society in the world for professionals in the field of operations research, management science and analytics.

Eckstein was recognized by INFORMS as "a leader in the application of large-scale parallel computing to optimization problems. His contributions lie in



both theory and algorithms for discrete and continuous optimization problems, as well as areas of application."

According to INFORMS, "Fellows are examples of outstanding lifetime achievement in operations research and the management sciences having demonstrated exceptional accomplishments and made significant contributions to the advancement of operations research and management science over a period of time."

Professor Jaideep Vaidya named a distinguished scientist by Association for Computing Machinery

Jaideep Vaidya, a professor of management science and information systems, has been named a distinguished scientist by the Association for Computing Machinery.

The award recognizes ACM members who have made a significant impact on the computing field and the knowledge base within the field of computer science.

The association is the world's largest educational and scientific computing society, uniting computing educators,



Jaideep Vaidya teaches management science and information systems at Rutgers Business School.

researchers and professionals to inspire discussion and resourcesharing in an effort to address the field's biggest challenges.

■ ACADEMIC PROGRAMS

Rutgers faculty wield influence as editors of academic journals

John Cantwell • Journal of International Business Studies

Miklos Vasarhelyi • Journal of Information Systems

International Journal of Digital Accounting Research

Michael Crew • Journal of Regulatory Economics

Endre Boros • Annals of Operations Research

Discrete Applied Mathematics

C. F. Lee • Review of Quantitative Finance and Accounting

• Review of Pacific Basin Financial Markets and Policies

Nabil Adam • International Journal of Digital Libraries

Michael Alles • International Journal of Disclosure & Governance

Bharat Sarath • Journal of Accounting, Auditing and Finance

Michael Katehakis • WSEAS Transactions on Business and Economics

Michael Santoro • Business and Human Rights Journal (BHRJ)

Shen Yeniyurt • Rutgers Business Review

Rutgers Business School Executive Education increases reach and impact



RBS Executive Education conducts digital marketing training in Paris, France, for 120 of Sodexo's marketing and sales leaders from 32 countries.

Rutgers brings Big 10 schools together to share ways of innovating undergraduate business education



Martin Markowitz, senior associate dean of Rutgers Business School, moderates a panel discussion on the skills and qualities employers and recruiters look for in job candidates who are graduating from college or business school.

Rutgers Business School drew on its Big 10 affiliation to put on a three-day, thought-provoking conference that gave educators and business people from across the nation an opportunity to exchange ideas on how to better prepare undergraduate students for being successful workers and leaders in the business world.

Deans, faculty and advisors from 60 schools, including seven Big 10 business schools, together with executives from the country's leading companies attended the Innovations in Undergraduate Business Education Conference, which took place Oct. 26 through Oct. 28.

"Business is changing dramatically," said Martin Markowitz, a senior associate dean at Rutgers Business School who organized the conference. "We have to upgrade our teaching techniques and change what we're doing to prepare students."

Markowitz said the conference was a first step in that process. "We have brought together representatives from those who impact the success of our students and,



BD Executive Vice President Gary Cohen, Rutgers MBA '83, returned to campus as a keynote speaker at the inaugural Innovations in Undergraduate Business Education Conference. Cohen spoke about how businesses like BD have succeeded in creating business models that create positive societal impact.

by extension, our economy to share perspectives, ideas and their newest practices that will help us all move forward and keep up with an ever-changing business environment."

Rutgers Business School's ability to collaborate and to showcase its own thought leadership represents another side of its membership in the Big 10 Conference.

As members of the Big 10, schools also belong to the Committee on Institutional Cooperation, a consortium of academic resource-sharing.

New Mini-MBA program to train veterans for business careers launched by Rutgers Business School Executive Education

Through the introduction of its new Mini-MBA: Business Management for Military and Veterans certificate program, Rutgers Business School Executive Education (RBSEE) is taking the initiative to aid our worthy military service members and veterans in preparing to enter the civilian workforce. The program also educates those civilians who work closely with this population.

"Civilians have an invaluable role in helping veterans make successful transitions from military to business careers. At RBSEE, we feel very strongly that the burden of career transition doesn't lie solely with veterans, but also resides with civilian employers," said Margaret O'Donnell, RBSEE program manager. "We're very pleased to have a program that uniquely mixes civilian human resources recruiters, hiring managers and supervisors in the same classroom as military and veterans."



