

# IMPACT REPORT

Spring 2020

## Blockchain unlocked in the classroom

Page 12



*Changing business world demands  
innovative curriculum.*



# RUTGERS

Rutgers Business School  
Newark and New Brunswick

## IMPACT REPORT

Resilient  
Resourceful  
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Reinventing  
for the  
digital era.

RUTGERS BUSINESS IMPACT  
Spring 2020

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### A MESSAGE FROM DEAN LEI LEI

The 2020 Spring edition of the *Rutgers Business School Impact Report* was being prepared for printing when the world changed. The rapid and unexpected emergence of COVID-19 has delayed many things, including the production of this magazine.

However, the stories of curriculum innovation, research ideas, faculty achievements, student successes, alumni highlights and social impact inside these pages still resonate and help frame what Rutgers Business School (RBS) has achieved before the pandemic. There will be plenty of time and space devoted to how RBS has risen to the challenge in our next issue.

In this issue, our cover story tells how Rutgers Business School brought blockchain into the classroom experience – teaching students how the technology works, and also how it is being used by industry, from accounting and finance to healthcare and retail.

We show you research from professor Alex Van Zant on how to be more persuasive, and from professor Terri Kurtzberg who explores the disrupting influence cellphones have on productivity. We highlight faculty who have won prestigious awards in research and teaching; share the efforts of our faculty to increase business knowledge for the common good; and celebrate 50 years of teaching at Rutgers by professor Joe Markert.

Our business school students showed how interdisciplinary collaboration works by partnering with students from across campus in the arts, engineering and computer science to build a solar race car together. We continue our series showcasing the RBS brand through stories of **Resilience, Resourcefulness, Responsibility** and **Reinvention**.

RBS hosted many impactful events for companies and entrepreneurs. Rutgers Business School demonstrated its engagement with the business community during a symposium for mid-sized companies to share knowledge and resources to grow revenues in uncertain times. Through the leadership of professor Jeffrey Robinson, we hosted one of the largest social entrepreneurship summits in the country.

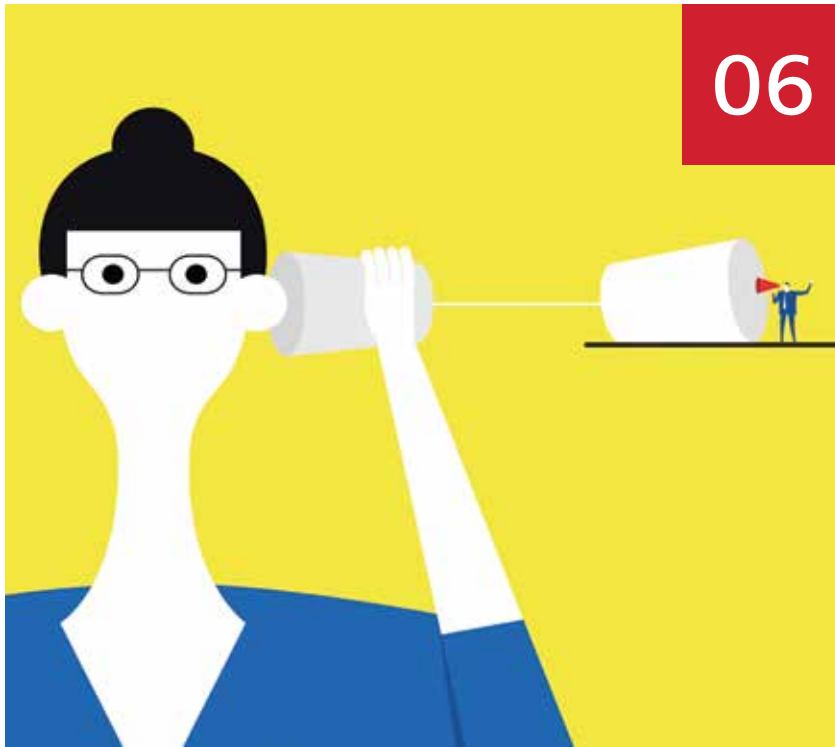
We honor Art Certosimo, a long-time friend of Rutgers Business School and chair of the RBS Board of Advisers; and feature many other alumni highlights including gatherings in Beijing, New York and our RU football tailgate.

I hope you enjoy these stories and much more in this issue. It is important to commend our past accomplishments, use them as inspiration for the future, and stiffen our resolve to face the challenges ahead with a determined mind and strong spirit. Together, there is nothing RBS cannot do.

Lei Lei,

Dean

# Features



TRYING TO BE PERSUASIVE? CONFIDENCE IS CRITICAL

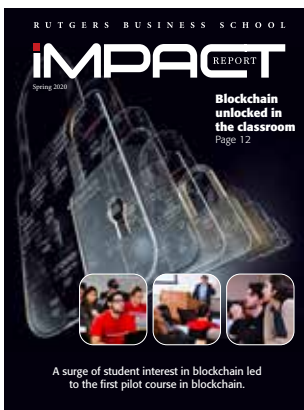


RUTGERS SOLAR CAR TEAM TO RACE ACROSS AMERICA



INVESTMENT IN MASTERS OF SUPPLY CHAIN MANAGEMENT HAS BIG PAYOFF

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#### ON THE COVER:

Tailored to answer the curiosity of the students, the curriculum provides the class with a sense of how blockchain is being used by industry, from accounting and finance to healthcare and retail. **(Page 12)**

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## Professors recognized for contributions to leading journal for the field of international business

Professors John Cantwell and Farok Contractor were recognized by the Academy of International Business (AIB) for their exceptional contributions to the *Journal of International Business Studies*. The journal is the leading academic journal for the field of International Business and the official publication of the AIB. Cantwell, a distinguished professor of management and global business, received a gold medal for his work as the journal's editor-in-chief from 2011 to 2016. Contractor, also a distinguished professor of management and global business, received a silver medal for his nine scholarly publications.



Academy of International Business honors the work of Professors Farok Contractor (l) John Cantwell (r).

## Sample of grants awarded to faculty and programs in 2018-2019



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 Gurbuzbaalaban	\$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

# Trying to be persuasive?

## Confidence is critical, according to professor's research

**T**he next time you're trying to drive home a point or make a convincing pitch, adjusting the tone of your voice could help.

In a new paper titled "How the Voice Persuades," Rutgers Business School professor Alex Van Zant and Jonah Berger, a professor at the Wharton School of Business, provide evidence that how a person says something, especially if it works to make them appear more confident, may make their words more convincing.

The paper will be published in an upcoming issue of the *Journal of Personality and Social Psychology*. It is currently available online through the American Psychological Association's PsycNET.

In four experiments that they did as part of their research, using hypothetical pitches and personally relevant statements, the professors found that communicators engaging in paralinguistic persuasion by adjusting how they delivered a message, such as speaking louder, varying the pitch of their voices or pausing, were more successful in influencing attitudes and choices.

It's not because the listeners did not realize an attempt was being made to persuade them, but rather because the communicators appeared more confident without undermining their perceived sincerity.

To probe the effect of confidence and how it enhances persuasion, the professors carried out a supplementary study. What they found was the most persuasive speakers appeared to have

genuine opinions that were enhanced by confidence. This enabled them to be more effective at persuading others through their vocal tone than through the actual language of their pitches.

The paper is the first to differentiate between linguistic and paralinguistic approaches and provides evidence that one's voice can effectively persuade others even when words fail.

"Similar to prior work demonstrating that people cooperate with those they perceive to be helpful, our findings suggest that having one's persuasive intentions detected does not necessarily undermine the pitch," the authors concluded. "What is more critical is that persuasion attempts are executed in a manner that appears to reflect a sincere desire to help. Paralinguistic attempts are one way to accomplish this goal."

"When you're really trying to persuade someone," Van Zant said, "it's important that they can hear your voice."

-Susan Todd



Varying the pitch of their voices or pausing, were more successful in influencing attitudes and choices.

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



Professor Alex Van Zant's research shows that the most persuasive speakers appeared to have genuine opinions that were enhanced by confidence.



How a person says something, especially if it works to make them appear more confident, may also make their words more convincing, according to new research.

### **Kyungha Lee**

"Financial Reporting and Credit Ratings: On the Effects of Competition in the Rating Industry and Rating Agencies' Gatekeeper Role," *Journal of Accounting Research*, 2019

### **Dan Palmon and Bharat Sarath**

"Are Bold Recommendations Informative?," *Contemporary Accounting Research*, (in press)

### **Priyank Gandhi**

"Financial Market Misconduct and Public Enforcement: The Case of Libor Manipulation," *Management Science (Informs)*, 2019

### **Simi Kedia**

"Mutual Fund Board Connections and Proxy Voting," *Journal of Financial Economics*, 2019

### **Chuan Liao**

"The Theory and Practice of Investor Relations: A Global Perspective," *Management Science (Informs)*, (in press)

### **Petra Christmann**

"The Effect of Sustainability Standard Uncertainty on Certification Decisions of Firms in Emerging Economies," *Journal of Business Ethics*, 2019

### **Farok J. Contractor**

"Can a Firm Find the Balance Between Openness and Secrecy? Towards a Theory of an Optimum Level of Disclosure," *Journal of International Business Studies*, 2019

### **Daniel Z. Levin**

"Network Residues: The Enduring Impact of Intra-Organizational Dormant Ties," *Journal of Applied Psychology*, 2019

### **Jaume Villanueva**

"Sources of Strategic Flexibility in New Ventures: An Analysis of the Role of Resource Leveraging Practices," *Journal of Marketing Research*, 2019

### **Danielle E. Warren**

"When Weak Sanctioning Systems Work: Evidence from Auto Insurance Industry Fraud Investigations," *Organizational Behavior and Human Decision Processes*, 2019

### **Gabriela N. Tonietto**

"When an Hour Feels Shorter: Future Boundary Tasks Alter Consumption by Contracting Time," *Journal of Consumer Research*, 2019

### **Yao Zhao**

"Incentives and Gaming in Collaborative Projects under the Risk Sharing Partnership," *Manufacturing & Service Operations Management*, (in press)

# Want to boost your mental performance? Put your cellphone down

STUDY SHOWS PHONE PRESENCE INCREASES LEVELS OF DISTRACTION HURTING PRODUCTIVITY

**U**sing a cell phone to take a break during mentally challenging tasks does not allow the brain to recharge effectively and may result in poorer performance, Rutgers researchers found.

