



Impact REPORT

Rutgers Business School's Innovations in Graduate Business Education Conference attracted nearly 200 academics and industry leaders. Over several days, executives and business school administrators from top universities in the nation shared how they are developing cutting-edge curriculum and programming, discussed innovative ways of preparing student talent for the business world and engaged with corporate leaders about what companies are looking for in new graduates.

RUTGERS

Rutgers Business School
Newark and New Brunswick

Leonardo DeCandia, Rutgers MBA '87, chief procurement officer, Johnson & Johnson, responds to a question during the industry leaders panel.

SPRING 2017

Collaborating over ways to improve business education: Rutgers conference proves to be a successful catalyst for B-school innovation

Nearly 200 educators and representatives from industry discussed the changes transforming business education during a three-day Innovations in Graduate Business Education Conference hosted by Rutgers Business School.

The discussions touched on how technology is impacting teaching and learning, how some business schools are re-imagining their cultures, and the skills companies are demanding of graduates looking for jobs in a changing business world.

The audience heard from speakers such as Richard Lyons, dean of Haas School of Business at the University of California, Berkeley. Lyons described how he is helping to create a culture of shared values at Haas. Other keynotes were delivered by Jeffrey Selingo, author of *There is Life After College*; Rick Levin, CEO of Coursera and past president of Yale University; and R. Glenn Hubbard, dean of Columbia Business School.



Erika James, dean, Goizueta Business School, Emory University.



An academic leader attending the conference spoke with Natalya Leahy (right), vice president, finance, Holland America Group after her presentation during the Industry Trends, Challenges, Opportunities panel.

"Many deans from leading business schools in the country, from inside and outside the Big Ten, attended the conference at Rutgers Business School," said Rutgers Business School Dean Lei Lei.

"Their presentations, discussions and participation were integral to promoting informative and

insightful interchange that we hope will serve as a catalyst for future innovations and best practices in the graduate business education space," continued Dean Lei.

Innovations in Graduate Business Education was the second major conference hosted by Rutgers Business School in the past two years. Its ability to collaborate with other business schools and cultivate thought leadership represents another aspect of membership in the Big Ten Conference.

To hear interesting takeaways from some of the panelists and keynote speeches, watch the videos at www.business.rutgers.edu/innovation-conference. ■



"Innovation is exciting, and change can be a lot of fun" said R. Glenn Hubbard, dean, Columbia Business School.



Glenn Lurie, president and CEO, AT&T (right) engages Stephen Klasko, president and CEO, Thomas Jefferson University & Jefferson Health, and attendees during the Industry Leaders Panel.

Innovations in Graduate Business Education

Business educators and industry leaders came together from around the country to discuss strategies to adapt to the rapidly changing business education environment. During networking opportunities, presenters and attendees exchanged new ideas and best practices for ensuring that graduates have the skills and experiences companies need to lead business into the future.

Featured Speakers



Robert Barchi
President,
Rutgers University



John Byrne
Chairman and
Editor-in-Chief,
C-Change Media,
(PoetsandQuants.com)



R. Glenn Hubbard
Dean, Columbia
Business School,
Columbia University



Rick Levin
CEO, Coursera and
past President,
Yale University



Richard Lyons
Dean, Haas School
of Business, U.C.
Berkeley



Jeffrey Selingo
Former editor of
*The Chronicle of
Higher Education*,
speaker, & author

Distinguished Industry Speakers



Michael Bodson
President and CEO,
DTCC



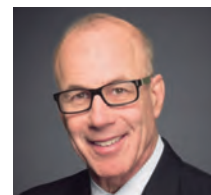
Art Certosimo
Chairman of the
Board of Overseers,
Rutgers University



**Leonardo
DeCandia** Chief
Procurement Officer,
Johnson & Johnson



Robert Falzon
Executive Vice
President and CFO,
Prudential Financial,
Inc.



Stephen Klasko
President and CEO,
Thomas Jefferson
University &
Jefferson Health



Natalya Leahy
Vice President,
Finance, Holland
America Group



Glenn Lurie
President and CEO,
AT&T Mobility
and Consumer
Operations



Brett Palmer
President,
Small Business
Investor Alliance



Theresa A. Ragozine
Vice President,
Procurement
Citizenship,
Johnson & Johnson



Gary Rodkin
Executive-in-Residence,
Rutgers Business
School and past
CEO and President of
ConAgra



Michael Seneski
Director of Corporate
Strategy, Ford Motor
Company



Thomas Stewart
Executive Director,
National Center for
the Middle Market,
The Ohio State
University



Joseph Ucuzoglu
Chairman and CEO,
Deloitte & Touche
LLP



Sabrina White
Vice President,
Americas, Graduate
Management
Admission Council

More than 30 panelists led a series of discussions focusing on how technology is impacting teaching and learning, how some business schools are re-imaging their cultures and the skills companies are demanding of graduates looking for jobs in a changing business world.

If you missed this year's conference or simply want to hear one of the panels again, full-length recordings of many of the sessions are available at: www.business.rutgers.edu/innovation-conference.

