

ROBERT J. BATT (BOB)

Operations and Information Management
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PROFESSIONAL EXPERIENCE

University of Wisconsin-Madison	Madison, WI
Associate Professor	2019-present
Procter & Gamble Bascom Professor	2021-present
Affiliate appointment-BerbeeWalsh Department of Emergency Medicine, School of Medicine & Public Health	2014-present
Assistant Professor	2013-2019
Dartmouth College, Tuck School of Business	Hanover, NH
Visiting Associate Professor	2021-2022
Research/Teaching Fellow	2006-2008
Hypertherm, Inc.	Hanover, NH
Manufacturing Process Engineer	2001-2004

EDUCATION

University of Pennsylvania, The Wharton School	Philadelphia, PA
Ph.D. in Operations Management	2013
Dissertation: "Empirical Studies in Hospital Emergency Departments"	
Advisor: Professor Christian Terwiesch	
Dartmouth College, Tuck School of Business	Hanover, NH
Master of Business Administration	2006
Edward Tuck Scholar with High Distinction	
Dartmouth College, Thayer School of Engineering	Hanover, NH
Master of Engineering Management	2001
Bachelor of Engineering: Mechanical Concentration	2000
Dual-degree program with Wheaton College	
Tau Beta Pi: Engineering Honor Society	
Wheaton College	Wheaton, IL
Bachelor of Arts: Liberal Arts/Engineering	2000
<i>Summa Cum Laude</i>	

RESEARCH INTERESTS

- Service operations, emphasis on healthcare and retail
- Empirical studies in operations management

RESEARCH & PUBLICATIONS

Published & Forthcoming Papers

1. Soltani, Mohamad, Robert Batt, Hessam Bavafa. (2024) "Quality Improvement Spillover: Evidence from the Hospital Readmission Reduction Program." *Management Science*. Vol. 71, No. 7, (pp. 6112-6130).
2. Soltani, Mohamad, Robert Batt, Hessam Bavafa, Brian W. Patterson. (2022) "Does What Happens in the ED Stay in the ED? The Effects of Emergency Department Physician Workload on Post-ED Care Use." *Manufacturing & Services Operations Management*. Vol. 24, No. 6, (pp. 3079-3098).
3. Green, Rebecca K., Manish N. Shah, Lindsay R. Clark, Robert J. Batt, Nathaniel A. Chin, and Brian W. Patterson. (2022) "Comparing emergency department use among individuals with varying levels of cognitive impairment." *BMC Geriatrics* Vol. 22, 382.
4. Meng, Lesley, Robert Batt, Christian Terwiesch. (2021) "The Impact of Facility Layout on Worker Behavior: An Empirical Study of Nurses in the Emergency Department." *Manufacturing & Services Operations Management*. Vol. 23, No. 4, (pp. 819-834).
5. Pulia, Michael S., Daniel J. Heckmann, Joshua M. Glazer, Ciara Barclay-Buchanan, Nicholas Kuehnel, Joshua Ross, Brian Sharp, Robert J. Batt, Brian W. Patterson. (2020) "Electronic Health Record-Based Surveillance for Community Transmitted COVID-19 in the Emergency Department." *Western Journal of Emergency Medicine*. Vol. 21, No. 4, (pp. 748-751).
6. Schnapp, Benjamin H., Emily Fleming, Aaron S. Kraut, Mary Westergaard, Robert J. Batt, Brian W. Patterson. (2020) "Maggots, Mucous and Monkey Meat: Does Disgust Sensitivity Affect Case Mix Seen During Residency?" *Western Journal of Emergency Medicine*. Vol. 21, No. 1, (pp. 87-90).
7. Batt, Robert, Jordan Tong. (2020) "Mean Service Metrics: Biased Quality Judgment and the Customer-Server Quality Gap." *Manufacturing & Service Operations Management*. Vol. 22, No. 5, (pp. 975-995).
8. Batt, Robert, Diwas KC, Bradley Staats, Brian Patterson. (2019) "The Effect of Discrete Work Shifts on a Non-Terminating Service System." *Production and Operations Management*. Vol. 28, No. 6, (pp. 1528-1544).
9. Batt, Robert, Santiago Gallino. (2018) "Finding a Needle in a Haystack: The Effects of Searching and Learning on Pick-Worker Performance." *Management Science*. Vol. 65, No. 6, (pp. 2624-2645).
10. Patterson, Brian, Michael Repplinger, Michael Pulia, Robert Batt, James Svenson, Alex Trinh, Eneida Mendonca, Maureen Smith, Azita Hamedani, Manish Shah. (2018) "Using the Hendrich II Inpatient Fall Risk Screen to Predict Outpatient Falls after ED Visits." *Journal of the American Geriatrics Society*. Vol. 66, No. 4, (pp. 760-765).
11. Batt, Robert, Christian Terwiesch. (2017) "Early Task Initiation and Other Load-adaptive Mechanisms in the Emergency Department." *Management Science*. Vol. 63, No. 11, (pp. 3531-3551).
Formerly titled: "Doctors Under Load: An Empirical Study of State-Dependent Service Times in Emergency Care"
Formerly titled: "How a Service Process Adapts to Load: An Econometric Analysis of Patient Treatment in the Emergency Department"
12. Gorski, Jillian K., Robert Batt, Erkin Otles, Manish Shah, Azita Hamedani, and Brian Patterson. (2017) "The Impact of Emergency Department Census on the Decision to Admit." *Academic Emergency Medicine*. Vol. 24, No. 1, (pp. 13-21).

