

STERN PHD STUDENTS SHINE TOP HONORS AWARDED

In the last year, a number of doctoral students have received recognition for their research.



Justin I. Miller, a fourth-year PhD student, received the Academy of Management Social Issues in Management Division Best Paper Award for the paper "Corporate Social Responsibility: Institutional Response to Labor, Legal, and Shareholder Environments," which he co-authored with Stern Professor Doug Guthrie. The paper was selected from approximately 230 submissions, with

the overwhelming majority of those papers authored by professors. In the Managerial and Organizational Cognition Division, second-year PhD student **Shellwyn L. Weston** was selected from nearly 50 entrants to receive the award for the best student proposal, entitled: "Do Traders Have to Learn the Hard Way? The Acceleration of Knowledge Worker Learning Curves via Analogical Reasoning."



Gal Oestreicher-Singer, a fifth-year PhD student in information systems at Stern and a new professor at the University of Tel Aviv, received a Marie Curie Early-Career Grant from the European Union in recognition of and support for research stemming from her doctoral dissertation on network structure and e-commerce. This award provides 50,000 euros per year for two years and is given to the most

promising junior researchers who are employed by universities in the EU.

Nikolay Archak, a second-year PhD student in information systems, won the first prize at the 2007 TopCoder contest, an international programming contest where the best programmers in the world compete. This is the second year in a row he has received this award, which comes with a \$25,000 cash prize.

Jeff Galak, a third-year PhD student in marketing, earned the Best Student Poster Award at the November 2006 meeting of the Society for Judgment & Decision Making for his poster, "Complexity is Good: When Disfluent Communication Signals Author Erudition," co-authored with former Stern Assistant Professor of Marketing Leif Nelson.

Sadi Ozelge, a sixth-year PhD student in finance, was one of five finalists for the Lehman Brothers Fellowship for Research Excellence in Finance for his paper "The Role of Banks and Private Lenders in Forced CEO Turnovers."

CHARTING OUR PROGRESS DOCTORAL FUND UPDATE

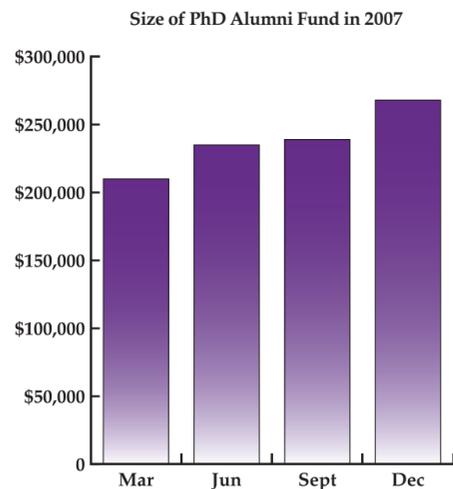
The PhD Alumni Fellowship Fund has continued to grow over the last year, as shown in the chart below. Note that the chart does not include scholarship naming grants or the three new endowed fellowships we received in the past year.

The PhD Alumni Fellowship Fund is a very important source of funding for future PhD students. In addition to the grants and endowed fellowships, the doctoral fund provides new fellowships that have enabled Stern to offer a doctoral education to more applicants.

I hope that you feel your doctoral education made a difference in your life. Please join me in helping to make a difference in someone else's.

-Ned Elton

Outgoing Director, PhD Program



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UPDATE FROM ALUMNI AFFAIRS SWAP ENHANCEMENTS FOR ALUMNI

The Office of Alumni Affairs & Annual Giving is enhancing our online resources for alumni. As part of this initiative, we are improving the underlying architecture of SWAP – the Stern online alumni community, as well as developing a new online database of business journal articles, called SternBID. We hope that these enhancements will encourage you to log on to SWAP more frequently to stay connected to each other and to the School, and to take advantage of the many other resources housed within SWAP, including career tools, the event calendar and the comprehensive online alumni directory.