The experiment, published in the *Journal of Behavioral Addictions*, assigned college undergraduates to solve challenging sets of word puzzles. Halfway through, some were allowed to take breaks using their cell phones. Others took breaks using paper or a computer, while some took no break at all.

The participants who took phone breaks experienced the highest levels of mental depletion and were among the least capable of solving the puzzles afterwards. Their post-break efficiency and quickness was comparable to those with no break. Their number of word problems solved after the break was slightly better than those who took no break, but worse than all other participants.

Participants who took a break on their cell phone took 19 percent longer to do the rest of the task and solved 22 percent fewer problems than did those in the other break conditions combined.

“The act of reaching for your phone between tasks, or mid-task, is becoming more commonplace. It is important to know the costs associated with reaching for this device during every spare minute. We assume it’s no different from any other break – but the phone may carry increasing levels of distraction that make it difficult to return focused attention to work tasks,” said Terri Kurtzberg, coauthor and associate professor of



Terri Kurtzberg, coauthor and associate professor of management and global business.

management and global business at Rutgers Business School.

“Cell phones may have this effect because even just seeing your phone activates thoughts of checking messages, connecting with people, access to ever-refilling information and more, in ways that are different than how we use other screens like computers and laptops,” she continued.

The 414 participants were given sets of 20 word puzzles. Some were given a break halfway through, during which they were told to choose three items to buy within a specific budget, using either their cell phone, a paper circular or a computer. They were told to type or write the reasons for their selections. The study was coauthored by Rutgers Business School doctoral candidate Sanghoon Kang.

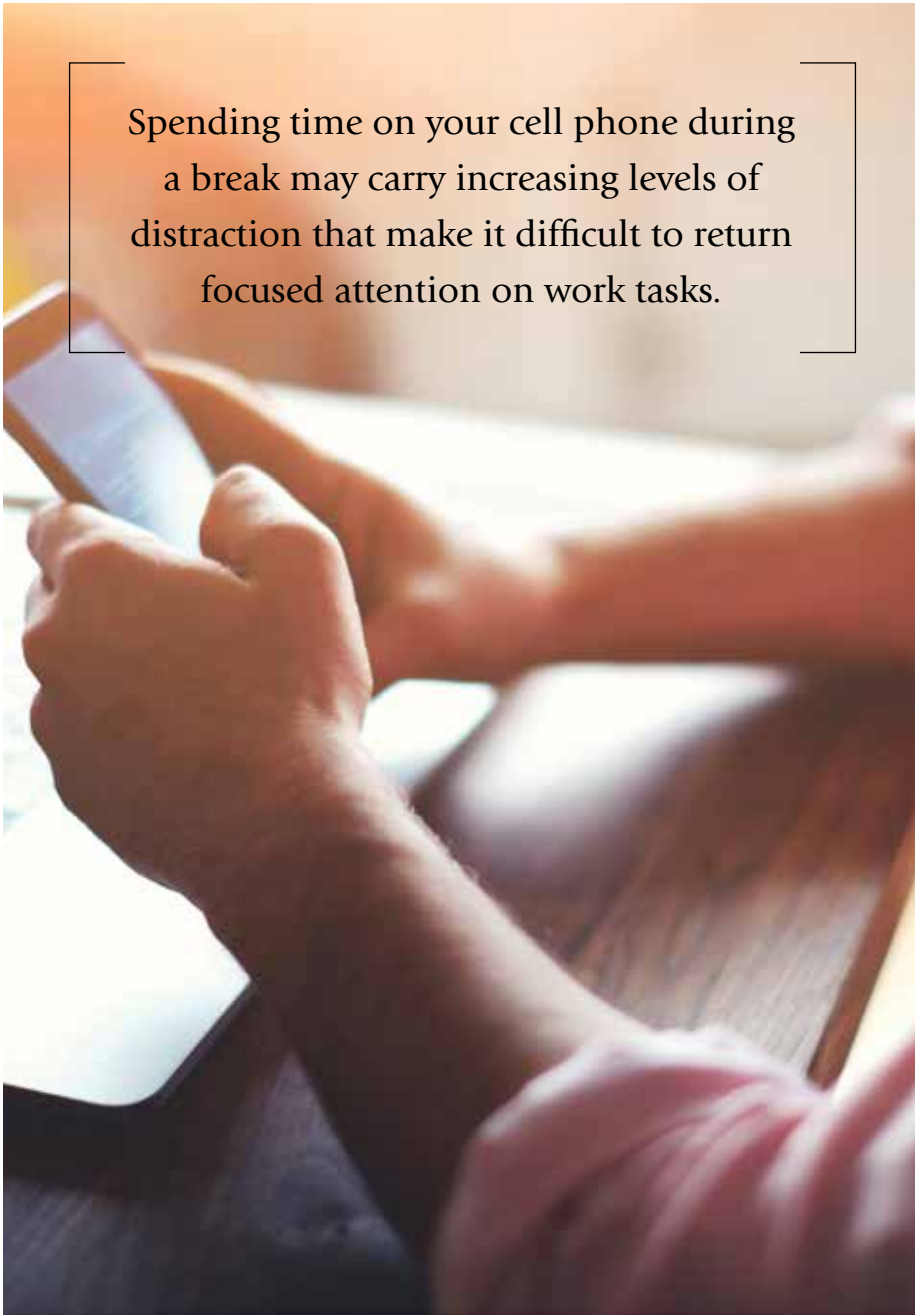
*This article was written by Megan Schumann. It originally appeared in Rutgers Today.*

“It is important to know the costs associated with reaching for this device during every spare minute.”

Terri Kurtzberg







Spending time on your cell phone during a break may carry increasing levels of distraction that make it difficult to return focused attention on work tasks.

## **Rutgers Business School Professor John Cantwell received the PwC Strategy & Eminent Scholar Award in International Management for 2019.**

The award is considered the most distinguished recognition by the International Management Division of the Academy of Management for life-time achievement in international management scholarship. The International Management Division focuses on content pertaining to the theory, research and practice of management with a cross-border or cross-cultural dimension. Cantwell, a distinguished professor of management and global business, received the award during a special session of the 2019 annual meeting of the International Management Division of the Academy of Management in Boston.

## University recognizes three faculty members for excellence in teaching



Three Rutgers Business School faculty members received a Presidential Award for Excellence in Teaching from the university.

The award, created by President Robert Barchi in 2017, recognizes non-tenure track full-time faculty members in the arts and humanities, sciences and social sciences who have demonstrated outstanding teaching in classroom or clinical instruction, curriculum development or mentoring.

The 2019 recipients from Rutgers Business School were: Mason Ameri who teaches management skills, organizational behavior and executive leadership. Ameri was awarded for “his innovative teaching, which balances solid theory with practical, real-world experience, challenging students to excel while supporting them in achieving their goals.”

Mukesh Patel, a serial entrepreneur with experience in private equity, teaches in the Executive MBA and Executive Education programs. He also oversees the Innovation Laboratory at the Rutgers Honor College.



Mason Ameri, Stacy Smollin Schwartz and Mukesh Patel.

The Presidential Award recognizes non-tenure track full-time faculty members in the arts and humanities, sciences and social sciences who have demonstrated outstanding teaching in classroom or clinical instruction, curriculum development or mentoring.

Patel was recognized for his “extraordinarily engaged and enthusiastic teaching and mentoring of undergraduate and graduate students, including his innovative curriculum design and outstanding ability to foster educational collaborations across multiple Rutgers units.”

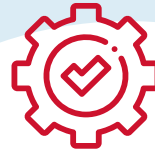
Stacy Smollin Schwartz teaches introductory marketing and digital marketing. She has also developed and lead executive-level curriculum on e-commerce, social media and mobile marketing for Executive Education programs.

Schwartz was chosen for the award based on her “ability to stimulate students to push themselves to new ways of thinking and her talent for bringing abstract and theoretical concepts to life,” according to the award citation.

Each recipient receives a \$1,000 honorarium.

## Marking 50 years at Rutgers

When Joseph Markert began teaching statistics at Rutgers University, there were no white boards or flash drives. It was 1969 and teachers were still using overhead projectors.



Markert, who started out teaching working professionals attending night classes at University College, marks his 50th Anniversary at Rutgers University this year. For the majority of his career at Rutgers, or 32 years to be precise, he has taught at Rutgers Business School. For the past 13 years, he has worked as a full-time assistant professor of professional practice.

At Rutgers Business School, he has served as more than an instructor, he has been an advisor, a mentor and a coach, preparing an estimated 864 students in all for 12 years of Johnson & Johnson Case Competitions. He has coached approximately 21 students who have competed in three years of Target case competitions and helped another 14 students prepare for two AT&T case competitions. "I love the interaction with students," Markert said.

"I love it when a student comes back to see me and says, 'thank you.' That's what keeps me here."

Since the inception of the New Jersey County College Case Competition in 2016, Markert has written the business case at the heart of the event. He has taught a total of 26 different subjects. For the past three semesters, he has focused his teaching on an undergraduate management skills course he helped to develop.

A former engineer at Johnson & Johnson, Markert also spent time working at the pharmaceutical company Hoffman-LaRoche and fragrance-maker Firmenich.

Looking back, he said, "I should have become a full-time instructor sooner."

"I love the interaction with students, Markert said. I love it when a student comes back to see me and says, 'thank you.' That's what keeps me here."

Joseph Markert



Joseph Markert, assistant professor of professional practice.

# Changing business world demands innovative curriculum



Ph.D. student Jamie Freiman, who assisted in some of the earliest research on blockchain's use in accounting, teaches the business applications of blockchain.



In two days, 70 undergraduate students signed up for a course on blockchain.

**L**ast spring, Rutgers Business School accounting major Grace Daniel was preparing for a national case competition when another student suggested incorporating blockchain into the team's presentation.

"I asked him what he was talking about," Daniel said. "I had never heard of it."