13. Patterson, Brian, Robert Batt, Morgan Wilbanks, Erkin Otles, Mary Westergaard, Manish Shah. (2016) "Cherry Picking Patients: Examining the Interval Between Patient Rooming and Resident Self Assignment." *Academic Emergency Medicine*. Vol. 23, No. 6, (pp. 679-684).
14. Batt, Robert, Christian Terwiesch. (2015) "Waiting Patiently: An Empirical Study of Queue Abandonment in an Emergency Department." *Management Science*. Vol. 61, No. 1, (pp. 39-59).
15. Lucas, Jared, Robert Batt, Olan Soremekun. (2014) "Setting Wait Times to Achieve Targeted Left Without Being Seen Rates." *The American Journal of Emergency Medicine*. Vol. 32, No. 4, (pp. 342-345).
16. Pines, Jesse, Robert Batt, Joshua Hilton, Christian Terwiesch. (2011) "The Financial Consequences of Lost Demand and Reducing Boarding in Hospital Emergency Departments." *Annals of Emergency Medicine*. Vol. 58, No. 4, (pp. 331-340).

Submitted & Working Papers

1. Wang, Catherine, Robert Batt, Hessam Bavafa. (2025) "When Training Hurts Quality: Evidence from Nursing Homes."
2. Batt, Robert, Santiago Gallino. (2025) "Multitasking over Time: The Time-dependent Effects of Multitasking."

Work in Process

1. Soltani, Mohamad, Robert Batt, Hessam Bavafa. "Quality Policy Fairness: Evidence from the Hospital Readmission Reduction Program."
2. Kalscheur, Matthew, Catherine Wang, Matthew Tattersall, Robert Batt, Hessam Bavafa, "Individual Prediction – A Novel Approach to Forecast Cardiology Consultation and Transthoracic Echocardiography Order Volumes."
3. Batt, Robert, Brian W. Patterson. "Patient-Physician Assignment in the Emergency Department."
4. Park, Eric, Hyun Seok Lee, Robert Batt. "Capacity Expansion in Emergency Department Network: Impact of Opening an Emergency Department on Patient Demand."

Books

1. Powell, Stephen, Robert Batt, (2008) *Modeling for Insight: A Master Class for Business Analysts*, Wiley.

Other Publications & Writings

1. Batt, Robert. (2018) "Thinking Inside the Bin." *WSB Forward Thinking Blog*. February 20.
2. Batt, Robert. (2016) "How Quickly Do You See an ER Doctor? It Might Depend on Your Injury." *WSB Forward Thinking Blog*. April 22.
3. Johnson, M. Eric., Robert Batt. (2009) "Breaking the Destructive Growth Cycle," *Supply Chain Management Review*, Vol. 13, Num. 5, (pp. 26-33).
4. Johnson, M. Eric., Robert Batt. (2008) "How to Make Dealerships Strong and Happy," *The Wall Street Journal*, October 20, R6.