We've also created a NYU Stern Alumni group on the popular LinkedIn networking website. Along with SWAP, LinkedIn is a great way to remain involved in your Stern alumni network. To join LinkedIn and to log on to SWAP, visit our website at www.stern.nyu.edu/alumni.

If you have questions or don't know your NetID to log on, please contact the SWAP hotline for more information at (212) 998-0669 or swap@stern.nyu.edu.

A HOLIDAY CELEBRATION OF STERN SPIRIT



On December 1, nearly 800 NYU Stern alumni and guests from around the world gathered at the New York Public Library for the Seventh Annual Stern Alumni Ball. At this gala event, alumni mixed and mingled with both former classmates and fellow alumni during a night filled with music and dancing, dinner and cocktails.

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SAVE THE DATE

New York 2008: Alumni Business Conference
"A Look to the Future"
May 16, 2008

Join fellow alumni on NYU's Washington Square campus this spring for "A Look to the Future" – an exclusive educational and networking opportunity offered to NYU Stern graduates. Learn from an eminent group of scholars and business leaders about timely issues in finance, marketing, entrepreneurship and digital media. Reconnect with the School, expand your network and tap into the future of business.

Visit the Alumni Affairs website at www.stern.nyu.edu/alumni for forthcoming information.



VISIT US ON THE WEB
www.stern.nyu.edu/alumni

STERN PhD Alumni

NEWS FOR ALUMNI OF THE DOCTORAL PROGRAM OF NYU STERN SCHOOL OF BUSINESS

THANKS AND FAREWELL, NED ELTON

A LETTER FROM THE DIRECTOR



After 12 productive years leading the doctoral program, Edwin "Ned" Elton has stepped down from his role as director and passed it to marketing professor Joel Steckel. Joel has been with Stern for more than 15 years and has taught PhD courses and served on numerous doctoral committees. Ned remains as active as ever in his research and teaching, and continues to drop into the doctoral office to help with the transition. What follows is Joel's first letter as director.

Wow! I can't believe it. I finally got the best job in the Stern School. I thank Dean Thomas Cooley and Vice Dean Lee Sproull for entrusting me with the PhD program. After all, what better job could there be than overseeing the training of the next generation of scholars and teachers? Indeed, my job is to make sure that the Stern School is at the forefront of training nascent scholars to think critically, allowing them to develop the skills with which they can answer significant management-related questions, and perhaps most important, affording them the opportunity to not only answer those questions, but also to actually decide what the questions are. I couldn't be happier.

I am especially delighted that the first issue of this newsletter under my leadership features the marketing department. For those of you alumni who do not know me, I am a marketing professor. But no, I am not throwing my weight around. Ned Elton, my predecessor, planned the marketing theme for this issue even before the transition.

Future "Letters from the Director" will likely be about issues such as the importance of a doctoral program to a business school, how doctoral programs have evolved over the course of the past 25 years, minorities

in doctoral education, and the need for your financial support (You knew that was coming, didn't you?). Not this letter though. This letter will be about something instrumental to the success of the Stern PhD program. This letter will be about Ned Elton. This letter will celebrate him and his accomplishments.

Here are just a few of the specific changes in the program that can be directly attributed to Ned:

- Before Ned started, students received three years of funding from working as research assistants. Ned did away with research assistantships and, instead, instituted research practicums, which changed the focus from helping professors to developing students' research skills. He provided funding in the form of fellowships, extended funding to five years, and increased the funding to make it competitive with other top programs.

- Ned brought greater discipline to the program. He tightened up deadlines. Instead of needing to pass the comprehensive examinations within six years, students now need to pass the comps within two years. Instead of needing to complete all program requirements within eight years, Ned shortened the time to six years. By setting tighter but realistic time limits, students are less likely to drift and a higher number of them graduate.

- As a result of Ned's efforts, Stern now offers subsidized campus housing to select incoming students, which has improved Stern's ability to compete for top students.

