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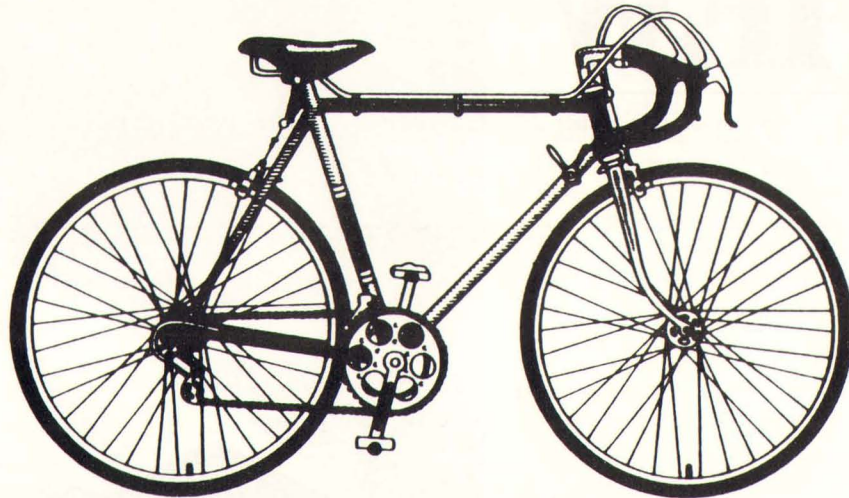
BRYANT REVIEW

May, 1988 Volume 11, Number 2



**Bryant Senior
Chronicles
China Odyssey**

A BRYANT ALUMNI ADVENTURE...



COUNTRY INN BICYCLE TOURING WEEKEND

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May, 1988
Volume 11, Number 2

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Presidential Perspective

Remarks for Bryant's 125th Birthday celebration at the Rhode Island State House, March, 3, 1988

by Wm. T. O'Hara



I would like to begin by saying that it is a tremendous honor for me, personally, and for Bryant College to see 1988—the institution's 125th year—begin with this special joint session of the General Assembly.

In particular, I would like to thank Lt. Governor Licht, House Speaker DeAngelis, from Smithfield, Secretary of State Connell, General Treasurer Begin '76, and Attorney General O'Neil.

The sense of honor I feel standing here in these chambers stems not only from the fact that this is a special moment for Bryant College, but from the fact that the State of Rhode Island is developing a reputation—both in our region and in our nation—for innovative and effective government. Bryant and many other institutions in the Ocean State have prospered in an environment that emphasizes economic opportunity, the arts, and education. I applaud the Governor's many excellent educational initiatives, and the Legislature has certainly not been outdone in the past two years—passing *The Literacy and Dropout Prevention Act* and providing funding for textbook updates throughout Rhode Island. I am especially pleased with the recent recommendations of the Special Legislative Commission which has called for the issuance of tax-exempt state bonds to help middle-income families save for college.

Bryant is proud to reside in a state which recognizes the central importance of education. In fact, the college's pride in Rhode Island—and in Rhode Islanders—goes back to its beginnings in 1863 as the Bryant and Stratton National Business College on Westminster Street in downtown Providence.

In the years following the Civil War, Bryant educated Rhode Island veterans who had returned from the battlefields with "mustered out" pay in their pockets and

a desire to enter the job market as quickly as possible. For as little as \$50, they were able to learn business skills in a matter of months.

In the late 1800s, following the Industrial Revolution, there was a "business revolution." Rhode Island businesses called for workers who were trained in management, accounting, and other executive skills. Bryant was one of the few institutions in the region which could provide them.

In 1916, this same legislature empowered Bryant to grant degrees. Soon after, the college appointed an advisory board which included the governor of Rhode Island, the mayor of Providence, the President of the Providence Chamber of Commerce, and several heads of local manufacturing companies.

In the 1920s, the college published a newsletter on "Current Business Conditions" which was widely read throughout the state. It gained quite a reputation—especially after predicting Rhode Island's and the nation's economic downturn in its July, 1929 issue. Let me reassure you, by the way, that Bryant's top economic forecaster today—Professor William Sweeney—is predicting no such disaster.

In 1950, 15 years after the college had moved to the east side of Providence, President Harry Jacobs began the Business Management Institute at Bryant. The focus of the institute was on assisting small industrial and retail businesses in solving management problems.

There is little doubt that Jacobs' Business Management Institute paved the way for the present Small Business Development Center at Bryant whose associate director, Ray Fogarty, is currently the state representative from Glocester. Since its inception in 1983, hundreds of small businesses throughout Rhode Island have benefited

Arthur Duggan: making rescues is his life

by William H. Rupp, guest editor

from the consulting and training services it offers. In 1987 alone, the center served 682 Rhode Island businesses.

There are other examples I could point to of how a private college can serve the public and, in turn, be served by it. Many of Bryant's brightest students come from Rhode Island. And very often, the college gives full return on this four-year "borrowing" of brains and talent: Our graduates often remain in the state to leave their mark on private industry or public life. To name just a few: Roger Begin, Ralph Papitto, chairman of Nortek, and Nicholas Janikies, president of Janco.

I would like to close by saying that, in my estimation, Bryant has been immeasurably enriched by the respect, support and encouragement given by the people of this state. Whatever we have been able to accomplish, in education and in community service, has been made possible in large part by our location in Rhode Island and by our association with Rhode Islanders. As we move together toward the next century, this cooperation between college and state will grow in significance—reflecting our shared goals of a Rhode Island that leads the nation as a center for innovation and imaginative leadership in business, government and education.

Thank you very much.

Arthur L. Duggan '60, '83H has rescued nine boaters from ocean mishaps over the years. But then the owner and chief executive officer of Inn America Corporation is used to making rescues—both on and off his yachts.

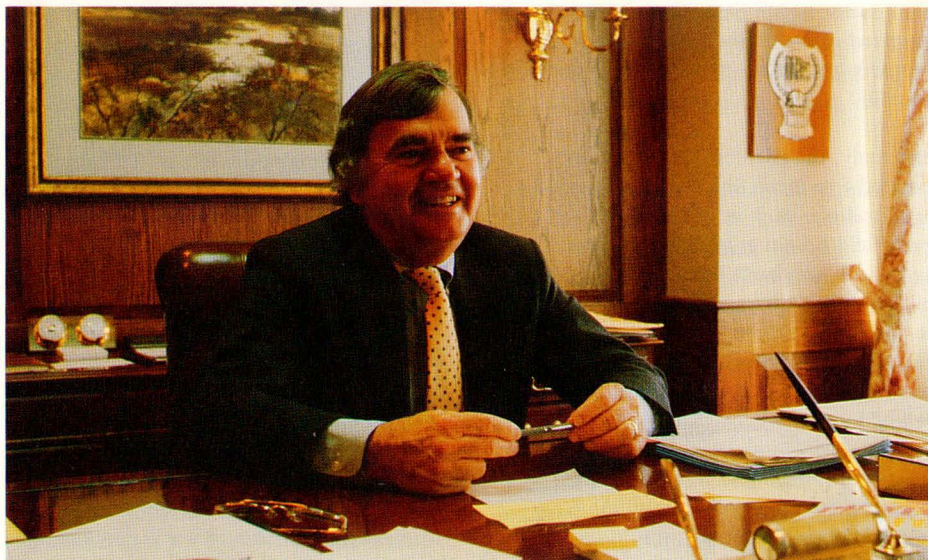
Acquiring and renovating existing hotels with less-than-glorious pasts "is more challenging than starting from scratch," said Duggan, a Bryant Trustee since 1985, "and a lot more fun."

Duggan should know. A member of the Hospitality Hall of Fame, he has developed and operated 35 new and rehabilitated hotels in his career. But it

"equity creator" and "in the real estate business." His company currently owns and operates 18 properties, with one as far west as Oklahoma City, and expects to have a gross income of more than \$150 million this year.

Inn America's most recent acquisitions are the 298-room Americana Host Inn in Harrisburg, Pennsylvania and the Americana Host Farm Resort in Lancaster, Pennsylvania, which includes the 338-room Host Farm and 170-room Host Corral.

Among the company's most recently rehabilitated properties are the Sheraton



wasn't until 1979, when he formed his wholly-owned company specifically to acquire existing properties, that he found his niche.

There is something about rehabilitating a property that is "infinitely more satisfying to me," said Duggan. He feels the economics of taking apart a hotel and putting it back together again also far exceeds the potential of building new properties.

Despite 25 years in the hotel industry, Duggan prefers to describe himself as an

Inn-Rochester Airport, New York; Holiday Inn - Springfield, Massachusetts; Valley American Bank Building in South Bend, Indiana, which consists of a 176-room hotel and 150,000 square feet of office space; the Palm Beach Hilton; the Sheraton Pocono Inn in Stroudsburg, Pennsylvania, and the Sheraton Harrisburg West. The latter three properties underwent total renovation from September 1983 to September 1984 at a cost of more than \$7 million.

Other properties Duggan has renovated include the Sheraton Sturbridge Inn, Massachusetts; Wilmington Hilton, Delaware; Sheraton Smithtown, Long Island; Holiday Inn at MacArthur Airport, Long Island, and Town House Inn, Lowell, Massachusetts.

Duggan got into the hospitality industry 20 years ago. He and a partner started the Archris Hotel Corporation with a \$25,000 loan each because "we wanted to do something on our own."

To start the company, Duggan gave up "a typical lifestyle" and a secure job as a senior vice president with Federated Home and Mortgage Company, of State College, Pennsylvania. In that post, he developed nine Holiday Inns, several large apartment houses, and the first phase of "Toftrees"—the first cluster development project approved by the state of Pennsylvania.

The partners purchased a depressed 100-room motor inn in State College and converted it into a Sheraton Motor Inn. Duggan's hospitality career was off and running.

Ultimately, the partners developed and operated five more Sheratons in Pennsylvania and one each in Buffalo and Springfield before going their separate ways. Each was built based on Duggan's belief that design plays a major part in the success or failure of a hotel. His hotels' designs have won him several architectural awards, and a place in the Hall of Fame.

A native of Hillsboro, New Hampshire, Duggan grew up in a family of 13 children. With that many mouths to feed, it's not surprising that Duggan always wanted to be wealthy.

"If you look at my high school year-book," he said, "it says that my goal in life is to be a millionaire."

Duggan has reached that financial level. So why not lean back and take it easy?

"I do have all the toys I want," he said,

"so I do plan to retire. I said I would retire five years ago, in fact, but I have no timetable... The reason is the personal satisfaction I still get from working."

Duggan, 56, does take at least a week off each month. He loves to cruise, ski, and golf. His Plymouth, Massachusetts home is next to a golf course.

Success and riches do not seem to have spoiled Duggan, a family man with three daughters, Erin, Colleen, and Patricia, and a son, Matthew. He and his wife, Louise, have been married 27 years.

"I still have the same friends I've had for 15 years," he said. "They never change... They help you maintain a sense of who you are."

Duggan entered the Air Force Aviation Cadet Program after high school and became a pilot. After being discharged as



a captain in 1957, he was drawn to Bryant by a newspaper advertisement touting the former "campus to a career in three years" educational program. He had never been to Providence or Bryant before enrolling on the former East Side campus.

"It was a school for those who wanted an education and worked hard at getting it," Duggan said. "I still have a Bryant textbook on business law that I use now and then. It (Bryant) gave me a good foundation to work with and from."

After graduation, Duggan worked as a personnel assistant and personnel manager

for Sylvania before joining Federated in State College.

"Bryant should be pretty proud of itself," Duggan said. "It's done a phenomenal job, and is well thought of."

Duggan has not forgotten his alma mater.

In addition to serving as a Trustee, he has donated thousands of dollars for scholarships to hotel and institutional management majors, and has hired more than a dozen Bryant graduates over the years. Three alumni currently work at Inn America hotels in Smithtown and Ronkonkoma, Long Island, and Springfield. All have been able to compete with anyone else he has hired over the years, he said.

In fact, Duggan said of the alumni who have worked for him: "They're harder working, more concerned and dedicated, enthusiastic, and aggressive."