When Daniel received an email a few months later saying there would be a course in the fall introducing students to the business applications of blockchain, she immediately signed up. "I was very interested in learning more," she said.

A single, end-of-the-semester email from Associate Dean Martin Markowitz resulted in 70 undergraduate students like Daniel signing up for the blockchain class within two days. The class started in September and offered students one credit for attending a half dozen, three-hour sessions.

Grant DiGrazio, a junior studying business analytics and information technology, said he signed up for the class because he felt it would give him a foundation of understanding in how blockchain is being used by industries. "I know blockchain has some really practical business applications," he said.

Over a series of five Wednesday evenings, Ph.D. student Jamie Freiman tailored the classes to satisfy the curiosity of the students. He explained how the technology works, but he also provided the class with a sense of how it is being used by industry, from accounting and finance to healthcare and retail.

Freiman, who has a background in economics and accounting, assisted Rutgers Ph.D. student Jun Dai in some of the first academic research about blockchain's use in the

accounting field. In 2016, Rutgers Business School's Continuous Auditing & Reporting Lab was one of the first with a core of knowledge about blockchain's potential applications. "That was the beginning, the beginning of the revolution," Freiman said.

When Freiman was doing that research, there was still a high level of skepticism about whether blockchain would have a lasting use in business.

"Some people thought of it as a fad," he said. "I think blockchain, in some capacity, is here to stay. To compare it to the Internet is a bit of a stretch. But do I think it's going to be a part of business? I do. I think it will change business dramatically."

In his class, Freiman stood at the front of the lecture hall in a tweed jacket and khakis, describing processes like mining and hashing. He spoke about wallets and keys and encryption. He described blockchain in relation to bitcoin and other cyber-currencies.

During another class, his lecture on the technology turned practical to the room of undergraduates when he mentioned the need for blockchain coders. "There's a huge demand for people who can code blockchain," he told the students. "Learn it and you'll be marketable."

After three weeks of Freiman's lectures, Brian DiNicola, a junior studying finance and business analytics, said he was glad he had signed up for the class. "I'm pretty interested in blockchain," he said. "I've read about in relation to bitcoin, but I feel like a lot of the information out there is superficial."

"I feel like this class has given me a good baseline knowledge," he said. "I know enough that I can talk about blockchain technology and some of its uses."

That's what Rutgers Business School Dean Lei Lei and Martin Markowitz, senior associate dean for undergraduates, hoped would be accomplished with the pilot class.



Ph.D. student Jamie Freiman tailored the classes to satisfy the curiosity of the students.

"I think blockchain is the future of business. I'm hoping this will be a catalyst for other courses," Markowitz said.

In fact, school administrators quickly got to work to create a curriculum on blockchain and other emerging technologies. A new, three-credit class will be offered to students on both campuses in the spring of 2020. Graduate-level courses on blockchain and artificial intelligence are also scheduled to be offered next year.

"Technologies like blockchain and artificial intelligence are being put into use by industry and are changing business processes as well as the skills recruiters require from job candidates," Lei said. "With innovative curriculum like our blockchain classes, we can prepare our students and ensure that they succeed as the business world continues to be transformed."

A surge of student interest in blockchain led to the first pilot course in blockchain.

In the spring of 2019, Christian Buren, who is now a junior, started the Blockchain Hub with a handful of other students. Buren organized a series of lectures and workshops with the support of Dean Lei Lei and Dean Markowitz and the help of Professor Miklos Vasarhelyi and several Ph.D. students like Freiman.

Students crowded into classrooms to hear the evening lectures even though they received no credit for attending.

The Blockchain Hub continued its efforts during the fall semester to augment Freiman's classes. The group has also organized trips to Boston and Philadelphia for conferences and competitions. "Students are coming to these on their own," Buren said. "They want to be prepared to work with these new technologies."

- Susan Todd



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

### Academic Awards

**Joanne Ciulla** received the **2019 Lifetime Achievement Award** for Scholarship in the Field of Business Ethics from The Society for Business Ethics.

**Weiwei Chen** received the conference **Best Paper Award** for a conference paper titled "O2O On-Demand Delivery Optimization with Mixed Driver Forces" (with H. Dai, J. Tao and H. Jiang) at the 2019 9th IFAC Conference on Manufacturing Modeling, Management, and Control, in Berlin, Germany.

**Harvey Poniachek's** book (2019) *Mergers & Acquisitions: A Practitioner's Guide to Successful Deals* has been named a **Top 7 Seller** by BookAuthority.org and is the **2nd highest rated book** 4.58/5.0 among the best sellers.

**Can Usly** received the **2019 AMA EMSIG Abdul Ali Promising Research Award** for the presentation: Usly, Can, Ekaterina V. Karniouchina, and Z. Ayca Altintig (2019), "Scale or Fail? An Empirical Examination of the Market Share – Financial Performance Relationship," Global Research Symposium on Marketing and Entrepreneurship, London, U.K.

**Can Usly** also received a **Literati Award for Excellence** for serving as an Outstanding Reviewer for the *Journal of Research in Marketing & Entrepreneurship*, Fall 2019.

**John Cantwell** The 2019 Winner of the "**PwC Strategy & Eminent Scholar Award in International Management.**"

**Hui Xiong:** The IEEE Fellow for outstanding contributions to data mining and mobile computing.

**Mason Ameri, Mukesh Patel** and **Stacy Schwartz** received **Rutgers University Presidential Awards for Teaching Excellence.**

### RBS Academic Conferences

**The 47th World Continuous Auditing and Reporting Symposium Faculty Team:** Miklos Vasarhelyi, Michael Alles, Helen Brown-Liburd, Kevin Moffit, Alex Sannella.

**The 2019 Innovations in Undergraduate Business Education (IUBE) Conference** with 120+ Business School leaders from around the country.

**RBS Team:** Over 60 faculty and staff members.

### The 2019 RBS Community Engagement Symposium

**RBS Team:** Leon Fraser, Brenda Hopper, Elayne McClaine, Lyneir Richardson, Kevin Lyons and Tendai Ndoro.

### The Inaugural University Conference on UN Global Compact

During UN General Assembly week, with 140 participants.

**RBS team:** Michael Barnett, Noa Gafni, Jeana Wirtenberg

### Books

#### Joanne Ciulla

Ciulla, Joanne B., and Tobey Scharding, eds., *Ethical Leadership in Troubling Times*. Cheltenham, UK and Northampton, MA: Edward Elgar Publishing.

#### John Cantwell

Cantwell, John and Hayashi, Takabumi. *Paradigm Shift in Technologies and Innovation Systems*. Springer. This book includes a chapter by John Cantwell as well as chapters by our current PhD student Sarah Edris, and by our former PhD student Salma Zaman (now at LUMS in Pakistan).

#### Cheng-Few Lee

Lee, Cheng-Few, Chen, Hong-Yi, and Lee, John C. *Financial Econometrics, Mathematics and Statistics*, Springer Academic Publishers, 2019 (ISBN: 978-1-4939-9429-8).

### Grants

#### Tom Lidbetter

Two NSF Awards: Continuous Search and Patrolling on Networks (\$278,000). Minimum-Cost Strategies for Sequential Search and Evaluation (\$142,000).

#### Jeff Robinson

Two NSF Awards: Increasing the Participation of Women and URM in NSF I-Corps Program (\$299,159). Develop Diversity and Inclusion Infrastructure for STEM Innovation (\$1.2 M).

#### Sophia Zhenzi Li

Received a 2019 Research Council Grant from Rutgers University, and a Natural Science Foundation of China Research Grant.

## Published Papers

### David Ding

Ding, X., Peng, X., Heim, G., and Jordan, V., "Service mix, market competition, and cost efficiency: A longitudinal study of U.S. hospitals," *Journal of Operations Management*, 1-23, 2019.

### Jeffrey Robinson

Inouye, T., Joshi, A., Hemmattian, I., and Robinson, J., "Globalization Skeptics Or Supporters? Understanding The Internationalization Preferences Of Ethnic Minority-Owned SMEs," *Global Strategy Journal*, Posted online October 22, DOI: 10.1002/gsj.1359 (In Press).

### David Dreyfus

Dreyfus, D., 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*, 2019.

### Can Usly

Kutlubay, Omer C. and Can Usly, "The Varying Role of Social Ties on Team Performance: Evidence from the Marketing Classroom," *Marketing Education Review*, 29 (1), 37-51, 2019.

Usly, Can, "The Next Frontier in Marketing: Self-Sustaining Marketing, Society, and Capitalism through Collaborative yet Disruptive Partnerships" in *Handbook of Marketing Advances in the Era of Disruptions – Essays in Honor of Jagdish N. Sheth*, Parvatiyar, A. and R.S. Sisodia eds., Sage, 490-500, 2019.

### Joanne Ciulla

Ciulla, Joanne B., "The Two Cultures: The Place of Humanities Research in Leadership Studies," *Leadership* 15(4): 433-444, 2019.

### Endre Boros

Boros, E., Gurvich, V., Ho, N.B., Makino, K., and Mursic, P.; "Sprague-Grundy function of Symmetric Hypergraphs," *Journal of Combinatorial Theory (A)*, 165, pp. 176-186, <https://doi.org/10.1016/j.jcta.2019.02.006>, 2019.

Boros, E., Elbassioni, K., Gurvich, V., and Makino, K., "A Pseudo-Polynomial Algorithm for Mean Payoff Stochastic Games with Few Random Positions," *Information and Computation*, 267, pp. 74-95, <https://doi.org/10.1016/j.ic.2019.03.005>, 2019.

Boros, E., Cepek, O., and Gurvich, V., "Separable Discrete Functions: Recognition and Sufficient Conditions," *Discrete Mathematics*, 342 (5), pp. 1275-1292, <https://doi.org/10.1016/j.disc.2018.12.026>, 2019.

Boros, E., Gurvich, V., and Milanic, M., "Decomposing 1-Sperner Hypergraphs," *Electronic Journal of Combinatorics*, 16(3), #P3.18, <https://www.combinatorics.org/ojs/index.php/eljc/article/view/v26i3p18>, 2019.