- Under Ned's tenure, the number of endowed fellowships has increased from five to 17, one of which is the PhD Alumni Fellowship Fund made up of donations from you, our alumni, and another of

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HIGHLIGHTING THE MARKETING DEPARTMENT

By Ned Elton, Outgoing Director, PhD Program

This issue highlights the doctoral program in the marketing department. I decided to focus this issue on marketing before I knew that Joel would be my replacement. There are two reasons why I decided to devote the majority of an issue to one department. First, marketing has been the most successful department in running a PhD program at Stern and, I feel, the best anywhere. Second, it is a department that has undergone enormous improvement in the last decade and, now, is one of the premier marketing departments in the country. I have thoroughly enjoyed observing these changes and thought our doctoral alumni would enjoy hearing about them as well.

The marketing department is successful in their doctoral training because every student gets an

enormous amount of individual attention. From the beginning, students work closely with faculty members in areas that interest them. And as their interests change, who they work with changes too. I believe that doctoral students learn best as apprentices, and it's this close personal attention that has been the key to the success of the marketing PhD program.

One of the significant trends in the marketing department has been the expansion of its faculty who can successfully train doctoral students, as well as a corresponding expansion of the number of admitted students. In the last few years, the marketing department made two appointments of renowned senior faculty:

Continued on page 3

ALUMNI SPOTLIGHTS: ALBERT AIELLO & PRIYA RAGHUBIR



It's been 30 years since Albert Aiello (Marketing, PhD '77) graduated from NYU Stern with his doctoral degree in marketing, yet the theory in his dissertation remains at the core of his business. He developed a method to measure users' satisfaction and relate it back to behavioral buying patterns. "It sounds intuitively obvious now, but it wasn't then," Aiello said. "I recognized these patterns, and, with my dissertation advisor, Stern Professor John Czepiel, pioneered ways to measure them."

Customer satisfaction surveys became the backbone of his career in strategic technology management, working for various companies in financial services and telecommunication and construction management, including serving as CIO at Fidelity Investments and several other companies. He's presently with COLT Telecom in London, where he oversees their information technology and business processes. "Those customer surveys remain valuable," he said, "as we allocate resources to where the satisfaction ratings are lowest."

Aiello looks back on his time at Stern and as an undergraduate at University Heights School for Industrial Engineering and Operations Research with great respect. "My education helped me enormously in business," he said. "Having a PhD opens doors you don't even know that it's opening. You're viewed differently because you're vetted for your tenacity and intellect, and this enables you to communicate with senior business people," he said.

Aiello is known for his own tenacity. He works out at least once everyday, and officially he's twice retired. "I just keep finding things that interest me," he said.

One particular interest he has is a goal to return to NYU and raise the University's technology profile so that it becomes known around the world. "It's my passion to get NYU to create a technology center of excellence," he said, "one that would equal and work in partnership with the financial companies in the city."

RESEARCH REVIEW

Here is a look at some of the recent doctoral research conducted at Stern.



Sergio Meza (Marketing, PhD '04), assistant professor of marketing at the Rotman School of Management, University of Toronto: *Investigating Strategic Pricing Behavior of Retailers*.

Sergio's dissertation included two papers expanding our understanding of how retailers strategically change pricing behavior in response to changes in the market environment.

He first studied how the introduction of a store brand changes retailer's pricing of national brands. The main finding is that not all brands are treated in the same way. After introducing the store brand, the retailer disfavors the national brands that the store brand imitates by setting higher margins, and favors the national brands that it did not imitate by setting lower margins. Such differential behavior is observed only in the segments of the market that are attractive to the retailer.

Meza also empirically analyzed how retail pass-through (the proportion of a manufacturer's discount that is passed through to the final consumer) changes during periods of high demand for two types of products: (1) "loss-leader" products, which are products offered at a very low price; and (2) regular products. He found that retail pass-through is greater for loss-leader products in regular demand periods. In periods of high demand, the pass-through increases for regular products but decreases for loss-leader products.



When Priya Raghurir (Marketing, PhD '94) enrolled in NYU Stern's marketing program she thought the best part was the stipend, because it would help her raise her infant son, the main interest of her life. Her PhD studies, however, soon led her to be so enthralled with the field that she was willing to risk arrest in China to gather data for a study.