Distinguished Academic Speakers



Maryam Alavi
Dean, Scheller
College of Business,
Georgia Tech



**Barbara McFadden
Allen**
BTAA Executive
Director



William Boulding
Dean, Fuqua School
of Business, Duke
University



Jeffrey Brown
Dean, College of
Business, University
of Illinois - Urbana
Champaign



Jake Cohen
Sr. Associate Dean
Sloan School of
Management, MIT



Soumitra Dutta
Dean, College of
Business, Cornell
University



Richard L. Edwards
Chancellor, Rutgers
University–New
Brunswick



Bernard T. Ferrari
Dean, Carey Business
School, Johns Hopkins



Sarah Gardial
Dean, Henry B. Tippie
College of Business,
University of Iowa



Paulo Goes
Dean, Eller College
of Management,
University of Arizona



Sanjay Gupta
Dean, Eli Broad
College of Business,
Michigan State
University



Erika James
Dean, Goizueta
Business School,
Emory University



Idalene Kesner
Dean, Kelley School
of Business, Indiana
University



John Kraft
Dean, Warrington
College of Business,
University of Florida



Lei Lei
Dean, Rutgers
Business School,
Rutgers University



Linda Livingstone
Dean, School of
Business, George
Washington
University



Anil K. Makhija
Dean, Fisher
College of Business,
The Ohio State
University



**François Ortalo-
Magné**
Dean, Wisconsin
School of Business,
UW-Madison



Richard Phillips
Dean, Robinson
College of Business,
Georgia State
University



Donde Plowman
Dean, College of
Business Administration,
University of Nebraska



Moshe Porat
Dean & Laura H.
Carnell Professor,
Fox School of
Business, Temple
University



Karen Stubaus
Vice President for
Academic Affairs &
Administration,
Rutgers University



Alexander J. Triantis
Dean, Smith School
of Business, University
of Maryland



Rohit Verma
Dean of External
Relations, College
of Business,
Cornell University



Jerome D. Williams
Executive Vice
Chancellor and
Provost, Rutgers
University–Newark



Peter Zemsky
Deputy Dean,
INSEAD

Sponsors



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



UNDERSTANDING
HOW LITIGATION
INFLUENCES AUDIT
BEHAVIOR



COMPANIES OFTEN
SHOW DISCRETION
IN REPORTING
PUBLIC FLOAT TO
REGULATORS

Divya Anantharaman, Jeffrey A. Pittman, and Nader Wans, *The Accounting Review*: “State Liability Regimes within the United States and Auditor Reporting.”

The researchers use variation in common law among states to determine the effect on two aspects of auditor liability: the extent to which auditors can be held liable by third parties for negligence and rules for apportioning liability across multiple defendants. The research shows that auditors are more likely to issue a modified going-concern report – an uncertainty regarding the entity’s ability to continue operating as a going concern – to financially distressed clients from high-liability states than to those from low-liability states. The findings highlight an important, under-reported source of variation in litigation risk within the U.S. ■



Divya Anantharaman is an associate professor of accounting and information systems and a Robert J. Boutillier Endowed Faculty Scholar.

Feng Gao, *Contemporary Accounting Research (Wiley)*, “To comply or not to comply: Understanding the discretion in reporting public float and SEC regulations.”

In her research, Professor Feng Gao shows that companies with higher expected compliance costs under the Sarbanes Oxley Act of 2002 tend to classify more shares as affiliated (held by executive officers, directors and other stockholders) and report lower public float. In contrast, companies issuing seasoned equity were less likely to under report public float possibly due to favorable regulatory treatment for large issuers. When regulatory changes render float less important, those incentives are weakened. ■



Feng Gao is an assistant professor of accounting and information systems





INVENTING
MEDICINE: WHAT
COMBINATION
OF RESEARCHERS
IS MOST EFFECTIVE?

Michelle Gittelman, Ayfer Ali, *Research Policy*, "Research paradigms and useful inventions in medicine: Patients and licensing by teams of clinical and basic scientists in academic medical centers"

Teams combining basic scientists with clinical researchers have become an important organizational mechanism to translate knowledge generated by basic science into tangible medical innovations. The researchers explore whether teams that span basic and clinical research are more effective at licensing than teams made up of inventors from one domain. ■



THE UNFULFILLED PROMISE OF
BIOTECHNOLOGY IN DRUG DISCOVERY

Michelle Gittelman, *Research Policy*, "The revolution revisited: Clinical and genetics research paradigms and the productivity paradox in drug discovery."

Breakthroughs in genetics and molecular biology in the 1970s and 1980s were heralded as major technological revolutions in medicine that would yield a wave of new drug discoveries. But the expected benefits have not materialized. In her research, Professor Gittelman concludes that clinical research in hospitals, which preceded the biotech revolution, was well adapted for medical innovation and that the genetics-molecular biology paradigm imposed a predictive logic that was less effective at finding new drugs. ■



Michelle Gittelman is an associate professor of management and global business.

Launch of *Rutgers Business Review* marks new chapter in distributing scholarly knowledge

The inaugural issue contains 10 articles on a variety of topics, including the state of business education and research, the role of migrants in the foreign expansion of firms, and tax-avoidance techniques used by multinationals.

"There is a need for a journal that has both academic rigor and practical relevance," Co-Editor-in-Chief Shen Yenyurt said, describing the intended positioning of *Rutgers Business Review*. "We want *Rutgers Business Review* to be a source of cutting-edge business knowledge for researchers, educators,

students, and practitioners across the world."



Sengun (Shen) Yenyurt
Chancellor's Scholar, Associate
Professor, and Co-Editor-in-Chief of
Rutgers Business Review

Yenyurt, a Rutgers Business School marketing professor and chancellor's scholar, said the publication policies of *Rutgers Business Review* will set it apart from other journals.

"The most important criteria for publication in RBR is the practical relevance of the topic and the contributions of the manuscript to business management practices," the journal's

website states as part of its publication policies.

While academic research has always been about generating knowledge, RBR emphasizes its practical application. The journal is meant to be scholarly, yet accessible.

"We are very excited about the launching of *Rutgers Business Review* and its potential to become a high-impact academic journal," Rutgers Business School Dean Lei Lei said. "Our approach to achieve this potential is to connect original research with the heavy needs of business practices and to create opportunities for academia from different fields to work together with industries to unleash the power of collaboration." ■

Bloomberg ranks Rutgers No. 1 in MBA employment in the U.S.