The program will be taught by a distinct blend of instructors, including veterans who have gone on to thriving business careers, distinguished Rutgers faculty and local business leaders. "Our program faculty members are primarily successful business people who formerly served in the military, so they get it" O'Donnell said. ■

Elite panel of Wall Street executives, including Goldman Sachs CFO Harvey Schwartz, headlines annual Finance Alumni Network event



Rutgers alumnus Harvey Schwartz, CFO of Goldman Sachs, is pictured with panelists (L-R) Joseph Moroney, senior portfolio manager and head of U.S. performing credit group, Apollo Global Management; Mark Friedman, senior managing director corporate advisory business, Evercore; Daniel Harris, managing director and head of unitholder investor relations, Carlyle Group; moderator Joseph Gasparro, Rutgers MBA alumnus and vice president, investment banking division, Credit Suisse; and panelist Scott Freidenrich, executive vice president and global treasurer, BYN Mellon. Freidenrich, Friedman, Harris and Moroney are all also Rutgers alumni.

A panel of prominent Wall Street executives, who were assembled to share their career experiences and insights, drew more than 300 people, including Rutgers Business School students and alumni, to an event hosted by the Finance Alumni Network on Oct 1.

Goldman Sachs Chief Financial Officer Harvey Schwartz, a 1987 graduate of Rutgers, opened the event by emphasizing the importance of mentors and the role alumni play in supporting Rutgers students with ambitions of working on Wall Street.

"I have a tremendous passion for helping the talented students at Rutgers find jobs," Schwartz said.

Speakers participating in the panel discussion included BNY Mellon Executive Vice President and global treasurer Scott Freidenrich and Mark Friedman, senior managing director of corporate advisory business at Evercore Partners.

They were joined by Daniel Harris, managing director and head of unitholder investor relations at the Carlyle Group and Joseph Moroney, senior portfolio manager and head of Apollo Global Management's U.S. Performing Credit Group. Like Schwartz, all four executives are Rutgers alumni.

Josh Rosenbaum, managing director of the investment banking division at RBC Capital Markets and the co-author of Investment Banking: Valuation, Leveraged Buyouts and Mergers & Acquistions, rounded out the panel of executives.

During the discussion, the panelists recounted their own experiences and shared some of the insights they gained over the course of their careers. "Networking for networking's sake won't work," Harris told the audience. "Find and build meaningful relationships."

Rutgers celebrates the spirit of global entrepreneurship at awards ceremony

The Center for Urban Entrepreneurship and Economic Development at Rutgers honored six business people and the spirit of entrepreneurship during an awards program on Nov. 18.

The awards ceremony was started last year as a way of commemorating Global Entrepreneurship Week, which is meant to celebrate as well as encourage innovative, risk-taking self-starters who create new businesses and jobs. The event was sponsored by PNC Bank.

"At CUEED, we focus everyday on connecting entrepreneurship and urban economic development," said Lyneir Richardson, CUEED's executive director.

In her welcoming remarks, Rutgers Business School Dean Lei Lei spoke about its mission of excelling in scholarly work, bringing innovation to the classroom and contributing to the economic development of the region.

"Rutgers Business School is very proud to be part of this celebration and we congratulate all of the award winners for your drive and your achievement," she said. ■



Lyneir Richardson, executive director of the Center for Urban Entrepreneurship and Economic Development, with Thomas Malave, president of Bartlett Dairy. Malave received CUEED's Rutgers Impact Award.

Chancellor Nancy Cantor and Newark-based CEOs discuss leadership



Rutgers University—Newark Chancellor Nancy Cantor shares details about her leadership style during a conversation with (L-R) Ariane Daguin, chief executive of D'Artagnan; John Schreiber, chief executive of the New Jersey Performing Arts Center and Joseph Fernandes, chief executive of local coffee roaster Socafe.

Four business leaders shared candid insights about their work and leadership styles during the inaugural CEO Evolution event hosted by Citrin Cooperman and Rutgers Business School.

The CEO Evolution was an awards ceremony and business breakfast wrapped around an illuminating, engaging conversation – moderated by Citrin Cooperman New Jersey's co-managing partners Edward Horton and Alex Serrano.

The speakers – Nancy Cantor, chancellor of Rutgers University-Newark; Ariane Daguin, owner, founder and chief executive of D'Artagnan, the purveyor of gourmet meats; Joseph Fernandes, president and chief executive of coffee roaster Socafe; and John Schreiber, president and chief executive of the New Jersey Performing Arts Center – were presented with leadership excellence awards.