What about his own work ethic or philosophy?

Paying attention to the "little things" has served Duggan well over the years, he said. The company's promotional staff calls this attention to detail "The Spirit of Inn America."

Simple things like "making sure your places are clean," Duggan said, "and taking care of employees. This is terribly important."

An illustration of this Duggan-instilled "spirit" is this story, now used in corporate literature:

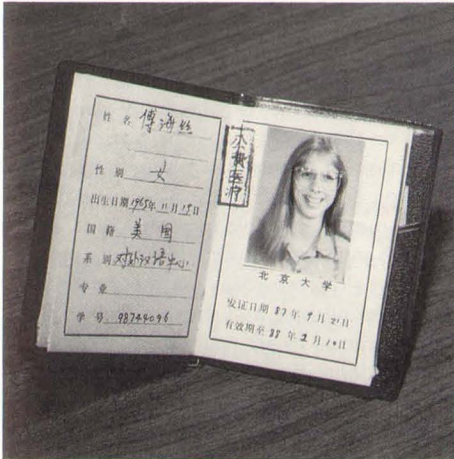
The chief engineer of the Sheraton Sturbridge discovered a clutch of wild duck eggs lying unprotected behind the hotel. He brought them in a shoe box to the boiler room to hatch. The ducklings, now full size, have become the hotel's trademark and have been incorporated into its advertising as symbolic of the company's attention to detail.

Inn America is Arthur Duggan. So this tale really is symbolic of him, whether it's duck eggs, hotels, or boaters being rescued.

So, how was China?

by Heather Friend '88

傅海丝



Bryant senior Heather Friend, of Hanover, MA, spent the summer and fall semester of 1987 studying and touring in China. An accounting major with a strong interest in forging a career in international business, Friend is among the first students expected to gain an international perspective in future years as Bryant creates an "international business" component in its curriculum. She shares here excerpts from a 750-page journal she wrote while living in that emerging industrial giant.

So, how was China? Ask me twice and you probably won't get the same answer.

It was "exciting" – traveling through China and seeing in person what most people see in their National Geographics; walking in Tienamen Square on National Day and being absolutely positively inextricably immersed in a sea of people; riding on the public transportation system during rush hour; or simply recognizing enough characters to be able to read a sign.

It was "frustrating" – hearing *mei you* (no, we don't have any) for the umpteenth millionth time; being told that I couldn't buy something because I didn't have permission from my unit; forgetting something in my dorm room – on the fifth floor – no elevators; or riding on the public transportation system during rush hour. It was "mind-boggling" – having a sales clerk refuse to sell me something because she didn't think it was what I needed (and then being told where, in a different store, I could buy what I did need); banking with Bank of China; and having two legally recognizable names.

* * *

My first experiences traveling in China were in a group. Everything was well planned out. Well, sort of. The people in charge of us knew where we were going, where we would stay once we got there, and what sights we would see. But, train tickets were bought at the second-to-last minute, accommodations were not always what was expected, and people did not always do the jobs that they were supposed to do.

Second-to-last minute ticket purchases for a group usually meant that we went hard seat or hard sleeper (depending on the length of trip) and we couldn't always sit together. Accommodations ranged from the "Chengde International Anti-Senility Training Center" to quality hotel and

guest-house rooms. (Quality – beds that you were not afraid to sleep on, utensils that you were not afraid to use, and somewhat functional air conditioners.)

I was perhaps more flexible than other members of the group; Girl Scout camps and my travels in Honduras had prepared me for just about anything. As long as it had indoor plumbing and less than a dozen cockroaches, I was happy.

Straw mats on beds and on train bunks were a novelty, and mosquito nets hanging from the ceiling were fun (like camping in a *Better Homes & Gardens* room). At one place we were asked to turn in a list of any complaints that we might have. One person gave them a piece of paper with a one-inch cockroach taped to it – the international language of dissatisfaction? Actually, China does a very good job at keeping out the bugs.

The sights consisted mostly of temples, pagodas, and parks. Often our tour guides did little more than point the way. Two instructors from Beijing Language Institute came with us – a younger fellow who was supposed to translate for us and an older gentleman who had experience in guiding group travel. But he could only speak Chinese and Spanish, which was OK for me (we had fun practicing our Spanish together and I'd get better tours) but not so good for the rest of the group. Thank goodness our accompanying resident dean, Doris, was fluent in Chinese.

It was quite a different picture, though, when it came time for me to set off on my own. I was scared sick at first, but determined to do it. I was scared that I would get on the wrong train and end up someplace where I did not want to be, scared that I would not find a place to stay, and scared because at times I felt as though I was at the mercy of people who I could not understand, who could make up their own rules and I wouldn't know.

But above all, I was scared that I would not get a discount on my train tickets, which meant that I could afford to go soft sleeper (me and three strangers to a compartment versus 30 to 50 strangers in the hard sleepers).

I stayed in inexpensive hotels rather than in dormitory-style hostels. This extravagant style of traveling cost me about \$15 a day. Once I got settled in, I would go out and buy a bus route map and go see what I could find. There were times, especially on the trains, when I thought I would go crazy from lack of conversation. There was just so much that I could say and understand in Chinese and I did not see many other foreigners. I soon became less fearful of the 'strangers' on the trains. They kept an eye on me – making sure that I ate, had enough light when I was reading or writing endless numbers of postcards, and they made sure that I didn't miss my stop. They were always surprised to learn that I was traveling by myself.

After almost three weeks of traveling, just as I was getting really comfortable with the whole process, time was up. I can't complain too much; after almost three months in China it was nice to arrive in Hong Kong and see familiar faces (friends of mine whose company back home had placed them there) and to find modernized civilization. Before I returned to Beijing for the fall semester at Beijing University, I was able to stock up on things that I couldn't find or that were too expensive in China.

So what sights did I see while I was in China? Combined, I traveled over 4,500 miles by land to 12 different cities in China. I've seen the Forbidden City in Beijing, the Terracotta Warriors in Xi'an, and the neolithic village of Ban Po. I climbed the Great Wall five different times at three different locations, and I went on a three-day cruise down the Yangtse River (3rd class). I've seen the magnificent scenery of Guilin and a seemingly endless number of temples, pagodas, palaces, and parks. If I could have stayed longer, I would have seen even more.

While scrambling over the hills in a park during one of our summer weekend trips, a few of us came across a clearing in the pines (the kind of pines that are all over

Cape Cod – all the way on the other side of the earth!) It was green and sunny and peaceful. Something was wrong. It took us a few minutes to realize what wasn't right. Where was that constant hum of people.

People were everywhere in China. All day long – people in the streets, people in the stores, people everywhere. Someone tried to tell me once that it was because the Chinese get varying days off from work (instead of Saturday and Sunday like we do.) Well, if there were that many people out on one day, what would it be like if they were all out at once? I found out on October 1st, the day the Chinese celebrate the proclamation of the Peoples Republic of China – one of China's few National holidays.

Walking through Tienamen Square on any ordinary day, one would be aware of there being a lot of people around, but this day it was incredible. Looking down on the square, it was a sea of dark hair. It wasn't just the amount of people seeping out from every corner and side street of the square, it was the concentration of people. You couldn't stretch your arms out without hitting somebody.

* * *

A personal triumph of mine was mastering the science of riding the busses. I had volunteered to help lead an overseas Girl Scout troop, and every Tuesday afternoon I would bike from my dorm to the #331 bus stop, ride the bus to the underground, ride the underground to the end of the line, and then walk the rest of the way to the school where the meetings were held.

After the meeting I would do it all again only in reverse and during rush hour. Getting there took about an hour and was not so bad, most people were at work so it wasn't too crowded. But going back could take an hour and a half to two hours and the busses were packed in a way only sardines could relate to. (I often wondered why the Chinese didn't take the seats out of the busses; two or three people could have stood in the space it took to seat one.) At first it was frustrating. There would be 30 to 40 people waiting for a bus that would already be full. The bus would come and they would horde around the doors, pushing, shoving, and otherwise forging their way onto the bus, which wouldn't move until the doors

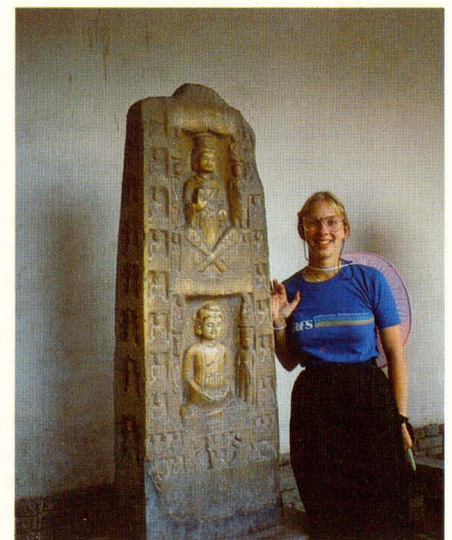
were closed. Worse yet was the fact that by the time the next bus came (10-30 minutes later) there would be just as many people waiting to get on as there were before. By the time I'd get back to school, the cafeteria would be closed or the only thing left that even resembled food would be the ever-present steamed rice. A loaf of bread and some peanut butter and jelly kept in my room solved the problem of missing dinner. Then the process became less of a frustration and more of a challenge.

I soon learned that if I could get and stay in front of someone who really wanted to get on that bus, I would be carried in on the flow of people. Managing to keep people from pushing me aside eventually led to my being able to push, shove, and climb into the bus. One nice thing about the whole process was that no matter how bad the pushing and shoving got, no one ever seemed to get really mad. When those doors closed and we finally got on our way, I could almost feel a silent cheer run through the bus; but the sensation never lasted long. I was doing this once or twice a week, they did it every day. The story doesn't end happily ever after yet. Invariably the bus would stop, and the ticket people would tell everyone to get off (I never did figure out why) and the process would start all over again.

* * *

Learning Chinese was not easy. It was like learning two different languages at once – one spoken and one written.

Chinese is spoken in four tones. Depending on what tone you used, 'ma' could mean



mother, hemp, horse, or to scold. The grammatical structure was different. Tense and intention were formed by using particles. I had the hardest time learning to ask questions without raising my voice at the end. After awhile, the grammatical structuring made sense, but the characters still didn't. The instructors just gave them to us and we were expected to remember their meaning and how to write them. And there were so many of them! By the end of the semester at Beijing University, we had been taught about 2,000 characters; still not enough to be able to read a newspaper or child's comic book. I was so pleased whenever I could understand phrases or read signs.

"Mei you" – pronounced *may yo* – is the negative form of the verb to have. It's an annoying little phrase that anyone who's been to China won't soon forget. Chinese seem to "mei you" a lot of things. While the Chinese seem to accept it as a part of life, most foreigners did not. Maybe we didn't really hear it all that often, but when we did, it was for something that had become ludicrous, or for something that just didn't make sense, so that when we heard that old "mei you" again, we reacted more strongly. "Mei you" that dish on the menu, and that one too; "mei you" that taxi you ordered yesterday; "mei you" your size; "mei you" something other than beer to drink (not even tea?) UGH!

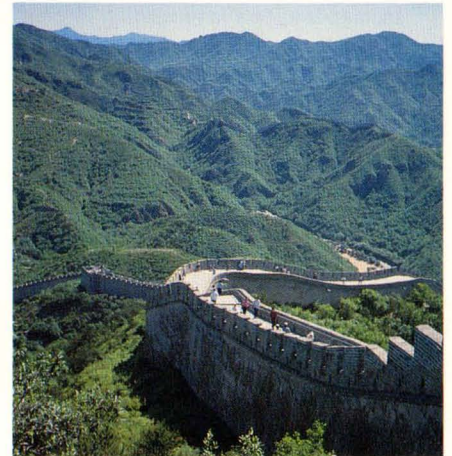
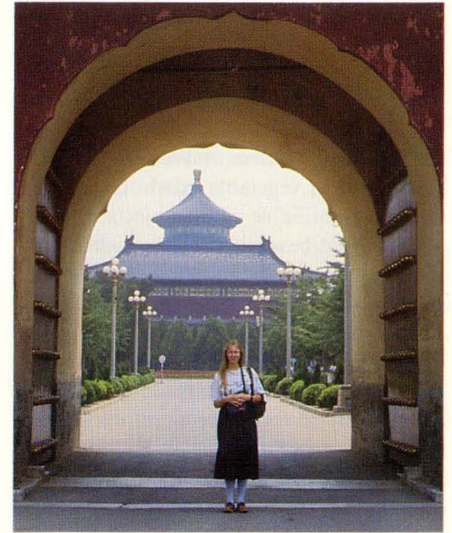
One day I was "mei you'd" four times in four different stores when looking for sugar. "Mei you" was often more convenient for the Chinese to use when they know that we would not understand an explanation. I walked into a store one day while shopping for a bicycle. There must have been 20 to 30 bicycles lined up in that store and yet the sales lady told me... "Mei you."