Teaching Case

1. Batt, Robert, M. Eric Johnson. (2007) *Strengthening the Distribution Channel at Steinway*, Tuck School Case Study.

RESEARCH PRESENTATIONS

Invited Talks at Academic Institutions

1. Gies College of Business, University of Illinois Urbana-Champaign, September 2024.
2. Midwest Healthcare Conference, University of Illinois Urbana-Champaign, August 2024.
3. Brigham Young University, Marriott School of Business, April 2024.
4. Institute for Mathematical and Statistical Innovation, University of Chicago, April 2023.
5. Northwestern University, Kellogg School of Management, May 2022.
6. University of North Carolina-Chapel Hill, Kenan-Flagler Business School, May 2019.
7. Dartmouth College, Tuck School of Business, May 2019.
8. Cornell University, Johnson Graduate School of Management, November 2018.
9. Indiana University, Kelley School of Business, September 2018.
10. Emory University, Goizueta Business School, August 2018.
11. University of British Columbia, Sauder School of Business, March 2018.
12. University of North Carolina-Chapel Hill, Kenan-Flagler Business School, October 2017.
13. Harvard Business School, April 2017.
14. Northwestern University, Kellogg School of Management, February 2015.
15. University of Minnesota, Carlson School of Management, February 2015.
16. UW-Madison, Actuarial Science, Risk Management, and Insurance Dept., December 2014.
17. University of Alberta, Alberta School of Business, November 2013.
18. University of Texas-Austin, McCombs School of Business, February 2013.
19. University of Wisconsin-Madison, Wisconsin School of Business, February 2013.
20. University of Chicago, Booth School of Business, February 2013.
21. Boston University, School of Management, February 2013.
22. University of Maryland, Smith School of Business, January 2013.
23. Johns Hopkins University, Carey Business School, January 2013.
24. INSEAD, January 2013.
25. Cornell University, Johnson Graduate School of Management, January 2013.
26. University of Notre Dame, Mendoza School of Management, December 2012.
27. University of North Carolina-Chapel Hill, Kenan-Flagler Business School, December 2012.

Academic Conferences

1. MSOM Society Conference, "The Effects of Multitasking Over Time: Evidence from a Livechat Customer Contact Center." Minneapolis, MN, July 2024.
2. INFORMS Annual Meeting, "The Effects of Multitasking Over Time: Evidence from a Livechat Customer Contact Center." Phoenix, AZ, October 2023.
3. Consortium for Operations Excellence in Retailing, "The Effects of Multitasking Over Time: Evidence from a Livechat Customer Contact Center", Wharton School, Philadelphia, PA, June 2023.
4. POMS Annual Meeting, "The Effects of Multitasking Over Time: Evidence from a Livechat Customer Contact Center", May 2023.
5. INFORMS Annual Meeting, "Comparing Patient-Physician Assignment Systems in an Emergency Department." Indianapolis, IN, October 2022.
6. POMS Annual Meeting (virtual), Emerging Scholars mini-conference panelist, May 2022.
7. INFORMS Annual Meeting, "Comparing Patient-Physician Assignment Systems in an Emergency Department." Anaheim, CA, October 2021.