The incident happened during her first job after graduating from Stern – a teaching post at the Hong Kong University of Science and Technology. In 1997, when Hong Kong was reunited with China, she decided the time was ripe for a study on political context. During a train journey from Hong Kong to Beijing, she passed out questionnaires to fellow passengers. Chinese police, fearing she was a political subversive, arrested her, confiscated her materials and held her for questioning over several hours before releasing her. Raghurir still regrets not getting the data. "There was a great study there that never got published," she said.

Rarely does Raghurir miss an opportunity to publish. Since graduating, she has written scores of articles and book chapters on topics including questionnaire design; price promotions, such as coupons and gift certificates; visual information processing, which studies how people use visual information to make spatial judgments in regards to packaging, for example; and financial instruction, which examines how people read graphs about stocks. Currently she is on leave from the University of California's Haas School of Business in Berkeley, where she is a professor, to work on a book, *Market Research for Decision Makers*, due this year. She says the book's topic springs from an interest she shared with Professor Geeta Menon at Stern. "Every textbook is written from the perspective of market research," Raghurir said. "This one will be written from the perspective of a marketing manager. It's a different approach."

Over the years, Raghurir has won numerous teaching awards; she is most proud of the Cheit Award of Teaching Excellence in 2001-2002 at UC Berkeley since it was voted by the students. She credits her accomplishments in teaching to her passion for marketing. "It's easy to do well in a profession so long as you stay true to what you love," she said.

PHD ALUMNI GATHER AT ANNUAL SOCIETY MEETINGS

Close to 50 NYU Stern management alumni, current students, and professors, including retired Professor Bill Starbuck, attended a Stern alumni dinner at Konak Turkish Restaurant held in conjunction with the Academy of Management meeting in Philadelphia in May 2007. Attendees feasted on babaganoush and kebobs and shared stories of their days at Stern.

In addition, Stern information systems alumni and friends met up for a reception at the ICIS conference at the Fairmont Queen Elizabeth in Montreal in December 2007. And NYU Stern economics and finance alumni and friends gathered for a reception at the annual ASSA meetings in New Orleans in January 2008.

Check out our upcoming Summer 2008 newsletter for information on future events.

THANKS AND FAREWELL, NED ELTON (CONTINUED)

which is the Ned and Diane Elton Fellowship. Ned put his money where his mouth is. He didn't just ask. He gave. Indeed, his persuasiveness has resulted in other faculty giving to the fund.

Ned started a PhD Loan Fund to bridge the gap that struggling PhD students often encounter when faced with unexpected expenses, such as a new child or health problems. He asked you, the PhD alumni, for support to start the fund. Thanks to your generosity, students can now borrow \$5,000 each year as an interest-free loan while in school, and then re-pay it within one year of graduating.

These efforts translated to results in the marketplace. The program went from good to great. Although placements before 1995 were good, and excellent in some cases, the overall level of jobs that our graduates have taken since then has skyrocketed. From 2002 to 2006, the *Financial Times*



Ned Elton (back center) with first-year PhD students on their orientation trip in the Adirondacks.

HIGHLIGHTING THE MARKETING DEPARTMENT (CONTINUED)



Russ Winer



Tulin Erdem

Russ Winer and Tulin Erdem. Russ is one of a handful of outstanding scholars in marketing, and, looking to the next generation of scholars, Tulin is one of the leaders.

The department has also hired phenomenal junior faculty. Every year when I ask Bob Shoemaker, now a retired marketing professor and former doctoral coordinator, how hiring went, he informs me that Stern hired the best new marketing faculty. Over the years, his claim has been evident in the incredible accomplishments of these young marketing faculty.

Another indicator of the progress of the marketing department is an improvement in the student applicant pool. Last year, Bob was the external evaluator of the marketing PhD applicants. Rating applicants 1, 2 or 3, with 1 being the best, and applying criteria he used when he was coordinator (which back then resulted in about seven 1's in a pool of 80 applications), Bob found he was now giving most everyone 1's. As more and more outstanding applications were coming in (approximately 120 applications total), he resorted to using 1+, 1++ and 1+++ to distinguish among the phenomenal candidates.