The City of Newark's location on Newark
Bay has helped make its port facility, Port
Newark, the key container shipping facility
for the New York metropolitan area, and
the largest on the East Coast. Newark is
headquarters to numerous corporations
(such as Audible.com, an Amazon company,
D'Artagnan, Horizon Blue Cross Blue Shield
of New Jersey, IDT, Manischevitz, Panasonic,
Prudential Financial, PSEG and Socafe) as
well as cultural institutions, sports and
concert venues (including the Prudential
Center – home of the New Jersey Devils
and the New Jersey Performing Arts
Center – NJPAC).

In a conversation, peppered with humor and nuggets of wisdom, the four spoke about their challenges, management styles, collaborations and vision.

Rutgers Business School Dean Lei Lei remarked as she opened the Nov. 12 event: "their stories are a strong inspiration for all of us." A fifth leadership award was presented to Chris Wilson, a Marine Corps veteran and alumnus of the Rutgers Executive MBA program.

In a touching culmination to the event, Margaret O'Donnell, a Rutgers Business School Executive Education program manager, introduced Wilson to the audience as her friend and her hero.

98%

of the Full-Time MBA Class of 2015 was employed 90 days after graduation.

Here's a sampling of the job offers our students received:



Hector Chin Supply chain management/fulfillment manager, senior advisor, Dell, Austin, TX



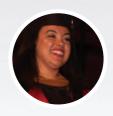
Tanya Apicella
Executive director,
Community Counseling
Services, Boston, MA



Javier Rodriguez
Marketing and
pharmaceutical
management, consultant,
Herspiegel, Yardley, PA



Devaris Davis
Expert brand manager,
U.S. medical marketing
lead, GlaxoSmithKline
Consumer Healthcare,
Parsippany, NJ



Diane HannaManagement consultant,
North Highland,
Basking Ridge, NJ

Undergraduate students from Rutgers supply chain management program continue record of winning national case competition

Three Rutgers Business School students won the Institute for Supply Management national case competition in Orlando, bringing the top prize to Rutgers for a second year in a row.

The team — Diana Harriman, Sonali Shah and Marchela Stancheva, all seniors majoring in supply chain management — competed against students from Michigan State, Arizona State, the University of San Diego and Western Michigan.

"They're three pretty sharp students.

They worked well as a team, and they spent endless hours practicing," said

Paul Goldsworthy, assistant professor of professional practice who selected the students to represent Rutgers.

The case competition occurs during the Institute for Supply Management's annual conference, making it part of an industry event that attracts dozens of companies and more than 150 supply chain professionals. During the event, students participating in the competition have an opportunity to learn



Supply Chain management students Marchela Stancheva, Sonali Shah, and Diana Harriman pose with Paul Goldsworthy, an assistant professor of professional practice at Rutgers Business School.

from conference speakers and network.

In the six years that students from Rutgers Business School's supply chain management department have participated in the case competition, Rutgers has won three times – more than any other school that has competed.

"It's a great way of showcasing Rutgers talent," Goldsworthy said.

Each of the students won \$1,000 in scholarship money, but the winning almost seemed secondary to the experience itself.

"The experience of working on a team and doing a case study is more beneficial than any group project I've ever done," Harriman said. "You learn so much in the process. It's so much work, but it's so worth it."

Supply chain case competition highlights Rutgers Big 10 collaboration

Rutgers hosted the Ten-Plus Supply Chain Case Dual Challenge attracting counterparts from the Big Ten and other schools with highly ranked supply chain management programs to demonstrate their knowledge and skills in a new, national case competition.

Sixteen teams from a dozen schools – Maryland, Iowa, Purdue, Penn State, Syracuse, Wayne State, Pitt, Arkansas, Northeastern, Rider and Rutgers – participated in the challenge. Eight teams were composed of MBA students and eight others were made up of undergraduate students.

In the MBA category, the University of Pittsburgh's team took first place and second place went to a team from the University of Iowa. Students from Rutgers Business School won first place in the undergraduate competition. A team from the University of Arkansas came in second place.

Both first place teams received \$3,000. The teams that won second place received \$1,500 in prize money. ■



Rudi Leuschner, assistant professor of supply chain management and co-chair of the Ten-Plus Supply Chain Case Dual Challenge

Biopharmaceutical case competition makes its mark, attracting record number of teams from nation's leading schools

A team of five Rutgers Business School MBA students took second place in the school's annual biopharmaceutical case competition, which marked its fourth year with an unprecedented number of entries from a prestigious collection of schools.