8. INFORMS Annual Meeting, "Mean Service Metrics: Biased Quality Judgment and the Customer-Server Quality Gap." Phoenix, AZ, November 2018.
9. Wharton Empirical Operations Management Workshop, "Quality Improvement Spillovers: Evidence from the Hospital Readmissions Reduction Program." Philadelphia, PA, September 2018.
10. MSOM Society Conference: Healthcare Special Interest Group, "Quality Improvement Spillovers: Evidence from the Hospital Readmissions Reduction Program." Dallas, TX, July 2018.
11. POMS Annual Meeting, "Quality Improvement Spillover in Multiple Dimensions: Evidence from the Hospital Readmissions Reduction Program." Houston, TX, May 2018.
12. POMS Annual Meeting, "The Quality Delivery-Experience Gap: Service Quality Inference and the Misappreciation of the Inspection Paradox." Houston, TX, May 2018.
13. POMS Annual Meeting, "Lessons Learned from Teaching Service Operations." Houston, TX, May 2018.
14. INFORMS Annual Meeting, "The Effect of Discrete Work Shifts on a Non-Terminating Service System." Houston, TX, October 2017.
15. INFORMS Annual Meeting, "Finding a Needle in a Haystack: The Effects of Searching and Learning on Pick-Worker Performance." Houston, TX, October 2017.
16. MSOM Society Conference, "Finding a Needle in a Haystack: The Effects of Searching and Learning on Pick-Worker Performance." Chapel Hill, NC, June 2017.
17. Consortium for Operational Excellence in Retailing, "Finding a Needle in a Haystack: The Effects of Searching and Learning on Pick-Worker Performance." Boston, MA, May 2017.
18. POMS Annual Meeting, "Finding a Needle in a Haystack: The Effects of Searching and Learning on Pick-Worker Performance." Seattle, WA, May 2017.
19. POMS Annual Meeting, "The Effect of Discrete Work Shifts on a Non-Terminating Service System." Seattle, WA, May 2017.
20. INFORMS Annual Meeting, "Finding a Needle in a Haystack: The Effects of Searching and Learning on Pick-Worker Performance." Nashville, TN, November 2016.
21. INFORMS Annual Meeting, "The Effect of Discrete Work Shifts on a Non-Terminating Service System." Nashville, TN, November 2016.
22. Wharton Empirical Operations Management Workshop, "The Effect of Discrete Work Shifts on a Non-Terminating Service System." Philadelphia, PA, October 2016.
23. Behavioral Operations Workshop, "Finding a Needle in a Haystack: The Effects of Searching and Learning on Pick-Worker Performance." Madison, WI, July 2016.
24. POMS Annual Meeting, "Finding a Needle in a Haystack: The Effects of Searching and Learning on Pick-Worker Performance." Orlando, FL, May 2016.
25. POMS Annual Meeting, "The Effect of Discrete Work Shifts on a Non-Terminating Service System." Orlando, FL, May 2016.
26. INFORMS Annual Meeting, "The Effect of Discrete Work Shifts on a Non-Terminating Service System." Philadelphia, PA, November 2015.
27. INFORMS Healthcare Conference, "The Effect of Discrete Work Shifts on a Non-Terminating Service System." Nashville, TN, July 2015.
28. MSOM Society Conference, "The Effect of Discrete Work Shifts on a Non-Terminating Service System." Toronto, Canada, June 2015.
29. POMS Annual Meeting, "The Effect of Discrete Work Shifts on a Non-Terminating Service System." Washington D. C., May 2015.
30. INFORMS Annual Meeting, "The Effect of Discrete Work Shifts on a Non-Terminating Service System." San Francisco, CA, November 2014.
31. INFORMS Annual Meeting, "The Disposition Decision: When is an Emergency Department Patient Done?" San Francisco, CA, November 2014.
32. POMS Annual Meeting, "Doctors Under Load: State-dependent Service Times in an Emergency Department." Atlanta, GA, May 2014.

33. POMS Annual Meeting, "The Disposition Decision: When is an Emergency Department Patient Done?" Atlanta, GA, May 2014.
34. INFORMS Annual Meeting, "Waiting Patiently: Queue Abandonment in an Emergency Department." Minneapolis, MN, October 2013.
35. MSOM Society Conference, "Waiting Patiently: Queue Abandonment in an Emergency Department." Fontainebleau, France, July 2013
36. INFORMS Healthcare Conference, "Waiting Patiently: Queue Abandonment in an Emergency Department." Chicago, IL, June 2013.
37. POMS Annual Meeting, "Doctors Under Load: State-dependent Service Times in an Emergency Department." Denver, CO, May 2013.
38. POMS Annual Meeting, "Waiting Patiently: Queue Abandonment in an Emergency Department." Denver, CO, May 2013.
39. INFORMS Annual Meeting, "Doctors Under Load: State-dependent Service Times in an Emergency Department." Phoenix, AZ, October 2012.
40. Wharton Empirical Operations Management Workshop, "Doctors Under Load: State-dependent Service Times in an Emergency Department." Philadelphia, PA, September 2012.
41. MSOM Society Conference: Healthcare Special Interest Group, "Doctors Under Load: State-dependent Service Times in an Emergency Department." New York, NY, June 2012.
42. INFORMS Annual Meeting, "Waiting Patiently: Queue Abandonment in an Emergency Department." Phoenix, AZ, October 2012.
43. INFORMS Annual Meeting, "Doctors Under Load: State-dependent Service Times in an Emergency Department." Charlotte, NC, November 2011.
44. POMS Annual Meeting, "The Financial Consequences of Lost Demand in the Emergency Department." Reno, NV, May 2011.