Moreover, the marketing department has an enormously productive research body. It is ranked as one of the top five departments in the world based on research productivity – the department boasts over 100 publications in the last three years, of which about two-thirds are in top-tier scholarly journals. The department is unique in having strong research-active faculty in both the behavioral and quantitative areas. For example, Peter Golder's book on brands was selected by *Harvard Business Review* as one of the 10 best business books of 2001. Justin Kruger's theoretical behavioral research on biases in individual and group judgment and decision making has been cited more than 20 times in six years. And Vicki Morwitz is a star in both quantitative and

ranked Stern's PhD placement record as second in the United States. We are now among the first line of business school doctoral programs in the world.

On a personal note, Ned could not have been more generous with his time and advice during this transition period. I have been at Stern for almost 20 years now. As everyone at the School does, I respect and appreciate Ned for all he has done for Stern. As a former chair of the marketing department, I had some dealings with him, but I must confess that I did not know him all that well then. This year I have gotten to know him better, and I am better for it.

Ned Elton raised the level of prestige of Stern's PhD program both within the School and within the academic community. I hope you alumni feel a sense of pride about the program. I know the faculty sure do. When Ned stepped down, all of the doctoral area coordinators and the people who worked for him (and for me now) in the PhD office presented him with a Tiffany crystal plaque that said:

"Edwin J. Elton
Stern Doctoral Program Director
1995-2007
Thank you for elevating us all."

-Joel Steckel
Director, Doctoral Program

behavioral research, studying political polls and the penny less theory, which explains why retailers charge, for example, \$1.99 versus \$2.00 for their products, and which was featured in the *Journal of Consumer Research* in June 2005.

The results speak for themselves. The marketing department is successfully competing with other top schools such as Duke, Harvard, UCLA and Wharton for the recruitment of PhD students. Once here, the students have incredible opportunity to publish research – 27 percent of faculty publications in the last three years have been with doctoral students. And upon graduation, these students are getting great placements.

Continue reading this newsletter for more information about Stern's marketing alumni, as well as highlights of recent doctoral marketing research.

WHERE ARE THEY NOW?

NYU Stern has graduated 114 marketing PhD students over the years, beginning in 1942 with Walter Garu. Although we know very little about the alumni who graduated before 1970, we have tracked 18 of the 56 of them. Of those 18, eight were professors and 10 had careers in industry. Notable alumni from this era are Arnold Corbin, a long-time teacher at Stern, and Hiram Barksdale, who had a distinguished career at University of Georgia. We know a lot more about the graduates after 1970, most of whom are working in academia and living all over the world. NYU marketing graduates in the US are teaching at UC-Berkeley, University of Chicago, Cornell, University of Michigan and Northwestern, among others. Overseas, they are at HEC in France and Hebrew University in Israel, as well as at universities in Canada, Greece, Korea, Nigeria and Botswana.

Keep us updated about your career and about any other Stern graduates that you know by contacting Donna Lashley at dlashley@stern.nyu.edu.

CLASS NOTES

Jeffrey E. Jarrett (MBA '63; Economics, PhD '67) in April 2007 received the Dean's Annual Award from the University of Rhode Island, College of Business Administration, for distinction in research that supports the mission of the College. He is on sabbatical from the University of Rhode Island for the 2008 Winter/Spring Semester and will visit Australia, Brunei, Indonesia, Hong Kong-Macao, Vietnam, Cambodia, Thailand and Singapore.

Jacob Feldman (Finance, PhD '77) of Brooklyn, NY, joined Grant Thornton LLP earlier this year in the international tax and transfer pricing practice as executive director, after a long career with Merck & Co., Inc., where he worked in a variety of finance positions in the international tax, treasury, financial evaluation and controller areas. Now that his office is in midtown rather than distant NJ, he has been able to resume closer contact with NYU Stern by attending its variety of events. He enjoys traveling around the world with his wife and daughter, and has visited more than 40 countries, most recently India.