Rutgers Business School was recognized as the No. 1 MBA program in the U.S. for job placement in *Bloomberg Businessweek's* survey of the Best Graduate Business Schools in 2016.

The annual ranking aimed to measure how well MBA programs prepare their graduates for job success. Job placement rate was one of the six factors used in the ranking. Rutgers Business School was ranked No. 52, moving up 13 positions from 2014 and solidifying its position as the No. 1 public business school in the New York Tri-State area.

According to *Bloomberg's* data, students who completed the Rutgers MBA program had higher salaries and less debt than the average of the other 87 business schools that were ranked. Rutgers MBA graduates averaged an annual salary of \$93,000 in their first year of working and \$150,000 six to eight years into their careers. They had an average of \$40,000 of debt compared to an average debt of \$53,000 for students attending the other schools.



"The Career Management office is invested in you and your success," said Lisa Podhayny, Rutgers MBA '12, who is currently a brand manager of Aleve at Bayer. "Rutgers Business School is a wise career choice because of its innovative curriculum and unparalleled return on investment," she said.

Andrew Long, Rutgers MBA '14 now working as a management consultant at Cello Health BioConsulting, was able to triple his salary "at a fraction of the cost of other MBA programs."

"It's the Rutgers MBA that has catapulted me to my position," he said.

One of the unique differentiators of Rutgers MBA program is the emphasis on a diverse choice of MBA concentrations. Many of the concentrations have a board of industry professionals who help the faculty shape the curriculum in real-time and provide students access to internships and job opportunities. These strong corporate partnerships contributed to 98.3 percent of full-time MBA graduates having employment three months after graduation. ■

Only three places in the world offer a graduate program in the business of fashion: France, Italy and New Jersey

Creative people drawn to work in the fashion industry don't necessarily have business skills, while business professionals interested in fashion industry jobs often know little about the field's creative side.

Rutgers Business School aims to bridge that gap with a new Master of Science in Business of Fashion program to create a new breed of industry professionals, says Tavy Ronen, founding director of the program and an RBS finance professor.

Unlike other fashion-related business programs that emphasize retail merchandising, the RBS program focuses on core business principles, with courses including finance, accounting, supply chain management, marketing and entrepreneurship. "What we've put together covers all interdisciplinary fields," Ronen says. Only three graduate programs in the world to study business and fashion: France, Italy & New Jersey.

Sarah Jacobson was researching MBA programs when she came across an advertisement for Rutgers Business School's Master in Business of Fashion.

The program suited her perfectly. "Going back for an MBA was always something I had in my mind that I wanted to do," said Jacobson, a 43-year-old mother of two. "Business of fashion is like an MBA program with a focus on fashion. It's the only program like it outside Paris or Italy." ■



Sarah Jacobson was drawn to the program because of its rigorous curriculum with a focus on fashion.

Entrepreneur heads new Innovation Lab where students learn how to bring business ideas to life

Mukesh M. Patel, a successful entrepreneur and adjunct professor at Rutgers Business School, is heading the Innovation Lab at the Honors College at Rutgers University–New Brunswick.

The Honors College incorporated the Innovation Lab into its curriculum to enable students to collaborate across disciplines and tackle complex and global problems in tangible ways. The Honors College mission course, “the Forum,” challenges first-year students to come up with ideas for innovations that could solve societal issues and become sustainable, profitable ventures. Of the more than 100 ideas pitched last year, six advanced to become the focus for hands-on development by second-year students.

“As a Rutgers alumnus, I wanted to give back by engaging through designing and leading an innovative and creative platform for social impact. I was inspired by the opportunity to work with the top leaders at the Honors College who are catalysts, thought leaders, and game changers,” Patel said. “I anticipate a significant percentage of the ideas will reach various phases of production.” ■

In the Innovation Lab (from left) Yash Sanghavi, Maisy Chung and Patricia Shelton discuss project development with Mukesh Patel.

Recent top 10 rankings

#1 in the U.S. for MBA Employment
(*Bloomberg BusinessWeek*, 2016)

#3 in the U.S. for MBA Employment
(*U.S. News & World Report*, 2017)

#5 Best Supply Chain Management undergraduate program in the U.S. (*Gartner* 2016)