HONORS & AWARDS

Research

- Runner-up: POMS Wally Hopp Best Healthcare Paper Award 2023
 - "The Effect of Discrete Work Shifts on a Non-Terminating Service System."
- Runner-up, POM College of Behavioral Operations Junior Scholar Paper Competition, May 2022
 - "Does What Happens in the ED Stay in the ED? The Effects of Emergency Department Physician Workload on Post-ED Care Use."
- Winner, Best Paper Award, POMS College of Healthcare Operations, May 2020
 - "Does What Happens in the ED Stay in the ED? The Effects of Emergency Department Physician Workload on Post-ED Care Use."
- Best Presentation by a Faculty Member, UW-Madison Emergency Medicine Research Day, September 2016
 - "The Effect of Discrete Work Shifts on a Non-Terminating Service System."
- Best Presentation Award, Annual Behavioral Operations Conference, July 2016
 - "Finding a Needle in a Haystack: The Effects of Searching and Learning on Pick-Worker Performance."
- Winner, Best Paper Award, INFORMS Behavioral Operations Management Section, October 2013
 - "Waiting Patiently: Queue Abandonment in an Emergency Department"
- Winner, Best Paper Award, POMS College of Healthcare Operations, May 2013
 - "Doctors Under Load: State-dependent Service Times in an Emergency Department"

Teaching

- Mabel W. Chipman Junior Faculty Teaching Award, May 2016
 - Awarded annually to one or two assistant professors as selected by a committee of WSB faculty

Service

- *POMS Journal* Best Senior Editor Award, April 2024
- *Management Science* Distinguished Service Award, 2014, 2016, 2017, 2018, 2019, 2020, 2021
- *M&SOM Journal* Meritorious Service Award, 2017, 2019, 2020, 2022
- *POMS Journal* Outstanding Reviewer Award, May 2017

FELLOWSHIPS & GRANTS

While at University of Wisconsin-Madison

- UW-Madison, Graduate School Research Grant, 2020, \$48,333
- UW-Madison Behavioral Research Lab Grant, 2018, \$2,000
- UW-Madison, Graduate School Research Grant, 2017, \$39,160
- Wisconsin Naming Partners Fellowship, 2016-2017, \$33,667
- University of Wisconsin-Madison, Graduate School Research Grant, 2014, \$40,000

Prior to University of Wisconsin-Madison

- Ackoff Fellowship from the Wharton Risk Management and Decision Processes Center, 2012-2013
- Fishman-Davidson Center for Service and Operations Management Grant, 2012-2013
- Imagine That, Inc. Research Grant, 2010
- Wharton Doctoral Fellowship, 2008-2012

TEACHING

University of Wisconsin-Madison, Wisconsin School of Business

- Operation & Supply Chain Management
 - Fall 2025
- Service Operations Management
 - Undergraduate: Spring & Fall, 2014, Fall 2015, Fall 2016, Fall 2017, Spring & Fall 2019, Fall 2020, Fall 2022, Fall 2023, Fall 2024
 - MBA: Fall 2014, Fall 2015, Fall 2016, Fall 2017, Spring & Fall 2019, Fall 2020, Fall 2022, Fall 2023, Fall 2024
- PhD Dissertation Committees
 - Catherine Wang, Wisconsin School of Business, Co-chair, Expected 2026
 - Katherine Adams, UW-Madison Industrial and Systems Engineering, Committee member, 2024
 - Mohamad Soltani, Wisconsin School of Business, Co-chair, 2020
 - Gabriella Monahova, Economics, Committee member, 2015

Dartmouth College, Tuck School of Business

- Data Mining for Business Analytics. Winter 2021, 2022
- Spreadsheet Modeling (Masters in Health Care Delivery Science). 2011
- Spreadsheet Modeling (Tuck Business Bridge Program). 2007-2012

SERVICE ACTIVITIES

University Service

- Dept. of Emergency Medicine: Consulting on staffing and capacity expansion, 2024-present
- Operations & Technology Management Major Strategic Review: 2024-2025
- WSB Academic Planning Committee: 2024-2025