"Mei You?" I exclaimed. "What are these?" to which she replied: "you can buy a bicycle tomorrow." Since it was already after five, I could only assume that the man that worked on the bicycles had gone home for the day. If she tried to explain all this in Chinese, I would not have understood; I certainly understood "mei you."

Nothing set me straighter as to just where I was than the time I was told I couldn't buy something because I didn't have permission from my unit. It only happened to me once, but that was enough. At the time I didn't even know that I had a unit.

I wanted to buy a particular prestige-brand bicycle that would not depreciate in value as quickly as other brands did because it was known to be a good bicycle. This may sound silly until you compare it to our car buying; to the majority of the people in China the bicycle is their "car". But I wasn't a resident Chinese; I just wanted a good bicycle. We were soon to realize (I was not alone in this adventure)

that no amount of arguing, reasoning, or politicking was going to get me that bicycle. They said I could get one without permission at a big department store downtown. Sure, first time in three years I've been on a bicycle and I'm going to ride through city traffic on unfamiliar roads for 17 miles. I bought a lesser brand at a different store, had no more than the usual new-bicycle problems, and got almost as much as I paid for it when I sold it just before I left China.



From above, clockwise; at Tiantan, the "Temple of Heaven" in Beijing; the Great Wall; Guilin, my favorite place in China; a "rare relic" displayed in the Shaanxi Provincial Museum, Xi'an.

* * *

Half the time I was in China I was at Beijing University. The foreigners (students and faculty) were segregated in our own little unit within the campus. Five five-story buildings held our dorm rooms, class rooms, administrative offices, cafeteria, and even a small store. There were two buildings in front, two in back, and one connecting the two in front, like an H with its top disconnected. One building was set aside for faculty (foreign experts), another was mostly administrative offices and class rooms, and the rest were dormitories.

The cafeteria was actually a one-story structure connected off the back of the central building. We had meal tickets with which we could purchase individual dishes: hot dishes of Chinese or Western menu; cold dishes of vegetable salads, fruit, and other unidentifiable edible objects; desserts; and beverages – beer, soda and tea. Both silverware and chopsticks were available.

There were 600 students from all over the world at Beijing University. In a room about 10 by 15 feet there were two beds, two tables, two bookshelves, two built-in closets, and two students. (Not bad considering that the Chinese students' rooms were only about twice the size yet held six to eight people.)

Each floor had a hot water boiler that boiled water for drinking twice a day, two showers, a three-stall bathroom, and a washroom with two long sinks suitable for laundry, food, teeth, or whatever else you could think of. With 40 people to a floor, I was surprised at how little we got in each other's way.

The better your Chinese was, the more variety you got in classes. I had 16 hours a week of Chinese language courses; my Norwegian roommate, who had studied for some years back home and had already been in China for one year, had a choice of a small variety of reading and writing courses (there was one class dedicated to reading newspapers); and relatively fluent students could study with the Chinese students in their classes.

My teachers were pretty good. One was older and had been teaching a while. The other could not have been too much older

than me and while she had energy enough, you could tell she would rather have been doing something else. The Chinese have relatively little say in where they work, and once they have a job most of them can bet on having that same job for a long time.

* * *

If a sales clerk in the states sent perspective customers to the competition because he felt what his store had was not appropriate, he probably would not have a job for too long. Not necessarily so in China. I was shopping for a sheet of foam padding to put between the one-inch cotton-pad mattress and board on my bed. I went into one store that I knew had them and attempted to make my purchase. The woman behind the counter asked if the padding was for me. I told her it was and she told me that I didn't want this one, it's too big. I told her that's OK, I'll fold it in half. No. Well then, I'll cut it in half and give the other half to my roommate. No. Then she went on to tell me how to get to another store where I could find the size I needed.

I got to the second store and that sales lady just ignored me. Finally, a gentleman came up to the counter and said "Comrade, this young lady would like to buy something" and embarrassed her into waiting on me. Somewhere between those two extremes was the sales clerk who managed to wait on three other people while attending to me. (I was buying embroidery floss – while I looked up a color in my dictionary she would wait on someone else.) Then there was the lady conductor on the train who made me remove my nap sack from the hook over the seat because it was not "aesthetically pleasing." Fine, throw trash out the windows and spit on the floors, but please, keep our train beautiful!

* * *

As a student I did not see much of Chinese business practices, but I did hear of a few interesting incidents.

I remember sitting in a restaurant and overhearing a conversation between an American businessman and a Chinese businessman. (It was hard not to overhear; outside of school I did not hear too much English spoken.) The Chinese businessman was trying to explain that he only wanted to buy a few of the computers that the American businessman was selling – just enough so that his people

could study and reproduce the computer themselves.

On a smaller and more believable scale, there was the man who ran the beer and soda stand at Beijing Language Institute. It seems as though he made a bad investment in black currant soda (tasted like saffras tea and old bandaids) and to get rid of it, he was claiming to have nothing else. (Really, sir, we can see beer and soda through the window to the back room.)

And then there is creative banking. Negotiable service fees – around 10% – to be paid in foreign currency – but lowered if you argue enough. Buying travelers checks? That's 1% plus .7% plus .7% etc. all times the amount you wish to purchase. I'm sure glad I brought my travelers checks with me! However, with the amount of foreign companies in China, I'd say that most of this is uncommon practice.

* * *

I'll never forget the first time I answered to my Chinese name without even thinking about it. The particulars are not important and I didn't even realize that I'd done it until later on. After a while I answered readily to both my names.

A more conscious effort was signing my Chinese name on hotel registration forms and when buying train tickets. At first the Beijing Language Institute assigned me a name that was phonetic – meant to sound similar to my English name. It grated on my ears. So I tried for a literal translation of my name, but Heather translated to weed and I guess Friend Weed did not go over so well (they did their best not to laugh.) The name I did choose was given to me by a friend. I answered to Fu Hai Si. Fu is a family name; in China it's surname first. Hai means sea and Si means silk. Sea silk – I thought for sure that with my long blond hair that I'd get nicknamed seaweed, but it didn't happen.

* * *

I'll never forget... there's that phrase again; I wrote over 750 pages in a journal with just enough information to jog my memory so that I wouldn't forget. I haven't even mentioned Persian cats in cages, coal and cabbages piled side by side, special friends or, oh, so much more. And I'm still searching for that one adjective that describes... how was China?

Just-in-Time management has American industry singing a new tune

by Jeannine B. Wilson, contributing writer



Lance Heiko

"Just in Time" may be the name of an old song, but this revolutionary management approach has American manufacturing singing a new tune. And Bryant professor Lance Heiko is one of the leaders of the chorus.

Originally developed in Japan by the Toyota Manufacturing Company about 30 years ago, Just-in-Time (JIT) management began to attract the attention of American companies in the early to mid-1980's. Heiko has been including JIT concepts in his MBA courses since 1984, and he is actively involved in researching and applying Just-in-Time principles in American industry.

An article recently submitted to the Harvard Business Review that he co-authored details the implementation of JIT management at Texas Instrument's Attleboro, MA plant. It describes how the Just-in-Time philosophy was adopted, modified and adapted to fit an American-staffed plant competing freely in the world market. Professor Heiko also was the leader of two very successful seminars on JIT this spring at The Center for Management Development at Bryant. The seminars covered Just-in-Time principles and techniques as well as case studies in American JIT practice at Harley-Davidson, Xerox and Texas Instruments.

JIT requires a basic change in the way people in a manufacturing organization think, Heiko says.

"For the last 20 years in the United States, we have been teaching trade-off analysis, that if you want high quality you must sacrifice production rate and vice versa," Heiko said. "The Japanese believe that production and quality go hand in hand. In other words, you can be more productive if you strive for high quality because you have less waste of time and materials."

JIT derives its name from the fact that each person on an assembly line receives the materials that he or she needs "just in time" to work on it. The subassembly is then passed on to the next individual on the line "just in time" for that person to perform his part of the process. JIT is sometimes referred to as a "zero inventory" system because there is no backlog of parts or materials and no costly inventory on hand.

"Reducing inventories is very cost-effective," Heiko said, "and it allows companies to respond immediately to changes in the marketplace. Manufacturers can retool quickly and fast-track change to meet new market demands."

To make JIT work, everyone in the organization must be involved, Heiko says.

"If the only brains you're going to use are those of management and professional personnel, you're wasting about 80 per cent of your company's human resource assets," he said. "One of the important components of JIT is the leveraging of worker creativity, so that everyone feels comfortable about making suggestions. Workers are encouraged to strive for continued improvement and never be satisfied with the status quo."

The Just-in-Time approach can be compared to good restaurant management, according to Heiko. They share these characteristics: attention to detail, attention to what the market wants, low waste, and management involvement in day-to-day operations.

It is easy to see why Just-in-Time is revolutionizing American industry, Heiko says. Today's competitive environment is forcing U.S. manufacturers who want to produce quality products and stay profitable to look at new ways of doing things.

Happy Anniversary.



Bryant's 125th anniversary is *your* anniversary. Celebrate it with a special keepsake. *Bryant College: The First 125 Years* is Bryant's first official history book, describing the people, places, and events that have made Bryant what it is today.

A beautifully-crafted coffee-table size hardcover with a full-color dust jacket, *Bryant College: The First 125 Years* is packed with fascinating photographs that are guaranteed to bring back memories of Bryant's beginnings, the East Side years, and the move to Smithfield—not to mention the College's most recent history. Every one of its 143 pages is richly illustrated. Don't miss out!

Order your copies today. *Bryant College: The First 125 Years* makes an excellent gift, one that friends and relatives with a Bryant connection will treasure for years to come. This is a limited edition at the special introductory price of \$24.* They won't be around for very long—so hurry!

*Includes postage and handling.

Great! Please send me _____ copies of Bryant's 125th anniversary book @ \$24 each.

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Send to: Alumni Relations Office, Bryant College
450 Douglas Pike, Smithfield, RI 02917-1284.

aw!

Catherine Parente: Accountant breaks ground for women

by Jeannine B. Wilson, contributing writer



When Catherine Parente '78 began working in her uncle's accounting practice as a teenager, she never dreamed she would become the first woman admitted to partnership in a major Rhode Island accounting firm.

The alumna became a partner in the prestigious Providence firm of Murphy and Company on New Year's Day last year. At age 30, Parente has risen to the top of her profession, but she believes she still has more to learn.

"I thought once I made partner, what next?," the dynamic young executive said, "but when you get there you begin to realize how much there is to learn."

With typical modesty, Parente attributes much of her success to "being in the right place at the right time." Education, hard work and motivation are important, she says, but "the opportunity has to be there for you to jump into. The organization has to have room for growth. If the opportunity is there, and you have the drive and determination, you'll make it."

Women are still not well-represented in management ranks, Parente admits, "but that's because it usually takes a good 10 years to reach that level. This situation will be rectified as women enter the field in greater numbers."

Parente started as an assistant accountant with Murphy & Company, after being recruited on campus. Working in the audit and accounting area of the firm, she quickly rose through the ranks.

"When you reach the supervisor, manager and, ultimately, partner levels," Parente said, "the audit and accounting area encompasses management advisory services. And those are the areas I'm primarily dealing with now."

Parente also notes that as you move up the corporate ladder, you need to develop new skills.