### Gary Branning

Branning, G., Lynch, M., and Hayes, K., "Industry Trends: Value-Based Agreements in Healthcare: Willingness versus Ability," *American Health & Drug Benefits*, Vol 12, No 5, 2019.

Branning, G., Ross, R., and Hayes, K., "A Shift in Party Majority, a Shift in Priority? What the Pharmaceutical Industry Can Expect," *American Health & Drug Benefits*, Vol 12, No 1, 2019.

Branning, G., "Comorbidities in Rheumatoid Arthritis Present Clinical, Economic Challenges for All Stakeholders," *American Health & Drug Benefits*, Vol 12, No 1, 2019.

Branning, G., "Limited Guidelines and Treatment Success in the Current Standard of Care for Patients with Rheumatoid Arthritis Provide an Opportunity to Inform New Treatment Protocols, Stakeholder Perspective," *American Health & Drug Benefits*, Volume 11, Number 3, 2018.

### Danni Wang

Wellman, N., Newton, D. W., Wang, D., Wei, W., Waldman, D. A., and LePine, J. A., "Meeting the need or falling in line? The effect of laissez-faire formal leaders on informal leadership," *Personnel Psychology*, 72 (3), 337-359, 2019.

### Jonathan Eckstein

Johnstone, Patrick R. and Jonathan Eckstein, "Convergence Rates for Projective Splitting," *SIAM Journal on Optimization* 29(3):1931-1957, 2019.

Eckstein, J., Kagawa, A., and Goldberg, N., "REPR: Rule-Enhanced Penalized Regression," *INFORMS Journal on Optimization*, 1(2):143-163, 2019.

## Conference Keynotes

### Endre Boros

Keynote lecture at the **Taiwanese OR Society Conference**, Taipei, "Polynomially computable sharp probability bounds," <https://orstw2019.conf.tw/site/page.aspx?pid=34&sid=1306&lang=cht>, November 8, 2019.

### Cheng-Few Lee

Keynote speech at the **27th PBEFAM Conference**, which was held in Taiwan at National Taiwan University on June 15 and 16, 2019.

### Sophia Zhengzi Li

Presented at **AQR Capital Management** in April, 2019; and the European Financial Association (EFA) Annual Meeting in August, 2019.

## Recently Accepted Papers

### Azi Ben-Rephael

Ben-Rephael, A., Choi, J., and Goldstein, I., "Mutual Fund Flows and Fluctuations in Credit and Business Cycles," *Journal of Financial Economics*.

*continues next page*

**Andrea Tamoni**

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

**Endre Boros**

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

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

**Cheng-Few Lee**

Lee, C.F., Zhao, Y., and Yu, M. T., "Does Equity Market Timing have a Persistent Impact on Capital Structure? Evidence from China," *British Accounting Review*.

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# Rutgers solar car team to race across America

## STUDENTS FROM BUSINESS, ENGINEERING & THE ARTS COMBINE THEIR TALENTS TO ACHIEVE GREATNESS

A team of Rutgers students who designed and built a solar panel-covered car will travel to Independence, Missouri in the summer to compete in the 2020 American Solar Challenge with the ultimate goal of racing across the Oregon Trail to the finish line in Idaho.

It will be the Rutgers team's second attempt at racing a solar car that the School of Engineering students built, having started with a donated chassis and car body at the start of 2019. Wide, flat and aerodynamically curved, the car resembles a section sliced out of an airplane wing with a narrow cockpit stuck on top.

The students entered the car in the Formula Sun Grand Prix at the Circuit of the Americas in Austin Texas in July, but the car was not quite race ready.

The 2020 American Solar Challenge journey will span over 1,000 miles of open roads in the heartland of America. First started in 1990, it is the pinnacle of what an interdisciplinary group of undergraduate students can achieve, as it requires the very best of every type of major around campus.

The team includes an eclectic mix of Rutgers students from the business and engineering schools and the Mason Gross School of the Arts.





Business students led the team's marketing and fundraising efforts, which were essential to paying for the technology needed to build the car. They are also leading the logistical work involved in transporting the car cross-country, and bringing the car to public schools across New Jersey to promote sustainable energy and show students what they can achieve with higher education.

Mason Gross students are handling the photo, video and design components integral to the team's marketing and outreach.

Engineering students built the car, which began with a chassis stripped of all electrical and mechanical components. They redesigned the car's interior and are repairing the solar arrays and installing data collection and other systems needed to make a smart and sustainable vehicle.

The car has more than 400 rechargeable lithium battery cells, powered by 250 solar cells producing 110 watts of power in peak sunlight. It's possible the motor could reach 65 miles per hour, using no more wattage than a hairdryer.

Alexander Sanducu, the chief engineer and project manager of the car, was one of eight team members that went to Austin for the race. He recently graduated from the Rutgers School of Engineering with a degree in mechanical and aerospace engineering, and is going for his master's degree at Rutgers. He said the diverse perspectives of business, art and engineering students had been critical to the team's success.

"As engineers who want desperately to make this car perfect, we didn't want to show the car to anyone until we drove it," Sanducu said. "The business team pushed us out of our comfort zone for

the better, by telling us how important it is to show off our work and spread the word about sustainability. Listening to other perspectives has made us a better team and will help us no matter what we do in the future."

Among Big Ten schools, nearly all have a solar car team, and among those teams, Rutgers has the most business school students.

Business students led the team's marketing and fundraising efforts, which were essential to paying for the technology needed to build the car.

"From the supply chain majors handling the procurement and logistics for the team, to the engineers pushing the boundaries of solar technology and the Mason Gross students creating all types of media content to highlight the team's efforts, it shows off the best that Rutgers has to offer," said Thomas Brinckman, Managing Director of Rutgers Solar Car Team and a student at Rutgers Business School and the SAS Honors Program majoring in Business Analytics and Information Technology.

Marty Markowitz, Senior Associate Dean, was impressed by how the business school students were really running the solar car like a business. "It's truly inspiring what these students are doing," he said. "The cooperation among various schools shows what motivated, energetic and intelligent students at Rutgers can do."

Megan Schumann wrote the original article for *Rutgers Today*. Daniel J. Stoll also contributed to this story.

"It's truly inspiring what these students are doing." Senior Associate Dean Marty Markowitz.





The Solar Car on display during Rutgers homecoming football tailgate in October. From left to right: Thomas Brinckman, Managing Director of Rutgers Solar Car Team, Anthony Scalia, Chief Engineer, Rutgers Business School Dean Lei Lei and Rutgers School of Engineering Dean Thomas Farris.



The Rutgers Solar Car team at the Formula Sun Grand Prix on the Circuit of the Americas Formula One racetrack in Austin, Texas in July 2019.

## Stories of Resilience, Resourcefulness & Responsibility *Reinventing for the digital era.*

These traits reflect the essence of Rutgers Business School's brand and are qualities that students have become known for among recruiters and employers.



Sarah Pomeranz and the Sulis team piloted their water purification system in India.

## A student entrepreneur, and a student of entrepreneurship

Resilient  
Resourceful  
Responsible

Sarah Pomeranz ('20, RBS/HC/DRC) is majoring in Leadership & Management with a concentration in entrepreneurship and a minor in social justice. Her academic interests and entrepreneurial drive led her to co-found Sulis, a start-up addressing clean water scarcity with their innovative water sterilization technology, alongside team members Anurag Modak ('20, SAS/HC), Ari Mendelow ('18, SOE), and Yuki Osumi ('20, SAS/HC).

"As both a student entrepreneur and a student of entrepreneurship, I have come to understand that to fully embody entrepreneurship is to strive to leave the world better than you found it and to empower those around you to do the same," Pomeranz said. "As a female entrepreneur, I personally represented Sulis in The Global Student Entrepreneur Awards – a premier global competition for students who own and operate a business while attending college or university. I was selected as the New Jersey regional champion and continued to the national competition where I had the distinct honor to compete as one of the Top 25 U.S. Student Entrepreneurs in America.

"Sulis won the Hult Prize at Rutgers Competition in 2017 and then the Boston regional competition in 2018. That qualified them to attend the Hult Prize 2018 accelerator program in London.

"The fact that Sulis finished the accelerator program in London as the seventh best idea out of the 42 teams was affirming of our technology," said Pomeranz. "But more than anything else, our ability to raise \$40,000 in order to fund the pilot program in Mumbai and Gujarat, India demonstrated that we possessed the grit necessary to turn this aspirational business concept into a tangible product that saves lives."

"...I have come to understand that to fully embody entrepreneurship is to strive to leave the world better than you found it and to empower those around you to do the same."

Sarah Pomeranz

Stories of Resilience, Resourcefulness & Responsibility  
*Reinventing for the digital era.*



Rutgers Part-Time MBA student Mindy Schaper.

## Part-Time MBA student gains new perspective

Resilient  
Resourceful  
Responsible

Few students have pushed through the type of hurdles Mindy Schaper faced when she chose to pursue her dreams, which include earning a Rutgers Part-Time MBA.

Growing up in a Hasidic family in Brooklyn, none of her relatives were college educated much less graduates of masters programs. For Schaper and other ultra-Orthodox Jewish girls, there are few educational opportunities.

The expected role for a woman in the Hasidic community is to be a wife and a mother. From a young age, Schaper wanted more, though she said, "I don't disparage that."

While her parents are traditional Hasidic Jews, they are more open-minded than most members of the community. Each week they took Schaper and her two brothers to the Brooklyn Public Library, where they took out 30 books apiece. Reading historical fiction and books about different cultures as well as being allowed to watch movies, which was also unusual in Hasidic households, prompted Schaper to "want a different life."

Schaper eventually attended a program in Israel called Neve Yerushalayim and met her husband while in the country. He was of Dutch origin and had come to Israel to complete his conversion to Orthodox Judaism. Schaper faced tremendous resistance to their marriage from her family and community, but eventually they were able to marry with her parents even attending the wedding.

While researching MBA programs, Schaper decided on Rutgers Business School because it was affordable and would allow her to study part-time.

"As soon as I stepped into the program, it addressed a part of my life that was necessary," she said.