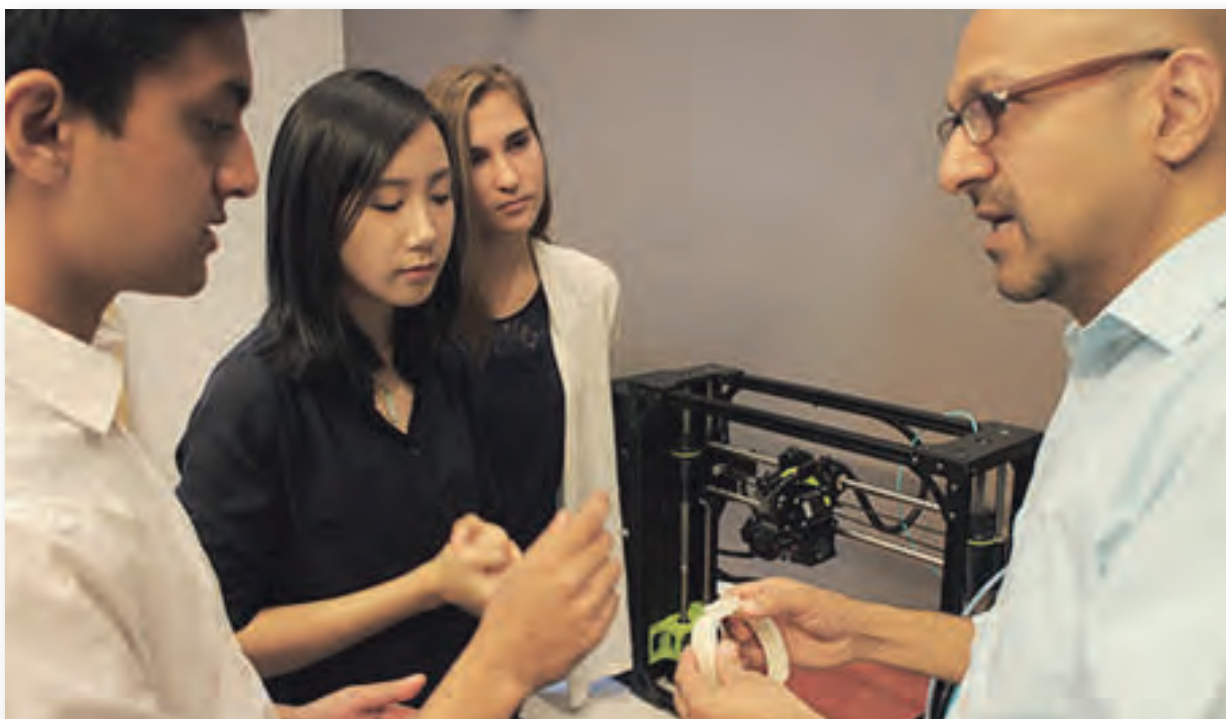
#7 Best Accounting Undergraduate program in the U.S.
(*College Choice*, 2016)

#7 Supply Chain MBA in the U.S. (*Gartner*, 2016)

#7 EMBA program in Finance globally
(*Financial Times*, 2016)

#9 Best Colleges for Jobs on Wall Street
(*Business Insider*, 2016)

One of the Top 10 Best MBA programs globally in: Pharma-MBA, Marketing, Operations and Supply Chain Management
(FindMBA.com, December 2016)



Amazon, Coca-Cola and Intel headline giant career expo for supply chain management students

The Supply Chain Management Career Exposition grew for the sixth year straight, since it began as the Supply Chain Management Meet & Greet in 2010.

Sixty-eight major corporations, ranging from Amazon, to Coca-Cola, to Intel, UPS and more participated. Feedback from the company surveys collected at the conclusion of the event were overwhelmingly positive, emphasizing the quality of the students.

More than 540 students attended from both the New Brunswick and the Newark campuses. The event was exclusively for supply chain majors/concentrations (primary and secondary) at the undergraduate and graduate levels.

Corporate representatives and students alike repeatedly said that they targeted specific companies for their work culture, environmental and sustainability values, and fit beyond just a paycheck.

Third year student Sophie Jacobs said, “You can submit your application and resume online, but this is the only way you get to speak directly with a person and show her or him who you are and how you fit with the company.”

For the first time, Intel Corporation participated in the RBS Supply Chain Management Career Exposition. Supply Line Manager Anastasia S. Paluch, RBS '16, and Purchasing Manager and Operations Manager Jason Clark persuaded the leadership that Intel needed to attend. “Rutgers Business School’s rankings demonstrate the academic quality of the school and the students,” said Clark. ■



Intel Corporation Supply Line Manager Anastasia S. Paluch, RBS '16, and Purchasing and Operations Manager Jason Clark convinced Intel to come to Rutgers, the furthest east they had ever traveled to attend a career fair for supply chain management.

Panel of New Jersey CEOs discusses leadership



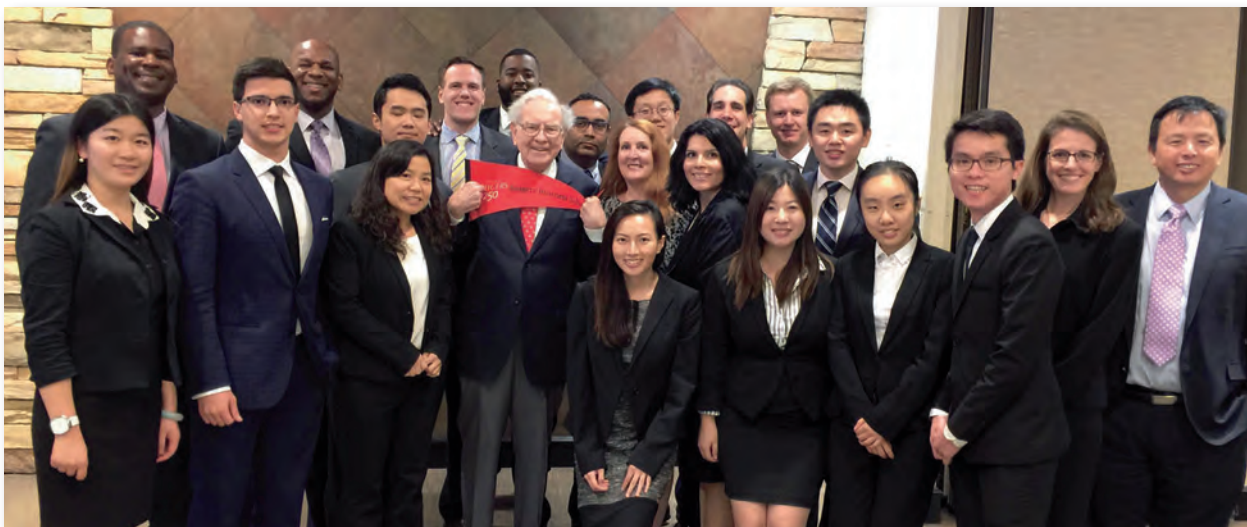
Four chief executives shared their experiences of building and running businesses during the second annual CEO Evolution sponsored by Citrin Cooperman and Rutgers Business School.