"You have to learn to manage people," she said. "You become more of a business person than just a number cruncher. I don't even have a calculator on my desk anymore."

Murphy & Company is moving into several non-traditional areas for an accounting firm, and Parente is enjoying her involvement in these activities.

"We're offering services such as organizational effectiveness reviews, executive search, and compensation plan development to our clients," she said. "I never imagined 10 years ago that I would be doing this type of work."

In her leisure time, the Johnston, Rhode Island resident enjoys biking and running. Last fall she completed a one-day 100 mile bike tour through southeastern New England sponsored by the Narragansett Wheelers cycling club. Although she confines her cycling to the milder seasons, Parente runs year-round. At least four mornings a week she and co-worker Jean Ryan '79 do a four-mile loop through the city.

"It really feels good to start the day that way," Parente says. "Running wakes you up. You come into the office raring to go, when other people are just dragging themselves in."

What advice does Parente give to young women thinking about a profession today?

"Pursue a career in something that interests you," she said. "It would certainly be unfortunate to spend your life doing something you don't like."

Sports

'88 Hall of Fame inductees named

by John Gillooly, director of sports information

Eight athletes and two coaches who have played prominent roles in the development of Bryant's athletic program over the past 50 years have been selected as the 1988 inductees for the Athletic Hall of Fame.

The former athletes are basketball players Bob Chuprevich, Jim Gary and Lionel Mercier, soccer players Don Wilson and John Feeley, baseball players Brian Drought and Keith MacWhorter, and bowler Ken McKenzie. (Gary and Mercier are being honored posthumously.) The coaches are former basketball coach Tom Folliard and Archie Boulet, the current Bryant golf coach.

The new members will be inducted at the second annual Hall of Fame dinner on Thursday evening, June 9 at the Bryant Center. The dinner will be part of the annual Alumni Weekend.

Profiles on each of the inductees follow.

Archie Boulet

Boulet is the only coach in the 25-year history of the varsity golf program. A former football player and golfer at the University of Rhode Island, he formed a golf team at Bryant in 1963, shortly after joining the faculty in the science department.

Over the past 25 years, Boulet has become one of the most successful and respected collegiate golf coaches in the nation. For the past 16 years, either an individual member or the entire Bryant team has qualified for all but one national NCAA Division II national tournament. Also over the past 10 years, 10 Bryant players have earned All-America honors.

Since 1974, Boulet's teams have compiled a 260-48 record in dual-match competition and have won numerous tournament championships. This past fall the Indian linkmen won their second New England Intercollegiate championship and their fifth Northeast 10 Conference title in the past six years.

Bob Chuprevich '69

Chuprevich is one of only three Bryant basketball players to score 1,000 points in two seasons of competition.

A 6-4 sharpshooting forward, he scored 1,107 points during the 1967-68 and '68-69 seasons after transferring to Bryant from a junior college in Connecticut. His performance in 1969 led the Indians to the NAIA regional tournament, only the second time Bryant had earned a berth in a national postseason tourney.

At the time he reached the 1,000 point mark, he was only the fourth Bryant player to reach that coveted plateau. He now ranks 12th on the all-time men's scoring list.

Chuprevich currently is a high school principal in North Carolina.

John Feeley '77

Feeley became the first Bryant athlete to receive All-American recognition when he earned honorable mention selection on the 1975 NAIA All-American soccer team. An outstanding goaltender, his play during his junior year in 1975 led Bryant to its first berth in a post-season soccer tournament. He also became the first Bryant athlete to sign a professional sports contract when he joined the Rhode Island Oceaners of the American Soccer League upon graduation in 1976.

In addition to being an All-American soccer player, Feeley was a three-year member of the varsity basketball team.

Tom Folliard

Head men's basketball coach and athletic director from 1968 to 1978, Folliard still holds the record for the most victories by a Bryant basketball coach with 173 during his 10-year tenure.

In addition to directing the Indians basketball forces to four post-season tournaments, including their first NCAA appearance in 1978, as athletic director he initiated the transition of the Bryant athletic program from a three-sport NAIA program to what now is a 15-sport NCAA Division II program.

Folliard currently is the head basketball coach at Florida Technical Institute in Melbourne.

Jim Gary '71

Gary was captain and the leading scorer on the 1970-71 men's basketball team. After graduating from Bryant, he began a career in youth development, working

especially with disadvantaged minority youngsters.

Gary died suddenly in November, 1986 at the age of 37. At the time of his death, he was executive director of the New Haven (Connecticut) Child Development Program. It was New Haven's largest children's education development agency.

Ken McKenzie '77, '86 MBA

The current Bryant varsity bowling coach, McKenzie was one of the most successful in a long list of outstanding Bryant bowlers. During his collegiate career in the early '70s, McKenzie qualified for four consecutive national NAIA and ACU tournaments and twice led the Bryant team to national tourneys.

Since taking over as head coach nine years ago, McKenzie has developed the Indians into one of the leading collegiate bowling teams in the East. Each year he has sent at least one member of his team to the national collegiate championships.

Keith MacWhorter '74

A standout pitcher for Bryant in the early '70s, MacWhorter went on to enjoy a seven-year professional baseball career, including a tour with the Boston Red Sox.

Signed to a professional contract by the Los Angeles Dodgers after graduating from Bryant in 1974, he later was cut by the Dodgers organization but re-signed by the Red Sox. Within two years he moved up from Class A to Triple A and saw mound duty with the Red Sox in Boston. He closed out his career as a member of the Pawtucket Red Sox of the Triple A International League in 1983.

Brian Drought '66

Drought played a key role in the development of the newly formed Bryant varsity baseball program in the early '60s. A star outfielder for three years from 1963-66, he served as captain of the team in 1966.

Since graduating in 1966, he has been active in alumni activities. Over the past 15 years, he has served in several alumni positions, including vice president of the alumni executive board in 1976 and 1977.

Don Wilson '77

A member of Bryant's first varsity soccer team in 1968, Wilson also served as co-captain of the Indian booters in his senior year in 1970.

In the late '70s, he returned to Bryant as director of alumni relations, a position he held for three years before being named director of alumni affairs at the University of Denver. He currently is director of the U.S. Ski Association's Education Foundation.

Lionel Mercier

Mercier was a player, coach, teacher, and administrator during his 45-year association with Bryant.

A "pepper pot" little guard on the Bryant basketball teams during his undergraduate years in the late '20s, Mercier also served as a basketball coach when he returned to Bryant as a teacher in the mid '30s. He

went on to become the dean of Bryant's Business Teacher Education program. In 1970, he was honored as the Rhode Island Business Educator of the Year by the Rhode Island Business Educators Association.

Athletics, however, always remained one of his favorite activities and his biggest contribution to future generations of Bryant athletes came during his final few years of college service.

As special consultant to the president in the late '60s, he served as chairman of the building committee for the new Bryant campus that was being built in Smithfield. He firmly believed that a primary need of the new campus was first-class athletic facilities that had been lacking on the campus on the East Side. Consequently, when the new Bryant campus opened in September of 1971, it included facilities that still make up 75 percent of Bryant's current athletic facilities.

Sixth annual Golf Tournament

The Southeastern New England Alumni Chapter will sponsor its 6th annual Alumni Golf Tournament on Monday, September 12, 1988 at Quidnessett Country Club in North Kingstown, RI.

The day will begin with a buffet lunch at 11:30 a.m. followed by a shotgun start at 1 p.m. Evening activities will consist of a steamship round buffet dinner at 7 p.m.

Alumni who are interested in donating prizes may contact the Alumni Office at (401) 232-6040. For more information, please fill out the form below and return it to the Office of Alumni Relations, Bryant College, 450 Douglas Pike, Smithfield, RI 02917-1284.

SNEAC Golf Tournament September 12, 1988

- I would like to receive a registration form for the SNEAC Golf Tournament (please allow six weeks).
- I would be interested in donating prizes.

NAME _____ CLASS YEAR _____

ADDRESS _____

PHONE _____ ZIP _____

Quickly...

For Bryant, '86' + '125' = 1988 milestones

by William H. Rupp, guest editor

... On February 18 and 19, Bryant "criminals" raised "bail" to get out of "jail" to help raise money for the **American Cancer Society**. This annual fund-raising event, sponsored by the **Bryant Marketing Association**, is always a crowd-pleaser. The surrounding business community also is invited to volunteer. Those who are "arrested" are brought to a "cellblock" set up in the Unistructure. There a bailiff reads the charges, and the judge pronounces sentence. Each "jailbird" then spends an hour in jail on the telephone to raise bail from anyone, anywhere for cancer research. ...

... **Alpha Phi Kappa** sorority held its first Bowlathon for the Muscular Dystrophy Association of Rhode Island. APK had set a goal of \$1,000 and accepted pledges for each pin knocked down. ...

... **Lance Heiko**, management professor, is chairing the Intergroup Relations Committee of the Jewish Community Relations Council of Greater Boston, which is holding a Asian-Jewish dialogue to explore areas of common concern. ...

... Also, **Heiko** recently made a presentation at the 'Managing the High-Tech Firm' conference at the University of Colorado. His topic was: "The Role of Manufacturability in Managing New Product Development". ...

The number "86" joined the number "125" as prominent numerals at Bryant this year. But for very different reasons.

The latter number is being seen widely on banners and in publications and newspapers as Bryant celebrates its 125th Anniversary. The former will never achieve this type of recognition, although it refers to the most comprehensive "financial planning" effort ever made at Bryant—an effort that rests solidly on the college's "strategic planning" initiatives to make it one of the premier business colleges in the country.

Number "86" is the numeral of the computer model chosen to determine Bryant's tuition and fees for the next five academic years. Model 86 is the one selected from among more than 200 economic models that were evaluated in hundreds of hours of intense and sometimes hot debate and in hundreds more hours of week-by-week preparation over the past two years.

Bryant's 1988-89 tuition and fees, announced in March, are the first rates to result from Model 86. It was selected by a committee that came to be known as the "tuition pricing group" on campus. That group involved a changing cast of key administrators over two years, but almost always included the following: Bryant's executive vice president, William Trueheart, who chaired the group; the vice presidents; the executive director of corporate and community affairs; the director of institutional research, who designed the models and developed all the cost estimates, and the President's assistants. President O'Hara, of course, was always aware of and involved in the planning process at appropriate stages.

Together, in more than 100 meetings and a day-long workshop with Trustees, the

tuition group extensively examined "every single anticipated cost of the college until 1992," said Jo-Anne Lema, institutional research director, who was a member of the group for the entire two years.

The tuition group's analysis went far beyond "the previous business-as-usual approach," Lema said. "It was the first serious hard look at the cost of providing the highest-quality education possible, which market research shows students want and are prepared to pay for... while handling the (usual) increases."

The keys to these analyses, of course, are the projected costs of the "strategic planning" initiatives, which are designed to enhance Bryant's academic curriculum, quality of student life, and residential facilities. These initiatives include adding more full-time faculty, constructing new student living space, and increasing financial aid.

"Nearly all of the most significant changes taking place on campus have come out of strategic planning," said James Robinson, vice president for academic affairs and current chair of the Strategic Planning Committee. "So we needed the financial planning to go with it."

The costs of enhancing Bryant's quality through the most vital of these far-reaching initiatives were combined with normal operating expenses estimated for each year through 1992. This determined the amount of revenue needed annually until then.

In assessing operating costs, Lema said, "nothing was sacred" as the group worked to trim costs wherever it could. Some of these cost-cutting meetings were the most intense of all, she said.

The tuition pricing group also decided "it is wise for Bryant to maintain economic stability by not running deficits,"

“Alumni Gala '88” blasts off on June 10-11

by Cynthia G. Smith, contributing writer

Robinson said. A deficit would hurt, in particular, Bryant's bond ratings at a time when it will need to market bonds to construct capital additions, such as new living space.

The financial planners decided also that Bryant's future rates, while reflecting the highest quality curriculum and student life possible, must remain “affordable” and competitive with similar institutions. So Lema was asked to estimate rates for Bryant's chief competitors, both public and private colleges, over the next five years, and then compare them with Bryant.