- Bonnie Schultz

"The MBA program has made me into a more well-rounded person," she said. "My thinking is more linear, and I'm more capable of considering practical outcomes."

Mindy Schaper



Stories of Resilience, Resourcefulness & Responsibility  
*Reinventing for the digital era.*



Shanta Brown, Rutgers Business School – New Brunswick, Part-Time MBA '18, Strategy & Leadership.



## Alumna gains foundational tools to grow and flourish

Resilient  
Resourceful  
Responsible

A seasoned professional, Shanta Brown had 28 years of service with Everest Re Group, Ltd. when she began the Rutgers Part-Time MBA. She started in an entry-level position at the company and worked her way up to a vice president role.

"I needed to do this for me," Brown said. "I learned the reinsurance business from the ground up, but set my sights on pursuing the Rutgers MBA for the personal accomplishment and validation. I'm the first in my family to attend college. Being a first-generation college student represents progress for my family."

"I also understand the adage: 'You don't know what you don't know.' Business continually evolves: technology advances, processes change, how business gets done develops," said Brown. "However, what I did know was that the Rutgers MBA would give me the tools to continue to grow and flourish in my career."

"Throughout the program we worked in teams which promoted different perspectives and leadership styles," Brown said. "A team working well together and incorporating different ways of thinking, different ways of approaching problems, yields a better end product than an individual working alone. This is directly applicable to the business world."

"Being older than my classmates and having worked in the business world for 28 years had its advantages," Brown continued. "I have experience to impart."

"The Rutgers MBA gave me the foundational tools to grow and flourish."

Shanta Brown, MBA '18

## Learning to use big data to make healthcare better

Tyler Recinos has always been a big techie. After graduating from Rutgers in 2017, he found a career path in the health insurance industry and wanted to leverage his interest in technology toward healthcare. Recinos was attracted to Rutgers Business School's Masters in Healthcare Services Management program because of its strong data analytics track.

"We're learning how to use data and analytics to make market decisions that can be applied to annual spending, negotiating premiums and setting prices," he said. "By gaining more of an understanding of the industry in classes like operational analysis and healthcare finance, I can help improve the efficiency and quality of healthcare. There's a huge demand for people with the ability to understand and translate big data so it can be used to move the ball forward."



Tyler Recinos, project manager, UnitedHealthcare, New York City, is working on a Master of Science in Healthcare Services Management.

## Scholarship buys student more time to study, mentor

Gabriela Cruceta, a rising senior studying supply chain management and management information systems, was awarded a \$2,500 scholarship from the New Jersey SIM Foundation.

Cruceta said she decided to study management information systems after realizing she was the person everyone came to when they needed help with technology. "I liked to do it," she said.

Born in the Dominican Republic, Cruceta enjoys mentoring as an active member of the Management Information Systems Association (MISA). "With the help of this scholarship," she said, "I will be able to spend more time mentoring my fellow students."



Student Gabriela Cruceta (second from right) was recognized for her academic excellence and leadership.

## Students showcase businesses achieving UN's Sustainable Development Goals

Two teams of Rutgers undergraduate students won 2019 Flourish Prizes awarded by the United Nations as part of its global education initiative AIM2Flourish.

Swetcha Ananthu, Silas Okoth, Matthew Hennessey, Jeffrey Shen and Paul No won for their interview with U.S.-based Common Interests: "Investing for a Reason Beyond Money."

Courtney McLeary, Mark Gencer, Varinder Singh, Pedro Rolim and Will Ujueta – won for their story, "Thinking Differently About Waste" that profiled TerraCycle which uses multiple platforms to help eliminate waste.



# Students distinguish themselves as leaders

The Distinguished Leadership Award is given annually to recognize students who demonstrate outstanding academic achievement, leadership potential and service to Rutgers Business School.

The award is given to a graduating senior from the undergraduate programs in Newark and New Brunswick. It is also given to an outstanding student leader from the graduate program.

The name of each recipient is engraved on the school bell as a lasting tribute to their excellence at Rutgers Business School.

## The following students received the award for 2019:

**Shweytank Agrawal** started the Rutgers MBA program after four years of working in the operations and information technology sector. By concentrating his studies in supply chain management and finance, Agrawal hoped to build on his analytical and business management skills and advance his career.

As part of his student experience, he participated in the MBA Team Consulting Program applying his classroom lessons to help solve a real-life business problem for UPS. In addition to being a strong student, Agrawal took on a leadership role as president of the student government association.

During her time at Rutgers Business School, **Amanda Maher** was considered a stand-out. She was an honor student in marketing and a member of Women BUILD, where she discovered a circle of friends and her own potential as a leader.

Proof of her drive, sense of community and leadership was evident when she organized the Rutgers Cares Food Drive and helped to raise awareness about the Rutgers Student Food Pantry through a social media campaign. The pantry served 500 students in spring of 2019 compared to 15 in 2018.

**Nicolas Romero** transferred into Rutgers Business School from Union County Community College, where he started studying as an international student from Bogota, Columbia.

He excelled at his studies in finance and management science and information systems at Rutgers. In his second year, he became a teaching assistant in the mandatory business forum class where his natural abilities as a mentor and leader became apparent.

“Once you get to know Nicolas, you realize there is no subject he cannot master,” Assistant Dean and Director of the Office of Career Management Wanda Mendez said last spring. “People know when he talks he will say something important.”



Shweytank Agrawal



Amanda Maher



Nicolas Romero

# Rutgers team is finalist in L'Oréal's international Brandstorm Challenge

Rutgers Business School-New Brunswick sophomore Justin Lee said he didn't hesitate when his friend Alex Nguyen, another Rutgers Business School sophomore, asked him to be part of a team that would compete in L'Oréal's Brandstorm Innovation Challenge.

But Lee said he never expected to actually wind up on a stage in Paris, standing among the six teams chosen as finalists. Ditto for Nguyen and their team-mate from Rutgers University's School of Arts and Sciences, Zaynab Kahn.

"Amazed," is a word each of the students used to describe their reaction to ending up among the finalists.

Nguyen said they spent winter break thinking of ideas, combining two of them, and then meeting with several Rutgers professors to determine the viability of the technology and the idea itself.

And then there were hours of practicing their pitch over and over. "We spent so much time practicing and pitching, sometimes five hours a night," Lee said.

L'Oréal challenged student teams from around the world to come up with innovative skin care products for health conscious consumers. The competition attracted 340,000 students from 65 countries.

The Rutgers team proposed using a technology known as controlled heat assisted drug delivery in a face mask ("The 1 Mask") to treat both dark under eye circles and delivering doses of melatonin as a sleep aid.

The team, known as Derma Dapper, presented their idea in New York City,

competing against 80 teams in an initial round and then going up against a field of 10 before they were chosen to be one of two teams representing the U.S. in the final competition in Paris. Stacy Schwartz, an assistant professor of professional practice, advised the team.

## L'ORÉAL



Rutgers Business School sophomore Alex Nguyen with teammates Zaynab Kahn, a sophomore at the School of Arts and Sciences, and Jason Lee, a sophomore at Rutgers Business School. All three are students at the Honors College of Rutgers University - New Brunswick.



Rutgers students Alex Nguyen, Jason Lee and Zaynab Kahn making their pitch in Paris.

# Two EMBAAs land on *Poets&Quants* Best & Brightest of 2019 list



Rojo Mathai P&Q Best & Brightest EMBA 2019.

Two new graduates of the Rutgers Executive MBA program, Rojo Mathai and Elizabeth Martin, were among the 100 Best and Brightest EMBAAs in a list compiled by *Poets&Quants* for 2019.

Mathai, 45, runs the advisory, strategy and transformation consulting practice at Publicis Groupé. He was president of the EMBA Class of 2019. He lives in Princeton with his wife and their three sons.



Elizabeth Martin P&Q Best EMBA 2019.

Martin, 37, works at Merck as a clinical director, developing and monitoring clinical trials for the HIV program. She lives in Manasquan with her husband and three children.

## Inaugural hackathon aims to increase women choosing data analytics careers

The first annual Rutgers Business School / Johnson & Johnson Hackathon tackled ways to inspire more young women to choose careers in data analytics.

"J&J has used the hackathon model for innovative approaches to problem solving at least 20 times," said John Thaler, senior director - strategy and innovation at J&J. "When tackling a difficult problem, time and again we have seen that a diverse group yields the best solutions," Thaler said. "The hackathon model is effective because in a short, focused timeframe, teams produce plans that can be implemented and tested." Thaler said that this is the first time that J&J held a hackathon with a university and they look forward to doing it again.



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



## Rutgers MBA in Supply Chain Management leads to opportunities to work in Canada

**T**he Supply Chain Management Association™ (SCMA™) and Rutgers University signed a partnership agreement through which graduates of Rutgers Business School's MBA in Supply Chain Management program gain advanced standing toward SCMA's Supply Chain Management Professional™ (SCMP™) designation.

The SCMP designation is frequently required for recent graduates or professionals looking to work in supply chain management for companies in Canada.



"We are very excited about our partnership with Rutgers Business School," said Christian Buhagiar, President and CEO of SCMA. "Rutgers is the first U.S. university with which we've partnered to develop advanced standing pathways into our SCMP designation. Immigration is a key economic driver for Canada, supported by the Government of Canada, and creating international pathways to Canada's most sought-after supply chain designation will open opportunities for those wishing to emigrate to work in Canadian supply chain management."

Rutgers MBA in Supply Chain Management is highly respected, ranking No. 5 in North America according to Gartner, a leading

research and advisory company. "We are thrilled to partner with the SCMA to offer opportunities to our students to pursue supply chain management careers in Canada," said James King, senior director, Office of Career Management at Rutgers Business School.

Through the new agreement, Rutgers MBA Supply Chain Management graduates interested in earning the SCMP designation are exempt from all workshops and seven of the eight modules. They are required only to complete the module on supply chain management for the public sector, participate in the in-residence week, pass the final exam and show proof of their valid work experience.

"It's a testament to the strength of Rutgers supply chain management curriculum to so closely match the requirements for the SCMP designation," said Andy Gogates, manager of Corporate Relations at Rutgers Business School, who was instrumental in fostering the partnership. "This is a real advantage for Rutgers MBA graduates looking for career opportunities in Canada," said Gogates.