CEO Evolution recognizes notable business leaders and brings them together to share their insights and practices as a way of inspiring other leaders, professionals and students.

The panel was moderated by Citrin Cooperman partner Edward Horton, sitting left of: Kevin Cummings, president and CEO of Investors Bank; Adenah Bayoh, whose company bears her name and serves as the parent corporation of two thriving IHOP franchises and a \$225 million portfolio of urban redevelopment projects; Paul Hoffman, president and CEO of Liberty Science Center; and Gene Muller, founder and CEO of Flying Fish Brewing Co.



Students meet with Warren Buffett in Omaha



Warren Buffett poses with Rutgers Business School graduate students.

Twenty Rutgers Business School graduate students accompanied by John Longo, a professor of professional practice, traveled to Nebraska to visit with business magnate Warren Buffett.

It was the fourth time Longo has taken a group of Rutgers students to Omaha to visit with Buffett. This year, students from the MBA and Executive MBA programs as well as the Master of Quantitative Finance and the Master of Financial Analysis programs went on the trip.

Rutgers was among eight universities participating in the meeting with Buffett, who has made his Omaha visit with business school students

an annual practice. “Meeting the greatest investor ever is truly an inspiring and life-changing experience,” Longo said. “His wisdom is equaled only by his generosity.”

The Rutgers group presented Buffett with a thank you gift inspired by the philanthropic spirit the businessman exhibited when he set up The Giving Pledge with Bill Gates. Each of the students pledged to do something for charity in Buffett’s honor: the “Rutgers Giving Pledge.”

Longo said Buffett told him: “It was the best gift you could have given me.” ■

■ STUDENT SUCCESS

MBA students win Merck’s healthcare IT security competition



A group of Rutgers Business School MBA students captured first place at the North Carolina State Grand Business Challenge.

The rigorous case competition, which was sponsored by Merck & Co., gave the MBA students a chance to demonstrate their skills and knowledge to assistant chief informational security officers from Merck as well as the NSA, Intel and Cisco.

Rutgers MBA students Sunny Shah, Jagadish Mahendran, Chirag Paghdal and Wayne Chen competed as Team T@. In addition to helping the team win first place, Chen, who is in the pharmaceutical management program, also won the best presenter award.

Rutgers students win college fed challenge

Students from Rutgers University–New Brunswick won the College Fed Challenge in Washington, D.C. December 1, defeating several elite universities and demonstrating a grasp of economics that propelled them to the top of this tough national competition.

The finals took place in the boardroom of the Federal Reserve Bank with five Rutgers undergraduates facing teams from Appalachian State University (ASU), Dartmouth College, Princeton University, and the University of Chicago.

The College Fed Challenge is a competition that encourages students to learn about the U.S. economy, monetary policymaking, and the role of the Federal Reserve System. Students deliver a 15-minute presentation, analyzing current economic conditions and conclude by making a recommendation on monetary policy. The students then respond to a series of questions from a panel of three top economists at the Federal Reserve System who serve as judges.

The Rutgers team, four of whom are economics majors in the School of Arts and Sciences and Andrew Lee majoring in finance at Rutgers Business School, had been preparing since September, gathering together for at least 15 hours every week.

"I think what ultimately allowed us to get the edge is our ability



From left, the team's faculty adviser, Professor Emeritus Jeffrey Rubin, School of Arts and Sciences, economics, Ali Haider Ismail, Rutgers Business School student Andrew Lee, Federal Reserve Board Chair Janet Yellen, Shivram Viswanathan, Karn Dalal and Ashton W. Welles.

to make our presentation in a comfortable, cohesive, and cogent manner," said Shivram Viswanathan, a junior majoring in economics and mathematics. "We'd tie in a lot of different aspects of the global and domestic economy all at once, working disparate ideas into a single, clear concept." ■

Entrepreneurial spirit drives student to grow his own business

With a degree in gastronomy and a few years of startup experience, it wasn't easy for Rahul Anand to land a job at Google in India. But the Rutgers business student who runs a digital marketing company while taking a full course load has never shied away from a challenge.

After eight tries and 17 rounds of interviews, Anand was hired as one of the first members of the pilot team that created Google Knowledge Graph. Over time, the team grew to 17,000 globally, but as Anand was poised to move on, he realized his gastronomy degree would not help him advance in his career. So he applied to undergraduate business programs near his sister in New Jersey and chose Rutgers.

Anand, 27, arrived at Rutgers Business School-Newark and New Brunswick in 2013 to study marketing. After one quiet semester to adjust to language and cultural differences, he joined the Dean's Advisory Council and restarted a defunct, in-debt Indian Students Association.

Classes were going well, he was getting to know more people, but something was lacking. "I missed having problems to solve," Anand says. In need of a challenge, he decided to start a digital marketing services business. "I figured if I'm pursuing a degree

in marketing, I should be able to market it, because if I can't do this, I might be in the wrong field," he says.

The first \$450 he earned helped him buy the fledgling company's first server. By spring 2015, a few more students joined, bringing sales and graphics skills. A year and a half later, the staff of The Ideas Maker is now at 11. They have worked with 18 clients and reached \$50,000 in revenues.

"He is a true entrepreneur who can draw people in by helping them see the value in it for them," says Alfred Blake, assistant director of undergraduate entrepreneurship programs in the business school's Center for Urban Entrepreneurship & Economic Development.