Model 86 ultimately “won the day,” said Lema, because it retains the most vital strategic planning initiatives, shows no deficits, reflects reasonable tuition increases in the years to come, doesn't jeopardize the bond rating, and provides funds for scheduled maintenance for facilities.

Using tuition as an example, thus, the 1988-89 rate is the first to reflect this comprehensive, longer-term look at Bryant's costs in today's marketplace. Set at \$7,498 next year, the new rate is \$998 higher than the 1987-88 rate.

In other words, Model 86 shows that an increase of \$998 was necessary to reach certain objectives next year while funding normal operating expenses and keeping funds in reserve for unexpected costs. It shows also that Bryant's rates still will make it one of the most affordable of all private, selective colleges.

“The end result is a mechanism we can return to each year to determine rates,” Robinson said. “With no unexpected costs and stable enrollments, we have a good handle on the next five years.”

“Alumni Gala 1988” blasts off at Bryant on June 10-11 with an array of activities to reignite your memories and celebrate in grand style Bryant's first 125 years.

A 125th Birthday Party on Friday features the annual awards presentation, a cocktail reception, a savory open-pit barbecue on the patio of the Bryant Center, and a concert by the Beacon Brass Quintet near the reflecting pool. The party climaxes with a spectacular late-night fireworks display.

On Saturday morning, the emphasis switches to education and athletics with academic and sports forums.

Trustees Lillian V. Katz '85 Hon., owner and founder of Lillian Vernon Corporation, and Roger Begin '76, General Treasurer of Rhode Island and honorary chair of the 1988 reunion weekend, will lead two of the forums. He will talk about prepaid college savings plans.

The sports forum will consider the “Practical and Philosophical Purposes of College Athletics.” Panelists include President William O'Hara, who serves on the NCAA Presidents' Commission; Bryant sports information director John Gillooly; Providence *Journal-Bulletin* sports editor David Reid, and John Thomas, 1964 Olympic silver medalist in the high jump.

The noon hour includes a Gourmet Box Lunch for all reunion classes and the annual Loyal Guard Luncheon and 50th year reunion of the Class of '38.

A special treat is in store for Saturday afternoon. It's spelled D-I-Z-Z-Y. Dizzy Gillespie, that is, the legendary jazz



Jazz great Dizzy Gillespie

trumpeter, composer, and bandleader, who will present a musical salute to Bryant with his five-piece band. Noted for creating the “bebop” sound with Charlie Parker and Thelonius Monk, Gillespie continues to perform worldwide.

Saturday evening is reunion time for the Classes of '78, '83, and '87, who will gather with old friends and classmates. It's also time for a Civil War-era saloon/casino complete with 1800s costumes worn by faculty and staff. All proceeds go to the Alumni Association Scholarship Fund.

Room reservations are limited. So if you haven't made them yet, call the Alumni Office today (401-232-6040).

Alumni Gala '88: It'll be a blast!

...An article by **President William T. O'Hara** titled "Does Court Annexed Arbitration Have a Place in Rhode Island?" was featured in a recent issue of the Rhode Island Bar Journal. It explored a possible solution to the problems of delays in the legal system and excessive costs...

...Professor **John Jolley** spoke to the Newport Business and Professional Women's Club late this winter. His topic: "Aging"...

...**Priscilla Phillips**, former chair of the business teacher education department at Bryant, has been named to a five-year term on the Rhode Island Higher Education Assistance Authority by Governor DiPrete. The agency supervises financial aid for students...

...In March, professor **Ron DiBattista** spoke at a breakfast meeting of the Ocean State Executive Association. His topic: "Business Management"...

...Professor **Bill Haas** chaired the Congress-Bundestag selection committee, which selected two finalists from among eight Rhode Island high school students interviewed for a fully funded year of study in Germany. The exchange program is supported by the U.S. and West German governments...

Annual polo picnic draws Florida alums

Thirty Bryant alumni and their families gathered in Boca Raton at the Royal Palm Polo Club for the ninth annual Florida Alumni Polo Picnic in March.

As horses' hooves pounded the nearby polo fields, President William T. O'Hara and Dr. Nena Thames Whittemore, vice president for institutional advancement, visited with attendees and exchanged perspectives on the college. Committee chairpersons for the event were Susan Gafner Oliver '86 and her husband, Mark. Susan's parents, Fred '56 and Jan Gafner '55 founded the event.

Career change in your future?

Alumni who are interested in making a career change may find help through a new assessment tool available through the Office of Career Services. This tool, called the Eureka Skills Inventory, offers a way for users to identify and prioritize the skills they wish to use in a future occupation, and then to receive a computer printout of occupations which require these skills.

This instrument is especially relevant for users who have developed professional skills they wish to transfer to another occupation.

The Eureka Skills Inventory is only one of many services available to alumni through career services. Others are individual career counseling, a weekly job opportunity newsletter, an alumni network, and use of the career library.

"Big Eight" firms love accounting seniors

The "Big Eight" accounting firms continue their love affair with Bryant's accounting seniors.

Professor Bob Provost, who tracks the seniors through the recruitment process, reports that 63 of the 96 seniors interviewed this year have accepted offers. That translates into an acceptance rate of 67 percent—or more than six times the national acceptance rate of 9-11 percent. It also tops last year's acceptance rate of 60 percent.

The 63 seniors soon will be working for the firms in these numbers in these offices: Arthur Anderson, eight in Boston (3), Hartford (4) and Stamford; Coopers & Lybrand, nine in Boston (2), Hartford (5) and Stamford (2); Deloitte Haskins & Sells, three in New Haven (1) and Providence (2); Ernst & Whinney, seven in Boston (1), Hartford (5) and Providence; Peat Marwick Main, 15 in Boston (2), Hartford (3), Providence (7) and Stamford (3); Price Waterhouse, 11 in Baltimore (1), Boston (4), Hartford (2) and Providence (4); Touche Ross, three in Hartford (2) and Worcester; Arthur Young, seven in Providence (5) and Worcester (2).

Provost's report also shows that 28 females and 35 males accepted offers with salaries ranging from \$23,000 to \$28,500.

Economist Thurow challenges U.S. 'to match world economy'

"We have joined the world economy. The question is, 'Are we going to match the world economy?'"

Renowned MIT economist Dr. Lester C. Thurow tossed out that question to 125 business leaders, Bryant faculty and staff, and reporters at the 125th Anniversary Faculty Symposium on "Doing Business Internationally" in February. Thurow's challenge summed up his address and set the stage for a panel discussion that followed.

"There are things we've done in the United States for decades... that don't work anymore," said Thurow, dean of the Sloan School of Management at MIT and widely recognized as one of America's leading economists.

U.S. workers no longer are the highest paid, and their quality of production in some areas has fallen behind foreign counterparts, Thurow added. To compete in today's global economy, the United States must make fundamental changes. This process begins with an educated work force, he said.

"We must be as well-skilled" as the competition, he said.

Thurow said that the U.S. currently graduates 72 percent of high school students; northern Europe graduates 92 percent. The U.S. has a functional illiteracy rate of 13 percent; Japan's rate is one-half of one percent. U.S. pupils spend 180 days in school each year; pupils in Japan go 240 days, in Europe 220 days, in Korea 250 days. Swedish high school graduates know twice as much

mathematics as American graduates, many of whom don't take calculus anymore. Japanese and Korean pupils also have longer school days as well as years.

"Korean students are told to pack two lunches," Thurow said, one for lunch and one for dinner since they won't get home until early evening.

Thurow suggested that perhaps changing the 180-day school year, which "is about 100 years out of date," is one answer to a better work force.

Changes are possible, he said. Other countries have developed better worker-education systems simply because "they set out to do that."

Thurow also spent some time talking about America's \$170 billion trade deficit, which he described as a "black hole."

"My colleagues tell me it's easy to get into a black hole," he said, "but once you get in, it's hard to get out."

The trade deficit also is as much of a problem for Japan and Germany as it is for the U.S., he said. Their economies have become dependent on exports to the U.S. They have to have them to maintain 4.25 million jobs.

"We're just as hooked," he said. "If the world stopped lending to us, we would see an 8-10 percent drop in our standard of living."

The falling value of the dollar can help to solve the trade deficit, Thurow said, but it also lowers our wages and reduces our standard of living.

It is a very competitive world, the economist said, where "you can be beaten... and the world can make you change, if you want to win."

Speaking at the panel discussion that followed his address, Thurow said it would take three to four years at the least to balance trade. The trick is "to create an environment to increase productivity," which will depend on "how effective we (labor and management) work together on the job."

At a news conference before the symposium, Thurow would not commit to supporting any Presidential candidate. He said, instead, that the next President must be a person "who can convince the American people to accept some painful solutions from within, or face the prospect of having even more painful solutions forced upon us from without."

Thurow, who has authored 30 books and writes columns on economics for several U.S. and European newspapers, was joined in the panel discussion by senior executives Richard Oster, of Cookson America; Russell Boss, of A.T. Cross, and Brian Guck, of Rhode Island Hospital Trust, and Bryant finance professor Dr. Hsi Li.

...The Journal of Computer Information Systems, the official publication of the Society of Data Educators, has accepted for its fall issue an article by professors **Laurie MacDonald** and **Ken Fougere**. It is titled "A Project Approach for Teaching Advanced COBOL"...

...In a special 125th Anniversary performance, the **State Ballet of Rhode Island** danced a program designed specifically for newcomers to ballet. The company performed excerpts from three famous story ballets: "Sleeping Beauty," "Coppelia," and "Giselle." The show, in Janikies Auditorium, was followed by a dessert buffet. ...

...Professor **Bill Sweeney's** annual economic forecast again has drawn a lot of attention from the new media after distribution by the public information office. Among the news organizations carrying his predictions: UPI and AP news services; two local TV stations; and a variety of newspapers...

...Corporate giving director **Homer Shirley** has been named to the new Task Force on the Arts of the Greater Providence Chamber of Commerce...

...Public safety director **Richard Wheeler** attended a week-long conference in Quantico, Virginia for regional presidents of the national FBI Academy. He heads the New England region for 1988...

...Career Services and the Bryant Professional Women's Association presented a panel discussion titled "Exploring the Glass Ceiling: Women's Progress and Obstacles in the Work Place" in March...

125th Anniversary Commencement plans

Bryant's Class of '88 has a special treat in store for it at the 125th Anniversary Commencement.

On Friday, May 20 at 10 p.m., a display of fireworks will inaugurate the festivities. The committee overseeing plans for Commencement has a variety of ideas on the table for discussion and is hard at work to offer parents, students, and friends a memorable 125th Commencement.

Commencement exercises on Saturday, May 21, will be held outdoors at the track, rain or shine. So guests are being urged to come prepared for bad weather. If there is a drenching downpour, President William T. O'Hara will conduct a mass conferral of degrees and adjourn Commencement.

To avoid traffic congestion, guests should arrive as early as possible and select preferred seating at the track. It is important to remember that the procession begins at 9:30 a.m. sharp.

Gifts to Bryant

Bryant's Strategic Planning Committee has outlined an ambitious long-range mission for the college. Several particular gifts, by helping to finance the construction of needed learning laboratories, will bring these objectives closer to reality.

A \$10,000 grant from the June Rockwell Levy Foundation will strengthen Bryant's foreign language program by providing partial funding for the installation of a language laboratory. Students anticipating careers in international business will receive intensive and individual language instruction in this lab. Dr. Pedro Beade is implementing the plan.

The Champlin Foundations of Rhode Island have awarded a \$100,000 grant for a computerized biology laboratory. The laboratory, designed by Dr. Gaytha Langlois, will link digitized measuring devices to microcomputer hardware and software for accurate data collection, spreadsheet calculation, statistical analysis and graphics presentation.

The Knight Foundation of Akron, Ohio has provided \$13,500 in seed money toward the purchase of desk-top publishing equipment for a business communications writing laboratory. Hardware will include lap-top computers and desk-top publishing equipment. The lab will be supervised by Dr. James Marsden. Dr. Mary Lyons developed the initial proposal.