- Emergency Care Systems Lab: Research Core: 2024-present
- Badger Inquiry on Sport (BIOS): Fellow, 2024-present
- Consulting with UW Athletics on Camp Randall student seating process, 2022-23
- Executive Committee, Wisconsin Institute for Healthcare Systems Engineering, 2019-2022
- Presenter at UW Foundation Alumni event, February 2020.
- Dean's Strategic Task Force, Fall 2019
- Wisconsin School of Business BBA Curriculum Committee, 2014-2015, 2019-21, 2023-24
- Wisconsin School of Business Masters Curriculum Committee, 2022-24
- OIM Department Seminar Series Coordinator, 2017-2019
- Faculty Recruitment, 2013-14, 2014-15, 2015-16, 2016-17, 2019-20, 2020-21, 2022-present
- Guest Lectures at UW-Madison
 - School of Nursing (N829), 2016-2020
 - College of Engineering (ISyE 417), 2017

Editorial Service

- Department Editor
 - *Health Care Management Science*. 2020-2024
- Associate Editor
 - *Management Science*. 2020-present
 - *Manufacturing & Service Operations Management*. 2024-present
 - *Health Care Management Science*. 2019-2020
 - *Decision Sciences Journal*. 2018-2020
 - *Operations Research (Special Issue on Behavioral Queueing)* 2020-21
- Senior Editor
 - *Production and Operations Management*. 2020-present
- Reviewer
 - *Academic Emergency Medicine*, since 2015
 - *Critical Care Medicine*, since 2017
 - *European Journal of Operations Research*, since 2016
 - *IIE Transactions on Health Systems Engineering*, since 2015
 - *Journal on Applied Analytics*, since 2021
 - *Journal of Operations Management*, since 2018
 - *Management Science*, since 2011
 - *Manufacturing & Services Operations Management*, since 2014
 - *Naval Research Logistics*, since 2021
 - *Pediatrics*, since 2016
 - *Production and Operations Management Journal*, since 2013
 - *Operations Research*, since 2011

Professional Service

- Member of the Management Science Reproducibility Collaboration: Fišar, M., Greiner, B., Huber, C., Katok, E., Ozkes, A., and the Management Science Reproducibility Collaboration (forthcoming). "Reproducibility in Management Science. *Management Science*." 2023.
- Harvard Business Publishing Educator Advisory Team, 2022-23
- POMS Annual Meeting (virtual), Emerging Scholars mini-conference panelist 2022
- MSOM Service SIG Conference Co-chair, 2021.
- POMS Annual Meeting: Healthcare OM Track Co-chair, 2020, 2021.
- MSOM Healthcare SIG Conference Co-chair, 2017.
- Behavioral Operations Conference organizing committee, 2016.
- Conference Cluster (Co-)Chair:

- INFORMS Healthcare Conference: Operations Management Cluster 2023
 - INFORMS Annual Meeting: MSOM/Healthcare Cluster, 2022
 - INFORMS Annual Meeting: Behavioral Operations Section, 2017
 - INFORMS Healthcare Conference: Behavioral Operations Cluster, 2015
- Competition Judge
 - MSOM Student Paper Competition, 2014-2021, 2024-25
 - POMS Healthcare College Best Paper Competition, 2015- 2019, 2021-26
 - INFORMS Pierskala Healthcare Paper Award, 2021, 2025
 - POMS College of Behavioral Operations Student Paper Competition, 2018, 2023-26
 - INFORMS Health Applications Society Student Paper Competition, 2015, 2017, 2019, 2023
 - INFORMS Behavioral Operations Management Best Paper Award, 2014-2017
- Member
 - INFORMS, POMS, MSOM

MEDIA COVERAGE

- Marketplace, "How do all-inclusive resorts make money?", January 2021.
- Home Improvement Retailing Magazine (web), March 2018.
- Harvard Business Review, Vol. 96, Issue 1, 2018, p26.
- INFORMS "Editor's Cut" focus on Healthcare Operations, 2015, 2017.
- Wisconsin State Journal (Front page), April 30, 2016.
- Oshkosh Northwestern, September 2016.
- Green Bay Press Gazette, September 2016.
- La Crosse Tribune, January 2014.
- "When Things Go Wrong" Show, SiriusXM Business Radio, March 2014.