From left to right: Andy Gogates, Rutgers MBA Corporate Relations; Lian Qi, Department Chair, Rutgers Supply Chain Management; Danielle Parizeau, Consul of Migration at the Consulate General of Canada in New York; James King, Office of Career Management at Rutgers Business School; and Christian Buhagiar, President and CEO of SCMA. Christian Buhagiar, President and CEO of SCMA.



Supply Chain Management Association and Rutgers Business School partner to fast track Rutgers' Supply Chain Management MBA graduates to SCMP designation.

There is a  
real advantage  
for Rutgers MBA  
graduates looking for  
career opportunities  
in Canada.

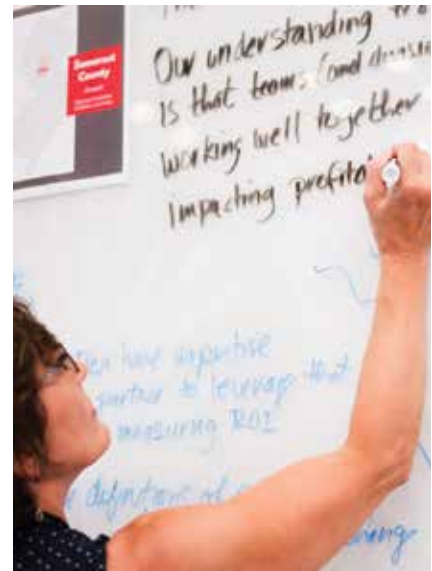


# UNICON workshop examines ROI of Executive Education

The value proposition of executive education was the focus of the Consortium for University-based executive Education's annual UNICON workshop hosted by Rutgers Business School's Executive Education program.

The workshop built on UNICON's own research examining the return on investment of Executive Education, and it challenged attendees to work in teams to explore ways of unlocking ROI to better meet client needs and expectations.

The attendees, who came from around the world, were also given a chance to experience some of New Jersey's best assets: a sustainable farm and a stretch of the Jersey Shore.







“We knew there was so much collective wisdom around that audience, we had to structure the UNICON conference so they could really drive the solution,” said Peter Methot, executive director of Rutgers Business School’s Executive Education.



## New online master's degree in digital marketing will supply industry with needed talent

Stacy Schwartz, a Rutgers professor of professional practice is building the online Master of Science in Digital Marketing program to address the industry's need for a larger pool of digital marketing expertise.

Schwartz was on the ground floor at the advent of digital marketing. An original launch team member of DoubleClick, an internet advertising pioneer that is now part of Google, Schwartz went on to serve in executive marketing positions at the Hospital for Special Surgery and Virgin Mobile USA.



Stacy Schwartz

## Rutgers forges ties with the UK-based Chartered Institute of Public Finance and Accountancy

Rutgers Business School and the Chartered Institute of Public Finance and Accountancy (CIPFA) created a pathway for Rutgers students to practice governmental accounting outside the U.S.

Under the agreement, current students and graduates of Rutgers Business School's Master of Accountancy in Governmental Accounting Program will be given the opportunity to qualify with CIPFA as a Chartered Public Finance Accountant (CPFA) through CIPFA's online platform.

The credential allows graduates of the Master of Accountancy in Governmental Accounting to work in other areas of the world in public finance positions and consulting.

The CPFA is an internationally recognized designation and is awarded by CIPFA to Masters in Governmental Accounting graduates who elect to complete CIPFA's International Public Financial Management (IPFM) qualification.

The CIPFA IPFM builds on and extends the knowledge gained in the governmental accounting program and reflects the evolving environment and challenges faced in managing public finances effectively all around the world.

"CIPFA is delighted to be entering into a partnership with Rutgers University that will allow us to share our expertise and explore common goals to the benefit, not only of the students, but the public sector globally, which can only gain through greater cooperation among government accountants," said Rob Whiteman, CEO of CIPFA.

Rutgers Business School Professor Irfan Bora, director of the Master of Governmental Accounting, also praised the agreement.

CIPFA CEO Rob Whiteman (center) signs a memorandum of understanding during a luncheon ceremony with Rutgers Business School's Executive Vice Dean Yaw Mensah and Professor Irfan Bora, director of the Master of Accountancy in Governmental Accounting program.



"It's our pleasure to collaborate with CIPFA so we can attain our mutual goal and serve the public interest," Bora said. "This partnership strengthens our graduates' accounting careers globally, providing them with tools, training and membership."

"CIPFA's expertise and ongoing commitment to working with partners internationally puts Rutgers University at the forefront of public financial management best practices," he said.

Rutgers students and alumni are taking advantage of global opportunities in governmental accounting by qualifying as a CPFA through CIPFA's online platform.

"The CPFA credential resonates on an international level," said Cecily Johnson, a graduate of Rutgers Masters in Governmental Accounting in 2017.

As a senior consultant for Not-for-profit and Higher Education Advisory Services, Johnson provides auditing, operational reviews, risk assessment and strategy for higher education and not-for-profit, including non-governmental organizations with overseas components to their operations.

"It has a lot of power in the world of public accounting. It will help to open doors," she said.

Cecily Johnson, who graduated from Rutgers Masters in Governmental Accounting program in 2017, said the opportunity to become a Chartered Public Finance Accountant would open a lot of doors internationally.



Dean Lei Lei and Professor Irfan Bora with Rob Whiteman, CEO of the Chartered Institute of Public Finance and Accountancy.



CIPFA  
created a  
pathway  
for Rutgers  
students  
to practice  
governmental  
accounting  
outside  
the U.S.



## Symposium offers mid-sized companies advice, resources for growing in uncertain times

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

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 advice about strategy, resources and avoiding litigation.

"Your contracts are critical," panelist Carole White-Connor, a senior corporate counsel at T-Mobile told the audience during a discussion on mitigating risk. "Almost universally, business people don't read them."

Melanie Willoughby, executive director of the New Jersey Business Action Center, explained how her agency helps business people navigate the laws and regulations that impact their companies, from sales taxes and inspection fees, to family leave.

Panelist Braun Kiess, principal of Partners2Market, discussed the strategy of growth hacking as part of a panel that encouraged business owners to become customer centric. Jonathon Jaffe described how he differentiated his marketing business with a daily email poking fun at New Jersey news.

The four-year-old symposium is one way Rutgers Business School shares expertise and helps to facilitate stronger collaborations among higher education, government, private corporations and entrepreneurs. This year, the symposium also highlighted the services provided by the New Jersey Small Business Development Center, which has one of its regional centers at Rutgers Business School.

"We have a responsibility to support our community and the local companies," Dean Lei Lei said, noting some of the resources, including teams of MBA student consultants, available to help area businesses.

Rutgers Business School's role in making 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 in Newark.

Rutgers University Newark Chancellor Nancy Cantor said the theme of the 2019 symposium promised to continue the tradition of "thought-provoking but practical dialogue."

"Collaborative business growth, in my view, is the name of the game, not zero-sum competition," Cantor said. She offered Newark's buy local, hire local, train local initiative as an example.

"This is the collaborative business growth strategy that can be the basis not only for equitable growth in cities and regions in New Jersey," she said, "but also can serve the interests of mid-size companies by increasing their market share and sales, and solidifying reputation for long-term stability."



Nancy Cantor



Master of Ceremonies Leon Fraser, a Rutgers Business School professor of professional practice.

"Collaborative business growth,  
in my view, is the name of the game,  
not zero-sum competition."

Nancy Cantor



Rutgers University-Newark Chancellor Nancy Cantor said the focus of the 2019 symposium continues a tradition of "thought-provoking but practical dialogue."

# Summit celebrates women and future women leaders

Members of Women BUILD (Business Undergraduates in Leadership Development) got some inspiration about being change-makers from Prudential's vice president of corporate social responsibility and other career women during the organization's annual summit.

In a keynote address, Kimberly Ostrowski described her path to Prudential, including a "pivotal moment" of career inspiration that led her to philanthropy. She also spoke of the influence of her father's focus – he was a welder and union member – on social justice and equity on her own drive to work to help create a just system.

"You, as an individual, always have a chance to be a change-maker whether you're an accountant or a welder," she said.

The summit is a ritual for Rutgers Business School students selected for the leadership development program. While it brings together students from both campuses and showcases women in positions of leadership in the business world, it also recognizes seniors who are graduating from Rutgers Business School – and BUILD in May.

For first-year BUILD member, Natalie Borys, a sophomore studying finance, the summit was a good opportunity to network and talk to recruiters "on a more personal level."

Martin Markowitz, senior associate dean of Rutgers Business School's undergraduate program in New Brunswick, participated in the summit's tradition of awarding medals to graduating seniors who complete all the components of the Women BUILD program.

Borys said BUILD has provided her with a chance to develop as a leader and guidance to help her prepare for a career – all in a supportive environment. "When I first joined, Dean Rao told us, treat this like a sisterhood, and that's what it's really like," Borys said.

The program sponsors for the 2018-2019 academic year were: Prudential, Goldman Sachs, EY, Johnson & Johnson, PWC, Vanguard, Nestlé Health Science, Stanley, Black & Decker and Accenture.



"You, as an individual, always have a chance to be a change-maker whether you're an accountant or a welder."  
 Kimberly Ostrowski



Kim Ostrowski, vice president of Corporate Social Responsibility at Prudential, speaks about her work at the company and the things that inspired her career path.



Members of Women BUILD were able to ask questions of the career women who spoke during the summit.



Photos by Rutgers Business School student Joanne Kim.



# An initiative to create women leaders

On a spring evening earlier this year, a group of nearly 50 women gathered in a conference room overlooking Manhattan to hear about the launch of a new women's initiative at Rutgers Business School.

The product of months of ground-laying work by Lisa Kaplowitz, a professor of professional practice in finance, and Sangeeta Rao, an assistant dean of mentoring, the initiative aims to bring together alumni, faculty and students to develop women leaders through education, innovation and opportunities.