Growing a successful student-run business is only one of the reasons why Anand was chosen Student Entrepreneur of the Year 2016. He also helped organize a Google I/O Extended event, bringing Google's well-known annual developer conference to Newark. The next month, 90 people – entrepreneurs in and around Newark as well as students – turned out for an Entrepreneurship Summit planned by Anand and the student entrepreneurship organization he helped start. ■



Rahul Anand, Student Entrepreneur of the Year 2016

MBA alumnus is all business at CNBC, but a long-shelved script reveals his more creative side

David Spiegel, Rutgers MBA '14, might have a nose for business news, but he also has the heart of a creative.

As senior editorial manager at CNBC, he combines a talent for news writing with marketing to develop and present exclusive content that can attract new partnerships – an important way for a modern media outlet to build its brand and remain competitive.

Spiegel helped to strengthen CNBC's iconic Disruptor 50 franchise by developing a ranking methodology with more rigor. He credits his experience at Rutgers Business School, for giving him the skills to bolster the selection process by adding a blend of quantitative and qualitative criteria.

Still, Spiegel had originally envisioned a different sort of career. He studied screen writing as an undergraduate and thought he



David Spiegel, Rutgers MBA '14, left speaks with CNBC markets reporter Dominic Chu.

would write for television – or Hollywood.

But after college, as much as he wanted to write, he also wanted to make a living. With the help of a family friend, he landed a job doing business news at CNN.

In those early days as a CNN production assistant, Spiegel spent weekends with his composer brother working on a musical, a “passion project,” he called *Camp Rolling Hills*.

Eventually, that script was finished by Spiegel's brother, Adam Spiegel, a New York City-based composer and lyricist, and Stacy Davidowitz, an author and lyricist.

“*Camp Rolling Hills*” was performed at the Pearl Theatre this summer as part of the New York Musical Festival in association with Center Stage Theatre Co., *Camp Rolling Hills Musical LLC* and Paige Reinis. ■

MBA alumna gets a taste of Hollywood as backer of the movie “Equity”

Beverly Aisenbrey, Rutgers MBA '82, has gotten a little taste of Hollywood in the past year.

When her friend Candace Straight invited her to consider investing in *Equity*, a movie she was helping to make about a group of women on Wall Street, Aisenbrey saw it as another way she could support women, especially young career women.

Equity tells the story of a female senior investment banker, played by actress Anna Gunn, who becomes involved in a scandalous initial public offering. “I hope the movie will give young women a fairly realistic look at what it's like to work on Wall Street. It's demanding, and in many ways, it's rewarding,” Aisenbrey said.



Beverly Aisenbrey, Rutgers MBA '82.

Aisenbrey has been friends for years with Straight, who spent a career in the world of investment banking. Both women have influence at Rutgers. Straight sits on the Rutgers Board of Governors and Aisenbrey serves on the dean's board of advisers at Rutgers Business School and the Rutgers Board of Overseers.

Equity has even more ties to Rutgers though. Two other alumnae, Suzanne Ordas Curry,

RC '84, and Tristen Tuckfield, LC '99, also helped to back and promote the movie.

After completing her MBA, Aisenbrey spent 33 years at Frederic W. Cook, an executive compensation consulting firm. In 2015, she retired as a managing director. ■

Summer camp shows high school students a path to business world

Now in its third year, the Rutgers Business School Summer Business Camp provided high school juniors and seniors an immersive week of learning and living as college students on the Livingston campus.

"We open up their ideas about college, studying business, and the range of career possibilities," said Senior Associate Dean Martin Markowitz.

"Most of the students have vague notions of what accountants or financial advisers do," Markowitz said. "It was an entirely new world when we took them to an information technology company where executives explained IT supply chain management."

The camp is an intensive experiential learning week of lectures, site visits, and teamwork, culminating in a friendly business plan competition.

Students learn the basics of business along with introductions to accounting, finance, marketing, supply chain, and entrepreneurship.

Saloni Gupta, a credit analyst at Bloomberg LP, ran an hour and a half session on her career and the industry. "The executives volunteering their time and expertise to the program demonstrated networking to the students in the best possible way," said Ron Richter, director of the Summer Business Camp. "I taught Saloni as a high school student, and I taught her as a Rutgers Business School student," said Richter. "Now she is here giving back to students and helping the program as a professional in the finance world." ■

*WE OPEN UP THEIR IDEAS ABOUT
COLLEGE AND STUDYING BUSINESS
— SENIOR ASSOCIATE DEAN
MARTIN MARKOWITZ*



Saloni Gupta, credit analyst at Bloomberg LP worked with the students in small groups and answered questions.



Students learn soft skills of teamwork, attitude, and communication skills through team building/ice breaker exercises.



A dozen business executives came to campus and along with faculty ate dinner with the students and then advised them on their team business plans.

Program gives incoming business school students from diverse backgrounds a head start

Thirty incoming Rutgers Business School freshman put summer vacation on hold so they could get a head start on college classes, forming new friendships and finding their way around campus.

In a ceremony similar to a graduation, they celebrated the end of the 2016 Business Student Transition at Rutgers program, or B-STAR as it is known informally.



Participants in the 2016 Business Student Transition at Rutgers program (B-STAR), which helps incoming freshman acclimate into college life.

The B-STAR program is for select students who are scheduled to begin attending freshman classes at Rutgers Business School

in the fall. The idea is to acclimate them to college life, introduce them to faculty and staff and other students so they are equipped with a support system before they formally begin their college careers. “We will be much better students as new freshman as a result of it,” said Paige Johnson, who was chosen to speak on behalf of the Newark B-STARs.

Johnson said the program provided students with an understanding for the importance of networking and connecting with others. ■

Newark high school students provided hands-on look at supply chain management

What happens when 22 Newark high school students take an eight-day plunge into the field of supply chain management? For one thing, they never look at McDonald’s French fries quite the same way.