A \$100,000 gift from the C.V. Starr Foundation for an endowed scholarship will help to ensure that no deserving student is denied access to a Bryant education because of financial need. It will be added to the additional \$1 million earmarked by Bryant next year to meet the financial needs of qualified Bryant students.



WPRI-TV general manager **Bob Rice** presents Knight Foundation check to Executive VP **William Trueheart**, professor **James Marsden**, and special presidential assistant **Priscilla Angelo**.

That first year on the job: what it's really like

Eight 1987 Bryant graduates told 60 job-hunting seniors what that first year on the job is really like at a special workshop in late February.

Sponsored by the Office of Career Services and the Student Alumni Association, the workshop addressed topics such as relocating to a new city, living on a shoestring budget, and adjusting to life as a professional.

"The alumni were here to share their experiences with students going out into the 'real' world," said Judy Clare, assistant director of career services.

Janet Simpson, now with Digital Equipment Corporation, and Sandy LaCroix, with Boston Mortgage Company, gave helpful hints on moving to a new city. Start early and stay within your budget, they advised.

They also handed out a checklist for all students planning a big move. Their list covered everything from heating accommodations to snow removal.

"Living on a Shoestring Budget" demonstrated to the seniors the high cost of living. Jill Napolitano, with Automated Data, gave helpful tips on how to save money on rent, food, and entertainment. Some of her suggestions: live with a roommate; use coupons, frozen concentrates, and seasonal foods; don't buy brand names; go to all-you-can-eat buffets; be conservative when buying alcoholic beverages.

Napolitano also advised the seniors to start building a wardrobe now, and to save all receipts for relocation bills. The company will probably reimburse you.

Taking criticism well and making good first impressions was the advice of Christopher Cacioppo, of Ernst & Whinney, who talked about "Adjusting to Life as a Professional."

Cacioppo said that meeting deadlines during heavy workloads is essential because it makes your supervisor look good, something he or she will keep in mind at promotion time.

Being professional is an ongoing process, but don't get stuck in a boring day-to-day routine. Make yourself relax and do something for yourself. He suggested taking walks, either alone or with a friend.

Karen Smith, with Walsh Enterprises, said the best job is the job you're happy doing.

"Figure out what you want to do and where you want to go," Smith said. "Don't let money rule your decision."

Her topic was "Holding Out For the Right Job" and she practiced what she preaches. She didn't accept a job offer until last September.

Smith suggested that the seniors think seriously about where their talents lie and make self-assessments before starting a job hunt. If you are unsure about a job, don't take it. Find something you can and want to contribute to. Wait for something you really want and then take it. The money may be nice but if it's not for you, don't take it. Do something you want to do and you'll find that the advancements come quickly.

Other workshops included "The First Ten Months in Public Accounting," by Jay Jablonski, of Peat Marwick Main and Co., and "On the Road as a Salesperson,"

by Frank Parisi, of Quaker Foods, and Tammy Ackley, of Pitney Bowes.

A reception followed the workshop. It gave the seniors a chance to talk informally with the recent graduates.

An enduring legacy

Annie R. Goff, of Rehoboth, Massachusetts has left to Bryant a bequest of \$5,000 in her will in memory of her late husband, Harold A. Goff '04.

An active alumnus, Harold Goff kept in touch with many of his classmates and contemporaries and helped the alumni office find lost alumni and correct records. This memorial is a fitting tribute to a man who loved Bryant.

If you are planning your estate, and want to include the college or wish to pay tribute to someone with a memorial at Bryant, please write or call Dr. Nena Whittemore, Vice President for Institutional Advancement (401-232-6260).

...Bryant grad **Jim Hallet '84** has earned a PGA card that qualified him for a berth in 41 of the 45 events on this year's United States tour. **Hallet** is one of the few professional golfers who have graduated from a northeast collegiate golf program...

...Professors **Frank Bingham** and **Barney Raffield** have signed a contract with *Times Mirror/Mosby Publishing of St. Louis* to co-author a book. Titled *Industrial Marketing Management: A Contemporary Strategic Approach*, it will be published in January, 1990...

...Bryant has been chosen to host the 1988 region I conference of the **Associate of College Unions-International (ACU-I)** in early November. The three-day affair is expected to attract students and staff from colleges in New England, Canada and Great Britain...

...Professor **Burt Fischman** spoke on the topic "Time Management and Communication" at a recent meeting of the Rhode Island chapter of the *Data Processing Management Association*...

...Professor **M.E. Ellis** has been appointed to the program committees of the 1988 *Eastern and Southern Finance Associations*...

Lumberman named "Businessperson of the Year"

The Graduate School has named a prominent lumberman and legislator in northern Rhode Island as its "Businessperson of the Year" for 1988.

Clinton O. Remington III '76 MBA received the award at the fourth annual dinner dance April 9 at the Pawtucket Country Club. The award is a formal recognition of excellence in business among MBA and MST graduates.

Remington is the chief executive officer of Remington Lumber Company in Burrillville and a state representative in District 60 since 1984. He is the fifth member of the Remington family to head the lumber company, which has been conducting business at the same Oakland location since the late 1800s. This makes the company the oldest family-operated business in the town.

A 1967 graduate of Williams College, Remington served in the military for three years before returning to the company. He became president in 1975 after holding several other management positions.

A strong pro-business legislator, the Democrat has introduced and co-sponsored more than 80 pieces of legislation that address the concerns of business, specifically small business. His committee appointments include serving as vice-chair of the House Committee on Labor and as a member of the General Assembly's Joint Committee on Small Business. His father, the late Clinton O. Remington Jr., represented the same district in the late 1940s.

Remington's community activities have included serving as a trustee of Roger Williams General Hospital, secretary of the Industrial Foundation of Burrillville,

crusade chair for the American Cancer Society of Northern Rhode Island, and a member of the Regional Economic Development Department of the Woonsocket Chamber of Commerce, the Advisory Committee of the Woonsocket Area Vocational Facility, and the Burrillville Lions Club.

In 1986, Remington was named "Lumberperson of the Year for Rhode Island" by the lumber and building materials dealers association. He is a former president of the state association and a former member of the board of the Northeastern Lumber and Building Materials Dealers Association.

Remington and his wife, Susan, a first-grade teacher in the Burrillville School System, live in Burrillville. They have four children.

Business Issues Forum Planned

Plans are underway for a Business Issues Forum to be held at Bryant next fall.

Sponsored by the Graduate School, the weekly series will consist of a panel discussion of contemporary business issues followed by a question and answer period.

The panel, which will change weekly, will be made up of business people and faculty members, according to George de Tarnowsky, dean of the Graduate School.

The Business Issues Forum is scheduled for Thursdays at 6 p.m. in the Graduate School lecture hall. All alumni are encouraged to attend as well as serve as panelists. Anyone interested in participating should contact de Tarnowsky at the graduate office.

Class Notes

New placement service offered

A new project that will provide additional placement services for Graduate School alumni is getting off the ground this spring.

Using student help, the Graduate School has contacted more than 600 local and regional companies to determine if they hire MBA graduates.

"We want to alert them to our graduates and make sure they are familiar with Bryant's graduate programs," said George de Tarnowsky, dean of the Graduate School. "We plan to contact these companies two to three times a year because we believe it will help us do an even better job of placing our alumni."

Data files on the target companies are currently being set up. They will include the type of organization, product or service, number of employees, number of alumni employed there and their names and job titles.

Wayne Lima, assistant in the Graduate School, is coordinating the project.

Graduate School Class Notes

Robert T. Fuller '87 has been promoted to systems sales support manager by Foxboro Co.

Gregory Andrew born to **Maria (Phillips) Rathbun '85 MBA** and husband, Leonard, July 12, 1987.

Christopher Gifford born to **Terry Stewart '85 MBA** and wife, Laurel, November 25, 1987.

1931

Elizabeth Reynolds is involved with volunteer work at a hospital auxiliary in Booth Bay Harbor, ME.

1934

Abe and **Evelyn Rodensky** celebrated their 50th wedding anniversary on October 11, 1987.

1938

Marguerite McCrudden McKay has retired from the Providence School Department as an administrative secretary. She served 28 years as secretary to the controller.

Virginia (Page) Dann says she is still "plying her trade 50 years out of Bryant." She is private secretary for James A. Jackson. She is also a church secretary. She occupies her spare time with her six-year-old granddaughter, Heather, and running a bed & breakfast at her "Apples Acres" in the fall.

1950

Earl J. Croft has accepted a post as a court administrator and clerk in Rhode Island Family Court.

Anthony G. Thomas has been promoted to vice president and controller in the Titleist Division of the Acushnet Company.

1952

Joseph J. Gimlewicz has been named vice president for the residential mortgage department of First Agricultural Bank.

Nancy Mason has been promoted to director of contracts for Massachusetts Rehabilitation Center.

1954

William F. Derwin has been appointed to controller at Wesson, Inc. in Waterbury, CT.

1955

Robert Landry's wife of 25 years, Jeannine Carreau Landry, died in April 1987. She was known at Bryant during 1954-55.

Robert Roecklein is controller for the James River Corporation in New York.

1956

John C. Bulley retired from Penn State University's Hershey Medical Center last year. He has purchased a motor home and is doing extensive travelling around the United States.

1957

Jean C. Ferris has been promoted to vice president of United Bank in Old Lyme, CT.

William F. Schaeneman began B&L Lines, a bus company, in March, 1987.

1958

Roberta Ferrara was promoted to banking officer in charge of equipment leasing and finance at Domestic Safe Deposit Co. in Cranston, RI.

Joseph A. Fatone has been appointed director of the Eastern Savings & Loan Association.

Wanted: Director of Alumni Relations

This position is responsible for the creation and implementation of an organized and comprehensive alumni relations program. This position is best served by an individual with an undergraduate degree, familiarity with Bryant College, good written and verbal skills, marketing expertise, the ability to work well with volunteers, and excellent organizational and public relations skills. The Director of Alumni Relations reports to the Vice President for Institutional Advancement.

Salary commensurate with experience.

If you are interested, please write or call the Office of Human Resources at Bryant College by May 27, 1988.

...Bryant's 125th birthday party in the State House attracted a national TV audience. The **Today Show's** popular **Willard Scott** mentioned the celebration on the March 4 show...

...Professor **Chantee Lewis** continues to be a popular speaker on financial planning. His latest audience: U.S. Postal Service employees in the Boston division who attended a career awareness conference in March...

...Man and the planet Mars came together at Bryant in March. **Peter Schultz**, facility director of the Brown Regional Planetary Data Center, discussed Mars exploration and future probe missions. The two-hour lecture and slide show was sponsored by the science department...

...Sociological Viewpoints has accepted for publication an article by professor **Gregg Carter**. Its title: "Interactions Between the Staff and 'Denizens' of a Social Security District Office"...

1962

Robert Bianchini, president of the Rhode Island Credit Union League, has been given the Eagle Award, the highest recognition given by the Association of Credit Union League executives.

James Reynolds has been elected president of the New England States Government Finance Officers Association.

1964

Beatrice (Elener) Dias has been appointed senior marketing administrator at Lincoln National Insurance in Jacksonville, FL.

Marcy (Anson) Fralick is living in Divide, CO with her attorney husband, Robert, and her daughters Kellie (14) and Shauna (11). She is a weekly columnist with the *Ute Pass Courier* and a freelance writer.

Barbara (Johnson) Gorman is office manager of Astro-Med, Inc. in West Warwick, RI.

Jeanne (Ducharme) Kopicki is a secretary for the U.S. Army Strategic Defense Command in Huntsville, AL.

Paul A. Lussier's company, Paul A. Lussier Real Estate, Inc. has expanded to new headquarters in Easthampton, MA.

1965

Bruce Wilson has been promoted to executive vice president for retail banking at Bank of Boston in Connecticut.

1967

Thomas Falcofsky has been promoted to vice president and director of purchasing at Royal Electric.

Gail Knotek has been promoted to vice president in the private banking group at Wells Fargo Bank.

Lewis J. Mello has been appointed director of business and computer operations for the Freetown-Lakeville Regional School District.