"Study after study has demonstrated that women are not equally compensated or represented at any level of business," Kaplowitz said. "We are really excited about the prospect of combining the talent of our alumni, faculty and students to remove

barriers and empower women to lead a continuously evolving workforce."

Kaplowitz and Rao formed the initiative after finding "pockets of programming at RBS" that lacked the comprehensiveness or inclusiveness of a whole group of women. They quickly received support from Laurie Platek, who sits on the Rutgers University Foundation's Leadership Circle, and Loubna Erraji, director of the Rutgers Executive MBA Career Management and Alumni Relations.

They created a vision and a mission statement, and to give the initiative a meaningful structure, the women designed a thought leadership loop, encompassing alumni, corporations, faculty and students.

The initiative will build on existing efforts and organizations at Rutgers to empower more women, both students and alumnae, in bigger and bolder ways – with mentoring, workshops, scholarships, case competitions and conferences.

Rao, who took charge of Rutgers Business School's Women BUILD five years ago, said she has seen the transformative power of the program in a group of young women who support and empower each other and

Professor Lisa Kaplowitz (left) with Rutgers Business School Dean Lei Lei, Assistant Dean Sangeeta Rao and Laurie Platek.

are cultivated by a larger community of professional women.

"We hope to build on the program's success and extend its reach beyond high-achieving undergraduates," Rao said.

Kaplowitz is inviting Rutgers alumni to fill seats on an advisory board that will direct the initiative's efforts.

"The business world needs you."

Dean Lei Lei



One of the first projects will be a women's conference in 2020.

During the event to launch the initiative, Rutgers Business School Dean Lei Lei cited some numbers to show why nurturing young women to be confident in their leadership ability is necessary. Women make up nearly half of the workforce, but only 5 percent of them occupy the corner office in a company, Lei said.





## Academic leaders commit to University Global Compact at 17-Rooms U event

**A**dministrators and faculty members from universities around the world gathered at Rutgers University-Newark to collaborate on ways higher education can support the United Nation's 17 Sustainable Development Goals and commit to the emerging University Global Compact Initiative.

College professors and deans streamed into 15 Washington Street from buses that brought them from the United Nations General Assembly in New York City, where the University Global Compact had been announced on as a way of accelerating progress on the Sustainable Development Goals. The compact mirrors an earlier one formed to engage corporations in the same goals.

The Rutgers event, dubbed 17-Rooms U, was intended to build on the momentum of the UN's General Assembly meeting, using the opportunity to bring university representatives together to begin collaborating over ideas for meaningful actions. It attracted 140 leaders from universities in the United States, Canada, Mexico and Europe as well as Turkey, Korea and Senegal.

Rutgers Business School was represented by a number of faculty and staff, including distinguished professor Nancy DiTomaso, professors Michael Barnett, Can Uslay and Joanne Ciulla, and Jeana Wirtenberg, an associate professor of professional practice.

"The 17 Rooms U event was an exciting moment for the Rutgers Institute for Corporate Social Innovation," said Noa Gafni the institute's executive director. "Our aim is to educate current and future leaders that they can do well by doing good and to connect Rutgers locally and globally."



Associate Professor of Professional Practice Jeana Wirtenberg at the board captured a workgroup's ideas.



Gary Cohen, a Rutgers University graduate and MBA alumnus, founded the Rutgers Institute for Corporate Social Innovation in 2018. Cohen is also executive vice president of Global Health for BD (Becton, Dickinson and Company).

140 leaders from universities in the United States, Canada, Mexico and Europe as well as Turkey, Korea and Senegal participated.



Rutgers Business School Dean Lei Lei and Noa Gafni, executive director of the Rutgers Institute for Corporate Social Innovation.

## Rutgers University – Newark demonstrates leadership in social entrepreneurship as host of New Jersey Social Entrepreneurship Summit

The Great Hall inside 15 Washington Street at Rutgers University – Newark was energized with over 250 people intent on building businesses that do good at the New Jersey Social Entrepreneurship Summit.

Leading social entrepreneurs, impact investors and social innovators presented in more than 15 sessions. Themes included leading-edge approaches to aligning “mission and money,” legal issues to consider for the right business structure of a social enterprise and the importance of story-telling to achieve social justice.

The conference was led by Jeffrey Robinson, associate professor of management and entrepreneurship and academic director of The Center for Urban Entrepreneurship & Economic Development (CUEED) at Rutgers Business School, who first held the Social Entrepreneurship Summit in 2011. CUEED has been training small businesses for more than 10 years [see story: CUEED celebrates its first decade with big plans for the future].

“The purpose of the summit was to raise the profile of social entrepreneurship in New Jersey by bringing leaders of the social sector and entrepreneurs who address social and environmental problems in their businesses together to learn from and support one another,” said Robinson.

Themes included leading-edge approaches to aligning “mission and money.”

### Speakers came from these organizations and more:

- Rutgers Business School
- Support Center/Partners in Philanthropy
- Pro Bono Partnership of New Jersey
- Forward Ever Sustainable Business Alliance
- NJ Office of Faith Based Initiatives
- Orrick Herrington & Sutcliffe, LLP
- The Watson Institute
- Newark Arts
- Heal R World Incubator
- Uplift Ventures

Moderator Jeff Robinson (center), associate professor of management and entrepreneurship and academic director of The Center for Urban Entrepreneurship & Economic Development (CUEED) led a robust discussion on how to be a successful social entrepreneur with (left to right) Nancy Eberhardt, executive director of Pro Bono Partnership, Edward LaPorte, executive director of New Jersey Office of Faith Based Initiatives, Keith Timko, executive director at Support Center and Karen Brown-Stovell, executive director of Forward Ever Sustainable Business Alliance.







Lyneir Richardson of The Center for Urban Entrepreneurship and Economic Development with the Mandela Fellows in Newark.

## Rutgers Business School provides entrepreneurship insights to Mandela Washington Fellows

A group of young professionals from sub-Saharan Africa – some of the 2019 Mandela Washington Fellows at Rutgers University – stopped by Rutgers Business School-Newark to learn more about entrepreneurship and urban policy innovation in the United States.

Professor Jeffrey Robinson, who teaches social entrepreneurship and is academic director at The Center for Urban Entrepreneurship and Economic Development, spoke to 25 fellows about the impact of inclusive and sustainable economic development as part of their summer visit.

Robinson highlighted policies that create capital for enterprises that want to remain or relocate to urban areas and policies that incentivize companies to develop innovative business models for addressing social, environmental and economic issues.



Professor Jeffrey Robinson discussing innovative urban policy with some of the Mandela Fellows attending a six-week-long Institute for Leadership in Business at Rutgers University.



## Mercer wins top prize in New Jersey County College Case Competition

The annual competition hosted by Rutgers Business School attracted six teams from across the state. The Mercer County Community College team – Ahmed Alvi, Kevin Pogreszewski, Shuchen Wei, Nunana Honutse, Aaron Van Cleaf and Mable Yeboah – made a creative and innovative presentation to stand out among teams from Bergen, Hudson, Sussex County Community Colleges, County College of Morris and Middlesex County College. The Mercer County students chalked up their win to hard work, a diversity of perspectives and a drive to come up with ways that they could differentiate themselves from the other teams.

“We were looking to have a creative edge,” Van Cleaf said. The team designed a survey and one student, Mable Yeboah, took on the persona of Mary, the owner of a fictitious chocolate



Students from Mercer County Community College presenting their business case to the judges.

company at the heart of the case the students were asked to analyze. Joseph Markert, a professor of professional practice of management and global business at Rutgers Business School wrote the case. More than 60 people, including students, faculty advisors, judges and M&T executives Mallory Boron and Thomas Comiskey who volunteered as ambassadors to the teams, participated in the New Jersey County College Case Competition, known informally as NJC4. For the third year, M&T Bank sponsored the event.

“I really liked applying what I’ve learned in my classes to the case,” said Chiara Totoli, a student from County College of Morris. “I was sitting in my accounting class one day and I realized I could use what we were learning as part of the case.”

“You don’t have an opportunity to do that very often,” she said.

## Competition gives students a chance to engage with UN’s global goals

The new Rutgers Institute for Corporate Social Innovation at Rutgers launches competition that gives students an opportunity to immerse themselves in projects that address hunger, urban agriculture and the employment potential in manufacturing.

The first-place team helped to carry out a program to curb hunger among school children in Newark. Team members Rutgers Police Lt. Jamie Hendrix and MBA student Michael Gendy pose with Professor Jeana Wirtenberg.



# Inspiring philanthropy, enduring connections, transforming lives



Arthur (Art) Certosimo, a long-time friend of Rutgers Business School, has served as chair of the Board of Advisors of Rutgers Business School–Newark and New Brunswick and served as Chair of the Board of Overseers from July 2016 – June 2019. Upon completing his term as Chair, the Board honored Certosimo during the Foundation’s annual Celebration of Impact. Rutgers University President Bob Barchi presented Certosimo with a coveted, representative chair. Certosimo is currently a professor teaching Crisis Leadership and Change Management in the Rutgers Executive MBA program.



## Alumnus is recognized as rising star in supply chain field

Negotiating savings of more than \$40 million, launching blockchain think-tanks, and creating robust, global supplier development programs, are just some of the stellar achievements of the latest winners of the Institute for Supply Management 30 Under 30 Rising Supply Chain Stars Recognition Program.

The honorees include megawatt winner Jasdeep Sandhu, a Rutgers Business School undergraduate alumnus and a global category leader of digital and technology innovation for healthcare giant GlaxoSmithKline (GSK).

"The accomplishments and talents of this group are remarkable," said Tom Derry, CEO of ISM. "They stand out for their entrepreneurial spirit, strategic innovations, digital problem-solving, and abilities to drive and showcase value enterprise-wide. These next-generation leaders are providing their organizations with a powerful

competitive advantage on the worldwide stage."

Sandhu, who graduated from Rutgers Business School-Newark in 2015 with a double major in supply chain management and marketing, said the opportunities at RBS, including internships at Johnson & Johnson and Bristol-Myers Squibb, set him up for the role he has today. "A Rutgers degree holds a lot of weight and creates opportunities," he said in an email.