Ditto for anything they order from Amazon – or anywhere else – because suddenly, they have an understanding of everything that’s involved in getting a package delivered to their doorstep in a day.

It’s no wonder 17-year-old Tiara Montesino, who will be a senior at North Thirteenth Street Tech, described her immersion into supply chain management at Rutgers Business School as “eye-opening.”

“I know things get made in many factories, but I didn’t realize how complex a supply chain could be,” she said.

For a second year, Rutgers Business School and its Department of Supply Chain Management invited a group of high-performing Newark area students to participate in a program that teaches them how products get to stores and how goods move around the world.

For many of the students, the program offers a first glimpse of college, raises the first possibility of attending a business school and plants the seed for a possible career in supply chain management.

The high school program opened with an overview of supply chain management – the first day lesson on the path of those McDonald’s



Professor John Impellizzeri shows high school students how supply chain management impacts their daily lives.

French fries hooks students immediately. They went on a tour of FedEx and in the days that followed, the students learned from Rutgers Business School professors about procurement, inventory management and demand planning.

They also spent a session learning about sustainability with Professor Kevin Lyons and 25 young African professionals who are completing a U.S. Department of State-sponsored Mandela Washington Fellowship at Rutgers. ■

Spreading federal investment among more small business owners

The Center for Urban Entrepreneurship and Economic Development launched Pipeline to Inclusive Innovation on Dec. 7, an initiative intended to increase the number of minority and female-owned enterprises engaged in federally funded research and tech commercialization programs.

During a morning-long event, experts explained the importance

of making participation more equitable, especially as the nation's demographics change.

The Pipeline to Inclusive Innovation is being carried out by CUEED in partnership with the U.S. Department of Commerce's Minority Business Development Agency. CUEED received a \$407,688 grant from the agency in October to carry out an awareness-building initiative.



Professor Jeffrey Robinson appeared with Alejandra Castillo, national director of the U.S. Department of Commerce's Minority Business Development Agency. Philana Patterson of *USA Today* moderated the discussion.

In addition to making businesses aware of the federal programs, CUEED and the MBDA want to provide expert advice and tactical strategies for helping them complete applications. To measure the effectiveness of the campaign, CUEED will compare the outcomes of matched pairs of entrepreneurs – those who go through a boot camp offered as part of the initiative – and other entrepreneurs who do not participate in the boot camp.

CUEED is also working with the Rutgers University Technical Assistance Program and The Collaborative for Technology Entrepreneurship and Commercialization. ■

■ SPECIAL GIFT

South Tower of Rutgers Business School building to be named in honor of alumnus

The family of alumnus Jayceryll Malabuyoc de Chavez is making a gift to have Rutgers Business School's South Tower named in his honor.

The six-story South Tower is part of the dramatic Rutgers Business School building on the Livingston Campus. Plans are underway for a formal naming ceremony later this year.

Jayceryll, or more fondly known as "Jacy," graduated from Rutgers Business School in May of 1999 with a double major in finance and economics.

In April 2001, he landed a position at Franklin Templeton in the South Tower of the World Trade Center as a portfolio analyst. He was

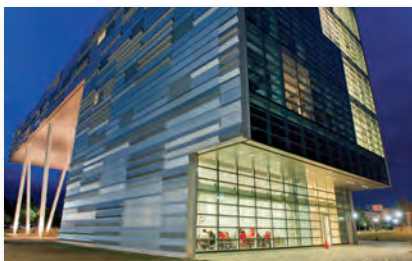


Jayceryll Malabuyoc de Chavez

ecstatic about working in downtown Manhattan for it was his dream to work at the "Twin Towers" in the center of the financial district. His life was cut short on Sept. 11, 2001.

The family has already created an endowed scholarship in their son's name that supports financial assistance to undergraduate business students who have a minimum 3.2 GPA and have demonstrated leadership on campus.

Separately, there is a Jayceryll M. de Chavez World Trade Center Memorial Scholarship available for brothers in the Alpha Kappa Psi Fraternity. ■



The South Tower at Rutgers Business School on the Livingston Campus.

Passion for giving supports dean's new scholarship

A special scholarship created by Rutgers Business School Dean Lei Lei received an outpouring of donations during the second annual Giving Day at Rutgers University.

Giving Day, which is organized by the Rutgers University Foundation, was started as a way of encouraging a spirit of philanthropy and pride among students, faculty, staff and alumni. Across the university, Giving Day 2016 raised a total of \$1.2 million from 6,143 donors.

Dean Lei created the Finish Line Scholarship to provide assistance to graduate and undergraduate students who run into financial hardship as they are completing their education. The idea is to assist the students with tuition and book expenses so they are able to finish their programs.

Lei's ability to galvanize faculty coupled with promotions carried out by the communications and marketing team and the development office resulted in 296 individuals contributing \$11,422 to Rutgers Business School, with the majority of the money earmarked to the Finish Line Scholarship. On the Newark Campus, Rutgers Business

School generated the highest level of participation during the 24-hour Giving Day period, attracting a total 207 donors who gave \$8,455.

In an e-mail after Giving Day, Dean Lei wrote: "Together, we have shown the strength and meaning of Team RBS."

Testimonials from Students with strong academic performance who previously received Finish Line Scholarships:



"This scholarship gives me the desire to push myself even further and achieve even more for myself and for others. I had to pay out of my pocket for my tuition this year and basically I was left with no resources to purchase books and other items. But thanks to this scholarship, I will be able to buy supplies to help get prepared for the rigorous semester that awaits me."