Betty Jane Punnett (Management, PhD '84) of Barbados is working on a major study on absenteeism and job characteristics in the Caribbean and recently created HealthyWeightVillage.com, a website to support a healthy lifestyle.

John Butler (Management, PhD '85) of Honolulu, Hawaii, now has an endowed chair, the Harold and Sandy Noborikawa Endowed

Chair in Entrepreneurship, at the Shidler College of Business, University of Hawaii.

Ann Buchholtz (Management, PhD '91) of Athens, GA, has been elected to chair the Social Issues in Management (SIM) Division of the Academy of Management, and serves on the board of directors of the International Association of Business and Society (IABS). She was on the task force that developed a code of ethics for the Academy of Management and now serves as the inaugural chair of the Ethics Adjudication Committee.

Gita Johar (Marketing, PhD '93) of New York, NY, received the Meyer Feldberg Professor of Business Chair in Marketing at Columbia University.

Nils Paellman (Finance, PhD '94) of Jersey City, NJ, is now vice president, Programs, of the New York chapter of the National Investor Relations Institute (NIRI). He heads the New York Investor Relations Office of Deutsche Telekom, the parent company of T-Mobile.

Priya Raghurir (Marketing, PhD '94) of Berkeley, CA, was promoted to full professor at UC Berkeley.

Nicky Ranganathan (IS, PhD '95), executive director, Morgan Stanley Advantage Services, moved to Mumbai, India.

Gayle DeLong (Finance, PhD '98) of Morristown, NJ, now serves on the board of directors of SafeMinds (Sensible Action for Ending Mercury-Induced Neurological Disorders), a non-

profit organization that sponsors autism research.

Martijn Cremers (Finance, PhD '02) of New Haven, CT, became associate professor of finance at the Yale School of Management over the summer. In September, his son William was born, and was enthusiastically welcomed by his brothers David (four years old) and Dominic (two years old).

Joy Turnheim Smith (Management, PhD '02) of Elizabeth City, NC, is associate professor in the Walter R. Davis School of Business and Economics at Elizabeth City State University,

one of the constituent institutions of the UNC system. She is also the new treasurer of the Public and Nonprofit Sector Division of the Academy of Management.

Michael Barnett (Management, PhD '04) of Tampa, FL, was recently appointed research fellow at the Dr. Kiran C. Patel Center for Global Solutions. Last year, he was awarded the University of Southern Florida's Outstanding Research Achievement Award, and in the prior year, he was awarded USF's Outstanding Undergraduate Teaching Award.

Sergio Meza (Marketing, PhD '04) of Ontario, Canada, received honorable mention for the inaugural Dick Wittink Prize for the best paper published in Quantitative Marketing and Economics (QME) for his paper entitled, "Pass-Through Timing," co-authored with K. Sudhir.

Shawndra Hill (IS, PhD '06) of Philadelphia, PA, was one of the four finalists for the George Dantzig Dissertation Award, given for the best dissertation in operations research and the management sciences that is innovative and relevant to practice.

Ke-Wei Huang (IS, PhD '07) of Singapore, was the runner-up for the ACM SIGMIS Doctoral Dissertation Award. This award recognizes the best dissertation in information systems each year and is the most prestigious in the field. His dissertation, "Optimal Pricing Metrics for Digital Goods," was chosen as one of the three best dissertations from among all IS PhD's completed in the US and internationally during 2006-2007.

David Ross (Strategy-Economics, PhD '07) of Bayside, NY, is an assistant professor in Columbia's management department.

SEND US YOUR NEWS

Do you have a new job or promotion? An award, honor, or achievement to share? How about a marriage, new baby, or retirement? Let other alumni know about the exciting things happening in your life.

Send us your news to include in the Class Notes section of a future issue of NYU Stern's PhD alumni newsletter by e-mailing Donna Lashley at dlashley@stern.nyu.edu.