1969

Chester A. Howard III has been named vice president, strategic and financial planning, Westinghouse Communities, Westinghouse Electrical Corporation, Coral Springs, FL.

1970

Robert F. Stosse has been appointed national telemarketing manager for Harloc Corp., West Haven, CT.

1971

Dominic Palumbo has been appointed vice president of administration at Nutmeg Federal Savings & Loan.

John A. Skoglund has been promoted to first vice president at the National Community Bank of New Jersey.

1972

Howard Rivkin has been appointed manager of human resources at B & B Associates, Inc., in South Windsor, CT.

1973

David Balkom has been appointed vice president for ambulatory care at St. Elizabeth's Hospital in Boston.

Ronald Martel is director of residence life at Northeastern University.

1974

Thomas A. Benoit has been named manager of management information systems for the Rhode Island Group Health Association.

1975

Robert A. Di Caprio has been recognized as a certified professional photographer by Professional Photographers of America. He is the only certified photographer in Rhode Island. His studio, Images Photography, is in Woonsocket.

Peter Dumais has been named vice president of stores for Schatz Management Corp.

Gary L. Hug has been named branch manager of the Metropolitan Life Insurance Co. sales office in Providence.

Donna Kahl has been appointed head of the Information Security Department, Security and Safety Directorate. She has also been selected for a Group Achievement Award.

Doug Lawrence is a tax manager with Maida & Maida CPAs in Stamford, CT.

1976

Marian L. Barrette has been promoted to assistant vice president in the corporate banking group at Citizens Bank.

Robert A. Levy has been promoted to general manager for the Palm Beach Airport Hilton in West Palm Beach, FL.

Michael J. Lynch has been appointed manager of government relations with Illinois Tool Works in Chicago.

Teresa Trudeau has been promoted to re-entrance coordinator in the Office of Student Accounts at New England Institute of Technology.

1977

Newton Buckner, III has been promoted to principal in the accounting firm of Whittlesley & Hadley, P.C. in Hartford. He will be in charge of the firm's tax department.

H. Kent Goetjen has been named a partner specializing in real estate and construction with Coopers and Lybrand in Hartford.

Paul Kisko has been promoted to director of underwriting at Security Connecticut Life.

Lynne (Benson) Lersch is a senior analyst with the Federal Reserve Bank of St. Louis. She and her husband, U.S. Coast Guard Lt. David L. Lersch, reside in O'Fallon, IL.

Harry Neumann, Jr. has been re-elected vice president at large of the Connecticut Association of Realtors.

David Winstead has been named president and chief executive officer of the Village Savings Bank of Port Chester, NY.

1978

Scott Darelus is a postal clerk at the Taunton Post Office in Taunton, MA.

Thomas Farrington has been elected president of the John P. O'Donnell Division of the Ancient Order of Hibernians.

Wayne Joseph Fernandes is listed in the 1987-88 edition of "Who's Who in California."

Peter J. Goglia has been promoted to vice president at Kidder, Peabody & Co.

Susan Mattarocci has been named director of marketing and sales at Bristol Craft Manufacturing in Fall River, MA.

Gerald Paulhus has been promoted to vice president with Eastland Bank.

Mark A. Robinson has been elected to the board of trustees at Dean Junior College.

1979

Leonard G. Bailey has been appointed temporary sergeant by the Town Council of Burrillville.

David B. Frye has been appointed senior vice president of investment advisory services for of Mutual Advisory Corp., a subsidiary of Five Thrift Institutions.

Stephen Ruggiero is an account manager for A.C. Nielsen Marketing Research in Hackensack, NJ.

Anne E. Stabile has joined Dowling Corporation as a controller.

Robert Therrien has been appointed controller of L. Vaughn Co., manufacturers of architectural woodworking.

1980

Joanne Marie Cathcart has been promoted to accounting manager at the Providence-based construction management firm of DiMeo Construction.

Joanne Granata has been named vice president in branch administration at Fleet National Bank.

Marc J. Lustig has become a partner in Fagin, Falce & Lustig, CPAs in Hartford.

Joanne (Merluzzo) Orabone, a revenue agent with the IRS, is also teaching federal income tax classes at Community College of Rhode Island's evening division.

Thomas Paradis has been promoted to buyer with Varian/Extrion, a manufacturer of ion implanters for the semiconductor market. He has also attained his Certification in Production and Inventory Management (C.P.I.M.) through the American Production and Inventory Control Society.

Diane L. Pelletier has been promoted to finance director of the City of Pawtucket.

Nicholas Puniello has been promoted to manager in the tax department at Feeley & Driscoll, P.C., C.P.A.

1981

Lawrence Condon has been named special projects coordinator for the City of Bridgeport.

Jeffrey Gagnon has been named assistant vice president in the commercial lending division at Citizens Bank.

Det. Michael R. Grandchamp has been promoted to Sergeant of No. Kingstown Police Dept.

Cathleen Kirk has been made an officer of Kidder, Peabody & Co.

Richmond Martineau has taken the position of Acting Chief of the North Smithfield Police Department, RI.

Edward J. Parry III has joined Price Waterhouse's Providence office as a manager in the entrepreneurial services group.

Michael Tedone has been elected vice president and a principal of Filomeno & Co., P.C. in West Hartford.

1982

Tracey Bickley has received her MBA in computer science from the University of New Haven.

Suzanne Coppinger has joined Hunneman and Company/Better Homes and Gardens Realtors as a sales associate.

Walter Dias has been named controller of Butler Hospital in Providence.

Dale L. Hamilton is deputy sheriff with the Sagadahoc County Sheriff's Dept. in Bath, ME.

Laurent Lamothe has joined Leading Edge Hardware as human resource manager.

Gerard R. Lavoie has been named assistant vice president and marketing officer with Dedham Institution for Savings.

Show Your Spirit!



In celebration of its year-long 125th Anniversary celebration, Bryant College proudly offers a variety of commemorative items for alumni and friends:

- Cotton polo shirts with embroidered anniversary insignia, white or navy with gold, \$23. Specify medium, large, or extra large. (No small available.)
- Brass and leather coaster/paperweights, \$10.50.
- Gold plated Archway suncatchers, \$4.50.
- Highlighter pen, \$.80.
- Engraved matte black pens, \$9.

Order from:
Alumni Relations Office, Bryant College
450 Douglas Pike, Smithfield, RI 02917-1284.

Name _____ Class year _____

Address _____

City _____ State _____ Zip _____

_____ check or money order payable to Bryant College

_____ VISA _____ Mastercard

Acct. # _____ Exp. Date _____

Signature required for credit card purchases.

Class Notes

1982 (continued)

Jeff Lublin has been appointed purchasing manager of Seton Nameplate Corp. of Branford, CT.

Suzanne Mackimm has been appointed assistant treasurer for the Eliot Bank in Needham, MA.

Trudy Mandeville has been promoted to health promotion director at Ocean State Physicians Health Plan.

James Moniz has been promoted to director of contracting at Ocean State Physicians Health Plan.

Jennifer Proud has been hired by Ivan Lendl as his tennis agent, based in Greenwich, CT.

1983

John Aiello MBA '87 has been promoted to senior cost accountant with State Mutual Life Assurance Company.

Paula (Mattero) Aiello passed her CPA exam this year.

Maribeth Baffoni has been promoted to controller at Ocean State Physicians Health Plan.

Harold Briggs has been promoted to tax manager in the Providence office of Price Waterhouse.

Jean (Pinone) Ginnetty has been promoted to financial analyst in the pricing and promotions department of Heublein, Inc.

Lawrence Hickey has been appointed controller at BMS Management Services.

Jeffrey Hull has been appointed assistant town manager in Wilmington.

Richard A. Lemire has been promoted to staff accounting analyst in the international purchasing office and distribution center of IBM.

Donna McGowan has been promoted to vice president, home office underwriting, with Providence Washington Insurance of Providence.

Jeanne Murray has been named the first financial coordinator at Valley Technical School in Upton, MA.

James Naber has been named vice president of finance for Shawmut Bank.

Marcel Pontbriand, Jr. has been promoted to senior programmer/analyst at Citizens Bank.

Cheryl (Ruggiero) Reiff has been appointed a supervisor at Piccerelli, Gilstein & Co.

Janet A. Robidoux has been named audit manager at Ernst & Whinney.

Mary Anne Ryan has been appointed associate products manager, New England Shrimp Co., Ayer, MA.

Richard B. Smith has been appointed manager in the Personnel department at Fleet National Bank.

Susan P. Sullivan has been appointed to assistant dean of administration at Bristol Community College.

Sanford Trado has been named a senior accountant in the Newport office of Rooney, Plotkin & Willey, CPAs.

1984

Gary A Cook has been elected vice president of real estate in the major loan division at Southern California Savings and Loan in Beverly Hills.

Barbara Debnam has been promoted to office manager of the marketing and sales office of Edward B. DeSeta & Associates, a real estate development firm in Wilmington, DE.

James Fisher is engaged to Michaela Griffo. They will marry in June in Tiverton, RI.

Michael Grandchamp has been promoted to police sergeant and assistant patrol commander with the North Kingstown Police Dept.

Kathy Huffman is engaged to **Timothy Cotnoir '85**. They will marry on May 7, 1988. She's a senior account executive with Tri-State United Way in Stamford, CT.

Janice Marie Porter has joined Stamford-based Human Resources Inc. (a permanent and temporary placement firm) as a personnel counselor.

Mark R. Provots has been hired as an associate by William T. Horan, C.P.A.

Carl Seadale has been appointed manager, North American sales & marketing for the Engelhard Corporation's jewelry business.

Linda Ysewyn has assumed command of the U.S. Army headquarters of the 189th Maintenance Battalion at Fort Bragg, N.C.

1985

Brian A. Azar has been elected branch officer with Eastland Bank.

Jean Marie Gessford has completed a six-month internship with Deloitte, Haskins & Sells in San Paulo, Brazil, as part of her Master of International Business Studies at University of South Carolina.

George Hagan has been promoted to assistant treasurer in the audit department at Connecticut Bank and Trust.

Denise (Lovett) Hamilton is employed as office manager at The Whip and Spoon in Portland, ME.

Jean-Paul Leblanc has been promoted to accountant with the Capitol Region Education Council in Windsor, CT.

James E. Scanlon has been promoted to District Sales Manager of BT Equipment Company.

Kathleen Sousa has opened a new real estate office in North Attleboro, MA.

Gregory Steiner has joined the firm of Steiner, Inc., builders and developers.

Jill Tamis has been promoted to supervisor for mutual fund accounting with Merrill Lynch in Princeton, NJ.

Ross R. Upton has been elected to senior vice president and treasurer of Fairhaven Savings Bank.

1986

Gail Brew is employed at Northeastern University, office of academic and student affairs. She is also working toward her Master's in Business Administration at Northeastern.

Thomas Caswell has joined Eliot Bank as the mortgage originator for the bank's southeastern MA and RI territory.

Francis Ciccarelli, Jr. has been appointed tax accountant for Edward J. DiMartino Sr., public accountant.

Elizabeth A. Ellingwood has been promoted to sergeant with the Warwick Police Dept.

Curtis Frandsen has been promoted to materials manager at Augat/Isotronics.

Mary Irons is an application support consultant at McCormack and Dodge.

Jennifer Loudfoot has joined Marguis/Bennett as a public relations writer.

Pamela D. Randle has been promoted to corporate controller at Picerne Properties.

Cindy Taylor is engaged to marry Naval Ensign F.W. Dau.

Kelly M. Wall has been appointed director of marketing and manager of the Gourmet Division at Autocrat, Inc.

1987

Ruth Alberg has been appointed annual giving officer at Bryant after serving a six-month interim term in this same position.

Kerry Amaral has been named media account coordinator for Leonard, Monahan, Saabye.

Sharon Bell is a staff accountant with Lewis M. Finkel, CPA, Inc., in Providence.

Ensign Henry C. Berry has completed Aviation Officer Candidate School in Pensacola, FL and was commissioned as an ensign. He has now entered primary flight training.