Twenty-five teams submitted applications to participate in the Nov. 20 competition,

which was capped at 10 spots. The teams, chosen by company sponsors to be in the competition, included Yale, MIT Sloan School of Management, the University of Pennsylvania's Wharton School, University of California, Los Angeles, Georgetown's McDonough School of Business and Johns Hopkins Carey Business School.

Four students from the Carey Business School captured the \$6,000 first prize and team member Brent Schneider, a second year MBA student, also won the inaugural best presenter award.

"It was a good experience," Schneider said.
"Rutgers is known for its pharmaceutical
management program. That was part of the
draw. There were some good schools and
some good talent."

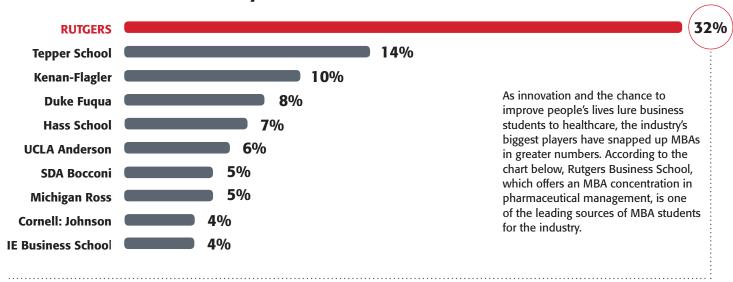
As the second-place winners, the team from Rutgers – Bishnupriya Kar, Irene Mac, James Ma, Aneesh Vaze and Kinshuk Saxena – won \$3,000. Yale School of Management's team received \$1,500 for third place, and Georgetown University's McDonough School of Business won honorable mention.

The level of interest in the Rutgers biopharmaceutical case competition and the quality of teams that want to participate reflects the pharmaceutical management program's success in creating an event that stands out in the national circuit of case competitions.



A team of Rutgers MBA students won second place in the case competition. The team consisted of Kinshuk Saxena, Bishnupriya Kar, Irene Mac, Aneesh Vaze, and James Ma (not pictured).

Percent of MBAs hired by healthcare



Rutgers professor played a role in China's economic history

n 1979, as Deng Xiaoping introduced economic reform in China, a delegation from the U.S. Department of Commerce traveled to Beijing to discuss how the United States could help the reformists spur economic development.

The National Center for Industrial Science and Technology was one of the results of a protocol forged between the U.S. and China during those discussions. The center, housed at the Dalian Institute of Technology, was history-making as the first management training facility in China to operate with the cooperation of a foreign government.

Rutgers Business School's Cheng Few
Lee, who appears in the photo above
(far right side of first row) was one of the
U.S. professors selected to teach in the
prestigious program in 1983 and 1984. Also
pictured in the front row (center) is Lei TianYue, vice president of faculty and academic
programs at Dalian University of Technology



Photograph of the Dalian Management Center's fourth training program participants (and special guests) on the day of their graduation ceremony. *Photo supplied by Professor C.F. Lee.*

and the late father of Rutgers Business School Dean Lei Lei, and two senior officials of the U.S. Department of Commerce.

Richard Van Horne, who served as president of the University of Houston, is pictured to the left wearing sunglasses. Many other professors from across the U.S. and Canada were invited to the center to teach Chinese executives and government officials about Western management theories and practices. The program continued through 1989 and produced more than 2,000 graduates. ■

Spotlight on Dean Lei Lei



Executive Vice Dean Yaw Mensah, Associate Dean Robert Kurland and Dean Lei Lei on a recent trip to China where RBS has a new presence and partnership – Rutgers University Newark Institute at Northeast Normal University (NENU).



Dean Lei Lei sharing a moment with the first cohort of 180 RBS students at Northeast Normal University, (NENU).



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Rutgers. Revolutionary for 250 Years.

Founded 10 years before the American Revolution, Rutgers, The State University of New Jersey, is the eighth oldest institution of higher learning in the United States. Once a small sectarian college, Rutgers is now a leading national public research university. Our mission of teaching, research, and service has endured for nearly 250 years — a milestone few have reached. November 10, 2016, will mark Rutgers' 250th Anniversary, an achievement that entreats us to reflect, to engage, and to celebrate. And, through Rutgers 250, our yearlong commemoration, we intend to do just that as we pay tribute to our institution.





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.