"I have a part-time job to help cover the costs of tuition and books. It is not always an easy task to manage work and college at the same time. By awarding me with this scholarship, you have lightened my financial burden, allowing me to concentrate more of my time towards my studies." ■



Students gave more than money during Giving Day. They also gave their time, volunteering at tables where they assisted others in making donations.



Miklos Vasarhelyi honored



Miklos Vasarhelyi, KPMG Distinguished Professor of Accounting Information Systems, and director of Rutgers Accounting Research Center and Continuous Auditing & Reporting Lab, recently received the prestigious Collar of Merit of the Tribunal of Accounts of the Union (TCU).

Retiring co-founder of Institute for Ethical Leadership receives prestigious Steven J. Diner leadership award

Alex Plinio, co-founder of the Institute for Ethical Leadership at Rutgers Business School, was awarded the 2016 Steven J. Diner Ethical Leadership Award on December 1, 2016.

The Steven J. Diner Ethical Leadership Award is a prestigious tribute established in honor of a dear friend and champion of the Institute for Ethical Leadership, Steven J. Diner, former Rutgers-Newark Chancellor. The Steven J. Diner Ethical Leadership Award is presented annually to an individual who demonstrates a long-term commitment to strengthening civil society through ethical leadership in the City of Newark and beyond.

"As an ethical leader, Alex continues to inspire all of us to be our higher selves," said IEL Executive Director Judith Young. "It is our great fortune to work with Alex as he focuses on achieving results through ethical behavior. We are inspired by his daily example."

Keeping with tradition, the Diner Award honoree names a nonprofit organization of his/her choice in Newark that receives a monetary prize on behalf of the IEL on the evening of the reception. This year, Mr. Plinio chose the Ironbound Community Corporation. Founded in 1969, ICC's mission is to engage and empower individuals, families and groups in realizing their aspirations and, together, work to create a just, vibrant and sustainable community. ■



Alex Plinio, co-founder of the Institute for Ethical Leadership.

Business school alumni celebrate Rutgers' 250th anniversary

Rutgers Business School marked the university's 250th anniversary with an unprecedented weekend event in September that drew on history to help fuel its ambitious goals for the future and its connections with alumni and the community.

At the State Theatre New Jersey, hundreds of Rutgers Business School alumni, staff and students were entertained by the Rutgers University Glee Club and enlightened by Steve Forbes, chairman and editor-in-chief of Forbes Media.

Rutgers Business School Dean Lei Lei said the celebration also marked "a new beginning" for Rutgers Business School, which continues to enroll more students and gain greater national recognition for its programs. Rutgers Business School teamed up with Rutgers Athletics and the State Theatre New Jersey to host the event. Months before, Rutgers Business School had hosted nearly 100 guests at a dinner party to create momentum for the celebration.

An elegant pep rally, the dinner was hosted on the stage of the State Theatre offering guests a different perspective of the venue's splendor. It brought together elected officials, Rutgers Business School deans and program directors, alumni as well as leaders from the New Jersey arts and business communities.

The event, titled Coming Home, Celebrating Heritage and Heros honored former Gov. Thomas Kean for his enduring support of the arts community. His efforts as governor to increase spending on arts programming helped to strengthen the State Theatre in New Brunswick and resulted in the development of the New Jersey Performing Arts Center in Newark. ■



Steve Forbes, Chairman and Editor-in-Chief of Forbes Media, was the keynote speaker.



At the State Theatre New Jersey, hundreds of Rutgers Business School alumni, staff and students were entertained by the Rutgers University Glee Club.



Dean Lei Lei enjoys the conversation and company at Rutgers' 250th anniversary dinner.



Former Governor Thomas Kean receives a "hero" award from Rutgers Business School Executive Vice Dean Yaw Mensah.

A crash course in mentoring for female professionals in Vietnam

Sangeeta Rao, an assistant dean at Rutgers Business School, traveled to Vietnam in June to run an intensive three-day training program on mentoring.

In Vietnam, mentoring is a new concept. At Rutgers, it is Rao's area of expertise. Rao has helped to expand Women BUILD (Business Undergraduates in Leadership Development) at Rutgers Business School and introduced new programs, including Helpful-Executives-in-Reach and Team Up, which connects undergraduate students to working professionals.

While the preparation for the training in Vietnam was intense and the translation painstaking, the result, Rao said, was "incredibly rewarding."

"I was really impressed with the questions I got and how motivated, interested and eager the participants were to learn more and apply what they were learning," she said.

"We're so used to mentoring here," she said. "It is just part of the institutional culture and the culture of professional development. But in Vietnam, it's relatively new so it was exciting, and that's why it was stimulating to do and to contribute in that way." ■



Assistant Dean Sangeeta Rao outside the Ho Chi Minh National Academy with Dr. Hien Luong, founding executive director of the Center for Women in Politics and Public Administration.

Rutgers Business School poised to expand executive education programs in Singapore and Southeast Asia

Stephanie Krishnan was appointed in June, 2016, to serve as executive director of Rutgers Business School Asia Pacific.

From Singapore, Krishnan will report directly to Associate Dean of Executive Education Joseph Schaffer and will work closely with Academic Director Farrokh Langdana to grow the International Executive MBA program and the unique Rutgers Mini-MBA programs, Rutgers Business School Dean Lei Lei said.

"With Krishnan in this strategically critical leadership role, we look forward to Rutgers Business School's continued growth and success in Singapore and Asia," Lei said.

Krishnan previously served as academic campus director and adjunct lecturer at the University of Wollongong in Southeast Asia, where she taught logistics technology, supply chain management and international business.

She holds a masters of international business from the University of Wollongong, where she is currently in the final stages of completing her Ph.D. in supply chain and cross cultural international business. ■



Stephanie Krishnan, executive director of Rutgers Business School Asia Pacific.



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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, marked 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.

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