At GSK, Sandhu has a reputation as a self-starter. He has created numerous blockchain pilots, including one that is meant to drive automation, leverage smart contracts and provide real-time visibility. It is projected to save up to 900 hours a year and nearly \$3 million.

"My time at GSK has been absolutely transformative," Sandhu said in an email. "After doing four different rotations in the U.S., GSK moved me to the company's headquarters in London in 2017. I now have a team that I manage, and I am the global procurement innovation lead across the innovation work streams that span pharma, vaccines, consumer healthcare, digital supply chain as well as research and development."

"After doing four different rotations in the U.S., GSK moved me to the company's headquarters in London in 2017."

Jasdeep Sandhu



Jasdeep Sandhu, who graduated from Rutgers Business School-Newark in 2015, leads the Institute for Supply Management's annual list of young talented professionals.

## Problem-solving is his passion, data analytics is his tool

As Christopher Alvarado neared the spring semester of his senior year at Rutgers Business School (RBS), he learned that he could graduate early. However, as president of the Rutgers University Supply Chain Association, he was asked to create an announcement flyer and participate in marketing the new Master of Supply Chain Analytics (MSCA) program.

"I took the first two graduate level courses of the MSCA program and fell in love," Alvarado said. "The undergraduate program provides a broad, foundational view of supply chain management; the master's program enables you to determine where processes should change and how to add value."

"I had just started working at Teva Pharmaceuticals as a supply chain demand analyst," he said. "I knew that it would be demanding to work full-time and go to school full-time; however, the MSCA program is structured to allow full-time professionals to achieve our goals."



Christopher Alvarado discusses areas of pharmaceutical supply chain risk with Jose Ambra, Demand Manager of North America Pharmaceutical Forecasting.

Thinking back to how he decided on RBS for his undergraduate program, and how those decisions and the program led him to the MSCA, Alvarado explained, "Before I chose RBS, I visited many universities, sat in on classes, and found that the RBS supply chain faculty had the many years of actual industry experience and scholastic achievement I was looking for. They could connect theory to practice to show how things really work in the business world. And in the real world very few plans go according to plan. Get used to it," he laughed.

"In the MSCA program, we worked in multifunctional teams of individuals from widely diverse careers, experiences, and world views: just like in the real world. The RBS experience taught us how to adapt to changing conditions, to value everyone's experiences, and how to allocate every person's skills to the benefit of the team and advancement of the team goal."

"Rutgers  
Business School  
taught me that  
problems have  
solutions. It's  
my job to  
find them."

Christopher Alvarado



## New York finance event celebrates Rutgers students and alumni on Wall Street

Over 300 Rutgers Business School (RBS) students, alumni and faculty gathered among the majestic halls at Credit Suisse on Madison Square Park at the 12th Annual Finance Summit organized by the student-run Little Investment Bankers of Rutgers (LIBOR).

LIBOR's Finance Summit has become one of the biggest events of the year to both discuss current events in the finance industry and celebrate the accomplishments of Rutgers Business School students on Wall Street. Through RBS programs like Road to Wall Street and the Rutgers Student Managed Fund, RBS students have a path that leads to meaningful careers on Wall Street.

Students will be following in the footsteps travelled by pioneering Rutgers alumni including former President and Co-Chief Operating Officer of Goldman Sachs Harvey Schwartz who spoke about how instrumental Rutgers was in his life during the keynote address; Parshu Shah, Managing Director at Credit Suisse, who was excited about the future of RBS to provide talent and energy for Wall Street; and the alumni panelists:

- Brian Chin, CEO of Global Markets at Credit Suisse
- Mark Friedman, Senior Managing Director at Evercore
- Milwood Hobbs Jr., Managing Director at Oaktree Capital
- Melanie Vangopoulos, CFA, Portfolio Manager at Millennium Management.

The panel discussion, moderated by Joseph Gasparro, Head of Capital Services Content at Credit Suisse, gave a 360-degree view of life and work in the finance industry.



The alumni panel highlighted work ethic and fitting into the company culture as keys to successful careers on Wall Street (from left to right: Joe Gasparro, Melanie Vangopoulos, Brian Chin, Milwood Hobbs and Mark Friedman).

RBS students have a path that leads to meaningful careers on Wall Street.



Raveena Kumar, co-president of LIBOR, addresses over 300 students, alumni and faculty.



# Investment in Masters of Supply Chain Management has big payoff

Rutgers Business School alumna Julie Mitchell worked as a manager in a dental office for a decade before she took a business operations job at The Boeing Company. When a vendor experienced a crisis and an inventory shortage ensued, she got her first taste of supply chain management.

To gain more knowledge and a credential, Mitchell decided to earn a Master of Science in Supply Chain Management from Rutgers Business School. She completed the program in two years, juggling marriage, motherhood and a full-time job.

The result: The master's degree catapulted her into a senior procurement agent position. When Boeing is configuring 737 interiors for a new airline, Mitchell works with the clients, engineers and suppliers to coordinate technical data and to procure and arrange delivery of every piece of equipment necessary to furnish the galleys.

"A 737 has 400,000 parts, including nuts and bolts. It can be like working on a puzzle," she said. "The most rewarding thing is delivering something to a customer that they're happy with."



Alumna Julie Mitchell discovered a fascination with supply chain at Boeing and the Rutgers online Master of Science in Supply Chain Management catapulted her into a senior procurement agent position with a higher salary.

At Boeing, she helped out with logistics, billing, and trying to get the operations back on track.



## Alumni help celebrate and inspire students

**William Federici**, a retired senior vice president and chief financial officer for West Pharmaceutical Services, spoke at the convocation of nearly 600 Rutgers Business School graduate students at the New Jersey Performing Arts Center. A graduate of Rutgers University, Federici completed an MBA in Professional Accounting at Rutgers Business School in 1982. He spent more than 20 years in public accounting before becoming the CFO at West Pharmaceutical Services. He and his wife have been engaged with Rutgers Business School in other ways: They have made generous gifts to create and sustain an endowed scholarship honoring the memory of his father. The fund provides scholarships to multiple business school students from New Jersey each year.



**IN THE SPAN OF A GRADUATION CEREMONY, AN ARENA CAN BE FILLED WITH A PALATABLE SENSE OF ACCOMPLISHMENT, PRIDE AND INSPIRATION. IT IS ALSO A TIME WHEN HONORED ALUMNI AND DISTINGUISHED FRIENDS ARE INVITED BACK TO CAMPUS TO PROVIDE GUIDANCE FROM THEIR EXPERIENCE AND TO FUEL AMBITIONS WITH THEIR SUCCESS.**

Rutgers Business School alumna **Florianna Heun**, who performed as a student and now works as a finance manager at Sony Music Entertainment, set the stage for the Rutgers University – Newark graduation by opening the ceremony with a powerful rendition of the National Anthem.

And at the Rutgers Business School – New Brunswick undergraduate ceremony, **Jens Molbak**, an entrepreneur who founded Coinstar, shared his innovative business philosophy with the graduating students. The approach, he explained, requires each sector – public, private and social – to work together to solve problems. "If we re-align and repurpose the resources available," he told the students, "we can find solutions to the benefit of all three sectors."





# RIEMBA Beijing

Dean Lei Lei and Professor Farrokh Langdana along with other senior Rutgers Business School leadership travelled to Beijing for a Rutgers International Executive MBA (RIEMBA) reunion. Over 135 Rutgers Business School alumni gathered for the event.

RIEMBA '04, and chairman of Tencent's Group Marketing and Global Branding SY Lau (center) shared his thoughts on creativity, technology and humanity.





Rutgers Business School alumni make lasting connections and networks around the world.





## Scarlet Tailgate

Rutgers football fans from near and far came together for fun, food and cheering on their favorite team. Generations of Rutgers Business School alumni and current students decked out in their Scarlet Pride shared memories, current events and future plans. The Rutgers University Marching Band and the Scarlet Knight made a huge impact.



ever

## MQF Alumni Event

Master of Quantitative Finance alumni are re-connecting with Rutgers Business School to serve as ambassadors who will share their job experiences and connections with current students in the program. The willingness of alumni to give back strengthens the program's ability to prepare current students for careers and enhances the network it can offer to all graduates of the program. "We need more real-world resources for our students," said Ronnee Ades, who teaches the MQF program's career management class. "What we've learned is the advice of alumni is highly valued by our current students."



Across the globe and close  
to home, RBS alumni  
show their pride.

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## MBA alumni in New York City

Rutgers MBA alumni from a range of graduation years gathered in New York City to catch-up, reconnect and network.

Rutgers Business School alumni are a critical part of the history, current impact and future success of Rutgers Business School.

Founded in 1929, Rutgers Business School boasts a global alumni network of more than 43,000 living graduates represented throughout the world in every facet of business. The collective achievements of our alumni are a source of infinite pride and distinction to the school.







# A sampling of recent rankings

## #1

Ivy Exec ranked Rutgers Executive MBA No. 1 Public Executive MBA program in the Northeast and No. 3 globally for Life Balance.

**IVY EXEC**

## #1

*Poets & Quants* ranked RBS-New Brunswick No. 1 in the Northeast for Return-on-Investment for a business degree.



## #3

*Poets & Quants* ranked RBS-Newark No. 3 in the U.S. for Most First-Generation Students.



## #6

*U.S. News & World Report* ranked Rutgers Business School's online Master of Science in Supply Chain Management No. 6 in the nation for Online Supply Chain Management/Logistics Programs.



## #8

Great Business Schools' 25 Best Supply Chain Management Bachelor's Degrees for 2020 focused on respected, accredited colleges and universities known for their commitment to student success.



## #9

*U.S. News & World Report* ranked the Rutgers Business School Master of Accountancy in Governmental Accounting No. 9 in the nation for Best Online Graduate Business Programs, Accounting.



## Top 10

Rutgers MBA ranked top 10 in the world for supply chain management, pharmaceutical management and operations management by Find-MBA.com.

**FINDMBA**



Standing as a gateway to the Livingston Campus, the Rutgers Business School building is part of the revitalization of the campus. Affectionately known as “Livi” by current students, the campus boasts new and updated facilities for learning, living, dining, and entertainment.

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