Deborah Blais has been promoted to assistant vice president with Eastland Bank.

Jeffrey J. Brown has been named account executive by Starkweather & Shepley, Inc., a Providence insurance agency.

Richard Brown, II is a programmer/analyst with Aetna Life and Casualty in Hartford.

Cindi Dyer is an assistant accountant with Deloitte Haskin & Sells.

Barbara Foeller has joined Speidel as a junior accountant.

John C. Hafferty has been appointed to the leasing staff at the Strehlke Corporation in Boston.

Mark Laclaire spent his summer in Durham, NC, on location as a supporting actor in the movie "Bull Durham." The picture will be released next spring. He now is a sales representative for Metro Telecom.

Murray Petrarca has been promoted to vice president and director of materials at Royal Electric.

Second Lt. Charles F. Raithe has completed the field artillery officer basic course in the U.S. Army.

Richard Schmitter has been promoted to lieutenant with the Coventry Police Dept.

Joseph M. Sweet became a partner in the CPA firm of Smith, Deck, Sweet & Co. in Providence.

Bradley Van Antwerp has been appointed area sales rep for Harris/3M.

Clement Zlotnick has been appointed a staff accountant with Ernst & Whinney in Hartford.

Marriages

Matthew Ferrucci '70 to Anne Robertson, September 19, 1987.
Malicia Jacks '70 to Geoffrey Laurence, November, 1987.
Ronald Martel '73 to Candace S. Arquit, December 27, 1985.
Mark E. Barthel, '74 to Robyn Martin, August 22, 1987.
Gary P. Giarzone '75 to Jo-Ann Allard, November, 1987.
Diane Hale-Lilly '75 to William J. King, November 21, 1987.
Richard Piscopiello '76 to Paula Abrams, November, 1987.
Anthony J. Davella '77 to Karen A. Palmieri, October 2, 1987.
Robert M. Oblachinski '78 to Elizabeth Ann Kelly, November 28, 1987.
C. Gregory Winters '78 to Kathleen Cadigan, December 5, 1987.
Nancy Bartha '79 to James Jackowski, Jr., November, 1987.
Linda Montano '79 to Alan Levere, August 29, 1987.
David Teixeira, Jr. '79 to Melissa Eisnor, November 20, 1987.
Gerard A. Carnevale, Jr. '80 to Donna Guglielmi, October 25, 1987.
Kelley Anne Hanley '80 to Robert J. Martin, Jr., December, 1987.
Kevin A. Landy '80 to Donna Moise, November 22, 1987.
John M. Poirier '80 to Carol Ann Sandberg.
Lisa Saccoccio '80 to M. Carl Heintzelman, November 28, 1987.
Terri Sulkin '80 to Steven Vachon, October 24, 1987.
Diane M. Delvecchio '81 to Joel Shafferman.
Lisa Laine '81 to Joseph Hartley, III, October 17, 1987.
Donna Marie Paulhus '81 to Robert B. Beaven, December 26, 1987.
Eugene F. Rosadino '81 to Christine Scranton, September 12, 1987.
Marianne Tarteglia '81 to Alan Litwin, November 29, 1987.
Victor Joseph Pascarelli '82 to Alison Valentine.

Andrea Passanisi '82 to John L. King, Jr., November, 14, 1987.
Paul Striebel '82 to Donna Smith, May 30, 1987.
Joseph Bernabucci '83 to Mary Costanzo, October 3, 1987.
Julie Edwards '83 to Donald Lesure, September 19, 1987.
Michael Mallozzi '83 to Deborah Krischtschun, October 9, 1987.
Karen Meyerhardt '83 to Frank J. DeMonte, October 17, 1987.
Ronald J. Saumur '83 to Nancy Gail Vadenais, September 12, 1987.
Lynne Zamojski '83 to **Mickey Ashe '83**, October 3, 1987.
Donna Lynn Evarts '84 to Christopher Dowler, October 3, 1987.
Linda A. Mayo '84 to Peter A. Bouthillette, November 7, 1987.
Edward Murphy '84 to Michelle LeBlanc, November, 1987.
Maryellen Newton '84 to Thomas Williams, Jr., January 9, 1988.
Lynn Rousseau '84 to Kevin Mulcahy, September 19, 1987.
Timothy J. Austin '85 to Julie McGarry, September 13, 1987.
Jeanette M. Ball '85 to Peter V. Jankowski, October 10, 1987.
Timothy Barton '85 to **Tiana Dazkevich '87**.
Jocelyn Cadwell '85 to Brad Belisle, September 12, 1987.
John Caprarelli '85 to Susan M. DeCotis, November, 1987.
Barry Clairmont '85 to Cheryl J. Osmok, November 28, 1987.
Jennifer Copley '85 to Trent Davis, October 2, 1987.
Mary E. Deep '85 to Keith Palmer, October 10, 1987.
Gregory W. Hawes '85 to **Karen Anastasia '86**, September 19, 1987.
Charles D. Katziff '85 to **Christine Pane '86**.
Robert J. Lacasse '85 to Karen Quaedulieg, October 11, 1987.
David E. Marcotte '85 to Elizabeth Tondreau, October 10, 1987.
Charles H. Perry '85 to Marnee S. Black, September 6, 1987.
Julie Roy '85 to Albert James Gage, October, 1987.
Bruce L. Whitaker, Jr. '85 to Cara M. Pieranunzi, September 19, 1987.
Beth Williams '85 to Timothy White, September 19, 1987.
Michael R. Bedard '86 to Kimberly A. Murray, October 10, 1987.
Anne M. Daly '86 to Russell Olson, Jr., October 11, 1987.
Richard Dunham '86 to Wendy Lupien, October 10, 1987.
Gregory Fusco '86 to Denise A. Leone, November 28, 1987.

Robert Lulis '86 to **Laurel McNeil '87**, October 17, 1987.
Christine Pane '86 to Charles D. Katziff, October 10, 1987.
John B. Turner '86 to Jennifer Frost, November, 1987.
Brian Williams '86 to Elizabeth Dauphin, November 21, 1987.
Alyson Kowal '87 to Gregory Driscoll, November 11, 1987.
Cindi Oyer '87 to Jeffrey Booth, November 21, 1987.
Susan Vance '87 to John Murray, September 26, 1987.

Births

Gregory Brian to **Chester A. Howard III '69** and **Kathleen L. Howard '71**, September 25, 1987, Coral Spring, FL.
Jarrett Phillip to **Sandi (Nunes) Ross '73** and husband, Richard, September 29, 1987.
Brenna Christine to **George M. Decotis '75, '82** and wife Elizabeth, February 20, 1987.
Catherine Ann to **John R. Byrne '78** and wife, March 18, 1987, Modena, NY.
Nicholas James and Melissa Marie to **Laurie Roach Gamble '79** and husband, James, May 11, 1987.
Marissa Lee to **Stephen and Patricia (Brennan) Ruggiero '79, '80**, August 21, 1987.
Catherine (Charboneau) Morrone '80 had a baby boy on October 21, 1987.
Michael to **Anthony J. Dennis, III '81** and husband Gerald, September 11, 1987.
Ryan Benjamin to **Cary M. Benjamin '82** and wife, Andrea, June 30, 1987.
Aaron Benjamin to **Meg (Stewart) Brittingham, '82** and husband, Gerry, September 11, 1987.
Erica Marie to **John and Laurie (Wisniewski) Germann '82, '84**, November 24, 1987.
David Michael to **James A. Hanson '82** and wife, Lissa, July 18, 1987.
Benjamin Felix to **Alexis Horowitz '83** and husband, Lawrence, January 19, 1988.
Bryan Matthew to **Jeff and Diane (Bowne) Lublin, '82, '84**, December 13, 1987.
Megan Anne to **Nancy (Dutra) Curran '85** and husband, David, August 31, 1987.
David Edward to **David Henriquez '85** and wife, October 7, 1987.

In Memoriam

G. William Dick

G. William Dick, associate professor of economics at Bryant since 1985, died on Christmas day after a long bout with cancer. He was 55.

Dick had lived in Orleans, MA and was buried at Otis Air Force Base National Cemetery in Bourne, MA.

The retired Coast Guard officer worked also as an economist for the U.S. Department of Transportation and an econometrician and design engineer in private business. He held a Ph.D. in economics and statistics from the Wharton School at the University of Pennsylvania, an M.A. in management from Rensselaer Polytechnic Institute, and a B.A. in engineering from the U.S. Coast Guard Academy.

Dick, who taught until mid-November, came to Bryant from the University of Petroleum and Minerals in Saudi Arabia. He also taught at Harvard, Randolph-Macon Woman's College, and Hampden-Sydney and Sweet Briar Colleges.

John G. Zeiger

Sadness swept over Bryant again in mid-January when another member of the faculty died suddenly.

John G. Zeiger, associate professor of management, died January 12 after suffering a heart attack while playing tennis on campus. He was 69.

Zeiger, a regular on the tennis courts, was buried after a memorial service on January 15 at Grace Episcopal Church in North Attleboro, MA. He and his family lived in Cumberland, RI. A memorial service also was held for him on campus in early March.

Zeiger was considered one of the most dedicated faculty members at Bryant and

a pioneer in the field of organizational communications. Among his accomplishments was introducing basic communications courses at Bryant College and Brown University in the 1960s that have evolved into management department courses in organizational behavior and organizational communications.

He taught part time in Bryant's evening division from 1966-1970 and in Brown's extension division from 1968-70 and full time at Northeastern University for a year before moving to Bryant full time in 1971. To the classroom, he brought a wealth of practical experience from working 30 years in private business from 1940-70.

Among the New York City native's business posts were manager of communication services for Leesona Corporation in Warwick; assistant to the president and marketing manager for Alloyd General Corporation in Medford, Ma, and vice president of marketing for Taft Pierce Manufacturing Company in Woonsocket. He also continued to consult regularly and was a frequent speaker to a variety of businesses and organizations.

Active in his field, Zeiger served as the newsletter editor for the organizational communications division of the American Academy of Management, and was a member of the American Marketing Association.

Zeiger held an M.B.A. from Boston University and a B.S. in chemistry and education from City University of New York. Among his community activities were the Woonsocket YMCA, the United Way, and the Small Business Association of New England. He also was a licensed lay reader for the Episcopal church in eastern Massachusetts.

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| Edward C. Feid '09 | October, 1987 |
| Rose C. Donnelly '21 | November, 1987 |
| Thomas A. Flynn '22 | December, 1987 |
| Joseph Giannini '23 | October, 1987 |
| Harry V. Kimbark '24 | November, 1987 |
| Rita Marks '25 | December, 1987 |
| George F. Dougherty '27 | December, 1987 |
| Dorothea (Rogers) Leonard '30 | December 18, 1987 |
| Oscar Murphey '30 | December, 1987 |
| Harold Simpson '30 | January, 1988 |
| Micheline DeConti '32 | January, 1988 |
| Samuel Costin '33 | November 1, 1987 |
| Louis H. Young '34 | January, 1988 |
| Charles G. Munson '35 | November, 1987 |
| Jeanette Older '35 | February, 1988 |
| Madeline Gingrich '36 | December 5, 1987 |
| Cecile A. (Landry) Rabidoux '36 | December, 1987 |
| Edward Barr '39 | November, 1987 |
| Sister Maria S. Annunciata '42 | October 26, 1987 |
| Helen Plewa '43 | January, 1988 |
| Max Siegal '46 | December 6, 1987 |
| John G. Jenest '48 | November 28, 1987 |
| Wilbur Kamens '48 | November, 1987 |
| Joseph M. O'Brien, Jr. | February, 1988 |
| Norris I. Stephens '50 | December, 1987 |
| John N. Dempsey '51 | January, 1988 |
| George LeBlanc '51 | December 30, 1986 |
| Felix A. Mirando '62 Hon. | December, 1987 |
| Horace Morse '52 | November, 1987 |
| Thomas A. Flynn, Jr. '55 | May 6, 1987 |
| Glenn C. Wood '64 | |
| J. Wesley Smith '77 | November, 1987 |
| John S. Tatarka '79 | |